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2nd REGIONAL CONFERENCE ON TOURISM RESEARCH (RCTR 2011)

"Venturing Into New Tourism Research"

UNIVERSITI SAINS MALAYSIA

STRC SUSTAINABLE TOURISM RESEARCH CLUSTER

SocTrans Social Transformation Research Platform

Proceedings of
2nd Regional Conference on Tourism Research

Venturing Into New Tourism Research

Universiti Sains Malaysia, Penang
22 November 2011

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Azizi Bahauddin

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Preface

Greetings,

The 2nd Regional Conference on Tourism Research 2011 with the theme 'Venturing into New Tourism Research' is a continuation of the same event held on the 13-14th December 2010. Last year's conference carried the theme 'The State of the Art and Its Sustainability' triggered another angle of tourism research in this year's affair. The conference organizer plans to make this academic activity an annual occasion since it was well received by participants. This year's conference theme spells out the quest for knowledge on various levels of tourism development and researches in this region and the sustainability of the industry. The proceeding compiles papers that are presented at this year's conference. All presented papers went through strict peer-review before final papers are selected. It is hoped that the proceedings present high quality papers and worthy of discussions in line with the conference's theme. This year's event is organised by the Sustainable Tourism Research Cluster in collaboration with the Social Transformation Research Platform of Universiti Sains Malaysia, Penang.

The editor would like to express his utmost gratitude to the Scientific Committee and the Conference Secretariat for their tireless efforts and contribution in ensuring this conference runs smoothly. Hopefully, all papers presented in the conference would be translated into meaningful and fruitful ventures afterwards.

Azizi Bahauddin
The Editor

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Land Use Evolution in Batu Feringghi, Penang

Norizawati Mohd Ayob[1], Tarmiji Masron[1], Badaruddin Mohamed[2] and Azizan Marzuki[2]
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The history of coastal tourism started since tourism was introduced to the world. However, today the beach was not only utilized by tourism activities but it has also been exploited by human development. Tourism development in coastal area has given both negative and positive impact but the process of evolution and synergy cannot be defined clearly. This research will evaluate what is happening in Batu Feringghi which is a well-known tourist destination in Penang. The current intensive development in Batu Feringghi which began a few decades ago showed that the land use in the area has changed rapidly and caused conflicts in the utilized land. By using cadastral map, aerial photography and GIS application, this research will show the evolution of land use in Batu Feringghi. This research will also describe beach resort evolution in the area and it will focus on the changes of spatial indicators by using trajectory chart to detect the evolution trend and pattern in Batu Feringghi beach area.

Key words: tourism, land use, aerial photograph, beach resort evolution, spatial indicators, trajectory chart

Introduction

Coastal area has always been one of tourism destinations. Development for this kind of tourism depends on the state of nature and culture around the coastal area. Coastal tourism involves a combination of available attractions between the land and the sea such as water, beaches, scenic beauty, rich terrestrial and marine biodiversity, diversified cultural and historic heritage, healthy food and etc. (United Nation Environmental Programme, 2009). These showed that the beach has a very complex ecosystem.

Today, the coastline are not only focused on tourism-based activities but also faced with increasing pressure from the world's population in general. Based on an international scale, the coastal areas only constitute 15 percent of the earth's surface, but it had to meet about 60 per cent of total world population (Page and Connell, 2006). Thus, this area should be developed with a proactive plan for each development to ensure its capabilities in providing optimum benefits to all parties.

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Each development undertaken in the coastal area has both positive and negative impacts but the process of evolution and synergy is still uncertain.

GIS application in tourism study allows the integration of information and expression of a complex scenario, which leads to a better expression of ideas and effective solution (Longmatey, Amoako-Atta and Prah, 2004). By taking advantage of GIS applications in the analysis and spatial data manipulation, this paper will try to show a clearer picture of evolution occurring in Batu Feringghi's beach resorts.

Study Area

Batu Feringghi is a well-known tourist location among the domestic and international tourist. This area is included in the Secondary Development Corridor under Penang State Structure Plan 2020 (RSNP 2020). That means only permitted development is in existence and developments approved by the authorities are sustainable, scalable, and low-medium density. The development will include the development of housing, limited tourism, agriculture and agro-based industries, local trade and other rural development. However, these developments are subjected to comply with the criteria and guidelines established in the plan, the special features as well as economic strength in the area (RSNP, 2020).

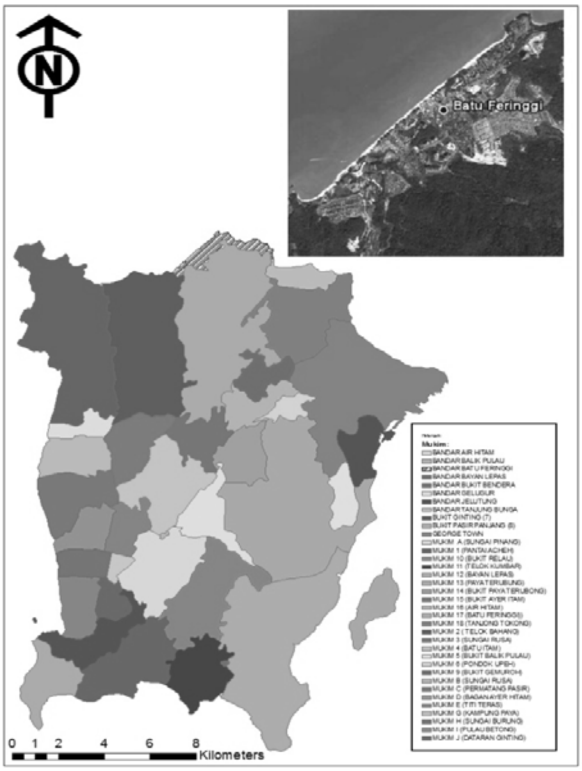

Figure 1. Study area, Batu Feringghi

The development of tourism in this area started as a picnic area on weekends. Since then, Batu Feringghi continued to attract international and domestic tourists, especially on weekends and public holidays. Various facilities have been provided by the relevant parties to ensure public convenience and to enhance the value of leisure travellers in the area. Some of the activities offered at Batu Feringghi beach are horseback riding, jet-skiing, banana-boating, and parasailing. The tourists may choose to stay at the 5-star hotels or other kinds of comfortable lodgings, which are abundant in the vicinity of Batu Feringghi.

Today, many developments were taking place in Batu Feringghi following the physical development at that area until it has become saturated. This scenario has led to many problems such as pollution, the closure of public recreational space by construction of hotel and resorts, as well as a visual barrier due to the construction of hotels and resorts that are too heavy in the coastal areas (Badaruddin & Nikmatul Adha, 2007). It also reflected the rapid changes in land uses on that area.

Data and Methodology

The main data of this study is a map cadastral obtained from Town and Country Planning Department of Penang (TCPDP) and a series of aerial photograph obtained from the Department of Survey and Mapping Malaysia (JUPEM). Cadastral map obtained is in the shape files format and this map will be base map for this research. A series of aerial photograph for different years was the main data for build evolution experienced by coastal areas in Batu Feringghi. There are six different data series of aerial photos for 1974, 1981, 1989, 1996, 2001 and 2004 (Table 1).

Table 1. **Aerial photos data**

Years	Type of data	Scale	Captured date	Type of Variation
1974	Printed	1: 25,000	February 1974	Black and white
1981	Printed	1: 40,000	February 1981	Black and white
1989	Printed	1: 12,000	21 November 1989	Black and white
1996	Printed	1: 25,000	8 May 1996	Black and white
2001	Printed	1: 10,000	17 January 2001	Colour
2004	Printed	1: 30,000	27 October 2004	Colour

The aerial photograph was scanned using HP DeskJet F2480 scanner with a resolution of 4800 dpi and OCE TDS 700 scanner with a resolution of 600 dpi. Every photograph was registered into the same coordinate system to ensure that all data will overlap each other. The process of data overlapping was very important to ensure that changes occurring at the same location were captured from the aerial photograph series. This study used the coordinate system called Malaysia Cassini_Penang which was the same coordinate system used by TCPDP for their cadastral map.

To process the aerial photos, visual interpretation techniques in the category of visual analysis was applied. The selection of this technique is consistent with the type of data used in this study. This technique included visual interpretation of multi-temporal image compositing and on-screen digitizing to assess any land uses changes in study area (Lu et.al, 2004). This analysis is known as changes detection analysis. There were many scholars who always chose visual interpretation techniques as their study methodology when conducting study related to changes detection. For example Sunar (1998), Slater and Brown (2002) and Asner et. al (2002) (in Efiong, 2011); Sliuza, Gorte and Mtalo (2009) and Soffianian et.al, (2010).

After the visual interpretation process was carried out, validation of data will be determined by site visit. After the data was edited and ready, changes detections analysis was carried out to look for evolution pattern and trend in Batu Feringghi beach resorts. The trajectory chart was used to show the evolution pattern and trend happening in the area (Figure 2).

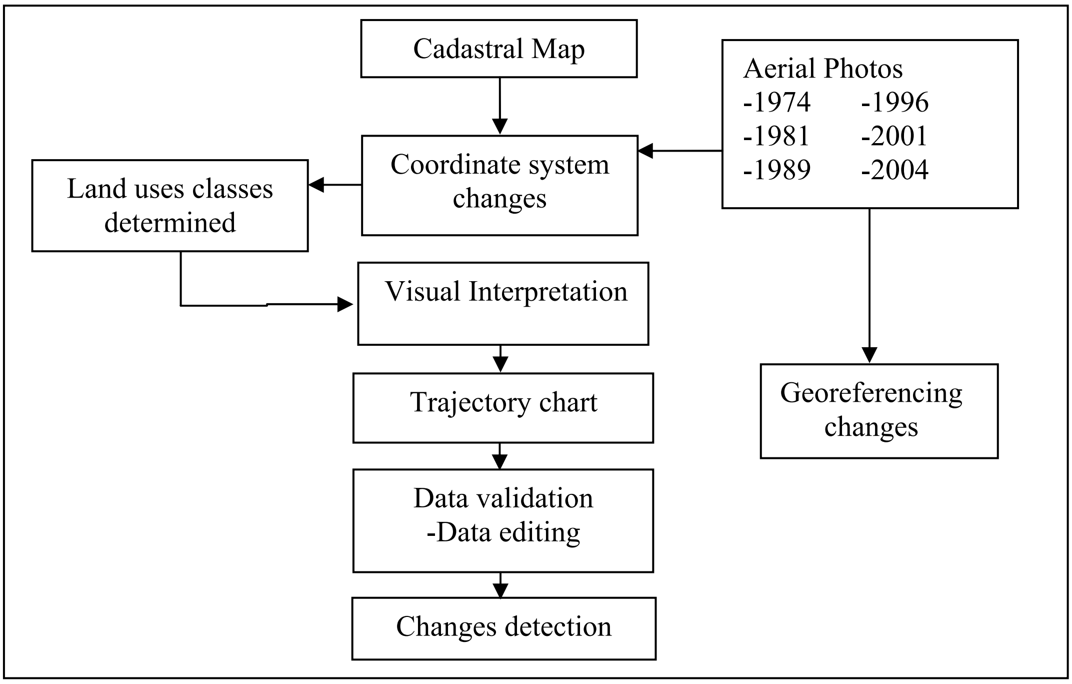

Figure 2. Methodology

Result

Trajectory chart is a one the simplest and easiest method to show result of the changes. The trajectories of land-cover changes are defined by the successive transitions between land cover categories (Mertens and Lambin, 2000). The temporal trajectory analysis method has enabled us to detect changes based on continuous time scale. This method was able to identify what has changed between two different years and also traced the progress of land-use changes that occurred in an area during the time of the study. This study involves an area of 1007.916 acres with seven types of specified classes of land use (Table 2).

Table 2. Land uses type

No.	**Land uses type**
1.	Water bodies
2.	Forest
3.	Residential
4.	Others
5.	Transportation
6.	Business
7.	Open space, recreational and vacant land

Forest area is the most diverse land use type because of it value of modification. Data of land use changes showed that throughout the selected years, forest land use has been changed to variety of other land use. Starting 1981 until 2009, Batu Feringghi forest area has been transformed into transportation, open space, recreational and vacant land, commercial and residential land uses. Where, forest areas were mostly changed into residential land use as the population in the area increased (Figure 3). The development of residential areas had no choice but to encroach to the forest area because it was seen is the only way to enable Batu Feringghi continues its development because the coastal area was already saturated with various socio-economic activities (field survey). Batu Feringghi beach resort area evolved more vertically rather than horizontally due to the condition of its physical terrain.

Open space, recreational and vacant land category also experienced rapid evolution. This type of land use was changed to a variety of other land uses such as business, transportation, residential, forest and others. The total area of open space, recreational and vacant land declined significantly between 2001 and 2004 when this type of land use was changed to other land uses type except water bodies. This situation may be influenced by the number of projects completed in 2004 whereas in 2001 the projects may still be under construction.

Meanwhile, from the data it can be seen that residential land use experienced a rapid growth. Beginning in 1989, the area of residential land use increase from 6.246 percent to 17.477 percent in 2009. Figure 3 also showed that the residential land use did not experience any changes, and it proved that the existing residential areas were not converted to other land uses. On the other hand, other types of land uses such as the forest, others and open spaces, recreational and vacant land have been converted into residential areas. This development pattern may be driven by increasing number of population and socio-economic activities in the area.

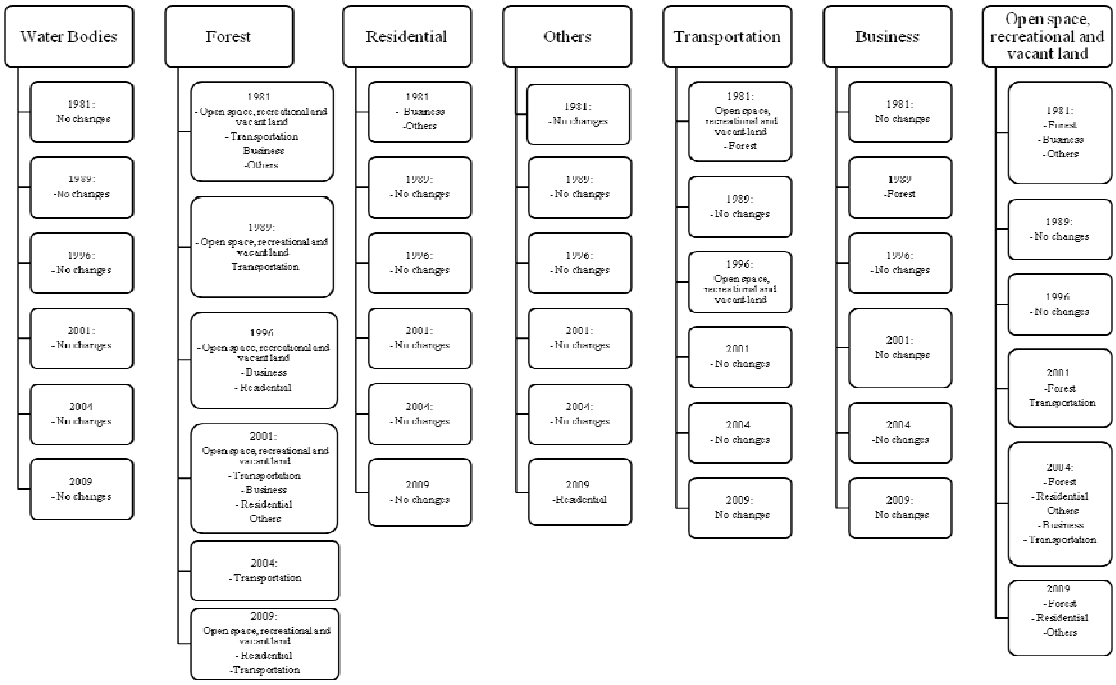

Figure 3. Batu Feringghi Land Uses Changes Trajectory Chart

The trajectory chart showed that water bodies, others, transportation, and business did not show any dynamic changes during the year of study. Some of this land use remained the same or only grow with the conversion of forest and open spaces, recreational and vacant land to other land uses. Some land use types were converted only once (Table 3).

Table 3. Batu Feringghi Land Use Changes

Type of Land Use	1974	1981	1989	1996	2001	2004	2009
Water Bodies	4.17	4.17	4.17	4.169	4.168	4.168	4.171
Forest	77.615	75.962	74.019	71.576	57.75	58.648	56.575
Residential	6.36	6.246	6.246	6.928	10.448	13.232	17.477
Others	2.18	2.37	2.37	2.37	4.817	5.060	4.87
Transportation	3.626	3.275	3.781	3.688	6.249	7.125	8.258
Business	4.298	6.696	6.556	7.077	7.235	7.378	7.376
Open spaces, recreational and vacant land	1.752	1.28	2.859	4.192	9.332	4.388	2.398
Total	100	100	100	100	100	100	100

Road construction planning from Tanjung Tokong to Batu Feringghi through the forests will continue the vertical development pattern in Batu Feringghi. Construction of the road was intended to reduce traffic congestion on roads leading to Batu Feringghi especially during weekends and public holidays. Development of the new road in the 2020 RSNPP may not lead to any rapid development process on that area because it is located in hilly terrain and also in the border of land gazetted for water catchment areas. Batu Feringghi generally has been saturated with a variety of existing development. Hence, only a limited number of locations are available for future development (RSNPP 2020).

Conclusion

Patterns of development in Batu Feringghi clearly showed in the direction of vertical trends. The forest lands covered in the study showed the most dynamic evolution other than the other land use type, because of its versatility. Pressure for in-situ development has led to the deforestation in Batu Feringghi because it was seen as the best alternative for the next development area to overcome congestion development in Batu Feringgi beach area. Beach resort areas in Batu Feringghi were expected to continue to evolve vertically to the forest and away from the coastal area. Spreading of this development will continue to shrink the forests total area and raise a range of environmental issues.

Nevertheless, development in Batu Feringghi was predicted to reach maximum levels by the year 2020 due to the restriction of the natural land structure in the area. Hilly terrain in the forest area was of ESA Rank 3 where the contours of adverse are between 150 meters to 300 meters, which was gazetted as hilly land. Thus, it will provide a significant impact to the development pattern and trends in Batu Feringghi in the future. In addition, some of the forest areas in Batu Feringghi were also located in the boundaries of the water catchment area of a nearby dam. Therefore, any future development in this area must be planned carefully and systematically in order to find the best planning scheme which can minimized negative impact and resize the maximum impact to the Batu Feringghi beach resort area.

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Sense of Place in Physical Attributes of Tourism Attractiveness

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From the systematic viewpoint, destination and origin are the two key components of tourism phenomenon. Destination, labeled as the tourism supply, is the critical determinant of the tourism attractiveness while destination attractiveness would be influenced by the interaction of the both supply and demand sides of tourism. This paper, considering tourism as a landscape industry, focuses on the manmade characteristics of the attractiveness in the tourism destination and outlines the role of sense of place in them. Based on a literature review, in determination of tourism attractiveness in theoretical or empirical studies, the physical attribute of places has an essential part from the objective standpoint. This paper reviews the concepts of place and its elements to outline their attributes to the tourism destination planning. Finally it shows that by applying sense of place as an integrated concept in designing the manmade attractions of the tourism destinations we can reach to a higher level of attractiveness.

Key words: sense of place, tourism attractiveness, tourist attraction

Introduction

Tourism planning is an approach to tourism development for formulating its policies and plans (Formica, 2000; Inskeep, 1991). Its basic principles can be described as followed: continuous and incremental process; systematic analyze approach; integrated and comprehensive; realistic, implementable and community approach; environmental and sustainable development approach and applying a systematic planning process (Inskeep, 1991, p. 29). We can recognize that tourism system is used in conjunction with tourism planning (Formica, 2000).

Inskeep (1991, p. 22) illustrates that the tourism as system can be defined, analyzed, planned, and managed in an integrated manner. The systematic approach of tourism which has its own proposed modal in some literature like (Gunn, 1988; Gunn

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& Var, 2002; Leiper, 1979 ; Mill & Morrison, 1985), underpins the view point of this paper towards indentifying the tourism attractiveness.

Integration of the tourism context with multiple disciplines and bodies of knowledge (Gunn & Var, 2002) makes us to adapt a related point of view to this industry. According to the major contribution of tourism to changing the forms and the features of the landscape of tourism destinations (Greer, 2008; Wahab & Pigram, 1997), we consider it as a landscape industry. This perspective mostly focuses of the planning and spatial design of tourism destinations (Formica, 2000; Formica & Uysal, 2006).

In conceptualizing tourism system, scholars have different points of view. Leiper's Model (1979) represents a geographical perspective whose elements are tourists, a tourist industry, generating region, transit route, and destination region. The last three components focus on his geographical view. In the light of economic or commercial standpoint, Mill & Morrison's model (1985) consists of market (demand),travel (transportation), destination (attraction, facilities, and services), and marketing (information and promotion) (Inskeep, 1991; Mai, 2010). Gunn (1988) postulates that the functional tourism system is primarily the composition of demand (market) and supply sides. Demand comprises of the 'Population' with the ability and interest in travel, and supply side includes five elements as being: attraction, transformation, information, promotion and services.

With explicit expression we can realize that origin and destination are two indispensible factors which serve the function of the tourism system (Formica & Uysal, 2006; Ioannides & Debbage, 1998).Origin encompasses the demand side of tourism and destination embraces the supply side.

Tourist Supply

The constituents of the tourism supply and their interactions stand for generating tourism demand (Formica, 2000). The supply side of tourism was divided by Jafari (1983; 1982) into three segments: tourism-oriented products, resident-oriented products, support services. The tourism-oriented products, which are the most noticeable typology, comprise accommodation, eating establishments, transportation, recreation and entertainment services and etc. As mentioned before the identified interrelated elements of tourism supply by Gunn (1988; 2002) are attraction, transformation, information, promotion and services. In continuity of these categories, Formica (2000) classifies attraction, transportation, accommodation, other support services, and infrastructure under tourism supply.

Tourism Attraction

There is terminological conflict in defining the essence of tourism supply. It is called *attraction* in some literature like (Leiper, 1979; Lew, 1986; Pearce, 1981) while in some others (Ferrario, 1979; Jafari, et al., 1982; Smith, 1987) is noted as *resource* (Formica, 2000, p. 35). In this paper, the expression which embodies this central part of tourism supply is attraction. The importance of tourist attractions to tourism industry and fostering its development has been drawn in many studies (Fennell, 2008; HsuanHsuan & TsungYu, 2009; Pearce, 1991; Zeleza & Veney, 2003).

As Lew states (1987, p. 554), most researchers (Gunn, 1979, pp. 48-73; Lundberg, 1980, pp. 33-40; Pearce, 1981) agree that attractions are the basic elements on which tourism is developed. Jafari (1983) considered the attractions of destinations as responsible factors to amalgamating tourism supply components and providing the increase of tourism visitation.

Gunn (2002) emphasizes that without attractions, tourism does not exist and the attractions work out as a magnetic ‘‘pulling power in them (Rosentraub & Joo, 2009, p. 762).

From Lew’s perspective (1986) attractions can be defined as “things to see, activities to do , and experience to be remembered”. They are ‘all those elements and conditions, manmade or natural, of a ‘non-home’ places that entice travellers to be away from their homes.

Gunn (1972) represents tourist attraction as system which its constituents are: nuclei or core of attraction ; the inviolate belt means space needed to set the nuclei in a context; and the zone of closure as a desirable tourism infrastructure.

Tourist attraction system proposed by Leiper (1990) is defined as an empirical connection of tourist, nucleus, and marker. The other relevant definition of tourist attraction states by MacCannell as “empirical relationship between a tourist, a site and a market (1976, p. 41).

The current paper determines the objective sides of attraction of tourism destinations. Although objective value of tourism attraction cannot guarantee the success of attraction power of destination and it is necessary to assess and evaluate tourism attractiveness from both objective and subjective perspective which respectively defines as supply and demand sides (Formica, 2000).

Tourism Attraction Categories

Tourist attractions have been categorized in different way. Gunn (1988) sorts them as touring circuit attraction (short stay) and longer stay or focused attraction.

Inskeep (1991, p. 77) establishes three major categories of attraction: Natural attraction; cultural attraction; and special types of attraction which are artificially created. To some similar extent, Pearce (1981) itemizes them in natural features, man-made objects and cultural attractions.

The classified groups of tourism attractiveness elements from Kaiser and Helber‘s view point (1978) are first, marketed image of the destination which comprises of cultural/historical, environmental, recreational, entertainment, shopping and dining, architectural, and natural attributes. Second, transportation, support industries, land, labor force, capital, and governmental attitudes which form the infrastructure within the destination as the second group.

Gearing, Swart, & Var (1974) introduce five group headings: Natural; social; historical; recreation and shopping; infrastructure, food and shelter factors. Within the context of urban tourism, Jansen-Verbeke (1986) groups the primary elements of attractions into activity place with subthemes of cultural, sport and amusement facilities and leisure setting which includes physical elements in built environment and socio culture characteristics. Lew (1986) distinguishes two typologies: fascination, which is represented by core resources and comfort attractions which are goods and services like lodging facilities and restaurants. The first typology is represented by the core resources, such as wildlife, scenery, and festivals. Later Lew (1987) proposed three typologies of determining tourist attractions which form a comprehensive framework to determine the attractiveness of a destination: Ideographic, organizational, and cognitive. In addition to theoretical studies, in empirical ones with aim of determining tourism attractiveness, tourism attraction dimensions have been identified. These dimensions have been chosen according to the nature, structure, and tourism resources and attractions of the case studies and therefore they have different categories and subcategories. Some of them are accessible in these studies: (Ferrario, 1979; Formica, 2000; O'Hare & Barrett, 1999; Pryce, 1967; Uysal & Potts, 1990; Van Doren & Gustke, 1982; Vuoristo, 1969).

Refer to (Pearce, 1981) we can apply manmade objects as one of the main headings of tourism attraction which overlap all or some components of other mentioned categories. As in some studies tourism destinations or manmade objects of destination have been expressed as tourism places (Britton, 1991; Coles, 2002; Dredge, 1999, 2003; Hall, 2005) and according to the aim of this paper we give emphasis to tourism places as physical and manmade factors of tourism attractions.

Meaning and Component of Place and Sense of Place

Place is an underlying construct in social science studies like tourism (Gustafson, 2001; McCabe & Stokoe, 2004). As Kaltenborn (1998) mentions, place has taken the pivotal concepts in many researches within various disciplines and paradigms. See for example :(Agnew, 1987; Altman & Low, 1992; Brandenburg & Carroll, 1995; Canter, 1977; Entrikin, 1994; Massey, 1995; Massey, 1994; Proshansky, Fabian & Kaminoff, 1983; Relph, 1976; Rivlin, 1982; Sarbin, 1983; Tuan, 1977; Williams, Patterson, Roggenbuck & Watson, 1992).

The expressed concern about the tourists' understandings and experiences in destination, within tourism literature shows the attribution of meaning of place to this industry (Trauer & Ryan, 2005). For example within psychological scope there is wide range of literature about destination image and tourism place image demonstrates the integration potential of place theories to tourism studies. Like: (Beerli & Martin, 2004; Ekinci & Hosany, 2006; Ritchie & Crouch, 2003; Selby & Morgan, 1996; Trauer & Ryan, 2005; Um & Crompton, 1990).

As the physical and spatial features of destination have dynamic role in attaching the meaning to places by tourists (McCabe & Stokoe, 2004). Now we continue our report with selective review of studies to allocate the meaning to place and specify the role of sense of place.

In the seminal book of Relph (1976) physical setting , activities and meaning are three major components of place. Meaning here is created by individual or group of people who have experienced place. Another similar model of place which was suggested by Canter (1977) has three parts :action, conception and physical attributes. He mentioned that place retain its identity through the relationship between these components. As cited in (Gustafson, 2001) Canter distinguishes the physical attributes to psychological aspects as more influential factors. Relph and Canter with their models try to identify the constituents of place (Gustafson, 2001).

Angew (1987) states place are geographically located in *location* and it has *locale* elements which embody setting for the relations and *sense of place* is as a "structure of feeling" to them. Agnew's investigation (1987) of how to integrate the concept of place within social science (Gustafson, 2001) is in the line with the issue of this paper, because he considers *sense of a place* as one of three constituents of place in explicit way.

There is no consent definition for sense of place among academics and practitioner. The possible reasons of this disagreements are described in (Puren, Drewes & Roos, 2006): its subjective nature and the segregation of various related disciplines in it.

Nanzer (2004) defines sense of place as "the manner in which human related to, or feel about, the environment in which they live, while places are much more than points on map they exist in many sizes, shapes and levels, and they can be tangible as well as symbolic".

In this sense, Kaltenborn (1998) describes it as an idea rather that a construct and restates it as an umbrella concept which contains other place concepts. Additionally, Nanzer (2004) regards place attachment, place identity and place dependence as three contributors to sense of place.

Pearce (1991) considers sense of place as a key factors of tourist attractions. He utilizes two style of thinking in his studies to understand and analyze tourist attraction: inductive and deductive approaches. In deductive approach he applies Canter work on the psychology of a place whose objective is gaining sense of place.

According to the entire above descriptions, the relationships between sense of place and tourism that illuminate tourism attractions as consumers of places have been focused.

Conclusion

This paper emphasizes on the centrality of place in tourism attraction elements from the systematic view point of tourism industry. It illustrates the possible way of shedding light on the importance of sense of place in the objective elements of tourism destination attractiveness. The issued reported here could be linked to wider researches in tourist attraction studies. The further studies are needed to discuss how tourism planners with the help of the spatial discipliners and designers, such as architects, urban planners, and engineers can enhance the attribution of sense of place to attractiveness of the physical attributes of the tourism destinations.

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Visitor's Evaluation on Facilities and Services Using Importance-Performance Analysis at Sarawak Cultural Village

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Sarawak has been the popular cultural tourism attractions in Malaysia. The multi-racial and cultural Sarawak has the potential to develop cultural tourism and offers cultural experiences to local and foreign visitors. Sarawak Cultural Village is one of the most visited sites at Sarawak. The cultural village provided various facilities and services to enrich visitor's cultural experiences. The main objective of this study is to evaluate the facilities and services provided at Sarawak Cultural Village. The evaluation based on visitor's opinion on the importance and performance rating of the listed attributes. About 300 questionnaires were distributed to the visitors to the cultural village during weekdays and weekends, public and school holidays. The socio-demographic data were evaluated using Frequency Analysis. The data, showed the different socio-demographic, socio-economic, and trip characteristic of the visitors. The demographics and trip characteristics data provided the information of visitor's motivation and preference activities during their visit to Sarawak Cultural Village. The Importance-Performance Analysis was used to evaluate the overall facility and service attributes, and the final result has been translated into Importance-Performance action grid. The action grid showed all the 22 attributes of general and specific facilities, and services provided were plotted on the High Importance and Performance quadrant. Attributes plotted on the action grid showed that all the attributes were evaluated high on importance and performance suggested that the cultural village management should maintain the status of performance in all attributes area. The Ratio Analysis indicated the ranking of priority which need special attention from the management of Sarawak Cultural Village. From the analysis, hospitality (services), Chinese Farm House (specific facilities), and Penan Hut (specific facilities) were ranked at the highest priority and needed special intention from the management. Overall, the result of the study was, all of the attributes were evaluated as High Importance and High Performance. The management of the Sarawak Cultural Village has to keep up the good work and maintain these attributes. Hopefully, the findings of this study will be useful for the management of Sarawak Cultural Village to manage and maintain the facilities and services provided to enhance the quality of visitors' cultural experiences.

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Key words: facilities and services, importance-performance analysis, visitor's satisfaction

Introduction

Sarawak Cultural Village (SCV) has been one of the most popular cultural tourism attractions in Malaysia. SCV is a well-known cultural tourism destination in the state of Sarawak. The cultural village has been attracting both local and foreign visitors. Undoubtedly, the cultural village represents the various ethnic groups and culture in Sarawak, and Malaysia in general. SCV projects a unique and amazing houses design of Sarawak ethnic groups, cultural performances and the ethnic cultured experiences to visitors. Various facilities and services are also provided for the purpose of visitors' convenience while visiting SCV. The highlight of SCV visits is the multi-ethnic cultural dances and music performance, which held at the cultural theatre. This living museum displays the culture and lifestyle of the people of Sarawak.

Since SCV had been well-developed, the visitor participation in cultural activities has increased. The existing facilities and services needed to be evaluated to maintain the quality of the cultural products offered. But unfortunately, there are no study has been conducted on the visitor's satisfaction towards facilities and services provided. Based on this statement, this study have been conducted to evaluate the facilities and services provided at SCV and to access the attributes that influenced their visit. This is a study to evaluate the facilities and services provided at SCV by the visitors. According to Edginton (1980), visitors using facilities and services will have different level of satisfaction because of visitors' different preferences and behavior. This is the reason for customer- oriented evaluation is carried out from time to time to obtain information on customer satisfactions and the leisure of the visitors. It is hoped that this study will obtain useful information and provide recommendation for the future improvement of SCV and the visitor's experience.

The main objective of this study is to evaluate the facilities and services provided at SCV. The specific objectives of the study were to evaluate the importance of different attributes (facilities and services) in influencing visitor's decision to visit SCV, to evaluate the performance of different attributes (facilities and services) to meet visitor's expectation for their visit to SCV and to identify the strengths and weaknesses of attributes for the management of SCV.

Literature Reviews

Importance-Performance Analysis Technique (IPA Analysis)

In the tourism study context participants, the survey asked a series of questions evaluating the importance and the performance rating of the listed specific facilities and services attributes. Develop by Martilla and Tanes (1977), this marketing technique has been vastly used in several different field for both non-recreational and recreational research. It is based on research findings that show participant experiences, judgments, satisfaction and expectation about attitude of a program and agency performance.

Based on Fletcher, Kaiser, and Groger (1992), Importance-Performance Analysis identifies salient qualitative features and asks respondent to rate product attributes in terms of importance and performance. According to Hammit, Bixter and Noe (1996), importance measures of the level of importance attached to an attribute by a respondent on a Likert-type, 1-5 scale. In this study, the Importance and Performances measured the level of satisfaction of a respondent with the provision of the attributes on the same 1-5 scale.

The Importance of Facilities and Services Evaluation Study

Study on the evaluation of facilities and services are essential to assess the current performance of the products offered by the culture village. Visitors satisfaction towards the facilities and services provided will enhance the agency's reputation and achievement. Furthermore, the study is the key factor determining how succesful the agency will be in customer relationship (Reichheld, 1996) and increase the profits of the agency.

Uysal and Howard (1991) indicated that IPA involves five steps that include: (1) development of attributes; (2) administration of a survey to measure the product or services; (3) estimation of perceived importance and performance of each attribute through the calculation of the mean importance and performance values for each attribute on a two dimensional grid; (4) assessment of attributes based on grid location; (5) perceptions of respondent translated into management grid action. For example, Kim (1991) conducted on Importance-Performance Analysis to evaluate services and facilities in the Kayan National Park, Korea Republic. Interview data of visitor assessment of ten items (including guide books/display materials, toilet/rubbish disposal facilities, maps/sign posts, accommodations, rest/shelter areas, trail safety, camping facilities, wardens/rangers) which are illustrated graphically and suggested that improvements could be made to provision of maps/guide books and shelter/rest areas.

Visitors Satisfaction

The evaluation of visitor's satisfaction towards facilities and services provided were essential to the management of the cultural village. The management has the opportunity to understand visitor's expectations and satisfy their needs through the study. Satisfaction have been defined by Beard and Ragheb (1980), which state that a major goal of recreation and leisure is to contribute to individuals' satisfaction and pursuit of happiness and the importance of leisure and recreation as an aid in the process of 'need gratification'.

Identification of the visitor's satisfaction can help the management authorities to understand the characteristics in facilities and services provided will meet their expectation and satisfy their needs. This study also provides the information about visitors' onsite behavior. The management then can develop facilities and visitors services, which can enhance their desired experiences by identifying visitors' satisfaction. Buchanan (1983) added that this study will also help the management to understand and identify the specific psychological benefits which participants feel they are receiving from recreation participation so that the quality and importance of recreation services can be more fully evaluated.

Research Methodology

Area of Study

Sarawak Cultural Village area covers 14 acres of tropical vegetation and located at the foothill of legendary Mount Santubong, Kuching. The cultural village has easy access from the Kuching City and it takes only 45 minutes drive from Kuching International Airport and 35km away from Kuching city. Figure 1 shows the site layout of SCV. Each specific facility such as Iban Longhouse, Bidayuh Longhouse, Cultural Theater, Chinese Farmhouse, Malay Coastal House, Melanau Tall House and others were located surround the man-made lake.

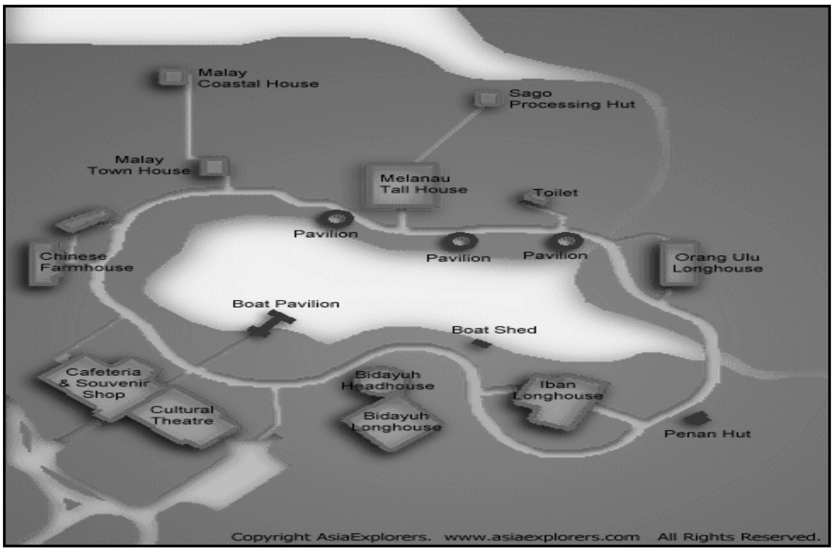

Figure 1. The Layout of Sarawak Cultural Village
Source: www.asiaexplorer.com

Survey Instrument

The study used a set of questionnaire consisted structured questions of listed attributes. The questions were conducted in English Language and Bahasa Melayu. The questionnaire consisted three sections, which includes: Section A (Importance of Attributes), Section B (Satisfaction Evaluation), and Section C (Demographic and Trip Characteristics Data). The satisfaction towards facilities and services provided at Sarawak Cultural Village were measured using the Likert Scale. Respondents specified their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements of the established attributes. According to Burns, Alvin; Burns, Ronald (2008) the results of analysis of multiple attributes, if the items are developed appropriately, reveals a pattern that has scaled properties of the kind Likert identified. In Section A, variables in Likert Scale are 1 to 5, where 1-2 indicated negative perceptions (not important), 3 is for neutral perception on importance level, and 4-5 indicated positive perceptions (important) of the visitors. While in Section B, variables in Likert Scale are 1 to 5, where 1-2 indicated negative perceptions (not satisfied), 3 is for neutral perception on satisfaction level, and 4-5 indicated positive perceptions (satisfied) of the visitors.

Designing the Attribute List

The most important step in utilizing Importance-Performance Analysis is developing the attributes that are compatible with the study. Various resources such as articles, reports, interviews and related literature review considered identifying the attributes as in Table 1.

Table 1. Developed Attributes List

Attributes	Code
GENERAL FACILITIES Facilities Availability and Functional, Facilities Condition, Cleanliness.	
Accessibility	1
Parking Lot	2
Walking Trails	3
Signage	4
Garbage Bin	5
Outdoor Furniture	6
Pavilion	7
Toilet/ Restroom	8
SPECIFIC FACILITIES Variety of F&B, Facilities Availability and Functional, Facilities Condition, Displays, Cleanliness, Space, Atmosphere and Comfort, Room services.	
Cafeteria	9
Souvenir Shop	10
Cultural Theater	11
Iban Longhouse	12
Bidayuh Longhouse	13
Melanau Tall House	14
Melanau Sago Processing Hut	15
Orang Ulu Longhouse	16
Penan Hut	17
Malay Coastal House	18
Chinese Farm House	19
STAFF Courtesy, Neatness, Communication, Helpfulness, Problem handling skill, Hospitality, Availability before/after Office Hours.	
Staff Cultural Performance	20
Staff Communication and Services	21
Hospitality	22

Pilot Survey

A pilot survey has been on February 2008, prior to the actual evaluation at the Sarawak Cultural Village. A five-rating Likert-scale questionnaire have been distributed to twenty respondents that include visitors and park staff of different ages, gender, education attainment and origin. The main purpose of this pilot survey was to test run the questionnaire and to enhance reliability, validity and usability of the questionnaire. Changes have been made after pre-test based on the comments by the respondents.

On-Site Survey

The survey has been conducted at Sarawak Cultural Village for three month period, starting from March 2008 until June 2008. The survey period covered weekdays, weekends, public holidays and school holidays. The questionnaire forms distributed to visitors after their visit at the main entrance of SCV. The survey has been carried out from 10a.m to 5p.m everyday.

Population and Sampling

Sample Size

Since Sarawak Cultural Village started its operation in the year of 1994, the average number of visitors keeps on increasing from year to year. The recorded number of visitors to Sarawak Cultural Village by January 2007- December 2007 was 109,691 visitors (Source: *Marketing Department of Sarawak Cultural Village)*. According to Rasco (1975), the use of sample for about 10% size of parent population is recommended as the acceptable level. However, Weisberg & Bowen (1977) cited 3% - 4% can be considered as the acceptable level to accommodate money and time consideration, due to the actual sampling size of this study is too large. In order to reach an acceptable result, the adequate calculated sampling size for this study was 275 respondents. However, 300 respondents have been involved in this study.

Systematic Random Sampling

Systematic Random Sampling is a method that first generates a random list of all members of the population and then systematically chooses every *n*th name from that list; (Kraus & Allen, 1987; Rossman, 1995). From the sampling frame, a starting point is chosen at random, and choices thereafter are at regular intervals, which were calculated every 4^{th} visitors have been given the questionnaire to complete for the purpose of the study.

Data Analysis

Demographic Analysis

Descriptive analysis involved the analysis of socio-demographic and trip characteristic questions according to frequency and percentage analysis. Ronald (1982) stated that a frequency distribution is a display of occurrence of each score values. The social-demographic data obtained indicated various social backgrounds of the respondents. While the trip characteristic data obtained refer to the behavioral study of the visit.

Important-Performance Analysis

The mean for importance and performance for every attribute were analyzed using Statiscal Package for Social Science (SPSS) program. After calculating the mean, two-dimensional action grid created using Microsoft Excel program. The mean values were used to calculate the interval scale to put onto the grid.

Ratio Analysis

According to Oliver (1980), the Important-Performance Analysis can only portray the relative perceived importance and performance of the attributes, further information and non-confirmation paradigm has to be studied in term of visitor satisfaction. The comparison between perceived importance and actual performance may result in confirmation (when performance meets importance) or non-confirmation (when the performance does not meet expectation). The ratio of five-point Likert-scale Section A (Visitors' Expectation) over Likert-scale Section B (Visitors' Satisfaction) were calculated. Ranking of priority were given to the ratio that falls below 1, (negative non-confirmation) where respondents were not satisfied with performance of attributes. While, confirmation (positive non-confirmation) on attributes were observed together with result from I-P Analysis in order to make decision on management action.

Results and Discussions

In this study, the data obtained was based on the opinion of domestic and foreign visitors' in Sarawak Cultural Village. A total of 300 respondents participated and all information collected was useful to help researchers to fulfill the main objectives.

Socio-Demographic and Economic Characteristics

The socio-demographic background showed the variety of visitors to Sarawak Cultural Village as shown in Table 2. The variables were considered important in influencing the level of visitor participation, perception, preference and at the same time to ease the administrators' effort to identify the target group better.

The number of male visitors (52.7%) is higher than the female visitors (47.3%). The majority of the visitors' age were between 26-40 years old (49.0%). Most of the visitors are Malaysian. The local visitors came from Kuala Lumpur (20.3%), followed by Sarawak (13.6%), Johor (5.0%), Selangor (3.3%), Pulau Pinang, Perak and Sabah each (2.0%), Melaka (1.6%), Pahang (1.3%), Terengganu (1.0%), Kedah and Kelantan each (0.3%). Meanwhile, there were a total of 45.0% of foreign visitors involved in this study. Most of the foreign visitors were came from Singapore (9.0%), followed by Australia (8.0%), and Britain (6.0%). While least visitors came from Canada, Italy, Korea, Russia, Scotland, and Slovakia, each represent 0.3% each. The majority of local visitors to Sarawak Cultural Village were Chinese (44.2%), followed by Malay (30.9%), Iban (13.3%), Bidayuh (5.5%), Indian (2.4%), Melanau (1.8%), Kedazan (1.2%), and Orang Ulu (0.6%). The employment status has been categorized into four groups; which are student, employed, unemployed, and pensioner. The highest numbers of visitors are employed (57.0%). Followed by students (32.7%), pensioners (8.3%), and at last but not least the unemployed group (2.0%). The table also shown the income of visitors; which grouped into no salary (39.0%), above RM5000 (25.7%), RM1001-RM5000 (3.3%), and less than RM1000 (2.0%).

Table 2. Socio- Demographic and Economic Background of Visitors

Variable	Number of Respondent	Percentage (%)
GENDER		
Male	158	52.7
Female	142	47.3
AGE		
12-14yrs	1	0.03
15-17yrs	27	9.0
18-25yrs	74	24.7
26-40yrs	147	49.0
41-60yrs	47	15.7
61+ yrs	4	1.3
NATIONALITY		
Malaysian	165	55
Foreigner	135	45
ETHNIC GROUP		
Malay	51	30.9
Chinese	73	44.2
Indian	4	2.4
Iban	22	13.3
Bidayuh	9	5.5
Melanau	3	1.8
Orang Ulu	1	0.6
Kadazan	2	1.2
EMPLOYMENT STATUS		
Student	98	32.7
Employed	171	57.0
Unemployed	6	2.0
Pensioner	25	8.3
INCOME		
No Salary	117	39.0
Less Than 1000	6	2.0
RM1001-RM5000	100	3.3
Above RM5000	77	25.7

Trip Characteristics

The trip characteristics showed the pattern of visitors to Sarawak Cultural Village. The trip characteristics consist of day of visit, duration of visit, frequency of visit, place information source, and recreational activity involved by the visitors as shown in Table 3.

The cultural village were most visited on Monday- Thursday (79.7%), followed by Sunday (16.3%), and Friday-Saturday (2.3%). The duration of visits by the respondents were categorized into half day (91.0%), one night stay (7.3%), and two night stay (1.7%). Most of the visitors gained information of Sarawak Cultural village through their family and friends (51.3%), followed by internet (31.9%), press media (7.0%), electronic media (4.0%), Malaysia Tourist Information Center (2.7%), and Sarawak Tourism Board (1.0%). The most participated activity was learning the lifestyle of various ethnic in Sarawak (56.7%), followed by watching the cultural performance (33.7%), and involved in organized special event, activity, or program (2.7%).

Table 3. Trip Characteristics of Visitors

Variables	Frequency	Percentage (%)
DAY OF VISIT		
Monday-Thursday	239	79.7
Friday-Saturday	7	2.3
Sunday	49	16.3
DURATION OF VISIT		
Half day(less than 12hours)	273	91.0
One Night	22	7.3
Two Nights	5	1.7
FREQUENCY OF VISIT		
First Time	135	45.0
Second Time	122	40.7
Third Time	38	12.7
More Than Three Time	5	1.7
SOURCE OF INFORMATION		
Family and Friends	154	51.3
Press Media	21	7.0
Electronic Media	12	4.0
Internet	93	31.0
Tourist Information Center	8	2.7
Sarawak Tourism Board	3	1.0
RECREATIONAL ACTIVITY		
Learn Sarawak Ethnic Lifestyle	170	56.7
See Cultural Performance	101	33.7
Organized Special Event, Activity,or program	8	2.7

Importance-Performance Analysis

The importance and performance of the 22 attributes were calculated and the mean result of attributes determined the location of each attribute on the Importance-Performance Action Grid. Based on Table 4, Bidayuh Longhouse, Melanau Tall House, Orang Ulu Longhouse, Malay Coastal House, Chinese Farm House and staff cultural performance rated the highest mean score of Importance by the visitors. While, the highest score of attributes for Performance were Bidayuh Longhouse, Cultural Theatre, Accessibility, Iban Longhouse and Malay Coastal House. The lowest mean score of attributes for both Importance and Performance rate were the pavilion (general facilities).

Table 4. The Mean Value of Attributes for Importance and Performance Analysis

Code	Attribute	Importance Score (Mean)	Performance Score (Mean)
GENERAL FACILITIES			
Facilities Availability and Functional, Facilities, Condition, Cleanliness			
1	Accessibility	4.5100	4.6933
2	Parking Lot	4.4200	4.2800
3	Walking Trails	4.5400	4.5100
4	Signage	4.5233	3.9100
5	Garbage Bin	4.4500	4.1233
6	Outdoor Furniture	4.4233	3.9700
7	Pavilion	3.4500	3.1900
8	Toilet/ Restroom	4.5100	4.3700
SPECIFIC FACILITIES			
Variety of F&B, Facilities Availability and Functional, Facilities Condition, Displays, Cleanliness, Space, Atmosphere and Comfort, Room Services			
9	Cafeteria	4.5100	4.6000
10	Souvenir Shop	4.4867	4.4267
11	Cultural Theater	4.9800	4.7233
12	Iban Longhouse	4.9833	4.6967
13	Bidayuh Longhouse	4.9867	4.9967
14	Melanau Tall House	4.9867	4.5100
15	Melanau Sago Processing Hut	4.9800	3.8700
16	Orang Ulu Longhouse	4.9867	4.5233
17	Penan Hut	4.9833	3.8233
18	Malay Coastal House	4.9867	4.5267
19	Chinese Farm House	4.9867	3.7067
STAFF			
Courtesy, Neatness, Communication, Helpfulness, Problem handling skill, Hospitality, Availability before/ after Office Hours			
20	Staff (Cultural Performance)	4.9867	4.5167
21	Staff (Communication and Services)	4.9800	4.1200
22	Hospitality	4.9700	3.6833

Importance-Performance Action Grid

The calculated mean of all facilities and services attributes obtained from the visitors' evaluation were then plotted on the action grid. Figure 2 stated that all the attributes were plotted at High Importance and High Performance of the Importance-Performance Action Grid. The management of Sarawak Cultural Village must keep up their good work in that area.

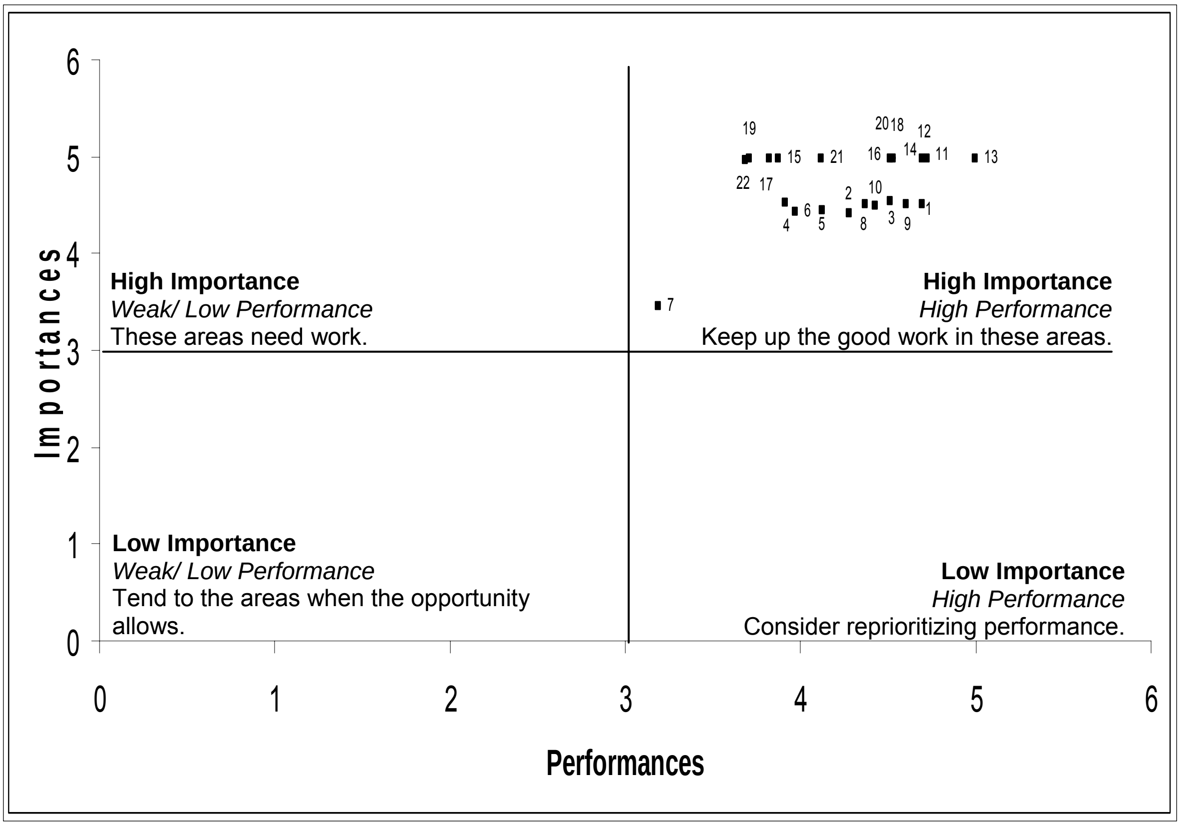

Figure 2. Action Grid of Importance-Performance Analysis

Ratio Analysis

The Ratio Analysis of facilities and services was tabulated as shown Figure 2. It shows the ratio between the importance scores against the performance scores as in Table 5. From these values of ratio, a priority ranking is drawn for the attributes that need special attention. Naturally, the attributes shown here are those, which reveal a lower performance score as compared to the importance scores.

The hospitality attribute, which posses an importance score of 4.9700, however, its performance first ranking score is only 3.6833, giving it a low importance: performance ratio (1:0.52). This attributes needs priority attention, as performance is not up to the level of expectation as compared to the importance of the attributes. Chinese Farm House which have been rated as second priority rank attributes. The mean value of the attribute shows that there are relatively low ratio between importance and performance value (1:07561), followed by Penan Hut (1:0.7672), Melanau Sago Processing Hut (1:0.7771), and Staff Communication and Services (1: 0.9057). Specifically, the visitor may experience positive non-confirmation (if the performance exceeds importance), and negative non-confirmation (if the performance fails to reach perceived importance).

Table 5. Ratio of Performance Over Importance for Attributes

Code	Attribute	Performance Score (Mean)	Importance Score (Mean)	Ratio
1	Accessibility	4.6933	4.5100	1:1.0406
2	Parking Lot	4.2800	4.4200	1:0.9683
3	Walking Trails	4.5100	4.5400	1:0.9934
4	Signage	3.9100	4.5233	1:0.8644
5	Garbage Bin	4.1233	4.4500	1:0.9266
6	Outdoor Furniture	3.9700	4.4233	1:0.8975
7	Pavilion	3.1900	3.4500	1:0.9246
8	Toilet/ Restroom	4.3700	4.5100	1:0.9686
9	Cafeteria	4.6000	4.5100	1:1.0200
10	Souvenir Shop	4.4267	4.4867	1:0.9866
11	Cultural Theater	4.7233	4.9800	1:0.9485
12	Iban Longhouse	4.6967	4.9833	1:0.9425
13	Bidayuh Longhouse	4.9967	4.9867	1:1.0020
14	Melanau Tall House	4.5100	4.9867	1:0.9044
15	Melanau Sago Processing Hut	3.8700	4.9800	1:0.7771
16	Orang Ulu Longhouse	4.5233	4.9867	1:0.9071
17	Penan Hut	3.8233	4.9833	1:0.7672
18	Malay Coastal House	4.5267	4.9867	1:0.9078
19	Chinese Farm House	3.7067	4.9867	1:0.7561
20	Staff of Cultural Performance	4.5167	4.9867	1:0.9057
21	Staff Communication and Services	4.1200	4.9800	1:0.8273
22	Hospitality	3.6833	4.9700	1:0.7411

Table 6. Priority Ranking for Various Attributes

Code	Attribute	Ranking
22	Hospitality	1
19	Chinese Farm House	2
17	Penan Hut	3
15	Melanau Sago Processing Hut	4
21	Staff Communication and Services	5
4	Signage	6
6	Outdoor Furniture	7
14	Melanau Tall House	8
20	Staff of Cultural Performance	9
16	Orang Ulu Longhouse	10
18	Malay Coastal House	11

Code	Attribute	Ranking
7	Pavilion	12
5	Garbage Bin	13
12	Iban Longhouse	14
11	Cultural Theater	15
2	Parking Lot	16
8	Toilet/ Restroom	17
10	Souvenir Shop	18
3	Walking Trails	19
13	Bidayuh Longhouse	20
9	Cafeteria	21
1	Accessibility	22

Conclusion and Recommendations

Conclusion

From the analysis, it was found that the most influencing visitor's decision to visit Sarawak Cultural Village is the attributes of specific facilities provided. The visitors were most satisfied with the performance of the specific facilities, and cultural services provided. All the attributes located at the High Importance and Performance, and the management of Sarawak Cultural Village should maintain the status of performance.

However, there are certain attributes (signage, pavilion, Melanau Sago Processing Hut, Chinese Farm House, and the hospitality) location on the IP-Grid were close to High on Importance but Low in Performance, and they represent areas requiring managerial attention.

Ratio analysis also applied to determine which attributes selected as the highest priority for improvement of work. Attributes which needed priority of improvement were hospitality, Chinese Farm House, Penan Hut, Melanau Sago Processing Hut and staff communication and services.

Recommendations

The suggestions were recommended based on the visitors' comments written in the questionnaire distributed during on-site survey period.

1. The management must manage and preserve (maintain) the main attraction of Sarawak Cultural Village, which referred to the cultural products.
2. The specific facilities must improve their quality in houses maintenance, displays, and interpretation services.
3. The general facilities also must improve their quality in the availability and functionality of the facilities (signage, outdoor furniture).
4. The management also should plan and develop recreational activities and promote the day-visit and overnight package with appropriate prices to attract local and foreign visitors.

Suggestion for Further Research

Evaluating the park performance needed a comprehensive concept, as such more survey effort required to explore and choose the appropriate attributes that need to be evaluate. This is an order to gain a better understanding of its characteristic. Future research should consider other attributes such as guiding skills, recreation leadership, publicity, vandalism, risk management, pavilion condition and the role of Sarawak Cultural Village. As this study specifically looks into the attributes of importance and performance aspect, therefore it is suggested that in the future studies should include statistical analysis using multiple regression and correlation. This is to find the relationship between the specific attributes and its influences towards the socio-demographic, economic, and behavioral factors.

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Resources for Eco-Tourism: A Case Study of Rajaji National Park (Uttarakhand) India

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Ecotourism has become the buzz word in present age and is asserted as one of the fastest growing sector of the tourism industry. As cited by Reid (2003), Goulet (1977) and Foucat (2002), ecotourism encompasses a form of tourism that is drawn by ecological attractions and implemented in an ecologically/culturally friendly and sustainable manner. Ecotourism provides an ideological framework through which sustainable tourism and development schemes can be implemented. Ecotourism conserves the natural environment and improves the well being of the local population. The ecotourism resources are primarily the natural resources that occur naturally within environments that exist relatively undisturbed by mankind. An ecotourism resource is often characterized by amounts of biodiversity and geo-diversity existent in various ecosystems having appeal for eco-tourists. The Rajaji National Park (RNP) was established in 1983 and constitutes the largest area of within the state encompassing the Shiwalik Eco-system. It has been created by amalgamating three sanctuaries- Rajaji sanctuary (estd. 1948) Motichur sanctuary (estd. 1964) and Chilla sanctuary (estd. 1977). The park is a real treasure trove for tourist comprising of several prominently visible wild animals and varied floral assets. The present paper attempts to examine the available resources for eco-tourism in Rajaji National Park (RNP) vis-à-vis the general perception of travelling masses in the park alongside suggesting viable strategies for promoting eco-tourism in the National Park.

Key words: eco-tourism resources, Rajaji National Park, biodiversity, natural assets, strategies

Introduction

The state of Uttarakhand(India) presently has six National parks covering 4915 Sq Km of total area and there are six Wild life Sanctuaries, as well. The Rajaji National Park has been created in 1983 by amalgamation of three sanctuaries- Rajaji sanctuary (estd. 1948) Motichur sanctuary (estd. 1964) and Chilla sanctuary (estd. 1977) after the name of renowned statesman and freedom fighter Sri C. Rajgopalachariya - The first and last Governor General of independent India popularly known as "Rajaji". The park is spread over an area of 820.42 sq. km. in three Districts- Dehradun, Haridwar & Pauri Garhwal of Uttaranchal State, India.

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The Park has got the largest area representing Shiwalik Eco-system. The Shivalik trail is 10 million year old and very rich in fossils. It's fossils faunal remains include about 50 species of elephant, one of them is present today.

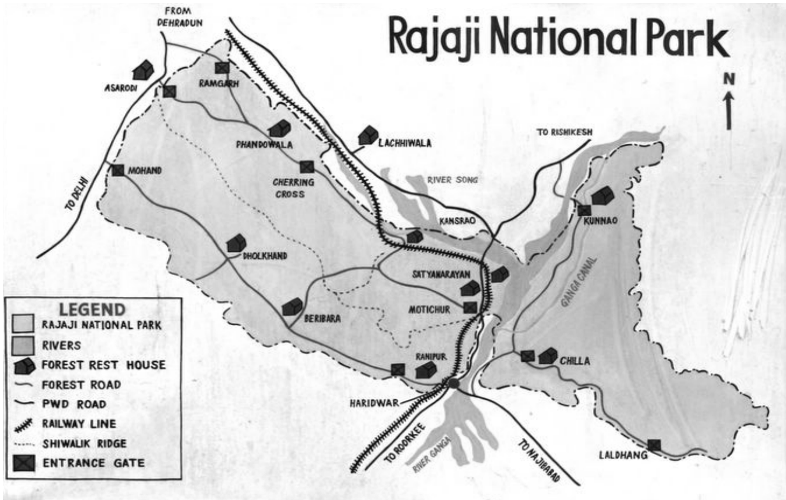

Figure 1. Map of Rajaji National Park (RNP)

The Rajaji National park is a valuable and attractive wild life reserve easily reachable from Dehradun, Haridwar and Rishikesh especially for people who just want to have a taste of wilderness. Rajaji National Park (RNP) has been designated as a reserved area for the "*Project Elephant*" by the Ministry of Environment and Forests, Government of India with the major aim of maintaining the viable population of Asian elephants in their natural habitat. The park has the largest population of Elephants in Uttarakhand. The main wildlife attractions are herds of elephant and an abundant bird life although there are also antelopes, leopards and rare species of anteaters, etc. The park is home to the Tiger, Leopard, Himalayan Bear, Cheetal, hog deer, barking deer, Sambar deer, wild boar, antelopes such as the Nilgai, Goral , Jackal, Hyena, Jungle Cat, Leopard Cat, Civets, Himalayan Yellow-Throated Marten, Sloth Bears, Pythons, King Cobra, Common Krait, Indian Cobra and the Monitor Lizard and above All the Asian Elephant**.**

Rajaji National Park (RNP) and adjoining areas lying in the foothills of Sivalik ranges and Gharwal Himalayas, which are a major part of elephant habitat, and also the terminal point of the northwestern elephant population range. The population of Northwestern elephants from river Yamuna to river Sharda, approximately 1,500 individuals, are divided into four zones due to the presence of linear developments and other developmental activities in and around their habitat. As per the latest census (2001), approximately 453 elephants are in the Rajaji National Park, of which 111 are males, 238 females, 49 calves (>10 years), and 55 calves (<10 years).

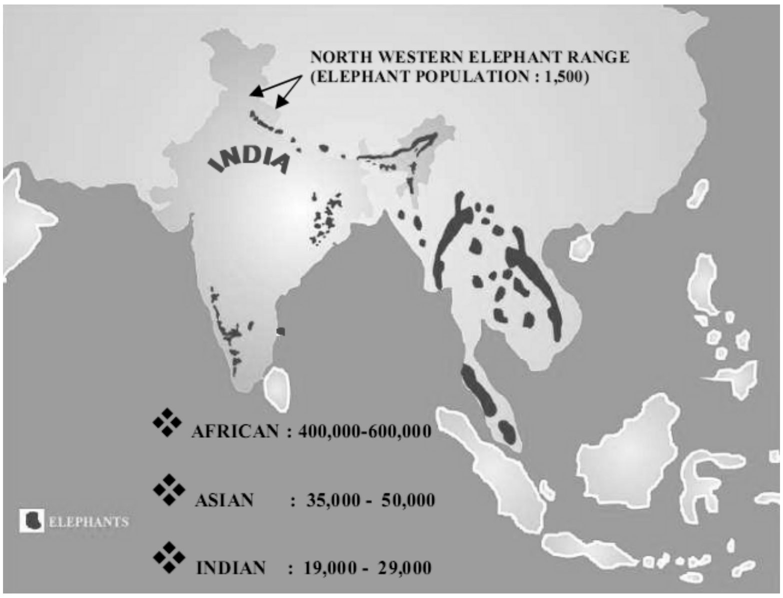

Figure 2. Geographic Distribution of Asian Elephants
Source: Project Elephant, GOI, 2009

The Asian elephant is the one of the major attraction of RNP. In India it occurs in five major dis-jointed populations totalling 17,000 to 22,000 individuals (Anon 1993). In north-west India, an estimated 800-1000 elephants occur in Rajaji- Corbett National Parks and the adjoining forest areas (Singh 1995, Johnsingh and Joshua 1994). This range has been designated as Elephant Reserve No. 11 by the Government of India under Project Elephant.

RNP is located in the Western Himalayan state of Uttaranchal. As the park runs along several major cities of Uttaranchal like Dehradun, Haridwar, and Mussoorie, the number of visitors to the park has always been high. There are excellent lodging, eating, and access facilities. The park also offers some breathtaking views of Himalayan mountain range and an option to move into other wildlife sanctuaries of the region.

Flora in Rajaji National Park

Rajaji is thickly foliated predominantly by the Sal Forest and a number of other forest types which include the Western Gangetic Moist and Northern dry Deciduous and Khair-Sissoo forests. Low Alluvial Savannah Woodlands cover the drier southern margins of the park, in contrast to the Shiwalik Chir-Pine on the high reaches of the hills. The permanent vegetation of the park may be classified under the Northern Tropical Moist Deciduous Forests and can be grouped into following six types:

Table 1. Forest Types in RNP

Sal Forest	It dominates the Rajaji National Park
Mixed forest	The trees like Acacia catechu(Khair), Vetiveria Zizanioides(Khus), etc.
Riverine forest	The vegetation occurring in low water logged areas, along brooks, river beds and streambeds has developed into a riverine forest.
Scrub forest	These forests represent degradation stage of Dry Deciduous Forests which are formed as results of adverse biotic factors like over grazing, lopping, felling and fires etc.
Grassland	It is consist of Grasses.
Sub-tropical Pine Forests	The area covered by this type is very small. Chir (Pinus roxburghii) occurs on higher slopes of Shiwalik, mixed with stunted Sal forest.

The park is rich in floral species and its vegetation consists of plants, under-wood, and undergrowth species. The main species of plants in the park are the sal (Shorea robusta), baki (Anogeissue latifolia), sain (Terminalia tomentosa), haldu (Adina cordifolia), bachera (Terminalia ballerica), jhingan (Lannea coromandelica), kharpat (Garuga pinnata), phauri (Lagerstroemia parviflora), bula (Kydia calycina), badal (Stereospermum chelonoides), tun (Cadrela tonna), gutel (Trewia nudiflora), gular (Ficus glomerata), etc. The under-wood is light and often absent. It consists of rohini (Liollotus philippinensis), amaltas (Cassia fistula), sandan (Ougeinia oojeinensis), pipal (Bauhienia lazan), mahal (Pyrus pashla), chamaror (Ehretia laevis), aonia (Emblica officinalis), kachnar (Bauhienia variegata), ber (Ziziphus mauritiana), chilla (Casearia tomentosa), bel (Aegle marmelos), etc.The undergrowth consists of karaunda (Carissa opaca), gandhala (Murraya koenigil), marorphali (Helicteres isora), etc. While the grasses include gorla (Cyryspogon fuivus), kummeeria (Heteropogon contortus), etc.

About 84% of the national park is forested. Some 65% of forested land is under 20% crown cover in Rajaji range, whereas a similar percentage of forested land exceeds 50% crown cover in Motichur range. Canopy cover is intermediate for forests in Chilla. Of the five vegetation types of the Shivaliks, four occur in Rajaji.

In RNP tree species commonly occur are *Mallotus phillipinensis* (Rohini), *Acacia catechu* (Khair), *Dalbergia sissoo* (Shisham), *Tectona grandis* (Teak), *Zizyphus mauritiana* (Ber), *Aegle marmelos* (Bel), *Ficus bengalensis* (Bar), *Ficus glomerata* (Gular), *Grewia oppositifolia* (Bhimal), *Bombax ceiba* (Semal), *Lannea grandis* (Jhingan), *Bauhinia variegata* (Kachnar), *Lagerstroemia parviflora* (Dhauri), *Kydia calycina* (Pula), *Syzygium cumini* (Jamun), *Flacourtia indica* (Kandai) and *Ehretia laevis* (Chamror). Besides elephants also used various grasses and shrubs as their food resources, which included *Dendrocalamus strictus* (Bamboo), *Helicteres isora* (Kapasi), *Saccharum munja* (Pula), *Saccharum spontaneum* (Kans), *Cynodon dactylon* (Doob Grass), *Eulaliopsis binata* (Bhabhar Grass), *Tinospora malabarica* (Giloe) and *Neyraudia arundinacea* (Bichhloo Grass).

Fauna in Rajaji National Park

The park has the largest population of Elephants in Uttarakhand. It also has a good number of Tigers and Leopards. Both elephants and tiger are here at the North-Western limit of their distribution in India.

Table 2. Wild animals found in Rajaji National Park

▪ Elephant ▪ Jungle Cat ▪ Rhesus macaque ▪ Monitor lizard ▪ Sloth bear ▪ Tiger	▪ King cobra ▪ Barking Deer Sambhar ▪ Indian langur ▪ Indian Porcupine ▪ Leopard ▪ Pythons	▪ The Goat-like Goral ▪ Indian hare ▪ Himalayan black bear ▪ Jackal ▪ Wild boar ▪ Himalayan yellow throated marten

Mammals' of Rajaji National Park

There are some 23 species of mammals found in Rajaji. The most abundant and famous being Elephants. There are Tigers also but not very easy to spot. Then there are species of Wild Cats, Jackals, Sloth Bear, Leopards, Wild Boar, Himalayan yellow throated Marten, Sambar, Cheetal, Barking Deer, Langoor and Ghoral.

RNP is also rich in faunal wealth. The main groups of animals are mammals, birds, reptiles (snakes and lizards), amphibians (frogs and toads) and fishes, and scorpions, centipedes, odonata (dragon and damselflies), hymenoptera (wasps, bees, etc.), isoptera (termites) and lepidoptera, which comprise more than 60 species. India's national bird peacock is found here in abundance. In all, the entire park has around 49 species of mammals, 315 species of birds, 49 species of reptiles, 10 species of amphibians, and 49 of fish fauna.

Shiwaliks are a gold mine in biodiversity values including wildlife and the Rajaji National Park is very richly endowed in this attribute. These forests are also home to the north-western population of Indian elephant which is a highly endangered species. Such good vegetation conserves soil, cycles nutrients into the soils, charges the from monsoon rains and has an all important beneficial effect by preventing flash floods. Trekers pride and easy to reach facilities always make a call for nature lovers. The pedistrains can enjoy the following trek routes during their visit to RNP. This entire belt is a natural home to Asian elephants (*Elephas maximus*) besides many other wild animals like *Panthera tigris* (tiger), *Panthera pardus* (leopard), *Melursus ursinus* (Sloth bear), *Hyaena hyaena* (Hyaena), *Muntiacus muntjak* (Barking deer), *Axis axis* (Spotted deer), *Cervous unicolor* (Sambhar), *Sus scrofa* (Wild boar), *Ophiophagus hannah* (King cobra) etc.

This protected area is the western most limit of Asian elephant, tiger and king cobra. The Shivalik landscape is one of the last few places in the world where elephants exist and the region offers an urgent need for conservation.

Rajaji is important as the western limit of Asian Elephant (*Elephas maximus*). Other mammals recorded in Rajaji include Rhesus Macaque (*Macaca mulatta*), Langur (*Presbytis entellus*), Golden Jackal (*Canis aureus*), Sloth Bear (*Melursus ursinus*), Striped Hyena (*Hyaena hyaena*), Leopard (*Panthera pardus*), Tiger (*P. tigris*), Wild Boar (*Sus scrofa*), Muntjac (*Muntiacus muntjak*), Spotted Deer (*Cervus axis*), Sambar (*C. unicolor*), Nilgai (*Boselaphus tragocamelus*) and Goral (*Nemorrhaedus goral*). Some species have become locally extinct, notably Dhole (*Canis alpinus*), Mugger (*Crocodylus palustris*) and Gharial (*Gavialis gangeticus*).

Bird Watching

With more than 1250 species of birds, India and South Asia are a paradise for bird watching. There are over 925 breeding species (~920 residents). The Indian birds belong to 16 groups called 'Orders', which are further divided into 'Families', 'Sub-families' and 'Genera'. For birding in India, 13 bio-geographical regions can be demarcated: Trans Himalayan, Western Himalayas, Eastern Himalayas, Desert, Semi-arid, Gangetic plain, Central India, Deccan Plateau, Western Ghats, Eastern Ghats, North East, Coasts and the Andaman Nicobar Islands. The Blue Peafowl (*Pavo cristatus*) is the national bird of India.

Over 300 species have been recorded in Rajaji; notably Black-chinned Babbler, Rusty-cheeked Scimitar Babbler, White-crested Laughingthrush, Golden-spectacled Warbler, Chestnut-tailed Starling, Brown Hawk-Owl, Wallcreeper, Velvet-fronted Nuthatch, Chestnut-bellied Nuthatch, Black-crested Bulbul, Indian Pitta, Fire-capped Tit, Himalayan Flameback, Kalij Pheasant, Crimson Sunbird, Black-throated Sunbird, Fire-breasted Flowerpecker, Pale-billed Flowerpecker, White-rumped Shama, Rufous-bellied Niltava, Grey-winged Blackbird, Chestnut-headed Bee-eater, Lineated Barbet, Orange-bellied Leafbird, Golden-fronted Leafbird, Green Magpie, Peregrine Falcon, Drongo Cuckoo, Jungle Prinia, Brown Dipper, Rusty-flanked Treecreeper, Great Hornbill etc.

The Great Pied Hornbill, Himalayan Pied Kingfisher and fire tailed sunbird are some of the residents of our retreat. This area is the first staging ground after the migratory birds cross over the mighty Himalayas into the Indian subcontinent, notably Black-chinned Babbler, Rusty-cheeked Scimitar Babbler, White-crested Laughingthrush, Golden-spectacled Warbler, Chestnut-tailed Starling, Brown Hawk-Owl, Wallcreeper, Velvet-fronted Nuthatch, Chestnut-bellied Nuthatch, Black-crested Bulbul, Indian Pitta, Fire-capped Tit, Himalayan Flameback, Kalij Pheasant, Crimson Sunbird, Black-throated Sunbird, Fire-breasted Flowerpecker, Pale-billed Flowerpecker, White-rumped Shama, Rufous-bellied Niltava, Grey-winged Blackbird, Chestnut-headed Bee-eater, Lineated Barbet, Orange-bellied Leafbird, Golden-fronted Leafbird, Green Magpie, Peregrine Falcon, Drongo Cuckoo, Jungle Prinia, Brown Dipper, Rusty-flanked Treecreeper, Great Hornbill etc.

Religious Places within the Protected Area

Religious places like Goddess Mansa devi, Chandi devi, Sureshwari devi and Bilkeshwar temples are situated in forest areas. The visiting devotees and workers of the above-mentioned temples hinder elephant‘s movement. Several times it was also seen that many people enter the prohibited areas of the park and indulge in nefarious activities. Sometimes they were reported to play cards, roam here and there, burst crackers and throw stones to shoo away the elephants or other wild animals. There are many instances when religious events on large scale are organised. During last decades the general economic condition of people has bettered, this has led to increase in the purchase power, social interactions, tourists and religious activities of the people at all levels.

Places of Historical Importance

Many places of historical interest are present inside the park area like presence of memorial of a female elephant (Rampyari) at Kansrao, which was constructed during 1922, presence of antiquities at Gohri forest (Amla shroath), historical tale of Sonar Kothi hilltop and the history of various villages, which were once situated inside the park and the historical wells, which were constructed before 1877. All of these should have to be explored and publicized, which may be helpful in conservation. As far antiquities are concerned, there is an urgent need for conservation as some of them are slowly obliterated and this aspect should be taken seriously, so that we can conserve our natural heritage. Besides, proper documentation of such sites have also to be ensured and included in management plan, which could be helpful in knowing the history of the park with importance of our cultural heritage and diversity. The natural and cultural environment within the protected area should form the basis for all other uses and values affecting the park and its management and these fundamental assets must not be put at risk.

Local Communities of Rajaji National Park

Plains are the foothills of the Shivaliks (approximately 900-1500 meters). The Gujjar Muslims inhabit the medium and the lower ranges. Originally 3 separate sanctuaries, the Rajaji National Park (RNP) 14 was created through the amalgamation of Motichur and Chilla forests in 1983. It was named Rajaji National Park after the famous freedom fighter, C Rajagopalachari or Rajaji in short.

Two groups of Gujjars have been identified: the Bakarwals who as shown in the mapabove, occupy the northern reaches of the Himlayas, whereas the Dodhis inhabit thesouthern reaches. In describing the Flora of the Rajaji National Park (RNP), B Singh and MP Singh describe the Gujjars as ‘a tribal community of the park’. The Gujjars, as observed earlier, are the descendents of the warrior people, some of who converted to Islam and gradually moved northward to Jammu and Kashmir and, then, to the other parts of the foothills of the Himalayas. A story is told of a King of Sirmaur in Himanchal Pradesh visiting the kingdom of Punch in Kashmir. He is said to have liked the quality of milk in Punch so much that he invited the Gujjars to settle down in Sirmaur. It is believed that it was from here that family units migrated to the area, possibly at the turn of the 20th century.

Table 3. List of villages within P.A. boundary and their status

S.No.	Name of Village	No. of House holds	Population			Agricultural Land (in ha.)	Cattle Population
			M	F	T		
1.	Rusulpur Tongiya	124	526	498	1024	39.50	292
2.	Teera Toungiya	121	378	348	726	17.00	180
3.	Hajara Toungiya	150	590	545	1135	68.80	258
4.	Chilla chaur Gothiya	11	25	20	45	3.00	91
5.	Kunou chaur	36	70	60	130	7.383	192
6.	Gothiya Gujjar (In different forest blocks)	989	3932	3486	7418	-	9283
	Total	**1,431**	**5,521**	**4,957**	**10,748**	**135,683**	**10,296**

In addition to these, the Park houses three different ethnic human settlements: the Taungyas and the Gothiyas and the Van Gujjars. The 1400 odd Van Gujjar families and over 10,000 domestic cattle inside the RNP are said to exert enormous pressure on the wildlife habitat. In contrast to the Bakarwals who herd the goat, the Van Gujjars of RNP herd a small, tough and hybrid variety of the buffalo – a mix of the nili and the ravi. The Van Gujjars are vegetarian and depend entirely on the forest produce and the milk or milk products of the hybrid buffalo. The buffalo is an extremely prized animal. It is treated with respect and each buffalo is considered an individual in its own right with appropriate name by which it is called and known. One of the Gujjar's describes their lifestyle and love for cattels as

> 'Our buffaloes start migrating on their own when the weather gets hot in the month of March or April or when it becomes cold in the month of September (close to the snow line). At times if we are not ready to move, we have to physically stop them. If they are not disturbed they can reach their destinations even on their own. They are like any other wild animal of the forests and know how to protect themselves against attacks from carnivorous animals. They have their own warning sounds and all of them gather together in a circle with the calves inside and can fend off any attack. This behavior you will not see in dairy buffaloes. Our buffaloes forage mainly on leaf fodder during the winter months and on the rich grass of the Himalayan pasture land during the summers. In winter we lop off branches from selected fodder trees making sure that enough nodal branches and leaves are left so that the tree may regenerate….'.

Also, the Gujjars are today, more aware of the profits they can make from selling milk in towns around the forest. The youth are least enthusiastic about annual migration also because of the prospects of additional year-round job opportunities in towns adjoining the forest. The result is that only a small proportion of the Gujjars and their cattle migrate. The majority remain in the forest round the year.

Travelers' Perception

Generally it is perceived that the universal traveling public or visitors have the following apparent feeling about the Rajaji National Park:

Table 4. General Perception of Traveling Masses

Positive Aspects	Negative Aspects	Major Grey Areas
▪ Varied Wildlife & Flora ▪ Friendly & Warm people ▪ Scenic ▪ Comfortable accommodation ▪ Good shopping ▪ Varied climate & attractions ▪ Historic & Pilgrim place ▪ Low price and good value for money.	▪ Complicated travel formalities ▪ Uncomfortable travel (Bad roads etc.) ▪ Lack of good accommodation ▪ Non-availability of authentic information ▪ Paucity of desired cusines & drinks. ▪ Shortage of Star/chain hotels	▪ Poor sanitation ▪ Tiresome entry formalities ▪ Unhelpful people/unethical traders ▪ Touts & cheats ▪ Lack of Visitor Interpretation Centers ▪ Guides ▪ Non-availability of right type of food ▪ Poor quality of accommodation ▪ Difficult air-bookings ▪ Difficult rail-bookings ▪ Lack of skilled manpower

Proposed Framework for Eco Tourism in Rajaji National Park

A proposed framework for Eco-tourism has been developed based upon the model suggested by Joshi R. (2010), *Eco-Tourism as a Viable Option for Wildlife Conservation: Need for Policy Initiative in Rajaji National Park,* North-West India, Global Journal of Human Social Science. The model suggests judicious use of indigenous knowledge-base alongwith effective community participation in order to provide employment and reasonable compensation to the locals, without disturbing the fragile eco-system alongside minimizing the man-animal conflict. Research and development needs to be strengthened, carrying capacity needs to be assessed, formulation and implementation of effective plans. The framework also propounds that the locals be motivated for active participation, large scale awareness drives be initiated. The plan needs to have flexibility and based upon the feedback may be rechristened with time.

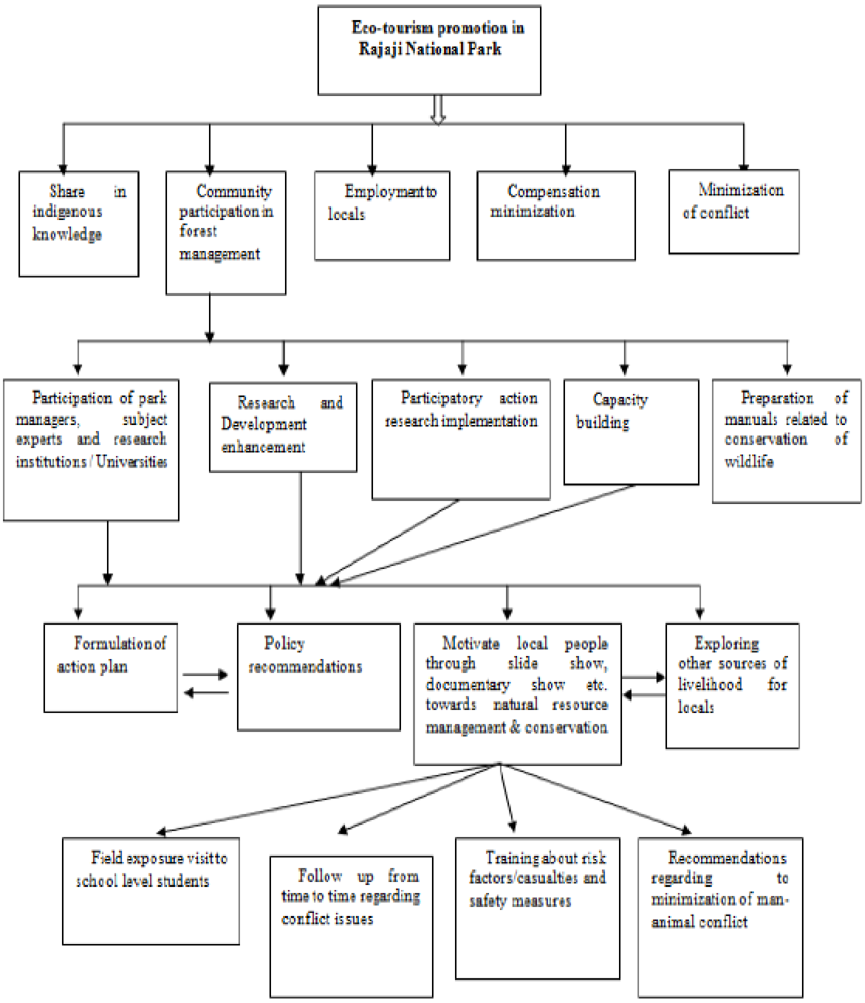

Figure 3. Proposed Framework for Eco Tourism in Rajaji National Park
Source: After Joshi R. (2010), Eco-Tourism as a Viable Option for Wildlife Conservation: Need for Policy Initiative in Rajaji NationalPark

Suggested Strategies for Promotion of Eco-tourism in Rajajii National Park

Eco-tourism requires participation and cooperation among various stakeholders. An effective and appropriate management plan for eco-tourism in protected areas requires an understanding and appreciations of all stakeholder groups. Local community participation is another major factor, which is supposed to be a central component of sustainable eco-tourism. Looking into the current scenario of eco-tourism in RNP following recommendations has been proposed.

1. Involvement of various stakeholders (local communities, park managers, tourists – national and international, hotel owners, travel and tour operators, guide, NGOs, research institutions, education / university departments, media and tourism department) is highly required during policy making or during structuring any management plan for park or for local people (like construction of electric fencing or wall on the outskirts of villages).
2. Training should be provided to tour operators time to time (jeep owners) regarding to risk factors and safety measures.
3. Forest department rest houses may be provided to tourists easily at different locations of the park, if required. It may be ensure that all the required basic facilities should be given to tourists during their stay with park.
4. A basic training about wildlife conservation should be given to tourists during their visit inside the forest and for this 2 to 3 instructors should be kept by park authorities. Sometimes, it was also observed that some tourists (Indian & Foreigner) are unaware of timing of wildlife / bird sighting and that could be one of the disadvantages and for resolving this all the tourists should be instructed by the authorities.
5. Trained guide should be deputed with each and every vehicle so that each tourist can enjoy the wilderness and can know more about the geographical conditions, wildlife and vegetation components. It was observed during our talks with tourists that they want to know in details about various components of the park (flora, fauna, avian diversity and wildlife distribution) but due to lacking of resource persons they can‘t receive such information. Besides, training should be provided time to time to guides. At the time of appointments of guides preferences should be given to locals or the person from nearby village and with the consultation of village community and village pradhan (head).
6. Sometimes it was also observed that some tourists stay for longer while watching the elephants in jungle, which could be dangerous and for that guide should be responsible to controlled tourism. It may also be ensured that tourist complete whole of the trek within the proper / given time (maximum 03 hours).
7. Some important historical places like presence of gravestone of Rampyari (an female elephant) at Kansrao forest, presence of evidences of abandoned shelters of Gujjars and impact of Gujjar rehabilitation programme, historical records of presence of various villages, historical wells, watch towers etc. should be explored and communicated to tourists (providing information about the incident). It should be helpful in documenting the historical database of the park – our natural heritage, which is important too.
8. Safari charges / rates should be fixed by park authorities with consultation of jeep owners and should be monitored properly and if possible rates should be displayed on notice board, so that tourists can know all with full transparency. In this

process tour managers have to assist the park managers, which will be beneficial for them also.

9. All the basic primary facilities regarding to hospital service should be organized near to tourist zones so that at the time of emergency primary treatment can be given to tourists.
10. Currently only one canteen is running at Chilla entry gate, and at peak tourist season it alone cannot provide better hospitality, therefore, it is recommended that at least two canteen should be maintained, which can accommodate and facilitate tourists properly at reliable government approved rates.
11. A small document, which consists knowledge of local region, flora and fauna of the park, special features, best season, accommodation, about area and basic information about park is highly required, which was several times demanded by visitors.
12. The code of conduct must be strictly observed within the National Park.

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Demand of Thai Tourists to Lao PDR

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For centuries, Thailand and Lao PDR have been linked geographically, economically and culturally. In term of tourism, Thai tourists represent a major market share in Lao PDR's tourism industry. Reported data also shows that the number of Thai tourists visiting Lao PDR is increasing. This paper investigates the demand of Thai tourists visiting Lao PDR. Thailand's income factor, the relative price index in Lao PDR and Thailand' s political crisis are included in a tourism demand model for the study. Using quarterly data as the sample during 2000 – 2010, the study find that the demand of Thai tourists to Lao PDR has a positive relationship with Thailand's income factor. This study also considers the impact of Thailand's political crisis between 2008 and 2010 on tourism demand. However, the result shows that the political crisis has no significant impact on the demand of Thai tourists visiting Lao PDR. This could be due to Thailand and Lao PDR have had a good relationship over a long period. Hence, any short term instability may not shake the long term relationship. This study is suggested that Lao PDR should improve the infrastructure, develop new tourism destinations and expand cooperation with ASEAN members for the sustainable development of Lao's tourism industry.

Key words: Thai tourists, tourism demand, Lao PDR tourism

Introduction

Tourism is prioritized as an important sector in the Lao PDR's socio-economic development plan for 2006-2010 ADB (2008). Tourism industry is related to many industries in Lao PDR and also have a significant contribution to economic activity as they benefit from strong international tourist arrivals in Lao PDR (World Bank, 2009). Lao National Tourism Administration (2011) reported that 2.51 million tourists visited Lao PDR in 2010 and revenue from international tourism was about 381 million USD. World Tourism Council (2011) also stated that tourism contributed 13.3 percent to the national GDP while tourism exports shared 15 percent of the total exports. Tourism employment was 11.6 percent in 2010 (see Table 1)

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Table 1. Tourism as percentage of GDP, Exports and Total Employment in Lao PDR 2006 -2010

Item	2006	2007	2008	2009	2010
Tourism GDP (% of National GDP)	12.3	13.0	13.7	13.2	13.3
Tourism Exports (% of total exports)	13.5	14.7	16.3	16.8	15.0
Tourism Jobs (% of total employment)	10.7	11.3	11.9	11.5	11.6

Source: World Tourism Council (2011)

Thailand and Lao PDR share a very long border of 1,810 kilometers and consequently have had social, political, ethnic, economic and tourism-related relationships over a long period of time. Thai tourists was the majority of international tourists in Laos (see Table 2). Furthermore, Thai tourists have become a revenue contributor to Laotian. However, during 2008 and 2010, Thailand experienced a political crisis. This led to Suvanabhumi international airport was closed during a protest by the yellow shirt group and Rachaprasong shopping district was occupied by a red shirt group. There were variable effects on the confidence of international tourist arrivals to Thailand and local people as well. However, Thai tourists remained the largest group in the tourism industry of Laos because there are many modes of transport available between Thailand and Laos as well as many channels tourism marketing promotion.

Table 2. Top 5 ranks country by international tourist arrivals in Lao PDR in 2010

Rank	Country	Number	Share (%)
1	Thailand	1,517,064	60
2	Vietnam	431,011	17
3	USA	49,782	2
4	France	44,844	2
5	UK	27,272	1

Source: Lao National Administration (2011)

A lot of papers studied the tourism demand but few study tourism demand in Lao PDR. This paper examines the existence of both long-run and short-run relationships affecting Thai tourist demand to Lao PDR by considering the Thailand's political crisis in the model through the ARDL approach. The rest of the paper reviews the relevant literature; describes the analysis model and methodology, and then presents the empirical results, conclusions and policy applications. The results of this study can be used as guidelines for government organizations involved in tourism between Thailand and Lao PDR.

