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Centre for Mountain Tourism and Hospitality Studies (CMTHS)

HNB Garhwal Central University, Srinagar Garhwal, India

Guest Editorial Note

Journal of Tourism (JoT) is again pleased to connect you with this issue on the theme **"Destination Management Structures for the New Tourism order"**. As you would accept my view that tourism sector is facing severe challenges in terms of development of infrastructure, satisfaction/experiences of tourists besides management of tourism destinations/resources. Among all, managing destinations has become a herculean task for the stakeholders to put everything in order. However, due to lack of awareness and negligence, the destinations are losing their appeal and invites major shock to the industry, tourists and people altogether. In view of this, Journal of Tourism is commissioned itself to devote this issue on destination management and invited research papers from various corners and based on its editorial experts recommendations, three research papers and two research notes have been finalized and incorporated in this issue.

The first research paper titled "Techniques for working with sustainable tourism indicators at the local level" authored by González-Guerrero, G.; González Díaz, J.G.; Castañeda Martínez, T.; Valdez Pérez, M.E., shares the significance of sustaining the tourism attractions and its achieving methods through sustainability indicators. Also, they argue that the indicators should have sync with the interests of the local people.

The second research paper titled "Research on the Green Destination Development Evaluation: a Low-carbon Perspective**"** authored by WANG LIN, ZHANG QIQI and ZHANG MU opines about the transformation from brown economy to green economy and its importance, its presence in the tourism sector in the name green destination. The paper also discusses the green destination, its management and operating styles with different layers of evaluation index system.

The third paper titled "Making a job out of your passion: When sports people become entrepreneurs in the tourism industry" written by Philippe Terral and Fanny Dubois discusses about the skill set to be developed by the sports people to become tourism entrepreneurs of various levels**.**

The first research note titled "Heritage Tourism and its determinants- An Empirical study in Himachal Pradesh" by Arun Sharma shares the heritage wealth of Himachal Pradesh state of India and its share in the state's tourism. He further studies about the factors related to heritage tourism and measures the impact of tourists in tourism in the destination.

The second research note titled "Some Reflections On India's Outbound Tourism" authored by S.C. Bagri and A. Suresh Babu discusses about the growth of India's out bound tourism and shares about the intriguing factors for tourists and the countries of preference.

I, on behalf of the family of Journal of Tourism feel happy to thank the editorial team for their valuable inputs and our readers for their continuous support and motivation in bringing up this issue successfully.

Prof. S.C.Bagri

Contents

Techniques For Working With Sustainable Tourism Indicators At The Local Level

GONZÁLEZ-GUERRERO, G.;
GONZÁLEZ DÍAZ, J.G.;
CASTAÑEDA MARTÍNEZ, T.;
VALDEZ PÉREZ, M.E.

Centro Universitario Tenancingo, Universidad Autónoma del Estado de México, Carr. Tenancingo-Villa Guerrero Km 1.5, Edo. de México, C.P. 52400

Abstract

The definition of sustainability indicators in tourism at the local level can be a challenging task due to their technical nature. However, insight into the relevance and understanding of such indicators by the local people takes importance within the context of decentralisation. Such relevance points to the need for techniques that have not been commonly used in the indicators research but can be advantageous for informing it at the local level. For this purpose, this document proposes the use of the Likert scale and photoelicitation techniques; the latter as a more innovative technique in the study of indicators. Further, it is argued that the information generated with these techniques can be analysed both quantitatively and qualitatively. It is elucidated that both types of analysis and interpretations are able to inform different aspects of research. The research was conducted in a community of the Nevado de Toluca Park.

INTRODUCTION

In tourism, the purpose of conserving the resources while using them for the economic and social benefit of the local population, has meant the need to establish monitoring mechanisms. These mechanisms have a twofold purpose. On the one hand, they can inform the progress of tourism sustainability objectives. On the other, they can help to prevent considerable impacts to the social, economic or environmental spheres. One such mechanism is the use of sustainability indicators (Altieri, 2002; Fernandes& Wood house, 2008; Ziaabadi, et al., 2017).