The study period was between 2000 and 2010, and quarterly data were used to estimate the model, and the data were then collected from the Lao National Tourism Administration, the Office of National Economic and Social Development Board, Bank of Thailand and the Thai Tourism Department.

Literature Review

Tourism demand model and estimation rely heavily on secondary data and can be divided broadly into two categories: non-causal time series models and causal econometric approaches (Chang et al, 2009). The focus in this paper is estimation model identifies any causal relationship between the tourism demand variable and its influencing factors. Since the 1980s, there has been much literature about tourism demand models, including time –series models, and econometric approaches. In particular, the ordinary least square method (OLS) in tourism demand model has become widely used in estimation. However, OLS, which is a statical analysis, usually be issued from violation of a few classical linear regression models, especially autocorrelation, as observations in time series that are normally used in the analysis are dependent (Arsad and Johor, 2010). In addition, estimation by using OLS model based on non-static data can lead to the serious problem of spurious regression. On the other hand, there were many studies in 1990s which considered co-integration methodology, following the development of a co-integration tes for a single equation model (Engle and Granger, 1989). Moreover, a multivariate cointegration framework based on the vector autoregression (VAR) model. The unrestricted VAR model in the maximum likelihood estimation approach to co-integration by Johansen and Juselius (1990) allowed for the estimation of long-run relationships using non-static variables. Estimation procedures are, therefore, widely used in empirical research.

Moreover, autoregressive distributed lag (ARDL), introduced originally by Pesaran and Shin (1999), is a single co-integration and was further extended by Pesaran *et al*. (2001). This method has advantages in comparison with other single cointegration procedures. Firstly, endogeneity problems and the inability to test hypotheses on the estimated coefficients in the long-run, associated with the Engle-Granger method, are avoided. Secondly, the long and short-run parameters of the model are estimated simultaneously. Thirdly, all variables are assumed as endogenous variable. Lastly, the econometric methodology is relieved the burden of establishing the order of integration amongst the variables and of pre-testing for unit roots (Halicioglu, 2004).

To estimate the long- run relationship of tourist arrivals, Analysis by using the co-integration test have been conducted. Narayan (2002) estimated the demand for tourism in Fiji. The study found that tourism demand is positively related with the income of tourists from major trading partners and is surprisingly positively related to relative prices. In Tunisia, both Ouerfelli (2008) and Choyakh (2009) have investigated tourism demand on European tourists in Tunisia. The results showed that the income of tourists in origin countries is the most significant factor in determining the number of nights spent in Tunisian hotels. In addition, the study found that relative price does not play a crucial role in attracting tourists, tourism demand is also negatively affected by prices in competing destinations. Likewise, Halicioglu (2004) employed bounds testing co-integration in the ARDL procedure. It was found that income is the most significant factor affecting tourist arrivals in Turkey. Regarding Lao PDR tourism, Phakdisoth and Kim (2007) applied a tourism demand model to Lao PDR' s tourism. The study found that income and relative price were significant. This means that tourism to Lao PDR was inelastic to changes in income and relative price levels. The destination-specific variables, communication and transportation infrastructure and the stability of destination were also significant determinants of total tourism flow to Lao PDR.

Data and Methodology

Determinants of tourism demand

Most tourism demand models are from consumer theory, which assumes that the optimal consumption level depends on the price of goods, consumer income, the price of relative goods and other factors (Kadir and Karim, 2009). The Marshallian demand for tourism is as follows:

(1) The own price factor should include tourists' living costs and travel costs to Laos, due to very strong competition between transport company and travel cost. A price measurement of tourism services is the consumer price index (CPI) adjusted by the real effective exchange rate (REER) (Karendran, 1996). The own price (*P*) is then given by

$$LPL = \frac{CPI_{Lt}}{CPI_{it}} REER_{it} \tag{1}$$

Where CPI_{Lt} is the consumer price index of Laos, CPI_{it} is the consumer price index of Thailand and $REER_i$ is the real effective exchange rate of Thailand.
(2) The income factor is significant in determining leisure spending consumption and takes an important place in the domestic budget. After covering "primary" needs, the remaining income is usually dedicated to leisure. This factor seems to be suitably measured by the disposable income level, however, because of the unavailable data, the gross domestic product per capita (GDP) is used to measure the income variable.
(3) There are many non–economic factors that affect tourism demand are impossible to quantify such as special events, terrorism, and political instability (Choyakh, 2009). For this reason, the study focused on Thailand's political crisis as a dummy variable to determine the effect of qualitative factors on tourism.

From the demand theory, the model of Thai tourist demand in Lao PDR is expressed by a linear functional form as follows:

$$LNQDT_t = \beta_0 + \beta_1 LNPL_t + \beta_2 LNGDP_t + \beta_3 DTP_t + \varepsilon_t \tag{2}$$

Where;
$LNQDT_t$ = Natural log of number of Thai tourists to Lao PDR at time t
$LNPL_t$ = Natural log for the cost of living in relative price index for a tourist from Thailand to Lao PDR at time t
$LNGDP_t$ = Natural log for the real gross domestic product of Thailand in US dollars at time t
DTP_t = Dummy variable: to capture the effect of Thailand's political crisis, taking the value 1 if observation in the period of Thailand's political crisis, and 0 if otherwise.

From the equation (2), the expected signs for coefficients of explanatory variables are as $\beta 2 > 0$; $\beta 1, \beta 3 < 0$

This study, investigates the long run and short run relationship between Thai tourist demand in Lao PDR. We use cointegration and error correction models to analyze the tourism data.

Unit Root Test for Stationary

Unit root test is the test of stationary or non-stationary time series on each variable. This determines the order of integration by using the Augmented Dickey-Fuller (ADF) with intercept and time trend on the level and first difference. A time series is stationary if the time series data has a constant mean, variance and covariance, implys that the statistics are not time independent, it is non stationary. In addition, the KPSS test tests whether the unit root hypothesis corresponds to the null hypothesis. If we are unable to reject the presence of a unit root, it means that the series are integrated of order one. The KPSS Test from Kwiatkowski et al. (1992) was used as an alternative test in which stationary is null hypothesis and the existence of a unit root is the alternative.

Therefore, if the null of hypothesis stationary cannot be rejected, the time series might be cointegrated.

Cointegration Test

For the next step, the long-term relationship of the time series data was tested by using a co-integration process of the autoregressive distributed lag (ARDL). The co-integration procedure proposed by Pesaran et al. (2001), is employed to analyze the long-run relationships and dynamic interactions among the variables of interest. This procedure was adopted for the following reasons. First, the bounds test can be applied irrespective whether the variables are purely I(1), purely I(0) or mutually cointegrated. This study used 44 observations and this test is more efficient with small or finite sample data sizes. The ARDL model in this study can be specified as an unrestricted error correction model (UECM) as:

$$\Delta LNQDT_t = \beta_0 + \beta_1 LNQDT_{t-1} + \beta_2 LNPL_{t-1} + \beta_3 LNGDP_{t-1} + \sum_{i=1}^{P} \beta_4 \Delta LNQDT_{t-i}$$

$$+ \sum_{i=0}^{q} \beta_5 \Delta LNPL_{t-i} + \sum_{i=0}^{q} \beta_6 \Delta LNGDP_{t-i} + \beta_7 DTP + \varepsilon_t$$

(3) The F test is used for testing the existence of a long – run relationship. When a long-run relationship exist, the F test indicates which variable should be normalized. The null hypothesis for no cointegration among variables in equation (4) is *Ho:* $\beta 1=\beta 2=\beta 3= 0$ and against the alternative hypothesis $\beta 1\neq\beta 2\neq\beta 3 \neq 0$ the F test has non- standard are I (0) or I (1). Given the relatively small size of 44 observations in this study, the critical value used are reported by Narayan (2005) in case III (unrestricted intercept intercept and no trend). The test involes I (0) and I (1).

When critical values for I(0) or I (1) series are referred to upper bound critical values, the variables are cointegrated. There is then evidence of a long – run relationship between variables regardless of the order of variables integration. If the test statistic is lower than critical values, the variables are not cointegrated (Duasa, 2007). In addition, if variables are cointegrated, it is evidence of a long – run relationship. The long – run model is estimated as follows:

$$LNQDT_t = \alpha_0 + \sum_{i=1}^{P} \alpha_1 LNQDT_{t-i} + \sum_{i=0}^{q} \alpha_2 LNPL_{t-i} + \sum_{i=0}^{q} \alpha_3 LNGDP_{t-i} + \alpha_4 DTP + \mu_t \qquad (4)$$

The order of lags in the ARDL model is selected by Akaike Information criterion (AIC) and the Schwarz Baysian criterion (SBC).

Error Correction Models

For the ARDL specification of the short – run dynamics. If the study find that the variables are cointegrated, in accordance with Granger's causality test based on vector error-correction model (VECM). Following Engle and Granger (1987), the short – run models are as follows:

$$\Delta LNQDT_t = \lambda_0 + \sum_{i=1}^{p} \lambda_1 \Delta LNQDT_{t-i} + \sum_{i=0}^{q} \lambda_2 \Delta LNPL_{t-i} + \sum_{i=0}^{q} \lambda_3 \Delta LNGDP_{t-i} + \lambda_4 \Delta DTP_t + \lambda_5 EC_{t-1} + v_t \qquad (5)$$

Where Δ denotes the differences, μ is the disturbance term and EC_{t-1} is the lagged error correction term generated from the long – run relationship (equation 4).

$$EC_t = LNQDT - \alpha_0 - \sum_{i=1}^{P} \alpha_1 LNQDT_{t-i} - \sum_{i=0}^{q} \alpha_2 LNPL_{t-i} - \sum_{i=0}^{q} \alpha_3 LNGDP_{t-i} \quad (6)$$

The coefficients of the short –run equation are related to the short run dynamics of the model's convergence to equilibrium and represent the speed of adjustment.

Result of The Study

Unit Root Test

To obtain the result of the unit root test, the independent variables had to be tested in order to make all independent variables approximately in the same stationary level. For the KPSS test, the result of KPSS test accepted the alternative hypothesis of level and the trend is non – stationary. Hence, the KPSS statistics showed that almost stationary is at I(1). Therefore, the combination result from both tests (ADF and KPSS) are integrated in order I(1).

Long-Run Coefficient Test

The next step after confirming the stationary properties of each series, was to employ a long-run coefficient test. The long –run equilibrium of Thai tourist demand in Lao PDR is tested by using a bounds testing approach. For the $\left(QDT \mid PL, GDP, DTP\right)$ we used the ARDL cointegration method to estimate the parameters of equation (3) with a maximum order lag to set 5, finding the optimal length of the variables of long – run coefficients, where lag selection criteria of AIC and SBC are the same, it is ARDL (1,0,2). Then, estimating the coefficients of the ARDL model to calculate F –statistics at 4.4676. The calculated F-statistic is greater than the 10% upper bounds critical value in Case III: unrestricted intercept and no trend (Nayaran, 2005). Therefore, there is a long – run relationship. The long –run coefficient result is presented in Table 3.

Table 3.Long Run Coefficients

Dependent Variable:	**Independent Variables**			
LN*QDT*	*LNPL*	*LNGDP*	*DTP*	*Constant*
ARDL(1,0,2)	-1.7158 (-0.6648)	6.7384* (1.7250)	-0.0538 (-1.7267)	-51.9127* (-1.7267)

*Note: t- statistics is parentheses. The asterisk * denotes significance at 1 percent level.*

Error Correction Mechanism (ECM) Test

The ECM is a mechanism that enables an examination of the short-term equilibrium adjustment process. The optimum order of ARDL, determined by information criteria based on AIC and SBC is ARDL(1,0,2). The coefficient of the error correction model is the linkage between short-term and long-term adjustment mechanisms. The result of the error correction information of the ARDL model is presented in Table 4.

Table 4. Error Correction Coefficients in term of ARDL Model

Independent Variables					
Constant	ΔLPL_t	$\Delta GDPt$	ΔGDP_{t-1}	ΔDPT_t	EC_{t-1}
0.0030	-0.5238	1.9465**	-1.9707**	-0.0164	-0.3053***
(-0.0787)	(-0.6125)	(2.0941)	(1.9187)	(-1.3384)	(-2.5127)
Diagnostic tests		R^2 = 0.3670	Reset = 0.9002	*Norm*=2.0696	*DW*=1.5377

Note: t- statistics is parentheses.
*The asterisk *** and ** denotes significance at 1 and 5 percent level respectively.*

Conclusion and Policy Recommendation

The main objective of the study is to investigate the effect of factors which demand on Thai tourism to Lao PDR. The main findings of this study are as follows. First, the bounds testing approach for cointegration was employed to determine the relationships between the number of Thai tourists to Lao PDR, Thailand's income, Lao PDR relative price index, Thailand's political crisis, and demonstrated that the variables are cointegrated. Second, the long-run, Thailand's political crisis in the ARDL model is not significant. However, the elasticity of Thailand's income has a significant positive effects on Thai tourism to Lao PDR. Moreover, the empirical results of the ECM supported the fact that the speed of adjustment, when the demand of Thai tourism in Lao PDR deviates from the equilibrium to return to long-term equilibrium, is approximately 30.53% in each time period.

The study focuses on the short-run. Thailand's political crisis which has not affected on Thai tourism to Lao PDR. However, in the long-run, the study finds that the demand of Thai tourism to Lao PDR has a positive relationship with Thailand's income factor. Hence, any short term instability may not shake the relationship in the long run. In addition, the previous studies found that income in the original countries offers a robust explanation for the changes of tourism demand as well as this result shows that income of Thai tourist is the most significant factor. It means that tourism product is a luxury service. Finally, this study could be suggested that Lao PDR should improve infrastructure, develop new tourist destinations and expand cooperation with ASEAN members for the sustainable development of Lao's tourism industry.

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Enhancing Barangay Participation in Local Tourism In Vigan City

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This study aimed to determine the extent of Barangay participation in local tourism in Vigan City and recommend measures by which to enhance local tourism particularly along the socio-economic profile of the subject Barangays; extent of Barangay participation in local tourism in Vigan City along the following components; destination, promotion, attraction, and accommodation; and the significant difference in the level of participation of the two clustered Barangays in local tourism. The study used the descriptive method of research. Data was gathered from the 210 respondents, and statistically treated using the frequency counts, percentages, weighted mean, and t-test of difference. Results revealed that the Barangays of Vigan have industries mostly on delicacies, handicrafts and pottery making, mode of transportation are mostly on calesa, tricycle, and jeepney respectively; communication facilities mostly belong to mobile phone and telephone; local tourism were initiated by non-government and government organization. They are offering tourism facilities like destination, food centers and accommodations. The Barangay respondents perceived the extent of Barangay participation to local tourism in Vigan City at "high" taken as a whole in terms of the following components; destination, promotion, attraction, and accommodation. There is a significant difference in the perception of the Barangay respondents of Vigan City in their participation to local-tourism as to destination, promotion, and attraction components. The difference in their perception as to the component on accommodation is insignificant.

Key words: Barangay participation, local tourism, Vigan City

Rationale

Tourism has grown to be an activity of worldwide importance and significance. In many countries, tourism is the commodity in international trade. In others, it ranks among the top industries. Tourism has indeed grown to become a major social and economic force in the world (McIntosh et al as cited by Valdez, 2009).

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Today, tourism is one of the largest and dynamically developing sectors of external economic activities. The high growth and development rate, considerable volumes of foreign currency inflows, infrastructure development, and introduction of new management, educational experience actively contribute to the social and economic development of the country as a whole. According to recent statistics, tourism provides about 10% of the world's income and employs almost one tenth of the world's workforce. All considered, tourism's actual and potential economic impact is astounding. Many people emphasize the positive aspects of tourism as a source of foreign exchange, a way to balance foreign trade, and "industry without chimney" – in short, manna from heaven.

A common theme within recent tourism development has been the importance of active participation of local people and the considerations about the environment. Community involvement is vital within tourism development and that the only consideration is to what extent the communities get involved. *Barangay participation in local tourism in Vigan City* is closely linked to sustainability and ecotourism, but it offers a more concrete concept, stating the type and degree of participation and involvement for local people, and the associated costs.

Participation of the community in local tourism has grown in importance during the past several decades primarily as an economic development strategy and also as a key characteristic for improving and indicating urban quality of life. While prevalent in Europe and other parts of the world, such tourism has also grown in scope and size in the United States which has experienced a proliferation of informally and formally designated arts and cultural districts, entertainment districts and historic districts. Despite the prevalence of such efforts, there has been relatively little research into community-based cultural tourism in comparison to the extent of urban cultural tourism.

Participation of barangays in local tourism projects develop in a number of ways, and the structure, goals and themes represent different environments, growth patterns, cultural values and stages of development. The continuum with the private and fully-enclosed resort on one end, and the completely integrated community-based activity on the other, represents an idealistic notion. It would be difficult to find a tourism program where there is absolutely no local influence, just as it would be impossible to find an example of community-based tourism where there is no unanimity internally and externally regarding the achievement and distribution of benefits. Taken in an international context, the variety of cultures and environments worldwide ensure that the implementation and outcomes of community-based tourism will be different, just as communities are different.

Participation of barangays in local tourism typically subscribes to a number of broadly defined goals. Perhaps most important, barangay participation in local tourism is socially sustainable. This means that tourism activities are developed and operated, for the most part, by local community members, and certainly with their consent and support. This is not to suggest that there are no dissenting views on tourism development when carried out at the local level, but it does imply that there is a forum for debate, and that the barangay encourages participation. It is also important that reasonable shares of the revenues are enjoyed by the community in one way or another. This may include revenue streams which go to coops, joint ventures, community associations, businesses that widely employ local people, or to a range of entrepreneurs starting or operating small and medium-sized enterprises. Another important feature of barangay participation in local tourism is its respect for local culture, heritage and traditions. Often, barangay participation in local tourism actually reinforces and sometimes rescues these. Similarly, barangay participation in local tourism implies respect and concern for the natural heritage, particularly where the environment is one of the attractions.

The valuable assets for local tourism in Vigan City is its cultural value as inscribed by the UNESCO World of Heritage Convention under the criterion that "Vigan is an exceptionally well intact and well preserved example of a European trading town in the East and East Asia". The historic town of Vigan exhibits an important interchange of human values, over a span of time or within a cultural area of the world, on development in architecture or technology, monumental arts or town planning and landscape design. There are many tourist attractions in Vigan City which include the Vigan ancestral houses, monuments, museums, and traditional arts and crafts and among others, the festivities.

From the foregoing views and observations about development of local tourism through the inclusion of Vigan City as a UNESCO World Heritage in the List of Sites and Monuments, the researchers was motivated to undertake this study.

Framework for Analysis

To have a greater insight of the concepts of the participation of barangays in local tourism, ideas from authorities and experts were incorporated as basis of understanding.

The rapid growth of tourism in the twentieth century has produced both problems and benefits for destination countries. It has had visible impact on the socio – economic environment. Although tourism can bring economic advantages to a destination country, it also brings with it serious long – term problems, which, without careful control and planning, can threaten the society (Quesada as cited by Valdez, 2009).

One can make the argument that historic sites and attraction are the reasons why people travel. There is no doubt that historic sites and attractions are drawing tourists to destinations, there would be a little need for all other tourism services such as transportation, lodging, food, distribution and so on. Tourism's economic impact on destination area can be immense since it provides a source of income, employment, and foreign exchange (Cruz, 2006).

As cited in the study of Valdez (2009), the heritage conservation program of Vigan and its barangays demonstrates how cultural conservation can be used to achieve sustainable economic development. Now, Vigan is a vibrant center for trade and tourism as its cultural treasures and pre – colonial industries continue to fuel the economy that has grown significantly in a short span of seven years. Today, the powerful images, and sounds of modern sophisticated living have established their marked presence: business and residential infrastructure, cars, traffic, and communication. The present makes Vigan pliant and flexible, the past makes it enduring and strong.

The summarized aforementioned ideas and studies served as initial information from which the researchers derived insights as to the plan of work she followed in her study.

Conceptual Framework

This study revolved around the paradigm presented in Figure 1 for the Barangay presented in Figure 1 for the Barangay Participation in Local Tourism in Vigan City.

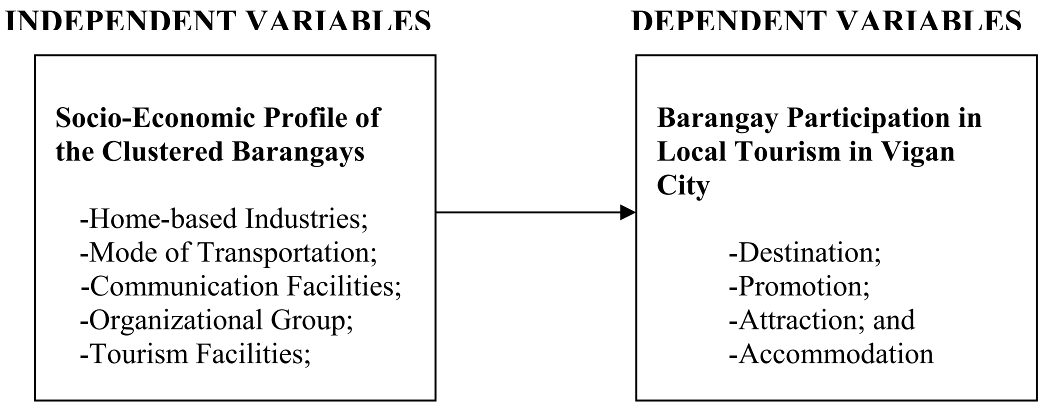

Figure 1. Research Paradigm

The paradigm shows that the barangay participation in local tourism in Vigan City along destination, promotion, attraction and accommodation can be influenced by the socio-economic profile of the clustered barangays which includes industries, mode of transportation, communication facilities, organization group, and tourism facilities. Industries of the clustered barangays refer to the presence of business establishment that primarily support barangay tourism. Destination include: attractions (both human-made and natural features); amenities; access; and ancillary services (promotion, industry organization). A critical factor to the success of any tourism destination is its carrying capacity, which is dependent not only the characteristics of the destination but the management choices that are made. Tourism facilities refers to the recreational, entertainment and local attractions including business establishments in the community.

Objectives of the Study

The objective of this study was to determine the extent of barangay participation in local tourism in Vigan City. The study aimed at:

1. Characterize the socio-economic profile of the subject barangays in terms of the following:
   - home-based industries,
   - mode of transportation,
   - communication facilities'
   - organizational group, and
   - tourism facilities?
2. Ascertain on what is the barangay participation in local tourism in Vigan City along the following components:
   - destination,
   - promotion,
   - attraction, and
   - accommodation?
3. Determine the data on the difference in the level of participation of the two clustered barangays in the Vigan City

Review/Survey of Related Literature

Classification of Tourism

A history of tourism definitions is presented as well as the current definition from the World Tourism Organization (WTO): "Tourism is the set of activities of a person traveling to a place outside his or her usual environment for less than a year and whose main purpose of travel is other than the exercise of an activity remunerated from within the place visited." On the demand-side tourism can be classified by such factors as length of stay, type of traveler, type of trip, type of expenditure, transport mode or accommodation type. On the supply-side, the tourism industry can be classified first by whether the business (or the whole industry type) does at least a certain percentage – usually 15% - of their business with tourists and secondly by the type of tourism product (e.g. passenger air transport, camping, recreation and entertainment). The Standard International Classification of Tourism Activities (SICTA) is also presented which is a globalized system for classifying and measuring tourism activity. It combines supply-side concepts – the basic structure is based on establishments – and demand-side concepts – establishments are selected according to the nature of their customer (e.g. the percentage of tourists).

Cordell and Bergstrom (2003) explained that recreation supply was seen as a function of the total number of trips that can be produced by a community at various trip costs. The total number of sites, the capacity of the site for recreation and distance to the site determines the average cost per trip. As the number of recreation trips goes up the community must travel on average further, necessarily incurring higher time and resource costs, and therefore the average cost per trip also rises. The supply curve can be shifted by the investment in recreation facilities increasing the number of the recreation takes a broad view of what is an "attraction" and what makes an "attraction" attractive. Six factors are considered: easy comprehensibility; basis in the surrounding environment; type of owner control (commercial, government or non-profit); magnetism of the attraction; capacity to satisfy; and result of creation. Three primary actors develop the supply of tourism products: the commercial sector; non-profit organizations; and government.

Spatial Variation

According to Cooper (2000) the spatial and temporal patterns of tourist behavior focuses primarily on the tourist oriented factors such as time, tourist psyche, and socio-economic characteristics of the tourist and the tourist's cognitive map of the area. However, the paper also includes a discussion of the influence of the spatial structure and distribution of the tourist facilities. As the tourist used an exploration strategy to explore the island the hierarchy of tourist sites, with larger site that have more facilities more likely to receive visits by tourists earlier in their stay. Sites lower on the hierarchy receive more visits by tourists later in their stay. The hypothesis is that tourists know already that they can return to the sure thing, but are more willing to test out something unknown that has higher risk of not meeting the tourists' expectation. Complementary sites, such as a museum to the predominant beach sites, do not fall nicely on this hierarchy and receive visits earlier in the week despite their low rank.

It reviews three methods for describing the spatial distribution of facilities, resources or tourists: mean center, standard deviational ellipse. It also looks at both connectivity and compactness indices which look to describe in more detail the nature of the spatial distribution. It looks at spatial distribution. It looks at patterns of distribution such as nearest-neighbor analysis, linear nearest-neighbor analysis (a modification for use linear situations such as highways, rivers or coasts) and spatial association index. It reviews Defert's Tourist Function (TF) which is a simple measure of the importance of tourism within a regional economy and it reviews Lorenz curves which can indicate the dominance of the current economy by one or two industries. It reviews the peaking index which measures temporal use patterns and the directional bias index which measures whether the tendency of travellers to travel in certain direction – from one place to the next or vice versa. Finally the chapter concludes with a discussion of the at

Atttractiveness index which attempts to assess the potential for a region to attract visitors: features; amenities; access; and ancillary services (promotion, industry organization). A critical factor to the success of any tourism destination is its carrying capacity, which is dependent not only the characteristics of the destination but the management choices that are made.

- While in the concept of the destination zone, the main conclusion that the author draws is that the site development must always be seen in a larger context. The development of individual sites is connected to and dependent on many others and even across larger geographical areas. There are four components of a destination zone: attraction complexes, service community, transportation and access, and linkage corridors. When the concept of the destination zone is applied to the urban-to-remote scale four subzones emerge: urban subzone; suburban subzone; rural subzone; and remote subzone. In urban and suburban areas the attractions complexes are based on service businesses while in the rural and remote subzones attraction complexes based on natural resources dominate.
- Prideaux, (2000) proposes a new model for the development tourism destinations, the Resort Development Spectrum. The model builds on the broad tourism destination life cycle research field. The Resort Development Spectrum model is unique in that it is based on the operation of the market and focuses specifically on the operation of the supply side. Different phases of the Resort Development Spectrum are characterized by different equilibrium points between demand and supply. At each phase of the spectrum different supply characteristics exist for example in the provision of accommodation, transport facilities, number of recreation facilities, and type of entertainment venues or level of promotion activities.

Local Tourism Industry

The tourism industry in the Philippines as described by Claravall (2000) and as cited by Torres – Chan (2003), is a composite of industries and entities, both public and private, involved the planning, development, marketing, sales, operations and evaluation of destinations, products and services to the needs of travelers, both foreign and domestic.

The planning and development of destinations is primarily a role of the government, together with the marketing of such destinations. However, the planning and development of a specific tourism product is often undertaken by individual private sector entities. Both the government and the private sector undertake the evaluation of tourism vis – a vis predetermined, specific objectives.

The Department of Tourism is the national government organization overseeing the country's tourism industry. Its primary obligations are: 1) to assist in coordinating the plans and actions of various government instrumentalities in tourism matters; 2) to discharge the government's responsibilities arising from treaties, agreements and other commitments on tourism and travel; and 3) to provide such other public sector services to the tourism industry as well as the formulation of standards and the compilation of statistics in tourism matters. It has three bureaus, Bureau of International Tourism Promotions, and Bureau of Tourism Information. (Philippine DOT Information Manual)

The Philippine Convention and Visitors Corporation is the marketing arm of the DOT. Its main task is to promote the Philippines as a tourist and convention and incentive travel destination. (PCVC Information Pamphlet).

The Philippine Tourism Authority has the following objectives: 1) To undertake sustainable development and to open up new international standard tourist destinations; 2) To implement countryside development programs for economic well – being, population dispersion and people empowerment; 3) To undertake pioneering projects inareas where the private sector will not venture; 4) To operate tourism and commercial assets of the Philippine government without competing with the private sector, and 5) To pursue an active privatization program for its assets and properties. (Tourism Industry Planning Workshop Presentation: Ternate, Cavite August 1995).

In the private sector, the five principal industries directly involved in tourism are: 1) the transportation industry (air, sea and land); 2) the hospitality industry (hotel, resorts, inns, motels, lodging/pension houses, apartment – hotels); 3) the entertainment industry (restaurants, discos, museums, theaters, theme parks, adventure clubs); 4) the travel trade (travel agencies, tour operators, tour guides); and 5) other private sector entities that produce and sell products and services that cater to the needs of travelers.

Valdez (2009) described that there are now more tourist places in Vigan that extends to the barangays to go to and enough recreational places to visit. Nevertheless, tourist operators should be directed to improve their facilities to make the visit of tourist spots more comfortable and enjoyable. Moreover, regular inspection of tourist spots by the Department of Health and City Tourism should be ensured to keep them sanitized and clean.

As cited by Torres – Chan (2003), tourism is a major economic activity. The market and demand have created the need for tour operations, travel agents, airlines, cruise ships, buses, accommodations, food and beverage facilities and other goods and services that supply tourist needs.

According to her tourist arrivals have been increasing steadily. Moreover, tourists stay in Vigan for an average of two to three days and they get to know about the place through friends and relatives. The number one attraction in Vigan City is the Heritage Village and that there is an array of historical, cultural and natural attractions in Vigan and surrounding areas. Accommodations, transportation, communication and carrier facilities, travel agencies and sports centers are available in the city.

The foregoing literature and studies enabled the researcher to conceptualize the present study and greatly helped in the formulation of questions for her questionnaire.

Research Methodology

Research Design.

This study employed the descriptive method of research to determine the level of barangay participation in local tourism in Vigan City along destination, promotion, attraction, and accommodation in the development of local tourism enterprise in Vigan City. The correlational method was utilized to determine the relationship between the socio-economic profile of the barangay and the level of the participation of barangays in local tourism.

Sources of Data

Locale of the Study. The study was conducted in the following barangays of Vigan City: Cluster 1: Barangays I, II, IV, VII and VIII; and Cluster 2: Bulala, Salindeg, Mindoro and Tamag.

Population and Sampling. The study covered 210 residence of the 9 barangays in Vigan City in the study.

Table I. Distribution of the Respondents in the 2 Clustered Barangays of Vigan City

Barangay	Number
Clustered 1	**121**
Barangay I	19
Barangay II	24
Barangay IV	33
Barangay VII	24
Barangay VIII	21
Clustered 2	**89**
Bulala	23
Salindeg	18
Mindoro	24
Tamag	24
TOTAL	**210**

Data Gathering Tool

In this research work, the instrument that was used to determine the level of barangay participation in local tourism in Vigan City consisted of two parts:

Part I – Socio-Economic Profile. This part gathered information about the socio-economic profile of the barangay which include: (1) Industries; (2) Mode of Transportation; (3) Communication Facilities; (4) Organizational Group; (5) Tourism Facilities; and Tourism Supply.

Part II –Level of Barangay Participation in Local Tourism in Vigan City. This sought information about the 2 clustered barangays' participation in local tourism in Vigan City in relation to destination, promotion, attraction and accommodation.

The following scale was used as guide by the respondents in accomplishing part II

Options	Descriptive Interpretation
5	Fully Implemented
4	Adequately Implemented
3	Moderately Implemented
2	Slightly Implemented
1	Not Implemented At All

Mean Range	Descriptive Interpretation
4.51-5.00	Very High
3.51-4.50	High
2.51-3.50	Moderate
1.51-2.50	Low
1.00-1.50	Very Low/None

Tools for Data Analysis

The data generated in this study was treated statistically as follows:

1. **Frequency counts** and **percentages** to determine the socio-economic profile of the community.
2. **Weighted Mean** to describe the level of barangay participation in local tourism in Vigan City in relation to destination, promotion, attraction and accommodation in Vigan City.
3. **T – test of Difference** was used to compare the clustered barangays as to their participation in local tourism in Vigan City.

Results and Discussion

The socio – economic profile of the barangays as to industries, modes of transportation, communication facilities, organizational group and tourism facilities is as shown in Table 2. The table below shows that the type of industries in the clustered barangays, majority belongs to delicacies whereby 3 (60%) belongs to cluster 1 and 3 (70%) belongs to cluster 2. There are 2 (40%) on handicrafts and 2 (40%) in pottery making respectively belonging to cluster. Two (25%) on handicrafts and 2 (25%) pottery making respectively belong to cluster 2.

Their home-based industry is dominated by delicacies in both clustered barangays, followed by handicrafts and pottery making which are the pre – colonial industries in Vigan and its barangays.

Table 2. Socio – Economic Profile of the Barangays

Socio Economic Profile	Cluster 1		Cluster 2	
	F	%	F	%
Types of Home-based Industries:				
Handicrafts	2	40.0	1	25.0
Delicacies	3	60.0	3	75.0
Pottery – making	2	40.0	1	25.0
Modes of Transportation Offered to Tourists				
Caleza	4	80.0	2	50.0
Tricycle	2	40.0	3	75.0
Jeep	2	40.0	-	
Private Car	1	20.0	-	
Gov't Owned Vehicle	1	20.0	-	
Rent – a car	1	20.0	-	
Communication Facilities:				
Telephone	3	60.0	3	75.0
Mobile Phone	4	80.0	2	50.0
Cable	1	20.0	1	25.0
Internet	2	40.0	2	50.0
Radio Communication	1	20.0	3	75.0
Different organization initiated by the Barangay				
Non Government	2	40.0	4	100.0
Government	4	80.0	-	
Private	1	20.0	-	
Types of Tourism Facilities/Venues				
Destination (plaza, garden)	3	60.0	2	50.0
Accommodation (hotels, inns)	2	40.0	2	50.0
Shopping Centers	1	20.0	1	25.0
Food Centers	3	60.0	1	25.0

In terms of modes of transportation offered to tourists, it could be gleaned from the table that most of the mode of transportation belongs to the caleza 4(80%) in cluster 1 and 3 (75%) tricycle in cluster 2. The next mode of transportation as shown by the profile are the 2 (40%) tricycle and 2 (40%) jeep respectively in cluster 1 while 2 (50%) caleza in cluster 2. While 1 (20%) private car, 1 (20%) government owned vehicle, and 1 (20%) rent – a – car respectively are the least mode of transportation offered in cluster 1.

This confirms the observation that the mode of transportation is dominated by the caleza followed by the tricycle in the two clusters of barangays. The caleza is the legacy of the culture of the past that the local owners in Vigan highly preserve as heritage.

On communication facilities, it reveals that most communication facilities belong to 4 (80%) mobile phone in cluster 1 and 3 (75%) telephone and 3 (75%) radio communication respectively in cluster 2. Other communication facilities are 2 (40%) internet, 1 (20%) cable and 1 (20%) radio communication respectively belong to cluster. On the other hand 2 (50%) mobile phone, 2 (50%) internet, and 1 (25%) cable respectively belong to cluster 2 barangay.

In the two clustered barangays, apparently the communication facilities are dominated by mobile phone followed by telephone, radio communication and internet.

With respect to organization group initiated by the barangay, majority of the organizations 4 (80%) government in cluster 1 and 4 (100%) non – government in cluster 2. Other organizations are 2 (40%) non government and 1 (20%) private which belong to cluster 1. The organization initiated by the barangays are the non – government and government organizations.

In terms of tourism facilities or venues, most of the facilities belong to 3 (60%) destination (plaza, garden), and 3 (60%) food centers. There are 2 (40%) accommodation (hotels, inns), 1 (20%) shopping centers respectively in cluster 1. In cluster 2, most of the tourism facilities are 2 (50%) destination (plaza, garden) and centers, 1 (25%) food centers respectively.

This confirms the observation that most of the tourism facilities that tourists enjoy going to places where there are gardens as well as beautiful historical plazas. In other words, they love to see the beauty of nature sustained by the art of local owners.

Table 3. Level of the Barangays' Participation in Local Tourism as to Destination (n=210)

Indicators	**Cluster 1**		**Cluster 2**		**As a Whole**	
	Mean	**DR**	**Mean**	**DR**	**Mean**	**DR**
1. The local tourism projects in the barangay are accessible to any kind of tourist transportation.	4.28	H	4.48	VH	4.36	H
2. There is a minimal entrance fee range of Php10-Php100 for the visiting tourists.	2.91	M	1.60	L	2.35	L
3. The local tourism projects portrays historical, cultural and social landmarks which enable tourists to understand its prime significance for its development	4.18	H	3.53	H	3.90	H
4. There is a sufficient display of satisfaction to tourists which serves as an avenue for their rapid turn-over.	3.98	H	3.53	H	3.79	H
5. Destinations look into the safety and security of tourist by following the standard norms for its existence.	4.12	H	3.93	H	4.04	H
Overall	**3.90**	**H**	**3.42**	**M**	**3.69**	**H**

Legend:

Mean Range	Descriptive Interpretation
4.51-5.00	Very High (VH)
3.51-4.50	High (H)
2.51-3.50	Moderate (M)
1.51-2.50	Low (L)
1.00-1.50	Very Low/None (VL)

As shown by the respondents overall perception, the extent of barangays' participation in local tourism as to destination had achieved "HIGH" as shown by the obtained mean value of 3.69. The other items were rated in varying weight points. There are (1). The local tourism projects in the barangay are accessible to any kind of tourist transportation (x = 4.36); (2) There is a minimal entrance fee ranging from Php 10.00 to Php 100.00 for the visiting tourists (x = 2.35); (3) The local tourism projects portrays historical, cultural and social landmarks which enable tourists to understand its prime significance for its development (x = 3.90); (4) There is a sufficient display of satisfaction to tourists which serves as an avenue for their rapid turn – over (x = 3.79); and (5) Destinations look into the safety and security of tourists by following the standard norms for its existence (x = 4.04).

Transportation and access as well as security of tourists to destination is managed adequately by the participation of the barangays.

Table 4. Level of the Barangays' Participation in Local Tourism as to Promotion (n=210)

Indicators	Cluster 1		Cluster 2		As a Whole	
	Mean	**DR**	**Mean**	**DR**	**Mean**	**DR**
1. Local tourism projects are simplified as part of the packaged tour for its affordability.	3.89	H	3.45	M	3.85	H
2. There is a thorough setting of the said projects in media particularly in local television and radio for tourists' familiarity.	3.92	H	3.44	M	3.90	H
3. Local tourism projects can be surfed through internet access for information to foreign and domestic tourists who are far beyond the local television and radio frequency.	3.93	H	3.52	H	3.81	H
4. There are significant occasions whereby these projects are displayed for information and publicity through live showmanship.	3.94	H	3.73	H	3.71	H
5. Local tourism projects are likewise developed through constant visibility in trade fairs and competition.	4.11	H	2.83	M	3.98	H
Overall	**3.94**	**H**	**3.35**	**M**	**3.85**	**H**

Legend:

Mean Range	Descriptive Interpretation
4.51-5.00	Very High (VH)
3.51-4.50	High (H)
2.51-3.50	Moderate (M)
1.51-2.50	Low (L)
1.00-1.50	Very Low/None (VL)

It could be gleaned from Table 4 that as a whole, the respondents perceived that the level of the barangays' participation in local tourism as to promotion was "high" as shown by the obtained mean value of 3.85. The other items were consistently rated "high", (1) Local tourism projects are simplified as part of the packaged tour for its affordability (x = 3.85); (2) There is a thorough setting of the said projects in media particularly in local television and radio for tourists' familiarity (x = 3.90); (3) Local tourism projects can be surfed through internet access for information to foreign and domestic tourists who are far beyond the local television and radio frequency (x = 3.81); (4) There are significant occasions whereby these projects are displayed for information and publicity through live showmanship (x = 3.71); and (5) Local tourism projects are likewise developed through constant visibility in trade fairs and competition (x = 4.04).

Participation of barangays in local tourism has grown in importance in its promotion through an economic development strategy of their products by their constant participation in trade fairs and competition, simplified as part of the packaged tour and its thorough setting in media particularly in local television, internet and radio.

Table 5 shows the Level of Barangays' Participation in Local Tourism as to Attraction

Table 5. Level of Barangays' Participation in Local Tourism as to Attraction (n=210)

Indicators	Cluster 1		Cluster 2		As a Whole	
	Mean	DR	Mean	DR	Mean	DR
1. Tourists are fascinated with local tourism projects; hence their interests are focused on the historical and cultural aspects.	4.36	H	3.52	H	3.52	H
2. Local tourism projects like churches and museums boost the morale of tourists, bringing forth its sanctity.	4.13	H	3.33	M	3.81	H
3. The local tourism projects display a strong correlation between education and tourism through its participation in festivals and events.	4.15	H	3.72	H	3.52	H
4. Local tourism projects are portrayed and seen in various local festivities.	4.17	H	3.25	M	3.90	H
5. Local tourism projects develop other related scenes and helps tourism industry colorful and significant which bring satisfaction to tourists.	4.02	H	3.52	H	3.52	H
Overall	**4.15**	**H**	**3.47**	**M**	**3.67**	**H**

Legend:

Mean Range	Descriptive Interpretation
4.51-5.00	Very High (VH)
3.51-4.50	High (H)
2.51-3.50	Moderate (M)
1.51-2.50	Low (L)
1.00-1.50	Very Low/None (VL)

Analysis on the data on the extent of the barangay participation in local tourism as to attraction reveals that respondents made a good impression with a rating of "high" as shown by the obtained mean value of 3.67. Their assessment on the following items are: (1) Tourists are fascinated with local tourism projects; hence their interests are focused on the historical and cultural aspects (x = 3.52); (2) Local tourism projects like churches and museums boost the morale of tourists, bringing forth its sanctity (x = 3.81); (3) The local tourism projects display as strong correlation between education and tourism through its participation in festivals and events (x = 3.52); (4) Local tourism projects are portrayed and seen in various local festivities (x = 3.90); and (5) Local tourism projects develop other related scenes and help tourism industry become colorful and significant which bring satisfaction to tourists (x = 3.52).

The valuable assets for local tourism in Vigan City and its barangays in its cultural value as inscribed by the UNESCO Word Heritage Convention under the criterion that "Vigan is an exceptionally well intact and well preserved example of a European trading town in the East and East Asia". Hence, the many tourist attractions in Vigan City which include the Vigan ancestral houses, monuments, museums, and traditional arts and crafts and among others, the festivities are under the heritage conservation program. With this, Vigan and its barangays participate and demonstrate how cultural conservation can be used to achieve sustainable economic development.

Table 6 shows the level of barangay participation in local tourism as to accommodation.

Table 6. Level of the Barangays' Participation in Local Tourism as to Accommodation (n=210)

Indicators	Cluster 1		Cluster 2		As a Whole	
	Mean	**DR**	**Mean**	**DR**	**Mean**	**DR**
1. Local tourism projects entail good rapport to tourists in the aspect of personalized attention upon check-in.	4.0	H	3.53	H	3.87	H
2. Significant and affordable prices are given to tourists but with quality and prompt service as it is comparable to urban and cities.	4.08	H	3.68	H	3.83	H
3. Local tourism projects give personalized service to tourists displaying the true attitude, skills and knowledge of the hospitality industry and the essence of a true hotelier and restaurateur.	4.07	H	3.83	H	3.79	H
4. Local tourism projects provide good, healthy refreshments and foods to tourists with utmost sanitary safekeeping.	3.88	H	4.15	H	3.64	H
5. Local tourism projects observe the right rules of Department of Tourism Accreditation purposes to ensure safety and security of tourists.	4.08	H	4.44	H	3.91	H
Overall	**4.02**	**H**	**3.93**	**H**	**3.81**	**H**

Legend:

Mean Range	Descriptive Interpretation
4.51-5.00	Very High (VH)
3.51-4.50	High (H)
2.51-3.50	Moderate (M)
1.51-2.50	Low (L)
1.00-1.50	Very Low/None (VL)

On the overall level of the barangay participation in local tourism as to accommodation, the barangay folks made a "high" assessment with a mean rating of 3.81. The items were consistently rated "high" in varying point weights. These are: (1) Local tourism entails good rapport to tourists in the aspect of personalized attention upon check – in (x = 3.87); (2) Significant and affordable prices are given to tourists but with quality and prompt service as it is comparable to urban and cities (x = 3.83); (3) Local tourism projects give personalized service to tourists displaying the attitude, skills and knowledge of the hospitality industry and the essence of true hotelier and restaurateur (x = 3.79); (4) Local tourism projects provide good, healthy refreshments and food to tourists with utmost sanitary safekeeping (x = 3.64); and (5) Local tourism projects observe the right rules of Department of Tourism Accreditation purposes to ensure safety and security to tourists (x = 3.91).

Barangay folks of Vigan indeed are accommodation that they prudently observe the right rules of the Department of Tourism to ensure the safety and security of tourists. Their hospitality surface through the quality and prompt service of tourists as well as their good rapport in the aspect of personalized attention upon their check – in. These are some of the core traits of Ilocanos clustered in social traits that bring about relations to get along with others. Table 7 shows the summary of respondents' response on the extent of barangay participation in local tourism.

Table shows the summary of the level of barangay participation in local tourism.

Table 7. Summary of the Level of the Barangays' Participation in Local Tourism

Components	Cluster 1		Cluster 2		As a Whole	
	Mean	DR	Mean	DR	Mean	DR
Destination	3.90	H	3.42	M	3.69	H
Promotion	3.94	H	3.35	M	3.85	H
Attraction	4.15	H	3.47	M	3.67	H
Accommodation	4.02	H	3.93	H	3.81	H
Overall	**4.0**	**H**	**3.54**	**h**	**3.76**	**H**

Legend:

Mean Range	Descriptive Interpretation
4.51-5.00	Very High (VH)
3.51-4.50	High (H)
2.51-3.50	Moderate (M)
1.51-2.50	Low (L)
1.00-1.50	Very Low/None (VL)

As gleaned from the table, as a whole, the overall mean of 3.76 indicates the level of assessment of the respondents was "high". The highest rated item is the promotion with a mean rating of 3.85. This is followed by the component, accommodation with a mean rating of 3.81. The other component is the destination with the mean rating of 3.67.

The ratings imply that the level of the barangays' participation in local tourism is adequately implemented through the various components.

Table 8 shows the t – test of significant difference in the perception on the extent of barangay participation.

Table 8. T – test of Difference in the Respondents' Perception on the Extent of Barangay Participation

Component	t – value	t – sig	Decision
Destination	4.76	1.97	Significant
Promotion	5.49	1.97	Significant
Attraction	6.40	1.97	Significant
Accommodation	0.57	1.97	Not Significant
Overall	**5.25**	**1.97**	**Significant**

It is revealed in the table that the barangay participation on local tourism of the two clustered barangay significantly differ. This is backed up by the overall computed t- value of 5.25 which is higher than the tabular value of 1.97 which is significant at the .05 level. This rejects the null hypothesis which states that there is no significant difference between the perceptions of the barangay folks on the clustered barangays as to the extent of barangay participation to the local tourism.

It is further reflected in the table that the values on destination differed significantly as backed up by the computed t - value of 4.76 which is higher that the tabular value of 1.97 which is significant at .05 levels. This is the same situation for the promotion and attraction with the computed t – value of 1.97, and 1.97 respectively which are significant at .05 level. These reject the null hypothesis which states that there is no significant difference in the level of participation of the clustered barangays to the local tourism in Vigan City. However, insignificant difference is observed in the perception of the barangays in their level of participation to local tourism as to accommodation as backed up by the computed t – value of 0.57 which is lower than the tabular value of 1.97 which did not yield a significant difference at .05 level.

Nevertheless, in all those values mentioned, the null hypothesis stating that there is no significant difference in the level of participation of the clustered barangays to local tourism despite of one component which did not yield a significant difference, reveals the rejection of the null hypothesis.

This implies that some of the folks in the clustered barangays of Vigan may lack understanding and awareness of tourism and business and the benefits that can be derived thereof. Thus, some of the folks in the clustered barangays who are able to take the idea forward, the level of community “buy in” are the one ones to sow the seeds which allow the barangays then to take the development further. Some folks, who have tangible output targets to meet, therefore may push the process of enterprise development without waiting for the slow process of full “buy in” to the project.

Another reason for the significant difference in their perceptions is that Cluster 1 barangays are just within the City of Vigan accessible to the implementation of the components: destination, promotion, and attraction while the Cluster 2 barangays are located at the outskirts of the city whereby the accessibility on the implementation of the components in barangay participation is not as immediate as those barangays nearby the city.

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Findings

After the data were presented, analyzed and interpreted, the following significant findings were yielded:

Socio – economic Profile of the Barangays

a. In Cluster 1 barangays, most of the industries belong to 3 (60%) delicacies followed by 2 (40%) handicrafts, and 2 (40%) pottery – making respectively. In Cluster 2 barangays, majority of the industries belong to the 3 (75%) followed by 1 (25%) and 1 (25%) pottery – making.
b. Most of the mode of transportation in Cluster 1 barangays belongs to 4 (80%) calesa. It is followed by the 2 (40%) tricycle, and 2 (40%) jeep respectively. The third mode of transportation belongs to the 1 (20%) private car, 1 (20%)

government – owned vehicle, and 1(20%) rent a car. In the cluster 2 barangays, majority of the mode of transportation is 3 (75%) tricycle followed by 2 (50%) caleza.

c. Communication facilities in Cluster 1 barangays mostly belong to 4 (80%) mobile phone followed by 3 (60%) telephone. Two (40%) internet, 1 (20%) cable, and 1 (20%) radio communication respectively. Cluster 2 barangays communication facilities, majority 3 (75%) telephone, and 3 (75%) radio communication respectively. It is followed by 2 (50%) mobile phone, and 2 (50%) radio communication. The least is 1 (25%) cable mode of communication.
d. The organization initiated by the barangays in Cluster1, mostly initiated in the 4 (80%) government. The second organization is the 2 (40%) non – government, and the last is 1 (20%) private. In Cluster 2 barangays, most of the organization initiated belongs to the 4 (100%) non – government organizations.
e. Greater numbers of the tourism facilities in Cluster 1 barangays are the 3 (60%) destination (plaza, garden) and 3 (60%) food centers respectively. There are 2 (40%) accommodation (hotels, inns), and 1 (20%) shopping centers. In the Cluster 2 barangays, majority of the tourism facilities belong to the 2 (50%) destination (plaza, garden), and 2 (50%) accommodation (hotels, inns). The other types of tourism facilities belong to 1 (25%) shopping centers, and 1 (25%) food centers respectively.

Extent of the Barangay Participation in Local Tourism

As indicated by the mean rating of 3.76, all the components were rated “high” in the barangay participation to local tourism. This is supported by the individual mean ratings which indicate “adequately implemented”: destination (3.69), promotion (3.85), attraction (3.67), and accommodation (3.81).

Difference in the Respondents’ Perception on the Extent of Barangay Participation

When the perception of the respondents were grouped and compared with each of the components of barangay participation in local tourism, significant difference yielded on the overall computed t – value of 5.25 which is higher than the tabular values of 1.97. Significant differences also prevailed in the perception towards destination, promotion and attraction. The computed t – value resulting are the following: 4.76 (destination), 5.49 (promotion), and 6.40 (attraction) respectively. Insignificant difference prevailed in their perception as to the component, accommodation (t – value = 0.57, t – sig = 1.97)

Conclusions

On the basis of the findings, the following conclusions were drawn:

a. The barangays of Vigan City are mostly on delicacies, handicrafts and pottery making, are using mobile phone, telephone and radio communication as communication facilities. Their local tourism were initiated by non government and government organization. They are offering tourism facilities like destination, food centers and accommodations.
b. The barangay respondents perceived the extent of barangay participation to local tourism in Vigan City at “adequately implemented” taken as a whole in terms of the following components: destination, promotion, attraction, and

accommodation.

c. There is a significant difference in the perception of the barangay respondents of Vigan City in their participation to local tourism as to the destination, promotion, and attraction components. Their differences in perception as to the component on accommodation are insignificant.

Recommendations

On the basis of the findings and conclusions, the following recommendations are advanced:

1. The Office of the City Tourism of Vigan City should organize a forum on local tourism with the participation and involvement of the barangay officials, SK members, and sectoral representatives regarding the proactive development of local tourism and have clear understanding of both the positive and negative impacts of tourism on the quality of their life. Among the steps that should be undertaken are:
    - Orientation of the barangay residents regarding responsible tourism and pro – poor tourism approaches with emphasis on community participation.
    - Participation of barangays in local tourism subscribes to tourism activities which are developed and operated by the local community members with their consent and support.
    - It is also important that reasonable shares of the revenues should be enjoyed by the community in one way or another. This may include revenue streams which go to cooperatives, joint ventures, community associations, businesses that widely employ local people or to a range of entrepreneurs starting or operating small – and – medium sized enterprises to cater for more active local tourism participation of the barangays and residents.
    - Another important feature of barangay participation in local tourism is its respect for local culture, heritage and traditions particularly where the environment is one of the attractions.
2. Inasmuch as local tourism development can provide and increase income for the barangays and communities, every possible effort has to be made to set standards as per norm of the department of tourism industry such as minimal entrance fee of Php 10.00- 100.00 for the visiting tourists, and active role of the local residents marketing and promotion of its local products.
3. Since one of the major tangible components in tourism is attraction, its economic importance and future prospect are worthy of careful study. The active participation the barangay folks in Vigan City in a broad view of what is an attraction and what makes an attraction attractive such as the fascinating panorama of places, people, culture, beauty and learning that travels provide, such as abundance like all change, tourism exacts a price, and its development must be a part of the overall economic development and this must be done in a manner that is sustainable because the more self-sufficient the local community in serving the tourists, the larger the social impact.
4. Subsequent studies will hopefully shed light on this dilemma and provide new insights in this research area.

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Venturing into Orang Asli Heritage Landscapes as New Tourism Resources in Lenggong, Perak

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The past decade has not seen much improvement in ecotourism operated by the indigenous group (Orang Asli). This paper intends to discuss their role and interaction within the tourism nexus. Ecotourism should incorporate the Orang Asli perspectives of the environment and landscapes that feature activities such as wildlife watching, rafting, guided walk, fishing and hunting. An area where the incorporation of Orang Asli in ecotourism can be explored is in the Lenggong archeological site, in Perak. This would include learning about Orang Asli mythology, experiences, cultural attractions and forest tour. Visitors would be able to develop appreciation and awareness of Orang Asli traditional inhabitat, their spiritual values, ancestral ties and historical links.

Key words: Orang Asli, ecotourism, Lenggong archeological site

Introduction

Visitors to Orang Asli settlements usually want to experience Aboriginal culture, art and lifestyle in natural setting. The anticipation of tourism operators in Malaysia will provide significant and exciting opportunities for Aboriginal people to further develop viable and sustainable tourism ventures, and to be actively involved in the mainstream tourism industry. Aboriginal participation in the tourism industry offers wide ranging benefits to visitors and can provide the impetus for business development and cultural maintenance to help ensure sustainable employment for Aboriginal in Perak. Crucial to sustainable, Aboriginal participation in the tourism industry is also the need for sensitive strategies, designed to assist Aboriginal people to consider tourism as an avenue for careers, as well as an opportunity to promote and educate on Aboriginal culture.

The newly-developed strategy of *Aboriginal Tourism Development for Perak* provides the framework for the development of Aboriginal participation in an industry that can deliver long-term and far-reaching benefits to all involved. It has resulted from consultation with Aboriginal groups and individuals, the tourism industry and numerous Government Agencies that are committed to supporting further development and implementation of sustainable outcomes in this area. Demand for unique Aboriginal tourism experiences continues to motivate many Aboriginal people in developing a connection with visitors. A great incentive to translate this desire into

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practical terms is not only the economic and social benefits for Aboriginal people but, crucially, the need to ensure that younger people want to learn about their cultural heritage and traditional practices. Unique characteristics of Aboriginal history, culture, links to the land and art, present opportunities for establishing niche tourism services that help to maintain the Aboriginal history and culture and also enable Aboriginal people to achieve greater self determination and increased engagement with the broader tourism industry.

Orang Asli in Perak

Aboriginal history in Perak is closely related to the history of Aboriginal origin in Peninsular Malaysia. Literature reviews on a variety of sources and historical records have not done much research on the history and background of the indigenous people of Perak (JHEOA Kuala Kangsar, 2005). Studies based on time series of historical researchers have only focused on early evidence of prehistoric civilizations, the development of the initial state, the period during the reign of the Malay Sultanate of Perak, and British and Japanese colonial events. Most of the story of the Aboriginal community is a small number of insertions by historians.

The state of Perak has made history as the only state in Peninsular Malaysia that holds evidence of early Paleolithic civilization in Peninsular Malaysia with the discovery of stone axes in Kota Tampan, near Lenggong. The existences of these early settlements have been associated with the formation stage which resulted in the movement of Sunda primitive people from other parts of Asia to Southeast Asia (Zainal Abidin, 1992). About 11,000 years later, the world has been experiencing changes in temperature and submerging Sunda land, thus separating the peninsula with the island of Borneo, and from this new era of human civilization.

Scientific evidence to link Aboriginal prehistoric civilization in Perak was recorded in the mesolithic age or era with the discovery of stone axes Hoabinh that have characteristics similar to those found in Hoabinh, Vietnam. The people living in traditional Hoabinh were also found to be virtually the same and has close ties with The Negritos of Malaya then (Bellwood, 1997), living as nomadic settlers, hunters and gathering forest products as long as sufficient for the needs of the community before moving to other areas (Nicholas, 2000). The discovery of the boat in Gua Kerbau, Perak is considered as strong evidence of revolution of the Negrito people’s thought to facilitate movement. Meanwhile, the discovery of the tomb of granite with iron tools axes and red arcades beads in Slim River, South Perak proves the continuation growth of the Aboriginal culture.

Significant events in respect of Aborigines were taken during the empire of Manjong-Beruas and Malay Sultanate of Perak's indigenous slavery. At that time, there was a negative connotation to the Orang Asli in which they were regarded as a slave class and placed as labour in mines, farms and houses. High labour demand in Perak then opened up an opportunity for Aboriginal hunting activities to be sold in slave markets (Nicholas, 2000; Dentan, 1997). Effects of logging activities resulted in Aboriginal fled deeper into the forests and taught them not to generate relationships and trusts with outsiders, especially the Malays (Dentan, 1997). However, not all Aboriginal were turned into slaves because some found close ties and even received the patronage of the Sultan of Perak (Nicholas, 2000).

'Golden Age' of the Malay Sultanate was reached during the reign of the Sultan Zulkarnain (1756-1770), and a good trade at that time saw the great contribution of Aboriginal because according to Dunn (1975), exports of forest products such as waxes, resins and camphor of Peninsular Malaysia from 5th to early-19th century were the products of the indigenous people who inhabit the forest. This statement is supported by Nicholas (2000) in which the Semai in Woh, Tapah still remember their big serve to the Sultan of Perak, and were blessed with seven elephants to transport canes and tin. The golden age of Perak government began to decline when there was a disorder in the system of government. The fightings between Chinese groups of Ghee Hin and Hai San, made the new British looking through to conquer whilst using the opportunity to intervene in the political affairs and administration of Perak. Pangkor Treaty signed on 20 February 1874 marked the beginning of the British occupation, with the introduction of the Resident System (Zainal Abidin, 1992). Not a lot of contributions was made by the British Resident, JWW Birch but he succeeded in eliminating the practice of slavery which was considered as uncivilised and barbarians. The protection of Aboriginal was granted and studied due to their uniqueness. Matters relating to indigenous people were also placed under the custody of the Sultan of Perak.

British influence in Perak in particular has been replaced by Japan in 1942 following the success in World War Two. Not many notes made in relation to the fate of the Aborigines but the relationship here was the emergence of opposition groups, especially from the Chinese who were oppressed by Japan where they formed a variety of movements like Star One, Team 136 and the Communist Party of Malaya (CPM). They moved underground, sought refuge in the jungle and were protected by the Aboriginal who felt the same sympathetic attention of being abandoned by the British government previously (Nicholas, 2000). It is estimated that more than 20 thousands of indigenous people in the Banjaran Titiwangsa was under the Communist influence at the time (Sunaidin, 1997). Japanese retreat from Malaya and before the returning to power of the British, has left an 'empty space'; and his was used by the Communists to power. Recognizing the major role of Aboriginal in helping the Communist movement before, the British government now began to realize their mistakes in ignoring the indigenous peoples. After the establishment of the Federation of Malaya on 1 February 1948, various efforts have been made to undermine the communist movement. In 1953, the government established the Aboriginal Affairs Department (JHEOA) as a measure to bring back the Aboriginal support to the government (Nicholas, 2000).

The agenda of providing safety and welfare of indigenous people continues to be the focus of the government, with Perak being the first to conduct the Accumulation Plan Review (RPS) in Dala and Air Banun, Gerik, Hulu Perak. According to JHEOA, RPS is an organized settlement project with economic opportunities and the provision of health facilities, education and basic needs. The strategy of isolating Aboriginals from the communist appears to help, and finally managed to weaken them. The evidence after three years of independence, Emergency was declared over in 1960, and communism opposition was ended and disbanded in 1989. Developments after independence continue to see positive changes on the lives of the indigenous people of Perak, and the increase of RPS over many areas which houses more Aboriginal people. Finally, they are beginning to be exposed to more modern way of life which is expected to change the fate and their future livelihood.

Orang Asli in Lenggong, Perak

There are two Orang Asli settlements in Lenggong. The first is Kampung Air Bah, Mukim Kenering, Lenggong at 5º13’.91”North and 101º02’.66”East, about 30 minute drive from Kampung Sawa, located about 20km from Lenggong Town . The second is Kampung Lubok Chupak, Bukit Sapi, Lenggong at coordinate of 5º08’.40”North and 101º04’.01”East . Total population in the Kampung Air Bah is 263 with 139 males and 124 females while in Kampung Lubok is 102 people with 55 males and 47 females. Both of these communities also known as Lanoh Lenggong , a subgroup of Negrito of Malaya. The villages have basic infrastructures such as water, electricity, community hall and surau. The discovery of the cave- painting in Gua Badak shows a strong evidence of their existence in Lenggong area. Gua Badak is a small cave located 1km from the Lenggong Sumpitan main road, and about 10 km from Lenggong Town. These paintings nevertheless provide a good pictorial example of art by the Orang Asli (see figure 1 and figure 2). Those paintings are related to their daily life and activities that could be used to attract tourists to the Lenggong Valley area. Learning about Orang Asli mythology, experiences, cultural attractions and forest tour will enhance our knowledge of their local culture. According to Laws (1998), tourists are highly attracted and motivated to visit heritage sites that are rich in cultural values. While Lynch et.al (2010), confirmed that cultural tourism is gaining popularity among tourist who wish to experience the exotic culture such as Lanoh Lenggong village. Tourists would develop appreciation and awareness of Orang Asli’s traditional inhabitant, their spiritual values, ancestral ties and historical links.

Figure 1. Drawings found on Gua Badak wall

Figure 2. Drawings on cave wall

The Indigenous Myth

The indigenous communities are known for their traditional knowledge about the natural environment and are often seen practicing it in life. This can also be the case of the Orang Asli (Lanoh and Bateq) in Perak. Their knowledge about nature is a combination of experience, basic socialization and direct learning, observation and the knowhow about the surrounding world. The most dynamic and unique knowledge among the indigenous communities around the world is the knowledge on the flora and fauna. Other nature-related skills among the indigenous people are the skills to identify, hunt and take wild animal meat as a dietary essential for their health.

Atker (1993) opined that the gaining of knowledge among the indigenous people about the environment is a long and timely learning process. The knowledge is applied with specific aims in a local social space that is more limited. Meanwhile, according Zahid et al. (1996), the traditional practices of the indigenous communities are still regarded as significant and the transformations attempted by the government are seen as incapable of changing the socio-economic conditions in harmony with their rhythm and the needs of their lives. However, the common practices of the indigenous community should view from the other lenses, which are more micro in nature. Their lives which are very close to the natural environment has produced a societal image in various forms such as oral traditions, myths, tales and a material culture of its own which is meaningful only to the community.

Tulah and *Kemali'* as an Example of Orang Asli Heritage Landscape

A study by Karim (1981) on the community of Ma'Betisek at Carey Island, Selangor illustrated the concept of living lives for the indigenous community. Their understanding of living lives reflects a harmonious relationship between man and nature as well as other environmental components. The concept of life built on the belief system and the community appreciation on the environment brings about the conception of certain cultures such as medical systems, folk tunes and the art of carving. In the medical system of the community, there are elements of life that needs in depth scrutiny in reference to the knowledge of the society.

The Ma'Betisek traditional medical system is founded on the fundamentals of human relationships with plants and animals (flora and fauna). This relationship is fostered through the *tulah* and *kemali'* concepts. The second concept is born from the belief of the origins of the universe and the existence of interconnections between the components. *Tulah* literally means curse. The concept describes how the plants and animals have been cursed by men (forefathers of the Ma'Betisek) so that they can serve as food for humans. By its customs and social relationships, the community of Ma'Betisek is allowed to hunt for animals as food. In the aftermath of the curse, there has been an agreement between mankind and the world that allows human to eat plants and animals (Karim, 1981. p. 1).

Another view of the human relationship with nature is the relationship based on the concept of *kemali'*. The *Kemali'* concept is used to describe prohibited objects, social situations and social behaviours. In the agreement between the natural and man, in the event of a violent action on the plants and animals, negative effects like calamity, danger, accident, sickness and death will befall people. Therefore, the concept of *kemali'* explains the idea that the act of unnecessarily treating something against the rules of nature such as damaging, killing and destroying plants and animals will bring bad omens to the people such as accidents, illness and death. This is attributed to the belief that plants and animals have lives just like human. The social laws of the indigenous community explain about the human exploitation of plants and animals as food. The act of exploiting natural resources without limitation is considered as wrong just as if people are used as food by animals is wrong.

Any individual Ma'Betisek who hunt or kill animals without any particular reason will have a disease that is difficult to cure. The spirit of the slain animal could continuously strike the individual, making it difficult for the person to return to normalcy (Karim, 1981, p. 2). It is regarded as a punishment for breaching an agreement made between their ancestors and the universe. In their community life, the Ma'Betisek people have been integrated with good values - respect for the nature and not being greedy and not taking an action without a specific purpose. Wrongly disturbing the nature without any reasonable purpose will only bring catastrophic consequences and disaster to themselves.

The concept of the *tulah* and *kemali'* symbolized the attitude of the Ma'Betisek, as consumers of natural plants and animals for food, towards the nature. Two different terms are used to describe plants and animals - *lo'* and *natang*. The Ma'Betisek people are known as *Ma'* which means people. Collectively, the plants and animals called *lau'*, which means cooked meals referring to both meat and vegetables. After the enforcement of the *tulah* concept, people are distinguished from plants in terms of food as humans are in the non-food category while the plants and animals are from the food category (Karim 1981, p. 2).

In the *kemali'* concept, people are also referred to as *Ma'* (people), whereas, plants and animals are collectively regarded as their ancestors. The term ancestor refers to the living ancestors of the Ma'Betisek. The Ma'Betisek community believes those who died are reborn (reincarnated) in this world as animals and plants. Wandering spirits are also regarded as the ancestors whose role is to guard the nature. The use of the term ancestors in relation to the plants and animals reinforces the concept *kemali'* because both of the components originates from man. Thus, plants and animals cannot be destroyed, killed or eaten with impunity. Plants and animals will produce unexpected reactions to all forms of destruction. This belief is associated with their ancestors who are said to possess mystical powers. The mystical powers are known as *tenong*. A person dominated by *tenong* can easily suffer mishaps or accidents which will ultimately cause demise.

In general, when the indigenous communities are involved in the activities related to animal hunting, forest products gathering as well as fishing and paddy planting, their behaviours are explainable by the concept of *tulah*. A harmonious relationship with the nature enables the indigenous community to take advantage of good natural products like plants and animals without causing any unnecessary damages. Thus, the hunting of wild animals for meat intake in their diets is carried out very systematically. Indigenous hunting practices often coincide with the needs and characteristics of a sustainable environment.

Natural Resources for Indigenous Tourism

Natural resources like heritage landscapes can be utilized as a tool for the development of indigenous tourism. There are several places throughout the world where the amount of natural resources are abundant. But, with human encroachment and habitats, these resources are depleting. Without knowing the proper utilization of certain resources they are destroyed and floral and faunal species are becoming extinct. Several indigenous tourism plans and proper management programs can be introduced for the conservation of these resources so that they remain untouched.

Natural resources of rugged mountains and hill areas in Lenggong, Perak are plenty in number with various flora and fauna, such as the Gua Bukit Bunuh, Gua Badak, Gua Dayak, Gua Harimau, Banjaran Titiwangsa and Banjaran Bintang-Hijau. For venturing into indigenous tourism, these areas can be utilized as a tool for natural resource management. Therefore, local tourism operators may spread the economic benefits of tourism into the villages of the area. Tourism bridges and brings together these diverse players to allay resource management concerns. This paper will shed light on Aboriginal Tourism in Lenggong Perak, an under-researched area, identifying the direction Perak Aboriginal Tourism is heading and what can be done to assist operators to promote and market their businesses.

Perak's Aboriginal people are custodians of one of the world's oldest continuous cultures and they are proud of their unique heritage and living cultures. Their willingness to share with visitors, parts of their culture, the meanings they attribute to the Lenggong landscape, their practices, beliefs and values will enhance the local knowledge. On the other hand, the respect that visitors pay to traditional knowledge is valued by young Aboriginal people and increases their desire to maintain their knowledge and share it with others. Indigenous culture is unique, which is reflected in relevant stories, *sewang* (spiritual and cultural dance), art and lifestyle experience. The living cultures of Indigenous people will give Lenggong its exclusivity as a tourism destination and therefore the opportunity to develop a niche tourism product that has significant appeal to a high value niche market.

It is important to acknowledge that Aboriginal tourism in the northern areas appear to be flourishing because of the interest in "Nature-based, Aboriginal and Cultural Tourism" by international tourists.

Conclusion

Perak has a myriad of historical sites, biological heritage and recreational spots that could potentially become major tourist attractions. Many of the lesser-known sites are difficult to access without proper signboards and they have not been promoted properly, hence most of the visitors to these sites are domestic tourists. There are a number of potential heritage sites in Perak like the Lenggong Valley which will soon be nominated for World Heritage Site.

Caves, scenic views, wildlife and virgin jungles have always been the ecotourism hotspots in the country. Caving enthusiasts will be able to enjoy walking through the limestone caves; white-water rafting and treetop walking are available at Tasik Banding in Gerik. Moreover, Perak has been in existence since the prehistoric age. The discovery of the 11,000-year-old Perak Man in Lenggong Valley in 1991 is still one of the country's most significant prehistoric find and has the archaeology museum in the area.

Beautiful scenery such as lakes, mountains, and forests will attract people to the resort areas in Perak. Rural recreation areas have grown rapidly in recent years. Recreation and tourism development has become a popular vehicle for rural economic development.

Recreation and tourism development has become a popular vehicle for rural economic development. Lenggong Valley, Upper Perak, where the government is seeking UNESCO world heritage site status, is a jewel in Malaysia's archaeological crown. It is now will have additional package of tourism concept which focuses on

Aboriginal tourism. Form Orang Asli mythology, experiences, cultural attractions and forest tour, village tour, the tourist would be able to develop greater understanding towards the aboriginies. In addition to that, cave paintings that are found in many caves around the Valley, have always risen to another and continue questions. For example, the meaning and factors for each painting of animals, humans and symbols found in the cave also generated interest among the researchers and visitors.

Interacting with and observing unique culture is always a concept of learning from other cultures to broaden ones perspective is usually a core value. An artisan showing you how to weave a tapestry and learning from them about their traditional dress would be a form of cultural tourism. Essential to good tourism are well-trained, multilingual naturalist guides with skills in natural and cultural history, environmental interpretation, ethical principles and effective communication. Tourism should also help educate members of the surrounding community, school children and the broader public. Tourism operators must offer educational trips for local students and those living near the tourist attraction areas. The package encompasses all economic growth and involves development that has the potential to transform a stagnant rural community into a thriving community by improving the quality of life with proper infrastructures and recreational amenities. The authority should consider establishing a one-stop center in the community where the Orang Asli's be incorporated in the ecotourism activities in their natural setting.

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Research and Development of Integrated Tourism Network for Enhancing and Raising Tourism Standard in the Upper Northern Region of Thailand

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Tourism is one of the main industries worldwide and contributes significantly to the economic development of many communities. However, tourism is dependent on environmental and socio cultural resources. Any tourism development must therefore take into consideration the availability of these resources and the nature of the tourism industry's dependence on them. Tourism networks are an increasingly important tool for economic development not only in the Upper Northern Region of Thailand but for the entire nation, in general. At a local destination level, such networks have potentially significant contribution to make towards sustainable tourism embracing community and commercial interests. This study describes an instrumental case that analyzes for the development of a Master Plan of Tourism Networks in the Upper Region of Northern Thailand in which Chiang Mai acts as a leading node that links with other provinces that are potential tourist destinations namely: Chang Rai, Mae Hong Son, Phayao, Lampang, Lamphun, Phrae, and Nan. Community participation is a means by which citizens can induce significant social reforms which enables them to share the benefits of an affluent society. The objectives of this study were mainly to 1) research and develop the Master Plan for tourism network development in the upper north provincial cluster of Thailand, 2) develop community tourism strengthening in the upper north provincial cluster. This study used documentary research, survey research, seminar and workshop, and participatory action research as research tools and also for community strengthening process. The results of the study were as follows. (1) Upper north provincial cluster have several tourism network; natural tourism place, architectures, Buddhist temple and community tourism destination. Even though, almost tourism places are accessed, but it is still not yet developed to be tourism network, lack of network administrative management, and marketing promotion. (2) The results of tourism network analysis found that Chiang Mai and Chiang Rai Provinces have good tourism networks due to regular, proper, and well sustained preservation. Other nearby small provinces within the same cluster are not coped with good status due to limited annual budget allotted for tourism development and also fewer tourists passed by. In this connection, there is a need to develop seven (7) Tourism Networks in this

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cluster in which Chiang Mai province acts as a leading node. The development of tourism networks specifically focused on strategic issues, plans, projects, responsible agencies, successful indices or indicators, and plan transformation to implementation. (1) Results of community strengthening showed that community members obtained knowledge, attitude, enhanced skills regarding tourism activities implementation, especially in collaborating with all stakeholders in community tourism services. (2) Results of community strengthening and skills showed an increasing Tourism destinations and resources management, accommodations and services development, tourism market, as well as integrated management facilities and services development. Therefore, appropriate management of tourism networks to enhance community capacities in tourism could reinforce positive impacts while alleviating negative ones. Local participation as the capacity of local communities in the Upper Region of Thailand has influenced the outcome of tourism development projects that have impact on them. Participatory approach in tourism planning in this study thus creates increase knowledge, insights and capabilities among the different stakeholders with the potential of sharing ideas among them resulting in a richer understanding of issues possibly more innovative strategies and practices.

Key words: tourism looping, ecotourism, tourism production development, tourism marketing development, tourism impact, tourism management development

Introduction

Tourism Industry does not only create wealth for the nation but also cause direct positive impact to related business, namely, transportation, residential areas, tourism destinations, food, commodities and other related productions altogether with arts and culture as well as customs and traditions. Moreover, Tourism performs a very crucial role on the international balance of payment, creates various professional careers, and foremost stimulates community productions (Boonlert Jitwattana, 2548, pp. 37-38).

Revenue from Tourism Industry in Thailand increased twice over during 1988 which contributed to 17 percent of export, 49 percent of the revenue from service sector equivalent to 78,859 million Baht to 190,765 million Baht in 1995 which was increased seven times.

Daily expenses of tourists were not increased significantly as the data shown during 1970, 1992, and 1995 amounting to 3,192.2 to 3,668 and 3,660 Baht respectively (Mingson Kaosaaad, 2540, pp. 1-19). In 2002, the whole nation had 3,700 hotels and residential buildings which comprised of 230,000 rooms and 154,000 direct investments like spa, golf, OTOP products and other related tourism activities. From the study of Mingson (2002), it was shown that hotel industries produced 170,000 million baht revenue, and 89,000 million baht for related businesses. It was also shown that tourism workers could generate 579,457 Baht of revenue. From the aforementioned studies, Tourism industry plays the vital role for economic systems that can eliminate poverty and in the long run alleviate the quality of life (Jaruwan, 1994, pp. 21).

However, in spite of Tourism has brought significant profit to the nation in terms of economic, social, and political but in the opposite side of a coin, Tourism in Thailand, still has no clear network system and tourism routes (Bussatee, 1992; Pradthana & Chalermchai, 1997; Waraporn, 2008). It is reflected that tourism management was not taking into consideration the physical, environmental, social, and cultural aspects despite the fact that tourism activities rely on the said factors as a necessary means of implementation and attracting capitals. In this regard, Tourism site development and conservation are significant to the development and success of Tourism industries.

From the aforesaid point of view, tourism activities leading to revenue may cause any possible risk for physical, environment, and culture, especially to the dreadful conditions of natural resources which depends entirely on the number of tourists while it is the attempt to seek for high potential tourism attraction in tourism activities. In this regard, the degradation of natural resources became more and more severe and directly affecting tourism industries leading to research issues as follows:

1. Tourists' behaviors were unplanned and no pattern in tourism activities which lead to unplanned tourism resources usage and this was due to an unplanned tourism network. Nowadays, Tourism has several types that vary with the tourist's needs. Tourism with highly concerned to the nature needs a certain looping network of destinations relating to tourists preferential and tourist duration. In this case, Tourism network development needs to combine or link with among the four provinces of the Upper North 2 Cluster of Thailand. Moreover, the development pattern should scatter to every province varying with their respective carrying capacity, effectiveness, and sustainable tourism development.
2. Distribution of income from tourism activities may cause more or less no participation due to the people in the community that has no bargaining power and not strong enough in decision making. Moreover, understanding and skills in tourism management in terms of tourism system, marketing, tour provider, food, housing, and souvenir were also considered as constraints of tourism services. However, Tourism management should be the community's right for utilizing management of their community resources.

From the abovementioned issues and concerns, it is reflected that tourism activities still needs domestic resources in terms of natural resources, arts and culture, as well as services provider for implementing tourist activities. Searching for solutions to such constraints for a new tourist destination, there is a need to strengthen the community's human capacity or labor development especially for upgrading their tourism competitiveness. It is also hoped that the result of this study would acquire a strategic plan for tourism network development in Upper Northern Region of Thailand as a direction for Provincial Unit, Local Government Unit, and Private Sectors. Moreover, strengthening of community tourism also intended as a best practice for any community to implement.

Objectives of the Research

1. Research and development of the Master Plan for development of tourism network in the Upper North Provincial Clusters of Thailand to primarily to (a) explore tourism database; (b) analyze the upper north transportation network potential to access tourism destination; and
2. Develop community tourism strengthening in the Upper North provincial cluster of Thailand to (a) explore the problems and the needs in tourism participatory development; (b) develop tourism intensification by using the participatory approach; and (c) assess community tourism intensification

Expected Outcomes of the Study

The expected results of the research in general focused to develop and come up with the Master Plan for development of tourism network in the Upper Northern Region of Thailand that eventually:

1. Built the capacity of Thai community tourism network to cooperate with the private sectors and to advocate for appropriate tourism strategies which benefits local communities;
2. Increased community cooperation, participation and improved voice for local youth, women and disadvantaged minority people; and
3. Supported traditional practices and enhanced sustainable natural resource management within the communities of the upper northern region of Thailand.

Locale of the Study Area

This study was conducted in the Upper Northern Region of Thailand covering the provinces of Chiang Mai, Chiang Rai, Mae Hong Son, Nan, Lamphun, Lampang, Phrae, and Phayao as shown in Figure 2. The Upper Northern Thailand shares borders with Myanmar and Laos, as well as with the Central Plains and Isaan.

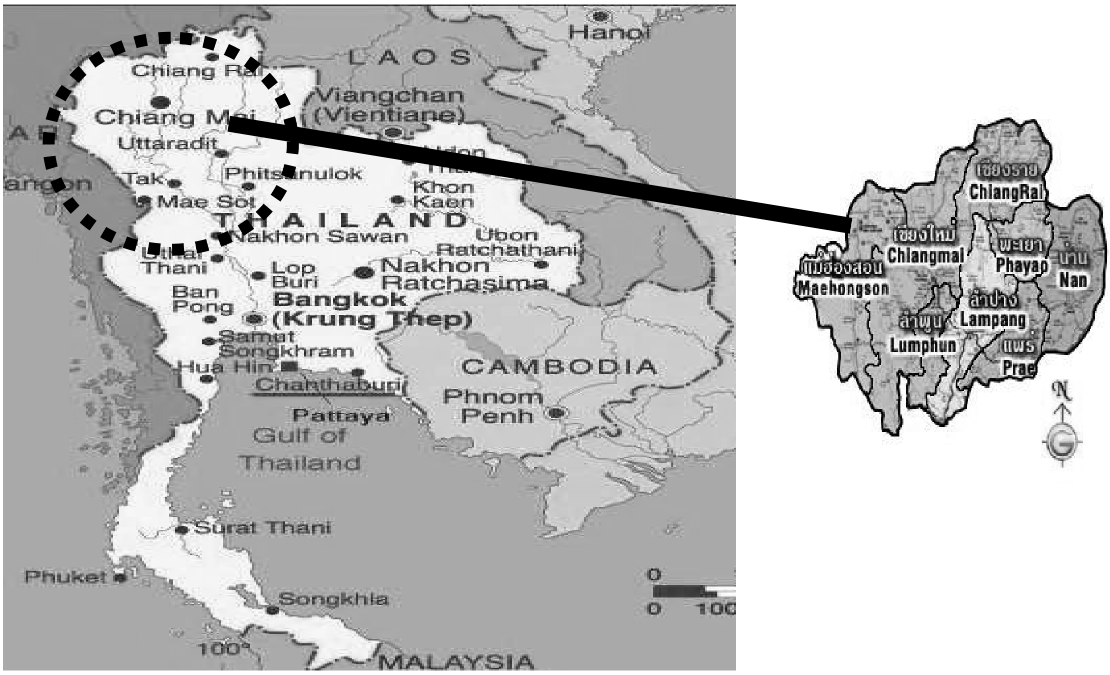

Figure 1. Map of the Study Area

Conceptual Framework

Review of related literatures reflected the significance of tourism network and tourism route development which extensively affected the standard of tourism management services. It is not only to propose tourism development direction, but also to protect and mitigate tourism that affects concerning social, culture, and society's circumstances. Moreover, all stakeholders could take care and solve any unclear tourism aspects in their community.

However, tourism network and tourism route development setting required certain potential tourism network with regards to their identity. In the case of Tourism network in the Upper North of Thailand, it should reflect the lifestyle development and practices along the tourism route involving fine arts, handicrafts, architectures, beliefs, traits and traditions. Some communities still preserve their own mode of agricultural production. Some communities still practicing agro forestry while others had shifted to mainly mode of marketing. In this connection, existing agricultural pattern that involved both mono cropping and multi cropping and these could be developed to tourism destination related to tourist' interests and objectives.

Figure 2 illustrates the conceptual framework of the study in which, the first part of this study mainly focused on the baseline information of tourism destination for tourism value assessment. It also set the potential tourism network along the existing main road and community road linkage. These routes along main road are suited and convenience for some tourists who have not much time. At the same time, tourist destinations along community roads best fit with tourists who wish to spend much time for learning and spend the time closely with agricultural lifestyle. In this connection, these networks are complex cross networks.

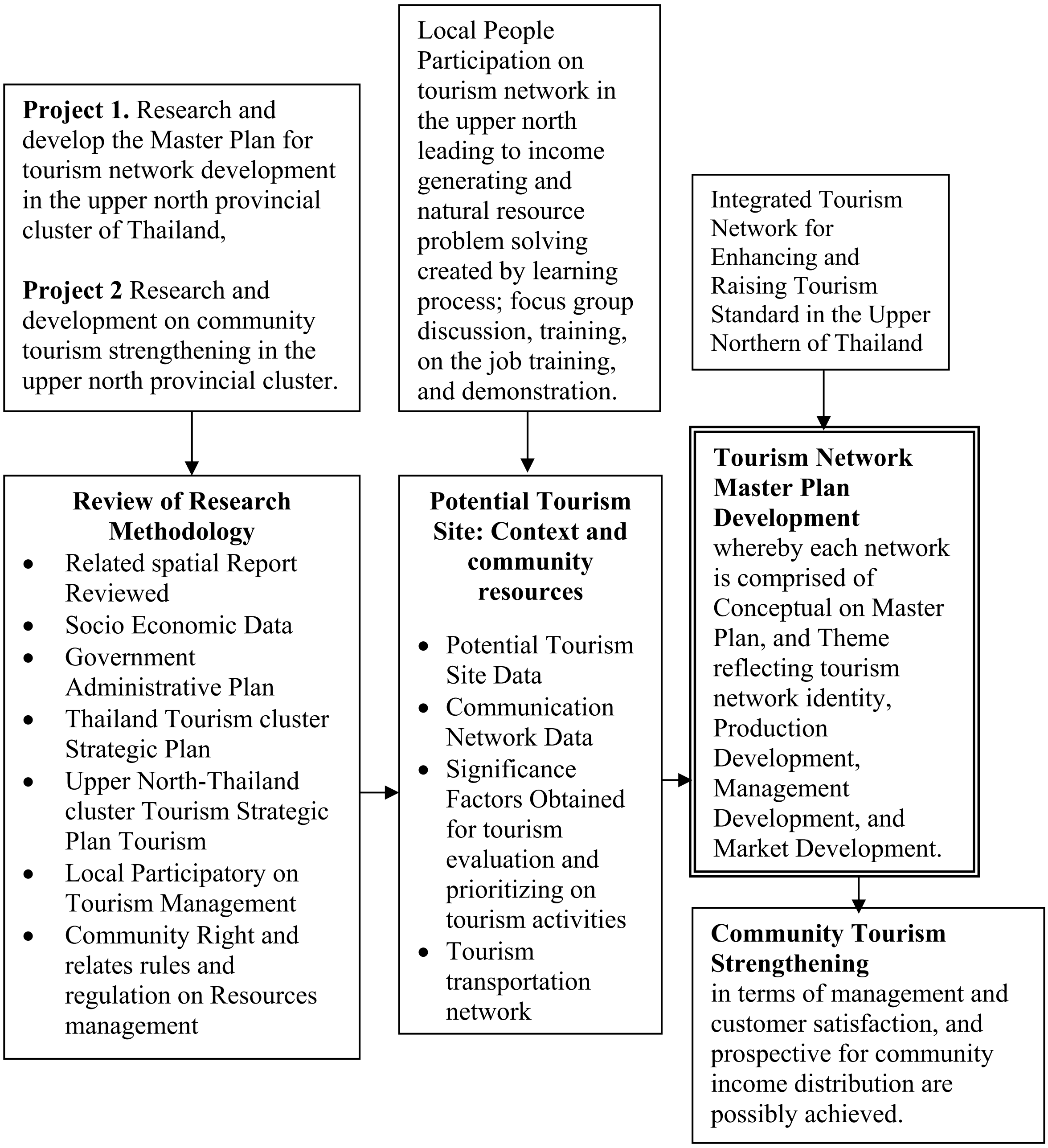

Figure 2. Conceptual Framework of the Study

The second part of this study primarily concerned with formulating the Upper North Tourism Network development Master Plan which requires the analyzing of context and community tourism resources together with the result of the tourism network value assessment, Upper North Strategic Plan. Moreover, it also involved the study on the concepts and theories, namely, community network analysis, public participation, eco-tourism, community right on resources management, and civil law regarding the right for community resources management. In this connection, the scopes of this study were based on the conceptual framework (**Figure 2**).

1. Upper North Tourism Network development Master Plan in congruence with the master plan of every administrative level; national, Upper North, especially, in the strategy of linking the tourism destination network for the absorption of tourism

resources, Lanna culture preservation and revitalization by remarkable local wisdom collaborating with the sustainable resource management.

2. Upper North Tourism Network development Master Plan formulation should consider the community participation, community right on resources management, and civil law regarding the right for community resources management both pros and cons. In this regards, community will realize the value and significant of community tourism resources. Furthermore, Tourism will be the major tool to promote, sustain, and conserve the culture and community qualities which reflected by the people's values formation within the community tourism industry.
3. Formulating appropriate and clear Upper North Tourism Network development Master Plan, the author used the Business Model and the Value chain analysis as a frame to indicate strategies, programs, and projects. These are comprised of 3 strategies, namely, a) Production development by emphasizing the Public utilities, facilities, and products which reflecting the community identity in tourism network. b) Marketing development which mainly focused on the holistic marketing communication, marketing data base, and c) marketing linkage network with domestic and international private sectors.
4. Community Tourism Strengthening and Human resources development were also considered as key success factors and indicators for sustainable tourism development.

It can be said that effective and tourism community strengthening requires a systematic linkage starting with the common understanding in grouping, implementing, and rule setting. The said activities not only lead to sustainable tourism development, but also solve any possible tourism issues. Thus, the abovementioned conceptual model can be summarized to four research propositions as follows:

1. Community tourism management participation is necessary and sufficient condition;
2. Community tourism management participation depends on the capability or strength of the community to bargain and manage tourism activities;
3. Potential in community tourism in terms of management and customer satisfaction are the basic prospective requirements for Household and family member who wish to participate in community tourism.
4. Community strengthening, potential in community tourism, customer satisfaction, and prospective for community income distribution are possibly created by learning process; focus group discussion, training, on the job training, and demonstration.

From the alternative concepts that reflected the significance of participation in which particular concept provides participatory action for community members (PruchyaVesarat, 1995, p. 3). Moreover, previous studies revealed that participation in tourism affects to a great extent income generating to community members, realized in community tourism values (Chalermchai and the other, 2005, p. 61).

Research Method

Research and Development of Integrated Tourism Network for Enhancing and Raising Tourism Standard in the Upper Northern Region of Thailand has 2 projects, namely: 1) Research and Development of the Master Plan for development of Tourism Network in the Upper Northern Region of Thailand, and 2) Research and Development of Community Capacities in Tourism Management in the Upper Northern Region of Thailand utilized the research method as follows:

Project 1 used documentary research, survey research, seminar and workshop, and participatory action research as research tools and also for community strengthening process while Project 2 employed the analytical method on need assessment of tourism development participation: need assessment, competency assessment, and Participatory Action Research (PAR) using Appreciation – Influence – Control (AIC) Technique, and Focus Group Discussion (FGD).

Findings of the Study

The results of the study of the first project were as follows:

1. Database exploration and tourism network in upper north are diversified; natural tourism place, architectures, Buddhist temples and community tourism destinations. Even though, almost tourism places were accessed, but still these places were not yet developed to be tourism networks due to lack of network administrative management, and marketing promotion.
2. The result of tourism network analysis found that Chiang Mai and Chiang Rai provinces have good tourism networks due to regular, proper, and well sustained preservation. Other small provinces nearby in the same cluster were not coped to be in good status due to limited annual budget allotted for tourism development and also fewer tourists passed by. In this connection, there is a need to develop seven Tourism Networks in which, Chiang Mai acts as a leading Tourism Node.
3. Tourism Network Master Plan Development was set and formulated by using the Business Model and the Value Chain as a frame to develop the strategies, strategic issues, plans, and projects. Each network is comprised of Conceptual on Master Plan, and Theme reflecting tourism network identity, Production Development, Management Development, and Market Development. Recommendation from plan transformation to implementation required provincial cluster strategic management as policy guidelines, together with participatory learning process, and integration of marketing commutation as development process.

The results of the study of the second project were as follows:

1. Community participatory development needs are caused by deficiency in terms of (a) knowledge, skills and attitude in coordination, (b) knowledge and skills in tourism planning, (c) knowledge and cognition in implementing several activities without affecting the environment and the community’s welfare, and (d) skills of tourism local guide.

2. Need for capacity development are collaboration and management, community tourism development, implementation, and tourism services.
3. Training for curriculum development is guided by the community as follows: (a) Introductory to Tourism Industry and alternative tourism (b) Community tourism administration (c) tourism resources, environment, and local guide, and (d) tourism labor skill development.
4. Assessment results found that trainees gained increasing of knowledge, attitude, and skills in tourism services were highly significant. Curriculum stimulated community tourism strengthening management.
5. Integrating the 4 activities which are required in community tourism strengthening are the following: (a) Tourism site and tourism resources (b) Accommodation and Services development (c) Tourism market, and (d) Integrated management.
6. Results of community strengthening and skills showed the increasing of "Much" in all aspects.

Recommendations

1. Ministry of Tourism and Sports should regulate some policy and budgets dissemination to support all potential communities and readily for tourism activities. In this regards, it is supported by several alternative tourism activities for tourists and at the same time, it is also promoted for community strengthening to implement their tourism activities. In the long run, it can also eradicate the migration problems, and most importantly, the preservation and conservation of the ecosystem with the right usage of natural resources in the community.
2. Participatory strategy approach should be flexible and conform to economic, social, community, and cultural context for an effective tourism services. Research and Development site should not be implemented nationwide. It should start gradually from some potential communities and then later expanded to other communities, and the active participation of all stakeholders is considered necessary.
3. Intra and Inter-Network Collaboration are needed to support community strengthening on tourism bargaining and system arrangement.

Acknowledgement

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Feasibility of Operating Homestay in Rural Areas: A Case Study of Meimand, Iran

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Over the past few years, community-based tourism development has been attracting the attention of many researchers and governments in many countries. In the light of this, a considerable number of countries are attempting to apply homestay programs in rural areas. The rocky village of Meimand (the biggest rocky village in the world) is located in Kerman Province, Iran, has great potentials of developing a homestay program. As a large number of domestic and international visitors visit Meimand each year, the lack of hotels and motels for visitors poses a great challenge to the tourism development of this area. On the other hand, this village has at least 400 houses built at the heart of the mountains, and these are the most important tourist attraction of this area. The local government can use these houses to run a homestay program to scale up the tourism activities of this area. This paper analyzed the potentials and weaknesses of this area and also the feasibility of operating a successful homestay program. The study is built based on direct and questionnaire surveys on the site. In addition this paper examined the participation percentage of local people in the homestay program and analyzed the local readiness to participate in it.

Key words: homestay; rural areas; operational issues

Introduction

In many cases local people who have accepted tourism as a new form of earning money, have many ways of participating in tourism activities (Rajotte, 1987). Conceptually, local participation in tourism activities refers to the locals managing the natural and economic resources by themselves. The ability the locals to manage these resources is the criterion for the evaluation of the success of empowering them (Gorospe, 2001). Ashley and Garland (1994) also discussed the importance of local participation in tourism activities and its role in sustaining the tourism industry especially in rural areas. Recently a number of studies have been done on the community-based tourism field from different aspects. These studies include how the local people can participate in the planning and development process of tourism activities (Reed, 1997). In addition, locals' readiness to welcome tourists plays a central role in the success of tourism activities (Flora 1990); especially in homestay programs.

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This paper studies on homestay program in Meimand village where the government of Iran was trying to earn foreign currency by boosting the growth of the tourism industry. This comes at a time when a lot of people migrated to surrounding cities due to a long drought in many parts of Iran. At the same time, climate changes and the shortening of the raining season in this area have changed the life style of locals from farming to industrial activities including tourism and working for the cultural heritage office.

Meimand was chosen as a case study because it lacks accommodation facilities such as hotels and motels and also because tourism activities are popular in the village. It was also chosen because finding a way to keep people living in traditional houses would prevent ancient houses from destruction. Since a large number of local people have migrated to cities because of economic issues, a research would evaluate the feasibility of economic activities in the area.

This study attempts to highlight the feasibility of operating homestay as a new form of tourist attraction in Meimand village and the main reasons of suggesting homestay as an innovative attraction are categorized into two groups: Firstly, the seasonality problem: (it is discussed in the Potentials and Weaknesses Section) that causes many problems for the locals as the they receive a lot of visitors in only six months of the year. They only get a few visitors in the other half of the year. Considering this situation, it is not prudent for the industry to invest in accommodation facilities in the area. The second reason is accommodation expenses. The only available accommodation for visitors is a traditional hotel which uses a number of old houses as its suites. Because it is the only accommodation provider, it controls the prices, therefore its services only 34% of visitors can afford it. The rest are not interested in staying in the hotel.

Study Area

Meimand is a village located in Kerman province in the northeast part of Iran. Shahr-e-babak, 36 Km from Meimand in the east, is the nearest city to it. Meimand is the largest village in the world that is located in the heart of a mountain. The village was entirely built by hand without modern construction tools and machinery. The village comprises of 400 complexes that each consist of two to five rooms. The most highlighted character of this area is the continuing of the traditional life style of the local people. This has been made the village rich in culture. The village's climate has four distinct seasons with a mean daily temperature of 16.4˚C to 35.3˚C in July (hottest month) and 5˚C to -7.1˚C in December (coldest month). The history of this village can be traced back to 8000 B.C. This makes it one of the oldest villages in the world. Over the past few years, domestic tourism has become the most important economic sector in this area because of the village's rich cultural and historical resources. In recent years the tourism office of the area has utilized the participation of the locals (ranging from labours to engineers) to construct new infrastructures.

Methodology

The fieldwork for this study took place from February to September of 2011 in Meimand, Iran. Key-informant interviews were conducted to those participating in the study. These comprised of local people, the chairman, local organizations and tour operators. The interviews included open-ended questions which are designed to address the participation of locals which is discussed in the next sections.

In addition, 50 questionnaires were administered in Meimand among the local people, 10 questionnaires among tour operators; there was also indirect interview with them. Indirect interviews were also conducted with the local people and the head of tourism office of the area.

In addition to the interviews and surveys, government documents and previous works were collected and examined during the data collection phase to understand the issues of concern of government agencies and priorities. Goals, objectives, and policies, as well as the ways and extent to which the participatory planning principles have been, and are being, considered in the official documents were examined.

Potentials and Weaknesses

In evaluating tourism attraction both potentials and weaknesses should be taken into consideration to determine if the potentials exceed the weaknesses or not (Beale 1966). The first and most important potential of Meimand is its construction. Meimand is built in the hearts of the mountains, with a large number of ancient houses most of which have the ability of accommodating visitors. There are 400 houses which 50 of them are furnished and the owners of 25 houses, who are not living in the village, agreed to return to the village if they will enjoy a better economic situation. Also, each year, a large number of domestic visitors (200 to 600 visitors daily in the peak season) visit Meimand annually. These visitors comprises of 37 percent from surrounding cities, which are not supposed to stay at night, and 63 percent from other parts of Iran that are persuaded to stay at least one night, if the local government could provide accommodation and other infrastructures.

Another of Meimand's strong points is its cultural attractions. Since the local people are still living the traditional lifestyles, Meimand became the cultural hub of the area. The tourism industry first made inroads in Meimand in 1999 when 43% of people migrated to cities and the cultural attraction (which was highly dependent on the number of local people living in the area) was going to disappear. But from 2000, the local tourism office began to collect related data to save the traditional lifestyles of the locals and tried to attract 35% of local people who migrated to save their traditions.

In addition, Meimand is the only historical site in surrounding cities, which increases the chances of success in operating homestay considering that the fact that there is no any other homestay programs in the Kerman province. Also, Meimand is located in the vicinity of the central mountain chain of Iran, these gives it a mild weather that attracts about 1600 domestic visitors to visit Meimand each weekend in hot season (counting on entrance gate include VFR).

Over the past few years, the tourism office of Meimand have spent 10,000,000,000Rls (about 1,000,000$ US). All the people working in conservation activities were locals, 30% of the experts were from Meimand; 45% from nearby cities and 25% from other parts of the country. Thus, since it was mostly locals that working in Meimand, they have understood the economic benefits of tourism activities. This situation can, therefore, increase the chances the acceptance of homestay by local people as they have experienced the benefits of tourism.

A good accessibility is one of Meimand's biggest challenges. International visitors to Iran follow special routes and Meimand is not in the vicinity of any of them. See Figure (1). About 86% of international tourists land at the Tehran International Airport and depart Tehran to Isfahan after a short break. Shiraz Province is the next destination after Isfahan. Tourists also visit Yazd province after Shiraz.

The final station is Kashan province in return way to Tehran and then they will depart Iran. So, most of the international visitors don't visit Kerman Province and consequently Meimand village needs a serious investment in road infrastructure to achieve more internal visitors. Six out of 10 surveyed travel agencies said they are not interested in spending a lot to induce Meimand in their packages, but they agreed to cover Meimand if the government established a new, nearer route to it thus solving the accessibility problem.

Figure 1. The Main Rout of International tourists in Iran.

As in homestay programs, the guests are in direct communication with local people (Lynch and Tucker 2004), foreign languages skills is of great importance. Lack of English speakers in the village is another problem. Approximately 98% of local people do not speak English or other foreign languages. But 73% agreed to participate in English classes to scale up their English language skills. Currently there are five English-speaking tour guides in the village which are working under the authority of the cultural and heritage office. But to operate homestay, communication skills are critically important and should be taken into consideration before the implementation phase.

The education of locals is one of the most apparent ways of involving community members in the benefits of tourism development (Brohman 1996). According to the questionnaires, 71% of local people don't have a clear understanding of tourism activities and 85% only understand the economic aspects of tourism. On the other hand, some educational issues such as English courses, hygiene, accounting, and hospitality, play a central role in the sustainability of a tourism destination (Timothy, 1999).

As it is for most tourism activities, seasonality is also a problem for Meimand. The head of the tourism office stated that: the number of domestic visitors exceed 21,000 during 14 days in Nourooz (Persian new year), while it declined to 10 to 20 visitors per day during autumn and winter (September to March), and it averaged of 400 visitors per day during spring and summer (April to August).

On the other hand, during the last decade, 88% of people who migrated to cities were between 20 to 44 years of age. As young people are the most effective people in developing tourism activities (Perdue et al., 1990), the tourism office should try to attract the youth population to the village. In the first step, 46 out of 63 youths were not satisfied with their new situation in the city and agreed to return to Meimand if they could find a job and improve their economic status. Ninety-one percent of them accepted work in tourism activities such as performing traditional dances and they also agreed to work as tour guides.

Architecture of Houses and Supporting Facilities

Supporting infrastructures play a central role in providing a perfect enjoyment for the visitors (Pearce, 1989) therefore traditional houses need some extra furniture to accommodate visitors. Most of the houses (Figure 2 plan of a house) include one principal room in the centre and four other rooms around it. In this village, locals use the main hall as a kitchen, in other words, there is no special space allocated for a kitchen. There are three other rooms which are directly connected to the main hall; two of them are about $32m^2$ and appropriate for accommodating visitors. Owners can put two double or single beds in each room. In addition, the vernacular architecture is an important factor as to why tourists are interested in staying and experiencing the uniqueness of the homestay (Maimunah & Abdul Rahim, 2009). Therefore, the historical houses are the most important attraction of the area covering vernacular architecture and unique accommodations.

According to the survey, 77% of families accepted to spend 10,000,000 Rls (1,000$ US) for furnishing the houses to provide a better service to the passengers. With this amount of money locals can furnish the guest rooms with refrigerator, single or double beds and hygienic bath rooms. Currently the internet connection provided in the village's main hall and the office of Information and Communications Technology announced each house will be fitted with wireless internet access by the end of 2011.

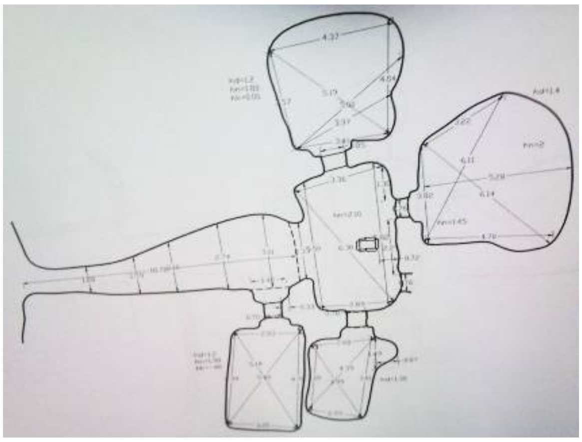

Figure 2. Plan of a Regular House in Meimand.

Conclusion

There are opportunities for a case study to develop a homestay program as an alternative accommodation option in Iran and Meimand. The concept of homestay is now especially based on a variation concept of countries such as Malaysia and according to the uniqueness of the area. Meimand, like many other tourism attractions in developing countries, is experiencing a new form of accommodation for tourists, in addition, it is not only a rural tourism, it should be seen also as a development tool to enhance urban-rural equality.

According to the results sustainability issues should be taken into consideration; including facilities carrying capacity and accommodation carrying capacity which were not considered in initial stages. Also the tourism office of the area agreed to run some educational courses to improve hospitality, English language skills and sustainability and issues such as historical houses conservation and emphasizing on, not only economic benefits of tourism, but also different aspects.

The main stakeholders comprising of the local people; tour operators and the tourism office of the area, have some conflicts in their perceptions. Ninety one percent of tour operators do not have a clear understanding of environmental issues and carrying capacity. Meimand is still following a top-down approach management system which is not acceptable to academics (Timothy, 2007), and need to be changed to a bottom-up approach to increase the locals empowerment. Considering that a real community-based tourism site is based on a people-centred, community-oriented and resource-based (Harvey, Clarke, and Carvalho, 2001).

Developing tourism activities in Meimand can also reduce the urban-rural migration rate and motivate local people to stay in Meimand, provided other economic sectors such as agriculture are boosted considering the fact that tourism activities have a seasonality problem.

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Rural Tourism Development as a Strategy to Exit the Crisis of Unemployment: Case of Fylband Village in Babol City, Iran

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Tourism as a pre-historical phenomenon has been long existed in human societies and gradually in different historical stages changed into a technical, economical and social matter. One of the strategies has been recently considered in most countries is the development of tourism in rural areas to get rid of unemployment crisis which can compensate the reduction of agricultural activities. Iran's rural areas were not an exception in this matter and with recent stagnation of agriculture in those areas, the attention to other sources of income such as tourism has become more essential. The main purpose of this paper is to present the executive strategies for the villagers to get benefit of this income source within the framework of SWOT analysis. The case study is Fylband Village in Babol City and empirical methodology is applied in this study. The result indicated that, even though, there are several historical, cultural, natural, and religious attractions in the area, but no positive effect of tourism on the economy and employment has been perceived. It is clear that proper planning and principles, providing infrastructures, improving facilities as well as applying better and more marketing strategies can improve the economical condition in this village as well as other rural areas in the region. Hence tourism can be considered as complementary activities among other business activities for villagers for a successive social, physical and environmental development.

Key words: tourism, rural development, strategic factors, Fylband Village, SWOT model

Introduction

Rural tourism is a new but fast growing kind of business which brings job opportunity for the local residents, and preserves local resources as well as cultural and historical heritage. It has significant role in social economical condition improvement by providing small business for locals with alternative incomes and as Ramanauskienë et al. (2006, p. 39) assert "the economic impact of tourism is an important factor of

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national, regional and public planning and economic development". Regarding to the fact that in order to motivate tourist to visit a destination his/her needs and desires should be concerned, this type of tourism cause infrastructure development in the region which satisfy both tourists and locals. Moreover, the economical impact of rural tourism is an important element of marketing and management decisions (Vogelsong, 2001). "Tourism is a dynamic sector in local economics where farming, forestry or other traditional activities sustain the importance. The obvious and rapid development of rural tourism gains deserved attention from social science" Ramanauskienë et al. (2006, p. 39)

The most important factors to be concern in rural tourism are the essence of rural tourism, the development directions, local community participation and its importance for them, its impacts, its marketing and management as well as planning, therefore several researches have been done in those areas (Newsome, 2001; Swarbrooke, 1999; Tribe, 2000; Gengiz, 2007).

The current study is to present the executive strategies for the villagers to get benefit of this income source within the framework of SWOT analysis. The case study is Fylband Village in Babol City. The result shows that, although, there are numerous historical, cultural, natural, and religious attractions in the area, but no positive outcome of tourism on the economy and job creation has been apparent.

Case Study

Fylband Village is located in north part of Iran, in Babol City, Mazandaran Province. This area has a mathematical position of 52 degrees, 30 minutes, 59 seconds in north latitude, and 36 degrees, 39 minutes, 02 seconds in north longitude. This village is situated at altitude of 3100 meters from sea level. According to the available statistics in 2011, Fylband Village has about 300 populations that the numbers of male and female respectively were 140 and 160. Moreover, about 80% of male are employed including 50% farmers and 30% rancher. In 2011 a total of 934,792 people have visited this village which 15,000 of them were foreign tourists.

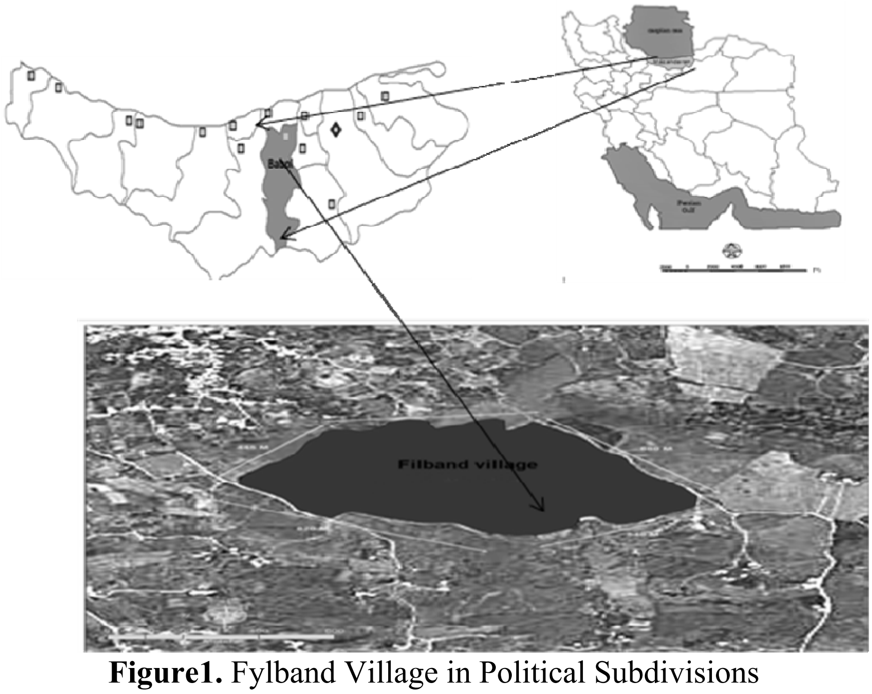

Figure1. Fylband Village in Political Subdivisions

Methodology

To achieve the research objectives of this study, a survey method of descriptive and exploratory as well as descriptive and analytical methods for analyzing the economical, social, cultural and environmental effects and consequences of tourism in rural area are used. In the first step, regarding to the available secondary data, the status of tourism and its effects on development of society is studied and then to prevent the hidden influential factors, the explanatory methods is used. Finally, by analysis of the collected data and strategic planning method, (SWOT) analysis, proper strategy for developing tourism and creating job opportunity and getting out of unemployment crisis in the study area is presented.

Strategic Planning (SWOT)

"The SWOT analysis tool is great for developing an understanding of an organization or situation and decision making for all sorts of situations in business, organizations and for individuals. The SWOT analysis headings provide a good framework for reviewing strategy, position, and direction of a company, product, project or person (career)" (Popa, 2010, p. 233).

Table 1.SWOT Matrix and Determination of Strategies

SWOT Matrix	Strength S	Weaknesses W
Opportunities O	Strategies of SO	Strategies of WO
Threats T	Strategies of ST	Strategies of WT

↓

Determination of short and long term strategies

Source: Eftekhari and Mahdavi (2006)

Attributes and Tourism Attraction of Study Area

Fylband Village has more than 23 types of natural and historical attractions with entertainment, sport, and health care activities. Table (2) refers to the number of attractions in the area.

Table 2. Attributes and Tourism Attraction of the Study Area

Attraction Name	Attraction Type	Activities
The Royal Palace	Historical	Sightseeing
Arezoo Mineral Spa	Natural	Treatment and Sightseeing
Chahar Soogh Mosque	Historical	Sightseeing
Mount Damavand	Natural	Sport and Sightseeing
Bozchaft Forest Park	Natural	Sightseeing
Castle Fall	Natural	Sport and Sightseeing
Diva Forest	Natural	Sightseeing

Although the village has tourism attractions, but unfortunately due to lack of accommodation and food and beverages service, the majority of tourists who visit the place, accommodate in Babol City or other surrounding villages. This lack of service decreases the survival of tourists there.

Tourists's Characteristics of Study Area

The result of survey shows that 811,803 tourists (86.84%) of inbound tourists travelled with their families while 76,863 tourists (8.22%) traveled in groups and 2,700 tourists (2.89%) travelled to the village individually. (See Table 3)

Table 3. Tourists Arrival in Fylband Village Regarding to Trip Accompany

	Total	Family	In Groups	Individually	Others	Not Mentioned
No of Tourists Arrival	934792	811803	76863	27000	4276	14850

Source: Management and Planning Organization of Mazandaran Province, Department of Information and Statistics

Referring to motivation and purpose of travel, the results indicate that most of tourists visiting the village (846,170= 90.5%) for its nature and entertainment. Follow to the previous groups, 29,083 tourists (3.1%) came with religious purpose and 24.151 tourists (4.2%) travelled to the destination to visit the historical attractions. (See Table 4)

Table 4. Tourists Arrival Regarding to the Purpose of Visit

	Total	Business	Natural attractions and entertainment	Historical attractions	Religious attractions	Others
No of Tourists Arrival	934792	16054	862224	24156	29083	19329

Source: Management and Planning Organization of Mazandaran Province, Department of Information and Statistics

Regarding to length of stay, it is needed to mention that it affected the financial aspects and directly increase the employment and income in the province. In this regards, according to the statistics, the number of 429,455 tourists (45.94%) stayed 1-3 nights while 234,198 tourists (25.05%) 4-6 nights, 155,860 tourists (16.67%) more than 6 nights and 102, 529 tourists (11.08%) less than one night in Babol and villages around Fylband Village. (See Table 5)

Table 5. Tourists Arrival Regarding to Length of Stay

	Total	Less than one night	1-3 nights	4-6 nights	More than 6 nights	Not mentioned
No of Tourists Arrival	934792	102529	429455	234198	155860	11750

Source: Management and Planning Organization of Mazandaran Province, Department of Information and Statistics

Tourism Facilities and Their Deficient in Fylband

In Fylband, the facilities limited to some coffee houses and tea houses. According to the survey have been done, all tourist provide their food requirements before their arrival to the village. In fact, lack of adequate tourism facilities cause part of economic potential revenue not to enter to the village.

Employment Rate by Implementation of Plans and Projects Proposal in Fylband

According to tourism industry experts, arrival of every individual tourist will create 10 job opportunities and for every direct job created in this sector, 2.06 jobs will be created in other economical sectors. Employment and income creation are the main factors for the development of each region and the development of tourism activities in different areas can be an appropriate solution. Due to the limitation and deficiencies of facilities and services in Fylband Village and based on existing capabilities, the following projects have been proposed. Camp construction, space for temporary accommodation, hospitality and store space, information centers, and rural cottage are the projects can be implemented in Fylband Village. Table (6) shows the predicted number of employees in each units and projects.

Table 6. Predicted Number of Employee in Each Proposed Project in Fylband Village

Projects	No. of Employment
Camping, restaurants, coffee houses and tea houses	14
Hospitality and stores spaces	3
Information centre	25
Rural cottage and products	3
Seasonal jobs and local markets	20
Restrooms	7
Total	73

Analysis

In order to analyze the possibilities and potentials of tourism development in Fylband Village, it is needed to mention that the investigation cannot be separated from tourism facilities and capabilities in surrounding areas, particularly cities and villages around the study area. At the same time, the problems and difficulties and their subsequent influence on sustainable tourism development in this particular rural area should not be forgotten. Table (7) and (8) show the strengths and weaknesses of the Fylband Village as well as the opportunities and threats due to tourism development in the study area.

Table 7. Strengths and Weaknesses of Fylband Village due to Tourism Development

Points	Description
Strengths	1. Located near permanent rivers as a usable natural attraction 2. Pleasant climate especially in cold seasons for tourism and recreational activities 3. Variety of vegetation and habitat trees for animals and plans existence 4. Capability of direct supply farm products to tourists 5. Accessibility of low-priced labor and local human resource 6. Availability of sense of participation in social, and cultural interaction by locals 7. Sense of friendship and hospitality of locals
Weaknesses	1. Lack of hospitality and accommodation services in the area 2. Lack of sufficient funds for the promotion and expansion of activities related to eco-tourism activities in the area 3. Lack of adequate knowledge of locals about the culture of tourism and proper behavior in contact with tourists 4. Lack of information centers and advertising agencies to introduce the natural, historical, and handicrafts attractions 5. Lack of basic statistics regarding to the number of tourists arrivals 6. Lack of concern about tourism signage to guide the provision of cultural heritage presentation 7. youth immigration to large cities due to lack of employment

Table 8. Opportunities and Threats due to Tourism Development in Fylband Village

Points	Description
Opportunity	1. The ability to become a tourism destination 2. The ability to develop natural attraction in region, surrounding cities , and province 3. The ability to develop sport tourism 4. The ability for eco-tourism 5. Increased attention and support of responsible authorities for rural development towards job and income creation 6. Lack of environmental problems in the region
Threats	1. Increase the social abuse in the area due to the tourist arrival comparing to earlier time 2. The loss of traditional culture due to tourist arrival 3. Lack of coordination and parallel work of organization in the region regarding to regional management

Table 9. Matrix of the Strategies for Tourism Development in the Study Area

Threats (T)	**Opportunities (O)**	**SWOT Analysis**
T1= Loss of traditional culture of locals due to tourists arrivals T2= Lack of coordination and parallel work	O1 = Ability to convert the region to a tourism destination O2 = Ability to develop the region's natural attractions O3 = Ability to perform Eco-tourism activities O4= Increased attention and suppo rt of rural development officials O5 = Lack of environmental problems in the region. O6 = Ability to develop sport tourism	External Internal

Diversification Strategies (ST)	Competitive/Aggressive Strategies (SO)	Strengths (S)
1.Operation of the organization potencies and providing the necessary rule and regulation in order to reduce environmental damage and pollution due to tourism development 2. Providing security in tourism sites in the village to prevent fraud and other irregularities 3.Diversification and development of promotional programs to introduce natural, cultural and architectural features of the village 4.Development of agricultural tourism in order to properly exploit the landscape, rural farms and orchards to earn more money by selling their product as well as preventing damage to crops and vegetation 5.Diversification of facilities, activities, and tourism services in order to satisfy the tourists as well as using available man power in the village for tourism related activities and services 6. Determination of organizations duty related to tourism activities to prevent parallel work 7. Introducing culture and tradition of locals as well as their handicrafts to tourists as one of the attraction of the region	1. Focus of tourism activities mainly for utilization of available attractions resource in the village due to their consistency 2. Labor in order to provide services need by tourist as well as job creation 3. Putting emphasis on eco-tourism development and investment in the context of nature tourism and sport tourism 4. Activate the planning for optimal usage of low price potencies in the village to become a tourism and recreational area relevant to village officials and public and private investment 5. Putting emphasis on preserving the virgin environment and unspooling rural areas as well as concerning environmental tourism development in rural areas through a comprehensive environmental study 6. Using locals sense of participation in order to flourishing village's potentials and protecting the environment	S1= Appropriate and pleasant climate during cold seasons S2= Being located near permanent river as a usable natural attraction S3= Diversity of vegetation and habitat for animal and plants life S4= Sense of participation and hospitality of locals S5= Availability of low price man power
Defensive Strategies (WT)	**Review Strategies (WO)**	**Weaknesses (W)**
1. Training locals to have sufficient knowledge about the culture of tourism and contract with tourists as well as informing tourists about cultural and beliefs characteristics of locals to avoid a potential tension and conflicts between tourists and host communities	1. Reviewing the planning and governmental support in relation to tourism destination in the village and applying logical rule and regulation to support tourism infrastructure of the village 2. Reviewing the village potentials in relation to sport and eco-tourism and governmental	W1= Inappropriate access to the place W2= Lack of accommodation and hospitality services W3= Migration of young people in the area

2. Providing legislation and regulations in using tourism attractions, products to prevent degradation, pollution, and of resources as well as to keep ecological balance 3. Creating a platform for local residents participation in tourism development in rural areas in order to maintain the social situation and prevent social abuse due tourism development 4. Creating cooperation and good relation among relevant agencies in order to improve rural communication networks and providing facilities and equipment for rural tourism 5. Using the village potentials for ecotourism activities and providing high quality infrastructure and sufficient funding to prevent an environmental damage caused by ecotourism development in the village	support regarding to recreational activities in the village 3. Reviewing the available policies in tourism development in the region and making proper decision to use potentials of the village for job creation in the village 4. Reviewing and developing institutions and related organizations in the study area as well as cooperation and coordination of them to educate local residents about the culture of tourism 5. Reviewing governmental policies due to support private sectors and increase funding to promote ecotourism activities	W4= Lack of information centre for tourism attractions W5= Lack of funding for promoting ecotourism activities W6= Lack of locals sufficient knowledge about the culture of tourism and contract with tourists

Conclusion

The empowerment of rural development through supplemental agricultural activities increases rural households' income, create employment, and encourage agricultural production and handicrafts. As a strategy for improving social and economical development in rural areas, planning toward mentioned development should be considered. In this regards, the possible positive and negative impacts of tourism development in rural areas should be considered while choosing the proper approach for this development. Furthermore, in order to get benefit out of rural areas, potential natural resources and the decline of agriculture economy, decrease immigration and quality of life in rural areas, an strategic planning and approach should be applied in tourism development. Moreover, it seems to be essential to concern that in rural tourism, environmental protection and maintenance, optimum and balance use of natural resources are important not only to improve the quality of life of locals in present time but also to keep it for the next generation.

According to the field research, opportunities and threats in the case of sustainable tourism development in Fylband Village were identified and evaluated by SWOT analysis. Sustainable tourism development in Fylband Village requires more cooperation of government and related organization in different level of managements. With careful studies, proper planning, and adequate funding, sustainable tourism infrastructure can be making in the area to fulfill tourists needs and desire and attracts more tourists to visit the village. This development in the region will defiantly change local residents' life condition and bring satisfaction to them due to its job creation and income making.

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Present Situation of Internal Stakeholders of Place Branding in Japan – Municipalities in Kanto and Koshin-etsu

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This study was undertaken as an investigation of the present situation of internal stakeholders in place branding in Japan, with emphasis on municipalities in the Kanto and Koshin-etsu areas. This study specifically emphasized a grasp of the present situation and elucidation of the structures of problems related to activities of internal stakeholders of 30 object sites. In this study, analysis of results and comparisons of respective areas revealed overall tendencies. Comparing differences in the areas engendered acquisition of useful knowledge. Perspectives that were gained through this study were the following. (1) Tendencies of recognition of local resources for place branding of internal stakeholders are apparent for each area. (2) Actual conditions of activities of place branding can be measured in each area. (3) Problem structures of place branding can be ascertained using the DEcision MAking Trial & Evaluation Laboratory (DEMATEL) method.

Key words: internal stakeholders, place branding, Kanto and Koshin-etsu, DEMATEL

Introduction

This study was undertaken as an investigation of the present situation of internal stakeholders in place branding in Japan, with emphasis on municipalities in the Kanto and Koshin-etsu areas. In recent years, place branding has received public attention through mass media reports of successful efforts. Place branding can be an effective means of fostering recognition of tourists and consumers and for revealing predominance over competing areas. Therefore, creating activities for place branding is becoming attractive to workers in tourist industries and local governments. The place branding process can be regarded as follows. First, goods are developed, such as agricultural products, fishery products, or handicrafts using various individual resources associated with an area. Then, products must give the brand value. Secondly, to create value in such places, other amenities are necessary such as tourist resorts and shopping centers. The use of individual resources belonging to an area,

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such as products and goods which have brand value, is important. Finally, management of the brand in relation to the overall image of a place or region itself is the most important stage. These stages are closely related because various internal stakeholders are mutually related. Therefore, it is difficult to manage the place branding process. For that reason, place branding has not progressed in Japan to date. Activities for place branding in each area began around 2006, when the law related to place branding was first enforced. Even now, problems remain as obstacles to activities that can build place brand value. Moreover, it is difficult to assess the problems and solutions structurally.

In Japan, research related to place-branding development measures has increased recently. Studies elucidating the present condition and problems of measures by local governments and performance of place brands for overall communities have been reported by Ikuta et al. (2006) and by Akutsu (2006). Ikuta et al. (2006) investigated place brand measures of all prefectures and large cities of Japan. They ascertained types of organizations for the objective of branding, and the contents of measures and purposes. Furthermore, they described present conditions according to type. Akutsu (2006) particularly grasped the conditions of people in charge of place-branding from analyses of questionnaire data from all 47 prefectures of Japan. Results clarified that the present problems of all prefectures are ambiguous and that great deviation exists among perceived meanings of the words "place branding." These studies probed the present subject and suggested points to alleviate problems of place branding by local governments. However, these studies have not grasped the grade of the severity and the relation among problems in activities related with creation of place brands as performed by internal stakeholders of place branding.

This study sets up three internal stakeholders of the administration (local government), industry (chambers of commerce and industry, tourist agencies), and residents (city planning organizations by residents, such as NPOs) related with place-branding activities. Analyses of results and comparisons of respective areas revealed overall tendencies. Comparing differences in the areas has engendered the acquisition of useful knowledge.

Perspectives that were gained through this study were the following.

- Tendencies of recognition of local resources for place branding of internal stakeholders are apparent for each area.
- Actual conditions of activities of place branding can be measured in each area.
- Problem structures of place branding can be ascertained using the DEcision MAking Trial & Evaluation Laboratory (DEMATEL) method.

Methodology

This study specifically emphasized investigation of the present situation and elucidation of the structures of problems related to activities of internal stakeholders at 30 subbject sites. The object sites of this research were selected by general evaluation and reputation of the index "Nikkei Branding Strategy Survey 2006" conducted by the Nikkei Business Publications, Inc. Furthermore, to assess the rank variety and level of possession resources, we used the “Japan Sightseeing Resource Ledger” of the Japan Travel Bureau (2000) as a criterion. To select the object sites, 256 cities, towns, and villages of municipalities in Kanto and the Koshin-etsu were investigated. The proposed subject sites were selected with careful attention to variation with evaluation and local resources.

To collect data, we conducted a questionnaire survey, distributing it to people in charge of local governments, tourist agencies, chambers of commerce and industry, and civic groups and NPOs at 30 object sites. Questionnaires were administered during February, 20–28, 2010. Subsequently, 51 completed forms were collected. The 30 sites shown in Table 2 were selected as the subject sites. All areas, which belong to municipalities in Kanto and Koshin-etsu, were selected for the name value of the place and the state of resource possession.

Table 1.Outline of survey

Method	Mailing: Distribution and return by mail after a telephone request			
Samples	Questionnaires were sent to 4-6 organizations in each area (Total number of questionnaires sent : 150).			
Period	Request: February 8, 2010 - February 12 Mailing and Collecting: February 15, 2010 - February 28			
Return Rate		**Number distributed**	**Number returned**	**Return rate (%)**
	Local government/ tourist agencies	62	25	49.0
	Chambers of commerce and industry	31	11	21.6
	City planning organizations by citizens, such as NPO	57	15	29.4
	Total	150	51	34.0

Table 2. Subject Area

Level of resources \ **Variety of resources**		**Natural resources**	**Cultural resources**	**Natural and cultural resources**
Special A class	A/B class	Gotenba (572)		Nikko (680) Matsumoto (647)
	Only Special A class	Fuji (549)	Sakura (393)	
A class	A Lot of A class/ many B class	Minami-Alps (605) Hokuto (427)	Kamakura (822)	Hakone (764)
	Few A class/ many B class			Katori (375)
	Few A class/Few B class	Karuizawa (743) Choushi (548)	Kashima (415)	Odawara (588) Shibukawa (416)
B class	Over 3 B class	Kusatsu (621) Iida (493)	Mashiko (508) Kasama (372)	Azumino (643) Joetsu (509)
	Less 2 B class	Atsugi (436)	Atsugi (710) Gyoda (358)	Nagaoka (526) Takasaki (450)
No resource		Urayasu (651), Okegawa (362), Onjuku (480), Soka (460)		

(Note 1: Level of resources, variety of resources were referred from the "Japan Sightseeing Resource Ledger" Japan Travel Bureau (2000))

(Note 2: Values inside parentheses were referred from the Nikkei Brand Strategy Survey 2006 PQ value)

Result

Tendencies of Recognition of Local Resources for Place Branding of Internal Stakeholders Were Found for Each Area

Priority data of self-evaluation of respective areas for resource utilization and the present condition of the place branding activities obtained from the questionnaire were used for analysis. Resources were collected to evaluate 10 variables (natural environment, art and cultural resources, rest environment, scenery, living environment, convenience, human resources, food, product and goods, and recreation). Then 127 keywords were extracted through a review of earlier literature related to subjects such as place-branding, place evaluation, and tourism development. We summarized similar items and chose to summarize 10 items as a result. The distribution of all areas of local resource utilization priority was presumed. Paired comparison data related to practical use priority given to each resource in activities for place branding were used (Table 3). These local resource variables were set up to refer to research conducted previously in relation to area management, tourist attractions, and place branding evaluations. The Thurston method was used for estimation. The resource assigned the highest priority with all object backgrounds was the natural environment (first place). Furthermore, scenery (second place) and art and cultural resources (third place) were reported. This can be interpreted as high priority assigned to practical use of the sightseeing environment, which is used as the basis to attract tourists. However, resources relevant to life inside an area, living environment (ninth place), and human resources (tenth place) showed low priority.

Table 3. Scores of relative priorities of resources in place branding using the pair comparison method

	Total points	Score	Ranking
Natural Environment	7.114	0.7904	1
Art and cultural resources	2.214	0.246	3
Rest environment	-1.699	-0.1888	7
Scenery	3.185	0.3539	2
Living environment	-3.475	-0.3861	9
Convenience	-1.412	-0.1569	6
Human resources	-5.79	-0.6434	10
Food	1.94	0.2156	4
Products, goods	-1.8	-0.2	8
Recreation	-0.7251	-0.08057	5

Actual Conditions of Place-Branding Activities Were Measured in Each Area

Features according to areas were arranged along with the classification of the activity type by the side of the area in Table 2. The area classification of a subject place was based on 1) activities situation of internal stakeholders. Furthermore, 2) the side of the resource possession pattern of each area was considered. The 30 subject sites were divided into seven types.

Table 2 presents features of each area by contents. In the area which holds specific high level resources, a tendency exists to take the measure which carries out intensive practical use of the related resources. For example, Fuji and Hitoshi Sakura are noted. However, taking advantage of the established reputation of possession resources or the name value of area, activities which develop new resources are also conspicuous in areas which hold two or more resources of a high level and in resource-rich areas. Famous tourist resorts such as Nikko and Matsumoto correspond to this case. Areas which hold two or more kinds of resources have been classified into two areas. Areas which take activity for each resource are Odawara and Takasaki. Hakone and Karuizawa, which are famous sightseeing tourist destinations, take activities which advertise all possession resources comprehensively. They are put into power for positive appeal abroad, including PR.

Areas having resource possessions of a single kind are classified into the area by taking measures specialized in their possession resources (Kasama, Mashiko), and areas which offer new activities such as Gyoda and Iida. Areas which have activities towards creation of new local resources were found in areas having resources of many kinds (Nikko, Matsumoto), areas holding single resources (Gyoda, Nagaoka), and also areas holding few resources (Okegawa, Onjuku). Many measures with related programs and events of sales promotion and tourists can enjoy were selected as contents of the main measures. Furthermore, development of foods, products, and goods were conducted mostly.

Problem Structures of Place Branding Can Be Ascertained using the DEcision MAking Trial and Evaluation Laboratory (DEMATEL) Method

To date, measures undertaken by area sides have close relations with situations of possession resources. However, depending on the case, situations of resource utilization differ also in areas where the situation of possession resources is similar. Furthermore, the possibility exists that situations and activities in respective areas can be quite similar.

Analyses might reveal problems for internal stakeholders in place branding. Results can clarify common denominators and structure of the problems that the area faces. To resolve problems related to place branding, it is necessary to grasp the mechanisms underlying those problems. For such reasons, DEMATEL analysis is used in this study to grasp problem structures of place branding.

The items indicated as problems in place branding related previous research are extracted. In all, 18 items of 5 categories of “information,” “resources,” “consciousness,” “organizations,” and “promotion” have been summarized through work classified by similar items (Table 5).

A questionnaire form was presented to a person-in-charge of place-branding at each area. They evaluated “how serious is each problem of place branding?” based on a five-point scale (4, very serious; 3, rather serious; 2, serious; 1, a little serious; 0, not serious). Moreover, the direct influence of each problem was reported using a three point scale (3, strong influence; 2, influence; 1, weak influence). DEMATEL was used to explore interrelations among key factors related to problems in place branding of all subject areas. The combined influence matrix of each factor was presumed with the analysis of DEMATEL method shown in Table 5. Based on the numerical value of a total influence matrix, the influence and the relation to be influenced among all matrix elements can be grasped.

$$\mathbf{T}=\mathbf{X}(\mathbf{I}-\mathbf{X})^{-1}$$

T: Combined influence matrix

X: Direct influence matrix

I: Identity matrix

Table 4. Possession resources classified by area

Possession resources	Activity classification	Area	Possession resources			Contents of activities and promotion measure
			Sightseeing	Living	Consuming	
Resources that have a high level	I) activities employing high-level resources efficiently	Fuji	Natural	-	-	City planning in which natural resources are used, such as Mt. Fuji and flowers
		Sakura	Art	-	-	Investigation of cultural resources (ruins, etc.) in Sakura
		Minami-Alps	Natural	-	-	Events of fruit themes
		Hokuto	Natural /rest	-	-	Practical use as a movie location site with natural beauty/ Specialty development
		Kamakura	Art	-	-	Historical building repair and world heritage registration promotion
	II) activities that create new resources	Nikko	Natural / Art/Rest	-	-	Food and goods using the brand prominently
		Matsumoto	Natural / Art/Rest	-	-	Food-related and goods-related activities
		Urayasu	-	-	Recreation	Promote food, goods, and living environments
		Gotenba	Natural	-	-	Scenery (streets and environmental institution maintenance)
		Kashima	Art	-	-	Location attraction using historical human resources prominently
Resources of two or more kinds	III) activities that employ resources comprehen sively	Hakone	Natural/ Art/Rest /Scenery	-	-	International tourism and PR concentration in which resources were used prominently
		Karuizawa	Natural/ Art/Rest		-	PR activities in which scenery and manufactured goods were used
		Kusatsu	Rest	-	-	Plan of the service using a rest environment
		Azumino	Natural/ Art/Rest /Scenery	Living	-	PR activities with products and living environment
		Atami	Rest		Product	Sightseeing plan with information by overall communities in city
	IV) activities that correspond to individual resources	Odawara	Natural/ Art/Rest /Scenery	Living / Conve-nience	Product	Woodwork / wood-related measure / officially approved related Odawara
		Takasaki	Rest	Living	-	Measure related products, skilled people, and scenery
Resources of a single kind	V) activities specialized in possession resources	Kasama	Art	-	-	Possession resource utilization, such as Kasama-yaki, chestnut festival
		Choushi	-	-	Food/ Product	Activities related to food
		Soka	-	-	Product	Activities related to products and goods
		Sibukawa	Rest	-	-	Activities related to a famous hot spring town
		Mashiko	Art	-	-	Possession resource utilization such as Mashiko-yaki
		Katori	Art	-	-	Concentrated on activities of scenery
	VI) activities that create new resources	Gyoda	Art	-	-	Food and goods related to activities
		Nagaoka	Art/Rest	-	-	Food and goods, recreation related to activities
		Joetsu	Rest	-	-	Food and goods related to activities
		Iida	Rest	-	-	Food and goods related to activities
Few resources	VII) activities that create new resources	Okegawa	-	-	-	Natural environment and cultural resources related to events
		Atsugi	-	-	-	Food (semi-gourmet) related to activities
		Onjuku	-	-	Food	Sports event, Sightseeing plan

Problems regarded as factors that have significant centrality than other factors with its score are “6. Shortage of attachment of local government (9.42),” “9. Absence of a leading existence that generalizes the activity inside of the area (9.41),” and “13. Lack of a systematic strategy for place branding (9.36).” A factor with a high degree of reason is “9. Absence of a leading existence that generalizes the activity inside of the area (0.84).” In the problem structure of place branding, it is judged as an important factor that has influence on other factors rather than being influenced. It can be regarded as an important problem in the problem structure.

As shown in Figure 1, the degree of reason was set as the vertical axis. The centrality degree was set as horizontal axis. Furthermore, the position of each problem factor was shown. Arrows indicate the relations among factors of numerical value of the combined influence matrix.

According to Figure 1, the factor “9. Absence of a leading existence that generalizes the activity inside of the area (9.41)” can be described as a problem factor has a highly significant level of centrality degree. Furthermore, it affects many other factors greatly in the problem structure. Many indications point to “6. Shortage of attachment of local government (9.42)” as affected by the factor of “9”; it can be inferred that there are many expectations for local governments to show leadership in place-branding among internal stakeholders. Similarly, results showing that the problems of “7. Shortage of attachment of local residents” and “8. Shortage of attachment of local entrepreneurs and organizations” are affected by a lack of attachment of “local government,” are interesting. “Shortages of attachment” to place branding activities of internal stakeholders are mutually influential. Based on this point, we know that the volition and power of people related with activities are very important factors. Clearly, the important problem factors described above are factors that engender a “lack of a systematic strategy.” This point implies that the roles of internal stakeholders, local governments, related entrepreneurs and organizations, and residents must be mutually connected in activities. Furthermore, they must be strongly conscious of place branding and must play a role in achieving better results. Results of this study clarified that the problem of absence of leading existence that generalizes the activity inside the area is regarded as a severe problem by many people who have an interest in place branding.

Table 5. Numerical values of combined influence matrix

	Effect Degree: (*D*)	**Influenced Degree: (*R*)**	**Centrality Degree (*D*+*R*)**	**Reason Degree (*D*-*R*)**	**Ranking of centrality Degree**
1. Shortage of gathering information of consumers	4.16	4.02	8.18	0.14	11
2. Difficulty of local information dissemination	3.98	4.59	8.57	-0.61	9
3. Difficulty of scope of branding and definition	3.78	4.15	7.93	-0.37	13
4. Ambiguity of local identities and local images	3.88	4.15	8.03	-0.27	12
5. Shortage of local resources harnessed in branding	3.12	3.03	6.15	0.08	18
6. Shortage of attachment of local government	4.90	4.52	9.42	0.38	1
7. Shortage of attachment of local resident's	4.51	4.28	8.79	0.24	6
8 . Shortage of attachment of	4.66	4.65	9.32	0.01	4

local entrepreneurs and organizations					
9. Absence of a leading existence that generalizes the activity inside of the area	5.12	4.29	9.41	0.84	2
10. Shortage of mutual adjustment and cooperation among internal stakeholders in area	4.37	4.34	8.70	0.03	7
11. Lack of a systems of citizens' participation in place branding	3.49	3.87	7.36	-0.38	15
12. Shortage of skilled people who bear place branding activities	4.31	4.27	8.58	0.03	8
13. Lack of a systematic strategy for place branding	4.61	4.75	9.36	-0.14	3
14. Lack of a long period and short-range planning of a activities	4.56	4.54	9.10	0.02	5
15. Lack of a system which evaluates the result of activities	3.41	3.71	7.13	-0.30	16
16. Lack of protective measures of place brand	3.19	3.64	6.83	-0.45	17
17. Difficulty of financing	4.07	3.58	7.65	0.49	14
18. Shortage of knowledge and know-how	4.41	4.14	8.55	0.27	10

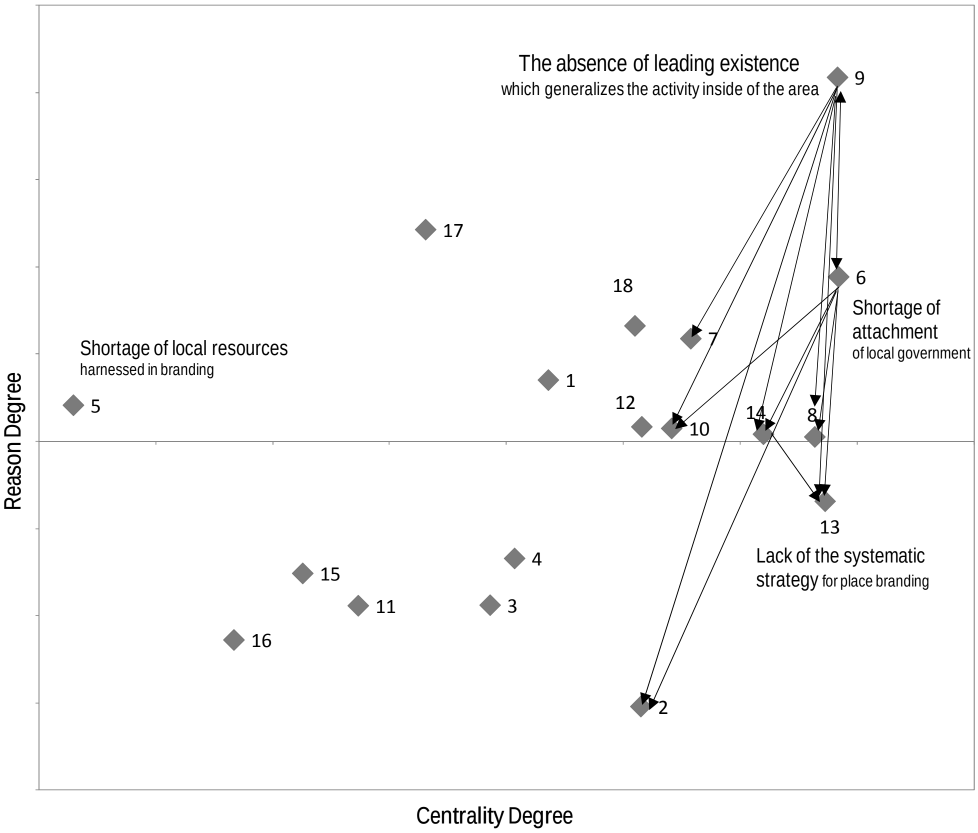

Figure 1. Relations of influence among problems of all samples.

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A Theoretical Assessment Model of Community Participation in Red Tourism from the Tourism Planner's Perspective

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Red tourism is one of the special theme tourisms, officially sponsored in 2005 in China. From 2005 to 2010, red tourism in China received 1.35 billion tourists with an average annual growth of 20.4% and obtained 79.1799 billion EUR tourism revenues with an average annual growth of over 18%. However, because red tourism was originally sponsored and largely propelled by government, the concerns on the sustainability of red tourism are gradually raised in both industries and academic field in current China. Since community participation (CP) has already been regarded as an effective way to realize tourism sustainable development and an important guarantee of successful tourism operation, this research puts attention to community participation of red tourism. In China, tourism planners have often rich practical experiences of tourism development as well as abundant theoretical knowledge, because most of them are university academics or lectures. So, this research was carried out from the perspective of tourism planner who was of the unparalleled advantage in assessing tourism development. This research took Baoding as the study case, because this city is one of the most representative red tourism destinations in China. Based on surveying tourism planner's attitudes, an assessment model of community participation in red tourism was established by Delphi Technique and Analytic hierarchy process method, and was displayed intuitively by Radar Graph Method. And then, community participation effects of rend tourism in Baoding city was evaluated by this assessment model.

Key words: community participation, red tourism, effect assessment, tourism planner

Introduction

Red tourism, launched officially in 2005 by China government, is a special theme tourism based on the revolutionary monuments and commemoration and revolutionary spirit from the founding of Communist Party of China (CPC) in 1921 to the founding of the People's Republic of China in 1949 (CNTA, 2004; Jia et al., 2009; Han & Lin, 2011). From 2005 to 2010, red tourism in China received totally 1.35

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billion tourists with an average annual growth of 20.4% and obtained 79.1799 billion EUR tourism revenues with an average annual growth of over 18% (Cui, 2011; CNTA, 2011; Zhu, 2011). However, excessive administrative interventions in red tourism make it look more like a kind of government activities rather than economy ones to some degree. Furthermore, the political activities and policy orientation determine dramatically the wax and wane of red tourism (Cao, 2006). In some red tourism sites, tourism has even become a disguised form of publicly funded tourisms (Wu & Fu, 2006). So compared to other tourism sectors, red tourism lacks the wider and greater community participation which is commonly regarded as the prerequisite of keep red tourism sustainable (Cheng & Zeng, 2008; Cao, 2006). Now, these identified problems in red tourism mainly include duplicated products repeatedly (Hu & Yuan, 2006), insufficient cultural connotation, resource destruction (Li & Zhang, 2007; Wang, 2006), extensive tourism planning and development pattern (Wu et al., 2006; Liu & Liu, 2006). Cao (2006) argued that the shortage of community participation was the essential cause of these problems which would hinder undoubtedly the sustainable development of red tourism.

In China, almost all red tourism sites are situated in mountainous regions or rural areas with backward economy and social development (Zhang, 2005; Tang, 2006; Fu & Tu, 2008; Xiong & Li, 2008; Ran, Zhou & Jia, 2009), so the ill-educated local residence can not assess effectively the quality of red tourism in community participation. Tourism planners in China have both rich practical experiences of tourism development and abundant theoretical knowledge (Russo & Van Der Borg, 2002), because most of them come from university as a lecturer and just are organized together for a tourism-planning project (Lai, Li, & Feng, 2006). Thus, tourism planner can be viewed as the principal part to assess the community participation of red tourism with their unparalleled advantages in impact assessment in spite of rare studies related to tourism planner as far (Shortt, 2002).

In this research, community participation of red tourism was assessed from the perspective of tourism planner. First, the assessment framework with factors was established based on reviewing related literatures and consulting tourism planners by Delphi Technique. Second, the relative significance of any factor was determined by Analytic Hierarchy Process (AHP) among the whole assessment system. Third, the final assessment model was demonstrated in the form of Radar Graph. Fourth, Likert Scale Method was used to design the two grading systems both by area and the ratio between perimeter and area. Finally, the assessment system with factors, weights, and grade was applied to assess community participation of red tourism in Baoding.

Literature Review

Red Tourism

Although Liu (2006) augured that the development history of red tourism could date back the political reception in 1949, the official and integrated development in an all-around way began in 2005. Since then, red tourism has been attracting increasingly the scholars' attention due to its brilliant inherent benefits in various fields, such as patriotic education, adolescent education, spiritual civilization construction, economic development in remote areas and ethnic-minority regions, construction of a new socialist countryside, and harmonious society development. Overall, the literatures on red tourism mainly focus on three fields: development principle, tourist and marketing, and combination and cooperation.

On the development principle side, in China, there are 7 common development patterns of red tourism, that is, combining red and green, combining red and ancient, red performance, museum, tourism festivals, red theme park, experiencing involvement (Bi, 2006; Li, 2010). Zhang and Yu (2009) pointed out that the attraction of red tourism came from 7 sources: culture infection capability, product capability, facility support capability, market impact capability, image attraction capability, management capability and government support capability. Besides, the integrated development pattern in Shanghai (Zhang, 2004), space-time-connotation development pattern in Guagnxi (Xie et al., 2006), resource symbiosis pattern in Changzhi city (He & Wang, 2011), detonation-integration pattern (Liao, 2010), and cooperation development pattern in Anhui (Yao et al., 2007) are identified. Meanwhile, the planning principles of red tourism are stressed due to its distinctive characteristics, including specifically political, economical, cultural, educational, serious, recreational and poverty-reducing (Cheng & Yan, 2006). These planning principles mainly include humanistic tourism view, distinctive tourism view, sustainable tourism view, experiencing tourism view, red culture view, and so on (Cao et al., 2005; Zhang & Lin, 2011).

In the tourist and marketing, domestic tourist constituted the main body of red tourists in China (Yin et al., 2005; Zhong & Dong, 2005; Yu et al., 2008; Duan, 2006). Huang et al. (2007) pointed out that the core target markets were students and the middle and old-aged persons, and professional education visitors as the opportunity target market. Similarly with other sectors of tourism, the development of red tourism is also impacted by space distance between destination and source, the economic level of source area and the reputation of the tourist destination (Wang et al., 2006). Now, there is no other drive power except government in the red tourism market with weak brand reputation and the backward development foundation (Li, 2007). Accordingly, some new and special marketing measures are suggested, such as building elaborate red tourism product, establishing distinctive product system, implementing experience marketing and largely developing knowledge marketing etc. (Luo & Fang, 2005; Lu, 2006; Lu & Yi, 2007; Xu, 2009; Jiang & Deng, 2011). Furthermore, Zhong (2005) proposed that the price of red tourism products should been based on the whole cost, the particularity of red tourism, the characteristics of red tourists, and government policies of red tourism.

On the combination and cooperation, the research findings mainly stress three aspects: resource combination, regional cooperation, and others. First, red resources, as the inner core of red tourism, shall be developed preferentially in red tourism sites and then other tourism resources followed to form eventually the circle structure combining various tourism products (Zhang, 2005; Zhuang & Wu, 2009). Second, region combination is the inevitable requirement to develop red tourism due to the strong cross-region and comprehensiveness characteristics of red tourism red resources (Cheng & Yan, 2006; Wang, 2008; Yu et al., 2008; Yan, 2009). Moreover, the combination and cooperation shall run though the whole development process of red tourism, specifically including resource integration, tourism route docking, market interaction, tourist sharing, and win-win benefit (He & Li, 2005; Yu et al., 2008; Zhang et al., 2009), along with union marketing and talent training in region red tourism (Wang, 2005; Liu & Liu, 2006).

Community Participation Assessment

Community participation can date back to the late 1960s and early 1970s, which is promoted by some international aid agencies, such as USAID (1966), the World Bank (1975), Overseas Development Administration of United Nation (1975), as a response approach to unreached consensus and inappropriate relationships in development process, especially aiming to rural development (Catley, 1999). Since then to now, community participation has already been a central topic in development projects to achieve sustainability and equity, especially for the poor (Rifkin & Kangere, 2002). Since most red tourism resources are in undeveloped areas, community participation in tourism was viewed as vital and necessary way to generate sustainable outcomes (Simmons, 1994; Lea, 1988). However, no any model can be regarded as the general and standard to evaluate community participation in tourism (Caputo et al., 1979; Leksakundilok, 2004), which undoubtedly affected the sustainable development and benefit sharing of tourism.

Table 1. A framework for Participation by Cohen and Uphoff (1977)

Target	Dimension	Indicator
Participation	Who	Age and sex Family status Education Social division Occupation Income level Length of residence and distance of residents from project Employment status
	How	Impetus to participation Incentives for participation Organization pattern Direct or indirect involvement Time involved in participation Number and range of activities Degree of power accompanying participation
	What	Attendance at meetings Participation in discussion Participation in voting and/or lobbying Stating grievances Contributing to organizations Involvement in demonstration or opposition activity Participation in work project Provision of information Involvement in administration and coordination Enlistment in program Education and information dissemination Provision of services and amenities Participation in project evaluation Public opinion efforts

In all, as far, there are 25 popular models of assessing community participation in academia. The most systematical one was the participation framework proposed by Cohen and Uphoff in 1977 (Table 1), consisting of 3 dimensions and 29 indicators. These specific indicators in the models can be divided into four groups from tourism industry's perspective, namely participation subject, participation medium, participation object, and participation surroundings. The other 24 models evaluate community participation mainly from participation type, participation depth, participation range, benefit distribution, empowerment, participation techniques, government attitudes, training and education, participation information, policy, development process, and participation strategy (Table 2).

Table 2. Common Models of Community Participation

Author	Year	Opinion	Angle
Department of Economic and Social Affairs & United Nation	1967	Information up-dating, feedback system and decentralized planning	Approach of participation
Arnstein	1969	Manipulation, therapy, informing, consultation, placation, partnership, delegated power, and empowerment	Depth
Vindasius	1974	Public opinion polls and other surveys, referenda, the ballot box, public hearings, advocacy planning, letters to editors or public officials, representations of pressure groups, protests and demonstrations, court actions, public meetings, workshops or seminars, and task forces	Participation techniques
Burke	1975	Education therapy, behavioral change, staff supplement, cooptation, and community power	Strategy of participation
Jordan et al	1976	Information dissemination, information collection survey, initiative planning, reactive planning, decision-making, and participation process support	Participation techniques
Cohen & Uphoff	1980	Initiation of the project, design the project, research, planning, managing or implementation, receiving, and monitoring and evaluation	Development process
Cohen & Uphoff	1980	Community representatives, self-imposed leaders, local elite people and local people	Participant
Deshler & Sock	1985	Domestication, assistancialism, cooperation and empowerment	Depth
Midgley	1986	Anti-participatory, manipulative mode, incremental mode and participatory mode	Response of government
Burns et al.	1994	Civic hype, cynical consultation, poor information, customer care, high quality information, genuine consultation, effectively advisory boards, limited decentralized decision-making, partnership, delegated control, entrusted control, and independent control	Empowerment
Pretty	1995	Manipulative participation, passive participation, participation by consultation, participation for material incentives, functional participation, interactive participation, and self-mobilization	Depth
Choguill	1996	Self-management, conspiracy, informing, diplomacy, dissimulation, conciliation, partnership, and empowerment	Depth
Borrini-Feyerabend & Borrini	1996	Actively consulting, seeking consensus, negotiating agreements, sharing authority and transferring authority and responsibility	Type
White	1996	Nominal, instrumental, representative and	Interest of

		transformative	stakeholder
Borrini-Feyerabend & Borrini	1997	Agency control, active consulting, seeking consensus, negotiating agreements, sharing authority, transferring authority and responsibility, and stakeholder control	Depth
Michener	1998	Planner-centered, state-centered and people-centered	Perception
Tosun	1999	Spontaneous participation, induced participation, and coercive participation	Type
Wilcox	2000	Information, consultation, deciding together, acting together, and supporting individual community initiatives	Depth
Kearney	2004	Lack of skills in community, traditional structure and ethos in organization, local political dynamics, dominance of professional culture, and lack of skills in organization	Barrier
Chilaka	2005	Needs assessment, community organisation, resource mobilisation, programme management and political commitment	Assessment
Berry et al.	2007	Contact with immediate household, contact with extended family, contact with friends, contact with neighbors, social contact with workmates, adult learning, religious observance, organised community activities, voluntary sector activity, giving money to charity, active interest in current affairs, expressing opinions publicly, community activism, political protest	Type
Draper, Hewitt & Rifkin (2010)	2010	Leadship, planning and management, women's involvement, external support for programme development, and monitoring and evaluation,	Assessment
Wang et al	2010	Participation level, participation approach, sense of participation, effect of participation, and local culture	Assessment
Nare et al.	2011	Information sharing, consultation, involvement, and empowerment	Type
Li et al.	2012	Uneven progress in the adoption of participatory mechanisms, risk of not meeting targets, and lack of confidence in public competence	Barrier

Besides, there are some other important factors of community participation which are stressed, such as coordination and self-help (Mulford & Klonglan, 1982; Deshler & Sock, 1985; Nikkhah & Redzuan, 2009). Although most of these models are not gotten specifically from tourism view, they can still be used as a theoretical basis for establishing an assessment model of community participation in tourism (Leksakundilok, 2004). Taking the nature of red tourism and the common factors of community participation in these models into consideration, the preliminary assessment indicators in this research were identified: motivation of participation, depth of participation, range of participation, variety of participation, benefit sharing, education/training, information support, and preferential policy (Table 3).

Methodology

Baoding, located at the west-central portion of Hebei province in North China, bordering the nation's capital, Beijing (Wikipedia, 2011) (Figure 1 (a) and Figure 1 (b)). Baoding is one of the most representative red tourism destinations in China with more than 40 red tourist sites renown at home and abroad, accounting for 25% of the total amount in Hebei province (BTA & TRCHU, 2005), such as Langyashan Scenic Area and Tunnel Warfare relics. Tourism planner in China, as one of important stakeholders particularly at the initial stage of tourism development, is capable of analyzing the tourism effects and anticipating the development tendencies from more than one scale (the spatial, the socioeconomic, and obviously the environmental) based on their profound theoretical knowledge in one or two specific fields (Russo & Van Der Borg, 2002), because most of them are university academics or lectures with different academic backgrounds (Lai, Li, & Feng, 2006). Baoding has just one tourism planning institution with the official qualification, Tourism Research Centre of Hebei University (HBUTRC). The planning centre, established in 2007, has 11 regular tourism planners and 4 nominal planners so far. Because of tourism planner's unparalleled advantages in assessing community participation in red tourism, this research was implemented based on the attitudes of the total 15 tourism planners in Baoding (11 "full" tourism planners and 4 "partial" tourism planners). Specifically speaking, four steps were designed to establish the complete assessment model of community participation in red tourism.

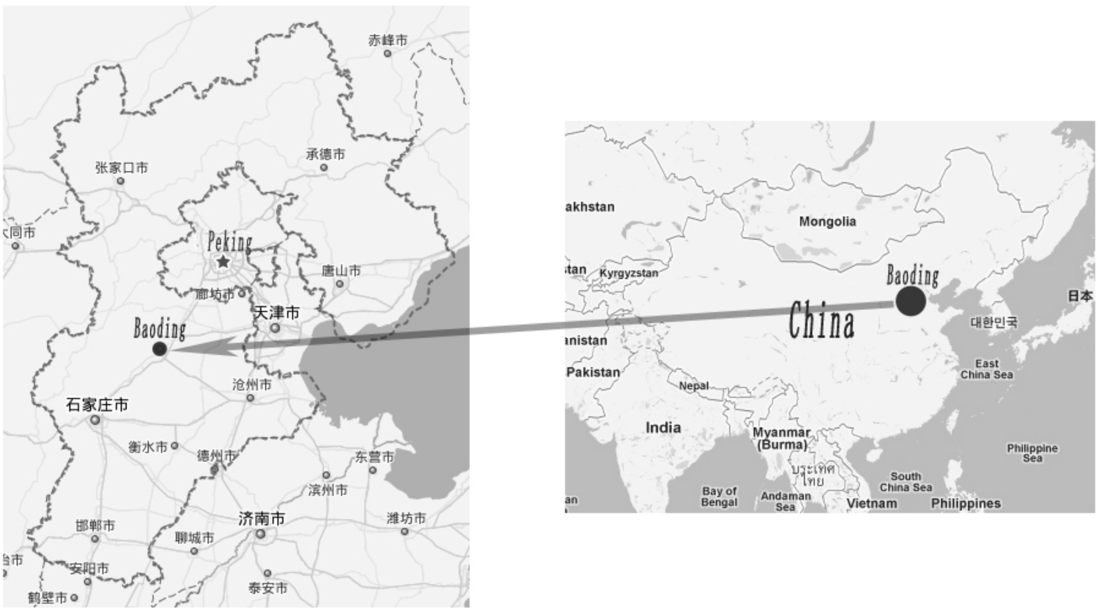

Figure 1 (a). Baoding Location in Hebei Province; **Figure 1 (b)**. Baoding Location in China

Determining Assessment indictor by Delphi Technique

In order to further probe into the suitability and effectiveness of the six preliminary assessment indicators of community participation in red tourism, Delphi Technique was used by sending questionnaires on line to the 15 tourism planners back to back. The planners were asked to score every indicator from 1 (most unimportant) to 10 (most important). The indicators with less 7 of average score will be cancelled because of the lower importance (Lv et al., 2007).

Variation coefficient (CV) is the variable used to measure the agreement degree in group analysis. The formula is as follow:

$CV = \sigma \div \mu$ (σ stands for standard deviation; μ stands for mean) (1)

If CV of some indicator is more than 0.3, the indicator will be cancelled also because these planners don't reach an accepted agreement among them about the suitability of the indicator (Chang et al., 2002).

From Table 3, motivation of participation and the new indicator "preferential policy" were excluded from the final assessment system due to the low average (less 7) or the big variation coefficient (over 0.3). Meanwhile, depth of participation, benefit sharing, and range of participation were deemed as the most important three indicators on account of its higher average score during the two round surveys.

Table 3. The Average Score and Variation Coefficient of the Indicators by Delphi Method

Indicator	**First Round**		**Second Round**	
	Average	**CV**	**Average**	**CV**
Motivation of participation①	6.133	0.205	---	---
Depth of participation	8.667	0.109	8.933	0.096
Range of participation	8.400	0.095	8.467	0.095
Variety of participation	8.067	0.115	8.133	0.126
Benefit sharing	9.067	0.094	8.867	0.091
Education/training	8.334	0.113	8.067	0.106
Information support	7.333	0.209	7.267	0.198
Preferential policy②	---	---	5.533	0.355

Notes:

① The indicator was cancelled in the second survey due to the low average score (6.133 ≤ 7).

② The indicator was proposed in the first round survey. However, it was cancelled after the second round because of the low average (5.533 ≤ 7) and the big variation coefficient (0.355 ≥ 0.3)

Measuring Pair-Wise Comparative Weight by Analytic Hierarchy Process

Analytic Hierarchy Process (AHP) is a method for multicriteria decision and analysis (Saaty, 1990), incorporating both qualitative and quantitative criteria into the same decision making process (Wedley, 1990) with pair-wise comparisons between criteria. In this research, AHP was used to measure the weight of these indicators. First, the 15 planners were asked to make a series of pair-wise comparisons among these six indicators from 1/9 (extremely not preferred) to 9 (extreme preferred). Second, the consistencies of all questionnaires were testified by the mathematics functionality $CR = CI / RI$ (CI the coincident index; RI average random consistency; CR the consistency ratio). According to the definition of

Table 4. The Pair-Wise Score List According to the Averages

Community participation in red tourism	Depth of participation	Range of participation	Variety of participation	Benefit sharing	Education	Information
Depth of participation	1	2	3	1	4	9
Range of participation	1/2	1	2	1/2	2	4
Variety of participation	1/3	2	1	1/3	2	4
Benefit sharing	1	1/2	3	1	3	8
Education/training	1/4	1/2	1/2	1/3	1	3
Information support	1/9	1/4	1/4	1/8	1/3	1

Saaty (1990), if $CR < 0.10$, the consistency of the matrix can be accepted. In this research, just 12 questionnaires could pass the consistency test. Third, Geometric Arithmetic Average Method was used to calculate the averages of these indicators in the 12 questionnaires. And then, a new series of the pair-wise score was given to the six indicators from 1/9 to 9 according to these averages (Table 4).

Finally, these new pair-wise scores were conducted by Expert Choice 2000 to calculate the respective weight of the six indicators (Table 5). Thereinto, depth of participation, benefit sharing, range of participation, and variety of participation were regarded more important because of their higher weights (≥ 0.1) than education/training and information support (≤ 0.1).

Table 5. The Assessment Weight System of Community Participation in Red Tourism

Indicator	Depth of participation (I_d)	Range of participation (I_r)	Variety of participation (I_v)	Benefit sharing (I_b)	Education / training (I_e)	Information support (I_s)	CR
Weight (w_i)	0.313	0.163	0.114	0.294	0.082	0.033	0.01
Angle (θ_i)	112.68	58.68	41.04	105.84	29.52	11.88	---

Notes: The consistency of the matrix can be accepted because CR is less than 0.1.

Establishing Assessment Model by Radar Graph

Radar Graph is an effective graphical method to display multiples variables just in a simpler two-dimensional form (Wikipedia, 2011). In Radar Graph, the larger area means a bigger overall advantage of the assessment objective and vice versa. In a context of certain fixed area, a short perimeter means the statistics of all indicators are apt to the same and the development of the assessment objective is more balanced and coordinative. However, the area and perimeter of the same objective will changed accordingly if the arrangement order of the assessment indicators is changed, even if the same assessment system is used (Li, 2010).

In order to eliminate the influence on assessment result from arrangement order, the weights of indicators were transformed into the corresponding angles in Radar Graph by using the formula $\theta_i = 360 w_i$ (Table 4 and Figure 2) and the angular bisectrix was used as the axis of the according indicator (Li, 2010). Then, the respondents were asked to evaluate the community participation in the specific one or more red tourism sites by scoring the six indicators from 1 (extremely weak) to 5 (extremely excellent). Next, the mean of every indicator was marked on the 6 axises (dotted lines) of the indicators (Figure 3). Finally, all the six sides of angles (A, B, C, D, E, F) and the six axises of indicators (I_d, I_r, I_v, I_b, I_e, I_s) were connected together to form a polygon with 12 sides (Figure 5). Thus, a new radar graph staving off the influence from arrangement order was constructed, which could be used to discuss further the community participation in one or more red tourism sites.

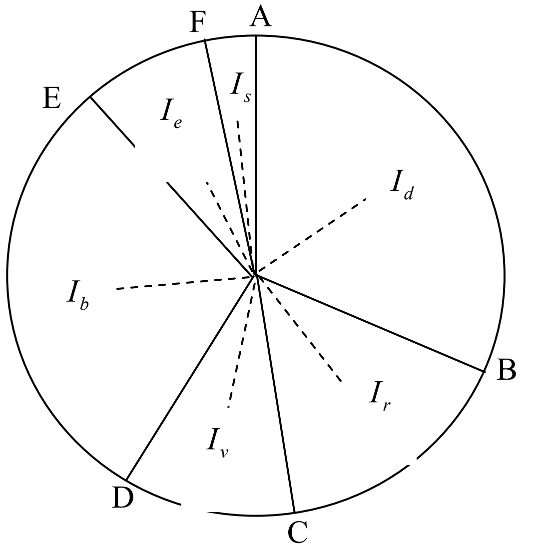

Figure. 2. The Transformed Angles from Weight

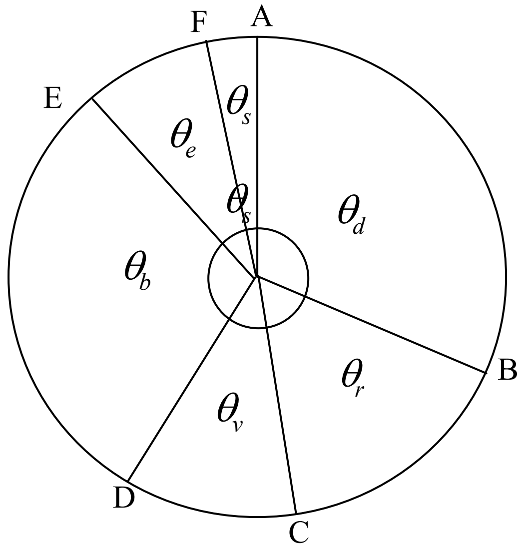

Figure. 3. The Axises of the Indicators

Designing a Grading System by Area Using Likert Scale Method

The area of the constructed polygon, consisting of the 12 triangle, reflects the overall advantage on community participation in red tourism. The specific calculation formula is:

$$S_{\triangle P} = \sum \begin{matrix} (S_{\triangle AOI_d} + S_{\triangle oI_dOB} + S_{\triangle BOI_r} + S_{\triangle I_rOC} + S_{\triangle COI_v} + S_{\triangle I_vOD} \\ + S_{\triangle DOI_b} + S_{\triangle I_bOE} + S_{\triangle EOI_e} + S_{\triangle I_eOF} + S_{\triangle FOI_i} + S_{\triangle I_iOA}) \end{matrix} \qquad (2)$$

Since, if two sides (a and b) and the intersection angle (θ_c) were known, the triangle area could be calculated by the formula $A_{\triangle abc} = 2ab\sin\theta_c$. Thus, the formula (2) could be transformed into,

$$S_{\triangle P}' = \sum \begin{matrix} (2AI_d \sin\theta_{2/d} + 2I_dB\sin\theta_{2/d} + 2BI_r \sin\theta_{2/r} + 2I_rC\sin\theta_{2/r} + \\ 2CI_v \sin\theta_{2/v} + 2I_vD\sin\theta_{2/v} + 2DI_b \sin\theta_{2/b} + 2I_bE\sin\theta_{2/b} + \\ 2EI_e \sin\theta_{2/e} + 2I_eF\sin\theta_{2/e} + 2FI_i \sin\theta_{2/i} + 2I_iA\sin\theta_{2/i}) \end{matrix} \qquad (3)$$

Since the range of scoring the indicators was from 1 to 5, the values of A, B, C, D, E, F were the same, 5. Hence, the formula (3) could be transformed into,

$$S_{\square P}'' = \sum 20 \times (I_d \sin\theta_{2/d} + I_r \sin\theta_{2/r} + I_v \sin\theta_{2/v} + I_b \sin\theta_{2/b} + I_e \sin\theta_{2/e} + I_i \sin\theta_{2/i}) \quad (4)$$

Meanwhile, because the score survey adopted Likert-Scale five-point method, the area could be classified into 5 grades based on the assumption that 1, 2, 3, 4, and 5 were respectively chosen as the indicators' score by respondents. Thus, the specific value of the 5 grades could be figured out very precisely by using formula (4) since the angles were known. Specifically, the top grade $S_{\square P}^{5}$ was,

$$S_{\square P}^{5} = \sum 20 \times (5\sin\theta_{56.34} + 5\sin\theta_{29.34} + 5\sin\theta_{20.52} + 5\sin\theta_{52.92} + 5\sin\theta_{14.76} + 5\sin\theta_{5.94})$$

$$= 100 \times (0.832341+0.489991+0.350534+0.798005+0.254771+0.103591)$$

$$=282.9233$$

The computational progress was repeated to calculate $S_{\square P}^{4}$, $S_{\square P}^{3}$, $S_{\square P}^{2}$, $S_{\square P}^{1}$ by putting respectively score, 4, 3, 2, 1, into formula (4), namely 226.33864, 169.75398, 113.16932, 56.58466. So the grading system by area could be established to evaluate the whole advantage of community participation in red tourism (Table 6).

Table. 6. The Grade System in Term of the Whole Advantage

Grade by area		**Range of area**
Grade 5	Extremely excellent	(226.33864, 282.9233]
Grade 4	Excellent	(169.75398, 226.33864]
Grade 3	Moderate	(113.16932, 169.75398]
Grade 2	Weak	(56.58466, 113.16932]
Grade 1	Extremely weak	(0, 56.58466]

Designing a Grading System by the Ratio between Perimeter and Area by Using Likert Scale

Assuming the area of Radar Graph is fixed, the length of perimeter can reflect the balanced and coordinative degree of the development (Li, 2010). In this research the ratio between perimeter and area was adopted to probe in the balanced degree of community participation in red tourism. Specifically speaking, smaller ratio meant more balanced development of community participation in red tourism. The perimeter of the polygon was constituted with the 12 sides. According to the cosines law of triangle $c=\sqrt[2]{a^2+b^2\text{-}2ab\cos c}$, the perimeter could be calculated by the formula below,

$$
\begin{aligned}
L_{\square P} &= \sum(l_d + l_r + l_v + l_b + l_e + l_i) \\
&= \sum(\sqrt[2]{A^2 + I_d^{\,2} - 2AI_d \cos\theta_{2/I_d}} + \sqrt[2]{I_d^{\,2} + B^2 - 2I_d B\cos\theta_{2/I_d}} + \sqrt[2]{B^2 + I_r^{\,2} - 2BI_r \cos\theta_{2/I_r}} + \\
&\sqrt[2]{I_r^{\,2} + C^2 - 2I_r C\cos\theta_{2/I_r}} + \sqrt[2]{C^2 + I_v^{\,2} - 2CI_v \cos\theta_{2/I_v}} + \sqrt[2]{I_v^{\,2} + D^2 - 2I_v D\cos\theta_{2/I_v}} + \\
&\sqrt[2]{D^2 + I_b^{\,2} - 2DI_b \cos\theta_{2/I_b}} + \sqrt[2]{I_b^{\,2} + E^2 - 2I_b E\cos\theta_{2/I_b}} + \sqrt[2]{E^2 + I_e^{\,2} - 2EI_e \cos\theta_{2/I_e}} + \\
&\sqrt[2]{I_e^{\,2} + F^2 - 2I_e F\cos\theta_{2/I_e}} + \sqrt[2]{F^2 + I_s^{\,2} - 2FI_s \cos\theta_{2/I_s}} + \sqrt[2]{I_s^{\,2} + A^2 - 2I_s A\cos\theta_{2/I_s}})
\end{aligned} \tag{5}
$$

Since the range of scoring the indicators was from 1 to 5, and the values of A, B, C, D, E, F were the same value, 5. Hence, the formula (5) could be transformed into,

$$
\begin{aligned}
L_{\square P}'' = 2\sum(&\sqrt[2]{25 + I_d^{\,2} - 10I_d \cos\theta_{2/I_d}} + \sqrt[2]{25 + I_r^{\,2} - 10I_r \cos\theta_{2/I_r}} + \sqrt[2]{25 + I_v^{\,2} - 10I_v \cos\theta_{2/I_v}} + \\
&\sqrt[2]{25 + I_b^{\,2} - 10I_b \cos\theta_{2/I_b}} + \sqrt[2]{25 + I_e^{\,2} - 10I_e \cos\theta_{2/I_e}} + \sqrt[2]{25 + I_s^{\,2} - 10I_s \cos\theta_{2/I_s}})
\end{aligned} \tag{6}
$$

Next, similarly to the calculation process of grade system by area, $L^5_{\square P}$, $L^4_{\square P}$, $L^3_{\square P}$, $L^2_{\square P}$, $L^1_{\square P}$ were calculated by respectively putting 5, 4, 3, 2, 1 into formula (6) as the indicators' score. The computed results were 30.58583 ($L^5_{\square P}$), 30.86098 ($L^4_{\square P}$), 35.3237 ($L^3_{\square P}$), 42.1596 ($L^2_{\square P}$), and 50.55075 ($L^1_{\square P}$). Thus, the ratio between perimeter and area $R^n_{\square P}$ could be calculated using the formula below,

$$
R^n_{\square P} = \frac{L^n_{\square P}}{S^n_{\square P}} \quad \text{(n=5, 4, 3, 2, 1)} \tag{7}
$$

If the scores in the axises were no more than the centre point value (Figure 4), that was $L_{I_d} \le L_{OM}$, as the scores increases, $R^n_{\square P}$ became much smaller because of the smaller $L^n_{\square P}$ and bigger $S^n_{\square P}$. If the score was over the centre point value L_{OM}, $R^n_{\square P}$ still kept a downward trend with the rising of the scores, although $L^n_{\square P}$ became bigger. This was because the increasing rate of perimeter $R^{Perimeter}_{\square P}$ was less than that of area $R^{Area}_{\square P}$ on the condition of $L_{I_d} > L_{OM}$.

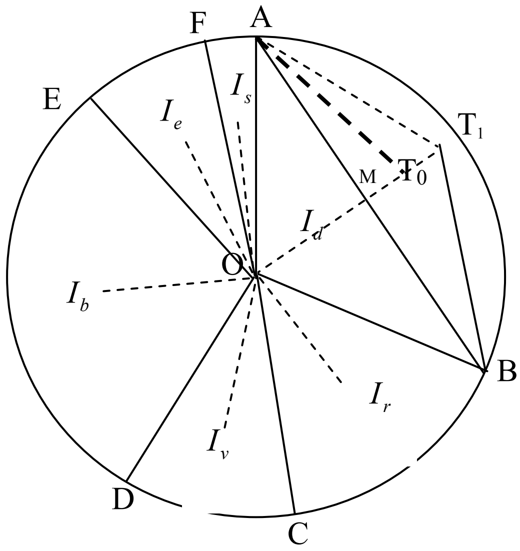

Figure.4. The Angles in Radar Graph

In order to testify this assumption on the condition of $L_{I_d} > L_{OM}$, only one triangle was enough to prove conformity with the assumption, since the polygon consisted of the 12 triangle. So $\triangle AOT$ was chosen randomly to calculate the increasing ratio $R^{P_r/A_r}_{\triangle AOT}$ of $R^{Perimeter}_{\triangle AOT}$ to $R^{Area}_{\triangle AOT}$. The specific verification process was as follow,

$$R^{P_r/A_r}_{\triangle AOT} = \frac{R^{Perimeter}_{\triangle AOT_1} - R^{Perimeter}_{\triangle AOT_0}}{R^{Area}_{\triangle AOT_1} - R^{Area}_{\triangle AOT_0}} = \frac{\left. L_{AT_1} - L_{AT_0} \middle/ L_{AT_0} \right.}{\left. S_{\triangle AOT_1} - S_{\triangle AOT_0} \middle/ S_{\triangle AOT_0} \right.}$$

$$= \frac{\dfrac{\sqrt[2]{L_{AO}{}^2 + L_{OT_1}{}^2 - 2L_{AO}L_{OT_1}\cos\theta_{AOT_1}} - \sqrt[2]{L_{AO}{}^2 + L_{OT_0}{}^2 - 2L_{AO}L_{OT_0}\cos\theta_{AOT_0}}}{\sqrt[2]{L_{AO}{}^2 + L_{OT_0}{}^2 - 2L_{AO}L_{OT_0}\cos\theta_{AOT_0}}}}{\dfrac{2L_{AO}L_{OT_1}\sin\theta_{AOT_1} - 2L_{AO}L_{OT_0}\sin\theta_{AOT_0}}{2L_{AO}L_{OT_0}\sin\theta_{AOT_0}}}$$

Since $\theta_{\triangle AOT_1}\theta_{\triangle AOT_0} = 2/I_{2/d} = 56.34$, $L_{OA} = 5$, $R^{P_r/A_r}_{\triangle AOT} = \dfrac{\sqrt[2]{\dfrac{25 + L_{OT_1}{}^2 - 5.54263L_{OT_1}}{25 + L_{OT_0}{}^2 - 5.54263L_{OT_0}}} - 1}{\dfrac{L_{OT_1}}{L_{OT_0}} - 1}$.

Furthermore, $L_{OT_1} > L_{OT_0} > 1$, $\left(\sqrt[2]{\dfrac{25 + L_{OT_1}{}^2 - 5.54263L_{OT_1}}{25 + L_{OT_0}{}^2 - 5.54263L_{OT_0}}} - 1\right)$ and $\left(\dfrac{L_{OT_1}}{L_{OT_0}} - 1\right)$ were all more than 1. Because, on this condition, $1 < \sqrt[2]{\dfrac{25 + L_{OT_1}{}^2 - 5.54263L_{OT_1}}{25 + L_{OT_0}{}^2 - 5.54263L_{OT_0}}} < \dfrac{L_{OT_1}}{L_{OT_0}}$, the increasing ratio $R^{P_r/A_r}_{\triangle AOT} < 1$. That was when $L_{I_d} > L_{OM}$, as the scores increases, $R^{n}_{\triangle P}$ still became much smaller, similar with the trend on the condition of $L_{I_d} \le L_{OM}$, even if $L^{n}_{\square P}$ became larger.

Based on the computed results by formula (7), the grading system by the radio between perimeter and area could be established to evaluate the balanced and coordinative degree of community participation in red tourism (Table 7).

Table. 7. The Grade System in Term of Balanced Degree

Grade by radio between perimeter and area		**Range of radio between perimeter and area**
Grade 5	Extremely excellent	(0, 0.108106]
Grade 4	Excellent	(0.108106, 0.136349]
Grade 3	Moderate	(0.136349, 0.208088]
Grade 2	Weak	(0.208088, 0.372536]
Grade 1	Extremely weak	(0.372536, 0.893365]

Application of Case

As one of the most representative red tourism destination in China, Baoding was chosen as a case to apply this community participation model of red tourism. The 15 tourism planners from Baoding City were asked to score the 6 indicators of community participation in red tourism back to back. Then, the averages of these indicators were calculated. The specific rank order is I_b(3.533333) > I_d(3.466667) > I_r(3.4) > I_s(3.133333) > I_v(2.733333) > I_e(2.533333) (Figure 5). In other words, the performance in benefit sharing (I_b), depth of participation (I_d), range of participation (I_r), and information support (I_s) were more excellent than the other aspects: variety of participation (I_v) and education / training (I_e).

Furthermore, the whole advantage of the community participation in red tourism in Baoding could be reflected by the area of the polygon $S^{Baoding}_{\square P}$ in the Figure 5. Specifically, the area could be calculated by using the formula (4),

$$S^{Baoding}_{\square P} = \sum 20 \times (I_d \sin\theta_{2/d} + I_r \sin\theta_{2/r} + I_v \sin\theta_{2/v} + I_b \sin\theta_{2/b} + I_e \sin\theta_{2/e} + I_i \sin\theta_{2/i})$$

$$= \sum \begin{matrix} 20 \times (3.466667 \sin\theta_{56.34} + 3.4 \sin\theta_{29.34} + 2.733333 \sin\theta_{20.52} + 3.533333 \sin\theta_{52.92} + \\ 2.533333 \sin\theta_{14.76} + 3.133333 \sin\theta_{5.94}) \end{matrix}$$

$$= 185.962$$

So because $S^{Baoding}_{\square P}$ was in the range of (169.75398, 226.33864], the whole community participation of red tourism in Baoding could be regarded as excellent according to the grade system listing in Table 6.

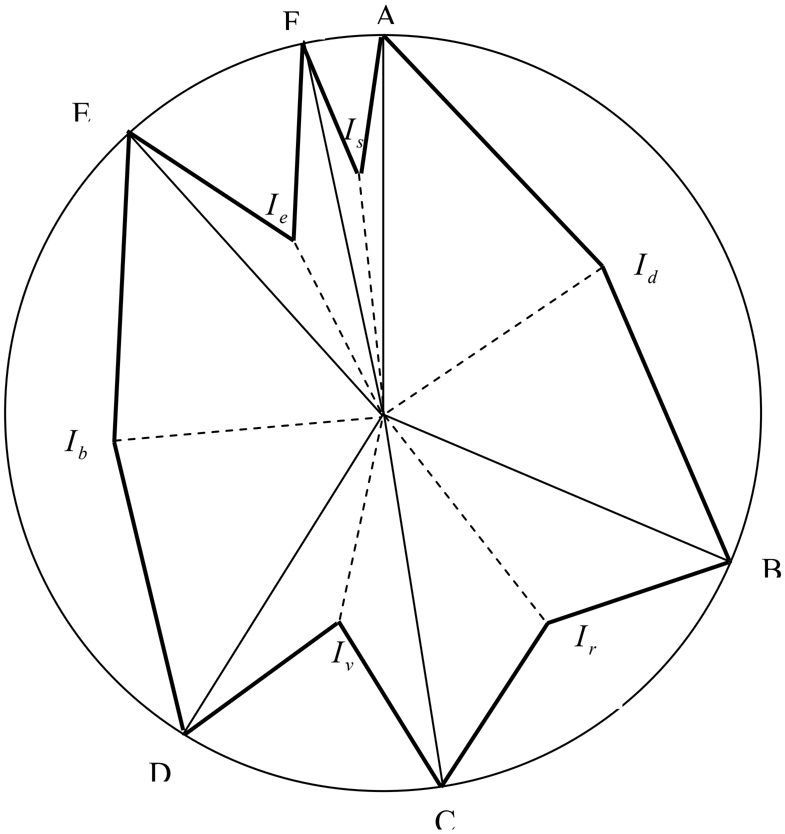

Figure 5. The Assessment Radar Graph of Community Participation in Red Tourism in Baoding

Furthermore, the balanced and coordinative degree of the community participation in red tourism in Baoding could be reflected by the ratio between perimeter and area ($R_{\square P}^{Baoding}$). Before calculating this ratio, the perimeter of the polygon ($L_{\square P}^{Baoding}$) in the Figure 5 should be computed first. Specifically, the perimeter could be calculated by using the formula (6),

$$
\begin{aligned}
L_{\square P}^{Baoding} &= 2\sum(\sqrt[2]{25+I_d^{\,2}-10I_d\cos\theta_{2/I_d}}+\sqrt[2]{25+I_r^{\,2}-10I_r\cos\theta_{2/I_r}}+\sqrt[2]{25+I_v^{\,2}-10I_v\cos\theta_{2/I_v}}+\\
&\sqrt[2]{25+I_b^{\,2}-10I_b\cos\theta_{2/I_b}}+\sqrt[2]{25+I_e^{\,2}-10I_e\cos\theta_{2/I_e}}+\sqrt[2]{25+I_s^{\,2}-10I_s\cos\theta_{2/I_s}})\\
&=2\sum(4.219399+2.63083+2.621466+4.022553+2.630667+1.911199)\\
&=36.07223
\end{aligned}
$$

In addition, the area ($S_{\square P}^{Baoding}$) was known, 185.962, so the ratio between the perimeter and the area of community participation in red tourism in Baoding could be calculated by using formula (7),

$$
R_{\square P}^{Baoding}=\frac{L_{\square P}^{Baoding}}{S_{\square P}^{Baoding}}=\frac{36.07223}{185.962}=0.1939763500069907
$$

Because $R_{P}^{Baoding}$ is in the range of (0.136349, 0.208088], the balanced degree of community participation of red tourism in Baoding was moderate according to the grade system listing in Table 7.