Furthermore, the need for indicators at the local level has been raised (James, 2000). Indicators need to be developed and applied at the local level, considering context appropriate issues. Further, the present document argues that indicators need to reflect the interests and concerns of the local people and be understood by them. This is particularly relevant in the context of decentralisation and community-based natural resource management. In this context, institutions become an important subject as it is perceived that they could 'play an important role in the effective management of scarce natural resources' (Runge, 1986).

In the case of Mexico, the institution that has been officially chosen as the channel for the management of natural resources is the ejido system. Although the Agrarian Law was changed in 1992 to allow for the selling of the ejido land, many properties remain collectively owned and thus the ejido institution prevails (Barnes, 2009).

Thus, it is necessary that indicators be understood by the local people as stewards of the resources if the aim is to conduct the tourism activity in a sustainable way. However, understanding indicators can be a complex task due to their technical nature. This shows the importance of using techniques that may be appropriate for working with indicators at the local level.

This research proposes two techniques, the Likert scale and photoelicitation. The Likert scale has been used in tourism research for determining tourist satisfaction and perception of authenticity of events (Chhabra, et. al., 2003). It has also been used to analyse motivations (Swanson, 2006;Jones, 2011) and indicate competitiveness of a destination (Ozer, 2012; Mulec, 2013). Photoelicitation has been used in research with the purpose of 'balancing power, create a sense of ownership, foster trust and build capacity' (Castleden, et. al., 2008:1393). This paper argues that these techniques have the potential of providing a simple approach to identifying the interests and concerns of the local people, which can in turn be converted into indicators reflecting local needs.

Sustainable tourism

Sustainable tourism can be seen as a goal that tourism destinations strive to define and pursue (Mihalic, 2016). There has been much debate around the concept, its meaning and application. However, the idea behind it   the conservation of natural resources while using them for the tourism activity, which implies the balance between the natural, social and economic dimensions is still considered worth pursuing.

Sustainable tourism is thus not a type of tourism but rather a quality or a set of principles that are desirable for good tourism practice. It is a break from the paradigm of what might be referred to as traditional tourism, which was characterised by mass tourism and a lack of sensitivity to local people, the environment and culture in tourist destinations. In contrast, sustainable tourism is characterised as being low-impact, responsible and respectful of the local people, environment and culture, and inclusive of different stakeholders with community participation at the core of tourism planning and implementation. As stated by the World Tourism Organization (WTO, 1998:3), the tourism activity should not be harmful to the interests of the

population in destination sites or to the environment.

Sustainable tourism appeared in response to growing concerns about a range of impacts including the marginalisation of host communities, cultural shocks and the few benefits that local people were actually receiving from tourism activity (Countryside Commission, 1995; Wahab, 1997; WTO, 1997; Mowforth& Munt, 2003). However, the emphasis in practice on the environment and the difficulty of applying sustainable tourism principles due to the prevailing socio-economic and political conditions in the developing world is regarded by some as being a continuing problem (Tosun, 2001:289).

Another critique has been 'the implementation gap'. Mowforth and Munt (2003), who offer a detailed analysis and description of the meaning of sustainability for tourism, conclude that there is no "absolute true nature of sustainability" because it can only be defined within a context and its definition is influenced by the "control and position of those who are defining it" (Mowforth & Munt, 2003).

This implies that the objectives and tools used in sustainability will be a reflection of the interests of those defining it. Thus, with the discourse of putting the local communities' participation at the core of tourism planning, the movement towards decentralisation and the abundance of community resource management instances, the role of the local people in sustainable tourism takes greater relevance.

Among the tools used in sustainability are indicators. They have the purpose of monitoring the performance of various aspects within the dimensions of sustainability. And, as mentioned in the previous paragraph, they can also reflect the interests of those who define them.

Indicators of sustainability in tourism for over two decades, different associations, groups and sectors have devised sustainability indicators with the purpose of

measuring the performance of different variables involved in sustainability. In the case of tourism, there have also been various exercises to develop and use indicators to monitor and measure sustainability. Most notably, in 1996 the WTO released a publication that listed a set of 11 core indicators and other lists of complementary indicators that were destination-specific (with a further release in 2004).