Discussion and Conclusion

Red tourism is one of the special theme tourisms in China, with many benefits mainly in patriotic education, poverty alleviation, and spiritual civilization construction. However, the shortage of community participation severely has been hindering the red tourism development in China. To solve the problem, assessing the degree of community participation shall be studied, as the prerequisite. Unluckily, though there are many community participation models, each model can not been applied directly into tourism field. This research constructed the preliminary assessment indicators system of community participation based on reviewing the related literatures on red tourism and community participation. Then, Delphi Technique, Analytic Hierarchy Process, and Likert Scale Method were used to establish the final assessment model of community participation in red tourism.

Meanwhile, to display intuitively the multi-indicator assessment model, Radar Graph was used as the revealing form to show the final assessment model which basically consisted of depth of participation, range of participation, variety of participation, benefit sharing, education/training, and information support. The relative significance order was depth of participation > benefit sharing > range of participation > variety of participation > education/training > information support. After being applied into red tourism in Baoding, one of the most representative red tourism destinations in China, this model was testified that it could be generally extended to other red tourism destinations just after minor adjustment. So, given the remote location and poor economy of red tourism destinations, the proposed assessment model has much more practical significance and theoretical value to improve the community participation in red tourism, which is commonly regarded as the necessary way to sustainable development of tourism.

Furthermore, although this assessment model was established aiming to red tourism, it is of great reference meaning to assess community participation in other sectors of tourism. Additionally, the series of establishing method can provide the useful guidance on building an assessment model of tourism and other fields.

Acknowledgement

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Research in Ecotourism Success: Unraveling the Complexity

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Studies on ecotourism and its local community participation were a long discussed research topics and many academics agreed that there are many critical components for ecotourism success. It is also suggested that the success of ecotourism depends largely on the success of local community participation. Comprehensive insights into both of the development of indicators for success of local community participation and the success of ecotourism sites are still limited. The complexity of the stakeholders' characteristics with their own individual needs and motives usually resulted in various perceptions of success. The degree of complexity is highten when specific ecotourism sites and their involvement in ecotourism are factored-in while studying for more in-depth perception of success. This paper will outline the research that sets to interpret and develop the indicators for success of local community participation at ecotourism sites in Sabah where ecotourism concept has stated that local community participation is deemed a critical component in ecotourism operation, where the first research issue suggested a set indicators that were simplified and developed from the variety of stakeholders' perceptions and the ecotourism site's level of involvement. This has been done through qualitative approach using a combination of exploratory, plan and policies anlaysis and case studies as its methodologies that produced qualitative data and analysed through thematic clustering. The data were triangulated with respondents' validation and with multiple sources to established reliability and validity. The research concluded with outlining two sets of indicators and there are two issues discussed and proposed in this paper where further ecotourism research can unravel more complexity of ecotourism success issues that can benefit and may enhance the significance of this this study and able to take it to the next level. These are 1) measurement and applicability; and 2) cross culture differentiation in developing indicators.

Key words: ecotourism, success perception, research, complexity, indicators

Introduction

The ecotourism literature currently stresses that local business owners and local communities must be involved. In the general environment of the ecotourism industry, opportunities to involve rural communities in tourism have attracted

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attention, and raised many expectations (Epler Wood, 2002). Prior to the publication of the National Ecotourism Guidelines (Malaysia) in 1997, there were no guidelines available for local community participation in any ecotourism ventures or projects. In Malaysia, the local community participation concepts employed in the ecotourism industry are based on existing projects and programs in the agriculture and fisheries industries. The community participation process adopted various examples, practices and models, which includes precedence in other local industries or existing ones from other sites, national or/and international (National Ecotourism Plan, 1997). Nevertheless, many examples and practices do involve the local community to some extent. The Malaysian National Ecotourism Guidelines, as discussed in the plan and policy chapter, recognised that successful ecotourism required the creation and involvement of local stakeholders (individuals and communities), and emphasised on local investment and control in decision-making.

This research deals with complexity of developin the indicators for local community participation success. The complexity of developing the indicators are due to the data that derived from the data collected across five sites from four groups of stakeholders are presented. The five sites selected were Kampung Bavanggazo, Sukau, Batu Puteh, Kampung Rantai and Rafllesia Information Centre. The stakeholders selected belong to four groups, which are government and Non-Governmental Organisation (NGO), Business, Local Community and the tourists. The selection is based on the operational definition adapated from the World Conservation Union (1996).

> ‘Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations’.

The findings are presented based on a thematic cluster. Each of the indicators is clustered to its group based on the themes that emerge from the data. This categorized the indicators into more specific indicators, therefore manageable for analysis. These indicators will be the basis for indicators analysis following after that i.e. indicators by stakeholders, indicators by site and a combination of both. The general indicators are explored in-depth and justified through the linkage with site scenarios and case studies. The indicators are analysed based on variations within and between the groups of stakeholders and sites. The indicators are first analysed by stakeholders and then by site. Discussion of the indicators analysis is presented and concluded towards the end of the chapter. The analysis uses the logical sequence of stakeholders and site in addressing the issue of distinguishing the importance of each indicator. Further explanation is explored in the next section.

Methodology

The principal purpose of the indicators that are developed from this research is to help stakeholders learn how to assess the success of an ecotourism site. Stakeholders may use these indicators to develop practical ways to measure success, ensure efforts are justifiably spent, and appropriate strategies and activities are carried out. The stakeholders may be interested in learning the output of the activities and the outcome to the outputs in the short and long term.

The methodological approach is qualitative and the indicators are developed through the perception of the all relevant stakeholers to provide holistic view of success. The selection of sites started from the list of identified ecotourism areas in the National Ecotourism Masterplan. From the list, the number of valid research areas was reduced to five sites through systematic selection using the operational definition.

All of the research sites share the same characteristics i.e. type of attractions and activities where all these sites are involved in nature and culture, have local involvement, use eco-practices, and are protected. However, there are differences in the ownership. The local community runs Kampung Bavanggazo and Kampung Rantai ecotourism operations while Batu Puteh’s operation involves both the local community and NGOs. Sukau’s ecotourism operation is mainly run by the private sector and a government department runs the Rafflesia Information Centre. While these differences in the ownership are found in the pool of the study sites, this will not affect the results of the research as these sites share common characteristics more. The differences only provided insights on the success factor, whether the government, private sector or locally owned operation have differences in the degree of success. This will add more justification in terms of reliability of the results.

The findings are derived from interviews with three groups of stakeholders and a survey of a fourth, the tourists. They were chosen, as they are the groups that are involved in the industry and have, to some extent, some kind of involvement in the local community participation process. All data are triangulated through secondary data and respondent’s validation method.

Complexity of Researching Success in Ecotourism

Indicators are mainly used to measure information, which decision-makers may use to reduce the chances of unknowingly making poor decisions. Indicators should be able to reduce the wide range of potential information to a set of usable and meaningful measures of those factors important to the decision-maker. It is mentioned in the literature that indicators are not an end in themselves, but rather a vehicle for the better understanding of a phenomenon.

The research framework that stated that the indicators that are developed from this thesis are derived from the data collected across five research sites from four selected groups of stakeholders. The procedure is that each of the indicators derived from the interview and survey analysis is clustered in its group based on the themes that emerged from the data. These themes are the basis for indicator analysis and success analysis. The indicators will be further analysed based on its variations within and between the group of stakeholders and sites. Frameworks of analysis are presented in each result chapter.

Indicator identification raises the issue of the weight of the importance of each indicator. Depending on the data collection and the manner that the data were collected, the indicators’ importance can be based on the variables sequence. This sequence is developed through the interpretation on qualitative data. The main reason for this process to be employed lies in the disparity of the data collection from all respondents. Three groups of respondents suggested the indicators through interview while one group suggested them through survey. The data from interviews are put in a matrix based on the emerging themes. The data from the survey are clustered together based on common themes and put into groups. These themes are then translated into indicators. At this point, there is no rank of importance established for the indicators. In order to put its rank of importance, the logical sequence of variables is used. These logical sequences are used both in analysing the success indicators for local community participation and ecotourism in this chapter and the next chapter.

The indicators analysis needs to employ a logical sequence of variables to establish the rank of importance for each indicator. There are two important variables involved here. They are stakeholders and sites. The first variable, the stakeholders, are sequenced based on each stakeholder's involvement and how much they are affected in the local community participation process. The top of the sequence is the stakeholder that has the most involvement and is most affected by local community participation and ecotourism. The end of the sequence is the group that has the least involvement and is least affected by local community participation and ecotourism. The sequence of stakeholders (Figure 1) is as follows:

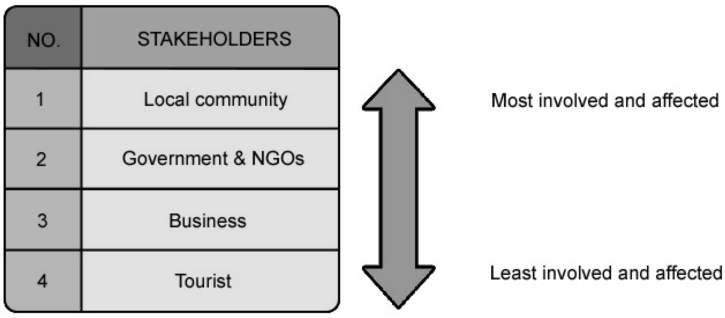

Figure 1. Stakeholder's Sequence
Source: Pengiran Bagul, 2009

The second variable, the sites, are sequenced based on the initiative of local community participation in ecotourism. The top of the sequence is where the local community owned and operated the site and ends with the site that the local community has the least involvement. The sequence for the sites (Table 1) is as follows:

Table 1. Site Sequence.

No.	Sites	Initiatives
1	Kampung Bavanggazo	Owned and managed by local community
2	Batu Puteh	Managed by local community with an international NGO and government with high stake for local community
3	Rantai	Managed by local community with local NGO
4	Sukau	Dominated by business with some local community involvement and initiatives
5	Rafflesia Information Centre	Run by the government with a handful of local community workers

Source: Pengiran Bagul (2009)

The sequences clarify issues that relate to indicators such as establishing the importance of indicators, the variations between stakeholders and sites and variations between the groups of stakeholders. The principal purpose of the indicators, which are developed from this research, is to help stakeholders learn how to view the outcome of local community participation efforts. The entire process is anchored in this research that determined the ways in which stakeholders define success in the local community participation efforts. Stakeholders may use these indicators to develop practical ways to measure progress. This is to ensure that their resources were justifiably spent and that appropriate activities were carried out.

Research Findings

As mentioned before, qualitative data analysis done at this stage is based on fieldwork data. Supplementary data were gathered from qualitative observations. Based on the data analysis, the results were then systematically interpreted and a thematic framework produced (Boyatzis, 1998). At the end of the chapter, the results are further elaborated by identifying the interrelationship among the results to address the research issues set out in the methodology section.

There are two important notes that must be taken into consideration concerning the results from the analysis process. They are:

1. Overlaps and similarities in the responses from the stakeholders in two questions:
   - What is your understanding of success of local community participation in ecotourism?
   - What are the success/failure factors for the local community participation in ecotourism?
2. Overlaps between indicators for the success of local community participation and indicators for the success of local ecotourism sites. These overlaps occurred because of these factors:
3. The question to respondents on success indicators and the question on factors for success are very similar. Many respondents repeated their answers for both questions.
4. Many respondents feel that some indicators for local community participation contributed to ecotourism site success.

This has affected the results of the data and there should be some grey areas where both indicators are overlapping. This can be explained, as local participation is a subset of ecotourism in this context. This issue has been identified as limitations in this research.

Based on the primary data collected from the field, the indicators can be divided into three groups. The first group is the indicators based on themes. These are indicators that have been identified from the data obtained from all stakeholders and all sites. They are clustered into emerging themes. These themes are developed first to assist in the next step of identifying specific indicators by stakeholder and site. The second group of indicators is based on stakeholders. These are indicators specifically mentioned by each stakeholder as indicating the success of local community participation in general. Some of the responses also include indicators that are referring to a specific site or sites. The summary of indicators by stakeholders is divided into four groups who are the major respondents of this research. The third group of indicators is the site-specific indicators. These are indicators that the respondents refer specifically to the five research sites. The analysis from the case studies is included to present what contributes to the development of success indicators.

The fieldwork has resulted in much useful primary data for interpreting the success of local community participation. It also provided first-hand information and impression of the actual local community participation process. Based on the fieldwork, there is strong evidence of local community participation in all research sites. However, the level of participation of the community differs from site to site and is mainly dependent on who is running the site.

Indicators by Themes

As a result of the analysis, there are 15 indicators that have been identified in the primary data (Table 1). At this stage, these indicators are general in nature and clustered into themes. These indicators are the basis for the other groups of indicators that are analysed later in this chapter. The indicators presented in this section have been clustered based on emerging themes. It does not follow any type of sequence system, as there is no rank of importance established for each indicator. This is also to avoid confusion and overlapping of the analysis process in later sections. This section is basically documenting the indicators that emerged from all sources.

Table 1. Key Indicators from Primary Data.

	Local Community Participation success Indicators
1	Visible community involvement and commitment
2	Benefits received
3	High number of tourists visiting
4	Higher level of participation
5	Improvement in standard of living/ more progressive
6	Increase in capital /finance/revenue
7	Improvement in local economy
8	Conservation and promotion of culture
9	Attractiveness of the site
10	Conservation of the environment
11	Development of infrastructure / site enhancement
12	Community development
13	Independent community
14	Happy and motivated community
15	Good understanding of ecotourism

Source (Pengiran Bagul, 2009)

Indicators by Stakeholders

The research revealed that out of 15 indicators, the local community suggested 10 of them. Both government and NGOs groups suggested nine indicators and the business group came up with the least indicators, only four. The tourists suggested seven indicators. These are illustrated in Figure 4.

The analysis revealed that the type of stakeholders determined the content and perspective of the indicators suggested. Each stakeholder group has both similar and different context of indicator content but they are not totally dissimilar. Therefore it is further justified to cluster them together. The latter part of the analysis revealed the perspective of each stakeholder on their motives and how they view the indicators by analysing what they do not include as success indicators. It also reinforced the fact that each stakeholder is an individual, while all of them have similar opinions on what constitutes success for local community participation.

THEMES AND RESPONDENTS	LOCAL COMMUNITY	GOVERNMENT AND NGOS	BUSINESS	TOURISTS
Visible community involment & commitment	☆	☆	☆	☆
Improvement in standard of living/ More progressive	☆	☆	☆	
Increase in capital/ Finance/ Revenue	☆	☆	☆	
Benefits received	☆	☆		☆
High number of tourists visiting	☆	☆		☆
Higher level of participation	☆	☆		☆
Conservation and promotion of culture	☆			☆
Improvement in local economy		☆		☆
Conservation of the environment	☆			
Development of infrastructure/ Site enhancement	☆			
Community development	☆			
Independent community		☆		
Happy and motivated community		☆		
Good understanding of ecotourism			☆	
Attractiveness of the site				☆

Figure 4. Indicators by Stakeholders
Source: Pengiran Bagul (2009)

Indicators by Site

Based on the analysis of indicators by sites, the rank of importance can be established as in Figure 5. The schedule shows an arrangement based on the logical sequence of the sites as proposed in the chapter on analytical framework. It gives rank of importance to each indicator based on the sequence and frequencies of responses given by stakeholders. The schedule suggests that there are two most important indicators, which are visible community involvement and commitment, and benefits received by the local community. It also suggested that the least important indicator is independent community. The indicators that are site specific are illustrated in Figure 5.

There are not many differences in the indicators by sites. The number of indicators suggested by each site ranges from five to nine, while the number of thematic clusters on the indicators from each site are evenly distributed. Little differences suggest that each site has similar experience in its local community participation process; therefore there are similar ideas on what success should be for local community participation.

THEMES AND SITES	KAMPUNG BAVANGGAZO	BATU PUTEH	KAMPUNG RANTAI	SUKAU	RAFFLESIA INFORMATION CENTRE
Visible community involment & commitment	☆	☆	☆	☆	☆
Benefits received	☆	☆	☆	☆	☆
Conservation of the environment	☆		☆	☆	☆
Conservation and promotion of culture	☆	☆	☆		
High number of tourists visiting	☆	☆		☆	
Improvement in standard of living/ More progressive	☆	☆			
Development of infrastructure/ Site enhancement	☆		☆		
Attractiveness of the site	☆				☆
Community development		☆		☆	
Higher level of participation	☆				
Independent community					☆

Figure 5. Indicators by Site

All the sites share two success indicators, which are visible community involvement and commitment, and benefits received. This shows that all sites suggested that these two indicators are important to their local community participation. A commonality like this suggested that these indicators are applicable to all sites, and own general traits that can easily be applicable to other sites. The idea of visible community involvement and commitment, and benefits received are the essentials for any local community participation project (Scheyvens, 2002). The most obvious involvement in all the sites is the employment of the local community. Indicators that is relevant to the community and their well being dominate all sites. This shows that the local community participation success is very much dependent on the focus to the locals and their well being that comes out with their participation.

Discussion

With further examination of the key indicators from the primary data, all of the indicators can be further subdivided into three sub-clusters based on the indicators' nature of characteristics. The first cluster is a group of indicators that are related to the community and its well being. The second cluster is a group of indicators that are related to the business aspects of ecotourism. The third cluster is a group of indicators that are related to the environmental aspects of ecotourism.

The first cluster, where the indicators are related to the community and its well being, includes visible community involvement and commitment, benefits received, higher level of participation, improvement in standard of living/more progressive, conservation and promotion of culture, community development, independent community, a happy and motivated community and good understanding of ecotourism. The second cluster, where the indicators are related to the business aspects of ecotourism, include high number of tourists visiting, increase in capital/finance/revenue and improvement to the local economy. The third cluster, where the indicators are related to the environmental aspects of ecotourism, include attractiveness of the site, conservation of the environment and development of infrastructure/site enhancement.

The themes for local community participation success do not just cover the essential elements of ecotourism, i.e. conservation and well being of the local community, but extend to other aspects such as community development and business practices. This suggests that the practice of ecotourism and its perception of success are broader and go beyond the theoretical definition. However, from Figure 6.4, it is clear that the community and its well being issues are deemed more important by the respondents than business and environment based on the number of indicators. These sub-clusters are used in the analysis of the indicators.

Conclusion

A set of success indicators for local community participation is the outcome from this research. The data collected from the field has suggested 15 general indicators that are useful as a base data for further development of indicators. The analysis of the indicators by theme revealed that there are three clusters of indicators. The first group is related to the community and its well being. The second group is related to the business side of ecotourism. The third group is related to the environment side of ecotourism. The indicators that are related to the community and its well-being are visible community involvement and commitment, benefits received, higher level of participation, improvement in standard of living/more progressive, conservation and promotion of culture, community development, independent community, happy and motivated community, and good understanding of ecotourism. The indicators that are related to the business side of ecotourism are the high number of tourists visiting, increase in capital/finance/revenue, and improvement in local economy. Finally, the indicators that are related to the environment side of ecotourism are attractiveness of the site, conservation of the environment and development of infrastructure/site enhancement.

The most important success indicator determined by this research is the visibility of community involvement and their commitment towards local community participation efforts. This has been suggested through both analysis of indicators by stakeholder and site. Both rated this indicator as an indicator with the highest importance. This is also the only indicator that has been suggested by every stakeholder in every site! However, there are some indicators that are specific to certain stakeholders. This shows the relationship between what the stakeholders perceive as success based on their individual motives and the success of local community participation in general.

The analysis of indicators by stakeholder and site has come up with interesting results. Both have come up with their own rank of indicators that are based on the importance of each indicator. The indicator's importance is pre-determined using the logical sequence of stakeholders and sites based on prominent characteristics of both variables that contribute the most to local community participation. However, both ranks are not comparable to each other. This is where indicator importance can be seen through different perspectives. This research revealed that the size of the indicators contributed is based on how close the stakeholders are to the process of local community participation at the ecotourism site. Based on this analysis, the research revealed that, while all stakeholders are different and with different perspectives of the issues, the indicators contributed by them consist mainly of those relevant to the community and its well being with 'visible community involvement and commitment' as the strongest indicator.

The analysis by stakeholders revealed that the local community participation's indicators content is determined by the stakeholders. This result is further consolidated in the further analysis of the stakeholders where the analysis suggested that each of the stakeholders is different and has a different perspective of success where each perspective can be very exclusive to its own group. The research also revealed that the shared success indicators are the strongest indicators as they reflect every group's perspective. In this part of the analysis, the stakeholders agreed that 'visible community involvement and commitment' is the strongest indicator.

The analysis of indicators by site suggested that Kampung Bavanggazo local participation process has its concentration in the community, where many of the indicators that are specific to Kampung Bavanggazo mainly belong to the 'community and its well being' cluster. In Batu Puteh it is divided almost equally to 'community and its well being' and 'business' cluster. For Kampung Rantai and Sukau, the indicators mainly belong to the 'community and its well being', while for Rafflesia Information Centre, the indicators are divided almost equally to 'community and its well being' and 'environment cluster. This research suggests that the success indicators that are specific to the sites are mainly concerned on the community and the well-being of that community.

In conclusion, this research suggests that the indicators developed are still within the perspective of ecotourism. Based on the indicators' analysis framework, it is found that, while all stakeholders are different and hold different perspectives of success, the shared success indicators are the strongest indicators as every group agrees to it. The analysis of success indicators by both stakeholders and sites suggested that the success indicators that are specific to the sites are mainly concerned on the community and the well-being of that community, as many of the indicators contributed by them consist mainly of those relevant to that issues. This shows that the result of this analysis is consistent with the literature review and when compared to every angle of the analysis.

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Rural Revitalization: A Green Business Model of Volunteer Tourism Approach

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The idea of this paper is to suggest an alternative 'Operational Business Model' for rural revitalisation using a green economy approach of volunteer tourism. It attempted to foresee the possibility of volunteer tourist, tourism business and local community as a possible partner. Using successful example of volunteer tourism activities in Kampung Batu Puteh, Kinabatangan, Sabah, several question arise. Why and how there are connected? Then, what kind of relationship they are looking for to serve each other interest? Is that possible to have a form of 'mutual benefit' or agreement that can be translated into theoretical and operational business model? Operational relationship between business entity of (1) volunteer tourism organisation and NGO, and (2) volunteer tourism organisation and government, are well accepted in terms of it positive impact to the tourist and where the activities take place. However, less investigation given to understand the partnership between (3) volunteer tourism organisation (or volunteer tourism operator) with local community organisation (e.g. community co-operative) as a business entity-business entity's relationship in which local community have a control over how the business should be manage operate. This study provides early insight the different of the boundaries and operational method of the relationship. The focus of this paper is to discuss the possible innovation using trendy and new tourism for pro-poor rural development. The motivation of volunteer tourist and tourism business that involve local community as a business entity should be developed into theoretical and operational model. The willingness of the tourist to pay for volunteering activities has created a new culture of having leisure through knowledge-based services in order to serve their passion towards personal and physical challenges. While it is beginning to portray a better picture of what is happening, the knowledge on the capability of the model to be applied in similar area is relatively new and less understood.

Key word: volunteer tourism, rural revitalization, business model, green economy

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Introduction

The foundation of this paper is to expand the understanding of volunteer tourism potential toward rural development in terms of financial flow and business operation. Currently, the research is at the stage of identifying activities preferable to the the volunteer tourists and the cost involved during their visitation in the selected study area. The data has been analysed using Value Chain Analysis (VCA) as a framework of methodology in which the result will building up the theoretical model of volunteer tourism for the benefit of the local community.

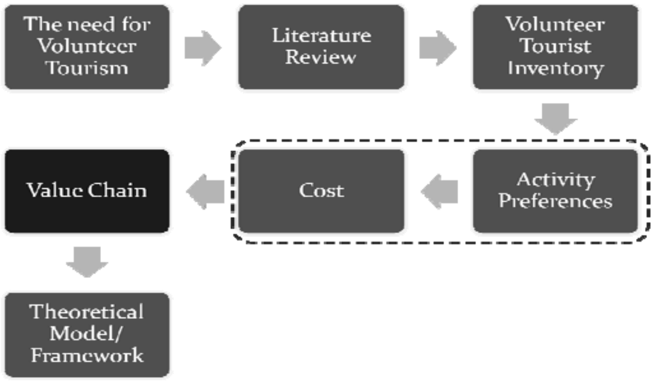

Figure 1. Research Progress

Understanding Volunteer Tourism Using Value Chain Analysis

Who is volunteer tourist?

Volunteer tourism has its roots in 'volunteerism', the word that often means as individuals offer their services and participate in goodwill activities. As Bussell and Forbes [2002:246] noted; 'a volunteer must have altruistic motive'. In fact, their advocate that, 'to be considered as volunteer, altruism must be the central motive where the reward is intrinsic to the act of volunteering'. In this context, Wearing [2001:1] provides a definition of volunteer tourist as 'those tourist who, for various reasons, volunteer in an organised way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environment'.

The emergence of Volunteer tourism

Volunteer Tourism (voluntourism) is one of the major growth areas in contemporary tourism after 2000. As such, the 1990s saw 'cultural and adventure tourism rush' and the late 1990s and early 2000s are now experiencing the 'volunteer tourism rush' influenced by an ever increasing 'conscious society' where the pattern of tourism globally changed from "mass tourism" to "new tourism" due to increasing environmental awareness among society [Callahan & Thomas, 2005].

Within a short time frame, volunteer tourism has become a 'mass niche' market facilitated by number of factors; the growth in volunteer projects, the variety of destination promoted, the range of target markets and the type of player involve together with increasing competitiveness. As such, there is an urgent need to examine this niche market further and to construct it benefits accordingly, not only to the tourist but also to the host in which the volunteer projects has take place.

What do we know about volunteer tourism impact to the local community?

Since volunteer tourism is increasing its profile as superior substitute to mass tourism [Butcher, 2003]; most of tourism scholars paid attention merely on the impact towards volunteer tourist and not to the impacts generated to the host community [McGehee, 2001]. Most of the literature has not sufficiently concentrated upon the experience and attitudes of the recipients and they are rarely discussing on how the underprivileged community or host community can receive extraordinary benefits of volunteer tourism experience [Desbiolles, & Mundine in Lyons & Wearing, 2008].

Volunteer tourism is also focusing more on the well-being of the host community by providing tourists with something different and meaningful holiday [Stoddart and Rogerson, 2004]. Since the product and services offered to tourist is provided by the host community, volunteer tourism activities encourages more local control of the industry [Wyllie, 2000]. Despite promoting community empowerment, volunteer tourism seems to offer a viable strategy for sustainable rural development [Wearing, 2002]. It was stresses that this form of sustainable rural tourism industry helps the communities to generate income, employment and conserve the local's cultural heritage [Swarbrooke, 1999; UNEP, 2003]. Volunteer tourism is a platform that produces large number of mutual benefits between host community and the guest (volunteer tourist). Volunteer tourism also mean for local community to create and retain wealth [Stebbins and Graham, 2004]; to provide funding, expert knowledge and skills [Ellis, 2003]; as well as to establish better guideline for conserving local environment [Wilson and Tisdell, 2003].

Thus, the effectiveness of volunteer tourism on local community development require further examination by analysing the relationships between them and their environment in areas of economy, socio-culture and politics [Scheyvens, 1999; Richards and Hall, 2001]. Therefore, this paper attempted to foresee the potential of the impact to increase the community empowerment using the example of business operation as practice by the case study.

Methodology

Value Chain Analysis

Value chain analysis is a tool that enables the identification of stakeholders along a chain of transaction, from production to consumption [Mitchell & Faal, 2007]. Before the value chain analysis used in tourism sector, it was applied in most of the poor country to investigate the chain in spending money of the local people. The value chain describe the full range of activities which are required to bring product or service from conception, through the different phase of production, which is the delivery to the consumer and the final disposal after used [Kaplinksy & Morris, 2001].

Therefore, the methodology of this research is adopting Value Chain's analysis in order to measure the model appropriateness. It will not only evaluate local economic benefits that can be measure by money but also in promoting sustainable rural development (e.g. development of the local business entity and enterprise, and community facilities or asset). Thus, this paper highlighted the preliminary stage of research approach in defining the chain in terms of financial flow and cost involves in operating the activities.

Value chain analysis is a tool that enables to identify who will get the advantages from the tourism activities starts from conception through production to consumption and after use. The analysis will helps to structure ideas on what are the key process and agents that works within and outside the chain and where the benefits of the chain flow. In this research, Value chain analysis (VCA) is use to identify and evaluate the financial and business model through quantitative and qualitative method so that the benefit from this 'voluntourism' activity to the local community can be fully calculated.

Case Study

Kampung Batu Puteh in Kinabatangan, Sabah is chosen as a case study. Successful partnership has been build between the community organization (as a business entity) and cooperation with international tourism operators through various community-based projects by offering high quality experiences of tourism activities.

Batu Puteh Village is located in Sandakan District, Sabah (also known as Borneo), Malaysia. Majority of the community is from Orang Sungai tribe. It is located 600 metres from Kinabatangan River and 110 kilometres from southern part of Sandakan. The location of the village takes about five hours travel from Kota Kinabalu (capital city of Sabah) and two hours from Sandakan. Total population in Kampung Batu Puteh is approximately 1300 peoples. In term of economic activities, most of the community depends on palm oil plantation and orchard. In general, agricultural activity is a main economic source to the local community as well as government servant (e.g. school, clinics, and kindergarten).

The increasing number of tourists to the village has encouraged local community to formed a Batu Puteh Community Ecotourism Co-operative (KOPEL) in running and regulate tourism activities in Batu Puteh. The organisation established as a local business entity fully owned by the local itself. There are a significant number of international and domestic tourists visiting the village, which increasing year-to-year (Table 1).

Table 1.Statistic of total tourist arrivals to Mesowalai Homestay (2000-2010)

Year	Total No. of Non-Volunteer Tourist	Total No. of Volunteer Tourist	Total No. of Tourist
2000	42	134	176
2001	47	378	425
2002	44	420	464
2003	17	483	500
2004	38	528	566
2005	50	789	839
2006	201	717	918
2007	282	1314	1596
2008	293	1856	2149
2009	398	2545	2943
2010	657	1129	1786

In parallel to the steadily increased number of tourists to the village, similar pattern is also appears for volunteer tourists since 2000. The chronology of volunteer tourist arrival in the study area is as follows (Table 2):

Table 2. Chronology of volunteer tourist arrivals to Meso Walai Homestay (2005-2010)

Year	Volunteer Organization	Projects/Activities	Number of Volunteer Tourist
2005	Raleigh International Intrepid BSC & BSS	Community Program - Eco Camp Project	789
2006	Raleigh International	Community Program – Eco Lodge Project	717
	Independent Groups	Community Project; Environmental Project.	
2007	Raleigh International	Community Program – Eco Lodge Project TREC Construction Program; Forest Conservation Program; Lake Conservation Program.	1314
	Global Vision International	TREC Construction Program; Forest Conservation Program; Lake Conservation Program.	
	Independent Groups	Community Program; Environmental Project.	
2008	Raleigh International	TREC Construction Program; Forest Conservation Program; Lake Conservation Program.	1856
	Global Vision International	TREC Construction Program; Forest Conservation Program; Community Program	
	Independent Groups	Community Program; Environmental Program	
2009	Intrepid BSC & BSS	Forest Conservation Program; Community Program.	2545
2010	Intrepid BSC & BSS Global Vision International	Forest Restoration Program; Community Program.	1129

Early Findings: The Phase of Analysis

The analysis involves three steps of chain (Figure 2). The 1st, 2nd and 3rd chains are define by the effort to locate the activities according to the cost involve in order to serve the purpose describe on each chains. The example of the process in mapping the activities and the cost on each chain is further explain in Figure 3, 4, 5 and 6.

As a result, early findings provide an evidence that the arrival of 74 volunteer tourists in 2010 (an average of 7 tourists a month from January to December) from an international Volunteer Tourism operator (Global Vision International) is able to generate direct spending to the local community. It was estimated that their activities costing about RM200,000 which generate about RM80,000 profit to the KOPEL. Despite low number of volunteer tourist arrival, the evidence indicates a high spending of local services. Conducive business environment with high-income return seems appear in the case, where the local community itself provides the business operations or services. This is an evidence of positive impact to the rural economy in order for the rural area to be competitive as a business destination (viable economic destination based on services sector).

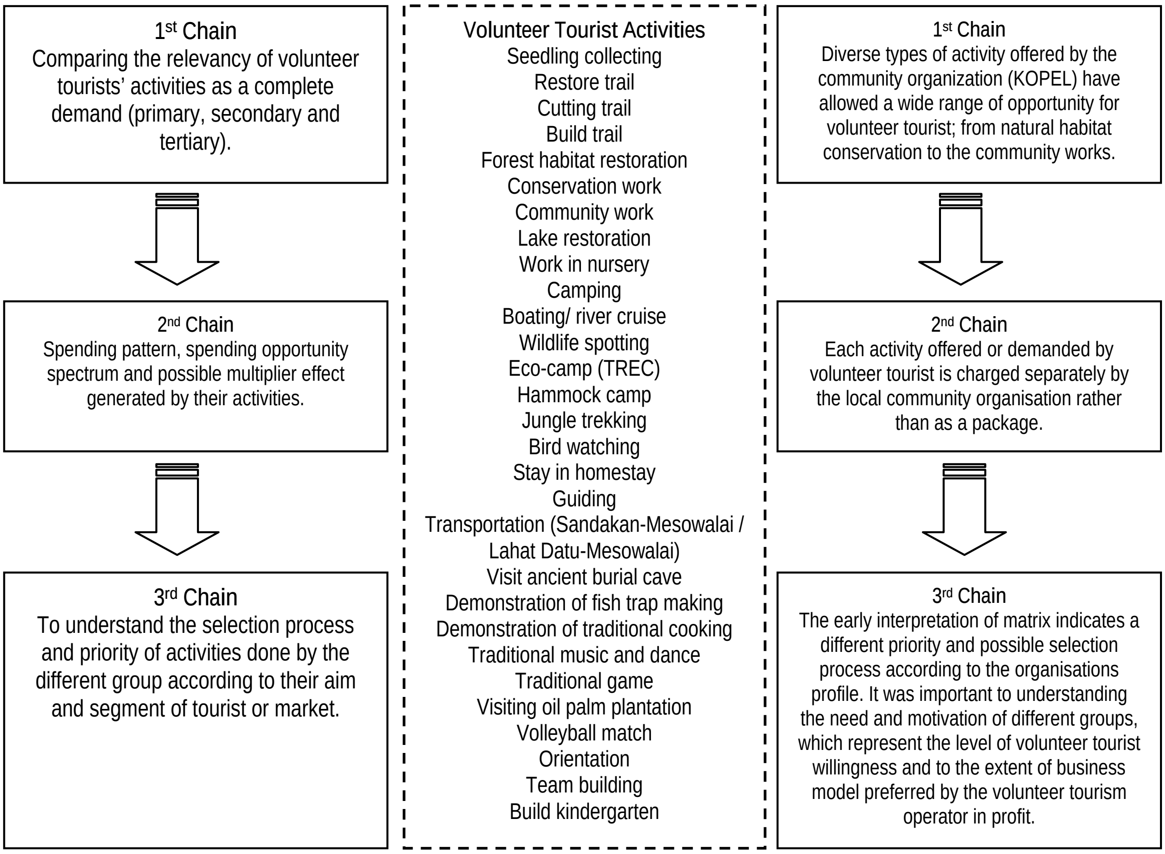

Figure 2 Phases of Value Chain Analysis Adapted for the Research

Data Analysis

Volunteer Tourist Activity Preferences

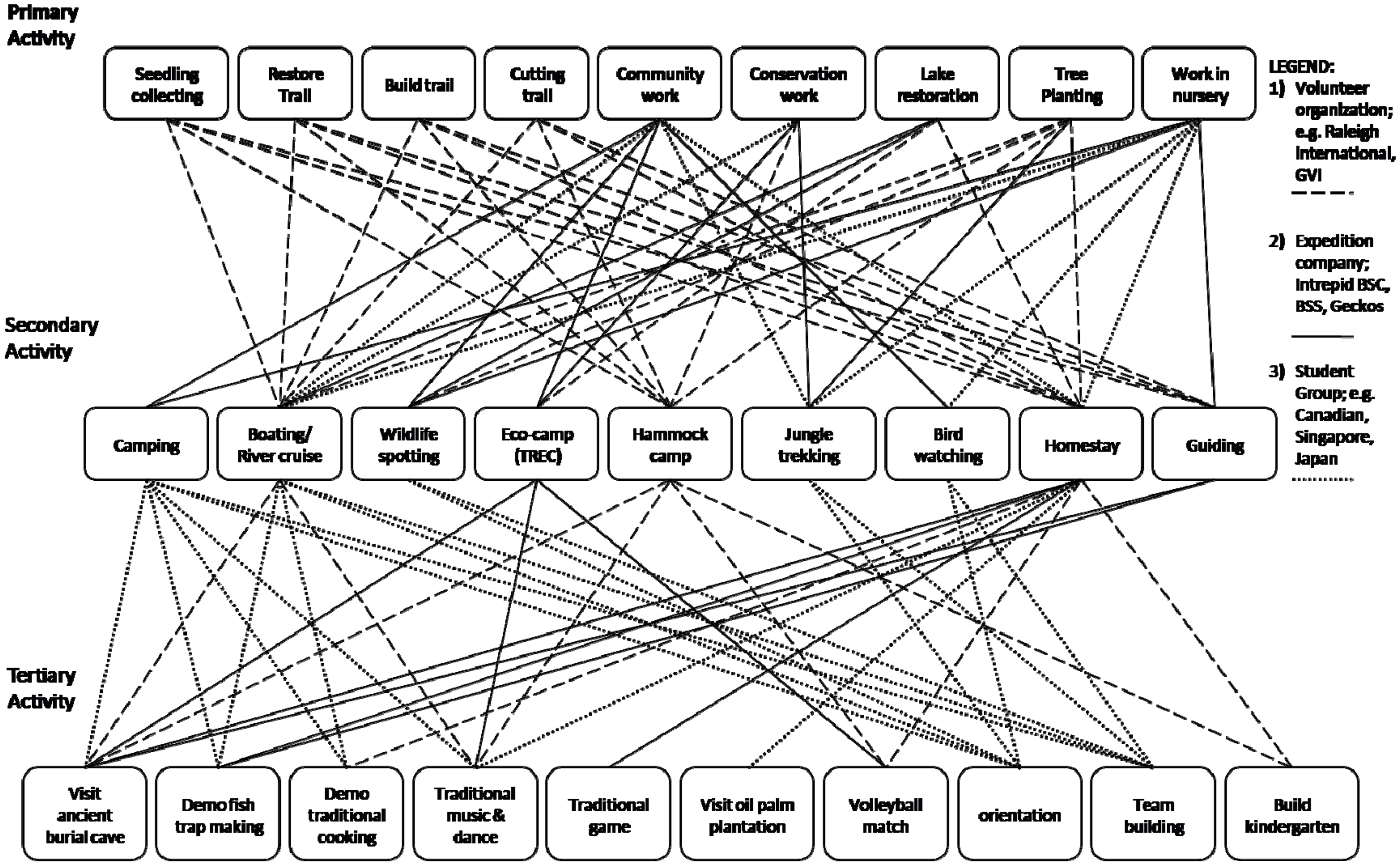

Figure 3. Overall activity preferences of volunteer tourists

Phase 1: Overall Volunteer Tourists' Activity Preferences & Income Generated

Overall activities prefer by volunteer tourist in the study area can be divided into three category namely *Primary activit*y, *Secondary activity* and *Tertiary activity*. The fieldwork identified the primary activities that fall under this category as (1) seedling collecting, (2) restoring trail, (3) build trail, (4) cutting trail, (5) community work, (6) conservation work, (7) lake restoration, (8) tree planting, and (9) work in nursery.

The primary activities later generate secondary activities including services such as transportation and accommodation. Among popular secondary activities are camping, boating, eco-camp/eco-lodge, hammock camp, wildlife spotting, jungle trekking, bird watching, homestay and guiding. At the same time, accommodation services such as homestay will indirectly generate tertiary activities such as visiting ancient burial cave, demonstration of fish trap making, demonstration of cooking, traditional music, dance and game, visiting oil palm plantation, volleyball match, orientation, team building and building kindergarten. Most of these activities are cultural and tradition oriented which is offered by the local community in Kampung Batu Puteh.

The study also reveals that volunteer organization like Raleigh International and Global Vision International having tendency to do conservation-based activities such as; seedling collecting, restoring and cutting trail for forest restoration. They spend most of their time in the jungle but also prefer staying at homestay as an alternative.

Nevertheless, if comparing to the other volunteer group identified in the case study, there are slightly differences in their preference based on their interest or aim. The details of these differences can be mapped in Figure 4, 5 and 6 and further explain in section Phase 1a, 1b and 1c.

Phase 1a: Activity Preferences of Volunteer Organization

Primary activities of Volunteer Organisation such as Raleigh International and Global Vision International (GVI) are mostly conservation activities. Most of the conservation activities being seen as the activity generator for secondary activities and tertiary activities that will cost them higher in comparison to the cost for primary actvities. For example, *Seed Collecting* activity itself generated four secondary activities namely *Boating/River Cruise, Hammock Camp/Camping, Homestay and Guiding (Figure 4)*. In addition to this, *Homestay* activity further generate six tertiary activities that require them to spend more. In this case, secondary and tertiary activities are mainly for supporting primary activities.

Volunteer organization is also inclined to stay longer to serve their cause for primary activities. As a result, their length of stay will force the volunteer tourist to frequently use local services such as guiding, boat, transportation and homestay, thus, increase the income generated to the local community.

Phase 1b: Activity Preferences of Expedition Company

The activity generated by Expedition Company contradicted to the Volunteer Organisation in several terms. The primary activity by this group is to be involved with homestay-based activities as their prime motive (Figure 5). They stayed during the visit mostly in house and conservation activities are only serving as a complimentary activity. The group also less independent compared to the Volunteer

Organisation group. This is due to the planned of itinerary by their respected tour operator prior to their arrival especially related to the actual cost on site and the risk that might involve.

Nevertheless, package offered (such as 2 days 1 night stay) in which homestay is their primary choice of activities, is able to generate nine secondary activities (Figure 5), while tertiary activities mostly involve nature appreciation rather than conservation activities.

Phase 1c: Activity Preferences of Student Group

On the other hand, the Student Group is slightly consistence in both conservation and homestay-based activities (from homestay to the jungle trekking, camping and conservation - homestay to local cultural appreciation such as cultural dance before departing). However, similar to the first group (Volunteer Organisation), their preferred primary activities are most likely to be the conservation-based activities (e.g. jungle trekking, seedling collecting, trail restoration and tree planting), although their timeframe of activities are less compared to the first group.

They are also spending most of the time staying overnight in homestay but still considering having a camping/hammock camp. The primary activities chosen by the group simultaneously generate secondary activities such as boating/ river cruise, wildlife spotting, bird watching and homestay based activities. At the same time, these secondary activities allowing tertiary activity that relevance to community and local cultural appreciation (consider as homestay-based activity) such as working in nursery, visit oil palm plantation, community work, and involved in traditional games as well sport activities such as volleyball with the local community.

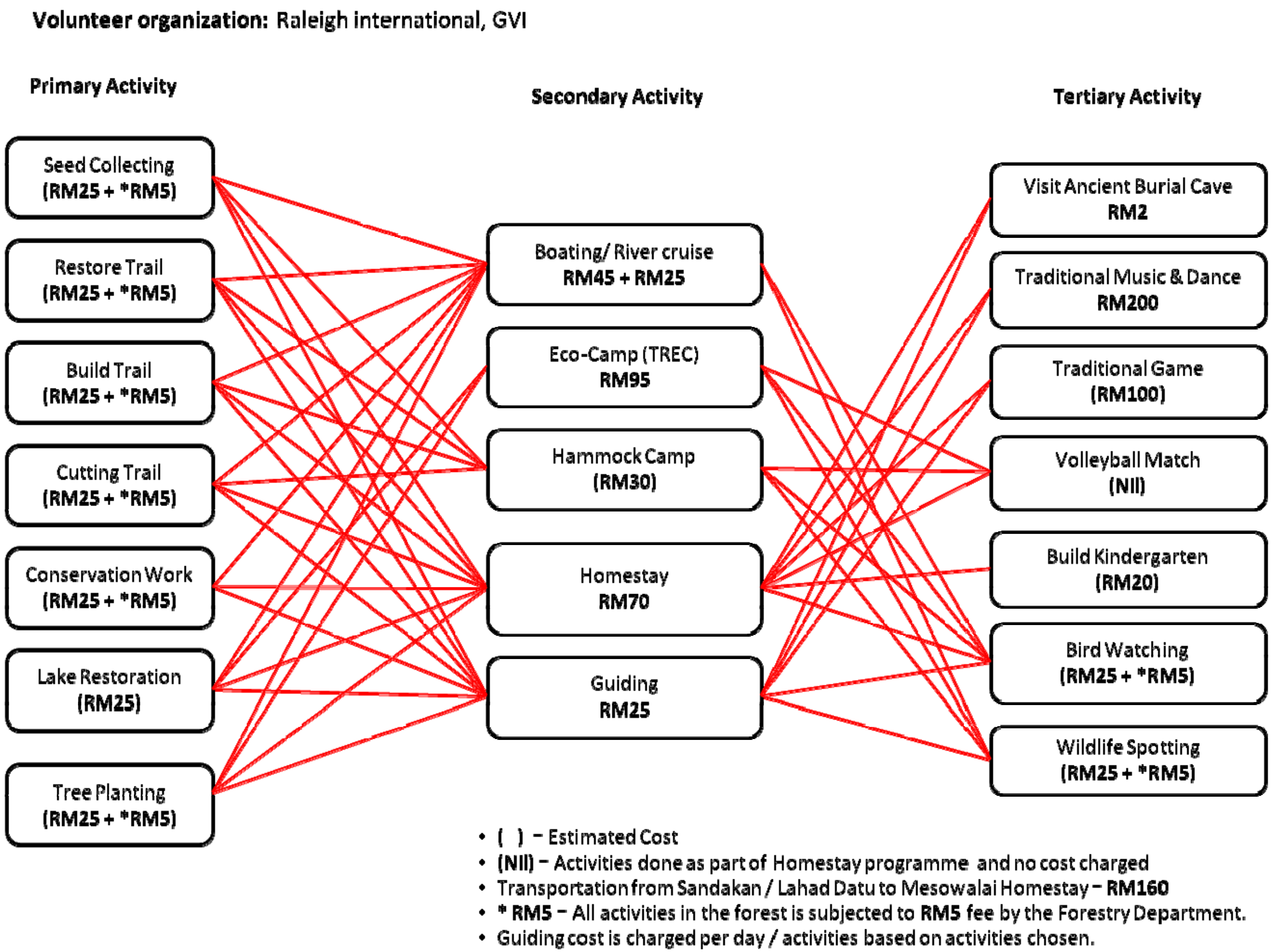

Figure 4. Activities by Volunteer Organization (Phase 1a)

Expedition company: Intrepid BSC, BSS, Geckos

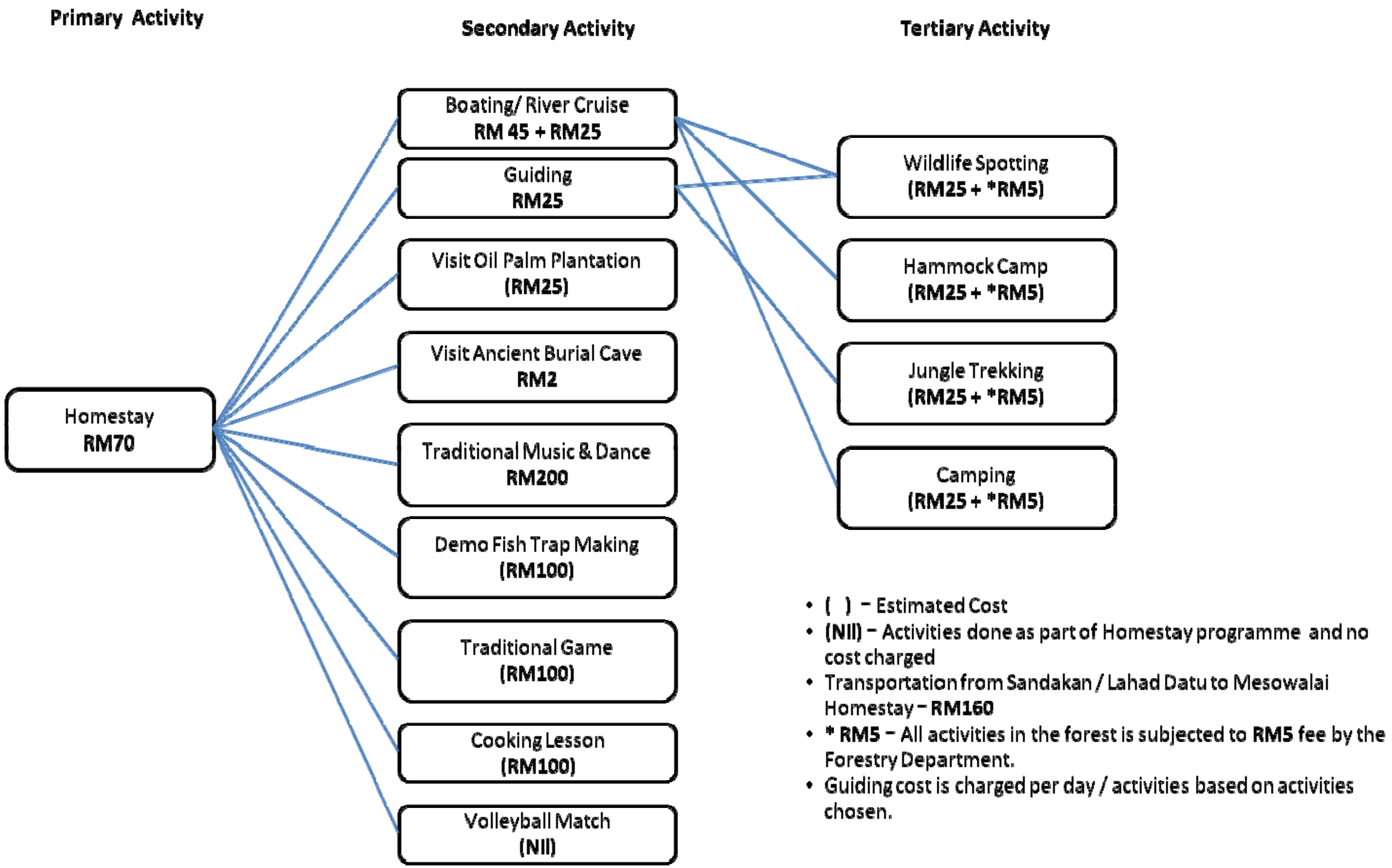

Figure 5. Activities by Expedition Company (Phase 1b)

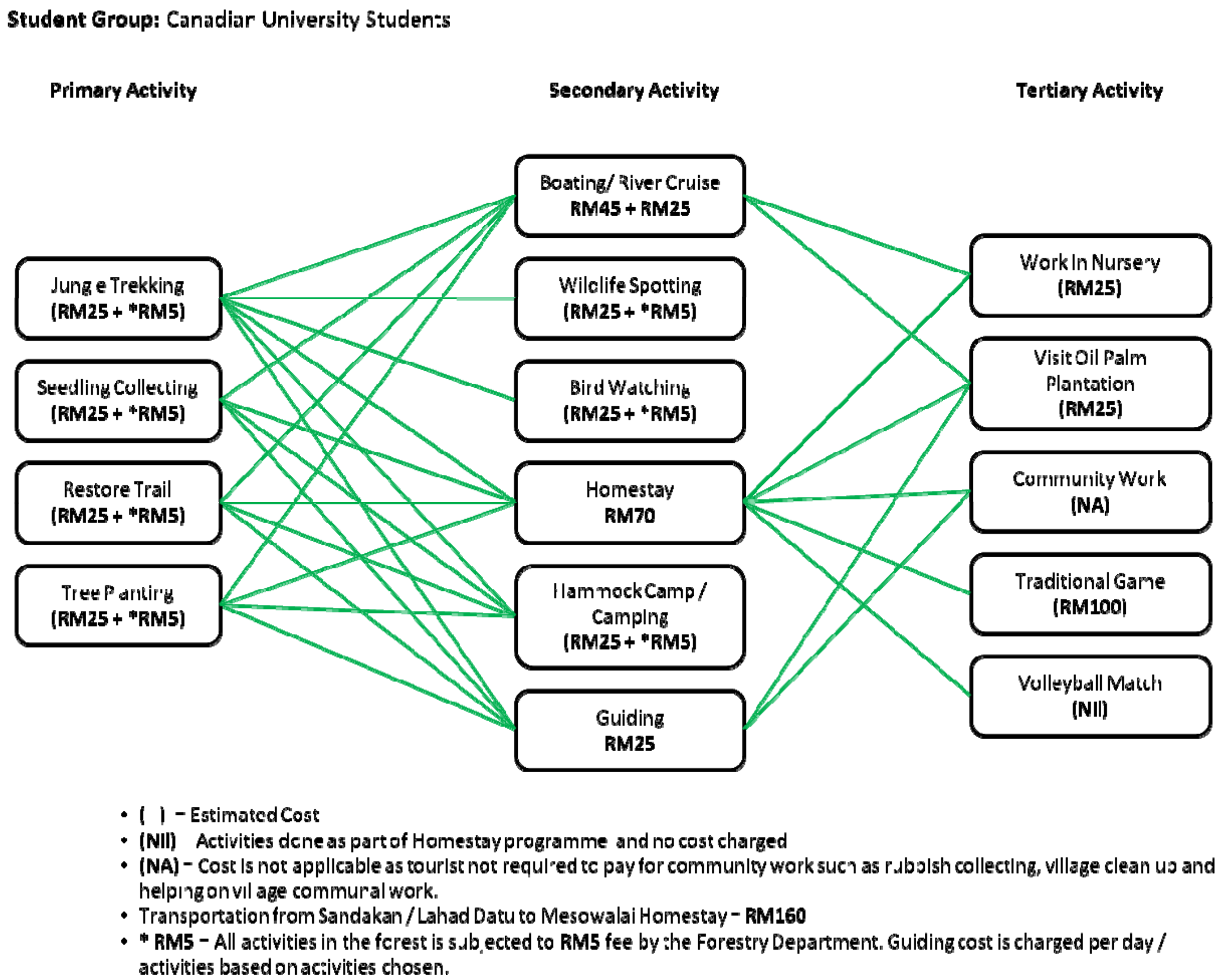

Figure 6. Activities by Student Group (Phase 1c)

Conclusion

The purpose of the analysis is to suggest an alternative business model for rural revitalisation using Volunteer Tourism approach. Volunteer Tourism within this context is an alternative economic segment for the country. Regarded in tourism planning as an alternative for development tool in rural area, the creation of its critical mass through the phase that has been describe should be fully examined. By capturing this understanding, the ideal of business operation from partnership between local community (co-operative) and tourism industry player is possible to mapped.

The methodology of Value Chain's analysis is adopted to measure the model appropriateness. It will not only evaluate local benefits from cash flow perspective but also in promoting sustainable rural development (e.g. local business entity and enterprise, and community facilities or asset). Thus, the whole idea of the research is figuring out the possibility to develop operational model for local community cooperative to performs as a business entity, and therefore empowering their ability for survival with less dependency to the government funding for development and jobs creation.

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The Impacts of Volunteer Tourism: A Case Study of Pulau Perhentian Island Terengganu, Malaysia

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The existing study of volunteer tourism a moral and pro poor tourism which was believed has the capability to bring positive impacts to local communities in host destinations. The volunteer tourism initially applies as a basis for a development strategy which leading to sustainability qualities. This paper allows exploring and investigating the impacts of volunteer tourism in community perspectives and identifying all the benefits and costs from volunteer tourism activity in the third world country. However recently, it has been argued that if volunteer tourism is not carefully managed lead misunderstanding the objective of the program. This study explores the impacts of volunteer tourism using a qualitative approach to understand the current situation of volunteer tourism in Malaysia. In this case, this research adopted a case-based approach within coastal area in Malaysia to represent an example of volunteer tourism in developing countries. As the research require details of context and the meanings of events from those responsible in volunteer tourism and the development of the case study, in-depth interviews was conducted in order to enhance the richness of data. Subsequently, the data was analyzed using thematic analysis to transforms data into findings.

Key words: sustainable tourism, volunteer tourism, community development, tourism conservation, co modification of volunteer tourism

Introduction

It is easy to say that volunteer tourism is a form of tourism where the tourists volunteer in local communities as part of his or her travel, becoming popular among tourists in different parts of the world. Is seems being positioned as a form of ‘‘justice’’ or ‘‘goodwill’’ tourism (see Scheyvens 2007; Stoddart & Rogerson, 2004) critics in the literatures begun to question the effectiveness or ‘‘real’’ value of volunteer tourism by most of the academic researches. It was first started be known in the developed world as moral responsibility, more environmentally friendly or more caring towards less privileged. In the marketing or in the corporate world the awareness of social responsibility was exploded from all directions and methods. The content of responsibility was also emergence and increasingly popular form of travel

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which has been known as volunteer tourism whereby the tourists travelling to destination and being a volunteer in the host community as part of their travel. The objective of volunteer tourism is to bring a positive impact to host community or the environment in the host destinations. According to Wearing and Neil (2000), see that volunteer tourism as an idea to make a direct improvement to host communities. The volunteer tourism seems as a development strategy promoting sustainability development. It is assumed to bring some positive changes in attitudes of tourists while travelling and also the host communities of the destinations (McGehee & Andereck, 2009; McGehee & Santos, 2005; McIntosh & Zahra, 2007; Zahra, 2006).

There many questions on what is volunteer tourism actual “means”. In Malaysia volunteer tourism is very new and not many researchers have been conducted in this country. By conducting this research it is believed to explore the value of volunteer tourism in global and identify what would the best approach to apply in Malaysia. It is essential to have some clear view on volunteer tourism on other third world countries and identifying what are do and don’ts before seriously involve in this concept and presupposed benefits and costs in Malaysia scenario. The booming number of organization conducting Volunteer Tourism programs in US and UK become a trend now days (Lyons, Hanley, Wearing, & Neil, 2011) but still lacking of serious view towards the phenomena and lack of ground research in the third world countries. The existing literatures on volunteer tourism focus on the experience and impacts of volunteers rather than the communities of the host destinations. This paper therefore address concerning the views of host communities of volunteer tourism based on a series of interviews with volunteer receiving volunteer tourists in Perhentian Island Malaysia while continuing to undermine the locals in host communities. This paper therefore aims to explore the nature of such relationship volunteer tourism stated intentions of empowering and benefits locals from the perspective of the host communities.

General Background on Volunteer Tourism in Perhentian Island

The term 'community' is used in a variety of writing, especially in social sciences. In sociology, the term is derived from the concept *gemeinschaft* and *gessellschaft* which was first introduced by a German sociologist. "Both of these concepts include social phenomenon rather broad and refers to the type of society, the structure and social relations associated with(Benson & Blackman, 2011). In general, the concept of 'community' can be formulated as a small group of people who lived in a settlement, practice a level of autonomy and its own way of life, sharing the aspirations and needs, participate in daily activities, united by a sense of belonging and is closely related to all aspects of life (Mitchell & Fisher, 2010). Development is often associated with the needs and demands should be provided by the government to the people. Without the development of a country was considered backward and the leaders will be blamed for not able to provide for the development needs of the people. Sometimes a development that is concentrated into an area or region causes there are other areas that missed or left out.

In the context of rural communities on the islands tourism studied, there are two questions that are often raised as to whether the volunteer tourism by the development of their island was struck without any planning and appropriate opportunities for them, or they marginalize themselves from the process of development that will provide progress in various sectors due to their inability to understand the actual objective of the volunteer tourism, especially in new and foreign to them(Bailey & Russell, 2010; Woosnam & Lee, 2010).Therefore, issue of volunteer tourism is not only involved the physical aspect, but also covers aspects economic, social and political as well as the frequent focus of discussion in context of alternative development and changes in the local community(Brumbaugh, 2010; Sin, 2010; Singh, 2002; Tomazos & Butler, 2010). The new development like in the volunteer tourism will provide the great impact on the socio-economic changes brought physical and local communities, especially in Third World countries (Sin, 2009). In successful volunteer programs are planned, communities play the role of local supporters to peaceful environment and further develop the industry through the integration of the positive impacts. In tourism development of a new context such as volunteer tourism, participation of local community is the essential as a potential moral turn sustained ethnics within tourists and the community of the destination.

Willingness of local communities is a moral support to the development of new sectors, which also directly reflected their willingness to participate further through the process of social and economic transformation (Milman & Pizam, 1988). The element of moral responsibilities is often shaped and constructed around the view that privileged the developed world. The ethical form of volunteer tourism and previous research has suggested for responsible tourism originated from tourist's demand of a holiday that fulfils the satisfaction of the tourists needs, contact with other people, sharing and learning other people culture through creative activities, programs, knowledge and exploration.

In Pahang and Terengganu, volunteer tourism programme run by Ecoteer Travel Organisation and Volunteer Abroad. These two organisations joint venture with local agencies in Malaysia which the conservation activities opened on ended year and the volunteer tourism exists as a community working and living in a small Malay fishing village in coastal areas in Peninsular Malaysia. The volunteer tourists were working side by side with local turtle egg collector in the islands and assist cultivate fruits and variety of green in the island. The Terengganu Turtle Expedition are supported by PEWANIS and the expedition volunteer worked with the locals and the volunteer also joined in a mangrove tree plantation session and learning to make kerepek pisang (banana chip) which are quite famous in the island (Ecoteer Travel, 2010).

In Terengganu, volunteer program was handled actively by local private agency which is known as Bubble Dive Resort. The activities run for one week or five months. The activities are more on running the T and T Club at the local primary school and stay overnight in the village, collect reef data and prepare to give information the importance of the environment and marine turtle conservation in the island.

Initially volunteer tourism in east coast Malaysian Islands were known as icons of leisure tourism or dive tourism. Furthermore, the Ministry of Tourism Malaysia identifies volunteer tourism as one of the high yield components of marine tourism and is aggressively promoting tourism icons such as Pulau Perhentian, Pulau Tioman and Pulau Sipadan as a scuba diving destination while contributing volunteer activities in the islands. Despite this, volunteer tourism is relatively unregulated in Malaysia and there is currently a lack of specific policies to guide the industry towards sustainable growth. The objectives of this research is to present the main findings of the study on the social cultural impacts of volunteer tourism on the communities at the study areas of Pulau Perhentian and to solicit feedback from the participants on the findings, issues and recommendations that are put forward by the study as well as to provide a foundation for the formulation of volunteer tourism in the near future. Issue and threat has been seen in the volunteering sites and concentration of volunteer tourists in particular sites, furthermore, there is a lack of data to show actual number of volunteer tourists at particular sites. Volunteer activities concentration at any particular sites only depends on peaks seasons.

The turtle sanctuary initiated and managed by NGO with local partner help to conserve the marine and serve as a centre for turtle conservation and education program especially for school children and tourists (Darwall, 1996). Conservation work in Pulau Perhentian began in the 1980's as a partnership between the Department of Fisheries was gave a mandate by the Terengganu Government to manage the area in relation with turtle conservation. Help Our Penyu, HOPE, on 24th of August, 2010 a registered society and non-profit organization in Malaysia which through community-based turtle volunteer projects and outreach programs empowers Malaysians to act and save the sea turtles of Terengganu state for future generations. Turtle conservation via turtle volunteer projects is a favored way to protect turtles as running hatcheries are labor and fund intensive. HOPE works in partnership with the Malaysian government providing the much needed manpower and funds to protect these special creatures.

Ecoteer was founded in 2005 by an environmental conservationist, Daniel Quilter, who after volunteering independently himself wanted more people to experience what he had when he conducted volunteer jobs and work abroad. The chance of conducting volunteer work abroad in an eco lodge in Borneo whilst helping the local community gave him belief that volunteer jobs can make a difference. He felt individual volunteer work effort is small but if you combine many volunteers actions as a whole this becomes quite substantial. Equally the opportunities he received through volunteer work abroad has propelled his career in environmental conservation. He has since returned to Malaysia to manage a marine and turtle volunteer work conservation project in Malaysia. Ecoteer volunteers often go back to the country where they had the pleasure to work as a volunteer. If more people had the same chance as he we would have a much greater chance of saving planet Earth. Ecoteer works by providing a site where volunteers can find volunteer work and volunteer job opportunities abroad and grass roots organisation can find volunteers. By eliminating the middleman the cost of volunteering is greatly reduced giving more people the chance to volunteer abroad. Plus all volunteering enquiries go straight to the projects. Ecoteer does not charge the volunteer projects to advertise enabling volunteer projects who have a lack of funds to have a presence on the internet and thus still be able to attract volunteers seeking volunteer work and jobs abroad to their projects. Ecoteer offers cheap volunteer work and job opportunities at eco lodges, conservation, farm, teaching and humanitarian projects worldwide. When become an Ecoteer volunteer member will provide the chance to find volunteer work and job opportunities on a shoe string and the money to the project will personally give the money to the project leader.

The threats to sea turtles in Malaysia are all human induced so HOPE bases its sea turtle conservation takes a community approach where they involve the local people as much as possible and attempt to create significant benefits for them when sea turtles are conserved.

HOPE is committed to providing extra income for the villagers at its various project sites by employing local people, using local craftsmen, local focus groups, using homestay facilities when possible, running awareness programs for the children through the Turtles Need Trees Program and by facilitating other alternative livelihoods for turtle egg collectors.

Pulau Perhentian Background

The island community earliest occupation is believed to come from Riau Islands, the same origin community in Pulau Redang. Batin Mina said to be the first to open a residential area in Pulau Perhentian, put the total population of 1,393 people. The majority of the population is ethnic Malay Muslims (98.8 percent). A total of 58.4 percent was a native of this island, while 38.7 per cent are immigrants from other islands, and 2.9 percent non-citizen immigrants (the result of interviews and records in the Central Police Pulau Perhentian).

There is also a small number (four families) local residents who marry foreigners living next on the island and only occasionally returned to their home countries. The study found that 76.9 percent of the 173 heads of households interviewed had received some level of education, while 16.2 percent the other is not. Originally, almost the entire job is head of household as a fisherman, but today, with the growing tourism activities enterprising, found 39.9 percent (69 heads of households) were involved in the travel, including a chalet operators (10.4 percent), boat operators travel (14.5 percent), and work either as a tourist center assistants or guides (15 percent). Now, the traditional sectors of the island are pursued by about 20.0 percent of the population (Interviews with village heads and Records JKKK).

On the basis of the head of the household income, 25.4 per cent received less than RM 500, 47.4 percent received between RM500 to RM 1.000, and only 27.2 per cent of the people enjoy higher income of RM 1,000. A total of 20.8 per cent of households have a head job part-time to supplement family income. There is also the wife of the chief households who work either full time with the employer (20.8 percent), self-employed (16.2 percent) or work part time with employers (11 percent). On average, the wives of working with the primary purpose help ease the burden of income as a fisherman husband as not provide better, while working in the tourism sector is seasonal.

Most people on this island have a different opinion respect of their current income than their income five years ago. After the development of tourism of 35.8 percent of the population on the island, said their income increased by more than doubled, 34.7 percent were of the opinion that their income have almost doubled. A total of 16.8 per cent said that their income has not changed since five years ago and 18 percent also declined to state their income. A total of 47.4 percent opinion, the average price is slightly more expensive than on the mainland, and 32.4 percent thought prices were very expensive.

Associated with home ownership status, as much as 79.2 percent residents on the island say they have occupied the house. The percentages show that most residents of this island owns the land and this also shows that island residents are willing to stay forever on this island. In addition was 9.8 percent population living in the island's heritage houses the original occupants opened the island. A total of only 6.4 percent of population The rent on the island and only 4.6 percent had the status of property rights Since the island became known as one of 20 tourist islands Last year, members of the community before a majority of fishermen has traditionally move into the tourism sector. In terms of participation population, the study found that the majority of the population, namely 89.8 per cent directly involved in tourism activities. Thus, some residents have opportunities to engage in entrepreneurial to provide for the needs of tourists. They have been harvesting- Posted speed boats and fishing boats converted to tourist facilities to and from Pulau Perhentian.

However, the results of interviews with chief village, showing the actual involvement of local residents on the island Perhentian is very limited. The community from the mainland is more aggressive in grapping the business opportunity. Most of the small chalets, tourist boat and shops are operated by outsiders.

Statement of Research Problem

Recently volunteer tourists have been criticized by few academicians on the value of this new form of tourism (Raymond & Hall, 2008). It is being arguments that volunteer tourism does not always represent mutual benefits to host while volunteer tourists experience a range of knowledge. Some of the third world countries always welcoming new form of tourism such as volunteer tourism and attribute the ideology of doing something is better than nothing and doing anything sounds reasonable to attract new market to their countries in same cases in Malaysia. The previous history of tourism trend of Malaysia as a follower as per happen in case of commercialization on ecotourism as a product rather than aimed ecotourism as potential benefits of supporting sustainability. The tourism as an economic panacea still emerge in the third world countries as per cited by Oppermann (1998). Rapid population growth, high unemployment, and high dependency on the industrialized have forced developing countries to utilize all of their available resources to survive. Anything that seems bringing benefits from international tourism. Lack of funding is another major constraint in the third world countries. In fact that in deep studies is not been build before proposed and even have done the study, always admit a little applicability due to the influence of political and commercial elite classes(Stoddart & Rogerson, 2004).

It is generally agreed that a volunteer tourism provided voluntary service helping provided aid while living in the developing countries. But are less consideration that been taken to investigate does the volunteer tourism really help the community in terms of development.

The volunteer tourism is believed to upgrade the existence of infrastructure in the area and encourage new concept of development in the developing countries such as Malaysia. While the value of this experience been analyzed and less concerned have been taken upon the impact of volunteer tourism to host communities: the experience (delivers) to the volunteer tourists. Most of the literatures more pro towards education gain benefits and career path development for the participants of joining the program. The micro aspects of the host or the local communities are less been given attention (Senko, Schneller, Solis, Ollervides, & Nichols, 2011). The usefulness of the volunteer tourism in the long term still ambiguous and afraid would become worst in long run and local communities would be the most ‘injured’ party due to the casualty of the new concept and create more problems for host that its solves. The direct micro interactions between participants and host communities are the central culture exchange but the question does it bring positive impacts does the mutual benefits really exist?

Literature Review

Introduction

This revolution of alternative tourism, issues dealing with sustainability and changing perspective of tourism on micro level on volunteer tourism as 'experience' and on macro level concentrate on anthropologist perspective, tourism globalization and development.

Volunteer Tourism is specific form and a new revolution of alternative tourism. This form has lead the way in the process of searching new themes compared to other various diversification of alternative tourism. It has attracted an attention to many researchers as a new subject to adopt and bedding the structure of sustainability. The subject of Volunteer Tourism has begun to emerge, accepted and the recently been applied but it still has a lot of fragility in term of definitions and terminologies (Wearing & Neil, 2000). The imprecise meaning of volunteer tourism has created a confuse position in practice.

At the beginning, most of the Western researchers addresses and centralize their research on a rapid growing form of alternative tourism which is known as ecotourism. Ecotourism is the most approaching in the perspective of local communities and highlight issues of empowerment and local participation but the terms still creating debating and barriers in turning the theory into practice. The various components of the tourism system itself create challenges for the shareholders to put sustainability into practice.

Tourism Impacts

Impacts studies emerged in the 1960's which much focus on the economic aspects as a form of development and the effect of multiplier impacts then the impacts focus on socio cultural issues in 1970's and environmental impacts of tourism became concern of tourism researchers in 1980's (Butler, 2000). In 1990's tourism impacts are an integrated of the effects of previous impacts leading to a shift from mass tourism to sustainable tourism in various form of tourism (Singh, 2002).

Among the tourism impact studies, the development of tourism impacts assessment has become an important topic in many tourism journals and brought up tourism impacts attributes for example resident attitude-related attributes to perceived tourism impacts. The greatest concern was socio-cultural impacts with regards to the demonstration effects and other cultural values of tourism (Burn, 1999). In general there is consensus on types of impacts that need to be considered (social, cultural, economic and physical and politics). Social carrying capacity also been highlighted which is considered to be the capacity of the area to absorb tourism before the host feels the negative impacts. The social capacity is reached when the local community of an area no longer wanted tourists because they may cause destroying, damaging of local culture or crowding them out of local activities.

The Adaptation of Tourism Impact in Volunteer Tourism

The concept of tourist areas that have volunteer tourism has similar to mass tourism. The tourists areas follow a relatively consistent process of evolution as mentioned by Butler (1980), but took a more complicated approach. The extreme impacts may shows because doing volunteering created a close relationship which directly to the host community. During the mass tourism the relationship may only occurred in business or trading activities without further close relationship as happen in volunteer tourism. The span of time of tourists spending their time with host community is longer and create a close acquaintance may cause a high negative impacts. The closeness of the relationship, a deep psychological feeling such sensitivity, emotional and caring to each other. If the negative impact arose during the relationship gradually the feeling become more and more negatives. The impacts are greater to the youth or the children of the community. The feeling of enthusiasm and trust are very high among this generation and they show antagonism towards volunteer tourists. The varies type of volunteer character and attitude may also reflect the perception and frequently changes of volunteer tourist in host community destination change the locals toward volunteer tourists and regret that volunteer tourism ever come to the area. This research may help to explore the current situation and position of impacts and illustrate the local community perception derived from volunteer tourism,

Research Methodology

Qualitative approach inclines to be use in this research to establish the meaning of phenomenon from the views of participants. This also can be referred to as inductive research, in which the research building from the data to broad themes to an emerging theory.

The choice of the use of a case study reflects the aims of research, there is a need to examine phenomena the host community's response initially throughout the volunteering project and what impact did the volunteers leave on the community. The community impacts will be evaluated by applying a model created by Gursoy and Rutherford (2004).

The first stage of thematic analysis required the researcher to undertake repeated review or reading of the interviews transcriptions. This was done in order to identify conceptual themes in the interviews based on a consistent platform of argument or discussion. Thus, a careful and line-by-line reading took place, with the aim that the process will be able to recognize and provide early insight for potentially emerging themes. At the same time, this also helped the researcher in developing a coding scheme manually. The objective was to capture the essences of the discussion and then organize them into concepts. The naming of codes was only undertaken when the data began to suggest possible labels. As noted by Boyatzis (1998, p. 11), the process of thematic analysis requires the researcher to 'develop a code to process and analyze or capture the essence of observations'

The major variables that measure impacts on volunteer tourism as referred to Gursoy and Rutherford (2004). These variables will the themes for the research case study.

Table 1. Measurement for Impacts of Volunteer Tourism in Perhentian Island Community

THEME 1	Community Support for Volunteer Tourism Development
THEME 2	Perceived Economic Benefits of Volunteer Tourism
THEME 3	Perceived Social Cost of Volunteer Tourism
THEME 4	Perceived Social Benefits of Volunteer Tourism
THEME 5	Perceived Cultural Cost of Volunteer Tourism
THEME 6	Perceived Cultural Benefits Of Volunteer Tourism
THEME 7	Community Participation
THEME 8	Community Empowerment

Each of the themes derived from the interviews and survey analysis will be clustered into sub themes emerge from data collection where these themes will form the basis for socio impacts analysis of volunteer tourism in Pulau Perhentian. The themes may be initially generated inductively from raw data generated from theory based from Gursoy and Rutheford model (2004). This can be based on variables sequence depending on the data collection process. The variable sequence is developed through the interpretation of qualitative data.

Data Collection and Techniques

This section discusses the sources of evidence that are used in the case study research and the role of in-depth interviews as a technique for data collection that is appropriate for this research. This is followed by discussion of the application of these techniques and the issues faced in the actual fieldwork. Research interviews are conducted when the objective is 'to obtain information and understanding of issues relevant to the general aims and specific questions of a research project' (Gillham, 2000b). The first stage of thematic analysis required the researcher to undertake repeated review or reading of the interviews transcriptions. This was done in order to identify conceptual themes in the interviews based on a consistent platform of argument or discussion. Thus, a careful and line-by-line reading took place, with the aim that the process will be able to recognize and provide early insight for potentially emerging themes. At the same time, this also helped the researcher in developing a coding scheme manually. The objective was to capture the essences of the discussion and then organize them into concepts. The naming of codes was only undertaken when the data began to suggest possible labels. As noted by Boyatzis (1998, p. 11), the process of thematic analysis requires the researcher to 'develop a code to process and analyze or capture the essence of observations'

Limitations of Research

There are, however, several other limitations that need to be addressed. The research is intended to consider a limited number of respondents in one particular village (few respondents from each village, in higher positions such as their few communities. This is on assumption that those positions know more than others in that particular village have more power in making decisions for tourism and rural development. The reason is also influenced by time constraints and the need to ensure quick collection of data within a limited three months time frame.

Conclusion

A case study research strategy using a qualitative approach will be employed in order to sure the deep insights in the research, which were identified as appropriate to meet the aim of the research and answer the research questions.

In this case, this research adopted a case-based approach within rural area in Malaysia to represent an example of volunteer tourism in developing countries. As the research require details of context and the meanings of events from those responsible in volunteer tourism and the development of the case study, in-depth interviews was conducted in order to enhance the richness of data. Subsequently, the data was analyzed using thematic analysis to transforms data into findings.

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Building Capacity in Island Tourism Sector: A Review of Challenges and Barriers

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Communities play a big role as a human resource in various economic sectors, including tourism. However, there are several challenges and barriers facing by communities across the globe to get involved in economy sector especially in tourism sector. The challenges and barriers vary according to economic activities and place. This study aims to discuss and review various challenges and barriers of building up capacity of island communities to get them involved in tourism sector. Although there are differences among island in term of characteristics, environment or type of tourist development, there seem to be common problems and issues involved relating between community and tourism activities. Such issues involve isolation and dependence or economic and ecological perspective. In addition to that, this paper reviews issues of involvement of the stakeholders, and challenges faced by them based on previous literature and studies of capacity building specifically on island tourism. This study also explores strategies of capacity building for local community on island tourism in Malaysia towards achieving a sustainable tourism development.

Key words: capacity building, communities, challenges, island tourism

Introduction

Island tourism is considered as one of the popular tourism destinations in Malaysia. Island tourism as a concept comprises the fragile environment; traditional society and marginal economy; geographical and environmental limitations; and is almost entirely dependent on the mainland for sustainability. Sustainable tourism development is perceived as an important approach to protect natural resources for generations to come.

Tourism development on islands reveals that local residents are often excluded from tourism related activities. According to Yahaya Ibrahim (2007), there are two questions raised. Firstly, either the locals are marginalized by the development of the island as it hit them without any planning and appropriate opportunities for involvement; or secondly, the locals marginalize themselves out of the development process although it will provide them with life improvement in various sectors. This is

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due to their inability to compete, especially in new and foreign ideas of tourism development. Community development in island tourism needs to cater for small local groups since their income is solely dependent on the fishing industry. Roshanim (2004) highlighted Redang Island as an example of the scenario. The locals of Redang Island are still isolated from the expansion of the tourism development on the island. Thus, the purpose of this to discuss and review various challenges and barriers of building up capacity of island communities in tourism sector.

An Overview and Definition of Capacity Building

Economic and social development programs have increasingly placed an emphasis on sustainability. In pursuing this direction, the concept of community capacity building has become of particular importance in identifying priorities and opportunities for development (Victurine, 2000). Community development practitioners should regard the concept of community capacity not as something new, but as a refinement of ideas found within the literature (Gibbon, Labonte and Laverack, 2002).

Table 1. the compilation of capacity building definition by the UNESCO-IICBA (2006);

It is defined as any support that strengthens an institution's ability to effectively and efficiently design, implement and evaluate development activities according to its mission.	UNICEF-Namibia
Capacity development is the process by which individuals, groups, organizations, institutions and societies increase their abilities to perform functions, solve problems and achieve objectives; to understand and deal with their development need in a broader context and in a sustainable manner.	UNDP
...capacity is the combination of people, institutions and practices that permits countries to reach their development goals...Capacity building is an investment in human capital, institutions and practices.	World Bank
Capacity building is a process by which individuals, groups, institutions, organizations and societies enhance their abilities to identify and meet development challenges in a sustainable manner.	CIDA

Today the term capacity building is used in almost every context, including in tourism. There are some obvious definitions of this capacity building. Community capacity, like community development, describes a process that increases the assets and attributes that a community is able to draw upon in order to improve their lives. In a practical context, what this means is facilitating an increase in community groups' abilities to define, evaluate, analyze and act on concerns of importance to their members (Labonte and Laverack, 2001). Capacity building therefore concerns with the development of skills and abilities that will enable others to take decisions and actions for themselves.

Cupples (2005) defined community capacity building as the activities, resources and support that strengthen the skills and abilities of people and community groups in order to take effective action and leading roles in the development of their communities.

It is helpful to see community capacity building as three main types of activity;

- Developing skills - learning and training opportunities for individuals and groups, and sharing through networks and mutual support, to develop skills, knowledge and confidence.
- Developing structures – developing the organizational structures and strengths of community groups, communities of interest and networks.
- Developing support – developing the availability of practical support to enable the development of skills and structures. Community capacity building is normally undertaken to achieve a specific purpose, whereas the community development process provides the wider context.

Furthermore, Jackson in Smith et.al (2001) defined capacity as a wholistic representation of capabilities (those with which the community is endowed and those to which the community has access) plus the facilitator and barriers to the realization of those capabilities in the broader social environment.

Building community capacity can include strengthening human resources, organizational and individual capacity, developing appropriate facilities and training on tourism, and also assessing tourism impacts (Bushell&Eagles, 2007). According to Howe and Cleary (2001), community capacity building is the ability of individuals, organizations and communities to manage their own affairs and work collectively to foster and sustain change. Community capacity building is frequently described as one component in a project of "capacity building" which the United Nations (1997) labeled as an "umbrella concept". Under this umbrella, community capacity building is interdependent and interconnected with other types of capacity building: organizational, technical and infrastructural capacity.

Vreede in Adam and Urquhart (2007) stated that the capacity building is usually defined in terms of people, institutions and practices that help developing nations to achieve their goals. In some interpretation, as cited by Fiona in Aref (2010), community capacity building (CCB) is recognized as an essential strategy to strengthen the well-being of individuals, families and communities, government and non government agencies.

There are various definitions of capacity building. This definition will vary depending on locations and the affected communities. However there are some key features of equating this definition that give the same meaning. According to Gibbon, Labonte and Laverack (2002), it also was clarified that the terms of capacity building is similar with development and empowerment. Cox and Healy, in Koutra (n.d) defined empowerment as the outcome of governmental policies that endorse responsiveness to the needs of poor people. Hence, emphasis should be placed on investing in human capabilities, participation in decision making, opposing gender discrimination, increased access to credit, investment and infrastructural improvement.

Aref and Redzuan (2008) described that the community capacity building is about community empowerment. It helps individuals, organizations and communities to find unused and developed their skills, resources and geographic advantages that enable to reconsider strengths and opportunities of the abilities of community capacity in tourism development. Community empowerment is a process that is central to community development (Laverack, 2005). Community capacity building can offer a viable solution for tourism development. Community capacity building is supported by the literature and research evidence from health, education and agriculture sectors (Moscardo, 2008). Hence, tourism development needs to be supported by community capacity building.

Capacity Building Model

The model of community capacity building in tourism development was developed by Aref & Ma'rof (2010). It was highlighted to resolve the barriers and limitation in capacity building, improving community knowledge and enhancing community participation in tourism development. It is fundamental to enhance community capacity in tourism development. Capacity building involves various levels and the participation of multiple stakeholders. It is a comprehensive process that involves all dimensions of community. Furthermore, it is an important approach in increasing the participation of local communities in tourism activities.

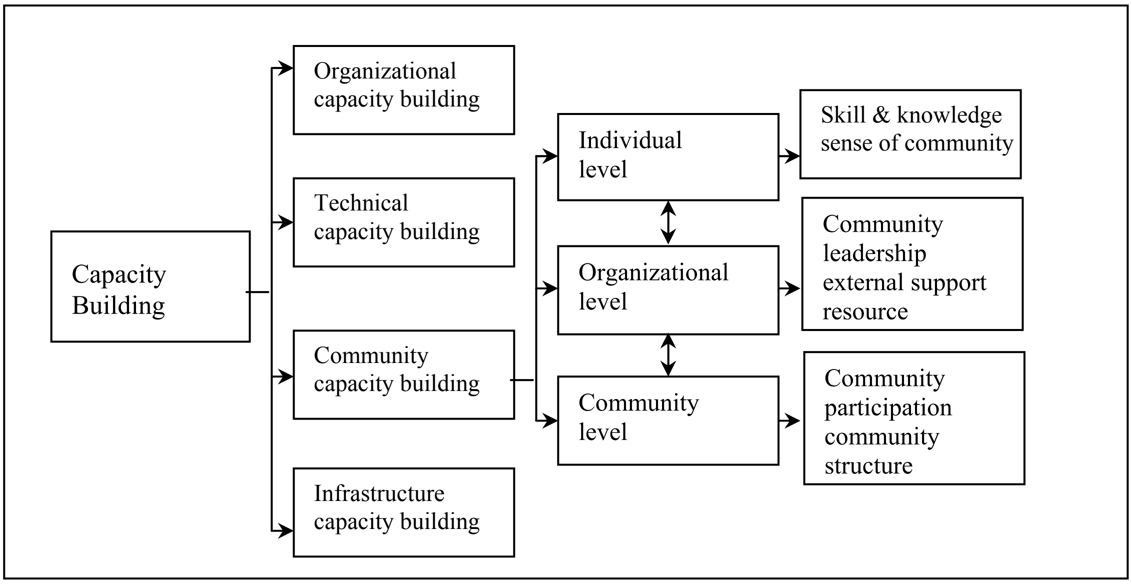

Figure 1 : Level of Capacity Building
Source : Aref (2010)

Capacity Building based on Tourism Activities

There are some barriers and challenges why most communities are not involved in the tourism activities. According to Mitchell and Reid (2001) community, particularly rural ones, first in line for service provision but last to receive benefits from effort. Tourism in the developing world has frequently been a double-edged sword; while it may provide a venue for communities and people to augment their income or livelihood, the majority of benefits tend to flow out of them. Understanding the barrier challenges to capacity building based on tourism activities is very important when developing it on an island:

Lack of Capital

Financial resources are very important to start business related to tourism activities such as souvenir shops, food outlets, resort and so on. Kalsom Kayat and Propst (2001), described that the residents of Langkawi Island, as an example, were lack of capital. This was due to the reason that they had not started their own businesses. Moreover, several residents thought that jobs created by the tourism industry are mostly tailored to those who are young. These jobs also require some level of education that many older residents do not possess.

Lack of Awareness

There are studies indicating that the local communities lack of awareness of tourism activities that can provide high income. It is known that they are still working on their traditional economy compared to the economic sectors such as tourism. As cited by Sharma in Aref and Sarjit (2010), the barriers of tourism development through local communities, particularly in the third world countries, include socio-political traditions, information accessibility and lack of awareness, economic problems and lack of cooperation.

Information Accessibility

Sharma (2004) stated that, most barriers in regard to tourism development have been created by limited access to information. Aref and Ma'rof (2008) depicted that in most Third World Countries local communities have reported either lack of access to information about tourism or available information is inappropriate for tourism development. Furthermore Ebbesen, Heath, Naylor and Anderson (2004) discerned that lack of information accessibility as one of the most common barriers to community capacity building for tourism development.

Lack of local entrepreneurial

Lack of local entrepreneurial capacity to benefit from tourism business opportunities; inadequate understanding of tourism markets and limited community awareness of tourism and its impacts; have been indicated as major barriers to effective tourism development relating to the lack of community knowledge about tourism, thus in turn leads to limited local tourism leadership, limited and ineffective planning and coordination and inadequate involvement of local stakeholders (Reid, Mair, & George, 2004). To address these problems, community capacity has been proposed as a critical concept to be built and developed within tourism destination communities.

Limited Connections/Network

According to Moscardo (2008), the barriers to effective tourism development are dominated by external agents. They are limited community involvement or control; lack of coordination of community stakeholders and conflict limited connections to tourism distribution systems; reliance on external agents for market information; limited or no market information; limited or no formal planning; lack of local tourism leaders; lack of local skills and capital; and poor/limited infrastructure. Yahaya Ibrahim (2007) highlighted the predicaments that the residents of Perhentian Island, Tioman Island and Redang Island are facing with regards to their lacking participation in tourism. The residents are not ready mentally, physically and economically to participate in the tourism sector. Other factors include lack of working experience among local community, lack of discipline, lack of production of local tourism products and lack of awareness opportunity in tourism sector.

Lack of Local Skills

The results of a survey by the Social Policy Unit of the Western Australian Government in year 2004 have emphasized that lack of knowledge and skills as one of the barriers to community capacity building. Bushell and Eagles (2007) remarked that tourism development in developing countries is difficult to achieve due to lack of formal education and foreign language skills, limited skill and knowledge, lack of decision-making and planning skills regarding the possible consequences of tourism, and limited ability to control tourism development.

Lack of Participation in Tourism

According to Aref and Ma'rof (2008) low levels of awareness and lack of financial resources are the main barriers to community participation for the development of tourism. Johnson and Wilson (2000), community participation processes can be dominated by external consultants, government staff and development or aid agency personnel.

The Importance of Capacity Building

According to Ploeg et. al. in Smith et. al (2001) ask 'What is the value of increased community capacity (ability to plan and take social action to improve the community) to profesionals and their agencies, to funders, to the community itself?'.

Improve Quality of Life

As a tourism destination, there are many developments undertaken to meet the demands of tourist. For example, provision of infrastructure facilities, roads, accommodation. This situation in turn opens up many job opportunities for local people and in turn improve the quality of life. Bullen, (2003) stated that improving the abilities of communities to enhance their quality of life and, assisting disadvantaged groups in communities to participate in these processes and obtain their fair share of the benefits.

Improve the Networks

A collection of characteristics and resources which, when combined, improve the ability of a community to recognize, evaluate and address key problems….the work that is done to develop the capacity of the network of groups and organizations (Bush et al., 2002). The capabilities that exist within communities and within the networks between individuals, communities and institutions of civil society those strengthen individual and community capacity to define their own values and priorities and capacity to act on these (Healy and Hampshire, 2001).

Involvement

Furthermore, involvement in tourism is very important that local communities can have the opportunity to evaluate their own resources (human, physical, and economic), to assess their past, present and future needs and resources, and to identify their strengths and weaknesses before evaluating any decision to become involved in tourism. Only when communities understand themselves and their abilities in their own terms can they begin to evaluate decisions relating to external features such as tourism. (Tao and Wall, 2008)

Conclusion

The conclusion has identified and discussed the challenges and barriers of development building capacity in island tourism sector. Lack of capital, tourism awareness and local skills are important element contributing to limited community capacity building in development of island tourism industry. The findings emphasis that residents on an island tourism are lack of skills and knowledge, information, limited networks and they do not have capacity or knowledge that enable them to participate in the implementation and management of tourism development. Moreover, no sense of ownership to tourism and lack of awareness have been identified as major barriers, that may prevent communities from achieving a higher level of development.

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Factors Influencing Entrepreneurial Intention: A Proposed Framework

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To boost socio economic development among bottom billion, entrepreneurship becomes an important agenda to the nation. Entrepreneurship is increasingly recognized as one of the common method to increase earning amongst the poor. Despite the recognition, to what extent the bottom billion aware the importance of entrepreneurship is not well documented. The purpose of this research is to understand the factors behavioral intention in entrepreneurship based on theory of planned behavior model by Fishbein and Ajzen (1991). Studies on entrepreneurial intention often used behavioral intention models to explain the link between influencing personality factors and entrepreneurship intention. Therefore, the entrepreneurial intention framework will be developed by using the theory of planned behavior (Fishbein and Ajzen, 1991).

Key words: theory of planned behavior, entrepreneurial intention, entrepreneurship

Introduction

Entrepreneurship is important to boost the socio economic development. Besides that, entrepreneurship also plays a significant role in developing individual and human capital and help to resolve social issues (Vinten & Alcock 2004; Thurik & Wennekers, 2004). Moreover entrepreneurship is seen as a springboard to enhance individual economic, family and communities.

According to Mohamed Zaini Omar (2010) the efforts to decrease poverty is not a new issue to many developing countries. Most of the developing countries have implemented social and economic development program to increase the living standards of the poor. Thus, Peredo and Chrisman (2006) quoted the statement of the International Agricultural Fund (2001) that 75% of the poor live in rural areas. Value creation and innovation through the development of important local business shrine as a way to reduce poverty and conserve the natural environment (Peredo & Chrisman, 2006). In addition to that, Tori (2010) argue that business community can become a strategy to promote the development of the local population in the long term.

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Business community is aware of the desire of local communities to improve the economic status. Selsky and Smith (1994) used the term ‘community entrepreneurs’ to meet entrepreneurial leadership among the non-profit organizations (non-profit organization). However, Peredo and Chrisman (2006) used the term ‘business community’ as a ‘community enterprise’ to reflect the local community in creating a collective enterprise to contribute to economic and social development of the local community. The community will act as an entrepreneur when community members become owners/managers and employee collaboratively create or identify market opportunities. Generally, community entrepreneurs have been regarded as an agent to the community that ensures the protection of their way of life through economic activity (Dana & Light, 2011).

In relation to that, research on entrepreneurship has grown during the last few decades. In Malaysia, entrepreneurship has become a national agenda to increase the development of socio-economic community. New Economic Model (NEM) has placed an emphasis on the growth of micro-scale businesses and small and medium enterprises to increase the domestic sector procurement. The government has taken the initiative to improve entrepreneurial eco-system and linkages to create competitive domestic economy. In order to accommodate the plan, the government has established the draft structure plan for each state which focusing on entrepreneurial development suited with the suitability and strength of the potential natural resources on the planned area.

Research Problem

Previous research on entrepreneurial intention has been conducted in academic setting. Majority of research on entrepreneurial intention was conducted among university students in Asian countries, Europe countries, Australia and America for example Caribbean University (Devonish et.al, 2009), Austria (Schwarz et.al, 2009), Turkey (Turker et.al, 2008), public university in Malaysia (Zahariah et.al, 2010), Spain (Liñán., 2008), Australia (Kennedy et.al, 2003), Razi University in Iran (Zarafshani et.al, 2011), Asian countries, including Indonesia, Japan, South Korea, Taiwan, and Thailand (Indirti et.al, 2009) and Germany, UK, Latvia and Argentina (Christian et.al, 2011). However, there is very limited study on entrepreneurial intention which focusing on public or community. Choo et.al (2011) has done a study in Singapore focusing on the mid-career individuals who have been involved in business while Wang (2009) focusing on chief executive officers (CEOs) and presidents of 846 small and medium-sized new enterprises (SMNEs) obtained from Dun & Bradstreet's Canadian Manufacturers Directory (2008).

Individuals do not involve in business and entrepreneurship without personal benefits. Personal belief can change individual’s thought of benefit and having self-satisfaction will encourage entrepreneurial activities. However, entrepreneurship not only benefit to the individual but also community and nation. Individual development is a basic formation to entrepreneur identity. Therefore, the purpose of this paper is to examine local community intention to involve in entrepreneurship activity based on theory of planned behavior (TPB) model proposed by Fishbein and Ajzen (1991). The study aims to propose a theoretical framework pertaining to the factors contribute to entrepreneurial intention among local communities.

The Theory of Planned Behavior (TPB)

Based on the literature, there are two models dominate entrepreneurial intention. The first is the Theory of Planned Behaviour (TPB) by Ajzen's (1980, 1988, 1991) and the second model is proposed by Shapero's model of the entrepreneurial event (1982) which hypothesizes that the intent to start a business derives from perceptions of both desirability and feasibility and from a propensity to act upon opportunities.

In psychology, the TPB is a theory about the link between attitudes and behavior. The theory assumes that intention is a significant predictor of behavior, while intention itself is a function of behavioral beliefs that link the given behavior to certain outcomes (Kautonen, Gelderen & Torniskoski, 2011). The TPB is an extension of Theory of Reasoned Action (TRA) made necessary by the original model's limitations in dealing with behaviors over which people have incomplete volitional control (Ajzen, 1991). The theory explained the relationship between three variables in explaining intention that are attitude towards behavior, subjective norm and perceived behavioral control.

Attitude

According to Chang (1998), attitude towards moral behavior significantly influences behavioral intentions. Attitude can be described as a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object. According to this view, a distinction between belief and attitude, for example would be justified only if research could demonstrate that different factors determine these two variables, and or that a change in beliefs leads to different consequences than does a change in attitude (McGuire, 1969 cited in Chang 1998).

Subjective Norm

The definitions of subjective norm refers to the degree to which one believes that people who bear pressure on one's actions expect one to perform the behavior in question multiplied by the degree of one's compliance with each of one's referents (Fishbein & Ajzen, (1981). Subjective norm construct has received considerable empirical support as an important antecedent to behavior intention (Mathieson, 1991). Research using TRA & TPB have often found subjective norms significantly affected behavioral intentions (Chang, 1998).

Perceived Behavioral Control

Perceived behavioral control refers to people's perceptions of their ability to perform a given behavior. Perceived behavioral control is more important in influencing a person's behavioral intention particularly when the behavior is not wholly under volitional control. Therefore, perceived behavioral control becomes a salient factor in predicting a person's behavioral intention to involve in entrepreneurship (Indirti, 2009). Perceived control is based on an individual's perceptions of how likely facilitating or constraining factors are to occur and to what degree these factors will influence the ease or difficulty of engaging in the behavior. Perceived behavior control is the third factor after subjective norm and attitude that effect individuals' behavior intention to share knowledge (Linan et.al, 2008). Below is the schematic diagram of TBP proposed by Ajzen, (1991).

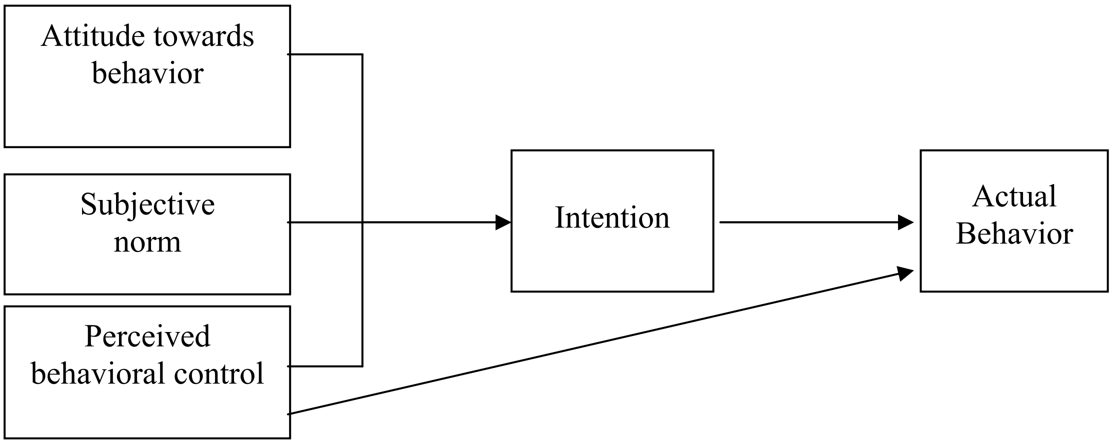

Figure 1. The Theory of Planned Behavior (Ajzen, 1991)

Proposed Framework on Entrepreneurial Intention

Research on entrepreneurial intention has been started since 1980's. Devonish, 2009 defines entrepreneurial intention as the search for information that can be used to fulfill the goal of venture creation. Bird et al., (1988) refer intention as a state of mind, directing attention, experience, and action toward a specific object (goal) or pathway to its achievement. In addition to that, Turker et al., (2008) states that the entrepreneurial intention stems from the perception of feasibility and desirability of a person and this path is affected by the cultural and social context.

Scholars and researchers in this area defined intent as "a state of mind directing a person's attention toward a specific object or a path in order to achieve something" (Vesalainen & Pihkala, 1999 in Schwarz et.al, 2009). People with intention to start a new venture are more ready and have better progress in running a new business rather than those who without intention. Thus in 2000's, entrepreneurship intention definition has been shifted from social context and cultural context to the internal context such as personality factors, as such (Douglas and Fitzsimmon 2008 cited in Engle et.al, 2010) define entrepreneurial intention "as an action of an individual's attitudes toward the outcomes of that actions and individuals self efficacy".

Entrepreneurial intention is important to understand the dynamic of entrepreneurship because intention establishes key initial characteristics for new organizations (Bird, 1988; Katz & Gartner, 1988 in Devonish, 2009.). For example, Engle et. al., (2010) define intention as a decision to start a new firm. According to the author, the individual assumes to plan his/her new firm for some time that preceded by an intention to do so. However, in some cases this intention is formed only shortly before the actual decision and in some other cases the intention never leads to actual behavior. Hence, entrepreneurial intention is assumed to predict, although imperfectly, individuals' choice to found their own firms. (Davidsson et.al, 1995).

According to the literature, entrepreneurship intention examines a range of issues and factors influencing entrepreneurship intention such as demographic profile which covers gender, age, education and working experience (Schwarz et.al, 2009); contextual factors such as perceived support, perceived barriers and close support (Devonish et.al, 2009); personality traits such as extraversion and conscientiousness (Joyce, 2010); personality factors such as need for achievement, self-efficacy (Indirti,

2009) and environmental factors such as structural support, capital access, information access, social networks (Engle et.al, 2010). Based on the literature review on TPB, entrepreneurial intention suggests that attitude, subjective norm and perceived behavioral control influence entrepreneurial intention. Therefore our proposed theoretical framework is as below.

Based on TPB, this study proposes a theoretical framework to assess local community intention to become an entrepreneur.

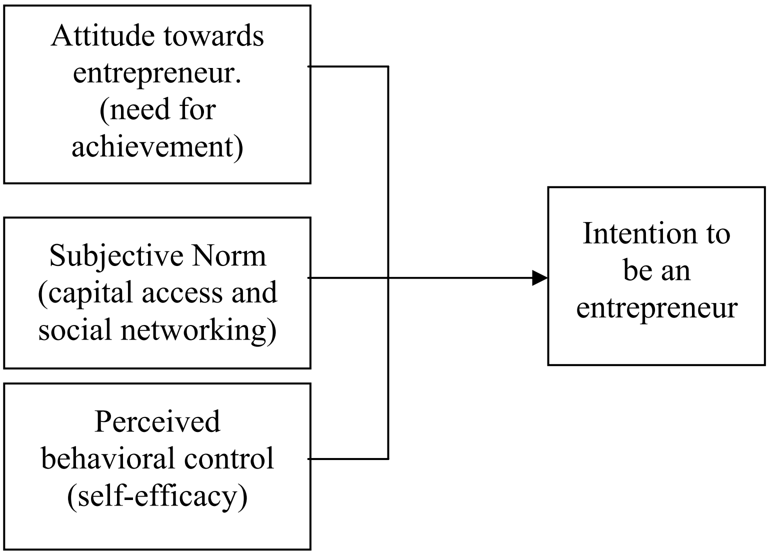

Figure 2. Proposed framework on the assessment of entrepreneur's intention of local community.

The concept of need for achievement has been introduced by McClelland (1976). Need for achievement can be defined as a unity of character which motivates someone to face challenges for success (Lee, 1997). People with high degree of need for achievement are stimulated by tasks which are inherently meaningful (i.e. high in variety, identity, and significance) and provide both ample knowledge of results and opportunities for independent action and thought (Orpen, 1985). If a totally of a person believe serve as informational based that ultimately determine his/her attitude, intention and behavior (Ajzen, 1975) it is anticipate that an individual who believe that need for achievement as high would develop the attitude and intention towards the entrepreneurial activity. Therefore, the research hypothesized that;

H_1: Attitude towards need for achievement has a positive effect on the intention to be entrepreneur.

Capital access it is quite obvious the main foundation of a new venture. Capital access is very important for a business start-up especially in developing countries, where support from financial institutions is weak (Indarti & Langenberg, 2004). Entrepreneurs, who are engaged in a new venture activity in the early stage, usually have small amount of equity to finance their business. Therefore the research believe that capital access play the significant role to determine entrepreneurial intention. Thus the research hypothesized that;

H_{2a}: Subjective norm towards capital access has a positive effect on the intention to be entrepreneur

Social network can be functioned as tools to reduce risks, transaction cost, and strengthen the access to business ideas, information, and capital (Aldrich & Zimmer, 1986). Furthermore, Kristiansen (2003) concluded that social network consists of formal and informal relationships between actors inside a circle which are interrelated and provides pathways for entrepreneurs to access resources needed for establishing, developing, and succeeding a venture. Thus the research hypothesized that;

H_{2b}: Subjective norm towards social network has a positive effect on the intention to be entrepreneur

Self-efficacy refers to a person's belief in his or her capability to perform a given task (Bandura, 1977). In a more detail, Bandura (1986) described four ways to reach self- efficacy. First, repeated success which is considered as the effective way to develop strong self-efficacy. Second, direct learning which enables individuals to predict necessary skills and attitude to finish tasks. Third, social persuasion, including for instance discussion and feedback, provides adequate information to accomplish tasks. Fourth, the evaluation of psychological status which will reduce the stress level when the physical development and emotional capability are ready. Thus the research hypothesized that;

H_3: Self efficacy has a positive effect on the intention to be entrepreneur.

Discussion and Conclusion

It has been explained that TPB is an expansion of Theory of Reason Action (TRA). TPB is able to explain the individual's non-volitional behavior which cannot be explained by the TRA. For example the variable on perceived behavioral control in TPB is able to explain the relationship between behavioral intention and actual behavior. Moreover, the TPB has improved the predictability of intention in several domains and also able to explain individual's social behavior by considering social norm as an important variable. However, TPB also have some limitations whereby it is based on cognitive processing and level of behavior change compared to Shapero's model which focuses on personality trait and self-efficacy.

The purpose of this paper is to examine local community intention to involve in entrepreneurship activity based on theory of planned behavior (TPB) model proposed by Fishbein and Ajzen (1991). The study aims to propose a theoretical framework pertaining to the factors contribute to entrepreneurial intention among local communities. This model can be used to predict entrepreneurial intention especially to those people who want to become an entrepreneur. Ajzen model (1991) does appear to be an important cognitive process model for the evaluation of entrepreneurial intention.

In conclusion, this paper proposed entrepreneurial intention framework based on theory of planned behavior by Fishbein and Ajzen (1991). Therefore, the intention measurement included in this study is attitude, subjective norm and perceived behavioral control. A behavioral intention refers to a person's intention to perform various behaviors. When the probability dimension links the person to a behavioral, the concept 'behavioral intention' should be used. The usual assumption is that the more favorable a person's attitude towards entrepreneurship, the more he will intend to perform positive behaviors and the less he will intend to perform negative behaviors. Therefore by incorporating model of theory planned behavior in predicting entrepreneurial intention is a good start to search for actual behavior of the entrepreneur.

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Analysis of the Aftermath of Global Economic Crisis on Indonesia's Tourism Industry

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Many studies have investigated the effects of global economic recession on tourism industry and policies or strategies to mitigate the impacts. This event rapidly spread over the world, deteriorated macroeconomic outlook and declined output in most of the major tourism source market, which made a seriously negative impact on the tourism industry. Economic variables such as travel expenditure, the origin country or region's income and tourism prices in competing destinations are the most significant determinants of tourism demand that have been affected by economic crisis. Despite the severe outcomes, the global economic crisis has not been well documented in the literature and still need substantial research studies to examine its impacts on different countries in the world. Thus, this paper investigates impacts of the recent global economic crisis on tourism industry in Indonesia and discusses how the industry responded to it. It also outlines various strategies and policies which have been employed to overcome from the crisis. The study shows that tourism industry in Indonesia has been affected by recent global economic crisis and created severe impacts for industry stakeholders. This study concludes that the repercussions were temporary and after a certain period, the industry recovered from the crisis.

Key words: economic crisis, tourism, Indonesia, impact

Introduction

Tourism is frequently seen as a discretional consumer good (Song & Lin, 2010); hence, the demand for which tends to be most affected by adverse economic situation. Recent economic and financial downturn that affected tourism industry from 2007 through 2010 and beyond has cast substantial attention on the role that crisis events play in tourism (Hall, 2010). The scope and magnitude of impacts were so severe which the United Nations World Tourism Organization (UNWTO) (2010) estimated that international tourist arrivals fell by 4% in 2009, and many destinations in the world reported negative growth. After a slightly decrease in the first half of 2009, Asia and the Pacific, as a second most visited destination in the world, showed an extraordinary rebound. While arrivals declined by 7% between January and June, the second half of 2009 saw 3% growth reflecting improved regional economic results and prospects (UNWTO, 2010).

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Being a major contributor to the Indonesia's economy and significant source of its foreign exchange revenues, tourism industry seemed to be suffered from global economic recession (The Report Indonesia, 2009). Stagnation or slightly decrease in number of international arrivals, breakdown of small and medium enterprises, shrinking consumer purchasing power, decrease in length of stay, and mounting unemployment are repercussions of the global economic crisis. Although Ministry of Culture and Tourism reported a 1.4 % growth in international tourist arrivals in 2009 compared to 2008, there was a significant decrease (14.3%) in tourism revenue in same period (Ministry of Culture & Tourism, 2010).

However, in order to respond to the crisis and manage the impacts, the government with co-operation of international agencies such as UNWTO applied a series of effective strategies and contingency plans in both national and international levels. By applying these swift actions, negative impacts were relatively minimized, and tourism industry returned to pre-crisis situation. Being a crisis-affected country, Indonesia has experienced many natural and human-induced crisis events, by which tourism industry has always been struggling with difficult situations. This recent world economic crisis was another event that has not being investigated for the case of Indonesia.

Therefore, this paper is an attempt to discuss over the possible impacts and investigates the mitigation and responding strategies which were used by practitioners in both private and public sector. Generally, the Ministry of Culture and Tourism as a government agency is a pioneer in this way. Being a leading specialized organization, Ministry of Culture and Tourism has the responsibility of coordinating and integrating other public and private stakeholders.

Literature Review

Although economists have made considerable attempts to forecast the impact of various crisis events such as terrorist attacks, outbreak of diseases, political instability, investigations into the effects of economic and financial crises on the tourism industry are relatively rare (Kuo et al. 2008; Lim, 1997; Lim, Min, & McAleer 2008; Pambudi, McCaughey & Smyth, 2009; Smeral & Wuger, 2000, 2005, 2008; Song & Li 2008; Song & Witt 2000; Smeral, 2009). These research studies usually look into the Asian financial crisis of 1997 (Prideaux, Laws, & Faulkner, 2003; Huang & Xu, 1999; Wang, 2009) or specific cases such as analyzing the effect of Turkey's economic crisis on the tourism industry in Northern Cyprus (Okumus, Altinay & Arasli, 2005; Perron, 1989). In general, researches investigating the effect of economic crises on the tourism industry were only partial in their perspective, that is, the crisis surveyed was of a regional and/or sectoral scale only (Smeral, 2009).

Several researches investigated the effects of recent global economic crisis on tourism industry worldwide. Among them, Smeral (2009) surveyed the impact of the financial and economic crisis on European tourism. His study concentrated on analyzing and forecasting demand for international travel of the EU 15 countries. He found that global economic crisis has affected tourism industry in studied countries. Retchie, Molinar and Frechtling (2010) examined the impacts of the world recession and economic crisis on tourism in North America. Their results show that tourism in Canada and USA has been affected by global economic crisis. In contrast, tourism in Mexico has been affected more directly and to a much greater extent by the swine flu pandemic, exchange rate, climate change and then by global economic crisis.

Another research investigated the impacts of financial and economic crisis on tourism in Asia (Song & Lin, 2010). This study is also aimed to forecast inbound tourism to Asia and outbound tourism from Asia by considering the possible impacts of the recent economic and financial crisis. The studies concentrated on destinations in Asia such as China, Hong Kong, India, Indonesia, Japan, Malaysia, Philippines and Singapore. The empirical results show that the crisis had a significant negative effect on tourist arrivals to Asia and tourist expenditure by Asian tourists outside Asia (Song & Lin, 2010).

Several other studies focused on specific country or destination in the world. These researches attempted to investigate the effects of global economic recession on tourism industry and policies or strategies to mitigate the impacts. Of these studies can be named the impacts of global economic crisis on tourism sector in Egypt (Badr, Zakareya & Saleh, 2009), and the impacts of the same event on tourism business for the Caribbean (Economic Commission for Latin America & Caribbean, 2010). To date, this crisis has not well been documented in the literature and still need substantial research studies to examine its impacts on different countries in the world. The current study is an attempt to fill this gap and aims to investigate the impacts of global financial and economic downturn of tourism industry in Indonesia and find out the response of business stakeholders to mitigate the repercussions.

Results and Discussions

A cursory searching of media exposure indicates that the world experienced a serious economic and financial downturn from 2007 through 2009. This event rapidly spread over the world, deteriorated macroeconomic outlook and declined output in most of the major tourism source market, which made a seriously negative impact on the tourism industry. Although the resources say they have not seen the negative influences on Indonesia international arrivals during global economic crisis (Ministry of Tourism and Culture, 2010), this study demonstrates that the repercussions engulfed this business sector. Economic variables such as travel expenditure, the origin country or region's income and tourism prices in competing destinations are the most significant determinants of tourism demand (Song & Lin, 2009) that have been affected by economic crisis. As consequences of this incident, Indonesia's international tourism receipts decreased substantially. Table 1 shows the international visitor arrivals to Indonesia and foreign tourism receipts.

Table 1. Visitor Arrivals to Indonesia 2001-2010

Year	Visitor arrivals	Average expenditure per person (US$)		Average length of stay	Tourism revenue (Million US$)
		Per visit	Per days		
2001	5.153.620	1.053,36	100,42	10,49	5.396,26
2002	5.033.400	893,26	91,29	9,79	4.305,56
2003	4.467.021	903,74	93,27	9,69	4.037,02
2004	5.321.165	901,66	95,17	9,47	4.797,88
2005	5.002.101	904,00	99,86	9,05	4.521,89
2006	4.871.351	913,09	100,48	9,09	4.447,98
2007	5.505.759	970,98	107,70	9,02	5.345,98
2008	6.429.027	1178,54	137,38	8,58	7.377,39
2009	6.452.259	995,93	129,57	7,69	6.302,50
2010	7.002.944	10.085.75	135.1	8,04	7.603.45

Source: Adapted from Ministry of culture and tourism

According to Table 1, international tourism receipts have decreased by 14.3% in 2009 compared to the same period in 2008. At the same time, length of stay in classified hotels has also decreased from 8.58 to 7.69 nights; average expenditure per person decreased from 137.38 US$ to 129.57US$ per day; and from 1178, 54 US$ per visit to 995, 93 US$. This indicates that even though the number of international arrivals did not decrease during global economic crisis, tourists cut their travelling expenditure to save more money for uncertain future. In this case, many tourist establishments lost some portion of their revenue. This was felt mainly in luxury hotels and resorts, which depended on lucrative foreign markets such as USA, Canada, Germany, Sweden, etc (Statistics Indonesia, 2010). Bali, Yogyakarta and Jakarta were such destinations that suffered from global economic crisis.

The crisis has also provided a challenging backdrop for companies operating within the Indonesia' tourism industry at present (Baliedutour, 2010). Hotel and airline industries had to deal with slumping demand. These have influenced both tourist-related sectors and local livelihoods to Indonesia's tourism industry. The impacts were not only felt in Bali as the main tourist destination, but also in other areas such as East Java and Lombok that depended on market demand in Bali. In the case of Bali as the main tourist destination in Indonesia, the impact from the global financial crisis started to be felt by the tourism businesses. Hotel room cancellations for December 2008 reached 20%, the cancellations mostly came from Western lucrative markets such as Europe, the US, and Canada. Meanwhile cancellations from Asia, like Taiwan, Singapore, and Japan, have not been as many. Table 2 depicts the hotel occupation rates in classified hotels between 2007-2010.

Table 2. Room Occupancy Rate in Classified Hotels by Province, Indonesia

Provinces	2007	2008	2009	2010
Nanggroe Aceh Darussalam	53.61	49.81	51.18	49.79
North Sumatera	42.57	42	42.06	42.02
West Sumatera	40.84	45.79	47.27	47.89
Riau	49.07	47.34	47.07	48.1
Jambi	39.22	50.25	48.38	49.13
South Sumatera	45.84	44.43	48.51	56.05
Bengkulu	29.29	36.44	37.44	41.93
Lampung	51.2	48.81	51.67	50.82
Kep. Bangka Belitung	24.43	30.88	43.37	41.73
Kepulauan Riau	51.14	46.09	46.55	47.58
DKI Jakarta	53.61	50.57	50.69	51.76
West Java	39.39	40.26	41.4	43.49
Central Java	37.6	37.79	38.12	41.01
DI Yogyakarta	45.55	50.07	49.53	47.3
East Java	42.78	46.9	47.06	46.05
Banten	37.58	46.89	42.07	41.69
Bali	53.49	59.88	60.02	58.86
West Nusa Tenggara	43.29	44	43.73	44.54
East Nusa Tenggara	39.36	51.85	49.7	47.44
West Kalimantan	41.25	41.85	40.97	38.37
Central Kalimantan	72.47	65.43	60.59	28.68
South Kalimantan	49.57	53.66	51.52	53
East Kalimantan	48.03	45.75	49.79	49.19
North Sulawesi	47.59	53.93	48.69	46.04
Central Sulawesi	53.79	43.36	44.06	66.47
South Sulawesi	36.85	40.05	41.54	45.32

South East Sulawesi	36.55	39.65	30.27	41.89
Gorontalo	56.58	59.09	73.07	76.61
West Sulawesi	30.51	26.63	-	-
Maluku	29.37	38.7	31.55	34.51
Maluku Utara	54.45	26.84	32.48	45.06
West Irian Jaya	35.31	35.19	42.71	38.87
Papua	42.89	47.17	52.28	58.02
Indonesia	**46.89**	**48.06**	**48.31**	**48.86**

Source: Badan Pusat Statistik Republik Indonesia (Statistics Indonesia)

As Table 2 shows, overall room occupancy rate has not decreased during global economic crisis, but there is stagnation in the process of growth. Some provinces such as Southeast Sulawesi and Maluku experienced a dramatic decrease in 2009. For example, hotel occupancy rate in Southeast Sulawesi decreased from 39.65% in 2008 to 30.27% in 2009.

Responses to the Crisis

Starting with fear and instability around economic crisis, the year 2009 was an extremely challenging year for the tourism industry and one of the toughest in the history of world tourism as a result of unemployment, geopolitical tensions, natural and man-made disasters coupled with the scare of H1N1 influenza pandemic. International tourist arrivals thus suffered a decline of minus 4.3 per cent compared to the previous year (UNWTO, 2010). For the purpose of expanding the member country's capabilities in crisis and risk management, UNWTO held many capacity building workshops to prepare for, mitigate and react to the multiple risks the tourism sector is facing, this capacity building workshops address the core issues of a systematic approach to manage risks and crises. It gives especial emphasis to the strategies, actions, and techniques for recovery also in the context of the current global economic crisis. In an interactive but also didactic way, the experts conducted the classes and trained the participants all required necessities (UNWTO, 2010).

This organization will update on its current work in the fields of market research in times of crises and toolbox on crisis communications. Both fields are of central attention to UNWTO's ongoing efforts to support the travel and tourism sector in crises and will result in guidance materials during the course of 2010. UNWTO prepared a roadmap for recovery in September 2009 and report on implementation of this roadmap for different countries (UNWTO, 2010). This roadmap helped the countries like Indonesia to implement practical strategies in order to overcome from this critical situation.

Strategies to Mitigate the Negative Impacts

Under technical support of UNWTO, Indonesia has used different strategies to confront the negative impacts of the recent global economic downturn on its tourism industry. Different solutions have been used including:

Development of domestic tourism and new destinations

As an effective and usually successful strategy, the government of Indonesia paid more attention to its huge and increasingly wealthy domestic market as a buffer against the negative impacts of crisis on a country's international tourist arrivals, as it helps to compensate the loss in inbound tourism and to sustain services and jobs at uncertain times. With decline in inbound tourism figures in the first half of year 2009, the government's strategy was to promote domestic tourism beyond well-known destinations such as Bali and Java by opening new flight routes to increase accessibility, opening new airports, and promoting collective vacation for students. The government has also promoted new destinations. They are presently focusing on Lombok in west Nusa Tenggara province, Raja Ampat in Papua, Maluku, north Sumatra, and north and south Sulawesi, among others. Domestic low-cost carriers such as Air Asia are opening new routes to these destinations (The report Indonesia, 2009).

Increase short-haul markets and regional and intra-regional supports

Indonesia is relatively far from the potential markets and tourist generating regions such as the Europe, North America, or Japan. Therefore, many international tourists visiting Indonesia are from neighboring countries, mostly from Singapore, Malaysia, Thailand, Japan, South Korea, Australia, Taiwan and so on. This is true that in the time of economic crisis, people are intended to save money and spend less on luxury products such as far away destinations (Hall, 2003). The increase of fuel price in the first half of 2008 resulted in an even higher cost to travel to long-haul destinations. Figures show most Asian countries' tourist arrivals from Europe and US markets already experienced a sharp decline in the 2009. Based on realistic analysis of the current situation (UNWTO Barometer, 2010), some Asian countries started to pay more attention to the short-haul market. In the case of Indonesia, the efforts made by the government in dealing with the crisis is to intensify the initiatives, aimed at the short and medium haul markets concentrating on neighboring countries such as Malaysia, Singapore and Thailand, as well as its medium haul market to which it is connected by direct flights or have new flight connections. These include Australia, Japan, Republic of Korea, China, Hong Kong, and Taiwan.

In addition, the government is targeting new emerging markets namely Russia, China, India, and Middle-East countries to offset the lowering of travel from the more recession-hit countries. On the other hand, Indonesian and Malaysian tourism authorities have started working together to enhance co-operation in the Asian market. Initiatives include joint promotion, increased flight services, incentives and travel discounts. Co-marketing has been done with airlines, hotels, travel agents, IT companies and international tourism organizations.

Marketing strategy

In the time of crisis, the greatest opportunities can arise, through reappraisal and changing of the pattern of thinking, formulating long-term marketing strategies and developing networks and co-operation that could stand the tourism industry in good stead during the current economic climate. The marketing strategies for promotion in international and domestic markets enhanced and 10 representatives of tourism promotion abroad were established (UNWTO, 2010).

In order to maintain or increase visitor arrivals in 2009 in the heat of the global economic crisis, Indonesia, continued with promotions in some target markets. The strategy was effective because its international tourist arrivals increased by 0.36%. Activities that helped to sustain its tourism industry include advertisement in overseas media, printing and digital presentation of tourism promotional materials in several languages for distribution overseas through Indonesian embassies abroad, online marketing and active participation in some big international events particularly for short and medium haul markets (UNWTO, 2010; The report Indonesia, 2009).

Its tourism marketing priority programme for 2010– 2014 will focus on Visit Indonesia Tourism Offices (VITO) in 12 countries. The offices are located in Australia, China, Japan, Republic of Korea, India, Malaysia, Singapore, Dubai, Germany, the Netherlands, France, and Russia. In addition, the government has launched e-marketing and media promotion campaigns, marketing task forces consisting of multi stakeholders based on market priorities.

Improve promotion and capitalize on events

As a successful promotional strategy, Visit Indonesia Campaign was relaunched in 2009, and the government set aside a tourism promotion budget of Rp 289bn ($US26 million) in the same year (The report Indonesia, 2009). The theme of campaign refocused on the theme of Marine and MICE tourism (Meetings, Incentives, Conferences, and Exhibitions). The MICE market is regarded by the Ministry of Tourism and Culture as a major strategic target, and 11 cities in addition to Jakarta were selected as having the best potential MICE venues due to their superior infrastructure and communications. Jakarta and Bali remain the major MICE destinations in the country, as many important international conferences have been conducted in Bali and Jakarta.

Product development

The Indonesian tourism authorities are quite aware of narrow competition in the region. Hence, if they want to stay in the market, then they should diversify and qualify their tourism products. For this reason, the Ministry of Tourism decided to improve the quality of tourism attractions. It has facilitated direct promotion of qualified products for special niche market and allocated funds for improving the quality of tourism attractions with professional approach and sustainable tourism development.

Focus on job retention and sector support

It is very important to keep the current jobs and support the tourism suppliers in the time of the crisis, in order to return the situation to the pre-crisis. Therefore, the government requires new human resource strategies. The human resource strategies for retaining jobs and tourism sector support were capacity building for human resource development, mapping of human resources development on tourism, improvement of recruitment systems for obtaining qualified human resources, policy of zero unemployment after one year of graduation from tourism schools, under the supervision of the Ministry of culture and tourism. Capacity building and technical assistances for tourism industries in 15 priority destinations like Java and Bali, North and South Sulawesi, North, West and South Sumatera provinces, West Papua and East Kalimantan were executed.

Conclusion

As it was observed, Indonesia's travel and tourism sector is well placed to avoid the worst of the global economic recession. This country has experienced different crises during the few past years. Therefore, it has great experiences to manage in the time of crisis. The Ministry of Tourism and Culture established a good bilateral cooperation with UNWTO in the crisis management and recovery programs. In the time of economic crisis, this country well equipped itself with appropriate and practical strategies, so that it could confront with the most recent crisis. The strategies focused on development of tourism in new markets such as Russia, China, and Middle East countries, development of medium and short-haul destinations like Australia, Malaysia, Singapore, and development of domestic tourism and new tourism products in the country. The other strategies are promoting MICE, marine tourism, and relaunch of Visit Indonesia in 2009 in major markets. These strategies were quite successful, because in the second half of the year 2009, tourism recovered and at the end of year, the country reported a growth in terms of international arrivals.

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A Framework for Innovative Activities in Museums

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Innovation has become an important factor to assure a sustainable growth and profit for every industry, especially for tourism where clients are dependent on products and services offered by tourism operators. Since tourism is a global industry, it is crucial to evaluate innovative activities in any segment of tourism. Nevertheless, a small number of innovation studies in tourism reveals a limited empirical evidence of the level of innovative activities and their impacts and implications to tourism destinations particularly museums. Innovative activities are indeed a management process which maintains the role of museums directors in occurring innovative activities. The potential of innovation in museums not only helps us to predict changes for future of museum but also plays a crucial role in establishing a relationship with tomorrow's museum-goers. This study aims to provide useful information for museums managers and should assist them in developing policies that promote innovation in the tourism sector. In this study all the relevant literatures were reviewed and the areas which innovation can be occurred were identified.

Key words: tourism industry, innovation, museum, measurement scale

Introduction

Tourist consumption patterns have been changing in recent decades and there has been an increasing interest in experiencing some natural, heritage and cultural forms of tourism. Such desires have provided the creation of new innovative tourism products (Abdillah, 2011), since tourism is a dynamic sector that is changing incessantly owing to consumer values changes, political forces, environmental issues and advances in technological development (Dwyer and Edwards, 2009). Consequently, a tourist destination is under pressure to adapt to such changes in order to stay competitive in the tourism market.

Innovativeness enables firms to create the ability to adapt and go forward to meet changing market conditions and customer demands. It is widely acknowledged as a key ingredient of firm success and performance. A strong relationship between markets and environments changes and adaptation to these changes has been reported in the literature. Huber (1991) points out in his study that organizations need to rely to an increasing degree on innovation for their survival and development. Alvarez and Barney (2001) argue innovation is important to firms because innovation and

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competitiveness are linked. Moreover Abdillah (2011) declared innovation is regarded as a way for tourism destinations and individual organizations to stay in tune with environmental changes. It is necessary to take account of the need for innovation for it crucial role for the success of tourism sectors. In fact, this is the only way the tourism operators can manage to differentiate in products or services offered from the competitors for their survival (Griffin, 1997).

A museum as an important tourism destination should be able to meet new tourists' desires. Museum should not just being seen as an important tool for community development and helping in promoting cultural conservation, but it is also one of the niche products of cultural heritage tourism attraction that could affect the growth of the tourism industry (Mey & Mohamed, 2010). Museum role has been adapting to users' needs and necessity to modelling itself as a place for education, instruction, training and cultural entertainment. Museums are places where not only the objects of the past are shown but also the places for building the future and the forums that must help the community to grow. However, in some cases museums are considered like dusty and ugly shop windows which need to be improved. Many museums rely on donors and fees to cover the expenses of services provided for visitors. Museums and other heritage sites have increasingly had to compete not only among themselves, but also with other attractions and experiences like leisure time venues such as shopping malls, theme parks, sports events, theatre and movies (Ballantyne and Uzzell, 2011). Thus, in order to hold on to their market share, cultural organizations such as museums will have to market themselves very strategically to attract audiences and maintain a position in the future (Scott, 2005 cited in McNichol,2005).

Innovative activities in museums can improve understanding, attraction and accessibly for visitors. Visitors are considered as customers who must be satisfied, who possibly spend money at the shop and in the cafeteria and who return or encourage others to visit the museums. According to Perlin (1993) museums should be able to catch the visitor's eyes and motivate them to revisit by providing some new facilities, such as that help the understanding of the artworks (guided tours, readings, symposia, films, multimedia, presentations, etc.). Museums need to create a new ''WOW'' experience that involve all kind of the innovations (technological, communicative and marketing). Since culture as manifested by the arts and crafts products is viewed as a tourism resource that assures the sustainability of the industry, a way to preserve and develop it in an innovative way must be guaranteed (Abdillah, 2011). Consequently, it is becoming increasingly difficult to ignore the innovation in museums as Dato and Kok (2005) affirmed" innovation is truly the heartbeat of a dynamic nation."

Issues Come From Literature

Literature review based on previous studies on innovation in tourism destination revealed several issues and limitations such as; limited relevant studies, innovation definitions and categories, innovation in tourism studies and innovation in museum setting.

Limited Relevant Studies

Hall and Williams (2009) declared that there is an obvious quest for better empirical evidence about innovation in tourism, and that quantification is essential. Hjalager

(2010) stated that throughout history, tourism has been a phenomenon characterized by vast innovativeness and it was mentioned that innovation has come to be used as a buzzword applying without deeper reflection for anything that is quite new. Theoretical work on innovation traditionally has focused on manufacturing and selectively on some service sectors and in contrast, tourism is quite neglected.

In Malaysia, although the Ministry of Science, Technology and Innovation (MOSTI) through its agency, the Malaysian Science and Technology Information Centre (MASTIC) has been carrying out national surveys of innovation (NSI) in the Malaysian manufacturing sector on a biannual or tri-annual basis since the mid-1990s, Lee and Chew-Ging (2007) found only little attention has been paid to investigation of innovative activities in tourism destinations. Studies by Sundbo (1998), Andersen et al (2000), Gallouj (2002), Drejer (2004), Howells (2004), however demonstrated that innovation in services follows patterns that are different from those in manufacturing. Thus, the tourism industry should be comparably represented in comprehensive survey programs such as the European Community Innovation Surveys (CIS), where firms are asked about various aspects of their innovative activities, including inquiries about the extent to which they have introduced new or significantly changed products or processes (Smith, 2005). Since there is no relevant survey as was mentioned above there is an obvious need to carry out such an important survey to identify innovativeness in tourism destinations.

Innovation Definitions and Categories

Innovation has been frequently defined in the literature. The diversity of innovation definitions lies in the different purposes of applying this phenomenon. Innovation however differs from creativity. Creativity refers to the production of new ideas, new approaches and inventions; whereas innovation is application of new and creative ideas (Decelle, 2004). According to Schumpeter (1934), there are five areas can introduce innovation: (1) generation of new or improved products, (2) introduction of new production processes, (3) development of new sales markets, (4) development of new supply markets, and (5) reorganization and/or restructuring of the company. Schumpeter (1934) defines innovations as new ways of doing things, or as better, unique combinations of the factors of production. He also mentioned innovation is the creation of new possibilities for additional valued added.

Drucker (1985) used innovation to refer to an opportunity which results in the creation of a new or a change to a different good or service. It is also suggested that innovation is a specific tool of entrepreneurs, by which they exploit changes as an opportunity for a different business or a different service (Drucker, 1985). Drucker (1985) states innovation is a learned skill that managers and entrepreneurs are capable of learning, improving, and applying. Whereas Rothman (1976) defined innovation as any program, technique, or activity perceived as new by population, group or organization. Some scholars (Kanter, 1983; Burgelmann & Maidiqu, 1996) considered innovations as the outcome of the innovation process leading to new products and services and systems delivery. Innovation can be an idea, practice, process or product perceived as new by an individual that can be applied as a new problem-solving idea into an application (Rogers, 1983). Perri (1993) suggested a broad typology of innovation that included dimensions of product innovation, process innovation and management innovation. Product innovation involves with an introduction of new types of services or goods while process innovation involves the introduction of new ways of producing goods and services and management innovation includes internal innovation (a new organizational structure or shape is introduced), and external innovation (new relationships between organization are introduced).

Meanwhile, Lee and Chew-Ging (2007) defined innovation as a new or significantly improved product (goods or service) introduced to the market or a new or significantly improved process introduced within a company. Ottenbacher and Harrington (2007) argue that service innovation can be any of the following; new to the world services, services that are seen quite new in the eyes of customers, new service lines, services that are not new to the marketplace but are new to the firm, additional to an existing service line, new services that are not significantly new to the service and producer but to the customers in the existing market segment, improvements and revisions to an existing service, new services that provide improved performance or greater perceived value to replace existing services, repositioning existing services that are targeted to new markets or market segments or a new use of a new competitive set and cost reductions, and new services that provide similar performance at a lower cost of supply.

Hjalager (2010) asserts innovation refers to the process of using any new, problem solving ideas. He also mentioned that ideas for reorganizing, putting in new budgetary systems, improving communication or assembling products in teams are also innovations. Hjalager (2010) provided categories of innovation in tourism that include combined perspectives of innovation researchers: product or service innovations, process innovations, managerial innovations, management innovations and institutional innovations. Hall and Williams (2008) emphasized that innovation consists of the adoption, development and execution of new ideas in order to improve an organization processes, performances, products or services and classified it in tow forms, namely incremental and radical innovation. Chandy and Tellis (1998) and Ettlie et al (1984) also had mentioned the same kind of classifying. Incremental innovation commonly starts from existing technologies or practices and does not deliver a novel outcome. Thus, Sundbo *et al.,* (2007) stated innovation in tourism refers to both behavioural as well as technological innovation and will often be a mixture with this kind of categorizing.

Innovation in Tourism Studies

Despite of too little study on the level of tourism's destinations innovativeness, few studies in the tourism sector were found that have only been conducted on a small number of areas which has tended to focus on innovativeness in hotels rather than any other sub-sector (Mattsson & Sintes, 2007; Ros & Sintes, 2009; Ottenbacher *et al.*, 2007; Pikkemaat and Peters, 2005; Weiermair, 2005; Sundbo *et al.,* 2007). Based on their study in hotel industry in the Balearic Islands, Ros and Sintes (2009) define innovation in two degrees in which client intensity is monitored by hotels and leads to the introduction of additional characteristics to existing attributes (incremental innovation) or to the adoption of a new attributes (radical innovation) in the services provided. Orfila-Sintes and Mattsson (2007) developed and tested a model of innovation behaviour in the hotel industry.

The model relates four types of innovation: management, external communication, service scope and back-office to the key determinants: service provider characteristics, customer competences and the market driver (Orfila-Sintes & Mattsson, 2007). Pikkemaat and Peters (2006) discuss the importance of innovation as a key component of business strategy in tourism based on the empirical study conducted in alpine tourism destinations focusing on the assessment of innovation activities in small and medium sized (SMEs) hotels. Diverse functional areas of hotels have been analyzed and the results show rather low degrees of innovation in all areas of the hotel value chain. Finally, Sundbo *et al.,* (2007) compared innovativeness and explanatory factors of Spanish and Danish tourism firms in order to identify the differences in the innovativeness of tourism firms. Based on qualitative and quantitative observations, Sundbo *et al.,* (2007) suggest taxonomy of tourism firms operating with three categories: tourism corporations, tourism enterprises and tourism shops. Sundbo *et al.,* (2007) claim tourism enterprises are more innovative than tourism shops and tourism corporations are more innovative than tourism enterprises.

Lack of sources in evaluating innovative activities in museums led to search in other kind of organizations which are not sub-sectors of manufacturing industry. According to international council of museums which knows museums as non-profit organizations a study of developing a measurement scale for non-profit organizations' innovativeness was found. Hu and Yu (2008) in their survey through in-depth interviews with non-profit organizations' directors constructed the NOI (non profit organizational innovation) scale, with three factors and 12 items. Hu and Yu (2008) constructed the scale, for non-profit organizational innovation (NOI) Based on exploratory and confirmatory factor analysis, with three dimensions: innovation climate (IC), service innovation (SI) and management innovation (MI). This study can be used as an important reference for developing a measurement scale of innovativeness in museums.

Innovation in Museum Setting

Nobel (1989) in his study developed elements which would permit a closer look at what constituted innovation in a museum setting by twenty-five museum directors from five museum directors at the outset of the study. Nobel's study called upon museum leaders to help develop specific areas of innovation in museum settings, building upon a list derived from in-depth interviews and other sources, several broad areas of innovation were suggested by interviews conducted with directors (Table 1).

Table 1. Innovation's areas in museums

Innovation areas in museums	Derived innovation items
Administration	*Implementation of new budgeting or management techniques *Management of objectives *Program planning and budgeting *Introduction of contemporary office technology
Collections Management:	*Use of computers *Implementation of unique policies regarding accessibility of collections to scholar and visitors
Exhibits/Security	*New approaches to travelling or changing exhibits *Exhibit cooperatives or consortiums *New design techniques, and others *A number of physical and electronic measures which could be taken
Education or Interpretation	*Specialized programs for casual visitors *Innovative use of volunteers
Fund-raising and Revenue Generation	*Earned income, capital campaigns, and continued giving
Public Relations/Marketing	*Television, radio PSA development *Cooperative programming *Use of survey instruments to measure museum user reactions to exhibits, programs, and gather general demographic information about visitors.
Trustee and Volunteer Recruitment, Training and Relations	*Guiding boards of trustees to work harmoniously with the staff toward institutional goals through the implementation of job and committee descriptions *Training sessions and clear recruitment guidelines *Hiring a volunteer coordinator *Initiating a volunteer newsletter
Facilities Maintenance/Management innovation	*Obtaining adequate insurance for buildings, collections and equipment at affordable rates *Establishing energy conservation measures within the existing facilities or planning them into future construction. *Alternate or after-hours utilization of buildings and grounds to provide greater use of capital investment and generate additional revenues

Source: Nobel (1989)

Gilmore and Rentschler (2002) suggested three important elements of service delivery in a museum context consist of education, accessibility, and communication. According to Department of Museums and Antiques of Malaysia(2010), different areas of museums' functions involve the collection acquisition policy, research policy, exhibition techniques and concepts, conservation methods as well as the museology, education and expansion program also this department illustrates museums activities as administration, finance, publication, editorial, training, record centre, archives, public relations, marketing and information technology and since that was also emphasized on flexibility of these museums functions and activities can be included in areas which innovation can be taken place.

Discussion and Conclusion

Clearly, over the past 30 years, the expectation that a museum is largely concerned with storing, caring for, and exhibiting objects has expanded to include its role as a non-formal educational institution and providing a public service through an engaging presentation of objects and experiences to visitors. According to ICOM (2010), these changes in museums' roles are in line with developments that have occurred in society. Still, many museums still rely on simple text panels to provide information to visitors about museum objects, which are in the locked glass cases and visitors almost have no chance of engaging with the material (Bannon *et al.,* 2005).

By creating challenging exhibition environments where people can explore, question, discuss, and experience based on the nature of museum collections, it could possibly change the simple informative forms of display. Museums should change from a preserving objects place to a cultural centre working for the public and this is probably the most interesting innovation (Maggi, 2000). Museums like other industry sectors are facing competition and pressure to provide better quality products and services to catch with the speed in the market. Global communications, technological and scientific understanding, and the increasing knowledge-ability of, and demand from clients are some of the reasons why innovation is even more urgent today.

Despite the importance of innovation to museums, practitioners and researchers are faced with a significant gap in knowledge about this subject. Although many researches haves been done in manufacturing industry to measuring level of innovative activities, services and particularly tourism sectors cannot be analyzed exactly with the same analytical categories as are used to understand innovation in manufacturing industries. It would be inappropriate to apply definitions of innovation which focus almost exclusively on invention, new technology and commercial application in the marketplace to museums (Nobel, 1989; Decelle, 2004) since museums do not manufacture or market goods or products and are not research centres devoted to the development of new technologies. The innovative activities and innovation areas in museums should be identified and since there are no studies done to identifying innovative activities the development of measurement scale for evaluating the innovation activities in museums are needed. By gaining a better understanding of the innovative activities done in museums, insights into actions that would improve their competitiveness could be developed. One of the most significant findings to emerge from this study is providing useful information for museums' managers in developing policies that promote innovation in this kind of tourism destinations.

Although innovation plays an important role in attaining competitive advantage for any organization, there is no available scale for the measurement of organizational innovation in museums. Through reviewing the literature some areas which innovation can be occurred were identified (Figure 1): Administration, Collections, Exhibits, Exhibition Techniques and Concepts, Education, Fund-raising or Revenue Generation, Public Relations/Marketing, Trustee and Volunteer Recruitment, Training and Relations and Facilities Maintenance/Management, accessibility, Conservation Methods, Expansion Program, Publication, Editorial, Record Centre, Archives and finally marketing and Information Technology. By identifying these areas' items, a measurement scale for finding the level of museums' innovativeness could be developed.

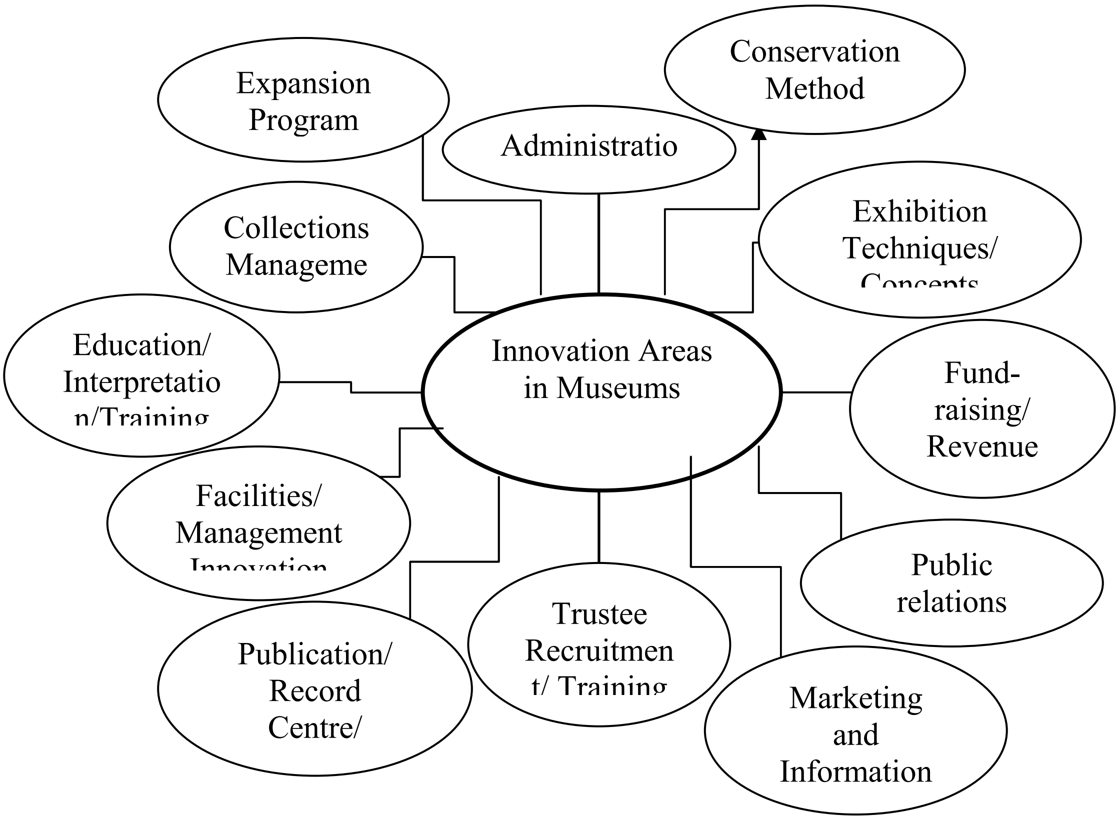

Figure 1. A Proposed Conceptual Framework

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Evaluation of Adverse Tourism Impacts on Culture of George Town, Penang

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Cultural tourism is one of the fastest growing areas of tourism. In its widest definition, it encompasses both 'high' and 'low' culture including visit to museums and art galleries and to football matches, performance of music both popular and classical, pilgrimages to literary sites. Specifically, it refers to movements of persons essentially for cultural motivations including performing arts and cultural tours, travel to festivals and other events, visit to historic sites and monuments, travel to study nature, folklore or art, and pilgrimages. The tourism industry has become adept at packaging and popularizing culture in all its form. George Town World Heritage Site in Penang Island represents Malaysia's first cultural place which is evidence in architectural styles as the tangible heritage and culture or way of life as an intangible heritage. These characteristics give Georgetown strong desire to share its culture with various international tourists. However, the adverse cultural impacts of tourism development in this strait cannot be disregarded. As such, more emphasis must be on promoting sustainability of the cultural tourism in the George Town City in order to retain its position as a cultural destination. Accordingly, this paper scrutinizes the concept of cultural tourism in the George Town City of Penang Island, and also investigates cultural tourism within sustainable development scale.

Key words: cultural tourism, sustainability, negative cultural impacts, George Town

Introduction

In recent few decades, tourism industry has been introduced as a dynamic industry which has become as one of the major contributor in economic development of many world countries. Specifically, tourism has contributed to provide foreign exchange, create foreign direct investment, and increase job opportunities for local residents directly and indirectly. Attracting tourists, therefore, has the potential to provide high quality income for the governments, stakeholders, and profit organizations.

According to the facts and figures of World Tourism Organization, approximately one billion travelers have moved in the world countries by 2010 and it has been predicted it will reach to 1.56 billion international tourists by the year 2020

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around the world (WTO, 2011). Thus, potent tourism countries try to maximize their shares from this source or revenue by promoting and advertising their respective nations, cultures, and environments to create acceptable competitive advantages from other rivals (Holloway, 2002).

Cultural tourism has been given a boost in Europe by the EU's naming of a European City of Culture each year since 1985. Since then, it internationally accepted as an apparent concept (Holloway, 2002). Tourism organization and tourism marketers realized that a number of tourists would like to travel based on the destination cultures and get deeper information about their destination culture. According to the Mckercher and Hilary (2000) between 35 and 70 percent of international tourist can be categorized as cultural tourists and almost 240 million travels accomplished by the cultural elements and factors. This is why tourism marketers and promoter organization strongly offer and provide tempting and appealing promotion product and package based on the traditional life, cultures and customs of destination. Richards (1996) stated that "there is no tourism without Culture". Therefore, it is obvious that all facilities, services offered to tourist are representative of the destination environment and imitate all aspects of traditional culture and domestic people living customs in the unique marketable way (Kompas, 1995). Consequently, in the form of cultural tourism, host communities supplies 'traditions' and 'lifestyles' as tourism attractions, in contrast, the guests demand 'authentic' representations of culture and lifestyles which are considerably different from their own countries (Graburn, 1989; Bauman, 1996; Burns & Holden, 1995). Lanfant, Allocock and Bruner, (1995) argued that cultural tourists "through their own displacement (in more modern societies), are looking for what they feel their own society has lost."

However, tourism development has frequently been affected the cultural changes in host communities. The adverse cultural consequences of cultural tourism in communities can be regarded as changes in customs, lifestyles, traditions, values, festivals, and even language. Sharpley and Telfer (2002) stated that host communities whose expose to cultural changes by tourism are viewed as 'victims', while the ones who impose their own values on the host communities called 'villains'. According to Inskeep (1991), the root of cultural changes to host communities is from the extent of differences between host and guest countries. Furthermore, Sharpley and Telfer (2002) also asserted that the speed rate of tourism development in a destination can be regarded as a significant contributor to cultural changes in host communities.

Thus, in order to have a thriving cultural tourism in communities, Beng (2007) believes that it should be culturally sustainable. Accordingly, this enables marketers and developers to represent a valid and rejuvenate culture of host communities. As a matter of fact, a sustainable cultural tourism deals with the ability of communities to retain the aspect of culture in the face of tourism (Beng, 2007; Smith, 2003).

As such, this paper will scrutinize the concept of cultural tourism, and also will investigate cultural tourism within sustainable development scale and will explain how tourism leads to cultural changes in a community. This paper focuses on the city of George Town in Penang Island as a case study. George Town has been chosen because it is well organized as a tourist destination in terms of cultural tourism because of possessing rich cultural heritage. It has a British colonies background, as well as stable scale of economy and social and cultural life style with specific traditions, customs, believes, and values. These characteristics give George Town strong desire to share its culture with various international tourists.

Cultural Tourism Concept

The culture of the place does not have a unique meaning and different people define this concept according to their aims. As claimed by Ashworth (1992) it can be defined as a set of values, beliefs attitudes, symbols and customs and forms of learned behavior of the local people of specific area. Moreover, Mckercher and Hilary (2000) provided precise definition for cultural tourism and categorized it in four assortments. The first category is tourism derived definition. Based on this definition cultural of the destination in a main reason of attraction tourist and those tourists have special interest about cultural tourism. Therefore, destination management should shape and promote the destination's culture in the line with its tourist needs. The second part would be Motivational definition. It stated that tourists who have strong interest for visiting cultural places motivate to visit a destination. The third category is experiential or apparitional definition. This definition refers to the tourist feeling about exploring and experiencing of other countries culture. Borley (1994) stated that cultural tourist are people who want to explore, familiar and observe different way of life of other people in terms of social norms and values, religious ritual and life style. The forth category is operational definition. This stage includes the elements, activities and products that attract cultural tourist. Moreover, WTO proposed comprehensive definition for cultural tourism which is "movements of persons essentially for cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other events, visit to sites and monuments, travel to study nature, folklore or art, and pilgrimages.

The Relationship between Cultural Tourism and Economic Development

Nowadays in competitive global market, many developing countries try to develop their economic scale by focusing on tourism, as a smokeless industry and also some countries strive to enhance their competitive advantage by inclining toward cultural tourism strategy. This strategy is used by those regions or countries which have proper heritage and ancient site in order to attract cultural tourism.

For the first time the United Nations' Economic and Social Commission Conference on International Travel and Tourism in Rome in 1963 suggested that culture is having significant influence on developing regional economic and the rate of growth in tourism section of countries is related to those country that attract more cultural tourists. Later Picard in 19996 noted that the cost of tourism in terms of tourism sustainability and its relationship to the cultural tourism is creating some concerns by tourism planners. This phenomenon happens when cultural tourism increases number of tourist and visitors of particular places and causes rising economic growth of that region. Economic development brings sustainability and development of state infrastructure related to the tourism. Moreover, tourist expenditure gives benefits directly and indirectly to those company and organization involved in tourism sector as well as raising the quality of life and standard of living of domestic people (Asian Wall Street Journal, 1997).

George Town Strait and Cultural Tourism

The State of Penang (Negeri Pulau Pinang) is located in the northern region of the Malaysian Peninsula. The historical culture of George Town of Penang has established since 1786 when Captain Francis Light established the first British trading post on the island for trade between India, China and the archipelago. This phenomenon dominated British colonial architecture among many races in the strait. Nowadays, three different ethnic exist in Penang (George Town) can be perused through their heritage sites, building and languages. Furthermore the architecture of Penang is a mixture of Islamic architecture, European classical style, with a glance toward Chinese, Indian and current arts. Surprisingly, three different culture, religion and architecture of these ethnics represent magnitude harmony. For instant, it is common to see mosques temples are built side by side on the same area in Georgetown, Penang (Mohamed & Izzamir Ismail, 2010). Since tourism in Penang has introduced as one of the top destinations in Malaysia, the number of tourist arrivals grows annually and in 2010 Penang received over 5 million tourists, both domestic and international (Table 1). Currently, Penang can be considered one of the most visited places in Malaysia after Kuala Lumpur.

Table1. Total Number of Penang Tourist Arrival form 1190 -2010

No. of visitors	**1990**	**1996**	**2000**	**2010**
Total of tourists	1.8 million	3.44 million	3.75 million	5.96 million

Source: www.seri.com.my

Though George Town city has been included on the United Nations list of the world's 100 most endangered sites by UNESCO, the town has taken measures to apply to UNESCO to become a World Heritage Site, together with Malacca, another strait settlement. Strict controls have been enforced on any renovation. Guidelines have been introduced on the color, façade, motives, height and various architectural aspects of any work to be carried out on these buildings.

George Town has more than 12,000 old buildings comprising shop and terrace houses, churches, mosques, bungalows, villas, government offices and monuments. In 1996 the Penang State Conservation Committee, consisting of government agencies, local authority and private sectors, was formed to monitor and control any development in the conservation areas. Many heritage buildings in George Town have been protected under a Rent Control Act, introduced in 1948, as well as by the Antiquities Act of 1976. In a further effort to conserve the historic buildings of George Town, the State Government and the local authority have designated six conservation areas in the inner city and these zones have been forwarded to UNESCO to be nominated as heritage sites. The zones are: cultural precinct: Chulia-Love-Muntri Street; historic commercial centre, Little India and traditional business communities; waterfront business-financial district, banking, shipping and corporate business; mosque and clan house enclave, religious buildings, clan houses, and small businesses; market and shopping precinct, traditional retail and neighborhood markets. Accordingly, Heritage sites around Penang attract the curiosity of both allocentric and psycho centric tourists" (Mohamed & Ismail, 2010).

Therefore, majority of international tourists annually travel to Penang Island Based in order to see George Town multicultural features. Table 2 shows the Country of origin for international tourist arrival in Penang in 2010.

Table 2: Top 10 ranking for international tourist arrivals in Penang, 2010

Rank	Country Name
1	Indonesia
2	Singapore
3	China (including Hong Kong and Macau)
4	Japan
5	Taiwan
6	Thailand
7	United States
8	United Kingdom
9	Australia
10	India

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According to Rahman (1991) research for United Nation, Penang has focused on tourism industry as one of the development factors for its regional sustainable development. Local agencies and organizations have also taken this stance and tried to promote cultural tourism based on the rich culture and the importance of national and ethnic identity of Penang. Rahman (1991) showed significant contribution of tourism to macro economic variables of Penang Island as well as a great favorable economic impact on state employment rate and citizens' income and standard of living. Relatively, the new tourism survey by Malaysian Government in 2002 indicated that sixty percents of tourist were interested in visiting and being familiar with Malaysian Culture. This may brings new window for the citizens to share and introduced some parts of their local culture with the international tourists.

Cultural Impacts of Tourism in George Town

Some critics believe that cultural changes encountered with the process of promoting tourism in Penang Island is pertaining to realities of globalization with rapid economic development, continuous urbanization and changing population dynamics. Several negative cultural impacts of tourism development and accordingly the issues facing the sustainability of cultural tourism in Georg Town, Penang, are discussed as follows:

Changes in residents' lifestyle: According to the results of a study done by Ahmad (2006), urbanization and modernization have subjected the residents' lifestyle of Georgetown to change. Mignolo (1998) argued that tourism is a form of modernization and will deeply affected urbanization process in a community. Therefore, tourism promotion and development in George Town is somehow changes the lifestyle and consumption patterns in this city and has imposed the city into a major turnabout in the way of life in Georgetown, Penang Island. Ahmad (2006) goes on to say that urbanization and modernization are exposed many old historic areas in the region in danger of being demolished in the name of progress. A study on Georgetown represents that young generations in the city found life in the heritage inner city uninteresting and dull, thus, abandoned them (Loh Gak See, 2001). They had preferred condominium living in the urban fringes which equipped with swimming pools, air-conditioning, and all urban facilities rather than staying in shop houses with air-well ventilation. Wet market and sundry shops were also losing their customers to upbeat hypermarkets. Consequently, many colonial building in Georg Town were abandoned (Lai Khoon Hon, 2000). Such profound changes in contemporary urban society have affected the pulse and rhythm of the George Town residents' lifestyle as a World Heritage City and a cultural destination.

Demonstration effects: Cheuk, Tsonis, Ing, and Razli (2010) have pointed out to demonstration effects which caused by promoting tourism and increase the number of tourist arrival to Georgetown. Since the guest communities come to Penang are somehow wealthier than local community of George Town, the scholars discussed this may lead local residents to depart from the traditional values and lifestyle for higher standards of living.

Changes of cultural values: The top 10 ranking table of international tourist arrival in Georgetown, Penang, reveals that several mentioned guest countries to this site come from more economically developed countries. Therefore, they have high expectation in terms of providing different range of facilities, amenities, and convenient life in host community as a touristic destination including: 24-hours hot water, familiar food as they have in their own country, modern services and transportation, and so on. In other words, the arrival tourists to Georg Town unintentionally impose their own cultural values to this cultural destination. Thus, this cultural site adapts itself to gusts community cultural values in order to make its tourism business profitable. Dahles (2001) discussed that when a destination promote itself as a cultural sites and use culture as a focal point of tourist attraction, it should be culturally sustainable. When cultural and traditional values lead to some internal changes in order to suit production based on the tourist needs and expectations, this will disrupt old traditions and values of local.

Changes in language: Changes in language is considered as a sacrifice components of local culture via flourishing tourism industry in Georg Town as a result of globalization and modernization process. Most of international tourists, who come to Georgetown, are not tended to learn and know Malay language, and instead, they prefer to speak English as a form of communicative tool between tourists and hosts. Hence, host residents whom are involved in tourism businesses must know an acceptable level of English to communicate with guests. As such, this is affected young generations in Penang Island to apply English language as a fashion.

Lack of authenticity: Another controversial area in George Town tourism is authenticity of displayed culture. The lack of authenticity issue in Georg Town culture is mostly emphasized in a study done by Badaruddin Mohamed (2005). The researcher stated that "perhaps copying the success of the Samba Festival in Brazil or the New Orleans Parade or perhaps the Gion Matsuri (festival) in Kyoto Japan, the Citrawarna Malaysia has a lot of colors but lack authenticity and also history!". Of course, there are several approaches for host communities to display their traditional culture, not only for attracting tourists, but also for their future generations. Several assumptions exist for casting doubt in authenticity of the Site. For one, host community in Georg Town has soon learnt that tourists cannot understand the true value of their own culture, so they have to share their cultural displays with outsiders who probably do not appreciate them. Besides, the community of Geog Town has realized that international tourists, who come to Penang, have interested in certain part/ type of their culture. The existing issue in Georgetown regarding authenticity shortage in displayed culture, leads to a specific form of cultural show namely "stage authenticity", and this is highly emphasized in the study of Badaruddin Mohamed (2005). The common form of stage authenticity in George Town as a cultural destination is obvious in the following approaches: shortened and abbreviated version of the cultural performances; displaying cultural shows in more western and modern environment; and changing and re-arrange cultural performances and crafts based on the guest communities' preferences and expectations. Specifically, in some tourists-center restaurants in the George Town to stage traditional dances, condensed into a twenty-minute performance. Similarly, the demand for "airport art" by the tourist has given rise to the mass production of imitation artefacts. In this way, culture may be in danger of being commercialised and trivialised (Wall & Mathieson, 2006; Holloway & Taylor, 2006).

Discussion and Conclusion

Tourism industry in a community should be resulted in economic development and modernization of living standards, asserted Sharpley and Telfer (2002). However, sustainability of cultural environment as an integral part of tourism industry, especially in a cultural destination, should not be disregarded. The City of George Town in the Penang Island is capable of flourishing as a cultural destination with respect to diverse cultures and languages exist in the city which is rooted in its history. Of course, emphasis on promoting World Heritage City of George Town as a cultural tourism destination brings economic development including: higher level of revenues from taxes and foreign exchange; increased property values; spill over other industries and business opportunities; promotes heritage conservation and culture; and open up nations to international contacts and exchange. Moreover to these benefits to the city and also the region, tourism causes to improve local community's lifestyles. But, a significant question once comes in our mind is that whether tourism should be means of economic development or a means of modernization to improve living standards. This point has been always a controversial aspect of cultural sustainability in a tourism destination.

Besides the economic advantages of tourism development in the city of George Town, several adverse cultural impacts are previously mentioned by various researchers. Accordingly, changes in residents' lifestyle, cultural values, language, demonstration effects, and lack of authenticity are considered as some of the negative cultural impacts of tourism to George Town city. However, it cannot be disregarded since indigenous lifestyles and the customs of host communities are valuable commodities in cultural tourism in a destination such as George Town city, the adverse cultural consequences are not expected to be occurred as a result of modernization and tourism. Therefore, it is crucial to know how it is possible to develop tourism industry in this site without changing in culture and traditions and values of the host community of George Town.

In most of developing countries, the principles of tourism development are embraced to debate the values of culture and traditions. McCarthy (1994) believed that tourism development should be a catalyst to strengthen the cultural identities and dignity of host communities. Accordingly, the Ministry of Tourism and Culture in Malaysia formulate a series of national cultural policies in order to sustain the culture of the place and reduce the adverse cultural consequences of tourism development in the region. The principles of national cultural policy regarding tourism development suggest that the national culture of Malaysia must hence forth be based on the cultures of the people indigenous to the region; elements from other cultures which are judged suitable and reasonable may be incorporated into Malaysia's national culture; and finally Islam will be an important element in the national culture (Kahn & Loh, 1992). Furthermore, establishment of comprehensive legislation and standard rule, specifically for the city of George Town as a cultural site must be formulized to protect local culture by Penang Government in mean time (Picard, 1996).

Private organizations which have significant communication with tourist could have an important role. They are able to develop and evolve specific rules and program to educate tourist about the regional culture and also brings a sense of self regulation among tourists. Furthermore, local communities should be made aware about the negative aspects of communicating with tourists as well as education why and how the origin culture must be protected by local people. So, awareness and involvement of local population seems to be a crucial aspect in preserving host community's culture in the city. In the other side, the governments should foresee the local culture requirements and expectations and contributing and supporting local communities business which conserve cultural heritage sites and traditional values (Nzama, 2008). Finally, launching effective sustainable management or a mechanism in tourism industry could help cultural preservation as well as retaining host community and their culture within the city boundary greatly (Badaruddin Mohamed, 2010).

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Impacts of Tourists's National Culture on Destination Brand Building

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Tourism being the perishable and intangible sector is influenced majorly by the involvement of human element. In the same way, tourists travel to other nations indirectly involve in building the brand of host country. Tourism destinations although depend heavenly on the basic amenities available on the destination but its overall life-span depends on excess number of tourists' repeat visits and their positive word-of-mouth publicity. Different cultures impact the host nation differently. Although, the danger of cultural differences always in the pipeline but on the positive side these repeat visits and the interest of tourist slowly and gradually build up the destination as a brand. The several brand building activities majorly practiced by the tourist because ultimately they are the brand ambassador of the destination. Hofstede is a well-known researcher who divided national culture in five dimensions as Power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, and long-term orientation. His model assists lot of researchers who are interested in cross cultural studies in different field including tourism. The main objective of the present study is to explore how the contribution of tourist's national culture helps in build the destination and its facilities as a brand. The national culture dimensions can contribute enormously in the effective brand building of the destination if these elements combined and guided towards the right direction by applying the right approach. Five national cultural dimensions are included and thoroughly explored in this study for better understanding the overall scenario of tourists' national culture and their consequent impact on building the tourism destination as a strategic brand.

Key words: tourist destination, national culture, destination brand building, strategic brand

Introduction

In a competitive environment of tourism marketing, studying tourists' behavior and the influential factors toward it, seems fundamental. It is confirmed that one of the main factors influence tourist behavior in different stage is their national culture. Quite number of studies has been conducted to find the deeper layer of culture and its

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influential features. Conversely, in tourism marketing and management brand building became one of the golden key to absorb different tourists to the destination. As far as different tourists with diverse cultural backgrounds may desire to visit different destination and ask for dissimilar service and facilities, over-generalizing all market segments of a destination couldn't be a good idea. In this regards studying tourist national culture and its role in their preference is necessary to compete with other destinations. This study is going to uncover this relationship by reviewing related studies and conclude the importance of the knowledge of tourist national culture to put one step forward in building a proper and sustainable brand for different market segment.

Background/Rationale of The Study

Branding has appear as a important management priority in the last decade due to the growing recognition that brands are one of the most valuable intangible assets that firms have (Keller & Lehmann, 2006). Due to this, the new terminologies and varied fields are identified and Brand Building is among one of them. This research study attempts to address the significant relationship between the cultural background of the tourist and how these help to build an effective destination brand building. There were shortcomings by providing conceptual evidence of the value to various stockholders of the destination's brand building activities. Furthermore, in this study the two important constituents of overall destination management are studied and suggest the ways to tackle the numerous cultural beliefs carried by the tourist. For effective strategically gain, the element of tourists' natural culture have to given the priority to cater the continuous changing and competitive environment.

Review of Literature

Tourists' Profile

A large number of studies have focused on tourist behavior in various perspectives and with different samples and methods. Regarding to factors influencing tourist behavior Hudson (2008) refers to seven key factors as motivation, culture, age and gender, social class, lifestyle, life cycle plus reference groups. Like other fields, in tourism, scholars study the influence of tourists' profiles on their behavior in different stages. The example here can be the influence of sex, age, religion, educational level, occupation and nationality. In tourism studies these demographic variables as well as some other variables like destination preference, length of stay, travel accompany etc were consider in different studies. Dann (1993) presented specific view as different tourists have dissimilar behavior according to their nationality. He mentioned that personality, lifestyle, tourist-role, social class and culture are alternative factors which cause tourist with different nationality to behave in a dissimilar way.

Nationality and Culture

Having taken the importance of nationality in tourist behavior, Armstrong, Mok, Go, and Chan, 1997; Danaher & Arweiler, 1996; and Huang, Huang, and Wu, 1996 confirmed that tourist perceptions of service quality in hospitality business, tourist satisfaction and dissatisfaction vary from one nationality to another. Referring to enjoyment of holiday, international tourists are different which is related to what they are used to do at home (de Moije, 2004). Moreover, Pizam and Sussmann (1995) addressed to nationality as one of the main factors which influences tourist behavior. Kozak (2002) assert that tourist motivations are different regarding to their nationality. Sussmann and Rashcovsky (1997) confirmed the influence of nationality on tourist vacation travel patterns and attitudes toward the destination. Aforementioned study and lot more researches in related area confirmed the influence of nationality on tourist behavior.

As far as different nationalities have different cultures which divide them from each other and according to Perner (2008) culture and subculture are very important to analyze consumer behaviors. He said that culture is part of the external influences that impact the consumer. That is, culture represents influences that are imposed on the consumer by other individuals (Vergara, 2009).

National Culture and Its Dimensions

Geert Hofstede is the most recognized scholar in cross-cultural studies and as Litvin, Crotts and Hefner (2004) assert, his cultural model has broadly applied in the literature. Reisinger (2009) refers to Hofstede cultural model as the most widely developed dimensions of national culture that assist differentiating cultures of different nationalities. According to Hofsdede model national culture includes five dimensions as; power distance, uncertainty avoidance, individualism/collectivism, femininity/masculinity, and long term orientation. Brief explanation of each dimension is discussed as follow:

Power Distance (PDI)

It can be defined as the extent to which less authoritative members of a society admit and expect that power is distinguish unequally. It influences the way people of the community give or acknowledge authority. For example in Japanese culture everyone has his/her rightful place in social hierarchy and it is as natural for them as breathing (De Mooij, 2004). On the other hand Danish don't have the same culture which affects their behavior in this matter. In high power distance culture there is strong dependency relationship with parents and children, bosses and employees, teachers and students. Conversely in low power distance culture, children are grown to be independent. One example for this group is American who hates to be dependent on others or others to be depend on them.

Uncertainty Avoidance (UAI)

The range of avoidance of uncertainty and ambiguity among people is related to this part of national culture value. People with high uncertainty avoidance culture, care about rules and they don't like to do risk while people with low uncertainty avoidance culture more willingly accept risk. They feel that there should be as few rules as possible and they are open to have different behavior when is needed. "Uncertainty avoidance reflects the degree of comfort members of a culture feel in unfamiliar or unstructured situations and the extent to which a society tries to control the uncontrollable" (Hofstede, 2001).

Individualism/Collectivism (IDV)

People only take care of their immediate family or those belong to their group who take care of them in exchange for sense of loyalty. In individualism culture, people are known by themselves while in collectivism culture people are recognized according to the group they belong to. In individualism culture, personal opinion and decision is more important than group decision and people with this culture prefer varieties while in collectivism culture, people care about their group and they prefer harmony rather than variety. As conclusion in individualism culture, people use "I" while in collectivism culture, people use "we". Examples for individualism culture can be most western countries as well as north European countries while Asian, Latin American countries, and south European countries have collectivism culture.

Masculinity/Femininity (MAS)

The main values of masculine culture are achievement and success while feminine culture cares for others and quality of life. In masculine culture people like to be the winner and they care about success. They teach their children to admire the strong. On the other hand in feminine culture, trying to be the winner is negative and it is not really important to show success. Children learn sympathy for the underdog in this culture.

Long –Term Orientation (LTO)

People with long-term orientation care about future while people with low-term orientation spending for now is more important rather than saving for future. Examples of long term orientation culture are East Asian countries while Anglo-Saxon societies have low-term orientation culture. Brazil and Netherlands are countries which score medium (Reisinger, 2009). According to de Mooij (2004) different leisure activity are related to varying culture dimensions. "LTO refers to stability, thrift, respect for tradition and the future" (Meng, 2010, P.341).

Brand Building

Brand Building is a vital term used extensively in overall Branding process. Deutsch (2007) explained the term "Brand Building" and defined it as a process that establishes and solidifies a relationship between a company, its employees and its customers. He further explained that when done right, branding drives profitability, lowers customer acquisition costs, increases customer retention and loyalty, and allows organizations to hire and retain talented employees. In tourism sector, it can be implemented by establishing relationship between the unique experience established between tourist and the destination during their visit. The proof of that ultimate relationship could be seen by their repeat visit to the destination in the future.

The core focus of brand building literature experienced a dramatic shift from the last two decades while the branding and the role of brands, as traditionally understood, were subject to constant review and redefinition. "For a long time, the brand has been treated in an off-hand fashion as a part of the product"(Urde 1999, p. 119). Before the shift in focus towards brands and the brand building process, brands were just another step in the whole process of marketing to sell products. Therefore, Kotler (2000) mentions branding as "a major issue in product strategy" (p. 404). So to gain the continuous focus of tourist towards destination as a brand the process of branding and brand building should focus on developing brand value to enhance the experience of tourist.

The continuous turmoil in world economy to some extent hampers the brand building activities both in product as well as in service sectors. Madden et al. (2002, p X) studied the uncertainty of carrying of the concept of brand building and concluded that in "what appears the Golden Age of branding, it is surprising to hear of managers' difficulties in securing funds for investments in their brands. Yet in today's harsh economic climate, with zero-growth prospects and mounting cost pressures, the first budget cuts most likely come from allocations dedicated to brand building goals". The importance of brand building especially in tourism sector helps in gaining the competitive advantage over the competitors.

Consideration in Brand Building

Kapferer (1997) explained the functions of the brand for the consumer. He was given the eight functions which should be considered before brand building activity as *Identification* (to be clearly seen, to make sense of the offer, to quickly identify the sought-after products), *Practicality* (to allow savings of time and energy through identical repurchasing and loyalty), *Guarantee* (to be sure of finding the same quality no matter where or when you buy the product or service), *Optimization* (to be sure of buying the best product in its category, the best performer for a particular purpose), *Characterization* (to have confirmation of your self-image or the image that you present to others), *Continuity* (satisfaction brought about through familiarity and intimacy with the brand that you have been consuming for years), *Hedonistic* (satisfaction linked to the attractiveness of the brand, to its logo, to its communication) and *Ethical* (satisfaction linked to the responsible behavior of the brand in its relationship towards society). From these eight elements, is has been cleared that brand building needs utter attention and it need to be thoroughly addressed for achieve the desired results.

The tourism sector comes under the service sector and De Chernatony and Segal-Horn (2001) suggested a particular perspective for building services brands by given the unique characteristics of services - intangibility, inseparability of production and consumption, heterogeneity of quality and perishability (p. 648). The unique elements involvement in building service brands always push the service provider to perform at the constant level to provide the uniform services. The involvement of social and human element and their background also impact the brand building process. Therefore, Underwood et al., (2001) provide a conceptual foundation for understanding the position of social identity in the services brand building process. Hence, the social identity as well as tourist cultural background should consider with the above mentioned elements for proper brand building of the tourist destination.

Relation between Brand Building and National Culture

In the brand building and branding process, the human element contributes shown their presence in it. Simeon (2006) studied the inter-linking between branding and national culture and concluded that the results provided good support for that popular culture would enhance the tendency to prefer related brands, and that a favourable view of the national culture would increase the likelihood of a positive orientation to brands associated with it. He further discussed that they were equivocal with respect to the other two, that positive views of the culture would transfer to brands associated with it and that age would influence receptiveness to cultural influences. Therefore, the influences of national culture on choosing the destination and then participate in it for brand building activities needs the utmost attention.

The area of cross-cultural research and their impact also studied in this concept of culture and brand building. Mooij & Hofstede (2010) concluded that from the last two decades there has been seen increasing interest in the consequences of culture for global marketing and advertising and with the adequate literature review, many recent studies point at the necessity of adapting branding and advertising strategies to the culture of the consumer. Hence, the research on culture for branding purposes also helps to understand the global-local dilemma for framing effective future policies. It also contributes towards standardize the branding activities so that consumer habits and marketer positioning be effective. Due to these emerging trends, the performances of these combined factors need to be studied. Recently global studies on these topics have included criteria and several have demonstrated that an adaptation strategy is more effective (Dow 2005; Calantone *et al*. 2006; Okazaki *et al.* 2006; Wong & Merrilees 2007). As a result, understanding culture will be viewed as increasingly important both for building and projecting tourism destination as a strategic brand.

De Moij and Hofstede (2010) by studying the influence of national culture on global branding and advertising strategy found valuable results. Some of their result is related to the affect of one dimension while others related to the influence of two dimensions at the same time. The brief explanation of their findings is as follows:
Power distance shows the rightful place of a person in society opposed to equality which describes desire for luxury brand. In masculine culture, achievement plays an important role and if it combines with individualism, desire to success appears. Talking about uncertainty avoidance culture, innovativeness and the wish for change is seen in low uncertainty avoidance culture and if it combines with high power distance it shows the request for modernity. Combination of masculinity and high power distance culture results hierarchy and success while of high power distance and uncertainty avoidance illuminate personal appearance. The picture of a family is understood as part of collectivism culture; however it can show individualism where people are afraid that family values to be disappeared. “Showing people in relation to others can be a reflection of collectivism, but also of the affiliation needs of feminine cultures” (De Moij and Hofstede , 2010, p.103).

Deep study of their result and other characteristics of people with different national culture dimension show tourists’ needs, desire and preference which can be applied in brand building for any market segment in tourism.

Summary of the Study

Branding, brand building and brand management has clearly become an important management priority for all types of organizations as well as in the promotion of any tourism destination. The present study correlates it with the national culture of the tourist. This inter-linking also covers different related areas that have collectively advanced the understanding of human element and their contribution in overall tourism destination management. The present study also summarizes the generalizations that have emerged after reviewed the existing review of literature. To put the available literature in destination brand building vis-à-vis with tourism national culture in some perspective, it could be argued that there has been somewhat of a preoccupation with brand building and some of the processes that lead to the development of tourism as a brand.

Conclusion and Managerial Implications

By contrast, there has been relatively limited effort directed toward exploring the other aspect of tourism national culture and also with the destination brand building like financial, legal and social impacts etc. In terms of literature review, considerable efforts has been devoted to explore the existing relationship between the two constituents in overall destination management, although some work has focused on choice of the tourist to select the destination based on their previous experience. Little integration of these two major streams with each other or the qualitative work on branding and culture has been appeared. Although much progress has been made, especially in the last decade or so, a number of important research priorities exist that suggest that destination brand building will be a fertile area for research for years to come because of the immense scope of improvement in destination management. This review of these different but related areas suggests a number of specific research directions. Many important brand building questions and issues are yet to be resolved. The above discussion will hopefully stimulate progress in these and other related areas of destination brand building.

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Agro Tourism for Greener Environment in Penang Island

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Agro tourism is regarded as a valuable alternative source of income involving domestic tourism activities that support small-scale farming. Agro tourism activity in the countryside is also considered as an engine of growth for rural development in addition to be closely linked with the conservation of countryside environment. Penang Island has been reported to have among the lowest participation of agro tourism activities compared to the other states in Malaysia. This is partly due to the limited land for agriculture, which is approximately 7,598.59 hectare. The 'Green State' status given to Penang due to the Cleaner Greener Penang initiative has changed the role of agriculture in Penang to include agro tourism as an alternative economic activity. This study investigated three agro tourism programs proposed for Penang Island, which are Fruit Farm, Farm Stay and Home Stay with potential participation of 24 fruits orchard, 1 farm and 1 village for each program respectively. This paper outlines the conceptual framework of the proposed agro tourism programs, characteristics, models and locations of the study areas using Global Positioning System and the role of planning agencies and stakeholders. Results from fieldwork identified two type agro tourism models that are "individual farmstead" and "community plus farmers".

Key words: agro tourism, greener environment, alternative source of income

Introduction

Desire for nature has existed for centuries and has many roots and causes. Many urban people today embrace the 18th century romantic view of nature as pure and good in opposition to the cultivated and civilized world (Johanisson, 1984 as cited in Nilsson, 2002). Hence, rural areas or the countryside have since been promoted as tourist destinations. Moreover, Garcia-Ramon, Canoves & Valdovinos (1995) iterated that rural tourism or 'Agro Tourism' is seen as the most attractive activity due to its potential to diversify rural economies. Apart from that, agro tourism is also an activity that is close to nature and able to preserve the environment with its distinct tranquility and scenery. What is more, the distinct features of agro tourism involves the possibility of walks, bicycle and horseback riding and an environment free of disruptions, anxieties, cars and hurries schedule (Garcia-Ramon, Canoves &

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Valdovinos. 1995). The term rural tourism is sometimes used interchangeably with Farm Tourism (Deegan & Dineen, 1997 as cited in Busby & Rendle, 2000) for the reasons that farm tourism involves many activities and lack of reliable data to explain rural tourism exclusively (Busby & Rendle, 2000).

This paper follows the definition of Zainal (1992) that refers agro tourism as visits to the country side to gain experience from the place, people and local activity. Hence, for the purpose of our analysis, we associate all nature based activities done in the rural areas that could attract tourists as agro tourism activities. Agro tourism is regarded as a valuable alternative source of income involving domestic tourism activities that support small-scale farming. Agro tourism activity in the countryside is also considered as an engine of growth for rural development in addition to be closely linked with the conservation of countryside environment.

As the world is calling for a greener society, agro tourism activity fits well in achieving that goal. Agro tourism is a rapid growing tourism sector in Malaysia, not only that the country has diversification of culture to offer, but also to fulfill the commitment towards a greener environment. Penang, being the fast growing city in Malaysia, with high level of income and industrialization, has led the states in Malaysia towards the effort of becoming a green state.

This paper outlines the conceptual framework of the proposed agro tourism programs in Penang Island, their characteristics, models and locations, using Global Positioning System and the role of planning agencies and stakeholders.

Penang as A Green State

Penang led the other states in Malaysia to be the first state to embark towards a greener state through its Cleaner Greener Penang initiative. The initiative started in July 2009 where Monday was declared a no plastic bag day. Beginning of 2011, retailers are no longer allowed to provide plastic bags to shoppers and the use of reusable shopping bag is encouraged. There have been many activities launched to support the green campaign in Penang. Among them include Spring cleaning at George Town, recycling activities and exhibitions and talks on recycling, environment, health and pollution. A more rigorous program was the 3P (Education, Enforcement and Appreciation) program to promote green environment. The initiative was the road map for Penang to improve quality of live through clean environment. In addition, the state government envisions for Penang to be a sustainable city, revitalize urban space and streetscape and to initiate a positive and green way of life. Figure 1 shows the logo of Cleaner Greener Penang initiative.

The Cleaner Greener Penang involves the participation of many parties, including state government, local municipals, private sectors and individuals. Three main approaches have been identified for the initiative. They are creating cleaner and greener neighborhoods, achieving waste minimization through 3R (reduce, reuse and recycle) campaign and transforming mindset towards responsible citizenship. Creating cleaner and greener neighborhoods involve the participation of Penang local municipal councils who have to take more stringent actions in their policies and cleanliness operations. One of the issues being highlighted is faster response to complaint in cleanliness operations. Through the cooperation of the corporate sectors, non governmental organizations (NGOs) and community based organizations (CBOs) green activities such as landscaping, tree planting and mangrove planting are organized.

Figure 1. Cleaner Greener Penang Logo

3R waste minimization activities involved banning polystyrene material in food packaging, reduce plastic bag usage, enforce functional and effective grease traps and recycling of organic waste. One of the biggest challenges of the initiative is to change the mindset of the people towards becoming a responsible citizen. To promote green initiative and green activities within a community, community can adopt and demonstrate best practice programs for sustainable living. Among them are alternative transportations within the community such as bicycles and car pool especially to work. A more rigorous effort from state government involves campaign, public awareness and activities involving the community. Alternative energy source such as solar energy is also being considered under this effort.

Research Methodology

This research engages in qualitative methodology that involve in-depth interview with key players and field visits. In depth interview with key players include the owner of the potential agro tourism areas and agencies responsible for the development of tourism development in Penang. Interview with agencies involve discussion on the identification of areas, assistance provided by the agencies to the tourism operators, development plans for tourism activity and problems and challenges facing agro tourism industry in Penang. Interview with the owner of the potential agro tourism areas include discussion on the current situation of the agro tourism activity, assistance received from agencies and problems and challenges faced by the owner in developing the areas. Field visits to the agro tourism area were conducted for the following purposes: to identify the location of the areas, to map the area using GPS and to investigate the potential of the areas to be promoted as agro tourism areas. Field visits were conducted throughout Penang Island and Seberang Perai.

Agro Tourism in Penang

Penang Island has been reported to have among the lowest participation of agro tourism activities compared to the other states in Malaysia. Table 1 shows the numbers of agro tourism projects in Malaysia. The limited numbers of participation for agro tourism activities are due to many factors. Among them are the limited land for agriculture, which is approximately 7,598.59 hectare in Penang Island and 39,534.3 hectare in the mainland, fishery as a marginalized economic activity and industrialization is the main economic activity in the island. Nevertheless, the ‘Green State’ status given to Penang due to the Cleaner Greener Penang initiative has changed the role of agriculture in Penang to include agro tourism as an alternative economic activity.

Three agro tourism programs proposed for Penang are Fruit Farm, Farm Stay and Home Stay. Fieldworks in Penang Island were conducted to visit the potential areas for the programs and have identified 24 fruits orchard, 1 farm and 1 village as potential participants for the programs identified. Methodology of assessment of the areas and participants include site visits of the areas, interviews with stakeholders and assessment of potential values of the proposed activities. From the site visits, the areas identified for the proposed programs are as shown in Map 1 and Map 2 below.