Similarly, some countries have developed their own set of indicators for sustainable tourism. Some of them have used the indicators proposed by the WTO as a basis. Examples of this include the case of Korea, where the WTO's sustainable indicators were used to monitor the management activities of the Mt. Sorak National Park. The purpose of the study was to evaluate whether the park was being managed in a sustainable way. The findings were expected to assist in a change of the way in which the park was being managed (Kang, 2002).

The Association of Caribbean States adapted a set of indicators considering some criteria such as security, identity and culture, child prostitution, employment in tourism, quality of bodies of water, energy consumption index, water consumption index, environmental management and use, efficiency of the solid waste management system, efficiency of the waste water management system, tourist satisfaction, and national and local product consumption index. The purpose was to ensure the achievement of sustainability in the tourism activity (Association of Caribbean States, 1994).

Miller (2001) proposes a set a core of indicators based on the tourists' point of view. There was first established a set of 29 indicators which were sent to three groups of people: experts in the field, businessmen within the scope of tourism enterprises, and holiday makers. The three groups made their evaluation regarding what they considered important to be measured. After the evaluation and crosschecking of the three groups, a reduced set of 16 indicators came out. The final purpose was to find out whether tourists used to make, or would be interested in making thoughtful decisions when choosing their places to visit and also if managers were willing to disclose information about the sustainable practices to help to make the choice easier.

Research on indicators has included different stakeholders (Vila, et. al., 2010; Blancas, et. al., 2011; Ziaabadi, et al., 2017) but few have emphasised the importance of the local people in community-based natural resource management (Spencer, 2010).

The role of communities in indicator selection and use

Much attention has been given in the literature of sustainable tourism indicators to the participation of different stakeholders in the selection of tourism indicators. Although the importance of the participation of different stakeholders is not in question, this research argues that the importance of stakeholders is given by the context of the destination. In the case of countries such as Mexico, where there is a widespread practice of community-based resource management, communities become the stewards of their natural resources (Kumar, 2005; Zhu, et al., 2017). This is so because community members, being immersed in the environment, can be in a position to monitor changes in natural, social or economic spheres.

Further, within the context of decentralisation, responsibility for the resources is given to institutions at the local level. These institutions should be able to respond appropriately to the changes that have manifested themselves in rural spaces, originated by decentralisation, and globalisation processes, and to the 'processes of redefinition of the role of the State, and the participation and privatisation of the public functions' (Echeverri Perico & Ribero, 2002:20).

Community resource management implies the shared responsibility of the community for the planning and use of common resources. As part of decentralisation policies, it gives local communities 'the responsibility for natural resources held as commons' (Leach, et al., 1997:1). The rationale for this measure has been that 'the goals of equity, development, empowerment and environmental sustainability would be reconciled once resource management was transferred into the hands of local communities' (Kumar, 2005).

Accordingly, this research argues that the local community plays an important role in monitoring in instances of community-resource management and where there are budgetary and personnel deficits. However, this view faces the obstacle that indicators tend to be technical in nature.

In communities that can be considered rur-urban (Kay,2007), there can be a low education level. In such cases, technical indicators can prove difficult to understand. For this reason, this research suggests that creative methodologies need to be incorporated into the definition of issues and the selection and development of sustainable tourism indicators while working at the community level. This type of research can help to "identify the community shared values and vision aspirations of the community for whom the indicators are intended" (Miller& Twining-Ward, 2005).

Thus, this paper proposes that indicators should be understandable to community members (Kozak& Martin, 2012). In the measure that the indicators are understandable and the more they reflect the communities' interests and concerns, the more the community members will be able to appropriate them and take active part in the monitoring process towards sustainable tourism.

Methodology

Research Site

The setting for this research is the Nevado de Toluca National Park. The park covers 53,988 hectares (CEPANAF, et al.,undated). One of its four tourist sites, the Deer Park, is part of the Zinacantepec municipality (see Figure 1). In the Deer Park,visitors have picnics, take walks or ride horses. It also has tourism services and infrastructure, which is considered to be in good condition (CEPANAF, et al., undated).