Table 1. Numbers of agro tourism projects according to states

States	Number of agro tourism projects		
	Association	**Fishermen**	**Home Stay**
Perlis	1	3	12
Kedah	1	16	41
Penang	15	19	23
Perak	5	120	8
Selangor	8	108	72
Negeri Sembilan	4	24	90
Melaka	7	51	35
Johor	8	40	42
Pahang	1	31	277
Terengganu	7	126	47
Kelantan	1	33	60
Kuala Lumpur	2	12	-
Sarawak	1	46	47
Sabah	3	-	134
Langkawi	-	-	60

Source: Lembaga Kemajuan Ikan Malaysia (LKIM), 2002 and Ministry of Tourism (2004)

Figure 1. Locations of the agro tourism programs in Penang
Source: Research Fieldwork

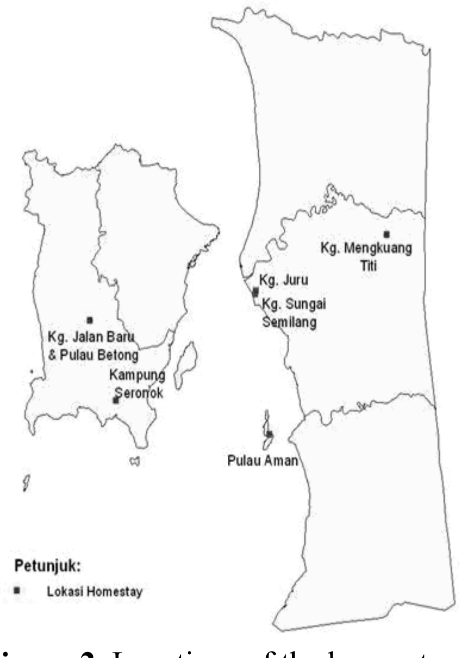

Figure 2. Locations of the home stay programs in Penang
Source: Research Fieldwork

The operation of agro tourism can include non-accommodation, accommodation-related activities, activity-based activities, day-visitor based activities and recreation enterprises (Davies & Gilbert, 1992 and Ilbery et al. 1998). The agro tourism activities proposed for Penang include accommodation and activity-based activities for home stay and farm stay programs and day trip activity-based activities for fruit farm and farm stay programs.

Fruit Farm Program

Although Penang Island has limited land for agriculture, the available lands devoted for fruit plantations / orchards are of big potentials to be further developed to fit into the proposed fruit farm program. The nature of the area should be well-exploited without changing the environment so much. Moreover, according to Bramwell (1994), among others, rural tourism should include and maintain its attractive natural environment. The fruit farm concept is therefore, maintaining the green farm / orchard concept where tourists can come and experience the farming or planting activities, taste the fruit and at the same time, be nearer and closer to the environment. Only walking is allowed in the farm to ensure that the green environment is less tampered. A similar concept has been practiced at a wide scale in Cameron Highland, Malaysia. Strawberry Park allows tourists to enter the park on foot, enjoy the scenery, hand-pick the strawberries and later taste the strawberries that were picked.

The main fruit identified for the fruit farm is *durian*[1] as Penang has one the best durians in the Malaysia. Other local fruits identified are mango, rambutan and lime. Eight orchards have been identified to be included in the program and their locations are as shown in figure 1. Figure 3 shows the picture of potential areas to be developed under the fruit farm program in Penang Island. During durian season, farm owners would set up stalls nearby their farm to sell fresh durians at local prices to tourists and local people. One of the durian stalls called ‘Durian cap kaki’ is able to run the stall throughout the year to fulfill the demand of durian lovers by importing durians from elsewhere when they are not in season.

The proposed program can also be called ‘Orchard Stay’ if overnight stay is allowed at the fruit farm or fruit orchard. To be as close to nature, camping site can be set up in the orchard. This could be done in large orchard with nature facilities such as river passing by the orchard or a small pond. Nevertheless, this activity requires full monitoring to ensure that only green activity is done throughout the camping stay. As durian cannot be handpicked, campers would have the opportunity to assist farm owner in collecting the durians throughout the farm early in the morning.

Mango plantation

[1] Durian is the king of fruit with hard prickly rind and soft flesh. When ripe, the fruit has a very strong odor (some labeled it as offensive). Nevertheless, the taste of the fruit is very pleasant, rich and filling.

Durain stall at durian orchard

Camping site at fruit orchard

Figure 3. View of potential fruit farm areas

Home Stay Program

Transforming existing residences into home stay facilities is a common strategy for generating extra household income for rural dwellers (Liu 2006). In addition, home stay program has become a popular development tool in the rural area of Malaysia because of Malaysia's development orthodoxy which gives higher priority to kampongs (villages) (Clammer 1996; Kennedy 1993). Home stay program was developed to provide the rural and traditional life experience of the local people to tourists, especially the international tourists. It is a tourism-based activity directly linked to the community in which the local people organize and host the program at their own villages. The community is the primary recipients of any benefits incurred from the program in addition to bearing all financial costs accrued from the related activity.

The locations of the home stay program in Penang are as shown in figure 2. As this paper was written, more kampongs are participating into the program. The kampongs include *Sungai Chenaam, Sungai Setar* and *Sungai Duri*. This paper looks at one of the kampongs participated in the home stay program that is Kampong Jalan Baru in Penang Island. figure 4 shows the kampong house at Jalan Baru involved in the home stay program.


Figure 4. Kampong house for the home stay program

The proposed home stay concept for this area is the out-of-town traditional Malay village which still retains the architecture of traditional Malay houses complete with the traditional vast garden landscape, complimented with fruit trees all around and traditional economic activities i.e. paddy plantation, rubber plantation and palm oil plantation. The nominated houses have traditional characteristics but are furnished with basic amenities (including washrooms, electricity and water), have dedicated bedrooms for tourists, and marked by its vast and traditional village landscape. At least one room is reserved for tourists in each of the houses participating in the Home stay program. The authorities provided each participating house a modest amount of subsidy to assist in renovating the house in addition to upgrading the basic amenities.

In addition, tourists have the choice of engaging in many activities from farming activities (paddy plantation, goat rearing and fishing) up to the food manufacturing industries (traditional cakes, *belacan*, sauce and soy sauce production). Moreover, tourists also have the options to engage in other activities such as jungle tracking, fishing or just even relaxing and enjoying the nature at the home stay areas. Not only that these activities relate tourists more to nature, but these activities are less detrimental to the environment with less pollution generated from the activities.

Farm Stay Program

As the name implies, farm stay program involves the participation of farmers. Nilsson (2002) iterated that the countryside was once an environment dominated by peasants in an old idealized picture the farmer that has not totally disappeared. Farm stay is a program that provides the opportunity for tourists to be exposed to the nature of agriculture, food processing and rural development. While the home stay program allows tourists to stay at the kampongs, farm stay program allows tourists to stay at the farm.

One farm that has been identified suitable for this program is the Island Goat Farm. Tourists could come to the farm and assist farmer to feed the goats and experience the way of life of rearing livestock.

Agro Tourism Models

Following Zheng & Zhong (2004) and He (2005) on the models of rural tourism in China, the two types of agro tourism models in Penang Island are the “individual farmstead” and “community plus farmers”. Individual farmstead is a model for the fruit farm and farm stay program while the community plus farmer model is for the home stay program.

Individual farmstead is based on farmer's autonomy (Wang & Fang, 2008 as cited in Su, 2011). The farmer is responsible for the operational and success of the agro tourism activity in the farm. For example, the owner of the durian orchard is wholly responsible for the running of the orchard, from seeding the durian trees to the selling of the products. The farm owner is also responsible to transform the orchard into an attractive tourist destination. His responsibility includes designing activities for tourists, hiring labor and marketing of the orchard.

Community plus farmers model include the participation of the community in the running and executing the agro tourism activities. And, in this case, in executing the activities at the kampongs for the tourists at the home stay program. Community refers to rural tourism association, which represents the local community authority (Su, 2011). Hence, owners of participating houses in the home stay program join the association and decide on the common activities to be conducted at the kampong. The success of the home stay program in a particular kampong depends on the success of the community in designing, strategizing and marketing their activities.

Roles of Agencies And Stakeholders

The roles and policies of various agencies and stakeholders play an important role towards the success of the agro tourism activities. The functional view approaches tourism suggests that stakeholders interested by activities in a community should collectively managed a tourism project (Sautter & Leisen, 1999). Among the stakeholders identified are local government tourism body, central government tourism body, tourist organizations, tour operators, travel agents, media, community and residents. The role of each of the stakeholder should not be independent but rather a collective effort based on mutual understanding of developing the tourism project. Decisions made from the collaborative efforts among all stakeholders can be used primarily to resolve tourism planning problems (Jamal & Getz, 1995) in addition to ensuring sustainable agro tourism activities in the countryside.

First and foremost, the stakeholders need to understand the role of agro tourism activities towards the environment. This is to ensure that the central objective of agro tourism activities as a mechanism to preserve the countryside and maintain the environment is achieved.

While some owners involved in the agro tourism activities called for a stronger monetary and physical support from the government agencies, monetary support should be kept at a minimal level possible to avoid prolong dependence on agencies. Physical support, however, is an important criterion to be provided to them. Physical support includes training to owners and good infrastructure (roads, utilities and transportations). Many owners are not well trained in marketing their products and what are available at their farms. It is then the responsibility of the local and central tourism authorities to assist in marketing and branding of the agro tourism products.

The model of 'farmer family plus farmer family' (Su, 2011) can be adopted to ensure a larger participation of farm owner family in the agro tourism activities. Continuous support and participation from family member is an essential ingredient to the sustainability of the agro tourism activities.

Conclusion

This study looks at the potential of the fruit farm, home stay and farm stay to be developed as products of agro tourism in Penang. The concept combines accommodation and activity-based activities and day trip activity-based activities. The models of agro tourism suggested were individual farmstead and community plus farmers model.

Agro tourism activities have the potential to be developed as a tourism product in addition to its role in preserving and maintaining the environment and the country side. Industrialization and climate change had led to many activities targeting for better environment and agro tourism through its nature based activities are meant for a greener environment. The success of the activities does not only depend on one individual but a collective of community and stakeholders.

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Medical Tourism: A Conceptual Framework Using Competitive Strategies in Healthcare Industry

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Malaysian healthcare system is developing new dimension by exploring medical tourism to enhance the countries revenue. Porter's Competitive Advantage Model will be adopted in this study to see the relationship between competitive advantage, medical tourists' satisfaction and strategies adopted by the healthcare centers focusing medical tourism. Medical tourists' satisfactory level will be tested based on Porter's generic model on cost leadership, differentiation and focus methods. According to Malaysian Ministry of Health thirty-five hospitals all over Malaysia are identified as health tourism hospitals. Medical tourists from these hospitals will be chosen as the will be the respondents of this study. Only inbound medical tourists who come to Malaysia for medical treatment will be included in this study. Tourists who visit Malaysia and seek treatment for accidents and intra bound medical tourists are excluded in this study. Moreover, medical tourists who obtain medical services involving medical interventions from the segment of illness, enhancement and reproductive will be included in this research and exclude those who obtain spa, yoga, massage and wellness tourism. A theoretical framework is then proposed in the medical tourism research emphasizing on competitive strategies.

Key word: medical tourism, healthcare, competitive strategies, customer satisfaction

Introduction

Malaysia's healthcare system is developing a new dimension by exploring medical tourism to enhance Malaysian tourism sectors revenue. Medical tourism is offering an immense potential for future growth and development. Malaysia is identified as new market entrant among developing countries promoting medical tourism in the region (Voigt, Laing, Wray, Brown, Howat, Weiler, and Trembath, 2011). Malaysia's foreign patients are from Indonesia (72%), Singapore (10%), Japan (5%), Europe (3%) and India (3%). This signifies the growth of foreign confidence in medical care services provided in Malaysia. In line with this scenario this study is aimed to identify relevant competitive strategies Malaysia's medical tourism industry has to adopt in order to enhance its customer (medical tourists) satisfaction and to capture a larger market share in the region.

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ReportLinker.com research report in 'Malaysia Medical Tourism Outlook 2012' reported that Malaysia is one of the most popular tourist destinations in the ASEAN region and one of the fastest growing medical tourism market in Asia (Voigt et al. 2011). Therefore, further studies on medical tourism should be focused on the demand perspective (the medical tourists) to determine the basic needs of the tourists (Heung, Kucukusta, and Song, 2010) and customer (medical tourists) expectation (Shah, 2008) in the medical tourism industry. Keeping these suggestions in mind, this study is designed to identify the factors that will effect the customers' satisfaction the most and contribute to competitive advantages of the healthcare centers.

The outcome of the study is expected to identify the appropriate competitive advantage strategy in Porter generic model to be adopted by the healthcare centers which leads to higher satisfaction among the medical tourists. The study will also identify the factors that give the most satisfaction to the medical tourists. The outcome of the study is expected to define the practical implication on medical tourists' satisfaction and the current state of focus of the healthcare centers in emerging medical tourism industry. The results of the study is also expected to explain to the healthcare centers form their strategy to gain market share in the competitive and growing medical tourism industry and the focus of the healthcare centers to sustain in the medical tourism industry.

The outcome of the study is expected to be used by the health care centers to improve on the services and facilities provided to the medical tourists. The result of the study is expected to give information to the management of health care centers to device relevant strategies to increase their competitiveness and be more focused on the objective of the organization. The outcome of the study is also expected to provide some information to the healthcare organizations to position themselves in the growing medical tourism industry in the region. Moreover, the information obtained from the study is expected to help boost the medical tourism industry in Malaysia and help the enhancement of excellent health care delivery which is in line with the vision of Ministry of Health of Malaysia. Besides that, the result of the study is expected to improve the health care system of the country at large and boost the growth of medical tourism industry which can be a major contributor to the economic development of the nation. The information collected from the study is also expected to help Malaysia to become the medical hub in South East Asia in future.

Literature Review

Medical Tourism

Historically, medical tourism was limited to elites from developing countries to developed countries where the healthcare was inadequate and unavailable at home. Pacock and Phua (2011) reported that now the trend of medical tourism was changed towards the developing countries due to the globalization and increased acceptance of health service as a market commodity for patients who shop for health overseas using new information sources, new agents to connect to the health providers and inexpensive air travel to reach destination countries. Karuppan (2010) highlighted that there are two types of medical tourism. They are inbound medical tourism where foreigners obtain quality medical care in the country and outbound medical tourism which is primarily driven by cost and seeking medical care outside of the country. Billie (2000), explained that intrabound tourism as patient traveling to a different geographic area in their home country for treatment. In Malaysian context, inbound tourism occurs when international patients from other countries travel to Malaysia to receive medical care. This study will focus on the inbound medical tourism in Malaysia. The study will investigate on how Malaysia can potion itself as favorable medical hub in the region. This study will also identify the strategies that the healthcare centers can adopt in order to be competitive in the emerging medical tourism industry.

Porter Model of Competitive Advantage

Competitive methods are actions taken or resources used in the overall strategy development process and are increasingly important to managers seeking to increase the performance of their firms (Porter, 1980, 1985; Day & Wensley, 1988; Campbell-Hunt et al., 2000). Porter et al. (1980, 1985) argues that superior performance can be achieved in a competitive industry through the pursuit of a generic strategy, which he defines as the development of an overall cost leadership, differentiation, or focus approach to industry competition. If a firm does not pursue one of these strategy types, it will be stuck-in-the-middle and will experience lower performance when compared to firms that pursue a generic strategy (Porter et al., 1980).

Day et al. (1988) argue that competitive methods consist of skills and resources that are available to use by firms in a competitive industry. Through cost leadership competitive advantage, a firm sets out to become the low cost producer in its industry. Hlavacka, Bacharova, Rusnakava and Wagner (2001) said that hospital managers have focused a great deal of attention on cost control measures in order to protect themselves from competitive forces arising in the industry, but mainly to cope with regulatory changes imposed by the law enforcement agencies. Whereas, achieving of differentiation means that a firm seeks to be unique in its industry along some dimensions that are widely appreciated by buyers. Rivers, Saundra and Glover (2008) proposed that competition in health care, could possibly initiate technology changes or product differentiation. Although services may be excessive or more costly, improving patient satisfaction is the ultimate anticipated result of competition in the health care industry. Meanwhile, achieving focus means that a firm sets out to be best in a segment or group of segments. A focus strategy involves hospitals pursuing a cost leadership or differentiation strategy but competing in a narrow segment – a specific type of medical patient.

Most research has been conducted using Porter's Competitive Advantage Model in the manufacturing sector and the results showed that this model has contributed in the manufacturing sector but research is needed to examine in service industry (Campbell-Hunt et al., 2000).A study by Thilagavathi, Shankar and Jayaraman, (2010) adopted Porter's Competitive Advantage Model to see the relationship between competitive advantage and customer satisfaction in the private hospital in Malaysia. The result of the research shows that only the differentiation strategy of Porter's generic strategies is significant to customers' satisfaction. Therefore, in this study Porter's Competitive Advantage Model will be adopted to evaluate medical tourists' satisfaction in Malaysia's medical tourism industry. The study also intends to identify the most suitable strategies of Porter's Competitive Advantage Model to be adopted by the healthcare centers those who participate in the medical tourism industry to position themselves in this competitive industry and to gain a bigger market share

Customer satisfaction

Customer satisfaction is a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product or service (WTO, 1985). Monumental changes in health care delivery systems have focused attention on more affordable, more available, more efficient and higher quality health care (Nesreen, Waleed & Aibedami, 2008). In today's challenging business environment, competitive advantage relies in delivering notable high quality service that resulted in satisfied customers (Shamwell, Yavas & Bilgin, 1998). Generally, service quality promotes customer satisfaction, stimulate intention to return and encourage recommendations (Nadiri & Hussain, 2005). Due to that, this study is intended to identify the competitive advantage of healthcare centers to influence the medical tourists' satisfaction in the medical tourism industry

Medical tourism market-drive

Medical tourism market-drive is viewed upon demand and supply factors. Demand from the medical tourist of developed countries such as United States of America, United Kingdom, Canada and Europe (Connell, 2006; Turner, 2007) due to lack of health insurance, underinsured and unaffordable price of health care in US (Menvielle, Menvielle & Tounois, 2011; Turner et al. 2007; Leon-Jordan, Kuruvilla & Jacob, 2010; Peters & Sauer, 2011) are identified as the important economical marker drive. Moreover, demand for medical treatment and care for growing aging population (Turner et al., 2007) and the aging baby boomers who demand cosmetic surgeries (Connell et al. 2006) in western countries created demand for the affordable medical care through medical tourism in the developed countries. Besides that, long waiting list for surgical procedures such as knee and hip replacement especially in United Kingdom and Canada (Turner et al., 2007; Lin, 2010) and availability of medical services that are not available in the US (Peters et al. 2011) encourages outbound medical tourism in the developed countries. Demand from the rich and elites of the developing countries for quality healthcare or for medical interventions that are not available in their country also contributed to the growth of medical tourism.

Based on economical point of view, relatively cheaper medical cost in developing countries (Lin et al., 2010; Connell et al. 2006), reduced cost of international travel, favorable economic exchange rates, are identified as the important factors that contribute to the growth of medical tourism industry in the developing countries (Chambers, 2008). The technical point of view explains that, highly trained physicians who are educated in the western countries such as United States, United Kingdom and Australia, improvement of technology and standards of the medical state-of-art facilities , qualified and personalized post operative care and the hygiene and safety medical services offered in the developing countries which are compatible to western countries (Connell et al., 2006 ; Leon-Jordan et al., 2010; Chambers et al., 2008) and less waiting hours (Lin et al., 2010) are important market drives for the emerging medical tourism industry. Government's encouragement through incentives for investment in medical tourism by private healthcare centers, tax deduction for revenue earned through medical tourism, flexible visa for medical tourists and the level of private-sector investment in medical facilities (Chambers et al., 2008) will determine the sustainability and the growth of medical tourism industry.

Development of Medical Tourism in the Developing Countries in Asia

India

India began to venture medical tourism in late 2002 (Chinai & Goswani (2007). In 2003, India outlined measures such as improvement in airport infrastructure for smooth arrival and departure of medical tourist to become “global health destination” and co-ordination was created among the national government, state government, and numerous federal bodies in India to promote medical tourism (Heung, et al. 2010). Besides expatriates, India is promoting medical tourism to international medical tourist (Lancaster, 2004) by positioning itself as primary medical destination by offering alternative treatments (Ayurvedic medicine and yoga) to wide range of most complex medical procedures (Connell et al., 2006). India is becoming one of the leading countries with the emerging support from the government (Burkett, 2007) through M-visa which are valid for one year for patients and companies (Chinai et al. 2007) and reduces import duties on medical equipments (Lancaster et al., 2004), created special zoning law, reductions of tariffs for imported medical devices, lowered corporate taxes and increases government investment in transportation infrastructure to support medical tourism in India (Turner et al., 2007). India’s relatively less expensive goods and services (Lancaster et al., 2004) and the English-speaking physicians who are trained in England and United States of America (Lancaster et al., 2004) and Joint Commission International (JCI) accreditation (a US scheme which assures patients safety in hospitals) gained by Indian hospitals (Heung et al., 2010) gives assurance and gain trust from international patients to undergo quality medical treatment in Indians hospitals has become the key selling point of India’s medical tourism industry.

Thailand

Thailand’s medical tourism industry grew out of the necessity of a national depression when upper middle-class citizens moved away from Thailand (Burkett et al., 2007). Thailand’s hospitals began to market themselves to the expatriates and to the citizens of other countries in the region that do not have the same level of quality health care as Thailand. In Thailand, the private sector is the engine that drives medical tourism (Teh, 2007). Thailand’s low-cost of living, a very friendly and tourist friendly culture, and relaxing environment for recuperating patients (Teh et al., 2007) became the strength of the country’s medical tourism industry. Thailand’s medical tourism services focused on cosmetic surgery, dentistry, LASIK and general medical check. In order to maintain competitiveness know Thailand is promoting higher-end surgical producers such as hip replacement, heart bypass and organ transplant. In order to stay ahead of competition, private hospitals made significant investment in the latest technology, quality certifications (ISO), accreditations and attracting highly skilled doctors. Thai hospitals also include tie-ups and affiliations with travel agencies, referral agencies and patients’ home-country hospitals. After realizing strong potential in the medical tourism, the government of Thailand took several initiatives to support and promote medical tourism by implementing simplified Visa procedures, construct new hospitals, and funding students to attain higher medical education abroad (Teh et al., 2007).

Philippine

Tourists from all over the world are visiting Philippine for medical and leisure needs, cosmetic and plastic surgery, dermatology, weight loss surgery, ophthalmology, and dentistry is identified as the most common procedures required by the medical tourist. World-class physicians, modern technology and Philippine brand of caring and compassion at great value for money became the main attraction of the medical tourists to come to Philippine (http://www.medicaltourism.com). However, Leon-Jordan et al. (2010) reported that although Philippines offers competitive costs compared to regional competitors but the traveling cost is high.

Development of Medical Tourism in Developed Countries in Asia

Singapore

Singapore has been providing international medical services for more than 15 years (Lin et al. 2010). In 2003, “Singapore Medicine” which targets three growth areas – heart, eye and cancer treatments, was launched to strengthen Singapore’s position as a leading destination not only for business and leisure but also for world-class, affordable and safe health care (Lee, 2010). Furthermore, some of the hospitals in Singapore have international health accreditation from the JCI of the US (Lee, 2010). Singapore provides a complete spectrum of healthcare service from primary care such as health screening, to quaternary care services such as organ transplants (Teh et al.,2007). Private healthcare groups such as Raffles Hospital and Parkway Group Healthcare have marketing officers in China, South Asia, the Middle East, Indochina and Russia to raise awareness and market their medical services internationally. Singapore’s western style healthcare (Crone, 2008), complex and advanced medical treatment such as liver and heart transplant(Heung et al., 2010) stresses its superior technology and competing on quality rather than price (Connell et al., 2006). Singapore Medicine website provides easy access to prospective medical tourist to identify Singapore’s major health care facilities (Turner et al., 2007). Furthermore, Singapore benefits from its geographical location neighboring Indonesia and Malaysia due to easy accessibility. Besides that Singapore government is collaborating with other government to promote medical tourism. UAE government is sending its citizens to Singapore for cancer referrals, Singapore has memorandum of understanding with the Bahrain government and Qatar and Kuwait citizens do not require visas to enter Singapore.

Hong Kong

Heung et al. (2010) in his studies suggested that Hong Kong which has been in medical tourism for more than 30 years needs sufficient motivation from the government and the private sector to develop medical tourism in the country. He identified lack of government support, high cost and healthcare need for the local community as the chief barriers. He reported that Hong Kong is moving forward with its government initiative assigning a few parcels of land for the development of specialized medical service in medical tourism. He suggested that Hong Kong should target for the high-end market by focusing on specialized treatments or complex surgery that requires a high level of expertise.

Taiwan

The main medical tourism services are provided by the Taiwan Task Forces for Medical Travel (TTFMT). TTFMT plays its role as the platform to integrate Taiwan's medical, government and tourism resources as a five-star medical travel offering for patients across the world seeking excellent medical care (http://www.medicaltravel.org.tw/). According to TTFMT, Taiwan offers five major medical specialties such as liver transplant, cardiovascular surgery, craniofacial reconstruction, artificial reproduction, and joint replacement. In 2007, the Medical Service Globalization Flagship Project was adopted in Taiwan to promote medical tourism to the world (Lin et al. 2010). Huang et al. (2010) identified high quality, advanced technology, and affordable cost as the advantages of Taiwan's professional healthcare system. Lin et al. (2010) points out that lower price, higher quality, and shorter waiting time is Taiwan medical tourism industry's competitive advantage to gain international competitiveness and identified Mainland China as major market for Taiwan's medical tourism. Lin et al. (2010) pointed out challenges faced by Taiwan upon its medical tourism development due to change of the structure of patients, so Taiwan have to be prepared for the integration of medical systems, prevention of epidemic diseases, and maintenance of the patients interest. Lin et al. (2010) also suggested that medical tourism in Taiwan should be promoted with the principle that domestic and international patients could receive the same medical services.

Medical Tourism Development in Malaysia

Malaysia involved in medical tourism in 1998 in the wake of the Asian financial crisis (Connell et al. 2006). The 1997 Asian Financial Crisis caused a decrease in purchase of private healthcare services, price of imported pharmaceuticals, medical supplies and medical equipment quickly soared and private hospitals operating margin and profits were badly affected (Chee, 2007). In order to overcome the problem private hospitals in Malaysia turned to foreign countries to attract patients and this move was supported by the government (Chee et al. 2007; Leon-Jordan et al. 2010). Ministry of Health formed National Committee for the Promotion of Health Tourism in Malaysia (Chee et al., 2007) to promote health tourism. MATRADE (Malaysia External Trade Development Association) and Tourism Malaysia as government bodies organized road shows and marketing promotions on medical tourism. Therefore, 35 private hospitals were selected as official private healthcare centers promoting health tourism and listed in the Association of Private Hospitals Malaysia (APHM) website.

Countries with inadequate medical facilities, countries with high cost of medical treatment and countries with long waiting lists are targeted to promote medical tourism by the Malaysian government (Chee et al., 2007). Besides that, Malaysia's image as a "Muslim country" with easily available 'halal' food and convenience for practicing Muslims became a strong corporate strategies to promote medical tourism in the Middle East countries, Brunei, and Bangladesh (Chee et al., 2007); Leon-Jordan et al., 2010). Collaboration between hotels, tourist agencies, and medical centers offering holiday packages combined with hotel accommodation together with health screening and medical check-ups and appointing 'local agents' in the potential countries to promote medical tourism by conducting talks for the public, meeting local doctors, arranging tourism packages including airport transfers, accommodation for accompanying family members, shopping, and sightseeing tours as some of the corporate strategies to promote medical tourism in Malaysia (Chee et al., 2007).

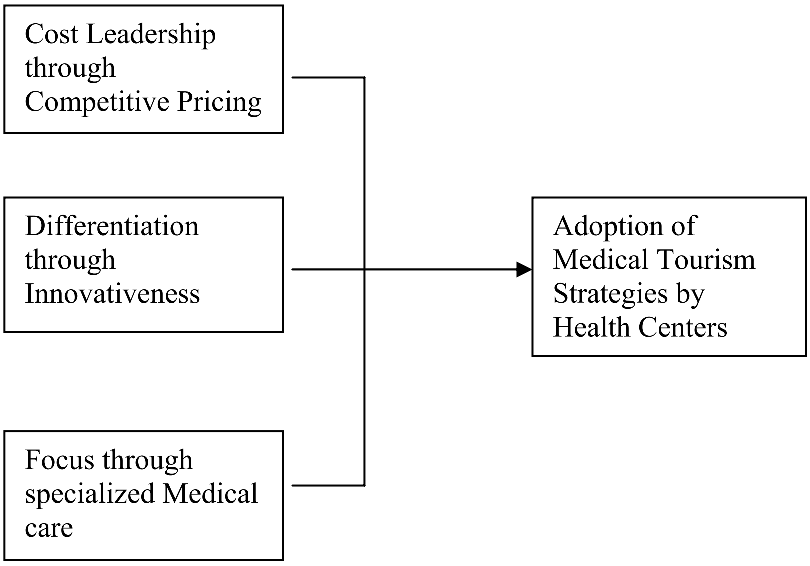
Malaysian government is deeply involved in the growth of medical tourism by providing the institutional framework for quality assurance (where private hospitals are encouraged to acquire MS ISO 9000), obtain affiliation with world-renowned healthcare centers (Chee et al. 2007) and by providing legal and policy framework to encourage the development of medical tourism (Chee, 2006). The government encourages the development of medical tourism through tax incentives for building hospitals, using medical equipments, pre-employment training promoting services and use of information technology and relaxed the prohibition on advertising for medical services. The Malaysia Healthcare Travel Council (MHTC), launched in late 2009, is now a fully-functioning entity within the Ministry of Health, Malaysia. The MHTV functions as the main coordinating body between the various agencies involved in this sector (APHM website).

Lack of impressive promotional activities and customer service, lack of focus on provision on medical treatment or branding and inconvenience on obtaining extension of the social visit pass are identified as the weaknesses in Malaysia's medical tourism industry (Aniza et al., 2009). Based on Network Map Analysis Shah et al. (2008) concluded that Malaysia's medical tourism industry is still in its emerging phase and the structure isn't strong. The perceived value of the industry show that the industry is active and vibrant to work with and major asset impact is on business relationships and manpower rather than finance.

Malaysia's medical tourism industry is facing some challenges due to shortage of medical professionals, nurses and specialists would move the foreign patients to other countries which have a stronger workforce than Malaysia (Shah et al., 2008). Lack of information about medical tourism in the Association of Private Hospitals Malaysia website, Ministry of Health website and Ministry of Tourism website shows lack of interest in private associations and government in promoting medical tourism. Only two hospital obtained JCI accreditation which is a positive sign to attract medical tourist from Europe and America. Besides that, Malaysia is facing threat in medical tourism from the neighboring countries with better quality medical care.

Therefore, this study will adopt Michael Porter's theory of generic strategies which will explain competitive advantage in three methods: cost leadership method, differentiation method and focus method. The study will identify relevant competitive strategies Malaysia's medical tourism industry has to adopt to enhance its medical tourists' satisfaction and to capture a larger market share in the region. This information obtained will be analyzed to see the relationship between the strategies and medical tourists' satisfaction. The outcome of the analysis will be recommended to the healthcare centers to adopt as competitive strategy in emerging medical tourism industry. As Malaysia is intended to be the regional medical hub, it is important to know the strength and weaknesses of the medical tourism industry to increase the industries growth as well as the revenue earned and better market share. The information collected from the study can help Malaysia to become the future medical hub in South East Asia.

Proposed Theoretical Framework



Building on the above literature review, it is clearly understood that there is an opportunity to explore further Porter Competitive Advantage Model in determining the growth of medical tourism in emerging economy such as Malaysia. Figure 1.0 shows the theoretical framework of this explorative study that connects the dimensions of Porter Competitive Advantage Model (1980) to the adoption of medical tourism strategies that leads to customer satisfaction in health services. The theoretical framework also includes health centers size as a moderating factor in the adoption process of health tourism strategies. The inclusion of size variable will be another explorative element in the study as size is rarely measured as health services is assumed to large and sophisticated. In emerging economy as Malaysia, there are health service centers which are small but have high quality and yet differentiated service related to large health centers.

Since this study will be focused on medical tourists, low cost medical treatments and competitive prices for medical procedures and treatments will be identified as one of the independent variable. Current competition among health plans, hospitals and physicians are primarily based upon price (Miller, 1996; Porter & Tiesberg, 2004) and competition in the healthcare industry has resulted in lower hospital costs and health premiums (Enthoven & Vorhaus, 1997). Therefore, it is assumed that cheaper medical charges are positively related to medical tourists satisfaction.

Proposition 1. Cheaper medical charges give greater customer satisfaction.

Service personal quality (Mayuri, 2008) is defined as the core of the medical care industry. Zifko-Baliga and Krampf (1997) found that factors affecting service quality perception of hospitals were related to interaction to doctors and other staffs. Therefore, it is assumed that customer satisfaction is positively related to highly trained and qualified medical specialists and staff.

Proposition 2. Service personal quality service gives greater customer satisfaction

Strategic planning in setting up of high quality standards, improving organ transplant/donor availability, cancer treatment, entomology, gynecology or pediatric disciplines is obviously a great plus for the hospital considering its growth, positioning in the region (Usha, 2007). By focusing specific disciplines healthcare centers may gain competitive advantage by producing good outcome of treatment which lead to customer trust about the that particular hospital. Therefore, customer satisfaction is assumed to be positively related to specialized medical care offered by the healthcare centers.

Proposition 3. Specialized medical services give better customer satisfaction

A qualitative research will be adopted in this study. Questionnaires will be used to collect data for statistical research analysis. Three hundred (300) questionnaires will be distributed among medical tourists who receive medical treatments in the 35 private healthcare centers that specialized in international health care as regional and global providers. An interview will be conducted to fill up the questionnaire. The medical tourists will be interviewed and selected by random selection at the private healthcare centers. The respondents will be assured of their anonymity and no names were recorded on the questionnaire.

The theoretical implication of the study will show how Porter's generic strategies of competitive advantage significantly affects medical tourists' satisfaction, as Porter model usually used in manufacturing based industry and to certain level in service based industry, but yet in medical tourism. In practicality, this study may suggest to the management of the healthcare centers the important factors to be focused by the management of the healthcare centers to gain competitive advantage in the medical tourism industry. The outcome of the study will give some information to the management to device relevant strategies to increase their competitiveness and be more focused on the objective of the organization. The results of the study expected to provide some information to the healthcare centers to position themselves in the growing medical tourism industry in the region.

Conclusion

Therefore, it is suggested that a competitive advantage can be developed from particular resources and capabilities that the firm possesses that are not available to competitors. The transformation of available skills and resources into a strategic position can only take place under conditions that provide a customer benefit, and normally requires the transformation of multiple competitive methods. The ability to implant a cost leadership, differentiation, or focus strategy is dependent on a firm's ability, in this case, health centers, to develop a specific set of competitive methods.

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Art Tourism: The New Research Direction

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Countries are distinguished by their cultural identity and this is normally expressed through their people, heritage, architecture and arts. These attributes have the ability to attract visitors to the country that has the sense of place and imprint the memories on the visitors while instilling pride to the local community. Arts or arts-based tourism experiences include, but not limited to theatre, dance, music, literature, cinema, visual arts and crafts, design and architecture, public art, photography and digital media. Malaysia in recent years have pushed the niche Art Tourism with the creation of Malaysia Contemporary Art Tourism Festival that sees art galleries and artists nationwide participating in promoting the Art sector. The year 2011 sees double participation from the previous year with more than 100 art galleries and more than 300 artists taking part of the festival indicating positive response in the recent development of the art sector. The positioning of Malaysia as a reputable destination for art sector hoped to attract high-yield tourists while intensifying the existing art sector for the desireable economic benefits. This paper is exploring the newly labelled art tourism niche in Malaysia and explore the direction of what research should be taken based on the current status of the sector combined with the aspiration of the tourism industry. The methodology of this study is exploratory with interview as the main data collection method and supplemented by secondary data. Respondent validation is used to triangulate the data to increase validity. The findings of the study suggested that the research direction should focus on the structure of the art sector in order to maximise the economic benefits and minimise the leakages. This is due to the nature of the art sector that has no geographical boundaries in terms of supply and demand. The study also suggests to explore the different types of art for this tourism niche and identifying those that should be continuously develop to ensure the art sector can be sustainable and constantly dynamic.

Key words: art tourism, economic benefits, research direction, sustainable

Introduction

In recent years, Malaysia has the intention to elevate the status of Malaysian art as an iconic product, which is desired, pursued and collected worldwide. Not many countries can claim that level of status yet. The usual European and American art has no doubt quite established and pursued. In Asia, Chinese paintings are sought after

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and in recent years, artwork from India and Vietnam gained prominence. Rather than focusing on the art sector itself, Malaysia decided that it should tied in with the tourism industry where the art community, such as the artists, art galleries owners or managers, art promoters, art critics, art lovers and collectors flocked to and around Malaysia buying collectible art, which is normally made by Malaysian artist. It is believed that the tourism industry has the potential to play a much more prominent role in elevating the Malaysian art and artists while simultaneously ensure the economic growth through the creation of this new, innovative and high-yield Art Tourism.

Malaysia is promoting the Art Tourism through Malaysia Contemporary Art Tourism (MCAT) event, which is now at its second year in 2011. MCAT is specialising in showcasing the art works and sculpture in the contemporary genre. This event is supplemented by the 'Tourism Art Trail' where tourists not only can visit the contemporary art galleries, but also attending art seminars and talks focusing on Malaysia's contemporary art scene. The number of the participation of art galleries and artists in Malaysia has increased tremendously in its second year therefore there is a need for the tourism scholars to start researching the Art Tourism, its aspiration and its direction. This paper will outline the understanding of contemporary art tourism and the various researches needed for Malaysia at this time.

Methodology

In order to specify the type of art that involved in this research, there is a need to establish the operational definition of contemporary art. In general, the contemporary definitions are divided into two categories. The first one is distinctively modern, conventionalist and this definition focuses on art's institutional features, emphasizing the way art changes over time, modern works that appear to break radically with all traditional art, and the relational properties of artworks that depend on works' relations to art history, art genres, etc. The second category is the less conventionalist type of contemporary definition makes use of a broader, more traditional concept of aesthetic properties that includes more than art-relational ones, and focuses on art's pan-cultural and trans-historical characteristics (Stanford Encyclopedia of Philosophy, 2011). The understanding of contemporary art established the operational definition of art for this research that this is limited to contemporary art works and sculpture. In short, contemporary art denotes the art of the present day and relatively recent past. This type of art is usually avant-garde in nature. The operational definition is extended to the commercial side of art where the consumer views, hears and acquires a form of art works and sculpture or artistic expression in exchange of payment. This is to fit in to the view of Art tourism the promotion of art is tied in with the pursuit of economic benefits.

The approach of this research is qualitative and the methodology chosen is exploratory. This approach enables the researcher to build a strong and reliable foundation to uncover motivations, reasons, impressions, perceptions and ideas of individuals. The characteristics of qualitative research include extensive information from each respondent and a search for meaning, ideas and relevant issues. There data are gathered through primary and secondary data. The primary data gathered through interview with the local authority and local artists while the secondary data gathered through literature search. The data were triangulated through respondent's validation method.

Research Findings

The research revealed that while Malaysia strived to promote Malaysian Art with 'museum-quality pieces' standard, the serious art business are still very much at its infancy. There is no large pool of art collector and buyer for Malaysian art and there is no art auction houses until very recently when Henry Butcher (Malaysia), a company that rather well known for property management, started one. Established international art auction houses such as Sotheby's (established in 1744) and Christie's (established in 1766) both are well known as a specialist in art auction based on their history and both have established their Asian base in Hong Kong (Sotheby's in 1973 and Christie's in 1986), attracting various art collectors from all around the world.

The research also revealed that there is a need to explore the different types of art for this tourism niche and identifying those that should be continuously develop to ensure the art sector can be sustainable and constantly dynamic. Little has been written on art works in Malaysia before the World War II. Artistic pursuits for Malaysians in a traditional sense are more known in sculpture such as carvings. Sculpture, in a general sense has long been one of the most popular forms of fine arts. In actual fact, sculpture was considered an art form long before patrons of the art saw the value and the beauty in the other types of arts. There are many types of art that can be considered to be push as contemporary Malaysian art such as photography and comic book art to expand the niche market in Art tourism.

Understanding the art business structure and the various types of art and its marketability is essential in Art Tourism. Tarlow (2011) suggested that art tourism will attract tourists that willing to spend money based from numerous studies that indicated that the tourists that include arts in their travel plans usually have higher income level that other tourist at the same destination. They also have a greater likelihood of staying in local hotel, take longer trips and shop more. This is inline with the vision of the Ministry of Tourism, Malaysia that targeting high-yield tourist that can increase the economic benefit from the tourism industry. This called for a research on the profile of Art Tourists and their behaviour such as intention to purchase and willingness to pay.

Kolb (2005) has suggested a model for developing the arts as a tourism product. The model suggested is used for a city to identify its products and services and linked it with the analysis of cultural product. The mapping of the art and culture is done next, which enables the tourism marketer to design the appropriate marketing strategy. The model is shown in Table 1.

Table 1. Model of the City and Arts as a Cultural Product.

City	Service	Art Experience
Architecture	Hotel Rooms	Festivals
Street Patterns	Dinning	Music
Public Parks	Entertainment	Plays
Historic Buildings	Shopping	Cinema
Ocean	Transportation	Ethnic
Mountains	Historic Tours	Public Art

Source (Kolb, 2005)

She suggested that the traditional marketing process and the marketing process for the arts, as a tourist product may be similar but their differences are crucial. The traditional marketing process starts with identifying the factors for external environment and decided if forces such as social, political, legal and technological changes have indicated a potential consumer market. The distinctive difference to the arts as a tourist product is the departure point of the marketing process where it starts with product analysis. This enables the art product to be able to reposition as a tourist activity. She further suggested that the tourism marketer can developed and packaged the city and its art together and branded as an experience to the intended target market.

The model requires the product audit to be thorough and honest in analysing what both the city and the arts can offer. The uniqueness and attractiveness of the physical infrastructure of the city must be analyzed to determine what needs to be improved. A survey of both the local businesses and nonprofit arts organisations should be conducted to determine the type of services that can be offered to the potential tourist. This is also an area of research that would be an interest to Malaysia where each city developed its own art as tourism product, therefore creating the variety and availability where it is possible as Kolb (2005) has suggested where the complete package of a city, services and its arts is then branded and promoted to potential tourists.

While Malaysia is charging ahead with the Art Tourism, the issue of the art identity is something that needs to have more in-depth understanding. The art identity has been questioned by Mohamed (2008) in a cultural sense as he suggested that Malaysia have been emphasising on its cultural vibrancy with the successful tourism campaign “Malaysia: Truly Asia”. The vibrancy is due to the various ethnic groups i.e. Malay, Chinese, Indian, Indigenous People, Serani etc. and the Bumiputeras of Sabah and Sarawak that have more ethnic groups under this category. All of the races made up the population of Malaysia now and each usually keep their own ethnic identity while being Malaysian through the integration process rather than assimilation process. Mohamed questions the ownership of culture as he noted the multiculturalism in Malaysia has become the foundation of Malaysia’s tourism and he raise an important question on whose culture should be promoted to represent Malaysia. This raised a simple but important question, which is ‘what is Malaysian art?’ Since Malaysia population have strong identity that linked back to their culture, there is an issue of the object and expression of the art that made in Malaysia or any other art made in country of origin of the artist’s forefathers for example Malaysian artist of Chinese ethnic group that specialises in Chinese ink-art or calligraphy. The research on identity that linked to the marketability of the art would be useful in having a greater understanding of Malaysian art and promoting it.

Conclusion

The pursuit of Art Tourism by Malaysia will not only yield economic spin-off but also set the path in discovering its cultural identity through the expression of Malaysian arts. The identity of the art will determine the ability to attract visitors to the country that has the sense of place and imprint the memories on the visitors while instilling pride to the locals. Arts or arts-based tourism experiences that are being promoted in Malaysia currently through MCAT only includes contemporary Art works and sculpture but there are other types of contemporary art that can be promoted such as theatre, dance, music, literature, cinema, visual arts and crafts, design and architecture, public art, photography and digital media. It is suggested that the new research direction for Art Tourism now in Malaysia should emphasise on exploring the structure of the art sector including the profile of the art tourists, the different types of art and also the identity of Malaysian art.

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Cultural Tourism: An Alternative Tourism in Pai District, Mae Hong Son Province, Thailand

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The purpose of this research is to study the alternative tourism in Pai district, Mae Hong Son province in Thailand. Results of the study showed that Pai, as a small district in Mae Hong Son province, has its own unique art, culture, tradition, life style and plurality in ethnicity while having wonderful natural resources with cool climate around the year. For more than two decades, Pai has become a national tourist attraction that supports mass tourism. But later, the Pai community discovered that mass tourism can impact the community through social, cultural, environmental and also economic means. To alleviate these impacts, one of the strategies for tourism development was to extend or discover new resources for the tourists in order to change the tourism trend towards becoming of a variety type and more attractive for the niche market. Otherwise, tourism in Pai, had to have extravagance in cultural tourism, which can be perceived through local cuisine (nam prik kau sai), lifestyle, traditions, and local customs. In addition to these, tourist are enticed to participate in activities such as Poi Sang Long (Tai style of monk ordination), Dub Fire Tian (Tai ceremony to celebrate the end of Buddhist lent), including the attraction for tourists to immerse themselves with the villagers and learn their lifestyles and traditions in the community, commonly known as "home stay". In conclusion, this research showed that cultural tourism is emphasized in Pai as one of the attractive alternatives for tourists especially for those who are interested in learning the art, culture, tradition and lifestyle of the real community in Pai.

Key words: alternative tourism, cultural tourism, cultural product, community, Pai, Mae Hong Son

Introduction

The tourism industry in Thailand is one of the service industries that is directly related to other businesses. It plays a significant role in the development of the country especially in generating international currency incomes. Pai is a small district in the north of Thailand which has a unique art, culture, tradition, lifestyle, plurality in ethnicity while having an abundance of natural resources and a cool climate around the year. Pai has many interesting tourist destinations in a variety of nature-based tourism, such as hot springs, waterfalls, strong water current in Pai river and many more. In addition to these, there are numerous cultural tourism sites such as temples,

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architecture, lifestyle and a popular community based tourism village of the Chinese Yunnan inhabitants. Tourism business in Pai is growing rapidly as indicated by the increasing number of tourists every year. Besides, Pai tourism is very well known among local and foreigner tourists who have been supporting mass tourism for more than two decades.

In previous years, inconsistent tourism promotions and tourism development planning have resulted to the inability to respond to the variety in tourism as needed by tourists. This inability has impacted the social, economic, cultural and environmental aspects of Pai. Tourism in Pai has especially become problematic because of the saturation of the tourist area and the travel purposes have drastically changed which contributed to the reduced number of tourists.

One of the tourism development strategies extended or discovered should emphasize on new tourism resources for tourists who are interested in variety type and which are attractive for the niche target. This strategy involves the production of cultural products, cultural commodification, cultural interpretation of historical sites through local art, culture, language, lifestyle, costume, and even community settlement. The construction of these element meanings would achieve the recognition of the identity of the community. The creation and meaning of culture would lead to the production of a product, a process called cultural commodification, which could be applied in Pai tourism.

The results of this research of studying alternative tourism in Pai district could lead to its suitability to the niche market and eventually could cause an increased demand for travel.

Objective

The main objective of this research is to study an alternative tourism in Pai district, Mae Hong Son province in Thailand.

Theory and Conceptual Framework

In studying the alternative tourism in Pai district, Mae Hong Son province in Thailand, related theories and concepts have been applied to respond to the objective, including alternative tourism and the concepts of cultural tourism, identity theory, and cultural industry concept.

Alternative Tourism and Cultural Tourism Concept. Cultural tourism is an alternative tourism that has risen from the need to preserve tourism attractions which have been destroyed by man. The objective of cultural tourism is to allow someone to travel, achieve new experience and learn about the history of ancient arts and culture, and local community participation in tourism development. The important elements of cultural tourism and cultural attractions include art, craft, music, language, culture, tradition and history. Figure 1 presents the five types of cultural tourism (Chatchalerm Ongarjtarnsarn, 2007): 1) historical tourism; 2) cultural and traditional tourism; 3) rural or village tourism; 4) ethic tourism; and 5) edu-meditation tourism.

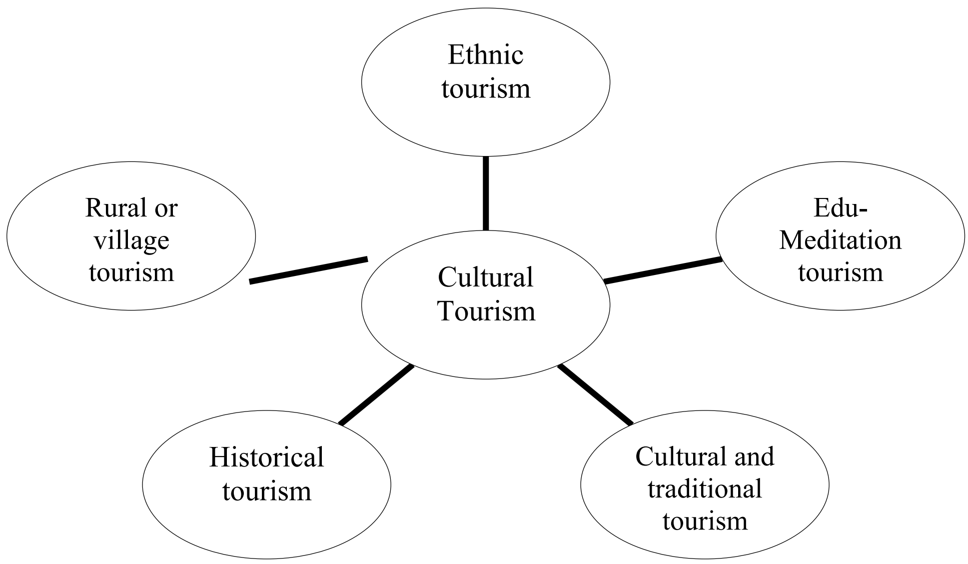

Figure 1. Five (5) types of culture tourism

Cultural tourism could possibly be sustained if the stakeholders from all sectors such as community organization, local government organization, institutions, and NGOs, could participate. Private business enterprises should be concerned with ideas dealing with development and budget so that the maintenance and restoration of cultural heritage tourism could be sustained.

Identity Theory is a sociology and post-modern theory that has been developed from Symbolic Interaction (George Herbert Mead and Charles Cooley). These theorists gave the meaning of identity in such a way that identity self answers the question "who am I?" Identity can describe the power of relationship that involves the benefit of the constructor. Identity can change all the time, depending on the content of the constructor and the related society. For example, the constructor (either the community, the entrepreneur, the tourist or the government officer) has created the difference of Pai identity - Pai is a land of various cultures – in this case, Pai is the land of heaven or "utopia" as constructed. The tourist may or may not agree with the community or the entrepreneur. In addition, identity can be divided into 2 layers: personal and social identity, which may tend to overlap one another. Figure 2 presents the relationship between social identity and personal identity as constructed by the tourist, the community, the entrepreneur and the government officer, which may again overlapped each other.

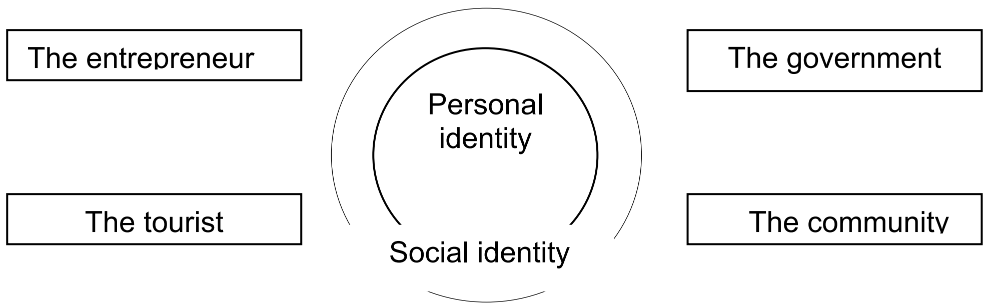

Figure 2. Relationship between social and personal identity as constructed by the tourist, the community, the entrepreneur and the government officer.

Identity tourism is a collection of tourist attractions which express the identity by acting through an interpretation of history and culture (Pitchford, 2008: 3). Identity is related to nationalism as indicated by national construction (national story): what is the history, culture and media that are used to present those stories. How then can identity be used with policy by the government that has promoted tourism by focusing on marketing while promoting the adoption of the term “identity” to help support tourism activities significantly?

Cultural industry concept represents the industry that reflects the culture and symbolic cultural influences, wisdom and lifestyle of the local community in an industrial production. Skilled workers should have knowledge of technology with art and creativity. Culture Industry is considered a part of creative economy that created "value added" and transformed into a revenue for the product. (Krissana Sukantapong, 2009). For example, the Republic of Korea has provided a definition of this term as related to research, industry development, manufacturing, distribution, consumption of cultural products and services and the use of wisdom from the community such as in folk arts and people’s way of life, thus suggesting a connection between creativity and technology to create a "value-added economy."

Cultural products, coupled with cultural industry include products and services that are culturally embedded in the product or service. People do not sell only the product but they also sell the culture of the community too.

The review of related literature reflected the significance of alternative tourism in Pai district especially in cultural tourism thus prompting the government sector to apply it as a strategy that can produce cultural product, cultural commodification, cultural meaning construction for tourism through historical stories, arts and culture, language, lifestyle, costume, and settlement of the community.

Methodology

As a qualitative research, data were gathered from documents and literature related to tourism and culture in Pai district thus prompting the importance of field research including the techniques of participant observation, non-participant observation, in-depth interview and focus group discussion.

In this study, the research tool used was the open-end interview which involved data from key informants in this study, consisting of community (including persons who live in tourism area in Pai), entrepreneur (including persons with business in Pai both locals and non-locals), government sector (including persons working for the government related to tourism management in Pai), and tourism (including persons who travel to Pai) (see Figure 3).

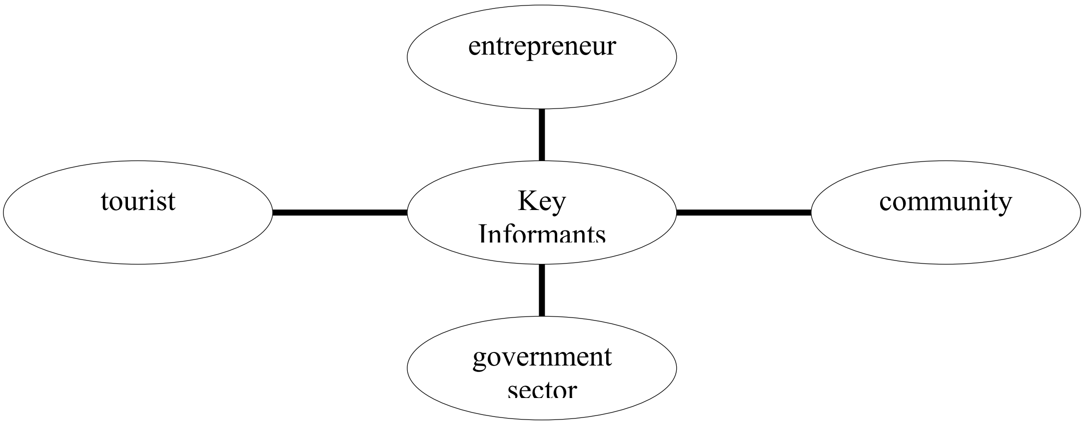

Figure 3. Key informants in this research: community, tourist, entrepreneur, and government.

The resulting data were synthesized using the structural - historical development approach method with related theories to respond to the main objective of this research, such as identity theory**, c**ultural industry concept and cultural tourism**.**

Results

Pai is a small district that has become increasingly popular for travel in Mae Hong Son province. In the past, the place proved very popular for foreign tourists but has now attracted local Thai tourists too. Pai has natural attractions for tourists who prefer eco-tourism and enjoy adventurous activities in sites such as hot springs, waterfalls, and river for rafting. Statistics from the Tourism Authority of Thailand in 2007 found that 163,867 tourists visited Pai, showing an increase of 43.23 percent from 2006, representing an average daily expenditure of 1645 baht. From this statistic, it can be shown that the number of tourists in Pai increased every year, proving good for the tourism industry. As a direct effect, need for accommodation, restaurants, souvenir shops and other business, have also increased.

The arrival of tourists comes with globalization. Both Thai capitalists and foreigners were found to occupy lands in tourist areas in Pai, commonly buying or renting original residential houses from the local people and then changing them into shops (restaurants, souvenir shops, tour agencies, motorcycle rent shops, etc.) and accommodation (guest houses, resorts, etc.) to provide services to a large scale of tourists. Local communities began to move out of town and the degeneration of traditional culture has caused the increase in crime, prostitution, and drug problems for the residents especially the Pai youth. All stakeholders (community, entrepreneur, government sector and tourist) realized that this degeneration and cultural crisis that have occurred in recent years came as an effect of globalization and mass tourism in Pai, thus considered a hot issue and very worrisome. People started to seek methods to reduce the effect of tourism in Pai and try to create a new type of tourism at the same time. As tourists crammed to travel to Pai, a new trend of tourism began to emerge. Tourists were promoted not to travel in crowded places while products and services were available to support mass tourism only.

Alternative tourism has become an important strategy for tourism development and marketing in Pai that attracted tourists to travel not only in high season but all year round. One type of alternative tourism that is becoming very popular in Pai has been cultural tourism. The abundance in culture in Pai has caused an increase in the number of Thai and foreign tourists.

Tourists were found to perceive cultural tourism in Pai through its historical narratives, old architecture, arts, handicrafts, religious ceremonies, local music, local dialect, lifestyle, local custom, local food, tradition, folk custom and local wisdom; as indicated below.

Historical narrative. Pai has attracted many tourists to travel in various historical places. Many old inhabitants of Pai had constructed stories for tourism, some were related to Princess Suphankalaya (sister of King Naresuan, the former king of Ayuthaya dynasty) with Nam Hu temple; story of the memorial bridge related to World War 2 (see Figure 4); and, the story of Chinese revolution of Division 93 (Kong Pol. 93) related to San Ti Chon village (see Figure 5). These stories have been told and re-told, creating a new meaning of cultural tourism as they became new cultural products that reflected tourism in demand, from mass production to creative economy.

Figure 4. Memorial bridge (landmark of Pai)

Figure 5. San Ti Chon village

Local foods. In addition to reflecting ethnic diversity, local food in Pai has been considered very unique, delicious and with original formula. Tourists could taste them and learn how to cook them from the local market and also in the night walking street. Local foods such as kao soi (Tai noodle with coconut milk like laksa), kao som (baked rice with tomato) (see Figure 6), a la wa (Tai dessert with coconut flour), and kra-bong (fried vegetable with spices) (see Figure 7) have been acknowledged by tourists who have traveled to Pai. In this case, local foods have been one of Pai cultural attraction for tourists to experience and learn.

Figure 6. Kao som (baked rice with tomato)

Figure7. Kra-bong (fried vegetable)

Local tradition. Ethnic diversity has been making up many varieties of traditional events in Pai all throughout the year. The activities are held by the city. These events include the Songkran Festival (annual festival held to show respect for older people in the family and to bring joy to the young people while splashing water), Loy Krathong Festival (also an annual festival held for people to show respect to the river), Dub Fai Tian festival (a yearly festival of the Tais which consist the majority of the Pai people, held during the Buddhist Lent) (see Figure 8), and Poi Sang Long (Tai monk ordination ceremony) (see Figure 9). In addition, these activities are organized to promote cultural tourism in Pai not only during the high season but also during the low season. Tourists can get new experience from these traditions and ceremonies.

Figure 8. Dub fai tian festival

Figure 9. Poi Sang Long ceremony

Architecture. Pai has shown many patterns of architecture which are unique and interesting: a Tai house (Tais are members of an ethnic group in Pai who had emigrated from the Shan state in Burma) (see Figure 10), as compared to a Karen house. Pai has a variety of ethnic groups that live together within the tourism area. Tourists could learn the pattern or the art of architecture and the meaning behind the architecture. Some ethnic groups also tried to construct a new building that has been copied from a unique story related to their own ethnic group, like San Ti Chon village, a community based tourism site that has become very popular in Pai. The community history has been recreated with the story of Chinese revolution of Division 93 (Kong Pol. 93) which included the construction of a tourist area similar to China such as ku fang (original Chinese house) where Chinese lamp and Chinese wood carvings were used to decorate the place (see Figure 11).

Figure 10. A Tai house that was converted into a government office

Figure 11. Decorattion in santi chon village using Chinese lamp and Chinese wood cravings

Local customs. Pai is a district where various ethnic groups co-exist: Tai, Karen, Lisu and descendants of Chinese revolution (Division 93); their own identity depicted through their native dresses. These ethnic groups are usually observed to wear their unique attires especially during ceremonies. Moreover, these attires are worn on weekends because the Pai tourism club has been promoting them. Many tourists were observed to take photos with them in some tourism area or night walking street on the weekends (see Figure 12 and13).

Figure 12. The minority group in Pai wear their local attire in walking street for photography

Figure 13. Local girl of Tai ancestry wear the local customs while participating in Tai activities

The element of cultural tourism as mentioned above, has been included in historical narratives, old architecture, arts, handicrafts, religious ceremony, local music, local language, lifestyle, local custom, local food, tradition, folk custom and local wisdom; as evidence of cultural tourism in Pai as well. After the Pai people have created this alternative tourism in the form of cultural tourism, the number of tourists was found to increase including an increase in the income of the entrepreneurs, showing a high business growth for the Pai community.

Discussion and Conclusion

The development of tourism of Pai district has been shown to have changed from the past to the present. Pai is a small district where people came to take rest on the way to Mae Hong Son city. The change has been well known. In the rainy season (a low season for tourism), Pai has been a place for foreign tourists to do some trekking, rafting, and riding the elephant. During the high season, Pai has been shown to change into a mass tourism city with many Thai tourists traveling to Pai for sightseeing, taking photos, tasting local food and drinking native coffee. The aim of tourists visiting Pai has been different from the past. In the high season, Pai is crowded and products and services are sold to support mass tourism only and for more than 20 years, Pai has been known to support mass tourism for both Thai and foreign tourists.
Mass tourism has been shown to affect the economic, social, environmental and also cultural aspects of the site. Both public and private sectors have been trying to solve local problems affected by this type of tourism. Recently, however, one of the tourism development strategies was created to extend or discover new tourism resources for tourists under a changing trend towards a variety type that is attractive for the niche market. Tourism in Pai has strated to use the abundance of cultural tourism. Tourists perceived cultural tourism in Pai from local food, lifestyles, traditions and

local customs. In addition, visitors could join activities held as local traditions, for example, Poi Sang Long (Tai monk ordination), and Dub Fai Tian (a Tai ceremony held at the end of the Buddhist lent). In addition, tourists could also live with the residents and learn their lifestyle and tradition of the community, known as home stay. Cultural tourism in Pai is one alternative for both Thai and foreign tourists for learning art, culture, tradition and life style of the real community.

Finally, this research has shown that cultural tourism is considered the new tourism alternative which has affected the increase in tourism particularly in prolonging the time frame for the high season, promoting tourism during the low season, enhancing cultural conservation awareness in the area and containing tourism towards sustainability.

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Indicators for New Tourism Growth Opportunities Beyond 2011 in Malaysia

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Based on analysis from the angle of trend perspective, this paper is written with the purpose of giving certain inputs on what are the indicators for business growth opportunities in the tourism sector within Asia Pacific. These indicators become the driving force for both large and SMEs of tourism agents to ride on in achieving sustainability in operating hospitality and tourism business. Nevertheless, new tourism entrepreneurs stand to gain directly and from the spinoffs of overall strategies carried out by various government and private sectors, separately or collaboratively. Among the indicators are demand trend, heightened advancement in technology and transfer, visible practices of corporate social responsibility and human capital supply initiatives.

Key words: new tourism, growth indicators, technology, transport, corporate social responsibility, human capital

Introduction

The purpose of this paper is to give a general picture of the reliable indicators that can be used to capitalise on emerging as well as established new tourism products that have potential for growth. Literature review on contemporary issues within the tourism industry related to growth opportunites has been instrumental in writing this paper. There are numerous factors that are evolving in support of tourism demand.

Over the years new tourism have emerged and it refers to the numerous niche or specialty travel forms of tourism such as medical tourism, agritourism, ecotourism, cultural tourism, space tourism, wildlife tourism, etc., each with its own narrow field of specialisation to cater for tourists from diverse backgrounds, having a wide range of budgets and tastes, and a wide variety of interests. Many resorts and hotels have developed to cater for these niches. For example, some people prefer simple beach vacations (water tourism), while others want more specialised holidays, quieter resorts, family-oriented holidays or niche market-targeted destination hotels. Presented below are several indicators for new tourism growth opportunities:

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Demand Trend

The year 2010 saw a multi-speed recovery in tourism at world level as compared to the period of financial crisis and economic recession in 2008 and 2009. Worldwide, international tourist arrivals reached 940 million in 2010, up 6.6% over the previous year (UNWTO, 2011). In 2010, international tourism receipts are estimated to have reached US$ 919 billion worldwide (693 billion euros), up from US$ 851 billion (610 billion euros) in 2009, corresponding to an increase in real terms of 4.7%.

The vast majority of destinations reported positive and often double-digit increases, sufficient to offset losses or bring them close to this target. Between the two economies, tourism recovery speed differed – whereby it was much faster in most emerging economies (+8%) and slower in most advanced ones (+5%).

As growth has been particularly fast in the world's emerging regions, the share in international tourist arrivals received by emerging and developing economies has steadily risen, from 31% in 1990 to 47% in 2010. Asia and the Pacific was the first region to recover and among the strongest growing regions in 2010, with 13% growth in international tourism. In 2020 East Asia Pacific and the Pacific is expected to receive 397 million tourists or 25% of the market share of world in-bound tourism compared with the current 15%.

With more than 50% of the world's population being in Asia, it comes as no surprise that this region is envisaged to continue leading the global tourism growth in the coming years. It is expected that tourist arrival to Asia in 2011 will grow between 7 – 9 % in 2011 and the potential for tourism demand being strong. Overall it can be said that the Asian tourism sector will be profoundly dynamic and resilient in contributing to promote continued growth.

Evolution in Technology and Transport

The advancement of technology and transport infrastructure, with wide bodied jumbo jets, low-cost airlines and more accessible airports have made many types of tourism more affordable. On April 28, 2009 The Guardian (2009) noted that "the WHO estimates that up to 500,000 people are on planes at any time." The present economic factors have thrust tourism with improved connectivity in terms of transport, travelling indicates positive social status, lower barriers to travels, and rising income that support increased affluence. Additionally, four-fifths of the international travel pattern is in the region itself as is the case for Malaysia where almost 80% of tourists are from ASEAN (Victor, 2011).

Furthermore, low-cost carriers have boosted affordability and enable selectivity to visit specific attractive destination in the new tourism sector. Such visits are short stays or even day trips with frequent travel possible due to low-cost flights

E-marketing by tourism agents have been instrumental in initiating changes in lifestyle, for example people in the retirement-age group tend allocate part of their saving to travel and "see the world" as they feel they have lesser work responsibilities and more leisure time. It is not uncommon to find sites offering tailor-made packages that are crafted according to the tourists' taste on a last-minute basis.

Automation such as ATM machines, online travel booking, etc. has increased efficiency and reduced wastages and increased speed of transactions. Over 84% of travelers get their travel recommendations online, even if they book offline (Sakulsureeyadej, 2011)

According to Sakulsureeyadej (2011), more than 15 billion videos are watched online per month. Over 500 million users on Facebook and over 130 million users on Twitter are accessible for potential new tourism tourists. 80% of Twitter and 35% of Facebook users use them via mobile devices. Also to be noted is that the 35 to 65 age group is the largest growing on Facebook. Social media users spend average of 51 minutes a day on social sites.

Practices of Corporate Social Responsibility

Having CSR in place is all about satisfying consumer interests responsibly in meeting or exceeding expected product and services promised in delivery. According to Nazarechuk (2011) creation of tourism experience is vital for consumers of tourism products, and that would be exactly the targeted motive prevalent in niche marketing of new tourism products. In other words vast opportunities exists in providing event management that are defined by practical, observable and encounter of facts/events via customer experience and lasting memorable images in their mind.

Development of experiences that have high impact on senses would be they key responsibility by all tourism agents in order for the tourists to have lasting impression in their mind. Marina Bay Sands of Singapore and Jumeira Burj Al Arab of Dubai would attest to these sort of experiences and memorable event that does not short change visitors of promises made on exciting holidays that are built around numerous "wow-factors" depicted by major new site, futuristic design, botanical landscapes and exciting events within existing set-up.

Responsibility in the form of setting up of "green hotels" is seemingly the way forward in the travel and tourism industry, albeit its initial unfavourable cost implication only to reap the benefits of on the long run. Countries swaying away from green initiatives and energy saving will scare away tourists due to negative publicity created by social media that spread news very fast. Ultimately it boils down to safeguarding love of environment, respecting heritage, folklore and tradition, and explicit evidence of wastage abhorrence (Victor, 2011).

Human Capital Supply Initiatives

Under the New Key Economic Areas (NKEA), RM650 million was invested by the UCSI University to drive the initiative of Education NKEA EPP10 by setting up Malaysia Centre for Tourism and Hospitality Education (MyCenTHE). Opportunities do exist for training and development of human capital to cater the new tourism sector in terms of drawing and implementing in-class and practical educational programmes (Victor, 2011).

Malaysia's multilingual and multicultural society is of fortunate disposition in providing strength and quality to the tourism workforce. With the NKEA initiatives via UCSI the much need human capital for the Malaysian tourism industry will help to retain them in the local market to serve tourists of new tourism as well.

Conclusion

In conclusion the new tourism industry in Malaysia has the potential to grow rapidly beyond 2011 as Malaysia has the infrastructure, technology, CSR initiatives and people development strategies to take on new tourism development. These provide the indicators for local and foreign direct investments on new tourism.

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The Benefits of Business Event Tourism in Australia

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The purpose of this study is to examine the range and impact of the benefits of business event tourism from the perspective of the host destination. In terms of the direct tourism spend, it is well established that business event participants are high yield visitors, staying longer and spending significantly more money per day than the average tourist (Deery, Jago, Fredline & Dwyer, 2005). As a consequence of their contribution to the Australian economy when viewed from a tourism perspective, business events have been referred to as the 'golden seam' of tourism (Foley, Schlenker, Edwards & Hayllar, 2010). However, as well as addressing the direct benefits that accrue to the host destination in terms of tourism dollars, the study explores those impacts that, although more difficult to quantify (Melbourne Convention and Visitors Centre, 2011), are likely to be substantially greater than the direct financial benefits that have been the traditional focus of research in this area. Other benefits that are the focus of this study include: opportunities for the development of contacts and networks; exposure to new ideas, international knowledge and world's best practice, and the flow-on effects in terms of education, innovation and collaborative research; the potential development of business alliances; and, possible increases in trade (Foley et al., 2010; Jago & Deery, 2010; Melbourne Convention and Visitors Centre, 2011). Secondary data was utilised to examine the direct financial benefits of business event tourism in Australia. Research into the broader benefits of business event tourism that are not related to the direct tourism spent, is still in its infancy. In view of the exploratory nature of this aspect of the study, a qualitative approach involving the conduct of semi-structured interviews was adopted. The interviews were carried out with representatives from four separate business events held in Melbourne during 2010 and 2011. The events come from a range of different industry sectors. In view of the limited sample size, more research is obviously necessary. However, findings of this study indicated that the beneficial impacts of business event tourism on the host destination are substantial and extend well beyond the direct financial benefits. For each of the four business events, benefits were identified from the perspectives of both event organisers and industry practitioners. Benefits that were regarded as particularly important included exposure to, and the dissemination of, cutting edge international knowledge and a broad range of flow-on effects. The development of useful contacts and networks was also seen to be of considerable value. In terms of business event tourism destinations, the opportunity to showcase Melbourne and its business event venues and facilities was also regarded as an important benefit.

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Key words: business events tourism, direct financial benefits, host destination, Melbourne

Introduction

The impact of business event tourism in terms of the direct tourism spend is substantial and is well documented (Deery, Jago, Fredline & Dwyer, 2005; Melbourne Convention and Visitors Centre, 2011). However, the primary reasons for business visitors to travel to particular destinations relate more to the business that is being addressed at these business events and the information that is being shared (Johnson, Foo & O'Halloran, 1999) than to tourism itself. Accordingly, it is also useful to examine the extent to which business-related objectives are achieved and business-related benefits accrue as a result of business event tourism. Therefore, as well as addressing the direct benefits that the host destination derives in terms of tourism dollars, this study explores those business-related impacts that, although more difficult to quantify (Melbourne Convention and Visitors Centre, 2011) , are likely to be substantially greater than the direct financial benefits that have been the traditional focus of research in this area.

The range of potential benefits that extend beyond tourism is extremely broad These benefits are the focus of this study and include: opportunities for the development of contacts and networks; exposure to new ideas, international knowledge and world's best practice, and the flow-on effects in terms of education, innovation and collaborative research; the potential development of business alliances; and, possible increases in trade (Foley et al., 2010; Jago & Deery, 2010; Melbourne Convention and Visitors Centre, 2011).

It is therefore the purpose of this paper to explore the benefits associated with business event tourism, particularly those that extend beyond tourism. Following a review of the literature, the methodology that is utilised in this study is explained and justified, finding are presented and discussed, and tentative conclusions are provided.

Literature Review

Business events, otherwise known as corporate events (Wrathall & Gee, 2011), are quite distinct from cultural, community, music and sporting events (Jago, L. and Deery, M. (2010) and cover the broad range of events that make up the so-called MICE industry (Allen, O'Toole, Harris & McDonnell, 2011; Van Der Wagen, 2007). These include meetings, generally organised to share information and make decisions, incentive trips, conventions generally involving people from the same industry, occupation or enterprise, and exhibitions, usually aimed at informing visitors about products and services that are available within a particular industry. Other business events may include trade fairs and business conferences.

Business events range in size and may be as small as 15 business people meeting off-site to address specific problems, or may, at the other extreme, include 10,000 international delegates (Business Events Industry Strategy Group, 2008). Furthermore, they may be held at a range of venues including regional town halls, resorts, hotels or large, purpose-built, convention and exhibition centres.

Internationally, the growth of business events over the last decade has been enormous (Jago & Deery, 2010) and the tourism impact has been substantial. The tourism impact of business events includes the increased expenditure that is generated by business delegates visiting a particular destination to attend a business event, as well as the spending of accompanying persons. This direct tourism impact is substantial and up until recently, has been the primary focus of research in the area (Deery, Jago, Fredline & Dwyer, 2005; Melbourne Convention and Visitors Centre, 2011).

Business events produce a higher daily yield than any other sector of the tourism industry (Business Events Industry Strategy Group, 2008). In general, business event participants stay longer at host destinations than other visitors and spend significantly more money per day than the average tourist (Tourism Research Australia, 2011), perhaps at least partly due to the fact that more than half of the expenditure of business event visitors is paid for by their employers (Johnson, Foo & O'Halloran, 1999).

The direct impact of business events on hotels and resorts in the hospitality sector is substantial with some larger conference hotels deriving approximately one-third of their revenue from business event delegates (Business Events Industry Strategy Group, 2008). As a result of the enormous contribution that business event tourism makes to the Australian economy when viewed from a tourism perspective, business events have been referred to as the 'golden seam' of tourism (Foley et al., 2010).

Some of the key characteristics and benefits of business events tourism include the fact that: it is high quality and high yield compared with leisure tourism; it is year-round; it relies on the same physical infrastructure as leisure tourism; investment in infrastructure and facilities for business event tourism benefits leisure tourism and also facilitates regeneration of urban areas; it is resilient to economic downturns; it stimulates future investment in business event destinations; it leads to high levels of job creation in associated service industries; and, it is environmentally sustainable (Business Tourism Partnership, 2007). While direct tourism spending and the associated benefits identified above, represent important considerations and significant economic benefits for host destinations, the real impact and benefit of business events is substantially greater (Melbourne Convention and Visitors Centre, 2011).

It is the broader business-related contributions of business event tourism that are perhaps the most significant (Foley et al., 2010). According to the most recent report of the Melbourne Convention and Visitors Centre (2011), these include: the development of new business relationships; the sharing of expertise and knowledge; enhancement of an industry sector's profile; increased business performance resulting from the sharing of information; the development of contacts, networks and relationships with speakers, visitors, delegates and exhibitors; greater levels of interest from customers and investors; increased knowledge of markets and competitors; and perhaps most importantly, greater levels of innovation and improvements to business practices. While these benefits are difficult to quantify, they are likely to be significant (Foley et al., 2010; Jago & Deery, 2010) and are likely to have a major positive impact on organisational profitability and performance.

There has been growing recognition of the magnitude and importance of these broader business related benefits by government and community in Australia (Melbourne Convention and Visitors Centre, 2011) and, in fact, international engagement, the expansion of trade, the educational benefits, and the stimulus to innovation likely to be associated with business events, have become priority areas for the federal government in Australia (Business Events Industry Strategy Group, 2008). Increasingly, too, state governments in Australia have become actively involved in attracting business events and securing the associated economic benefits (Wrathall &

Gee, 2011). In Melbourne, this involvement was highlighted by the Victorian government's $370 million investment in the Melbourne Convention and Exhibition Centre, while in New South Wales, the Sydney Convention and Exhibition Centre has been named Australasia's Leading Meetings and Conference Centre for the sixth consecutive year. Furthermore, both venues are also utilized for leisure tourism and both venues have achieved outstanding "green' ratings (Business Events Industry Strategy Group, 2008).

Methodology

The purpose of this study is to explore the benefits associated with business event tourism, particularly those that extend beyond tourism. This purpose is addressed by the following two research questions:

1. What are the main benefits of business event tourism?
2. What are the perceptions of key representatives of business events conducted in Melbourne about the main benefits of those events?

The methodology initially involves the utilisation of secondary data to examine the direct financial benefits of business event tourism in Australia. However, research into the broader benefits of business event tourism that are not related to the direct tourism spent, is still in its infancy. In view of the exploratory nature of this aspect of the study, and in order to gain in-depth, rich information about the benefits of business event tourism, qualitative research methods will be utilised and will involve the conduct of semi-structured interviews with representatives of business events organised in Melbourne in 2010 and 2011.

Semi-structured interviews were regarded as the most appropriate approach for this study. Described as a purposeful discussion taking place between two or more people (Kahn & Cannell 1957), a research interview may be highly structured and formalised or relatively unstructured and informal. The more informal and unstructured an interview, the more the interviewee is likely direct the interview process and take on the role of 'informant' rather than 'respondent' (Yin 1994). One typology identified by Saunders et al. (2003:246) comprises structured interviews, semi-structured interviews and unstructured interviews.

Otherwise referred to as a respondent interview (Robson 2002) or a standardized interview (Healy and Rawlinson 1994), the structured interview is highly structured and formalised and generally comprises predetermined sets of questions that are applied in the same manner to all of the individuals being interviewed. This type of interview is particularly appropriate for descriptive studies, has the benefit of avoiding interviewer bias, but also has the disadvantage of disallowing interviewees the opportunity to digress or to tell their own story (Saunders et al., 2003; 2007).

At the other extreme, the unstructured interview, otherwise known as an informant interview (Robson 2002), a non-standardized interview (Healy and Rawlinson 1994) or an in-depth interview (Saunders et al 2007), is informal, open-ended and conversational, and the direction taken by the interview tends to be driven primarily by the interviewee. This type of interview is suited to exploratory studies, has the advantage of providing rich information, but also has the disadvantage of requiring almost unlimited timeframes.

The semi-structured interview lies between these two extremes, generally utilises some pre-determined questions or themes, but also allows for a degree of flexibility making the interview process more responsiveness and where appropriate, providing interviewees with the freedom to take a unique or unanticipated direction (Saunders et al 2007). Another key advantage of using semi-structured interviews relative to other forms of data collection are that they tend to be more readily accepted by managers or other professionals than, for example, questionnaires and they provide the researcher with more control over exactly who is providing the answers to questions (Healey 1991).

The type of interview that is selected for a particular research study should reflect the purpose of the research. Given the mix of control and responsiveness that is offered via the utilisation of semi-structured interviews, they were regarded as appropriate for this research study. This type of approach appears to be capable of gathering the highest quality data and was also regarded as useful and appropriate, given the exploratory nature of the research.

A potential problem with semi-structured interviews relates to lack of standardisation and associated concerns about reliability or whether or not similar information would be gathered using alternative researchers (Easterby-Smith, Thorpe & Lowe, 2002). Part of the response to these concerns is that high levels of reliability are not regarded as a key objective of this study given that the intention is to collect data that reflect the reality associated with the benefits of business event tourism at a point of time and in an Australia context (Marshall & Rossman 1999).

However, at the same time, efforts were made to maintain a degree of reliability through adherence to an interview schedule setting out broad questions and key themes for each interview. While some divergence from the schedule was tolerated in order to maintain flexibility, explore areas of interest, and allow the interviewee to drive certain aspects of the interview, the interview was brought back to central themes and core questions after each of these diversions.

Other potential problems with semi-structured interviews relate to the possibility of introducing interviewer and interviewee bias, or bias in terms of the sample of interviewees chosen (Robson 2002). Efforts were made to conduct semi-structured interviews in a manner that avoided both interviewer and interviewee bias. This was achieved through the appropriate conduct of interviews in terms of: interview preparation; the provision of adequate relevant information to interviewees prior to the interview including research objectives, scope of the research and a list of interview themes; adoption of a similar approach to, and phrasing of, questions for all interviews; adoption of similar terminology for all interviews; and the utilisation of summarising and paraphrasing interviewee responses in order to test understanding.

When using follow-up questions to clarify issues and check the intended meaning of responses, the introduction of interviewer bias may also be potentially problematic. Here, interviewer bias was avoided through careful clarification of questions and the interpretation of responses with interviewees, as well as the use of summarising and paraphrasing to facilitate the provision of clear feedback and checks for accuracy. Whenever follow-up questions were utilised and a new pattern of understanding appeared to emerge, new meanings, interpretations and understandings were double-checked with the interviewee to guard against the introduction of interviewer bias.

During the conduct of the semi-structured interviews, interviewees were, when appropriate, allowed to digress, to emphasise or enlarge on areas of particular interest while, at the same time, the interviewer was able to add or modify questions. These are key benefits associated with the utilisation of semi-structured interviews (Gay and Airasian 2000). This provided the interviewer with the opportunity to probe responses provided by the interviewee, to build on, expand, or seek clarification of their answers, and to collect rich and detailed data (Saunders et al., 2003).

A key objective of this approach was to provide interviewees with the opportunity to tell their own story in their own words (Silverman 2000) and to allow the key benefits of business events to be identified and interpreted from the perspective the key people involved in those business events. It is these people, delegates and event organisers, whose perceptions are most likely to be able to provide critical insights into the real business related benefits that may accrue from the conduct of business events. Questions were worded in a relatively informal manner to develop a sound rapport and relaxed environment (Yin 1994) and efforts were also made to avoid jargon and to avoid leading or biased questions (Robson 1993).

Eight semi-structured interviews were conducted, involving four business events that were held in Melbourne during 2010 and 2011. The four business events represented a broad range of different industry sectors. The duration of interviews was allowed to vary depending upon the answers provided by interviewees and their readiness and capacity to provide additional detail. However, the average duration of each interview was approximately 1.5 hours.

An inductive approach was adopted in the analysis of interview data involving a content analysis that utilised NVivo7, a qualitative research package which makes use of a variety of search tools to scan and code texts.

Findings

In terms of the direct tourism impact associated with business events, Tourism Research Australia's (2011) latest statistics indicate that during the year ended 30 June, 2011, a total of 891,179 business visitors, or 16% of all international visitors, came to Australia. In aggregate, they spent a total of 12 million nights in Australia, 51% of which were spent in a hotel, resort, motel, or motor inn.

The average trip expenditure by business visitors in Australia was \$2,502 while the average expenditure per night was \$184. This is a significantly higher nightly expenditure than any other categories of international visitor and compares with average expenditure per night of \$94 for holiday visitors, \$60 for VFR (visiting friends and relatives) visitors, \$110 for education visitors, \$77 for employment visitor, and \$75 for backpacker visitors.

According to Business Events Industry Strategy Group (2008), business events have a major positive impact on the Australian economy. Estimates indicate that the business events sector contributes more than \$17 billion per year to the national economy and generates in the vicinity of 116,000 jobs.

Semi-structured interviews were carried out with 8 representatives of 4 business events conducted in Melbourne during 2010 and 2011. Interview results indicated that key benefits of business event tourism included:

- Exposure to, and dissemination of, cutting edge international knowledge
- The development of useful contacts and networks
- The opportunity to showcase Melbourne and its business event venues and facilities
- Greater levels of innovation

Of the eight interviewees, six regarded exposure to, and dissemination of, cutting edge international knowledge as an important benefit. According to a representative from a pharmaceuticals industry event held in 2010:

Without this type of event we would be likely to miss out on some of the key advances that have taken place internationally. Even relatively minor differences in work practices are worth knowing about. Trying out these different approaches can lead to incremental improvements which, over time, may have a major impact.

All of the eight interviewees regarded the development of useful contacts and networks as an important benefit. According to a representative from an insurance industry event held in Melbourne in 2011:

I made some absolutely fantastic contacts. I don't think that happens any other way. You have to actually meet people face-to-face to really strike up a relationship. I met people from all over the world and I'm absolutely sure that these contacts and relationships will be useful in the future.

Four of the eight interviewees regarded the opportunity to showcase Melbourne and its business event venues and facilities as an important benefit. According to a representative of an adventure travel and backpacker expo held at the Royal Exhibition Building in Melbourne in 2011:

So many people that I spoke to from interstate and overseas were blown away by how good Melbourne is as a place to visit, do business and have a good time. A lot of the people I spoke said they'd certainly be back. One guy was blown away by the restaurants, the hotels and the entertainment. He'd never been to Melbourne before but I'm sure he'll be back.

All of the eight interviewees regarded greater levels in innovation or possible improvements to work or business practices as an important benefit. According to a representative of a business and IT expo held in Melbourne in 2010:

It's difficult to identify exactly where some of your best ideas come from. However, my key purpose for attending these events is to build on the information that I acquire and find ways to continuously improve and to innovate. You can only get so far by yourself. Innovation requires fresh ideas.

All of the eight interviewees regarded the business related benefits that accrue from business event tourism as having the potential to substantially improve their businesses performance and profitability.

Discussion and Conclusions

This research study involving eight semi-structured interviews with representatives from four business events, held in Melbourne, clearly indicated that the beneficial impacts of business event tourism on the host community were potentially substantial and extended well beyond the direct financial benefits. For each of the four case studies, benefits were identified from the perspectives of both event organisers and industry practitioners.

As already discussed, most empirical studies of business event tourism have examined business events in terms of the tourism spend (Deery et al., 2005), that is, the direct financial benefits. While more recent studies, including this one, have explored a broader set of benefits that relate to, amongst other things, innovation, education, trade, the acquisition of international knowledge and the development of strategic alliances (Foley et al., 2010; Jago & Deery, 2010; Melbourne Convention and Visitors Centre, 2011), there is clearly a need for more research.

At this stage, empirical research into the benefits of business events beyond tourism is still in its infancy. A major challenge now exists to find ways to quantify the broader business related benefits of business event tourism so that governments provide the business event sector with the recognition and support that it deserves.

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Strategic and Behavioral Innovativeness in the Tourism Industry: A Rewiew and Research Proposition

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The tourism industry is currently Malaysia's third most important industry in terms of foreign exchange earnings after the manufacturing and palm oil sectors. Its contribution to GDP growth is about 7.2%, suggesting that the industry is still in its infancy and therefore offers much scope for future growth. Furthermore tourism industry has been recognized as important economic activities especially during the current economic crisis. Malaysian government announced as part of the Mini Budget tabled in parliament on 10th March 2009 that RM200 million will be allocated to various tourism related programmes. However, tourism industry is in a downward spiral due to various reasons such as global economic crisis and strong competition from other countries. Innovative efforts are necessary to further promote this industry so as to reap the full benefits and potential of this sector, besides giving it a competitive edge against its competitors like Thailand, Hong Kong and Singapore. Emphasis should be given to the development of competitive tourism products or services to enhance foreign exchange earnings and savings. Innovative approach such as creativity is the key element for success. This paper attempts to synthesize the scope and role of innovation in the determination of effectiveness of tourism related entrepreneurs. Furthermore, this paper proposed that strategic innovativeness and behavioral innovativeness enhance performance of entrepreneurs.

Key words: innovation, innovativeness, tourism, Malaysia

Introduction

Tourism is an important contributor to Malaysian economy. It is the largest component within the service sector which in turn the largest contributor to Malaysia's gross domestic product (GDP) (10th Malaysia Plan 2011- 2015, 2010). On the basis of its contribution to the economy, tourism has been included as one of the agenda in the National Key Economic Areas. The tourism industries employ 1.7 million workers (16% of total employment) in 2008. From 2006 to 2009, revenue

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from the tourism industry increased 67.1% to RM53.4 billion and tourist arrivals increased 43.6% to 23.6 million.

Despite these achievements, several issues need to be addressed, including the need to develop vibrant and iconic tourism products, improve maintenance of existing tourism sites and adopting focused tourism promotions. During the 10th Malaysia Plan period, the target is to improve Malaysia's position to be within the top 10 in terms of global tourism receipts and increase the sector's contribution by 2.1 times, contributing RM115 billion in receipts and providing 2 million jobs in the industry in 2015.

To achieve the 2015 target, the focus will be on attracting a larger share of high spend travelers and capturing a higher share of high growth segments, particularly from Russia, India, China and Middle East, in addition to increasing the number of tourist arrivals. The strategies to achieve the targets are as follows:

1. Promoting differentiated strategies;
2. Improving tourism products through the creation of focused tourism clusters (Langkawi (the Geopark and Pulau Payar Marine Park), Pulau Pinang (Georgetown UNESCO World Heritage Sites), Sabah (Sipadan Island and Kinabalu Park UNESCO World Heritage Sites) and Sarawak (Sarawak Cultural Village and Gunung Mulu National Park UNESCO World Heritage Sites));
3. Develop new iconic tourism products through the private sector and public-private partnership;
4. Improve maintenance of tourist sites;
5. Realign promotional and advertising activities and physical presence of Tourism Malaysia offices overseas; and
6. Introduce certification of tourism products and activities.

Apart from all the strategies listed above, innovativeness remains one of the important factors in enhancing tourism enterprises. Datuk Mirza Mohammad Taiyab urged tour agents "to get innovative and creative" ("RM40bil targeted from local tourism: Tour agents told to get innovative and creative to woo the public," 2010). Furthermore, Datuk Seri Ng Yen Yen, Tourism Minister, told the tourism industry to be "more innovative and creative in exploiting and capitalizing on product" ("Be more innovative and creative, tourism players told," 2010). Therefore there is a need for a research looking at innovativeness of tourism based enterprises.

Incorporating the scenarios of tourism industry and the important of innovation agenda, the objectives of this study are 1) to review research on innovation in tourism, 2) to identify any gaps in innovation within the tourism industry, and 3) to put forward propositions related to innovativeness and performance in tourism.

Malaysian Tourism

Tourism is the largest component within the service sector (which in turn the largest contributor to Malaysia's gross domestic product). On the basis of its contribution to the economy, tourism has been included as one of the agenda in the National Key Economic Areas (*10th Malaysia Plan 2011- 2015*, 2010). The tourism industries employ 1.7 million workers (16% of total employment) in 2008. From 2006 to 2009, revenue from the tourism industry increased 67.1% to RM53.4 billion and tourist arrivals increased 43.6% to 23.6 million. The tourism industry is currently Malaysia's third most important industry in terms of foreign exchange earnings after the manufacturing and palm oil sectors. Its contribution to GDP growth is about 7.2%, suggesting that the industry is still in its infancy and therefore offers much scope for future growth. Furthermore tourism industry has been recognized as important economic activities especially during the current economic crisis. Malaysian government announced as part of the Mini Budget tabled in parliament on 10th March 2009 that RM200 million will be allocated to various tourism related programs.

Tourism industry is in a downward spiral due to various reasons such as global economic crisis strong competition from other countries. Innovative efforts are necessary to further promote this industry to reap the full benefits and potential of this sector, giving it a competitive edge against its competitors like Thailand, Hong Kong and Singapore.

Emphasis should be given to the development of competitive tourism products or services to enhance foreign exchange earnings and savings. Innovative approach such as creativity is the key element for success. This paper attempts to synthesize the scope and role of innovation in the determination of effectiveness of tourism related entrepreneurs.

During the 10th Malaysia Plan period, the target is to improve Malaysia's position to be within the top 10 in terms of global tourism receipts, to increase the sector's contribution by 2.1 times, contributing RM115 billion in receipts and to provides 2 million jobs in the industry in 2015. To achieve the 2015 target, the focus will be on attracting a larger share of high spend travelers, capturing a higher share of high growth segments, particularly from Russia, India, China and Middle East and increasing the number of overall tourist arrivals.

Literature on Innovation in Tourism

Innovativeness is the ability to create something new or bring about sound renewals and changes, acting in a way that utilizes this ability. In addition to that, innovativeness has been defined is many ways. One of them is as "an organization's overall innovative capability of introducing new product to the market, or opening up new markets, through combining strategic orientation with innovative behavior and process" (Wang & Ahmed, 2004). Another definition is as a firm's capacity to engage in innovation (Hult, Hurley, & GA, 2004). A much more comprehensive definition is as capabilities of introducing new product to the market, or opening up new markets through combining strategic orientation with innovative behavior and process. New products, new services, opening new markets, new sources of supply, and new ways of management practice (Hashim, Mahajar, & Ahmad, 2003).

One of the prominent researchers on innovation in tourism is Anne-Mette Hjalager. She has conducted and published more than 100 researches on this topic. She defined and described innovation in tourism. She also postulated that "Innovativeness in tourism is more likely if welfare-based sectors are well connected with other sectors." (A. Hjalager, 2006). In 2009 she published a case study on cultural tourism event focusing on innovation system (A. Hjalager, 2009a). Another research that she published in 2009 explored the relationship between innovation and developments in medicines on tourism (A. Hjalager, 2009b). Her recent articles listed 10 ways and approaches for research on tourism innovation (A.-M. Hjalager, 2010). She also summarized ten gaps in tourism innovation research:

1. Innovation process
2. Driving forces
3. Barriers to tourism innovation
4. Innovation and economic performance

5. Technological innovations
6. Diffusion of innovation
7. The role of entrepreneurship
8. Policy studies and evaluations
9. Academia and innovation
10. Developing tourism innovation theories

Innovation and tourism has been investigated from various perspectives. The intensity of innovation in tourism has been confirmed. There is also constant renewal of knowledge bases and their role in the definition of new uses of innovation and knowledge (Aldebert, Dang, & Longhi, 2010). By leveraging virtual communities, tourism firm might be able to build strong customer relationships (Baglieri & Consoli, 2009).There is a substantial separation between tourism policy and innovation policy might be due to lack of recognition of tourism in innovation policy. One reason for such perspective is the perception that tourism industry is not innovative (Hall, 2009). Even though the formation of clusters can be a great opportunity for collaboration, involvement in government initiatives, successful business operations and sector management, consideration should be given to the process rather than to the outcomes (Novelli, Schmitz, & Spencer, 2006).

The development of the Internet has dramatically changed the market conditions for tourism organizations. Information and Communication Technologies (ICTs) evolve rapidly providing new tools for tourism marketing and management (Buhalis & Law, 2008). One way to use ICTs is as a means of improving knowledge and skills. Since there is a limited professional development for owner of small tourism operation, ICT can increase professionalism and innovation in the tourism industry through education (Holden, Foley, Lynch, & Hussey, 2010). Many tourism firms did not make any effort to utilize the attractor or collaborate with other firms even though collaboration among individual entrepreneurs and organizations are crucial in the innovation system (Mattsson, Sundbo, & Fussing-Jensen, 2005). Based on an investigation of the influences of entrepreneurial attitude on innovativeness and performance of tourism enterprises in Norway, there is a positive connection between entrepreneurial attitude and innovation in nature-based, tourism micro-enterprises (Nybakk & Hansen, 2008). Qualitative single case-study method has been used to studied how existing resources can be configured to create innovative products and to understand how a winter resort succeed in tourism industry (Paget, Dimanche, & Mounet, 2010). Size, professionalism, entrepreneurship, varied innovation networks and supportive innovation systems are important determinants of innovation (Sundbo, Orfila-Sintes, & Sørensen, 2007). Knowing the factors of innovation potential of tourism firms, destinations or tourism clusters or an entire tourism sub branch will enable the firms to predict future areas of change in tourism production, product development and marketing (Weiermair, 2006).

Empirical verification of an innovation behavior model in the hotel industry that reveals four types of innovation such as management, external communication, service scope and back-office (Orfila-Sintes & Mattsson, 2009). Framework and rationale for service innovation policies has been proposed stating that specific service characteristics and specific service innovation needs may re-quire specific solutions (Rubalcaba, 2006). Typology of innovation output has been recommended which comprises drivers of innovation, innovation outputs, and their connections with business performance (Sipe & Testa, 2009). Summary of reviewed articles are presented in table 1.

Table 1. Overview of Research on Innovation in Tourism

Author	Summary
Aldebert, Dang & Longhi (2010)	Highlights the intensity of innovation activity, evolution of tourism industry and impact of ICT.
Baglieri & Consoli (2009)	Investigate the role of virtual communities in building customer relationship, information provider and collaborative innovation for tourism firms.
Buhalis & Law (2008)	Reviewed and analyzed articles on eTourism.
Hall (2009)	Innovation is significant in tourism policies of Australia and New Zealand. Innovation is a significant part of tourism's economic but tourism was not recognized in innovation policy.
Hjalager (2002)	Define and describe innovation in tourism.
Hjalager (2006)	"Innovativeness in tourism is more likely if welfare-based sectors are well connected with other sectors."
Hjalager (2009)	Explores the relationship between innovations and developments in medicines on tourism. Innovation may affect the way tourism and tourism economics develop.
Hjalager (2009)	An illustrative case study of a cultural tourism event, focusing on the concept of innovation system.
Hjalager (2010)	Listed 10 ways and approaches for research on tourism innovation.
Holden, Foley, Lynch & Hussey (2010)	Limited professional development for owner of small tourism operation.
Mattsson, Sundbo & Fussing-Jensen (2005)	Individual entrepreneurs and organizations are crucial in the innovation system.
Novelli, Schmitz & Spencer (2006)	Use Healthy Lifestyle Tourism Cluster (HLTC) as reference in investigating the process of network, cluster and tourism business innovation development.
Nybakk & Hansen (2008)	Investigates the influences of entrepreneurial attitude on innovativeness and performance of tourism enterprises.
Orfila-Sintes & Mattsson (2009)	Tested a model of determinants and outcome of innovation in the hotel industry.
Paget, Dimanche & Mounet (2010)	Analysis of how existing resources can be configured to create innovative products, focusing on tourism company.
Rubalcaba (2006)	Proposes framework and rationale for service innovation policies.
Sipe & Testa (2009)	Summarized definitions of innovation output. Recommended typology of innovation output.
Sundbo, Orfila-Sintes & Sorensen (2007)	Size, professionalism & entrepreneurship are important determinants of innovation.
Weiermair (2006)	Analyze areas of the tourism value chain where innovations are most likely to occur.

Strategic Innovativeness

Empirical research on strategic innovativeness is very limited. Many researchers do not consider strategic innovativeness as a component factor of organizational innovativeness, while some others include a single item of strategic innovativeness (Wang and Ahmed, 2004). Strategic innovativeness has been identified as a secondary dimension and indicator to external relational innovation as part of a broader organizational innovation scale (Chuang et. al., 2010). In a broad sense, Besanko et al. (1996) define strategic innovation as the development of new competitive strategies that create value for the firm. One way to measure innovativeness is through the organization's ability to manage ambitious organizational objectives, and identify a mismatch of these ambitions and existing resources. This ability is important in order to stretch or leverage limited resources creatively (Wang and Ahmed, 2004). By having the ability to identify the resource deficit, organization are in a better position to face challenges. Therefore, this study has proposed the following:

Proposition 1: Strategic Innovativeness is positively related to the performance of entrepreneurs

Behavioral Innovativeness

Behavioral innovativeness is a fundamental factor that focuses on willingness and adaptability to change (Bastic, 2005). Measuring behavioral innovativeness of an organization cannot be accomplished simply by examining occasional innovation events, or innovative characteristics of certain small groups in the organization. The behavioral dimension should reflect the "sustained behavioral change" of the organization towards innovations, i.e. behavioral commitment (Avlonitis et al., 1994). Behavioral innovativeness demonstrated through individuals, teams and management enables the formation of an innovative culture, the overall internal receptivity to new ideas and innovation. Behavioral innovativeness is a fundamental factor that underlines innovative outcomes. Businesses operate in a volatile environment. In a volatile environment, the ability of adjust or adopt accordingly is the key determinant of survivability. Thus, this study has proposed the following:

Proposition 2: Behavioral Innovativeness is positively related to the performance of entrepreneurs

Discussion and Conclusion

This study makes several contributions to the literature on innovation and tourism by suggesting that strategic innovativeness can play a role in the performance of entrepreneurs. This study also suggests that behavioral innovativeness can also play a role in the performance of entrepreneurs. Research drawing from Resource Based View (RBV) has implicitly assumed that organization possessed resources which enable them to succeed. However the challenge will be in turning the resources into a source of competitive advantage by means of valuable, rare, inimitable and non-substitutable (Barney, 1991).

Conclusions

Since innovativeness is important for organizational performance the task for the business owner/manager is to design and implement an organizational culture that embodies innovativeness. With proper techniques and application, innovation will be able to enhance business performance. Therefore it is imperative that an organizational structure be devised within a coordinated framework to ensure that activities reap the benefits of innovativeness. Based on the literature review and gaps identified in this study, researcher interested to embark on investigating innovation in tourism should be able to identify the relevant issues and topics worth studying.

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Challenges and Outcome of Innovative Behavior: A Qualitative Study of Tourism Related Entrepreneurs

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This paper presents the findings of the first phase of a larger research project on innovativeness of tourism related entrepreneurs. This initial phase involves an exploratory study into the innovative behavior of 23 tourism related entrepreneurs based in the island of Langkawi. Based on in depth semi-structured interview, the participant discussed their business challenges and innovative behavior that they adopted in responding to those challenges. This research contributes to the understanding of innovative behavior of tourism entrepreneurs. Participants in this research have provided some practical benefits by exploring their innovative behaviors as responses to their business challenges. However, given that the sample for this study is small, further research into this area is highly recommended.

Key words: innovative behavior, innovativeness, Langkawi, tourism

Introduction

Dynamic competitive environment and advancement of technology has lead to a constant changes in market and consumer preferences in the tourism industry (Hall & Williams, 2008). There is no exception for the Malaysian tourism industry. For example, the tourism in the island of Langkawi has seen its ups and downs. During booming economy, stable oil prices and no infectious diseases, Langkawi received a high tourist arrival. But during a gloomy economy, skyrocketing oil prices and maybe outbreak of diseases, tourism entrepreneurs in Langkawi were badly affected when the tourist arrival drops. The worst hit moment for Langkawi was when a few years ago, the previous Prime Minister of Malaysia gave directive preventing government agency to conduct meetings, trainings or activities outside of their own district. Langkawi, usually the preferred location for meetings and training were deserted.

Recently, Langkawi was awarded as one of the top ten island destination by the National Geographic Channel in February 2011 ("Top 10 Beaches," 2011). The award is definitely a good springboard fort Langkawi but more need to be done for Langkawi to achieve and maintain sustainable competitive advantages. One of the must have strategy is innovation. According to Hjalager (2010, p. 1), “tourism has been a phenomenon characterized by immense innovativeness.” Innovation

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challenges differ from firm to firm. Therefore, scrutinizing the implicit and explicit business activities within a firm is essential in understanding how innovation actually takes place (Davey, Brennan, Meenan, & McAdam, 2011). Incorporating the scenarios of tourism industry and the important of innovation agenda, the objectives of this study is to identify challenges and its corresponding innovative responses within the tourism industry in Langkawi.

Innovation in Tourism

Innovation has been given many definitions. Datuk Mohamad Zabidi Zainal (Ketua Pengarah MAMPU) defined innovation as "creative ideas that leads to an increase of quality and productivity of service delivery" ("Inovasi sektor awam melestari perkhidmatan kelas pertama," 2011). Hall and Williams (2008) identified four distinctive features of tourism innovation. The features are (1) co-terminality of service production and consumption, (2) information intensity and information technology (IT), (3) quality enhancement and human resources, and (4) organizational factors. Meanwhile, Hjalager (2002) presented example of innovations in tourism. She divided the innovations into four types, regular, niche, revolutionary and architectural. The examples for each type of innovations are listed in Table 1.

Table 1.Innovations in Tourism

Types	Examples
Regular innovations	• New investments in larger structures, e.g. bigger hotels with more comprehensive facilities. • Removing structural bottlenecks through changes in technology or time-scheduling procedures. • Internal training of personnel, resulting in enhanced or speedier service, or enabling additional advantages to be offered to customers. • Upgrading quality standards in well-defined ways, e.g. from a two- to a three-star classification. • Approaches to new markets with the same methods and products.
Niche innovations	• New categories of company could be invited to enter the tourist sector or destination as a supplement to existing companies, e.g. a franchiser not previously represented or a foreign investor. Suppliers of other complementary products could be convinced that tourism is a market for them, e.g. certain types of retailers or providers of health services. • Establishment of marketing alliances, e.g. with specialised tour operators in order to access new customer groups. • New combinations of existing products. There are many types of activity, e.g. theme co-ordinating calendars, signboarding, event-making, etc. • Activating small-scale tourism resources, e.g. in connection with agriculture.
Revolutionary innovations	• Diffusion of new technology in enterprises, so that staff either stop doing what they used to do or do it in other ways. An extreme case is the combined development of kitchen equipment and the supply of pre-cooked items, which removes cooking skills from restaurants. • Electronic marketing and sales is different from distributing brochures and pamphlets, but the customers and suppliers may well be the same.
Architectural innovations	• Exploitation of a new resource, e.g. Arctic tourism, where the building of ice hotels and attractions requires new designers, builders, equipment,

Types	Examples
	marketers, etc. • Redefining infrastructure, e.g. in response to environmental regulation. A ban on new tourism facilities along the coast demands a redefinition of the economic potential in other places. • Creation of other ways of accessing knowledge in centres of excellence.

Note: adopted from Hjalager (2002).

Methods

This study used semi-structured interviews to collect data whereby founder-owners or representatives were asked to recall and discuss the challenging events they had experienced in managing their business that had affected their business negatively. Each participant also explained their responses to the challenges. A total of 23 entrepreneurs were interviewed between June 2011 and August 2011. They were selected from Langkawi Travel & Tours Database. Tables 2 summarize the characteristics of the participants. Each interview lasted between 1½ to 3 hours and these were then transcribed, coded and analyzed to derive key themes and innovative behaviors.

Table 2. Characteristics of Participants

Participant	Gender	Age	Education Level	Designation	Type of Business
A	Female	25	Diploma	Executive	Tour Operator, Bus Rental
B	Male	45	SPM	Director/Owner	Tour Operator
C	Male	55	Diploma	Director/Owner	Batik & Art Gallery
D	Male	33	Bachelor's Degree	Coordinator	Tour Operator, Internet Services
E	Male	42	Diploma	General Manager/Owner	Accommodation
F	Male	39	Master's Degree	Chief Operation Officer	Attraction Park (cable car)
G	Female	41	STPM	Executive	Tour Operator, Internet Services
H	Female	50	Bachelor's Degree	Director	Craft Complex
I	Male	45	Bachelor's Degree	Managing Director	Crocodile Farm
J	Female	23	SPM	Director	Travel & Tour Operator
K	Male	40	Helicopter Pilot License	Helicopter Pilot	Helicopter Ride
L	Male	79	SPM	Managing Director	Inbound Tour Operator, Car Rental
M	Male	55	SPM	Chairman	Nature Tour (Mangrove, Cave, Fish Farm etc)
N	Male	27	Bachelor's Degree	Assistant Tourism Officer	Museum
O	Male	28	Bachelor's	Director/Owner	Tour Operator,

Participant	Gender	Age	Education Level	Designation	Type of Business
			Degree		Realty
P	Female	45	SPM	Director	Tour Operator, Bus Rental
Q	Male	50	Bachelor's Degree	Station Manager	Agro Technology Park
R	Male	37	SPM	Director	Tour Operator, Car Rental
S	Female	19	SPM	Marketing Executive	Travel & Tour Operator
T	Male	53	SPM	Director	Travel & Tour Operator, Car Rental
U	Male	40	Bachelor's Degree	Managing Director	Cruise & Private Charter
V	Male	59	Master's Degree	General Manager	Theme Park
W	Male	49	Bachelor's Degree	General Manager	Wildlife Park

Result and Discussion

This study identified challenges faced and responses to the challenges by entrepreneurs in Langkawi. The aim was to discover innovation or innovative behavior of the entrepreneurs. A total of ten categories of challenges have been identified. Under each category, challenges and the responses to the challenges were analyzed, as presented in Table 3.

Table 3. Challenges and Responses

Category	Challenges	Responses to Challenges
Competition	• Strong and stiff competition • Crowded marketplace • Illegal operators	• Operate outside normal hours, nights, weekends, holidays (example Night Ride for cable car) • Nature trails
Marketing	• Reaching global tourist • Attract tourist	• Established presence online • Online booking • Participate in tourism fair • Networking with/through association, government agency • Credit card/Online payment facility • 24/7 email reservation system • Full board/all inclusive package • Fascinating design, out of norm • Extra offering (bottle water, cold towel) • Arranged product demonstration • Organize festival • Offer space/booth to government agency • Create/maintain website/blog/Facebook

Category	Challenges	Responses to Challenges
		• Specifically target Generation Y (doesn't have a chance to live in a village) • Passport Langkawi (One price, six destinations)
Price/Cost of doing business	• Local tourist spend less • Not a factor for Foreign tourists • Government Tax (25% from every ticket sale)	• For middleman, pick and choose good and reliable operators • Tiered ticket price (Local and Foreign) • Had to increase ticket price to cover cost • Collaborate (travel & tours, hotels, rental cars) in having online presence, booking, payment facilities • Promote as a team
Business structure	• Place of attractions/shops are expected to give commission to travel agents, taxis • Travel agents, taxis will avoid attractions/shops that doesn't give commission • Mismatch business practices between major attraction and surrounding/supporting shops (difference owner, operating hours)	• Advertise at strategic places (such as baggage carousel at Langkawi International Airport) • Consolidate major attraction and surrounding/supporting shops under same ownership/management.
Language	• Non-English speaking tourists • Difficulty in hiring staff who can speak Russian, Japanese, Arabic	• Use pictures and sign languages
Employee/Staff	• Lack of staff • Malaysian are more attracted to work at hotels (salary, glamour)	• Request temporary staff from LADA
Illegal Operators	• Crowded marketplace • Low cost of doing business due to license free operation, no insurance • Lack of self regulation	• Cooperate with authorities to catch/eliminate errant operators
Weather	• Unexpected rain (cancelation of outdoor activities)	• Initiated equally attractive indoor activities • Major attraction have a hall/space to cater for unexpected events
Environment	• 400 premises(restaurants, chalets etc) releasing sewage into the sea, creating overflow of	• Regulation • Proper sewage treatment system • Change name (from Bird Paradise to

Category	Challenges	Responses to Challenges
	bacteria and microorganism, attracting jellyfish to the shore • Global disease outbreak scare off tourist (Bird flu disease)	Wildlife Park)
Location	• Far from town center, popular beach	• Commission to bus/taxi drivers, tour guides

First major challenge extracted from the interviews includes stiff competition in a crowded marketplace. Entrepreneurs responded to such challenge by operating outside normal hours such as extended opening hours until midnight and also open for business seven days a week. Hall and Williams (2008, p. 18) has also mentioned that "Competition is one of the driving forces of innovation generally as well as in tourism." Entrepreneur D (the owner of tour operator) reported that his company responded to competition by offering extra service not offered by competitors. He mentioned,

> "Tourist can make payment payment via credit card for their convenience. We have special arrangement with bank to get the swipe machine. The rest of the tour operators in Pantai Cenang only deal with cash. We are the only tour operator in Pantai Cenang that has this facility."

Second challenge is categorized as marketing. Entrepreneurs in Langkawi find it difficult to reach to potential customers, especially foreigners. Entrepreneurs responded to this challenge in various means such as establishing an online presence, provide online payment facility, create and maintain blogs and collaborate on entry package via a traveler's card. Entrepreneur W pioneered a traveler's card program called Passport Langkawi. The card cost RM50 and covers a single entry to six attractions in Langkawi. However the card is only available for purchase outside Langkawi, at travel fairs throughout Malaysia.

The third category of major challenge is related to price or cost of doing business. Two main challenges are tax imposed on sales of tickets and the fact that local tourist spend less as compared to foreign tourist. Entrepreneurs responded to these challenges by offering a tiered ticket price, standard price ticket for foreigner and a cheaper price ticket for Malaysian. Several entrepreneurs resorted to increasing price of entry tickets to offset the higher cost of doing business. Entrepreneur I mentioned his respond to this change,

> We need to increase the tickets price in line with the higher government tax imposed and at the same time we need to add value to justify the ticket price.

Fourth category of challenges faced by entrepreneurs is due to business structure. Langkawi as a place of attraction is heavily influence by tour operators and taxi drivers. Tour operators and taxi drivers will only take tourist to the attraction that pays commissions. On one hand, attractions that don't give commission are boycotted. On the other hand, attraction that give commission are actually increasing their cost of doing business which eventually transfer to back to tourist by means of more expensive products and services. Another issue related to business structure is the misaligned business practices such as opening hours. A major attraction and small shops surrounding it are dependent on each other. But they failed to align their business hours. Major reason for such misalignment mentioned by entrepreneur F is due to different ownership of the attraction and the complex that houses the small shops. Entrepreneur F has initiated the request to get both the attraction and the complex to be under the same ownership.

The fifth category is related to communication. Not all foreign tourists speak English. Langkawi is a major destination for non English speaking tourist from Middle East, Japan and Europe. It is difficult to find local who can speak Arabic, Japanese, Finnish, Russian and several other European languages. To overcome this challenge, several entrepreneurs decided to use sign language and pictures to communicate.

There are five other categories of challenges extracted from the interviews with entrepreneurs in Langkawi. These five categories of challenges and its corresponding responses are however less prominent based on the analysis of the interviews. The challenges are categorized as employee/staff, illegal operators, weather, environment and location.

Implication and Conclusion

This study reveals similarities between the innovative behavior exhibit by entrepreneurs in Langkawi with the examples of innovation in tourism reported by Hjalager (2002). Example of such similarities are introducing nature trails, geological/forest park, consolidate major attraction and surrounding shops under same ownership or management (architectural innovations); established presence online, online booking, online payment facility, 24/7 email reservation system (revolutionary innovations); introducing Passport Langkawi discount card, collaborate (travel & tours, hotels, rental cars) in having a combined online presence, booking, payment facilities (niche innovations); and operate outside normal hours, tiered ticket price (regular innovations). This research has contributed to the development of a survey instrument of a larger quantitative study looking at the relationship of innovative behavior and performance of entrepreneurs. Further study in this area is highly recommended especially since the sample size of this study is small.

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Lanna Boutique Hotels: A New Destination for Cultural Tourism in Chiang Mai

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Chiang Mai is the largest and most culturally significant city in northern Thailand. In recent years, Chiang Mai has become an increasingly modern and has attracted over 5 million visitors each year. They come to Chiang Mai for many reasons, but for most, it's getting in touch with the Thai culture and heritage. Chiang Mai has its own unique Lanna Culture which makes it a popular theme for boutique hotels in the city. Customers could learn more about Lanna culture through their services. When describing Cultural Tourism, Lanna Boutique Hotels could be classified as attractions. Tourists are able to learn and get in touch with Lanna culture. The purpose of this research is to show how hotels manage their image to reflect the culture.The investigation is based on boutique hotels with Lanna theme in Chiang Mai, Thailand. The research and interviews are taken from managerial perspective. It shows the preliminary effectiveness of their image management and discusses about making Lanna boutique hotels a new destination for cultural tourism in Chiang Mai. The research concludes that hotels must be specific about their corporate philosophy to reflect Lanna culture, so that they can create the atmosphere, services, activities, and awareness. It is assumed that the results may lead to a development of methods or activities that can be used effectively by entrepreneurs to incorporate Culture Tourism as a selling attribute in the hotel and hospitality business.

Key words: cultural tourism, boutique hotel, Lanna culture, corporate image management

Introduction

The fast growth in cultural tourism from 1980 is a direct result of rising interest for art, culture and history, which can be explained by demographic, social and cultural changes. These changes influence the choice of the hospitality product as factor of the guest's cultural experience. (Freund de Klumbis, D. and Munsters, W., 2005) Tourists are increasingly searching for information which enable them to "experience" the destination instead of simply obtaining facts about "how the destination is". Travelers have become especially concerned not with just "being there" but with participating, learning and "experiencing the there" they visit (Gilmore and Pine II, 1999). Modern hotel guests are searching for unique experiences, new challenges and multi-entertainment in the form of actions, emotions and (aesthetic) adventures. To become

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a tourism product the attraction element has to be embedded in a whole of services and facilities, varying from accommodation and catering to information. According to the definition of cultural tourism, products that are tourism—based can primarily be the destination itself.

A Boutique Hotel is a place where guests are enabled to participate and learn about unique experiences, especially the ones with cultural-based theme.

This study focuses on Lanna Boutique Hotels in Chaing Mai, Thailand. Chiang Mai is the largest and most culturally significant city in the north. In recent years, Chiang Mai has become an increasingly modern city and has attracted over 5 million visitors each year. They come to Chiang Mai for many reasons, but most people come to see or get in touch with the Thai culture. Chiang Mai has its own unique Lanna Culture. So Lanna Culture is a popular concept that boutique hotels in Chiang Mai used. Customers could learn more about Lanna culture through their services. When describing Cultural Tourism, Lanna Boutique Hotels could be classified as attractions. Tourists are able to learn and get in touch with Lanna culture. The purpose of this research is to show how the hotels manage their image to reflect Lanna culture for lead to new destination for cultural tourism.

Boutique Hotels

There are no official definitions of boutique hotels. The Chambers Dictionary (2003, p. 175) defines a boutique hotel as “a small hotel, with an intimate and individualistic atmosphere and style”. Rowe, M. (2003) applied characteristics including design, location, history and size. Characteristics such as size, ownership, service, decoration and the provision of restaurant or leisure facilities were also used to describe boutique hotels by Callan, R.J. and Fearon, R. (1997).

A Boutique Hotel is typically a small independent property which is not restrained by the standards dictated by a hotel chain. Boutique hotels form a niche of their own in the luxury/first-class hotel segment. These hotels have unique identities and highly modern characters, with an average of 100 rooms per hotel. The rooms combine contemporary design with high-tech solutions and their most striking feature is the unique level of service and the genuinely personal customer/guest relations. Guests will like a home when they stay there. Boutique Hotel is personal, the ambiance has a sense of style and makes they feel special and unique, and it offers all the amenities an individual wants. The concept is different from traditional commercial hotels, boutique hotels offer an experience of personal touch, and they are known to posses very high service quality standards.

For this study the focus is on Lanna Boutique Hotels, which apply its culture for design, decoration and services. There have unique identities where guests can sense and feel it as they enter.

Cultural Tourism

The report of the 1996 White House Conference on Travel and Tourism defines cultural tourism as travel directed toward experiencing the arts, heritage and special character of a place. (Thompson, M., 1998).

Basically, cultural tourism means experiencing a cultural activity while outside your home community. This simple definition includes a full range of activities, from visiting an art gallery for a few hours between business meetings to spending a week at a major festival. The Canadian Tourism Commission defines culture and heritage tourism as occurring when participation in a cultural or heritage activity is a significant factor for travelling. (Duxbury, N., 2004)

Stebbins, R. (1996) writes "Cultural tourism is a genre of special interest tourism based on the search for and participation in new and deep cultural experiences, whether aesthetic, intellectual, emotional, or psychological."

Kennedy, C. (2000) find a useful definition of cultural tourism, as it incorporates a variety of cultural forms, including museums, galleries, festivals, architecture, historic sites, artistic performances, and heritages sites, as well as any experience that brings one culture in contact with another for the specific purpose of that contact, in a touring situation.

Chiang Mai Province is the hub of Thailand's northern region. It is also the largest and most culturally significant city of the north. The rich and indigenous cultural identity and traditions reflect the charm of the region namely diverse dialects, cuisine, handicrafts, festivals and architecture. Meanwhile, Chiang Mai is also a vibrant and modern city, a perfect destination for Cultural Tourism.

The corporate image management process

The basis of the corporate image management process is the assertion that the existence of a corporate image for all organizations is not a matter of preference on the part of the organization. To manage a corporations image requires both an intimate understanding of how these images are formed and how to measure them (Dowling, G.R., 1986)

The Abrall, R. (1989) model of the corporate image management process describes three distinct stages.

The first stage, called the corporate personality, provides management with an opportunity to develop a corporate philosophy which embodies the core values and assumptions, which in turn constitute the corporate culture. One the corporate mission is clear, management sets the overall business objectives.

The second stage of the model, called corporate identity, is the development of communication objectives, which are a subset of the overall business objectives. The communication objective-setting exercise should enable management to formulate is philosophy with respect to communication. A communication philosophy will emerge as such issues as what to say, how much to say, who to say it to are dealt with. Issues and functions like image research, environment scanning, socio-political monitoring, media liaison; production of the annual report and corporate advertising must be performed.

The final stage, stage three, is called corporate image. The image interface represents the point of contact between the various stakeholders and the company. The stakeholders' experiences are shaped by the outcomes of the various management systems.

Corporate personality can be determined before the organization is formed, by deciding on what it is to do, what it shall believe in, how it shall operate, all factors which constitute a corporate personality.(Abrall, R. and Mofokeng,T.N., 2001)

Corporate identity is the sum of the visual cues by which the public recognizes the company and differentiates it from others. (Bernstein, D., 1984)

Corporate image is the net result of the interaction of all the experiences, beliefs, feelings, knowledge and impressions that people have about a company. (Bernstein, D., 1984)

All corporations should have a good corporate image management and fit with a real thing which it be.

Methodology

This study is qualitative in nature and involves two steps. First, a literature review was undertaken to help design an interview guide, second, an in-depth interview was held with boutique hotels with Lanna theme in Chiang Mai. The qualitative research method was used because its emphasis lies in producing data which is rich in insight, explanation and depth of information.

The objective of this research is finding out how hotels manage their image to reflect Lanna culture by mean of the corporate image management process and its relevancy to Abrall, R. (1989) model. The purpose was to conduct in-depth interviews with the manager of hotels.

The population was made up of Lanna boutique hotels in Chiang Mai which associate to The Thailand Boutique Awards 2010 in a competition by the Krungthai Card (Public) Co., Ltd. (KTC) in conjunction with the Krungthep Turakij Newspaper.

Eleven hotels were chosen. They were then contacted by phone and e-mail to solicit their willingness to participate in an in-depth interview. Five agreed to participate.

All interviews were conducted on the premises of the respondent's companies over an average duration of 90 minutes. All the interviews were captured on a tape recorder and later transcribed.

The interview guide or discussion document was developed from the literature review and Abrall, R. (1989) model in particular. It consisted of questions that covered of the corporate image management process and an opinion about conducting Lanna boutique hotel as new destination of cultural tourism.

Results

The respondent organizations are first described and then the findings are presented.

Respondents

Figure 1. Ping Nakara Boutique Hotel & Spa

The hotel's graceful gingerbread architecture is accented by hand-carved fretwork and creates a cool and restful environment. Throughout the nineteen rooms you'll find thoughtful use of natural materials and a distinctive yet practical style. This sophisticated design is matched by relaxed yet professional service, providing a welcoming retreat for the traveler.

Figure 2. Rachamankha Hotel, Chiang Mai

Rachamankha is renowned for its peaceful and very private atmosphere, and its incredible architecture. The hotel, just 22 rooms and 2 suites, is set in 2 acres of manicured grounds and the architecture pays homage to Chiang Mai’s golden age, the Lanna period, offering guests a unique stay in a unique property with a true sense of place. Rachamankha is also the only Relais and Châteaux in northern Thailand.

Figure 3. Yaang Come Village

Yaang Come Village is located at Sridonchai – Changklan Road, Chiang Mai. The traditional Lanna ambience engulfs you into a peaceful retreat. The hotel embodies the charm and elegance of its picturesque atmospheres. Guests are ushered in with warm and friendly hospitality. Yaang Come Village boasts of Thai architectural buildings amongst lush greens which sanctuary diversely exotic birds and squirrels. It is truthfully an oasis of attractiveness surrounded by an ever-increasing area of new high rise hotels the wealthy history, culture and magnificent sartorial style of the Thai people or Thai Luou played a major role behind the structure of the Yaang Come Village Hotel in Chiang Mai.

Figure 4. De Lanna Hotel

De Lanna Hotel, a uniquely sumptuous boutique hotel nestled down in the heart of Chiang Mai Inner Old City. Unwind and enjoy the serenity and relaxation in this lovely hotel enclosed with lush gardens and you will also find a multitude of activities to do such as taking up Thai cooking lessons from the famous cookery schools nearby, out shopping at various antique shops, markets, and small boutiques, historical site visits, to name but a few.

Figure 5. Aruntara Riverside Boutique Hotel

Aruntara Hotel is an architectural marriage between the spaciously symmetric British Colonial and exotic Lanna elegance. Every piece of furniture in the hotel is originally designed and handmade by traditional Thai craftsman to celebrate this unique theme. Aruntara Hotel greets the present with memorable anecdotes of the past.

Findings relate to Abrall, R. (1989) model

Stage 1 – Corporate personality

One hotel presented the history of the area where it is located and built in old style to reflect the culture of the period. This hotel is designed and furnished with style of the period and used pictures to tell stories of that time. The staffs wear uniform like people in the old days. Amenities in rooms and equipment in the dining room, porcelain, also have a vintage feel about them.

Some hotels like to create an atmosphere that depicts lifestyle of a local village from the past, so they come up with the design for houses of many sizes with communal area for activities. The staffs also wear colorful clothing that blends in just like local people of that time.

Another hotel came up with an idea to build private house-liked accommodation, so that guests feel like they are staying at home. Guests can relax and have their meal any time just like when they are at home. The staffs are there to observe and provide assistant when needed. The atmosphere of hotel is tranquil and private. The hotel policy is to serve in-house guest only to ensure total privacy, so there's no function being held for non-guest.

The management concept plays a big part in the staff selection process. This type of hotels likes to employ warm sociable staffs. During orientation staffs will be trained have good training about standard of services and story that relate to hotel concept by orientation and on the job training for be sure they are aware about concept of hotel. The corporate culture was build relate to hotel concept staff work like they take guest who come to visit their house attend every detail of guest. They will remember guest's name, what kind of drink guest like to order or what ingredient guest don't like. And they must have multi-skill, they can work in other job in hotel. Because the size of hotel can't hide many staff like a general hotel. The team work is a corporate culture for this kind of hotel.

The general manager in this hotel is a very important person because he must be around to facilitate between the staff and guest to solve problems and make a good impression.

Stage 2 - Corporate identity

When every hotel has a clear corporate mission, they can develop effective communication objectives. The hotels with many stakeholders should communicate with, employees, guests, community, suppliers and the social surrounding. Hotels can use advertising for a form of communication but most of don't. They communicate with their guests through their services.

One hotel has developed a very good relationship with its community. The area used to be a place where youngsters came to meet making it unsafe and creating noise and pollution problem for the people who live nearby. Once the hotel was built, the area has turned into something that benefits its community. People in the area are able to make a living by creating activities that support the hotel.

Some hotels also organize social activities by letting university students who specialize in traditional folk music to come and play for the guests whether for special occasions or to raise money for special charitable events.

Most hotels communicate with the outside world through the use of an agent, web site, and travel blogs. (Tripadvisor, Agoda, hotelsthailand and roomholidays) The Tourist Authority of Thailand also works in conjunction with hotels to do exhibitions both domestic and international.

In-house communication is also very important. This includes staff relations which directly reflect on the image of the hotel, for the staffs are the people who work closely with the guests. This is the type of hotel where the staffs tend to have a more personal relationship with the management team. They are able to communicate directly to the management where problems arise or offer suggestions in cases where things should be done differently. The organization is more like a family unit where the manager plays a vital role to both the staffs and guests.

Stage 3 - Corporate image

After hotels operate and communication themselves to stakeholder. They received a good response from the guests. Some guest comes back every year, and words are spreading. Some gives good reviews in travel blog. One of the reasons that make them return is because they feel at home, and they also love the sense of the Lanna culture. The guests were also impressed because it is consistent with their requirement and their lifestyle.

On the issue of the Lanna Boutique Hotel becoming a cultural attraction for Chiang Mai, every hotel management agrees with this idea because all the hotels are designed with Lanna culture in mind whether through design, architecture, services, behavior of staff and atmosphere that guests can experience and learn during the time of stay. A Hotel is a place which guests use more time in than other tourist attraction. The guests stay at boutique hotel on average for 3 nights while some people stay for more than a week.

Discussion

From all hotels, they have their own philosophy. This supported the assertion that the hotel identity, and therefore the resulting hotel image, is the most visible element of a management system. The respondents also expressed a strong link between the hotel image and the hotel's vision and mission. They define the hotel's system of principles for guidance in its daily operations. The hotel image is the external publics' perceptions that result from their interactions with the organization. It is therefore logical that if the hotel is guided by its vision and mission in its daily interactions with its publics, the resulting image will mirror those guiding principles.

The design feature of the boutique hotel sector is also considered important in the experience of the hotel stay. Some of them have some historical significance this is important due to an increase in awareness and interest of history and culture. The history of the building is also often used in a promotional sense. Most of respondents were described the design and architecture by use style, distinction, warmth and intimacy and this is feature that helps to attract guests who are looking for something special. A home-like environment was also important descriptive feature.

Good personal service was highlighted by the hotel guests. The level of personal service provided could only be achieved in smaller hotels. So there are generally smaller numbers of staff in boutique hotels, mainly due to the smaller size of hotels. It is generally believed to be easier for staff to offer a personal service as there are fewer guest. A personalized service is achieved by a high staff-to-guest ratio helping to create a relaxed and homely environment.

From features that manager of hotels described are indicated corporate image management which is an important for hotel sector and complicate. It is challenge the ability of manager to make it success.

Conclusion

This study indicated that there is a general consensus on the main constructs of the corporate image management process. Having a clear mission can lead to make clear objectives and come to practical that make unique for organization. The atmosphere which can sense of area and service quality affects hotel image. So hotel image has a positive effect on repeat intention. Given that contact personnel, service quality, and physical environment are an important part of hotel image. These findings support the Abrall, R. (1989) model of the corporate image management process and support idea that conduct Lanna boutique hotels as new destination for cultural tourism in Chiang Mai.

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The successful attributes of Boutique Hotels: The Case of Penang Island, Malaysia

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This research paper seeks to clarify and identify what are Penang Island's Boutique hotels' successful factors by detecting those attributes driving guests to choose such a special type of accommodation. To this extent, the methods included a review of related literature and a survey of boutique hotel guests in Penang Island, Malaysia. The findings supported those of previous studies and may assist boutique hotels' owners and operators to better compete with other branded hotel chains, in order to satisfy their guests' needs more effectively. Moreover, practical suggestions are made for existing boutique hotel operators and those wishing and willing to enter this niche market. Furthermore, the outcomes of this study may help hoteliers to gain better understanding of this particular segment, and also to provide new insights into the factors influencing consumers' decision to purchase this type of accommodation rather than others.

Key words: successful attributes, boutique hotels, hotel attributes, Penang Island

Introduction

The definition of "Boutique" stands for a "small shop selling fashionable clothes" (Lim & Endean, 2008); however, there are no specific definitions of Boutique hotels (Teo, Chia & Khoo, 1998; Van Hartesvelt, 2006). Horner and Swarbrooke (2004) described Boutique hotels as an unknowable segment of the accommodation industry. For some operators, it stands for town house, for others it means Boutique. Boutique hotel are also known as "design hotels" or "lifestyle hotels"(Anhar, 2001). This research has been conducted in Penang Island within the accommodation sector to the purpose of investigating and studying boutique hotels. According to the official website of the Tourism Ministry of Malaysia (2010), there are about 40 hotels with different levels of facilities and services provided in Penang Island, and among them 8 hotels have officially labelled themselves as "boutique hotels". In addition, in year 2009 only, Penang Island received around 6 million hotel guests, counting domestic and international tourists.

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As illustrated in figure 1, this study considers a dependent variable identified as "Boutique Hotels' Choice" being influenced by an independent variable named "Tourists' Accommodation Need". This relation outlines that the choice of Boutique hotels as accommodation options is subjected to the tourists' need for accommodation. Such a relationship is influenced by a series of intervening variables, namely "Aesthetic Attributes" (design, location, size and type of building) and "Operational Attributes" (service & facilities, staffing, marketing and unique characteristics). In other words, these intervening variables are the factors that may influence the tourists' choice towards the kind of accommodation defined as "Boutique Hotels".

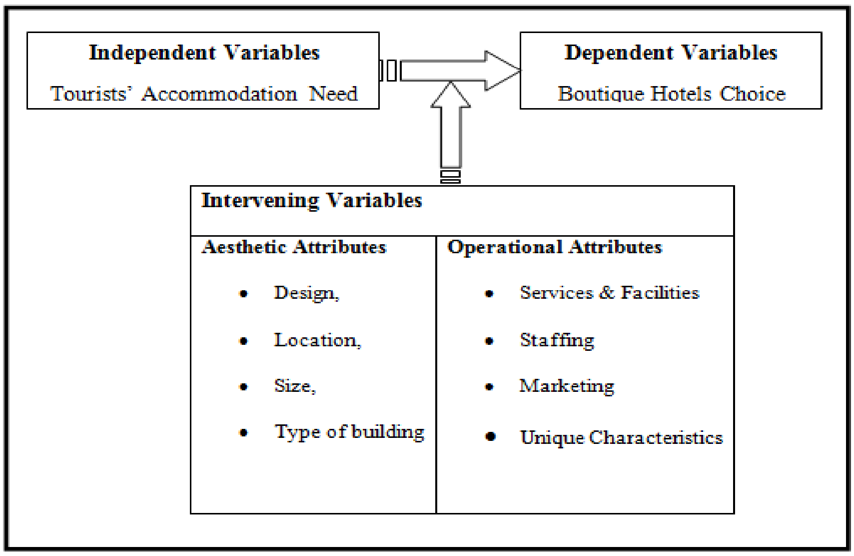

Figure 1. Conceptual framework

Literature Review

Boutique hotels were created to meet the needs of those travellers who were tired of sleeping in similar rooms with similar furnishings in every city they visited. Boutique hotels differentiate themselves from other famous chain hotels and motels by providing a personalized kind of accommodation, services and facilities. Indeed, boutique hotels are increasingly becoming a destination themselves: according to Agget (2007), boutique hotels are considered as modern and very stylish hotels with up to 100 bedrooms furnished with exceptional personalized services and high-tech facilities. Furthermore, as Olga (2009) mentioned, the specific characteristics of boutique hotels in terms of architecture and design are style, uniqueness, warmness, and intimacy. Most Boutique hotels are capable of introducing different themes in each guestroom in order to make every single stay unique, even for their returning guests. Another factor making Boutique hotels more specific from standardized hotels is the establishment of a friendly atmosphere between guests and host. Olga (2009) observed that, in general, Boutique hotels are the favorite target for tourists in the early 20s to mid 50s age range, with middle to upper income averages. Further, Olga added that Boutique hotels mostly appeal to leisure and business travelers in term of generous amenities and unlimited entertainment such as easy access to the internet, live music and performances, hip restaurants, lounge, and bars with impressive decorations. The increasing interest in art, culture and history (typical models of the concept behind Boutique or design hotels) are those factors boosting the motivation for choosing this type of accommodation as a place for rest and relaxation (Freund de Klumbis & Munsters, 2005).

Furthermore, Aggett (2007) argued that uniqueness and design elements such as specific interior design, architecture and unique pieces of furniture - are also considered as very important attraction factors. Five other attributes have been outlined; four of these factors have been explained by McIntosh and Siggs (2005) as "location, quality, personalized services and uniqueness", while the fifth was identified by Aggett (2007) as "the actual services provided". Previous studies have employed the mentioned attributes as the most important attractive factors for boutique hotels' customers.

Methodology

To accomplish the objective of this study, quantitative research methods were used as academic approach. A survey questionnaire was employed as an instrument to collect and analyze data. The questionnaire was designed based on 5-points Likert scales in order to let the respondents rate their level of agreement. The five points rated from "strongly disagree" (1) to "strongly agree" (5). The first part of the questionnaire included eight factors connected to the personal characteristics employed as demographics. The second part of the questionnaire included two questions related to the travelling purposes of the respondents, and how the individuals got this particular kind of travel information. The third part of the questionnaire included 17 specific elements identified as the most attractive attributes of boutique hotels.

This study employed simple random sampling which is a method in which individuals are randomly selected from a group or list. Consequently, respondents were selected among guests of boutique hotels in Penang Island. The population was classified based on boutique hotels and the establishments' occupancy rate during year 2009. The survey was conducted for 25 days, from the 5th to the 30th of December 2010. A total number of 390 questionnaires were sent to the front office of the five boutique hotels considered in this study. However, the hotels' management only accepted to help distributing a total of 300 questionnaires due to their lack of free time during the busy New Year holiday seasons. Out of 300 questionnaires, a total number of 195 completed questionnaires were collected from the respondents, totalling a 65% return rate. However, among the 195 returned questionnaires, only 133 could be used in the data analysis' process, as 62 questionnaires contained either incomplete or improper answers. Data was analysed using the Statistical Package for the Social Sciences software (SPSS) version 17.0.

Findings

In order to gather relevant findings, the following statistical analyses were carried out; descriptive analysis, factor analysis, descriptive statistics and reliability test. The following sections describe the findings in deeper detail.

Target Market

The findings indicate that the majority of respondents were female (53.4 %), Malaysian citizens (29%), married (63.2%), between the age of 25 to 34 years old, and bachelor degree holders (39.8 %). Moreover, most of respondents declared to earn less than 7500 USD per month. The main travel motivation of the respondents was rest and relaxation (35%), followed by business purposes (24%).

Boutique Hotels' Attractive Attributes

Factor analysis was performed on 17 questionnaire's items in order to categorize the most attractive attributes of boutique hotels from the guests' point of view. The results are shown in Table 1. The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) scored 0.81 and the Bartlett's test of sphericity resulted significant at less than 1%. The anti-image correlation matrix ranged from 0.89 to 0.74, consequently proving sufficient correlations among the items. Four factors were extracted with 70.24% of the variance. The factors were labeled as Special Services, Mini Hi-Tech, Convenience, and Hotel Design. Overall, four attributes were extracted. Out of 17 items, three items were deleted due to loading problems.

Table 1. Results of the Factor Analysis of Important Attributes in Boutique Hotels

Variables	**Components**			
	1	**2**	**3**	**4**
Special Services				
Individualized and personalized services	.189	.206	**.710**	.295
Friendly staff	.260	.191	**.850**	.002
Homely environment	.086	.179	**.778**	.325
Mini , Hi-Tech				
High tech facilities in the room	.405	.134	.351	**.707**
Being in small and cozy place	.322	.087	.336	**.758**
Convenience				
Entertainment (night life, bar, lounge etc)	**.734**	.013	.147	.460
Variety of activities offered by the hotel (special tours, etc)	**.752**	.108	.013	.302
Price of accommodation	**.671**	.172	.316	.005
Convenience to downtown	**.700**	.250	.176	.155
Convenience to airport	**.781**	.219	.139	.055
Hotel Design				
Aesthetic	.165	**.760**	.257	.024
Unique architecture of the hotel (façade, entrance)	.173	**.893**	.185	.088
Uniquely interior design of the hotel (lobby, room, facilities)	.325	**.623**	.423	-.039
Quality	.141	**.798**	.073	.089
Eigenvalue	7.497	2.017	1.335	1.112
Variance Explained [%] – Total 70.24%	20.59	20.51	16.01	13.12

Furthermore, Cronbach's alpha (α) was employed in order to analyze the reliability of the research's instruments. The results of this analysis are shown in Table 2. All the variables are accepted and have a good internal consistency based on the Cronbach's alpha score, resulting in scores above 0.70. In this study, the Cronbach's alpha scores range from 0.706 to 0.939, meaning that the reliability is "totally good" (Sekaran, 2003). Items were only dropped if their deletion would have substantially improved the Cronbach's coefficient alpha for that factor. However, since all constructs in this study had a Cronbach's alpha above 0.7, there was no need for deleting any items.

Table 2. Reliability Statistics of the Factors

Constructs	No of Items Remain	Cronbach Alpha	n
Special Services	3	.706	133
Mini , Hi-Tech	2	.883	133
Convenience	5	.907	133
Hotel design	4	.914	133

Descriptive Statistics

Table 3 shows the means and standard deviations for each factor, which were computed in order to understand the variability of the subscales derived from the factor analyses. Regarding the importance of factors involved in a hotel choice, the results show that "Special services" (mean = 4.18) has the highest mean when compared to other factors. It means that hotel guests pay particular attention to the special services of a hotel when they want to choose a place to stay anywhere in the world, and consequently also in Penang. On the other hand, the descriptive statistics indicate that "convenience" has the lowest mean. This result outlines that the "convenience" factor is not that important for hotel guests.

Table 3. Descriptive Statistics

Important Boutique Hotels Attributes	Mean	Std. Deviation
Special Services	4.18	0.72
Mini , Hi-Tech	3.89	0.92
Convenience	3.78	0.80
Hotel design	4.03	0.76

Conclusion

The main factors individuated by guests as to support their preference in the choice of boutique accommodation consist of:

1. Friendly staff
2. Homely environment

The availability of ready help and the attention from friendly staff in a homely environment contrast with the services provided by traditional hotel accommodation. This factor may alert that the standard offer of traditional hotels is not attractive for those consumers seeking for alternative types of accommodation. These two elements have strongly influenced the majority of the respondents in their decision making towards boutique hotels' accommodation. In order to offer a place which may be deemed similar to an individual's home, it is a must to make guests feel good and comfortable from the first moment they enter the hotel's premises; this perk is obtained by receiving the guest with a very efficient service, provided by friendly employees. Accordingly, it is suggested to train the staff in such a way because this kind of customer oriented attitude has proved to be crucial in the provision of the best homely environment.

3. Individualization and personal services; and
4. Aesthetic
5. Unique architecture and interior design of hotel, and
6. Quality

These factors have also become key concern for the majority of respondents, which actually consider boutique hotels to be very different and unique from other kinds of accommodation. This study has recognized as effective differentiation strategies the individualization, personal services and uniqueness of boutique hotels intended as cozy places with a specific architecture and special interior design. This factor allows boutique hotels to compete with other branded hotel chains, and consequently it is recommended that uniqueness should become the major driving force behind the consumer's decision towards boutique accommodations.

Furthermore, the attributes identified in this study are share also shared by other aforementioned studies (Aggett, 2007; McIntosh & Siggs, 2005), except for the location factor. Consequently, this research's findings support the theory that successful attributes of boutique hotels are those attracting guests who wish to experience a different type of high standard service in a place which feels more like home than a typical hotel. This kind of homely type accommodation is defined as "boutique hotel".

The fast growth of the boutique hotel sector has increased the competition between the boutique hotel niche market and the other hotel sectors. Accordingly, international hotel chains are competing with boutique hotels in the accommodation market. In order to identify those successful factors increasingly attracting guests to choose boutique hotels rather than other types of accommodation, consumers were asked to identify what are the attractive attributes of boutique hotels.

This research may be important in order to understand consumers' desires and what factors are attracting them to boutique hotels.

The findings may suggest boutique hotels' owners and managers ways to improve the design of their products and the level of provision of their services. The findings will also help boutique hotels' owners and managers to develop strategies in order to optimize their resources more efficiently.

By obtaining the imperative information of why guests choose to stay at boutique hotels, hotel managers are able to recognize those attributes which drive guests' purchasing decisions.

Understanding the guests' needs and desires is very useful and helpful when creating strategies for improving a company's image.

Ultimately, finding the key attributes will help supporting the growth of this sector. Moreover, the findings could be of particular interest to anyone willing to enter the market; consequently, the identification of attributes may be helpful as it gives hotel managers and owners a better understanding of what a boutique hotel is, and what it requires to be successful. As an example, the aforementioned understanding may benefit those landlords with small properties or hotels in planning to convert them into boutique hotels.

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Communications Course Content for Tourism and Hospitality: Alternative Pivotal Issues

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For tourism and hospitality students, marketing communication is an essential course that we have to teach in the class room. Normally the course is named as "Marketing communication for Tourism and Hospitality". The books that we follow in the class rooms are originally replica of marketing communications books written by marketing professionals, scholars and academicians where theories and the practices have been aimed towards tangible products and services. Consequently, many of the topics are repetition, and /or passively required for tourism and hospitality. The concept of tourism and hospitality is more complicated and should be read from different viewpoint. This paper has tried to establish a separate approach to teach communication to the students of tourism and hospitality.

Key words: IMC, hybrid product, tangible – intangible dominant continuum, Gestalt phenomenon, integrated tourism communication (ITC)

Introduction

Marketing communication is an essential course that we have to teach in the class room to the students of Tourism and Hospitality. Normally the course is named as "Marketing communication for Tourism and Hospitality". If we go for analyzing the contents of various books on marketing communication for tourism and hospitality, we can see that almost 60 to 70 percent of the contents contain topics which are passively required for tourism and hospitality, and not effectively discussed on the ways to communicate the tourism products and services.
We know that, in marketing communication, the theories and the practices have been aimed towards tangible products and services.

In all the books on Promotion/communication/Integrated marketing communication, we find normal contents like communication process, ad agencies, IMC, budgeting, media planning, print media, broadcast, and out-door media, direct marketing, sales promotion, PR and publicity, monitoring, evaluation and controlling etc. Whenever we go through the several chapters of these books, the first thing that crops up in our mind is that we are going to promote a tangible product.

This is very much justified because of two reasons : concept of services has come into marketing more recently (effectively since 1980s), so promotion is tied up

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with tangible products since long time; and secondly, as services are invisible, so we instantly fail to tie up the promotional theories and practices with services.

However, now we have separated these two things i.e. tangible good promotion and service promotion. But again the dilemma appeared. Very little we have been able to attach towards promotion of services. Again and again we find the application of the bonafide 5 tools of promotion and communication for services too. Although I do not have any authentic data and information on the limitations of these 5 tools when going to apply for services, but it becomes quite obvious that the package of promotion that we have developed for tangible goods, does not fit for service promotion. We have started blaming the major three characteristics of services i.e. intangibility, inseparability and ownership for our failure to adapt/adopt standard promotional tools for service marketing.

Rationale of the paper

The question arises, is tourism and hospitality a service sector or a non service sector, or both? Our long term experiences in the field of tourism and hospitality say that this sector is an admixture of both tangibility and intangibility. Probably 'tourism' is more of tangibility, and 'hospitality' is more of intangibility. As a result it becomes difficult to develop an integrated promotional strategy for T&H sector. The available books on tourism marketing communication/promotion written by different authors mainly deal with the tools and techniques of promoting tangible goods. So we teach the students of tourism the promotional tools used for promoting tangible goods mainly. Consequently many communication authors have tried to put more Hermaphroditic issues in communication books, and the examples are , how to become creative, creativity process, interactive promotions, e-promotion, word-of-mouth promotion and others.

It seems like cutting our back to fit a tight trouser. This is all about the dilemma that we face when we go for applying promotional tools developed for tangible goods to intangible service goods.

Already mentioned earlier that T&H sector is an admixture of both tangibility and intangibility Tourism and hospitality are like husband and wife. Husband moves (tours), wife takes care of tired husband by providing all sorts of (hospitality) services. So they all through go hand-in- hand. However, the quandary genuinely erupts 'who is tangible, who is service here, or, how much is tangibility and how much is intangibility'?

Marketing scholars, in order to bring a compromise in between the concepts of tangibility and intangibility, have put forwarded the phenomenon of 'product-service continuum' or 'tangible – intangible dominant continuum' (Donald Cowel, 1988). This is like making a male(or female) 'fifty percent male and fifty percent female'. The concept looks like :

Outright
Outright
Service
Product
(intangibility) (50% intangible + 50% tangible)
(tangibility)

From services theories, we develop the hypothetical perception that when a product or service becomes 50% : 50% (I call it as 'provice'), it is expected to sell in the market like hot cakes (fast food services have been cited as example by Donald Cowel, 1988). Theoretically it seems to hold good, but in practice how far it will be possible to add and drop 50% of either character to make it a 'provice', I have much much doubt.

Application of the concepts

Now in this part of the paper, we will consider the significance of tangibility and intangibility aspects of tourism and hospitality and the related issues of promotion . If we apply the product – service continuum concept or in other words, developing a 'hybrid' - a typical marketing offer where the tangible goods and services may be given equal weightage by the consumers (Rao,2005), then what happens with the T&H sector?

Before thinking about the situation, first let us have some clear idea about the tangible and intangible components of tourism and hospitality.

It is difficult to prepare a list of tangible and intangible components of T&H. But simply we can say, what we see all are tangible; what we feel all are intangible. So starting from the heightened mountains and magnificent sea to a spoon in a hotel, everything is tangible. On the other hand, from a good sleep, a satisfied stomach, to a good experience to keep a backup in our memory function – everything is intangible.

In case of tourism and hospitality, if we put these two parameters in two extreme ends of the above figure, then it looks like :

Service
Tangible Product
(sex tourism (50% + 50%) (The
Himalaya
In India) (Bangladesh in
Nepal)
as a destination)

Clarification: (a) Some regions of India, specially the southern region, more specifically Kerala is famous for all types of sex tourism. Many tourists from abroad visit that region with a specific desire for paedophilia and other types of sex (Tracy White,2008, and Pravin Patkar and Priti Patkar, 2003). Although the southern part of India is bestowed with enormous tourism treasure, but to this specific market segment enjoying the treasure is not prime motivation, they are not cheered up with destination's tangible resources, rather they are keen in getting a particular type of service in that market. So only having sex, may it be in a 5-star hotel or in a beach side thatched house, gives the market segment 100 % satisfaction.
The question is what tangibility can we add there to make it a more attractive destination for that target market?

(b) Trekking in the range of Himalayan mountains or having an expedition up to the top of the Himalaya could be challenging and adventurous. Tourists have to stay there amidst the tangibles where there is least services available. To a specific market segment, this is 100 percent satisfaction. On top of the Himalaya we definitely cannot/will not build a 5-star hotel and provide more services to the climbers.

(c) The third category is ‘not quality tangible products and not quality services’ (let us assume 50-50 of tangible and services), which in no way can enhance satisfaction level of the tourism customers. The probable example may be Bangladesh, where during last 42 years, rate of international tourist arrival has been found increasing at a tremendously snail’s pace of around 5 thousand tourists per year. Why? The policy makers probably can clarify, but to me, this is mainly because of our negative image outside, conservative society’s negative and sometimes harmful attitude towards outsiders, government’s inert role for developing tourism and hospitality sectors, comparatively less competitive tourism products and resources we are having, dilapidated infrastructure, mass ignorance prevailing regarding tremendous potentiality of this sector, and lastly, location of the country beside a huge hub of gigantic and superior Indian tourism products and resources and so on. In this case we probably have to tremendously enhance our hospitality services and improve infrastructure in order to sell the ‘whatever tangibles’ we are having.

So in case of T & H, if these two parameters have the pro-centric trend of movement along the good-service continuum, the tourism product and services, I swear, have to be shabby and grubby.

Unlike product and services marketing and promotion, if we go for adding more tangibility with intangibles, and more intangibility with tangibles, the tourism product and services would have been in complete tumbledown condition. No one can even think of, expect, or allow erecting Five-star hotels inside the world’s largest mangrove forest - the Sundarbans of Bangladesh, nor anyone would like to have a sleep and dine open air in the barren sandy desert. In T&H, we cannot bring tangibles to intangibles, instead, we bring intangibles in some restricted and environment-friendly form to the tangibles. This concept, in my opinion, actually gave birth to the development of the phenomenon of Ecotourism.

The concluding remark of this part is that with these two parameters we have to go on experimenting that how much of intangibility can be mixed with tangibility in order to get the maximum return without depleting the nature. Take an example, if we mix up one molecule of hydrogen with one molecule of oxygen we will get an ‘ion’ (OH), if we go on adding one more hydrogen molecule, we will get water (H_2O), and if we go an adding another molecule of oxygen, we get hydrogen peroxide (H_2O_2). Now we have to decide which of the results will be more useful and beneficial for us. It is indeed a very complex task to decide on the exact mixer of the T&H components for effective promotion purpose, and the issue is a real conundrum for the scholars.

Now in this part of this paper I would like to throw light on the T&H communication strategies basing on the above discussions. It becomes clear that in communication of T&H, we have to adopt gestaltism approach, not the conventional methods of promotion. As this gestaltic approach probably is far away from our imagination, so we are trying to throw pebbles in the darkness to hit at the target. The recent development of the IMC concept is the applied form of Gestalt phenomenon, that is, viewing the components as ‘totality’ not separately or by parts. The traditional promotional methods were disintegrated in the sense that we had a tendency to view the tools for promotion separately. We failed to develop the corollary which, where, when, and how much of the tools are to be used. It all is dependent on our judgment. The old practice of promotion looked like:

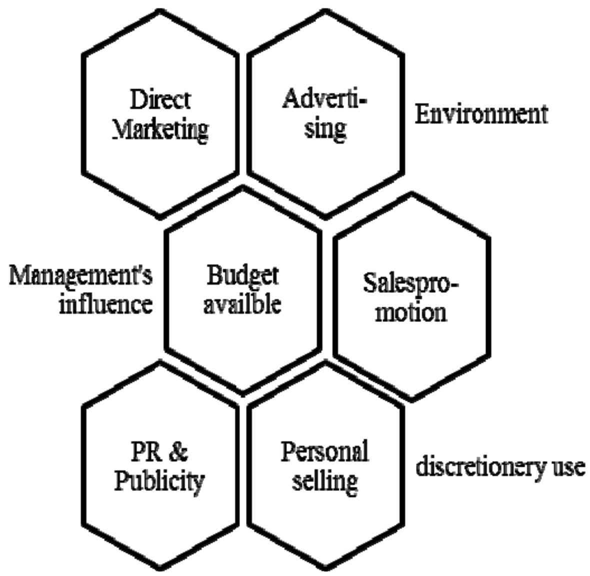

Figure 1.Disintegrated form of conventional promotion tools

The new IMC approach :

The new IMC approach is an improvement over the traditional communication methods. During 1980s, many companies in the States came to see the need for more strategic integration of promotional tools. These firms started moving towards the concept of IMC which involved coordinating various promotional tools along with other marketing activities that effectively communicate with the customers (Adrienne Ward Fawcett, 1993). IMC process evaluates the strategic roles of promotional tools and combines all these tools to bring clarity, consistency, and maximum communication impact (Adapted from 4As' definition given in Belch and Belch, 2004).

Revolutionary roles of IMC could be summarized as follows :

- IMC focuses on the process of using all forms of promotion to achieve maximum communications impact
- IMC helps developing a total marketing communication strategy that recognizes how all of a firm's/destination's marketing activities, not just promotion, communicate with its customers.
- IMC coordinates and manages marketing communication programs to ensure a consistent message about a firm/brand/destination to the customers.

The following figure is an attempt to give a shape of Integrated Marketing Communication concept:

Figure 2.Integrated form of promotional tools.

The main advantage of IMC approach is that, case wise and object/destination wise manipulation of the weightage that has to put on different components of communication is possible. However, the hard reality is that it is very difficult, if not impossible, to decide on the barometer of changing the weightage with the changes of T&H components.

Till now we do not have any model of this theorem. However, the manipulation may depend on the quality of tangible and intangible aspects of T&H entangled with quality of the market target. The T&H communication authors also can understand the limitations (or may be inefficacy) of conventional communication/promotion approaches for tourism and hospitality products and services. So there is a tendency to put and discuss the normal marketing communication tools along with the latest technological devices applied in communication. Consequently we find the books on T&H communication unnecessarily contains many of basic marketing principles and issues like positioning marketing communication for tourism and hospitality, communication model, marketing communication environment, consumer role in communication, consumer behavior, consumer characteristics, communication organization and strategies, buying behavior pattern, segmentation, targeting and positioning, marketing communication planning, sales promotion, interactive and e-communication, advertising, features in marketing communication with reference to tourism and hospitality (Scott McCabe 2009).

Conclusion

At the end, it may be concluded in this way that, we have to continue doing research and experimentation to identify what will be the most appropriate contents of T&H (marketing) communication which will be meaningful to the T&H students as well as the professionals. We have to put more emphasis on communication content analysis, Destination features analysis, Defining and analyzing results oriented goals, interactive and innovative media analysis, developing appropriate Branding and slogan strategies, model for developing effective case to case mixture of five components of communication. We have to put more emphasis on Integrated approach for developing communications strategy rather than the conventional system. More cases on communications and promotional issues should be included in the text books. I give a clarion call to all T & H educationists and researchers to start writing a text book on the experiences of different countries and regions who have successfully promoted their T & H products. This will immensely help our students and policy makers in developing a clear perception about tangibility – intangibility continuum of T & H products and formulate need-based promotional policies and strategies. At the same time, it will be more appropriate if we call the course as "Integrated Tourism & Hospitality Communication (ITHC)" or, in short, ITC (Integrated Tourism Communications).

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Tour Guides as Interpreters of Cultural Heritage in Promoting Mindful Tourists for Sustainable Tourism in Malaysia

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Tour guides play a critical role in ascertaining the success of a visit made by tour groups or individuals. The information they provide plays a significant role in how tourists interpret and appreciate the tourist sites and products. Tourists who are attentive, interested, questioning and competent of reassessing the way they view the world are the mindful tourists. Mindfulness refers to the state of mind which is actively engaged with the surrounding in processing information and is associated with greater learning and satisfaction. The challenge in building quality heritage tourism industry is to construct what has been described as mindful tourism wherein visitors develop a positive attitude, an appreciation and empathy towards the sites they visit, and develop a sense of attachment and stewardship towards its conservation after the visit. This paper examines the role of tour guides in generating and promoting mindfulness in the Malaysian heritage tourism industry. Specifically, it assesses their communication competency, knowledge about heritage destinations and products and perception on their role in promoting sustainable tourism.

Key words: tour guide, mindful tourism, heritage

Introduction

The number of tourists to heritage sites has increased tremendously in recent years and has contributed to the growth of the nation's economy since heritage tourism became the central focus of Malaysia's attraction to outsiders especially after the declaration of Malacca and Penang as world heritage sites by UNESCO in 2008. According to Al-hagla, (2010) heritage is a part of the cultural tradition of any society. Garrod and Fyall (2001) define heritage tourism as an activity by tourists in a space where historic artefacts are presented. Additionally, Howard (2003) states that heritage sites are classified based on the "geographical identity" emphasising the link between concepts such as heritage, place, and space and the fact that a single location holds, or may hold various meanings. These meanings will further affect the visitors

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on-site who have interest in its interpretation. Different types of visitors seek different experiences at the same heritage site.

Heritage has the potential to support Malaysia's attempt at making its tourism industry not only the largest in the world but also sustainable. According to the the Brundtland Report (1987), "Sustainable development is meeting the needs of the present without compromising the ability of future generations to meet their own needs". To Drost (1996), sustainability is to preserve the environment while allowing for cultural, economic, social and political development; the present needs must be met with a minimum negative impact on the environment and culture. He further suggested that sustainable tourism would entail the adoption of planning strategies to mitigate the negative impact of tourism without sacrificing its benefits.

Sustainability of the tourism industry can be achieved through producing mindful tourists. According to Woods and Moscardo, (2003) for mindful learning to occur learner needs to be attentive to the environment, reacts to new information and creates new routines, behaviour and views of the world, thus makes him/her to be more receptive to learning opportunities. Furthermore, Langer, Blank, and Chanowitz (1978), state that individuals who mindfully process information are able to independently and mindfully reconsider using it or applying it in the future. This will certainly lead individuals to be more receptive to learning opportunities.

Mindful tourists are those who appreciate heritage attractions as they actively process information and appreciate on-site activities. The activity dedicated to making heritage places understandable and meaningful to their visitors is known as heritage interpretation and is now firmly established as a central component of modern heritage tourism (Prentice, Guerin and McGugan, 1998). These kinds of visitors have positive attitude, an appreciation and empathy towards the sites they visit and develop a sense of attachment and stewardship towards its conservation after the visit although they may not agree with what is said by the guides.

Tour guides are able to facilitate in creating mindful tourists by helping them attain an authentic experience through the rich information, accurate interpretation and generating a sense of relevance of the sites. According to Moscardo (2003) research shows that personal (face-to-face) interpretation enhances the quality of the visitor's experience. Armstrong and Weiler (2011) note that as the expectations of tour participants for a 'green' tour experience within a sustainable resource increase, they will benefit from an understanding of conservation issues that may lead to more environmentally appreciative attitudes and ultimately behaviour. We would, therefore, propose that increasing tour participants' expectation for an authentic experience at a heritage site will lead to a more mindful experience and subsequently a more appreciative attitudes and behaviour towards the heritage site.

Tour guides are able to assist in producing mindful visitors at the heritage sites in order to ensure their sustainability. Concomitantly, they are important in order to ensure that tourists interpret the meaning and are able to appreciate the heritage sites appropriately. In order to gain various knowledge and interpretations, tourists certainly require tour guides. According to Rabotić (2008), tour guiding is believed to be one of the oldest activities since the beginning of modern mass tourism industry. Tour guides are well equipped with various knowledge in different fields, which can be achieved by creating special training programmes and by assigning and certifying them as "cultural heritage interpreters" (Rabotić, 2008)..

The Problem

In recent years, communities and agencies have begun to develop strategies to enhance better understanding on the destinations in meeting the needs of an increasing travelling public while attempting to preserve and protect on-site and surrounding environments. One of the strategies developed to overcome this issue is to obtain better understanding of the types of visitors attracted to a particular setting. Recent studies of travellers have examined benefits sought, preference for various services, and support for sustainable management practices, participation patterns concerning nature-oriented activities, previous experience, and demographic characteristics (Frauman and Norman, 2004). In recent years, another pattern of research has emerged in the form of Mindful Tourism.

According to Moscardo (in Frauman and Norman, 2004), mindfulness is a reflection to the greater learning, satisfaction, and thinking about new approach to behave in recreation-based settings. As a result, a visitor exposed to "mindfully" presented information in a recreation setting could theoretically obtain more advantage from an educational and satisfaction point of view compared to a visitor who is not exposed to it.

Tour guides play an important role in producing mindful visitors. They act as interpreters to tourists and provide them with educational information. Reisinger and Steiner, (2006) suggest that interpretation is an educational activity which aims to reveal meanings and relationships to people about the places they visit and the things they see through the use of original objects, by firsthand experience, and by illustrative media, rather than simply to communicate factual information. Tourists that are able to understand the place, tend to appreciate the place better as they are able to distinguish their actions that may have impact at the heritage sites.

Research Objectives and Research Questions

The overall objective of this study is to analyse the role of tour guides as interpreters of cultural heritage sites for the promotion of sustainable heritage tourism in Malaysia and to assess the creation of mindful tourists amongst domestic and foreign visitors.
Specifically within the context of the creation of mindful tourism the objectives of the research are as follows:

- To examine the role, functions and types of tour guides within the context of Malaysian heritage tourism industry.
- To examine the communication competency of tour guides and the interpretation they use in promoting mindfulness among visitors of heritage sites.
- To assess the level of knowledge about heritage and heritage products for the promotion of mindful visitors.

Based on these directions, the research questions can be formulated as follows:

RQ 1: How do tour guides promote mindfulness in the context of the Malaysian heritage tourism industry?

RQ 2: What kind of training do tour guides receive to make them useful to the industry?

RQ 3: Are there different types and function of guides that can be classified in the Malaysian tourism industry?

RQ 4: What level of communication competency do tour guides have to support their profession?

RQ 5: What materials, information, data and resources are available that can support quality tourism guides in promoting mindful tourism?

RQ 6: How much do the tour guides know about the heritage destinations and products?

Research Significance

This research will illustrate the contribution of tour guides in creating mindful tourism which, in return, will benefit the tourism industry in Malaysia. Furthermore, this research will contribute to the knowledge and understanding of the role and function of tour guides within the context of heritage tourism especially in the promotion of mindfulness. Tour guides help facilitate and enhance mindful tourism to assist tourists understand and appreciate the values of the heritage places in Malaysia. With the information provided to them, they are able to learn the method and understand the consequences of their action at the heritage sites.

Furthermore, this study will also generate new guidelines and suggestions to improve the role of tour guides in the heritage tourism industry in Malaysia that can be used as references for the improvement of the profession and the tourism industry in Malaysia. Tour guides currently may only have a certain level of knowledge or general knowledge on the heritage sites. Hence, they are unable to provide the best service and performance to the tourists who seek for an authentic experience at heritage sites in our country. With new guidelines which are clear and substantial in creating mindful tourist experience, they will be able to recognise and understand their role and functions to better serve the tourists.

Additionally, this study will also identify the training gaps that exist within the context of the tour guides training programmes offered by various associations in Malaysia. This gap will identify what is lacking, vis-á-vis capacity building, skills building, talent management and so forth. The necessary training and courses will further enhance the knowledge of tour guides to further contribute in producing mindful tourists in Malaysia.

Literature Review

The Role and Function of Tour Guides

The role of the tour guides is important to ensure that the tourists understand and is able to interpret the cultural heritage of Malaysia accurately. The ability to distinguish their role and functions are important to ensure that they are able to offer and transfer the correct information to the tourists. According to Cohen, Ifergan and Cohen (2002) the role of tour guides is more challenging nowadays. This is because they are not only required to educate and motivate guide tourists to appreciate local culture but also assist tourists to find meaning in what they see and hear. They need to be well equipped with the knowledge not only in the geography and history of the region where they are guiding, but also in sociological and psychological areas such as group dynamics, motivation, and cultural/ethnic background. Hence, they need to be highly trained in order to be able to communicate the information precisely to the tourists.

According to Ap and Wong (2001) guides are ‘‘the key front-line players in the tourism industry’’. Guides serve as an intermediary between the heritages sites and the tourists by transmitting information in an interesting and sincere manner.

They are the source of information to the tourists. Besides, they also serve as translators to the tourists in explaining the cultural and heritage information.

In addition, Cohen (2004) classifies tour guides into two main groups, the first one are the pathfinders and the second one are the mentors. This classification is done according to their responsibilities, examining whether they provide access to a non-public territory or act as mediators between the tourists and the spaces visited.

Research by Jewell and Crotts (2001) suggests that tour guides are important as they are seen as people who are enthusiastic in imparting knowledge to the tourists in a very credible way. These scholars also suggested that tourist guides must ensure that they will be able to provide a pleasure and a satisfying experience in the heritage visit made by the tourists. Besides the tour guides, Everett and Barrett (2009) further suggested that local communities living around the heritage sites are able to serve as informal cultural guides. Hence, it is significant that people other than tour guides play their role in introducing heritages sites to visitors.

A study by Prentice, Guerin and McGugan (1998) reveals that the effects of a guided tour on learning, found that although visitors recalled only a few detailed facts, the experience of the tour had significant emotional impact on them. On the other hand, Poria, Reichel, and Biran, (2006a) and Poria, Butler, and Airey, (2004) distinguish that there are three groups of visitors: (1) those who expect to feel the heritage, (2) those who expect to learn, (3) and those who expect other experiences. In contrast Stewart, Hayward, Devlin, and Kirby, (1998) identifed four types of visitors partially based on the length of interpretation sought: “seekers,” “stumblers,” “shadowers,” and “shunners.” “Seekers” are visitors who actively seek out sources of information and interpretation and “Stumblers” are visitors who stumble across information and interpretation sources. On the other hand, “Shadowers” are visitors who were chaperoned by other people through interpretation and “Shunners” are visitors who shun sources of information and interpretation. Ap and Wong, (2001) believe tour guides’ interpretive work plays a vital role in enhancing visitors’ experience and understanding of a destination and its culture.

Guided tours will enable tourists to go through different forms of experience. Different tourism experience will provide different insights to the tourists. Tour guides who operate in the form of a tour, chosen by participants themselves: its informal character enables efficient dissemination of information and knowledge so as to contribute to achieving a safe and quality tourist experience. Guides have influence upon the quality of integral tourism product, as well as products of tour operators and travel agencies offering guided tours (Larsson, 1995).

Tourists experience that can be provided by a guided tour include a guide, participants (tourists) and environment (setting) and this experience may take place when all these three entities (guides, tourists and environment) interact at the same time and place simultaneously. They all share the same goal which is to establish a synergy between the audience, the setting and all the parties involved respectively (Rabotić , 2008).This contention is illustrated in Figure 1 below which illustrates the interrelationship between tourist guide and tourist experience. .

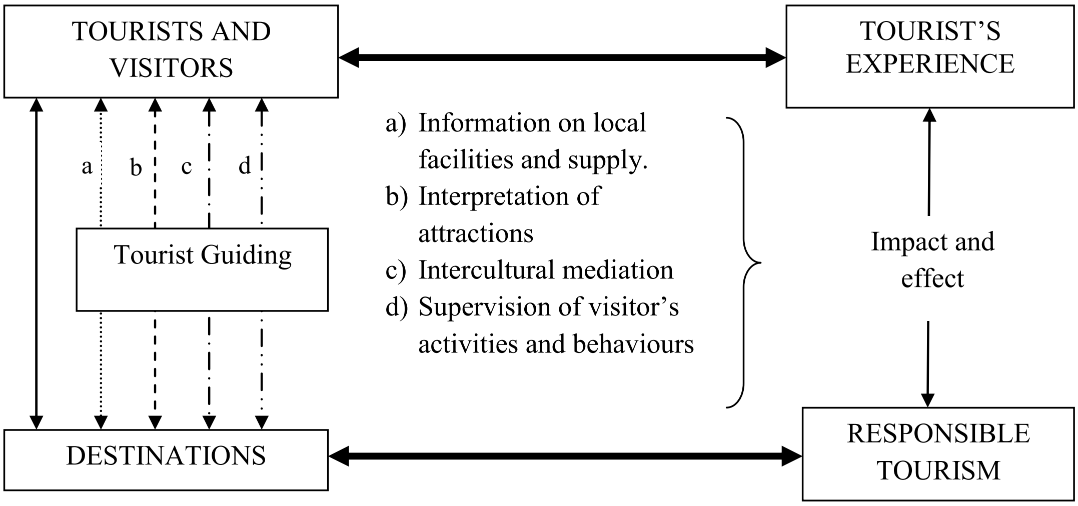

Figure 1. The complex role of tourist guiding (Source: Rabotić , 2008)

Cohen, (2004) notes that tour guides serve four major functions: instrumental, social, interactionary, and communicative. Besides, he also identifies four types of guides who focus on one of each of these functions: Originals, Animators, Tour Leaders, and Professionals. Originals are pathfinders who perform primarily the instrumental function. Their task is to ensure that tourists reach their destination and return safely. They are often called path-breakers because they select the route and the attractions and make them accessible to tourists. However, they point out objects of interest without offering detailed explanations. Animators perform the social function by interacting and socialising with tourists, being friendly, listening and respecting their preferences. Tour Leaders perform the interactionary function by facilitating interaction among tourists and with the environment. Professionals perform the communicative function, which involves transferring detailed information (e.g. telling and explaining to tourists where, when and why to look, how to behave) and interpreting attractions, sites and experiences.

Tour Guides as Interpreters

In tourism, each experience is different depending on the tourists themselves. The motivations and aims vary with each individual. Hence, each tourism experience depends on the interpretation of the tourists themselves. According to Rabotić, (2008) experience is something that can be felt or it is within the inward state of a person which is caused by the endurance, experience or who they meet especially during the visit of a different place.

On the other hand, Howard (2003) defines the interpretation to understand heritage sites as "cover the various means of communicating heritage to people." Tourists who are able to understand the value of the heritage sites tend to behave in a manner that they will preserve the sites better. Thus, to understand the place better the tourists first need to be mindful to the environment at the heritage sites. This line of thought is reflected in Tilden's statement: "Through interpretation, understanding; through understanding, appreciation; through appreciation, protection" (in Poria, Biran, and Reichel, 2009).

The communications between the tourists and guides or the interpreters at the heritage sites are important to ensure the accuracy of information flow to the tourists. Communication competency is important in order to ensure accurate information to both the tourists and the guides. Communication competence is defined as the ability to interact well with others. The common characteristics of communication competency are associated with the quality in communication including accuracy, clarity, comprehensibility, coherence, expertise, effectiveness and appropriateness. The interactions among individuals are perceived as effective in fulfilling certain objectives in a way that is appropriate to the context in which the interaction occurs (Ryan and Dewar, 1995). Communication is important to ensure visitors' learning and enjoyment at the heritage sites.

The different kinds of interpretation and understanding of tourists may lead them to encounter different kinds of tourism experience. According to Ryan and Dewar, (1995) the objectives of interpretation is to enhance the enjoyment of the visitor, orientation of the public to the facilities of the attractions; alerting visitors to the positive and negative effects of environmental modifications; obtaining public involvement in protection and conservation; and informing the public of the resource management activities as being appropriate, a view that many would still maintain. Poria, Biran and Reichel (2009) is of the opinion that interpretation can be defined as the transmission of information from the presenter to the viewer in an attempt to educate the latter. Murray and Graham, (1997) argued that the meaning assigned to a site (whether religious or non-religious) is related to an individual’s visitation patterns.

According to Moscardo, Woods and Saltzer (2004) effective interpretation enables visitors to make connections between the information being given and their previous knowledge and experiences. This can be achieved by using clear, simple explanations to reduce the gap between the information and visitors’ current knowledge. Also, humour, analogies, metaphors, opportunities to ask questions, provision of variety, and structuring logically presented information help to build links between the interpretative content and the everyday experience of visitors.

In contrast, Lowenthal (1985) argues that different generations may perceive different meanings for the same place. He further explains that different generations may have different motives for visiting a heritage site. Poria, Reichel, and Biran, (2006a) strengthened the point that the same site has different meanings for different people. Their research findings reveal that there is obvious connection between the perceptions and expectations of the interpretation which the tourists perceive.

Mindful Tourism

The concept of mindfulness is integrated in tourism to educate and increase the quality of the tourism sector in the country. Mindfulness initially originated from the practice of Buddhism which means to realise and/or recall (Sati) and advised to be applied into our daily routines or activities in all situations (Phra Ajahn Pilen Panyapatipo, n.d.). This concept was first integrated into the field of therapeutic psychology and then to other fields, including tourism. Langer and Moldoveanu state that mindfulness represents a state of mind expressed by “actively” processing new information within the surrounding environment. Mindfulness is also a product of both intrapersonal and situational factors (Frauman and Norman, 2004).

Shapiro, (2009) emphasises that it is important to note that mindfulness is both an outcome (mindful awareness) and a process (mindful practice): (1) Mindful awareness: an abiding presence or awareness, a deep knowing that manifests as freedom of mind and (2) Mindful practice: the systematic practice of intentionally attending in an open, caring, and discerning way, which involves both knowing and shaping the mind. The awareness that arises through intentionally attending in an open, accepting, and discerning way to whatever is arising in the present moment best defines the meaning of mindfulness from both aspects mentioned.

Moscardo (1996) states that mindful visitors will understand the consequences of their actions and be able to behave in ways that lessen their impacts on a site. Mindful visitors will also have greater appreciation and understanding of a site and such understanding can provide both supports for changing their behaviour on site and for the conservation of the site. Effective interpretation and the creation of mindful visitors at heritage sites can have important consequences for tourism at a more general level.

In their study, Frauman and Norman (2004) found that respondents who are very mindful are also more likely to prefer services that are involving, unique and different, interactive, and personally relevant, and provides a sense of control, versus respondents who were not very mindful. Visitors who have positive attitudes towards the exhibits and also at the heritage area will help to conserve the sites and further promote sustainable tourism. This is because at heritage sites there are a lot of information about the history and culture of a place, therefore it is important to create visitors who not only appreciate the specific sites but who leave with better understanding of the sites.

Methodology

For the larger study, this research utilises a variety of methods for data gathering, including structured interview surveys, focus group interview and survey of secondary data.

Structured Interview Surveys

This study will interview both the tour guides and the local and foreign tourists from difference places of origin. For the tourist guides, the focus would be their role, functions and types as well as their knowledge, competency and training. Specifically, they will be asked on:

- Demography, level of education and training as tour guides
- Knowledge about selected heritage destinations and products
- Opinion about the attitudes and behaviour of tourists when visiting heritage destinations and products
- Communication competency and capacity to promote mindfulness
- Awareness of their importance to the promotion of the Malaysian tourism industry
- Do they see themselves as an educator of Malaysian cultural heritage and history

As for the tourists, the objective is to determine their conversion and transformation from one who are not knowledgeable to knowledgeable (meaningful) tourists who are able to articulate the significance and interpretations of the destinations and products they have visited. Specifically, they will be asked on:

- Preparations made prior to their arrival in Malaysia
- Heritage destinations and products they visited
- Satisfaction with their visit and what did they learn
- Does the tour guide services provided help them understand and appreciate Malaysian cultural heritage?
- Would they recommend such visit to their friends at home?
- Whether they have any intention to revisit Malaysia

Focus Group Interview

The purpose of this instrument is to gather qualitative data based on the opinion of selected tourists. They will be grouped into several segments, including regions (Europe, Asia, Americas, etc), ages (young and adult tourists), gender and so forth.

Preliminary Results

The field implementation of this study is on-going and data from the instruments used are still being collected. However, as for the preliminary data, this research has adapted the in-depth discussions that are conducted with the Chairperson of the Penang Tour Guide Association, Mr Teoh Huooi Hong and the President of the Penang Heritage Trust, Ms. Khoo Salma Nasution. The following are some of the initial findings based on these interviews.

The role of tour guides in the context of Malaysian tourism industry

The role of tour guides is essentially to accompany and lead the visitors (individually or in groups) to the destinations and to promote Malaysia's tourism sites and products. During the tours, these guides have to inform and highlight to the visitors about the culture and national heritage and its environment. According to Mr Teoh:

> When the tourists come over to Penang or Malacca, the tour guides are supposed to sell all the positive aspects about Malaysia.alright.things that what you can find and what you can expect...ok...what to expect that are.which are good.Penang with the food...we got our beaches...we got of course our forests.so we highlight the positive points about Malaysia...

Furthermore, as tour guides, they also need to take care and ensure that tourists who visit the country are comfortable during their visits by providing convenient places to stay and to enjoy local food and culture. The guides, in turn, must prepare themselves with adequate information and knowledge in order to explain and describe to the tourists the products they see and respond to the questions often asked by the visitors. Therefore, as aptly put by Mr Teoh:

> From time to time they (tour guides) must update and upgrade themselves...they need to familiarise themselves with the sites....new sites, new hotels and so on. So we do training...continuous training for all of them.

On the other hand, if tour guides are not familiar with the heritage trails or are unable to understand the places they bring their charges, they will need to attend training classes to update and be more knowledgeable about the heritage trails. These classes are provided by the Penang Heritage Trust in collaboration with other organisations, including Penang Tour Guide Association. In this case, Ms Khoo Salma said:

> We do have training for the cultural heritage guides but this is not a regular training....so whenever there is a need and then we can get the support for the programme, then we will run such training.

Functions and types of the tour guides

Tour guides serve as the interpreters and assist tourists to understand the places they visit and things they see. As the official guides, they need to be qualified and competent in various disciplines, such as history, geography, economics and psychology. In addition, these guides have to be knowledgeable on the numerous tourist destinations and products and also understand their history so that accurate and adequate information can be provided to their clients. If this can be achieved, the guides will enable the tourists to understand, learn and interpret the sites sufficiently. Besides, they will need to educate the tourists and correct any misinterpretation and misconceptions that tourists have about the country. As stated by Teoh:

> Nowadays most tourists, when they come...they don't just come blindly to this country...alright...so the guides will tell them more...tell them more or maybe correct any misconception on what they have read prior to their arrival...

Tour guides need to learn more about the background of the visitors prior to guiding them to the sites. Guides need to understand and know their profession, language, places of origin and so forth in order to provide them with the best services. Preferably, they should know the names of the visitors in order to develop empathy and intimacy and ensure the tourists will feel at home and have a sense of belonging throughout the visit. The tour guides must also be sensitive to the needs of their charges throughout the visit. According to Teoh:

> You have got to know about their background before you take them...where they come from, their profession...and you try to speak their language...they have to find out the background of the tourists alright...where they come from so that they are better prepared and then where they are going...alright...check the time, the timing, the itinerary and so on...and if they are not sure, sometimes they are not being there for long time, they are supposed to read up...ok...on the latest information about certain sites...ok...

If these guides specialised in heritage destinations, they need to consistently and continuously update themselves by learning more about those sites. They need to familiarise themselves on the heritage trails so that they are able to explain and clarify to the tourists about the places or products they visit. This is because most tour guides do not often specialise in certain aspects of tourism, such as heritage, eco-tourism, etc. The training they receive are most often general tourism education and training, focusing mainly on grooming, language, sites location and identification and so forth. As stated by Khoo Salma:

> ...heritage is something very...what do you call it...is a very specialised knowledge and so the tour guides are...they know many places in Malaysia...so they are not...trained to be specialised in the world heritage sites...so for that they need additional training.

Communication competency for the promotion of mindfulness

Communication is one of the critical skills that tour guides must have. This is because they need to tell, explain, describe, and educate the tourists about the places and products. It is through their language competency that they can provide interpretation and understanding to the tourists in order to enhance their enjoyment, learning and appreciation of the places they visit and see. Eventually through this learning and appreciation they should be able to tell their relatives and friends and encourage others to make similar visits and make return visits themselves. According to Yeoh:

> ...being guides is not just to read and memorise facts you know...you have to be psychologists, you have to be good at ascertaining your tourists...

Hence, the tour guides need to continuously update themselves and to enhance their understanding of the places better before they can educate the tourists. The Penang Heritage Trust as well as the Penang Tour Guide Association will provide training programmes and equip the guides with information and materials to ensure that these guides can provide effective services to the tourists. The training programme provided by these organisations is accredited by the UNESCO Heritage Office located in Penang. According to Teoh:

> It is a part of the training...the dos and don'ts in the heritage sites...the UNESCO courses but as guides we do provide them with this kind of knowledge...the association will help them...

The tour guides are required to attend courses in order to improve their communication skills, to improve on the information they provide to their clients and the ensure the quality of the visits they chaperoned. They have to attend courses and training and must accumulate three credits in the Coninuous Tourism Related Education (CTRE) offered by the UNESCO Heritage Office. In this manner, according to Teoh, these guides should be able to enhance the understanding of the tourists and educate them on the need to preserve and protect heritage sites. He said:

> ...all guides are required to take three CTRA courses annually...That means they are continuously being upgraded...it is continuous training because as guides they are professionals so they have to upgrade themselves and also our association will help them to do that...

Language level about heritage sites and products

Tour guides should have sufficient information and knowledge in order to be effective in their profession. This effectiveness is measured in terms of their ability to turn the tourists into educated and wiser individuals who genuinely appreciate and value the heritage products and sites they visit and see. To ensure this, the UNESCO Heritage Office has facilitated advanced training for the tour guides in the need to promote mindful tourism. According to Khoo Salma:

> ...they can attend many talks...there are many talks in Penang...some are organised by Penang Heritage Trust and some are organised by other organisations and different aspects of cultural education...