Figure 1. The Nevado de Toluca Protected Area and its main tourist areas.
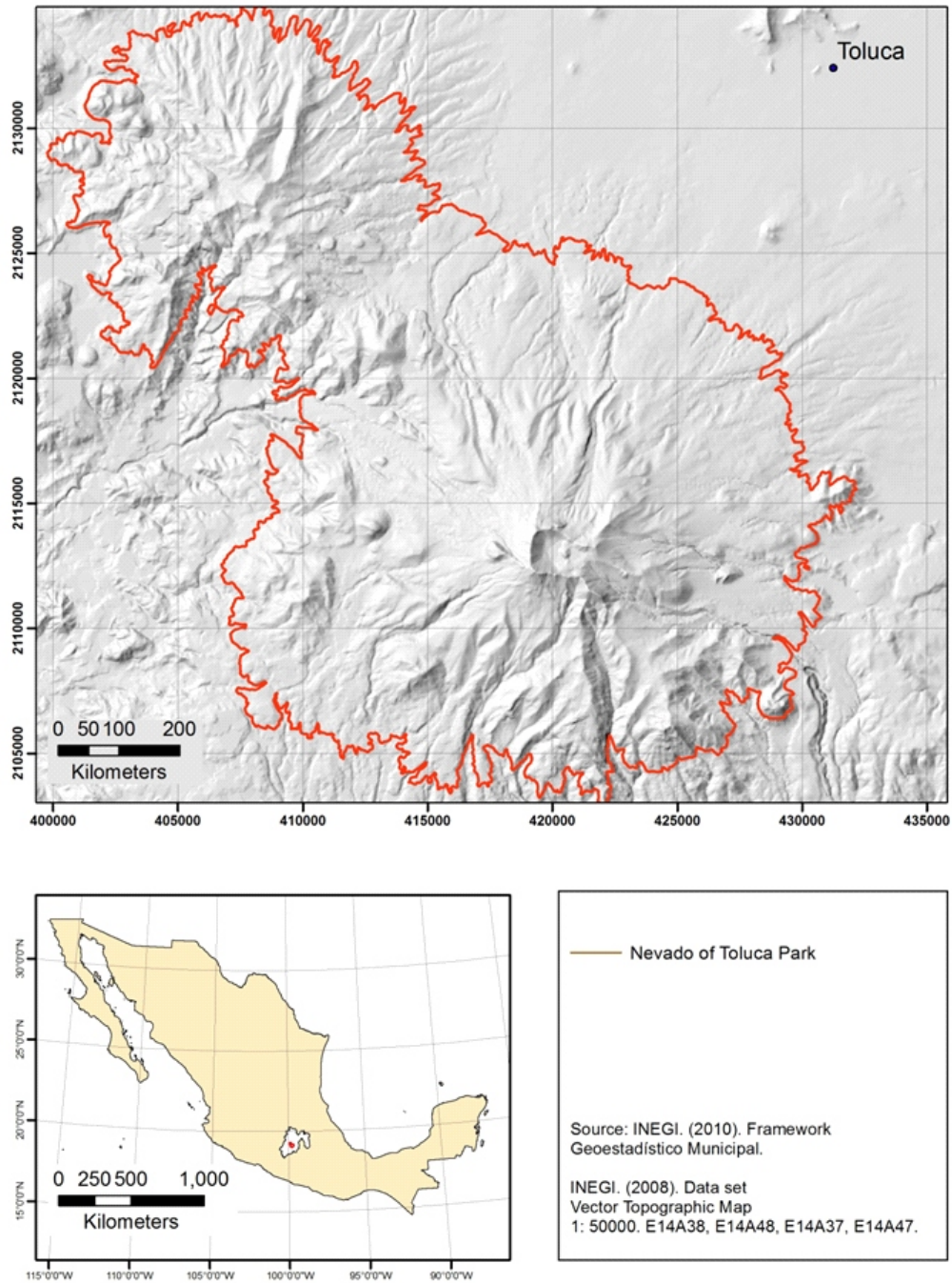
Source: Authors, 2017

Although being a Protected Area, there are individual landowners and ejido members with clear group and individual land rights in the park. Other community members have also interest in the park's resources, simply for leisure activities.