Despite these attempts at training tour guides, there are, however, different levels of knowledge on heritage sites and products that can be observed amongst the tour guides in Penang. The generalised tour guides are able to explain and educate the tourists about the heritage destinations and products in the heritage trail. However, those who specialised on heritage visits are able to impart detailed information (historical backround, origin, relevant dates, preservation, maintenance, etc.) about specific sites and products. The latter are observed to be more diligent in attending the refesher courses such as CTRE compared to their counterparts who offer only general visits. Besides, according to Khoo Salma, the experience of these specialised guides help in the promotion of mindful tourism. She said:

> The heritage guides usually have certain training...they are also more sensitive to the local culture and places because they specialised in such visits. So we have different kinds of giudes...general guides with take the tourists to every nook and corner of the city...but specialised guides are more thorough in their job especially when dealing with heritage matters.

Conclusion

This paper is based on a long term research which will eventually reveal the level of success, or lack of it, of our tour guides in promoting mindfulness among the tourists and their contribution to the sustainability of the industry. The promotion will be measured on the level of preparation made by the stakeholders of the industry to imbued quality tour guiding services, including training programmes and curriculum, pre-service internships, their knowledge about heritage products prior to entering the industry and so forth. This research also hopes to reveal the level of knowledge and experience the tourists undergo during their sojourn in the numerous heritage sites they visited. Major questions to be answered then are, are they more educated on Malaysian heritage and culture? Are they more appreciative and aware of what they see and tell their friends to experience similar visit or they themselves make a return visit?

In this paper, preliminary findings of the research indicate that more effort and work need to be done in this endeavour, especially with regards to the role and functions of the tour guides. This paper is also able to examine the tour guides capacity to promote mindfulness among visitors and their own understanding of the heritage sites.

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The Readiness of Rickshaw Pullers as Informal Tourist Interpreter: A Case Study of Malacca World Heritage Site

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Appropriate interpretations and quality of tourists' experience in historical cities is crucial in ensuring revisit by historic tourists. This research explores the ability and readiness of rickshaw pullers as informal tourist interpreters in helping to enhance the quality of tourists' experience in Malacca. This study intends to identify whether the nature of tourist guide suit the characteristics of rickshaw pullers to become a good informal tourist interpreter. Data collection involved survey among 250 registered rickshaw pullers from four trishaw associations. This study has indicated the path travelled by the rickshaw pullers around Malacca. Result from the analysis has produced several maps such as trishaw trail and food trail suggested by the respondents to the tourists. Based on the findings, most of the respondents suit the characteristic of tourist guide and ready to become an informal interpreter. Several suggestions have been made to improve their skills in becoming a good informal tourist interpreter which include attending self improvement courses and enhancing their communication skills. Implication of this study will contribute to the development of tourism industry especially in heritage and food tourism while improving the quality of tourists' experience in the historical cities.

Key words: tourists' experience, tourist interpreter, tourist guide, Malacca

Introduction

Malaysia dreams of making its country as one of the top ten most visited destination by year 2015. According to the Ministry of Tourism (MOTOUR) in its statistical statement of year 2010, tourist arrival as of January 2010 increased 1.4% to 1.9 million tourists compared to 1.87 million in year 2009 of the same month. Visiting cultural and historical sites is one of the most popular activities among tourists, nowadays. Malaysians, as well as, international tourists choose frequent historic attractions when on vacation. As a result, destinations are paying attention to heritage

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tourism; one of the fastest growing niche market segments in tourism industry. Heritage tourism as defined by National Trust for Historic Preservation as "travelling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present" (Ham, 1992; Hangrove, 2002). Palmer in Sørensen and Carman (2009) states that heritage tourism enables people to conceive imagine and confirm their national imagination. Visits to heritage places may encourage visitors including locals to take pride in their nation's history. People who engage in historic and cultural activities tend to spend more, do more and stay longer in the historic destinations. Good interpretation is important to spur repeat visitation among locals and international tourists. Tourists' experience in historic cities is important in helping the visitors understand the existence of the heritage attractions.

Interpretation in Enhancing Tourists' Experience

A heritage interpreter is an individual who interacts with participants (tourists) to provide interest, promote understanding and encourage a positive experience of a natural, historical or cultural theme (Heritage Interpreter, 2007). According to Tilden and Craig (2007), interpretation is "an educational activity which aims to reveal meanings and relationships through the use of original objects, by illustrative media, rather than simply to communicate factual information". Interpretation is a form of mediation that conveys ideas and helps individuals to learn about themselves and their surroundings. "Route of the best return" is the best expression in describing tourists' satisfaction, expectations and their perceptions while visiting heritage destination. Visitors should be promised with interesting attractions and good services by the host to increase tourist arrivals to heritage tourist destinations. They should be facilitated with proper accommodations and services such as good interpretations and heritage trail to improve the quality of tourists' experience. Good interpretation will not only improve tourists' experience but also encourage repeat visitation by the tourists as it will generate sustainable economy to the local community.

MacCannell (1976) describes interpretation as a representation of a living history. For most individuals, information that they receive during their visit is an opportunity for them to learn about the history or culture of a place. Uzzell (1998) portrays that through narration, there is understanding and beliefs, through understanding, there is an appreciation and through appreciation, there is protection. This situation proves that the aspect of heritage protection can be nurtured among tourists through their understanding of the importance of heritage existence. Cheng (2005) on the other hand believes that interpretation from the story teller or so called interpreters determine the quality of interpretation and thus affect the quality of tourists' experience. It influences them to revisit the place. Interpretation is about how to communicate, not just to convey information to individuals (Tharam, 2006). This informal way of education can be employed to enhance awareness among individuals towards historical values as it also influenced tourists' behavior (Hall & MacArthur, 1998). In the context of Malacca city, a good and clear presentation of heritage history is essential to heritage tourists for a better understanding of the meaning of the existence of historic buildings. Thus, individuals will appreciate and manage to preserve the historical heritage more.

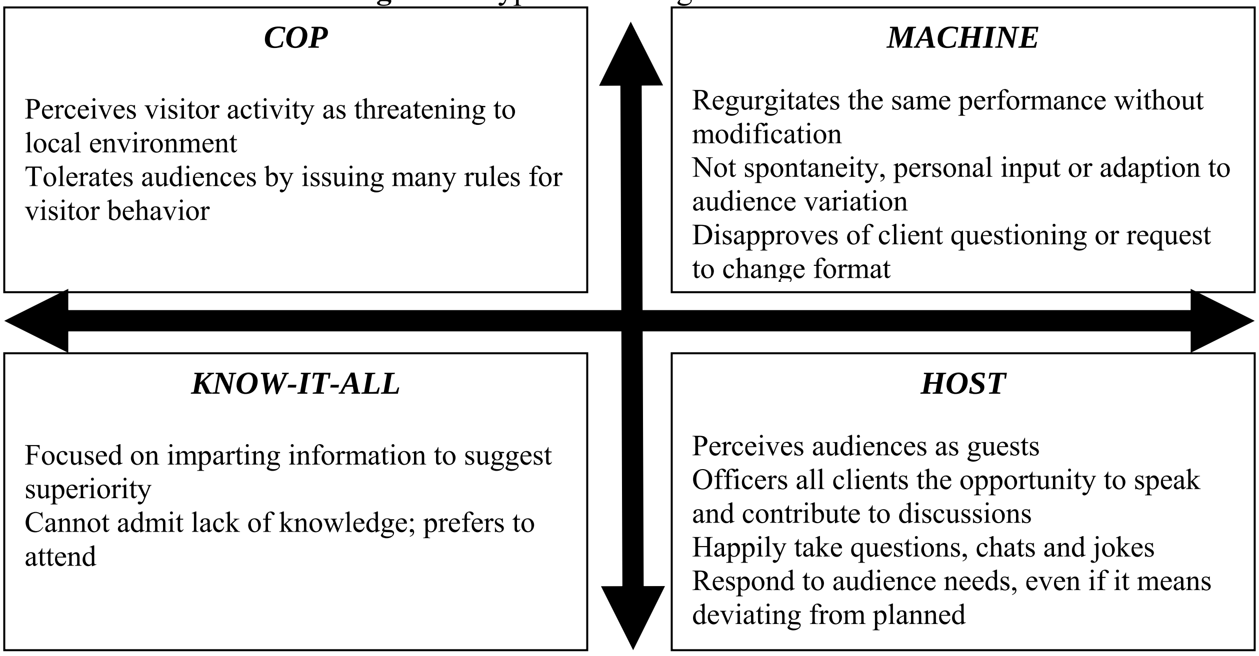
Characteristics of Informal Tour Guides

A tourist guide is a person who renders services to tourists or any other persons by guiding them on tours for remuneration (Tourism Industry Act, 1992). Federal of Turkish Tourist Guide Association defines tourist guide as a person who introduced the country in the best way to locals and foreign tourists, help them during their tour and give them right information about the country (Koroglu, 2008). In this study, rickshaw pullers can be considered as a person who has a potential to become an informal tourist guide. An informal interpreter needs to be creative in delivering their stories (Alberta Occupational Profile, 2010).

The interpretation given should be logical, narrative and able to encourage tourists to listen to the presented narrative. Informal interpreters usually act voluntarily and present narrative in historical places such as museums, galleries, monuments and heritage sites. However, to become a good interpreter, an individual must attend courses and training programs namely language and communication courses to improve their confidence levels. In Malaysia, tour guides must attend certain courses such as Basic Seminar of Tour Guiding, Friendly Malaysia Program, Eco-Host Training Program and pass the qualification exam before being issued a tour guide license (Tourism Industry Act, 1992).

Tour guides are the backbone to the tour group. A good tour should be interpretative, should present meaningful information and must be well organized around a central theme with five or fewer ideas (Ham, 1992). Aside from that, good tours are dynamic as there is always something going on; where the interpreter is talking and at the same time, the audiences are actively thinking, searching and discussing something. Tours that cannot retain audience’s attention are lacking of this dynamic quality. The skill of storytelling is essential in shaping or ruining any tour group. For instance, if a tour guide delivers information in a form of informal storytelling, it may encourage tourists to listen and feel interested to share the information given. Thus, it can be said that a good tour guide needs to have the skill of dominating his listener and should be able to control the situation (Hall & MacArthur, 1998). Success or failure of tour guiding depends on the tourist guide who acts as a reference point to the tourists (Khalifah, 2007). In determining the type of narration during each stop in every historical site, a tourist guide should know how to get attention from the tour groups by focusing his interpretation to an object, event or idea. Besides that, tourist guides often include some funny jokes to avoid tourists from feeling bored during their tour. Pop-up questions and involvement of tour group members in group activities are the best way to get responses from the tourists. Therefore, Ham (1992) categorizes tourist guides into four different groups namely ‘Cop’, ‘Machine’, ‘Know-it-all’ and ‘Host’. In this study, we will compare the characteristics of rickshaw pullers and categories introduced by Ham (1992) as in Figure 1.

Figure 1. Type of tourist guide



Source: adopted from Ham (1992)

Research Methodology

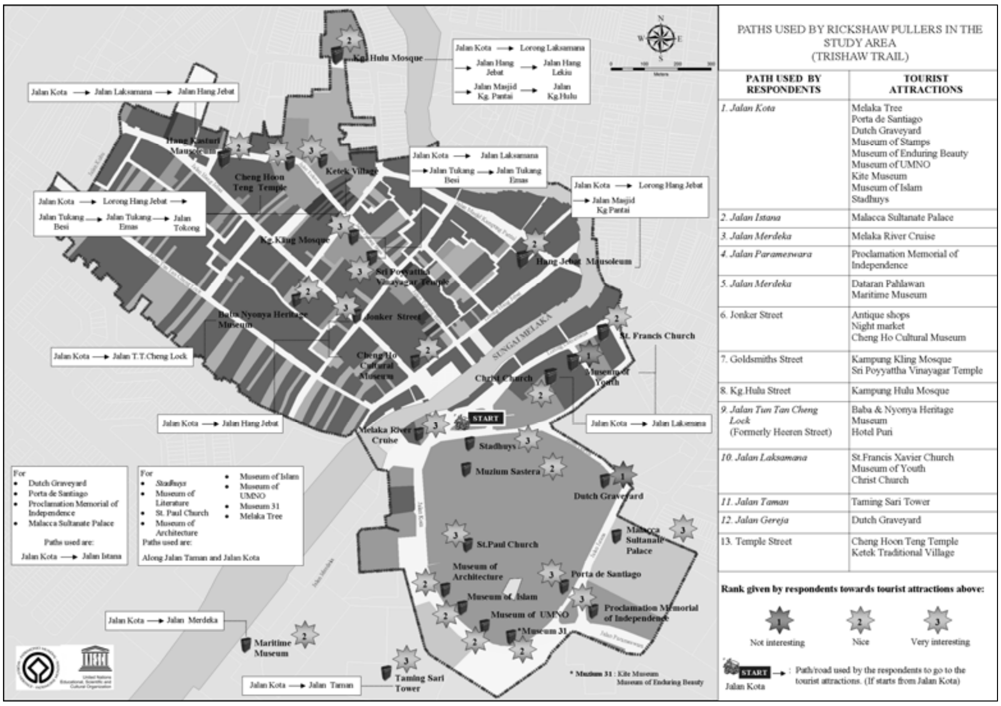
The heritage city of Malacca was awarded the status of "World Heritage Site" by UNESCO on the 7th of July, 2008. Malacca City can be divided into three main areas namely Core Area, Buffer Area and Heritage Village. However, this study only focuses on the core area of Malacca city which covers 'Civic Area' and 'Old Quarter Area'. This is because all three heritage trails are located within the study area. These include American Heritage Trail, Dutch Trail and Melaka Heritage Trail. Heritage trail is designed as one of the best ways to represent the legacy of heritage. Heritage trail was created to ease the tourists' movement so that they have the opportunity to enjoy the wonderful experiences in every sight of the trail. In the context of this study, rickshaw drivers are seen as the local people who are capable of telling stories to the tourists in every attraction within the heritage trails.

In this study, sample selection is determined to facilitate researchers while conducting the field study. Data collection involved 250 registered rickshaw pullers from four trishaw associations namely '*Persatuan Beca Kota Melaka', 'Persatuan Beca Pelancongan Negeri Melaka', 'Persatuan Beca Warisan Melaka'* and *'Persatuan Beca Kebajikan Melaka'*. All these associations are actively moving surrounding the Malacca City. The purpose of these associations is to encourage the use of trishaw as a mode of transportation for the tourists to travel along the heritage trails. Trishaw is the most sustainable transportation as it does not require the usage of diesel compared to other public transportations. Each of these associations has their own mission in pursuing the existence of heritage legacy so that it is not forgotten by the young generations. 250 sets of questionnaires were distributed among the respondents during the field survey.

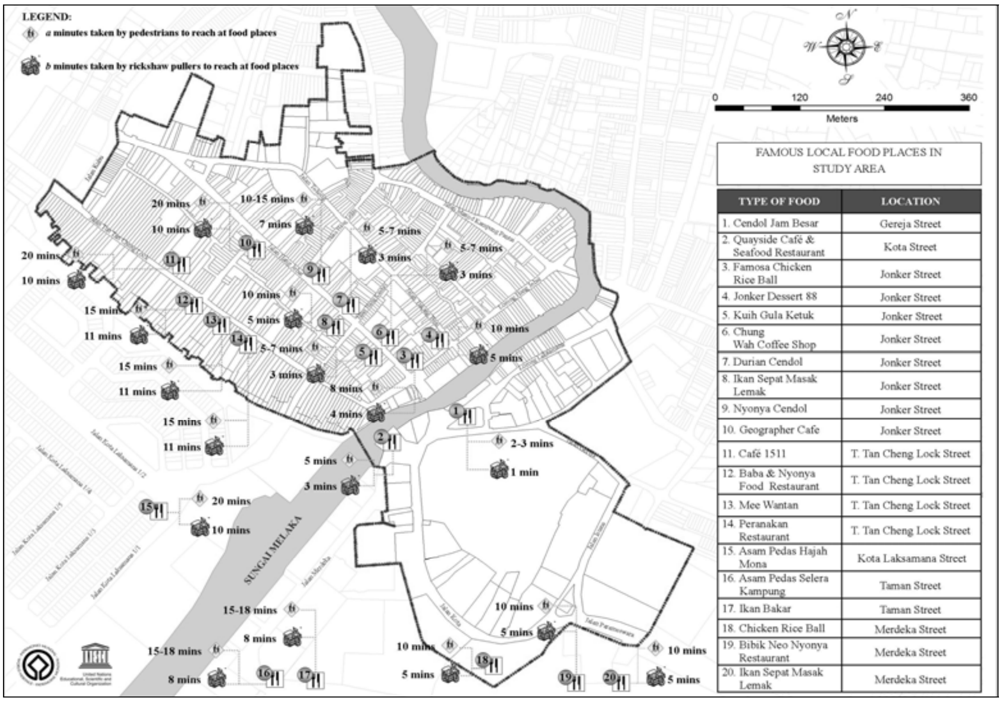
Findings

Trishaw Trail and Food Trail in the Study Area

This study finds that all registered rickshaw pullers follow the paths in the existing heritage trail in the study area. According to the respondents, each of the paths in heritage trails has their own uniqueness and interesting stories behind it. Map 1 shows the routes travelled by the respondents and rank given by them while bringing the visitors strolling around Malacca City. They gave the ranking 2 and 3 to all tourist attractions in Melaka Heritage Trail. Respondents are also able to suggest famous local cuisine in the study area to the tourists. This finding contributes to the food trail within the study area since all the food places recommended by the respondents are within 500m walking distance. Most of the food places in the study area are within 5 minutes to 20 minutes walking distance. The distance among these food places also promotes low carbon tourist movement in the study area. Comparison between time taken by the respondents and pedestrians to reach at suggested local food places is shown in Map 2.



Map 1. Paths used by rickshaw pullers



Map 2. Famous local food places in study area

Flexibility in Trail Selection

Respondents are flexible to any trail chosen by the tourists. The tourists are free to choose the places they wish to visit. Packages offered to the tourists are 30 minutes (RM20) and one hour (RM40) for a trishaw ride around the study area. However, they may request the rickshaw pullers to bring them around the heritage trails for more than one hour. Respondents will provide a pictorial map to the tourists which cover all tourist attractions in the study area. The interpretation given is different according to the type of trail requested by the visitors. Interesting tourist attractions experienced by the respondents are shown in Table 1.

Characteristics of Informal Tourist Interpreter Based on Ham (1992)

Based on the findings, researchers have identified the characteristics of rickshaw pullers as in Table 2. Rickshaw pullers have the potential in becoming a good informal interpreter to the tourists. By referring to Table 2, 72 % of respondents are classified in Category A. Based on Ham theory (refer to Figure 1), most of the respondents are 'Host' who are capable to interact with the tourists. This study proves that most of the respondents are able to increase the quality of tourists' experience through their good interpretations. Most of the respondents not only suit the characteristic of tour guides but act as a local expert with high local knowledge. This is because 90% of the respondents are from Malacca who knows all the ins and outs of roads within the study areas. Besides describing about matters of history of the study area, they are also able to interpret about architectural, cultural and physical interpretation in the study area. They are able to enlighten tourists about architectural differences of Baba and Nyonya, Dutch and British buildings. Rickshaw pullers are also capable to notify the historical facts such as important dates clearly. Therefore, it can be said that rickshaw pullers are 'living museum' to the tourists.

Table 2. Criteria of Informal Tourist Interpreter

CRITERIA OF INFORMAL TOURIST INTERPRETER			
CATEGORY A	**CATEGORY B**	**CATEGORY C**	**CATEGORY D**
Local expert (local people of Malacca)	Local expert (local people outside Malacca)	Local expert (local people of Malacca)	Not local expert
Active biker (always tell stories to visitors)	Active biker (always tell stories to visitors)	Semi active biker (only tell stories by request from visitors)	Passive biker (do not tell stories to the tourists)
Master more than two languages (English, Tamil, Chinese, Japanese)	Master more than two languages (English, Tamil, Chinese, Japanese)	Master more than two languages (English, Tamil, Chinese, Japanese)	Do not master more than two languages
Respond to audience needs	Respond to audience needs	–	
Ready as informal tourist interpreter	Ready as informal tourist interpreter	Not ready as informal tourist interpreter	Not ready as informal tourist interpreter

Table 1. Delivered interpretation based on the packages offered

Type of packages offered	Interpretation given based on the packages offered: *** trail covers *'Dutch Heritage Trail', 'American Heritage Trail'* and *'Melaka Heritage Trail'*.**
RM 20 (30 mins)	Less detailed and short interpretation. **Places visited :**      **Taming Sari Tower** **Taman Street** ***A Famosa*** **Red Buildings** **Porte de Santiago**
RM 40 (1hour)	In depth and detailed narrative. Longer heritage tours offered. **Places visited :**       **Taming Sari Tower** **Taman Road** **Melaka Tree** **A Famosa** **Kota Street** **Red Buildings**     **Jonker Street** **Hang Jebat Mausoleum** **Sheikh Samsudin Mausoleum** **Hang Kasturi Mausoleum**
RM 150 (3hours 45 mins)	Detailed interpretation involving both parties (tourists and rickshaw pullers). **Places visited :***'Dutch Heritage Trail', 'American Heritage Trail', Melaka Heritage Trail'* and Kg. Morten
One day trishaw ride	Gradual heritage tour to Malacca World Heritage Site. Detailed interpretation involving discussions and sharing of views from both parties. **Places visited :** Whole site of Malacca city including Bukit Cina and Portugis Village

Discussion

Based on the analysis performed, rickshaw pullers have the potential and are ready to become informal tourist interpreters. Although, some of them did not attend any specific programs or formal training as tourist guide, it does not mean that they are not qualified to become a good interpreter to the tourists. Rickshaw pullers are also capable of interpreting stories in their own style and some of them are even more talented than licensed tour guides. All respondents used the existing roads and paths in the study area because they believe all paths in the study areas hold their own unique stories that would be interesting to share with the visitors. This research shows that trishaw acts as a sustainable mode of transport and the free carbon movement also makes it more environment-friendly. Also, rickshaw pullers are flexible to every trail chosen by the tourists depending on the offered packages. There are some limitations while conducting this study as majority of the respondents are Malays. Relatively, few number of rickshaw pullers are Chinese, Indians and Portugese. Therefore, relatively most of the questionnaire survey was answered by the Malays. Out of the total respondents, only some of them (28%) are not yet ready to become informal tourist interpreters but this number can be reduced if they will be exposed to various skills courses and seminars that might help enhance their confidence levels while communicating with visitors. Their role as tourist interpreters is seen as one of the key elements in enhancing the quality of tourists' experience in historic destinations. As tourists obtain valuable experience during their trip to historical sites, this will create a sense of appreciation and responsibility to protect its valuable heritage.

In conclusion, it is hoped that this study will assist relevant parties to enhance heritage tourism in Malacca City and recognize the role of rickshaw pullers as informal tourist interpreter in enhancing the quality of tourists' experience. More various skills courses and seminars should be held by the concerned parties so that the interpretation delivered will be more understood and valued by the tourists.

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Application of Psychological Distance in Tourism Marketing (A Conceptual Review)

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Global tourism industry has emerged as one of the important earners for the destination's economy. Hence, tourism sector has assumed a significant position in the national economic development. To Serve tourists' needs and formulate effective marketing strategies, it is imperative to understand the dynamics of global tourists' behavior and perceptions. The present research endeavors to study the psychological distance and its application in tourism marketing. Psychological distance embraces psychic and cultural distance. The concept of psychological distance is referring to a gap or differences that an individual perceives between his/her home country and a foreign country. In tourism context, this gap refers to perceived gap between tourists' home country and the destination. The current study while reviewing the literature will discuss the implication of psychological distance theory in tourism marketing.

Key words: psychological distance, psychic distance, cultural distance, tourism

Introduction

The concept of psychological distance is referring to a gap or observed differences that an individual perceives between his/her home country and a foreign country (Håkanson & Ambos, 2010). The concept embraces two components, psychic distance and cultural distance which mostly used while studying two countries or two cultures. International business researchers have invoked this concept to explain issues dealing with the international business phenomena. The concept have been adapted to study the selection of export market and entry modes (Harzing, 2004); as well as management of human resources (Björkman & Furu, 2000; Rosenzweig & Nohira, 1994); the ability of foreign distributors (Griffith & Harvey, 2001); communication and negotiation strategies (Rao, 1998); and the design for knowledge transmittal (Minbaeva, Pedersen, Björkman, Fey, & Park, 2003; Simonin, 1999). As the business of tourism is becoming more worldwide and international, the destinations planners and marketing managers are facing more challenges (Lazer & Shaw, 2000). To remain in international competitive business, it is essential to launch new products and services for new segments. Due to variety in life standards and

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consumer behaviors of different countries, interring into new international market is a challenging deal (Albaum & Tse, 2001; Lu & Beamish, 2001; Penaloza & Gilly, 1999; Pornpitakpan, 1999; Sousa & Bradley, 2005). Hence, multicultural marketing could be assisted by measuring and understanding psychological distance (Clark & Pugh, 2001; Eriksson, Majkga˚rd, & Sharma, 2000; Evans & Mavondo, 2002; Grosse & Trevino, 1996; Sousa & Bradley, 2006).

Both psychic and cultural distance concepts are used as the indicators to measure the perceived difference between two countries. So far, previous literatures may cause confusion by different definition of cultural and psychic distance and the relationship between these two. Hence**,** this paper aims to do an overall review on previous studies related to the psychological distance. The objectives of this research are to investigate the relation between cultural distance and psychic distance and then explain the application of psychological distance into tourism marketing.

Psychic Distance

Johanson & WiedersheimI-Paul (1975, p. 308) referred to the psychic distance as "factors preventing or disturbing the flow of information between firm and market". Those factors that commonly cited by researchers are language, culture, religion, climatic conditions, lifestyle, purchase power of customers and level of literacy and education (Evans & Mavondo, 2002; Johanson & Vahlne, 1977; Sousa & Bradley, 2006). Dow & Karunaratna (2006) postulated a method to conceptualize and measure psychic distance. They divided it into two related constructs, psychic distance stimuli and perceived psychic distance. The psychic distance stimuli refer to the Macro-Level factors. The other construct is perceived psychic distance which refers to the decision makers' perception of psychic distance. This perception will be a reaction to the psychic distance stimuli that managers exposed to and moderated by their sensitivity towards those stimuli. Differences in personal backgrounds and experiences have influence over the psychic distance stimuli (Dow & Karunaratna, 2006). In addition to the differences and instability caused by decision-makers sensitivity to stimuli, Shenkar (2001) pointed that for many countries around the world factors such as language skills, ethnic background, religion, and education level are not homogenous across a nation. In line with this notion, Dow & Karunaratna (2006) discussed that, it is a matter of matching the unit of the analysis with the measurement instrument. To measure the behavior of specific firm the appropriate way is to measure the psychic distance stimuli of decision makers within that firm. Conversely, total behavior of a firm's population has to be measured via an average measure of psychic distance stimuli. On the bases of preceding discussion, to investigate the aggregate psychic distance stimuli across tourists of a nation, the appropriate way is to do an average measure of psychic distance stimuli.

Cultural Distance

Human characteristics and behavior are affected by cultural background of individuals. Hence, marketing researchers have been studying the relation between culture and consumer behavior over years. Consumers as a member of society are being exposed by the cultural character of their own society. The characters of the culture which make distinction between one cultures from another will put the same touch on the individual characteristics and behavior. On the other hand, the individuals could be known based on their distinct identity which has been influenced by their specific cultural factors. Hofstede (1997) revealed several definitions of culture such as civilization or the result of refinement of the mind. This refinement refers to education, art, literature and custom. Also, culture can be defined as collective programming of the mind that makes a group of people distinct from another. A culture shared by members of a society or organization contains meanings, rituals, norms and traditions. This is what Litvin & Kar (2004) referred as the collective programming of the mind. Every group of individuals has its own culture and this cultural background and variations is a focal point in the international marketing. As culture has broad effect on every aspects of individual's daily life, it affects buying behavior, attitudes and decision making process of customers. The challenge for international marketing in globalization age is to pin point the preferences, demands and priorities of customers from specific cultural group and adapt the right management and marketing strategy (Leonidou, Katsikeas, & Samiee, 2002; Sousa & Bradley, 2005). Tourism market is not an exception hence it is also essential in tourism to do cultural customization while setting marketing strategies for their services and products.

Schiffman & Kanuk (2000, p. 322) defined culture in consumer behavior context as "the sum total of learned beliefs, values, and customs that serve to direct the consumer behavior of members of a particular society". Trandis (1989, p. 509) defined that "culture includes language, technology, economic, political, and educational system, religious and aesthetic patterns, social structures, and so on". In international marketing research, cultural differences between two markets have been a focal point (Kogut & Singh, 1988; Pothukuchi, Damanpour, Choi, Chen, & Park, 2002; Shenkar, 2001). Several researchers have developed frameworks aimed to measure the extension of cultural diversity among different nations. To date, the most comprehensive measurement belongs to Hofstede, (1984, 2001). To measure cultural distance Kogut & Singh (1988) were the first to apply Hofstede's dimensions into one aggregate framework. Considering the wide range of Hofstede's (1980) work to measure the cultural differences the model was criticized due to some aspects.

Reisinger & Turner (2002, p. 298) pointed some of these issues in regards to Hofstede model as follow; (1) not identifying all dimensions (e.g., Confucian dynamism was missing); (2) putting too much emphasis on sexism in the masculine/feminine dimensions; (3) defining the individualism/collectivism dimensions primarily in relationship to the private self, as opposed to one's family; (4) being culture bound; and (5) including all employees of only one company (IBM) in a single industry. Moreover, Hofstede assumed that the culture across a nation is homogeneous though many cultures like United State, Australia, and Canada are combination of different ethnic groups within a nation.

In tourist context the connection between culture and travel destination choice have been subjected for tourism research. Jackson, White, & Schmierer (2000) have done an empirical research on this relation using national level secondary data based on Hofstede (1980) cultural dimensions. The result of Jackson's study shows that while people from high individualist countries such as Australia and Canada prefer to choose destination with similar culture, people from collectivist countries tend to visit culturally dissimilar destinations. Reviewing the literatures related to different disciplines including tourism, marketing also psychology, Ng, Lee, & Soutar (2007, p. 1498) identified four elements of culture which affect tourist's destination choice:

1. The tourist's national culture

2. The tourist's internalized.

3. The tourist destination's culture.

4. The cultural distance between tourist's home culture and destination culture.

National culture that explains differences in tourist travel pattern and behavior which are affected by their specific culture (Cho, 1991; Pizam & Jeong, 1996).
Though researchers have measured tourist values aimed to specify segmentation, they have not measured internalization of culture. Nevertheless, the link between internalized cultural values and destination choice could be suggested. For instance, Muller (1991) studied personal values to define segments in an international tourism market, demonstrated that personal values could act as important factors to specify the segmentation of international tourism markets. To be noted, "Security and reassurance" segment in his study appears aligned with tradition value type in Schwartz (1992) and uncertainly avoidance dimension measured by Hofstede (1980). Culture also drives attentions as one of destination attributes. (O'Leary & Deegan, 2003) referred to the culture as tangible and intangible heritage such as music, museums, historical places, and traditional richness.

Cultural similarity has been hypothesized to be an influential factor to visit a destination. As an evidence of this notion Basala & Klenosky (2001) mentioned that people are willing to visit a novel destination on the condition that their home language is spoken at that destination. This discussion is an endorsement of the fact that less cultural distance between home country and travel destination will result more reassurance and travel satisfaction.

The Relationship between Psychic and Cultural Distance

Several authors argued that psychic and cultural distances are not indistinguishable (Kogut & Singh, 1988). In contrast to this idea, some researchers accepted them as two distinct concepts. Håkanson & Ambos (2010) investigated the antecedent of psychic distance and concluded that their study failed to validate the result of Kogut & Singh (1988) study claimed that psychic distance and cultural distance are essentially similar. In line with those who accepted the difference between these two, Sousa & Bradley (2006) discussed the relation of psychic and cultural distance. Based on their explanations, the psychic distance is referring to the perceived distance that exists in an individual's mind. Their perception of the world and considered difference between the home country and the foreign country shapes the psychic distance. Based on the discussion, psychic distance has to be measure at the individual level.

In contrast to psychic distance, cultural distance refers to the degree in which cultural norms and values of one country are different from those in another country (Sousa & Bradley, 2005). This gap or distance should be assessed at the country level but not individual level.
Notwithstanding the fact that psychic distance and psychological distance are conceptually distinguishable and should be measured in different level of analysis, they are two related concepts (Earley & Mosakowski, 2002; Lau & Murnighan, 1998; Lee & Jang, 1998). To measure the perceived distance between two countries both psychic and cultural distance have been applied but in tourism context, Ng, Lee, & Soutar (2007) noted that psychic distance includes marketing and management

aspects which are not much relevant to the tourism and tourists. Explaining the relation between these two concepts, Sousa & Bradley (2006, P.53), quoted that:

> Cultural distance has an influence on the individual's psychic distance. The greater the cultural distance of the foreign country from the home country, the less knowledge about the new environment is likely to be available.

Concluding preceding discussion, this could be assumed that these two concepts prominently are interrelated. The perception of an individual towards a foreign country would be illustrated based on the information which one has from that country. Meanwhile, psychic distance prevents the flow of information between two market counterparts as noted by Johanson & WiedersheimI-Paul (1975). Cultural distance is the influential factor to fill the individual's perceived gap in regards to other countries rather than their home country. Henderson (2003) has pointed, September 11, 2001 attacks in United State of America, effected both Muslim and Western tourist behavior. Now, the safest places for Muslim are Muslim countries while Westerners intent to visit Western countries due to safety issues. He concluded that the greater cultural similarity, less cultural distance, the more likely is a destination to be selected by tourists. On the basis of the preceding discussion, to measure psychological distance, these two have to be measured simultaneously (Figure 1).

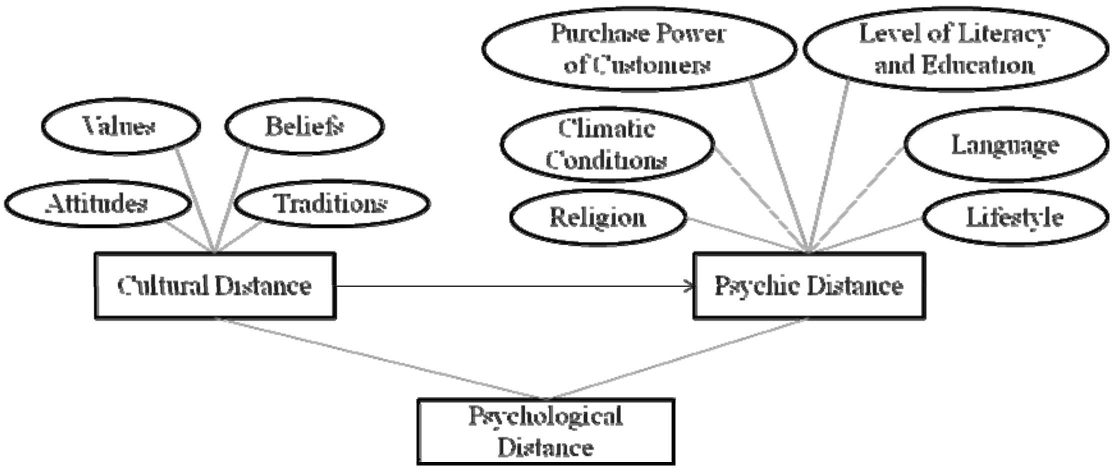

Figure 2. The Relationship of Cultural Distance & Psychic Distance

Discussion

During preceding discussion, this issue has been raised up that some researchers believes that cultural distance is the only component of psychological distance which could be applied in tourism marketing (Ng, et al., 2007). Considering the fact that psychic distance includes aspects of business (Dow & Karunaratna, 2006; Griffith & Harvey, 2001), meanwhile, previous researches are an evidence that cultural distance is one of the reasons causing psychic distance (Evans & Mavondo, 2002; Johanson & Vahlne, 1977). As a result, this review found the psychic and cultural distance as two distinguished concepts with a positive relationship. This is what Sousa & Bradley (2006) called "two peas in a pod".

In international marketing the concept of psychological distance has been applied widely. For instance, as an influential factor over managers decision to invest in a foreign country (Harzing, 2004). It applies to the tourists who are the investor during a trip. Their final decision obviously is a destination with less psychological distance as this reduces “Uncertainly Avoidance” factors and increases “Security and Reassurance”. By the time that decision for a trip has been made and the journey has been started, at this time yet, the effect of psychological distance should not be ignored. As an example language and cultural difference, which are some of psychological distance items, have a negative effect on both quality and outcome of interaction between tourists hand host community and can cause dissatisfaction (Tomljenovic, 2010) (Figure 2). The unique attributes of destination which make it differ from tourist home country may be a driven factor during tourist’s decision making (O’Leary & Deegan, 2003). But, it is essential for tourist marketers to know in what extent tourists perceived the gap. For sure, when the psychological distance exceeds from its acceptable level will result dissatisfaction and this is what should be eliminated from travel experience.

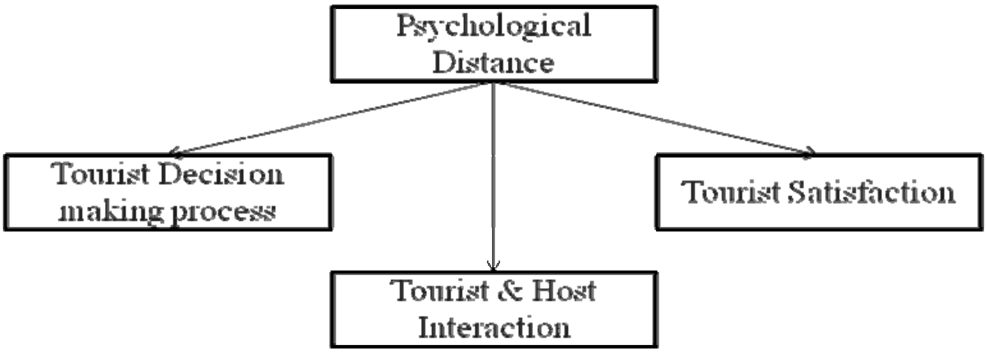

Figure 3. Application of Psychological Distance in Tourism

Conclusion

This paper was a conceptual review on the psychological distance theory. The two concepts of psychological distance were introduced as distinguished concepts with a positive interrelation. Furthermore, the effects of psychological distance in tourism marketing have been traced within previous studies. We hope that this review could provide some insights to investigate the application of psychological distance theory into tourism marketing by further studies.

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Initial Studies on Web Based Tourism Decision Support System (WBTDSS) Case Study: Langkawi Island, Kedah

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Geographic (spatial) information technology refers to any technology related to computing, storing and manipulating spatial information and this technology played an important role in many fields today. According to Foresman (1998), about 80 to 90 percent of the collected data has a geographic component (spatial). This is because the spatial data staying in all places and always tied to each record data with each other. This technology has changed the geography discipline by providing capabilities to analyze the whole information whether it's quantitative or qualitative information (Wilbanks, 2004: 12). Although they are many spatial information technology, the main applications that were chosen for this paper are Global Positioning System (GPS), remote sensing, aerial photography and Geographic Information System (GIS). "Visitor" is defined by the World Trade Organization (WTO) for statistical purposes as anyone who makes a visit to a destination other than the destination he lived in a period of not more than a year with a purpose other than to get paid from visit that was carried out. Visitors are divided into two categories: international visitors - visitors who travel to other countries and domestic visitors - visitors who travel in their own country. In the Tourism Industry, GIS is used to provide a digital base map for printed maps, digital files for internet mapping, digital files for mobile mapping, attractions map and website with interactive mapping (Ake, 2004). The methodology this study consisted of five phases; user requirements study, data collection: primary and secondary data, designing and developing geodatabase prototype, designing and developing a web based prototype for tdss testing, and implementation and final results.

Key words: tourism, Geographic Information System GIS, web based

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Introduction

Geographic (spatial) information technology refers to any technology related to the computing, storing and manipulating spatial information because this technology plays an important role in many fields today. According to Foresman (1998), about 80 to 90 percent of the collected data has a geographic component (spatial). This is because the spatial data staying in all places and always tied to each record data with each other. This technology has changed the geography discipline by providing capabilities to analyze the whole information whether it's quantitative or qualitative information (Wilbanks, 2004: 12). There are three objectives of this study; to design the model and develop a web based tourism database, to develop web based tourism decision-making support system and to produce a prototype web based GIS for tourism.

The Study Area: Langkawi Island Tourism

Langkawi means the Langkawi Archipelago (*Kepulauan Langkawi*) and it is located off the north-western coast of Peninsular Malaysia between the latitudes 6° 10'N and 6° 30'N and longitudes 99° 35' and 100° east. It is about 30 km from Kuala Perlis and 51.5 km from Kuala Kedah (Langkawi District Council, 1990 and Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006). Langkawi (figure 1) comprises of 104 islands with an area of 47,848.36 ha (478.48km^2), of which, Pulau Langkawi is the largest with an area of 32,180 ha. This is followed by Pulau Dayang Bunting (5,091 ha) and Pulau Tuba (1,763 ha). Currently, these three are the only populated islands. Other islands like Pulau Bumbon, Pulau Rebak Besar, Pulau Timun, Pulau Langgun and Pulau Tanjung Dendang are very small in size and still in their natural state except for Pulau Singa Besar and Pulau Beras Basah which have been developed for tourism, i.e., for wildlife park and tourist accommodation respectively (Langkawi District Council, 1990 and Nizamuddin *et. al,* 2006). Langkawi is divided into six mukims, namely Kuah, Padang Mat Sirat, Air Hangat, Bohor, Ulu Melaka and Kedawang (Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006). About two-thirds of the island is covered by hills and highlands. The major urban settlements are Kuah, Padang Matsirat and Padang Lalang (Langkawi District Council, 1990). The declaration of Langkawi as a duty free-port on January 1st, 1987 and its function as a major tourist destination has resulted in an increase in development demand and hence the need for planning to ensure orderly development in Langkawi (Langkawi District Council, 1990, Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006 and Habibah and Hamzah, 2008).

The tourism sector is the main catalyst for Langkawi's economic growth. Therefore, strategies to develop Langkawi into a major tourist destination will be identified. This will include measures such as the upgrading and diversification of tourist attractions as well as the provision of supporting services capable of meeting the tourists' demands and requirements. Langkawi is also famous for their unique legend which is one of its main tourist attractions. Therefore historical remains, legends and old monuments should be retained as a valuable national heritage and attraction (Langkawi District Council, 1990). For tourism land use, 263.4 hectares of land is needed for tourist accommodation (Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006). Total tourist arrivals to Langkawi in 2001 were about 1.9 million people. This figure increased from year to year (see Figure 2 and Table 1).

However, there were tourists arrivals decline in 1998 and 1999 due to the outbreak of *Coxsackie*, *JE* virus and haze which hit the country at the time (Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006). In 2001, Langkawi has 6,241 rooms ranging from luxury class (2,817) to budget class (3,424). Based on a projection of 4.9 million tourists by 2015, a total of 18,749 rooms are needed (see Figure 3 and Table 2).

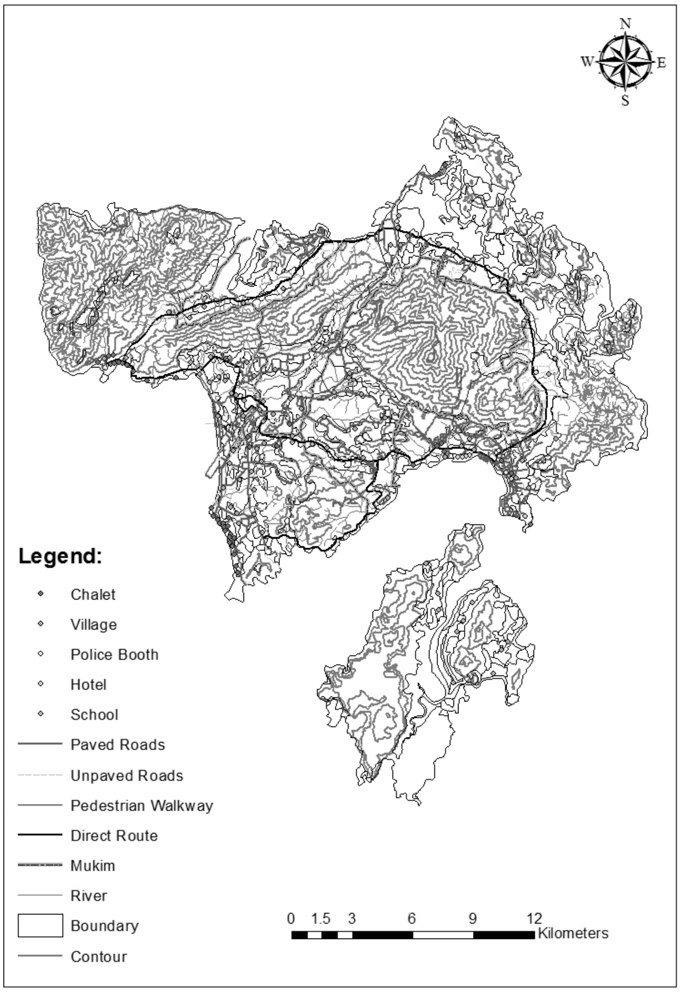

Figure 1: Langkawi Island, Kedah

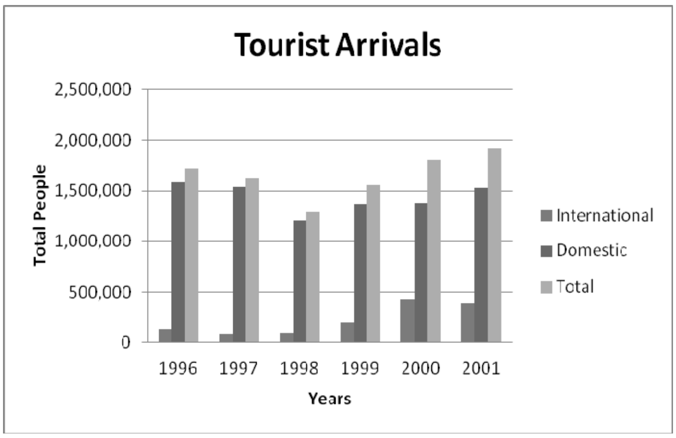

Figure 2. Tourist Arrivals 1996-2001

(Source: Lembaga Pembangunan Langkawi 2001 in Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006).

Table 1. Tourist Arrivals 1996-2001

Years	Tourism		Total
	International	Domestic	
1996	130,178	1,582,461	1,712,639
1997	84,076	1,537,968	1,622,044
1998	89,221	1,206,120	1,295,341
1999	192,987	1,366,541	1,559,528
2000	427,908	1,382,552	1,810,460
2001	388,421	1,530,692	1,919,113

(Source: Lembaga Pembangunan Langkawi 2001 in Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006).

Figure 3. Tourist Accommodation Facilities 2001-2015
Source: Kajian Penilaian Pembangunan Pulau-Pulau in Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006).
*Note: * Luxury Class 4 and 5 Star standard*

Table 2: Tourist Accommodation Facilities 2001-2015

Standard Of Accommodation	2001		2015	
	Number Of Rooms	Percen t	Number Of Rooms	Percen t
Luxury Class*	2,817	45%	10,312	55%
Budget Class	3,424	55%	8,437	45%
Total	6,241	100%	18,749	100%

(*Source: Kajian Penilaian Pembangunan Pulau-Pulau in Jabatan Perancangan Bandar Dan Desa Semenanjung Malaysia, 2006).*
*Note: * Luxury Class 4 and 5 Star standard*

Tourism and Visitor in Langkawi

According to Badaruddin and Nikmatul (2007), "Visitor" is defined by the World Trade Organization (WTO) for statistical purposes as anyone who makes a visit to a destination other than the destination he lived in a period of not more than a year with a purpose other than to get paid from visit that was carried out. Visitors are divided into two categories: international visitors - visitors who travel to other countries and domestic visitors - visitors who travel in their own country. Since tourism is one of the key elements in Malaysia's economic profile, a considerable amount of tourism research have been conducted (Kler, 2010). There are many types of tourism in Langkawi, for example ecotourism such as Geopark (Lada, 2011), sport tourism (Jabil *et. al,* 2009, Jabil *et. al,* 2010a, Jabil *et. al,* 2010b and Ku Muhammad Hussaini and Jabil, 2010) agro tourism, (Suliati Asri, 2011) and beach tourism (Jackson, 2011).

Geopark brings the wider picture. It refers to an area, doesn't matter if it's big or small as long as the area has a history of elements such as various types of attractive stone formations, as well as unique and beautiful landscape. It is also interesting, attractive and important from the academics point of view, and also attracts the public's point of view. What lies inside is a heritage of values that can be appreciated and should be preserved. Geologists confirm the Langkawi geological aspect is unique and superior and has a high heritage value (Lada, 2011). Sports tourism involved groups of people who travel to a place for sport events. They put sport as their main priority to travel and they usually made up of athletes, team managers, crew and fanatical fans. This group travelled to follow or participate in sporting events no matter where it is organized. For example in Langkawi there's Royal Langkawi International Regatta, Langkawi International Regatta Perdana and Langkawi Ironman Triathlon (Jabil *et. al,* 2009). Langkawi is promoting agro tourism product under the co-operation of Tourism Malaysia Kedah, Ekomegah and The Federal Agriculture Marketing Authority (FAMA) where they introduced a tourism package called Langkawi Agro Trail which was based on the ´Do it and Experience´ concept and takes about four hours. In this package, tourist have the opportunity to visit some places and experience the agro tourism products by carrying out activities in the places they visited such as Buffalo Park Langkawi and Mardi Agro Technology Park (Suliati Asri, 2011). Beach tourism includes coastal area and is very important especially when a large proportion of Southeast Asia's most stunning stretches of beaches can be found in Malaysia. Bungalows, hotels and luxury resorts are especially plentiful along the coastlines of the Peninsular Malaysia. In tourist-friendly Langkawi, some of the hotspots are Kok Beach, Cenang Beach, Tengah Beach, Pasir Tengkorak Beach and Datai Beach, where they offer pristine beaches for activities such as picnics (Jackson, 2011).

Research Background

In the tourism industry, GIS is used to provide a digital base map for printed maps, digital files for internet mapping, digital files for mobile mapping, attractions maps and website with interactive mapping (Ake, 2004). Web based tourism decision support system (WBTDSS) has its own advantage. With WBTDSS, it can produce a digital map containing spatial and attribute information (geodatabase). According to ESRI, 2006, Geodatabase (Entity Relationship Model Database Management System-ERMDBMS) is a collection of geographic datasets of the spatial (geography) database features that is simply known as containing elements of geographical data of an area and subject. It consists of a feature class, raster and character data tables (attributes table). Geodatabase can support the user in a more effective location tracking and it's user friendly to all users. Mapping using GIS software known as ArcGIS 10 is more effective because it used the "shapefile" data format. The Shapefile file has its own value for each spatial data such as point (building, tree, settlements), line (roads, rivers, railways) and polygon (contour, boundary, forest)

This research used GIS application to assist and facilitate the user in mapping the location of tourism spot. The target users in this study are the tourists themselves (local & rural), tour operators (travel agencies, tourist guides), the local people (Langkawi population) and agencies (government / private). Currently the existing technologies for Web Based Technology available are Google Map, Yahoo Map, Wikimapia and GeoNames. These open source technologies posed the first problem for this study because it lacks data, and not updated frequently (e.g. updated every 5 years). It cannot be updated on its own and the updated data can only be accessed by the PC or laptop users. Sometimes, the data is less accurate for certain location. The second problems is the use of GPS. GPS is a very popular tool or device for tourism but it still has weaknesses for example the GPS has limited coverage and depending on the area (e.g. can not be used in buildings and in the wilderness). Lack of training can caused misleading guide and sometime the data was not updated. The third problem identified was the use of manual method such as pamphlets and brochures where the direction may cause misinformation, and it’s time consuming to find and identify information. The other method is the paper map but it is perishable and fragile and sometimes it’s difficult to understand.

Methodology

Since the mid 1960's there were many individuals, groups and organizations from many countries around the world developing a variety of cartographic database for user with database software system to analyze and display their data. In the beginning the work was irregular and somewhat disorganized, however in the years after which it can be realized and progress due to the realization that efficiency can only be obtained if the cartographic database was constructed by a group and used by another groups in a system different from the original system. This idea has appeared in many columns of data processing and cartography by groups and organizations in the 1980s in which the group has attempted to resolve this problem for several years (Moellering, 1991). This shows that the data construction work had been done for a long time. Basically for this study, the methodology can be seen from the Flow Chart (Figure 4). There are five phases required to complete this study. In the First Phase, the researcher must know the user requirements so they can actually study what have been done by the Langkawi Development Authority (Lembaga Pembangunan Langkawi-LADA) based from their own web site. Other than that the use of web based GIS such of PEGIS that used GIS data and basic analysis (Abdul Ghapar and Kausar, 2006).

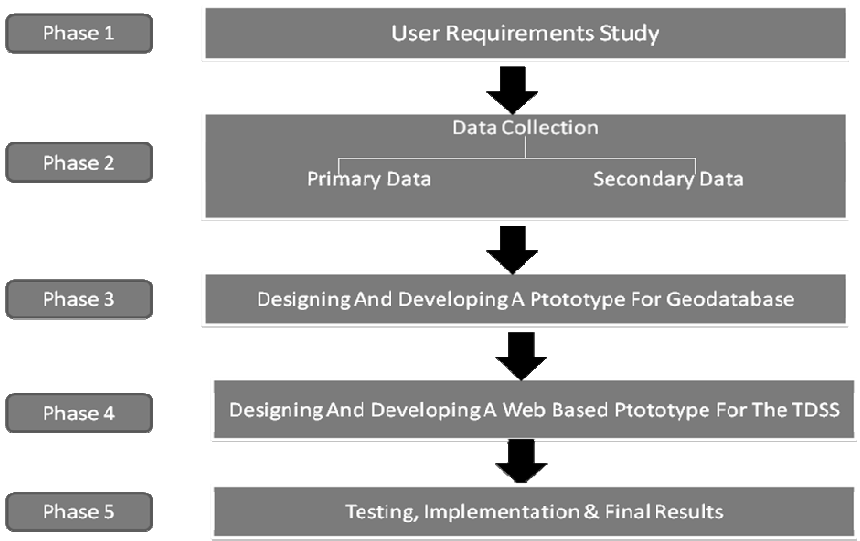

Figure 4. Methodology Flow Chart

The Second Phase will categorize data collection into two i.e. primary and secondary data. For primary data, data will be collected through interviews, observing global positioning system data and GPS. Interviews include members of the state's tourism board, the state's tourism centre managers, and the staff of the ministry of tourism, Malaysia. In addition, data will also be collected from observation at all tourism centres (e.g. parks, lakes, hills, zoo, etc.). For secondary data it includes data collected from reports, articles, current books and previous studies related to tourism, GIS data (e.g. boundary data), remote sensing, aerial photo and information from the Internet.

Tourism data were gathered under the following categories, which constitute layers and sub layers in the designed GIS database:

1. Spatial database is consist Traditional Cultural Tourism: Museum, art galleries, cultural, religious and national festivals, historical monuments, natural features such as sites and buildings, arts and crafts. Ecological Tourism: Geological / geophysical / geomorphological features, (mountains, waters, falls, springs, beaches, national parks, games/forest reserves, botanical / zoological gardens and etc. Modern Features and Facilities: Hydroelectric power, dams, oil rigs, sporting facilities and other notable engineering structures. Travel and Accommodation Facilities, Tourism Centres and agents, and other related data to tourism.
2. Socio-economic database will involves demographic background of local resident at tourism destination, tourism businesses, tourism forecast and future demands.
3. Tourist database will compile the background of tourist travel to tourism destination in Malaysia. Both domestic and international tourists will be included in the database. The data obtained under the three classes were related to their geographical locations in their states and local government areas of Malaysia.

The Third Phase is to indentify what is geodatabase. According to ESRI, 2006, geodatabase is a collection of geographic datasets of the spatial (geography) database features that is simply known as containing elements of geographical data for an area and subject. It consists of a feature class, raster and character data tables (attributes table). Examples of geo database can be seen in Figure 5 and 6.

There are five steps to build a geodatabase (Zeiler, 1999). It consists of:

• Step 1: Model the user’s view
• Step 2: Define entities and relationships
• Step 3: Identify representation of entities
• Step 4: Match to ArcInfo data model
• Step 5: Organize into geographic datasets

In order to provide enhanced cartographic representation, the digital maps were developed using Arc GIS 10 software. Labels and suitable graphic symbols were assigned to various features for easy categorizations, identification and visualization. Tourism facilities like roads, hotels, transport were also classified. Thus, concise digital tourist maps (shape files) were created (Fajuyigbe *et. al,* 2007). The procedure in the development of the map shape files included the following. For example, to acquire the graphical maps covering the entire Langkawi.

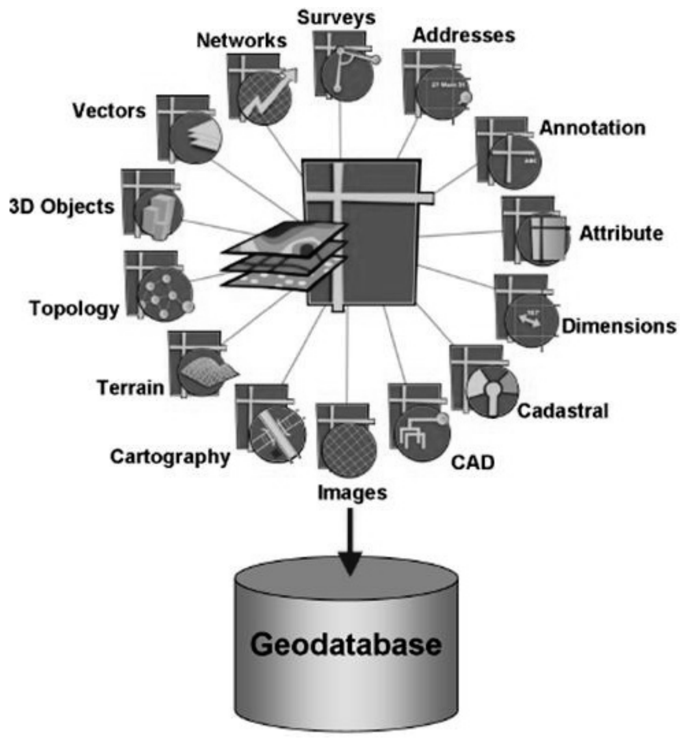

Figure 5. Structural Elements Of A Geodatabase (Source: ESRI, 2006).

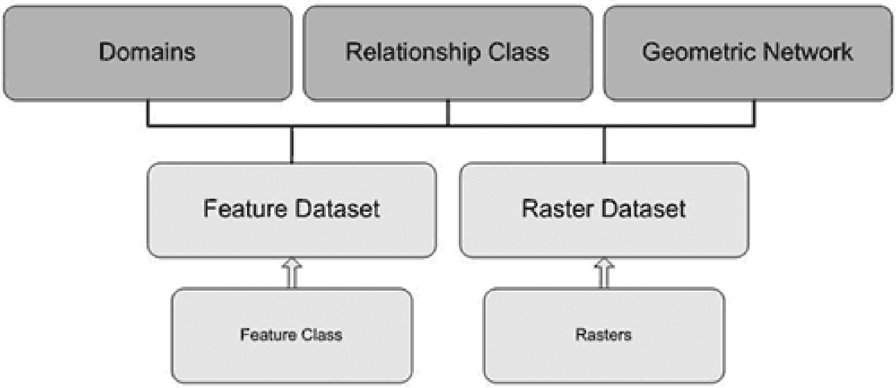

Figure 6. Elements Geodatabase Structure Has Extracted And Modified (Tennant 2005 and 2007).

The Forth Phase is how to use and manage ArcGIS 10 software as tourism decision support system. A decision support system (DSS) is a computer-based information system that supports business or organizational decision-making activities. DSS (Table 3) serve the management, operations, and planning levels of an organization and help to make decisions, which may be rapidly changing and not easily specified in advance. DSS includes knowledge-based systems. A properly designed DSS is an interactive software-based system intended to help decision makers compile useful information from a combination of raw data, documents, personal knowledge, or business models to identify and solve problems and make decisions (Wikipedia, 2011).

Table 3. The Evolving Concerns of Information Technology

1960s	Data	'Observations which have been cleaned, coded and stored in machine-readable form' Primary concern of electronic data processing (EDP) which promoted efficient transaction processing to improve operational tasks
1970s	Information	'Data which has been organised, analysed and summarised into a meaningful form' Primary data concern of management information system (MIS), which integrate diverse data sets to serve management needs.
1980s	Knowledge	'Understandings based on information, experience and study' Primary concern of decision support systems (DSS), which facilitated semi-structured decision-making to support executive decision making.
1990s	Intelligence	'Ability to deal with novel situations and new problems, to apply knowledge acquired from experience, and use the power of reasoning effectively as a guide to behaviour' Possible concern of planning support system (PSS), which will promote discourse and interaction to facilitate collective design.

(Source: Brail and Klosterman, 2001).

Web technology is considered as the emerging area for DSS and an important tool for DSS development. Web-Based Decision Support System (DSS) is defined as a system that communicates decision support information or tools to decision-makers through a web environment. A Web-Based Tourist DSS (Figure 7) can provide tourists with tourism information through Internets, Extranets and Intranets and Web-based delivery of DSS capabilities will promote and encourage ongoing improvements in decision making processes (Singh *et. al,* 2011).

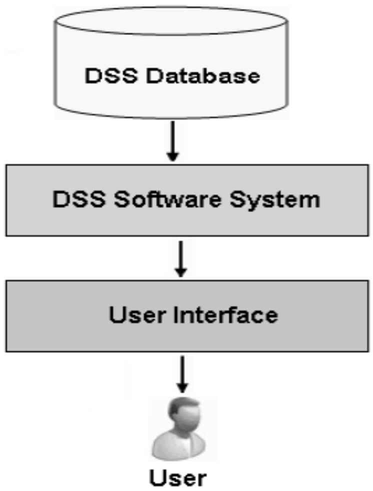

Figure 7. Components of DSS (Source: Singh *et. al,* 2011).

The Fifth Phase includes the testing, implementation and final results for the web base GIS. The final stage starts when the interface has finished and the web site must be tested to ensure it can be used for basic analysis or not. Example of the analysis is buffering. If the web site cannot be used, it must be redesigned until it fulfilled the user requirements. The implementation of this web based decision support system is to make sure all users can browse this site. Once the website is uploaded to the internet, the user may be able to view the homepage by entering the site's address. The homepage contains a heading and links to the other pages in the website. The Overview Map displays the overview themes and displays the whole area (Singh *et. al,* 2011). There are many different products that can be used to implement Web Based GIS as described in this section. They include MapGuide, Map Objects, ProServer, GeoMedia Web Map, Spatial WebBroker, APPIAN Carta, Spatial Net, CARIS Internet Server, Mapserver, OpenLayers, Osgeo4w, ArcIMS (Internet Map Server) and MapGuide Maestro (Fajuyigbe *et. al,* 2007).

Spatial Information System Technology, Geographic Information System, Science (GIS & GISCI) and Web-Based Gis (WBGIS)

According to Tarmiji and Mokhtar (2009), there are five spatial information technology namely global positioning system (GPS), aerial photography, remote sensing, digital image and geographic information system (GIS). According to geospatialworld (2011), spatial information technology is divide by 15 categories; GIS, GPS, Surveying & Mapping, Cartography & Map Publishing, Remote Sensing, Aerial Photography, Image Processing, Image Compression, Synthetic Aperture Radar (SAR), Location Based Service, Mobile Mapping, Terrain Modelling, Geospatial Convergence, Emerging Applications and Hyper Spectral Sensing.

Many people think GIS (geographic information system) means GPS (global positioning system) because more people have heard of the term GPS and in reality, GPS is just a part of GIS (DeMers, 2009a). Burrough and McDonnell (1998) and DeMers (2009b) identified that geographic information system (GIS) is a set of tools systems designed for input, edit, collecting, storing, retrieving on its own, change and display spatial data from the real world to set a particular purpose and output geographic data and information. It also is a tool or technology that can manage and integrate spatial data (geographic) with non-space data (attributes).

Meanwhile, geographic information science is an information science focusing on the collection, modelling, management, display, and interpretation of geographic data. It is an integrative field, combining concepts, theories, and techniques from a wide range of disciplines, allowing new insights and innovative synergies for increased understanding of our world. By incorporating spatial location (geography) as an essential characteristic of what we seek to understand in the natural and built environment, geographic information science (GISci) and systems (GIS) provide the conceptual foundation and synergistic tools to explore this frontier (Kemp, 2008). This is because the use of GIS and GISci has grown dramatically in the 1980s. It is now used in business, government and the world to study the diversity of GIS applications. Therefore, the definition of GIS has been rapidly expanding (ESRI, 1993).

GIS consists of computer hardware, software, geographic data and develop users efficiently, store, update, manipulate, analyze and display various forms of geographic reference information. Longametry *et. al,* (2002) has developed a Ghana Geographical Information System (GGIS) which was used as a common platform to provide spatial data bank with integrated multimedia features. It presents the promotion of GIS in tourism management in Ghana. Dr. Pk Pandley and Ruma Chakraborty have advised the government in developing and managing tourism in Goa (Balogun *et. al,* 2010). Tourism has emerged as a major activity in Goa and the project also aims to generate maximum income and jobs for the government (Balogun *et. al,* 2010). Web-based tourist information system (WETIS) contains useful information that is given based on location. This application has been used in Eastern Slovakia.

GIS has continued to grow since its first concept in 1960. Internet growth during the 1990s has led to the emergence of a new brand of GIS, GIS-based Internet or online GIS. It involves the distribution of data between different computers in different locations to communicate via the Internet (Forbes, 2006). Internet-based GIS adds to the traditional GIS systems by making them "more portable, powerful, flexible, better and able to share and communicate geographic knowledge" (Forbes, 2006). By using GIS, the same platform can be defined to provide the integration of spatial data bank with multimedia features (Longmatey *et. al,* 2002).

GIS in Tourism Study in Malaysia: Prospects and Challenges

A geographer believe that "everything is spatial" and it can be related to Tobler's First Law of Geography: "Everything is related to everything else, but near things are more related than distant things" because almost everything that happens, happens somewhere, knowing where something happens can be critically important (Longley *et.al*, 2005) and "Tourism is everybody's business" (Figure 8) (Ake, 2004) and everybody benefits. For example, other country such as the Swansea city, situated on the South Wales coast, aims to attract visitors with its beautiful bay, valleys and hills to stimulate the local economy. Each year tourists bring in hundreds of millions of pounds and helped to create thousands of jobs for local people. There are many businesses and facilities, like bars and restaurants, that are used by local people but they might not exist without the extra income from visitors and tourists. With the decline in traditional industries, the region begins to realize the importance of tourism for the economic development (Bijl, 2008).

Location is an important component in almost everything that human being does on the surface of the earth. People always travelled from one place to another, build roads, highways, bridges, tunnel, railway lines, airports to facilitate our movements, harvest forest to get raw materials and replant them for future generations and so on. People will notice that almost all the activities involve locations (Taher, 2007). Location is an important issue in many of the decisions that are related to things that people do.

According to Abdul Ghapar *et. al,* (2010), the global growing of interest in tourism sector will definitely demand for an advance and complex application of GIS in this sector. The wide array of GIS application this sector has proven to be a valuable tool for improving the analysis of the evolution of the lodging industry in Malaysia. This paper presented a GIS-based approach for the spatial visualization of tourist accommodations at the state level. The approach and methodology can also be used for mapping tourist attractions, tourist amenities and tourism services.

Generally, GIS application in tourism destination assessment provides value added analysis compared to other approaches such as observation and site investigation. In this study, observation technique was also used in deciding the score of each category, but the data analysis for destination categorization was conducted through GIS. It was found that the relationship between spatial and textual data has improved the management of data analysis procedures to provide an effective data modelling process. The findings from this study also show that GIS application is effective and efficient in assessing natural tourism destination to provide higher quality of information for the decision making process (Azizan *et.al,* 2011).

In our country for example, almost 80% of tourists that visited Cameron Highland were local tourist from Peninsular Malaysia. Most local tourist came to Cameron Highland because of the vegetables, fruits and tea. However, this late trend of tourists' arrival to Cameron Highlands has dramatically increased since the opening of a new road called Simpang Pulai-Cameron Highlands-Lojing-Gua Musang. The opening of this new road witnesses the flooding of tourist from east coast state due to the shorter travel distance as well as a satisfactory road network system (Fauziah *et.al,* 2008). While the rest of the tourists came from countries such as Japan (who stayed longer for golfing activities), Singapore, Europe (mountain climbing, jungle trekking), Australia, South Korea, West Asia (souvenirs) and etc. These have caused the construction of illegal structures such as stalls on government land, particularly at the edge or within the road reserve which sometimes disrupted traffic (Fauziah *et.al,* 2008).

Figure 8. Example Picture About "Tourism Is Everybody's Business" (Michizane, 2004).

Conclusion

This research involves a variety of disciplines because it involves the integration between GIS and tourism fields. By combining tourism with Web-Based Geographic Information System (GIS), it produces a more effective method to study the innovative and interactive methods to combine the types of information relevant to the planning process in a travel decision-making support system. Web based GIS offers an integrated platform that has the ability to meet the information needed by the people by offering plenty of information. The functions were described in very natural and interactive way and Web based GIS can bring some powerful tools for tourism marketing. Other than that, culture and innovation play an important role in the success of web-based GIS system development in the tourism sector. So it is important that when a web-based GIS are developed, issues from all perspectives are considered.

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Management and Promotion of Tourism Product using GIS

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Malaysia's economic success and its rapid development have brought enormous benefits to the people. Tourism, as the second largest contributor to the GDP (Gross Domestic Product), is the outcome of travel and tourists spending while visiting the country. The success of tourism in any country depends on the ability of the country to sufficiently develop, manage and market their tourism facilities and activities in the country. To manage this industry, it needs adequate access to information on tourism facilities, destinations and services and also a comprehensive spatial database on tourism facilities and destination. By using GIS (Geographic Information System), a common platform can be defined to provide a spatial database. The resulting database is an essential tool for decision-making in tourism management where with GIS it can achieve, analyzed and displayed tourism information for efficient management and promotion of the tourism industry. Tourism industry in this country is in fact highly dependent on the beautiful islands in Malaysia. Therefore Langkawi Island was chosen as the study area because it is the most developed and well-known holiday destination. This paper will give a background on tourism at Langkawi Island and what factors affecting development of tourism in Langkawi and how their development on tourism. This paper also discuss the importance of spatial database development and why we need GIS. An analysis of the shortfalls of the system in place was investigated and a discussion on the initiative and advantages for the development and the implementation of GIS in the organisation will also be presented in this paper.

Key words: tourism management, spatial database, Geographic Information System

Introduction

Tourism is travel activities for recreational purposes or means that staying in places outside their usual environment and this activity became a popular leisure activity in a world. Tourism is the main industries service grows up and bring profitable in foreign

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exchange and promulgate Malaysia in the world. Malaysia is the third largest countries in East Asia receive tourists after China and Hong Kong. Malaysia is a beautiful tropical destination has potential in Asia to attract international tourists and also local tourist.

Tourism industry in Malaysia mainly depends on the beauty of the islands which the island was contributed to the large percentage in tourism industry. Islands in Malaysia have its own attractions in terms of natural beauty. The main attraction is the existence of beautiful coastline. Many of these islands has been developed as main resort islands such as Tioman Island, Redang Island, Langkawi Island, Pangkor Island, Perhentian Island and etc.

In this research, Langkawi Island is selected as the study area because it known as a resort island in Malaysia which has been develops actively. Langkawi Island has been growing rapidly after the island was declared as a duty free port in 1987. In addition, the island also declared as a Geopark by UNESCO as a 52nd Geopark on June 1, 2007 and UNESCO approve to continue the status until 2015 based on ratings, such as socio-economic aspects, tourism, preservation of the beauty and the environment. This declaration makes the tourist arrivals to Langkawi was increase. Figure 1 shows the location of the study area which is Langkawi Island.

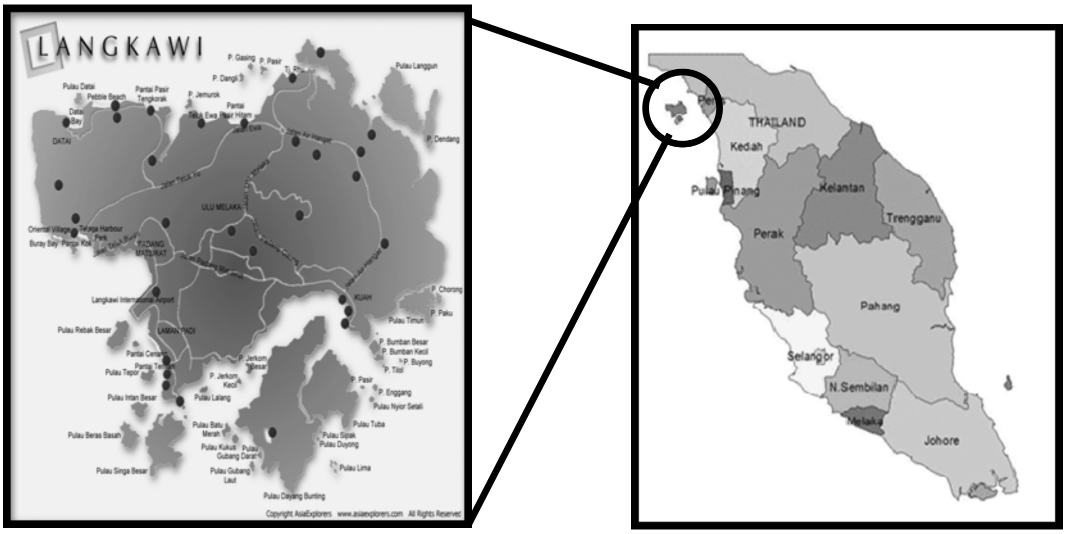

Figure 1. Study area, Langkawi Island

Tourism Development of in Langkawi

Tourism industry in Langkawi increased from year to year. Figure 2 shows the increasing number of tourists from 2005 to 2010. Figure 3 (i) indicates the entry of foreign tourists and domestic demand in 2010 from January to December, while Figure 3 (ii) shows foreign tourists and domestic in 2011 which started from January to June in which we can see the changes between the months of 2010 and 2011 are the same. This shows the possibility of an event / festival or programs that affect the rate of tourism in Langkawi.

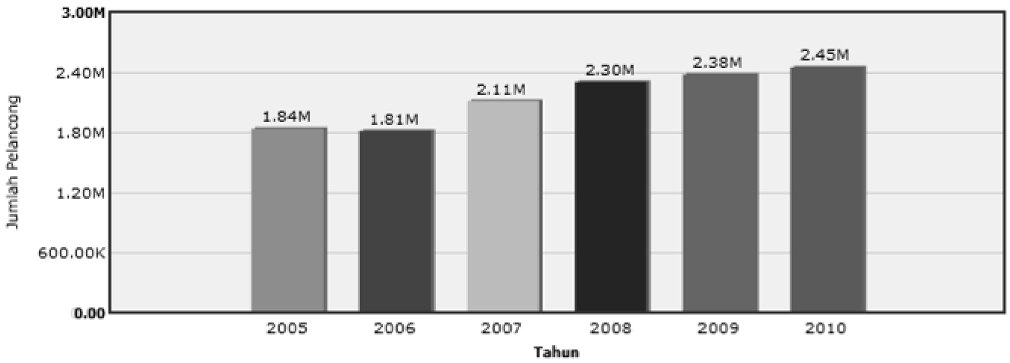

Figure 2. Tourist Entry from Year 2005 to 2010

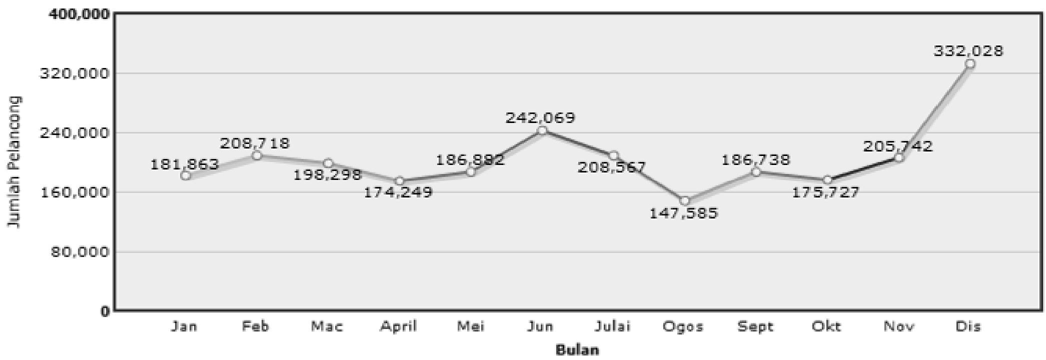

Figure 3(i). Tourist Entry from Foreign and Domestic in 2010.

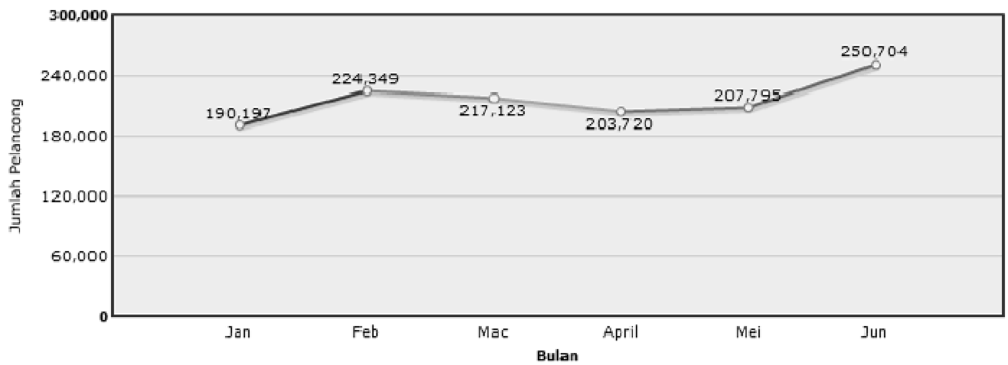

Figure 3(ii). Tourist Entry from Foreign and Domestic in 2011 (January - Jun).

Source: Langkawi Development Authority (LADA)

Factors Affecting Development of Tourism in Langkawi

Factors that affect tourism development in Langkawi are the physical environmental factors and human environmental factors. Physical environmental factor such as coasts and islands. The island is clean, shallow, calm, with coastal features such as caves, bays, lagoons, headlands & rich with maritime life. In addition, beautiful high land areas such as Gunung Mat Cincang with a cable car facility became the main place for a panoramic view around the Langkawi Island and the virgin forest that are rich a variety species of flora & fauna**.** In addition, other privileges such as cascade & waterfalls seven wells, wells of hot water and black sand beach.

Human environmental factors such as historical sites such Makam Mahsuri and Kawasan Beras Terbakar and the declaration of the duty free area. Another human environmental factor is the transportation facilities and good network with roads system, air transport and water transport causing higher rates of accessibility. In addition, accommodation, leisure, diving, shopping make it easier for travel and the availability of specific attractions such as the LIMA exhibition, cultural performances, Le Tuor De Langkawi, etc.

Importance of Spatial Database Development in Langkawi

Tourism industry has a potential to be a new economic generators in this country that can be realized if efforts to promote and develop the tourism industry are given appropriate emphasize. But this island does not have a complete database that can integrate all information, especially those involving spatial information in a database. Moreover, the information needed to assist in planning the best trip could not fully access and this makes it difficult for movements of tourist, especially those travelling on their own mean that not using the travel agents services. Indirectly, these tourists cannot get information that should be known.

In addition, the Island should be well managed because the island was declared as a Geopark by UNESCO as a 52nd Geopark on June 1, 2007 and UNESCO approve to continue the status until 2015 based on ratings, such as socio-economic aspects, tourism, preservation of the beauty and the environment. This Resort Island declared as a Geopark due to increased tourist arrivals to Langkawi. Therefore, to maintain and further promote the island to tourism, it is important to this industry for better management and also protects the environment. Langkawi also has the potential to become the research area at Kilim because have a rocks where people can visit for research purpose.

Furthermore, the island is still a lot of products, especially those involving tradition and asset for our country but still not fully explored and marketed to a higher level by those who should do it. For example, these products such as handicrafts, Minyak Gamat, marble craft and many more that can be highlighted and expanded to attractions tourist in the area then promote it to tourists. Padilah (1985) noted that the development of cottage industry has close ties with the increased demand for handicraft such as batik, songket, refined copper (keluaran tembaga) and wood carvings (ukiran kayu).

Besides that, the database is also important to help tourist plan their trip because their travel time is limited compared to a lot of tourist areas and may be far from each other. Langkawi also have a traditional enterprise that still a lot not been addressed and promoted to a higher level and made it as tourist attraction in the area. It is also important to ensure that this industry can sustain and help people that involved in traditional enterprises, especially the bottom billion group. Therefore, the industry will require comprehensive planning and management to be successful.

GIS needs

Geographic Information System (GIS), has the ability to handle several types of information that can be associated with the location where tourism involves spatial elements which is the location. By using GIS, it can help in decision making, planning, analyzing the effects of changes, see the pattern, trend, etc. where before this the use of maps, tables, charts, lists, graphs and reports is required and may be difficult or impossible to put all of this information together. Thus, with the help GIS, it is possible to integrate tourism information, describe the complex scenario, trigger sound ideas and obtain effective solutions.

In addition, dynamic geographic information system, allowing users to 'enter' the map to explore, investigate and analyze the geographic location information associated with this location. Besides that, questions such as where the location, what the condition, model, trend, pattern are easy to answer in the context of tourism GIS where this questions are important to tourists / investors in planning and implementing or considering travel to make investment decisions. GIS also able to answer spatial queries using the intelligent map by integrating images, text, tables, and figures and shows the shortest route, location of the hotel, attraction location, a question and others.

Advantages for Develop and Implement GIS in Tourism Industry

GIS applications in tourism have the advantages not only for tourists but also for tourism administration itself. Advantages for tourists is to get the information required for tourism locations, where the information get from interactive map that can help tourists to respond user queries and also on a tourist site information through visualization on images or digital video. Besides, there is information such as cultural events, special attractions, the route used and so on. In terms of tourism management, the administration can use GIS for planning applications, database management and update tourism data.

GIS application in tourism industry is able to answer questions such as:

- What is on ... (questions related to location, what exists at a location)
- Where an object (conditional questions, locations which meet a criteria / some specific criteria
- How a phenomenon changes (questions relate to trends, identify the geographical conditions or trends that have changed or in the process of change)
- Related information on (analysis of spatial relationships between objects; where the tourists attractions within 1km from the position of a hotel?)
- What will happen if. (model-based questions; calculates and displays the optimum route, etc. - requires a specific model)

Spatial data can be preserved properly in a standard format and help to review and updating performed effectively. Spatial data can be shared and can save time and costs, then the decision will be made more easily, quickly and effectively.

Methodology

The research methodology describes the work flow about how the project was conducted. There are five phase in these research which are preliminary study, data collection, design and develop database, design and develop web based and last is testing and implement and need to complete. Concern and attention has to be given to the stage of methodology to ensure that the study can be completed within the period. Figure 1 will be describes the phases that are needed to be followed during this research until the final result is obtained.

Phase 1
In the first phase, literature review conducted to identify existing systems to this industry. From that, the problems, goals, objectives, software, hardware and data required are known.

Phase 2
Second phase is data collection which consist primary and secondary data. For primary data it involves interviews and for secondary data it need to collect basic data such as based maps, road network, land use, district and county boundaries and the data for the location of local knowledge and location of attraction place which these data should be converted to shapefile. In addition, secondary data are obtained from books, journals, internet and so on.

Phase 3
Before developing the database, we must design the database. This phase included conceptual design, logical design and physical design. In conceptual design, Entity Relationship (E-R) data model will be used to indicate the relationship within the spatial entities with non-spatial entities. For the logical design, a more detailed design which translates the conceptual database design into data model. For physical design, it represents as data model in scheme and the data storage is clearly showed in physical design. Figure 5 shows the Geodatabase that will develop in ArcGIS.

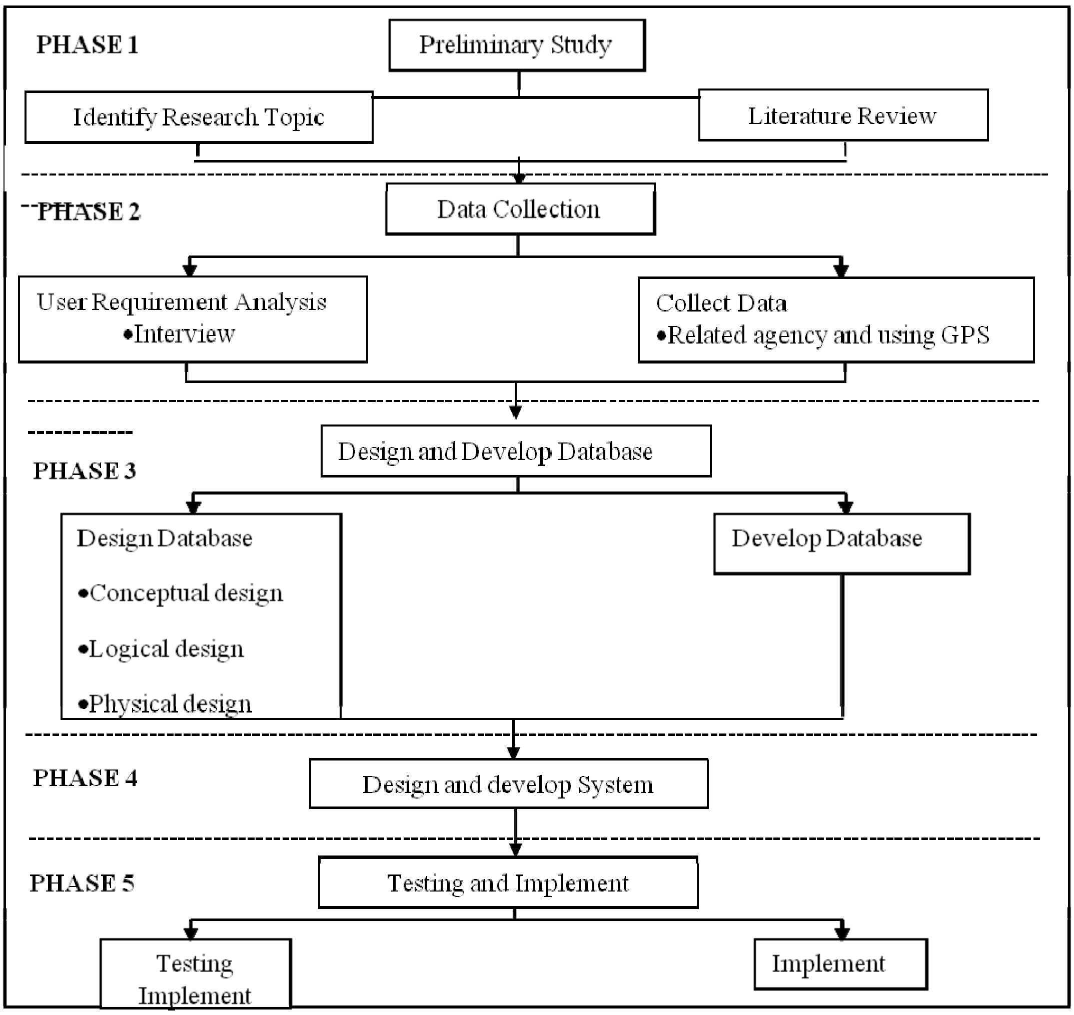

Figure 4.

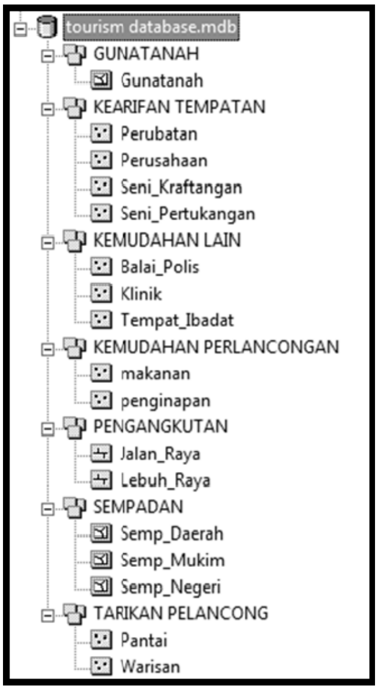

Figure 5. Personal Geodatabase

From the database also, the image can show the location for each attraction into the attribute table such as Figure 6.

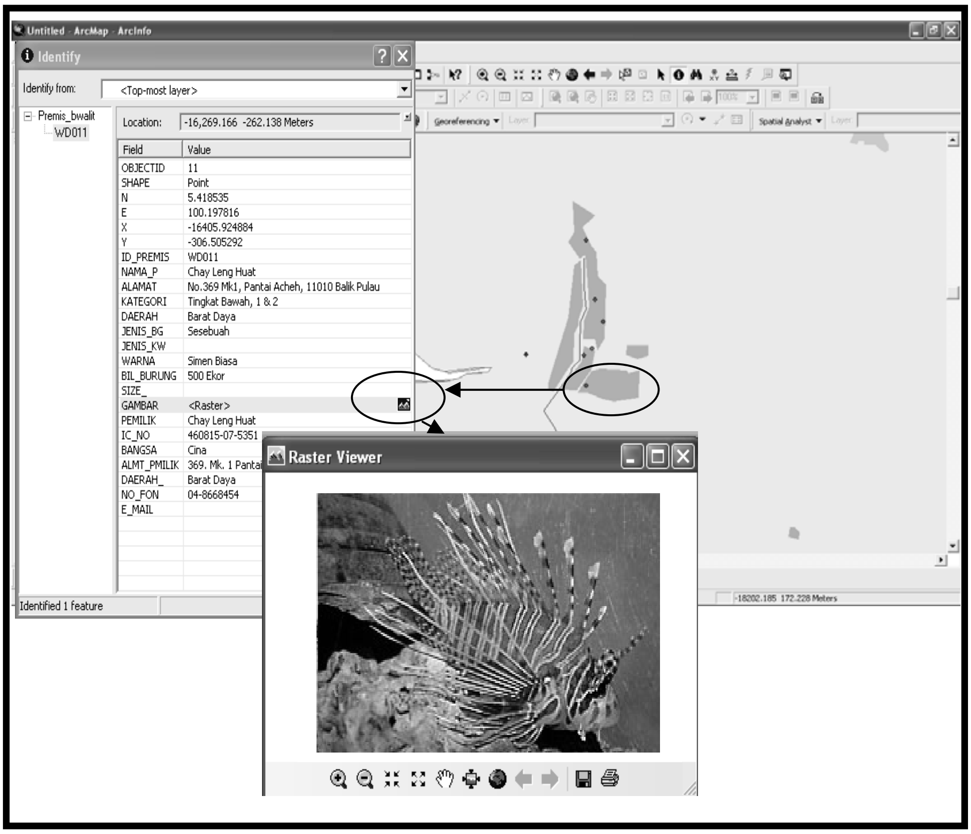

Figure 6. Attribute Table with Raster Image.

Phase 4
This stage is design and develop web based GIS for tourism Map. Design web based GIS is important to identify the content that should be include. User interface are develop to make sure the interaction between the user and web based. Then this interface and map are developed. For user interface development, this are create by using HTML coding and adobe Photoshop CS3 to edit the picture that displayed in the map and interface. Figure 7 shows the user interface for this web based.

Figure 7. User Interface for Web Based.

Phase 5
Last phase is testing and implementation the database and the system. At this phase this can be testing whether it can function or not and then must be improve before implement it. . Finally, the system is tested to determine the effectiveness of the functions found in it and test whether the data is accessible or not before implementing.

Conclusion

From this research, we hope that, the objective to develop a database and web based GIS into this tourism industry can be successful and also hope this can help especially to local authorities such LADA to manage the database for the future and to make the management for this industry can be smooth. Also from the web that will be develop, hope it can be uses and help especially public to plan for their trip and also for local community to promote their product to the higher level.

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