The Nevado de Toluca Protected Area is home of 15 rural communities. The size of the settlements range from 2 to 500 houses. The size determines the number and kind of services that can be found in each. Potato and oats are the most common crops grown, although maize can be found in the lowest-lying areas. It is also common to come across herds of cattle or flocks of sheep being herded to grazing areas.

Most of the settlements were formally established in the first part of the 20th century. Before then, what today is known as the Nevado de Toluca Protected Area, was referred to by its nahuatl name Chignahuiltecatl (Nine Hills) or Xinantecatl Volcano. Most of its 53,988 hectares were then divided amongst three haciendas: la Gavia, la Huerta and Tejalpa, which were formed after the conquest of Mexico in 1519.

The Nevado Park was constituted by decree in 1936. The decree made it clear that, due to the ecological importance of the area, conservation was a priority and this could not be achieved if excessive exploitation (by ejidos or individual owners) prevailed. Owners affected by the decree were given a period of six months to prove their ownership, after which they would receive compensation for their land.

The decree was not fully executed in the Nevado Park. The area was declared a Protected Area but the individual land owners and ejido members were not compensated and hence forth they did not leave the area.

San Juan de lasHuertas (SJH) is one of the communities with claims over the Nevado Park in the form of ejido with 2,170 hectares. Its ejido that manages the Deer Park, a tourist site of the Nevado Park. The community has a population of 12, 253 inhabitants (Instituto Nacional de Estadísticay Geografía, 2010).

Materials and methods

Semi-structured interviews were conducted with 22 ejidatarios from SJH. The interview was designed in four parts. The first part of the interview was composed of a series of open-ended questions designed to introduce the subject of sustainability and find out how much the interviewee knew about it. This part also had the purpose of determining the awareness of the interviewee on the tourism activity in the Nevado Park.

The second part of the interview consisted of a list of 19 indicators which were selected based on the literature review, giving greater weight to those proposed by the WTO. Indicators were selected based on the characteristics of the tourism activity and the site itself. Interviewees were asked to rate the perceived importance of each indicator on a 5 point Likertscale.

The third part of the interview consisted initially of a set of 31 photos the interviewees had to arrange in order of importance. These photos were representative of the resources found in the Nevado Park and the community. It includes images meant to represent education, income and family.

The interview was pretested with five ejidatarios randomly chosen as they arrived to the office of the Ejidal Comisariado (the representative of the ejidatarios). The results from the test showed that for the second part of the interview some indicators had to be re-worded to make them more understandable. The third part of the interview showed that 31 photos were too many. Some of them, the ejidatarios said, were repetitive of resources and were therefore placed consistently on the same level. Therefore, the photos were reviewed to reduce the number to 12 (Table 1). This was done while trying to ensure that the photos of the resources that intended to be

represented remained. It was also noticed that some photos were attached different meanings by ejidatarios. For this reason, it was thought necessary to specify what the picture meant for the research. This was not to be made known to ejidatarios. However, after they finished arranging the pictures in order of importance, they would be asked to explain what each picture meant to them.

Table 1. Images and their intended meaning.

	Image	Intended meaning	Rationale
1		Work	As ejidatarios, all interviewees are familiar with farming. For many of them, it is their main source of livelihood.
2		Fauna	The image shows fauna that belongs to the region. Many interviewees were able to identify it as such.
3		Education	The image shows a drawing of a happy child in his classroom.
4		Money	The image shows Mexican currency. It was meant as either money or income.
5		Deforestation	The image is of an area of the Nevado Park. It was meant to portray soil and deforestation.
6		Community	The image is of the centre of the community, where the main offices and library are located. In addition a crowd of community members can be seen.
7		Water	The image is of one of the lakes in the crater of the Nevado Park. Thus, portraying water.
8		Trees	This image is of another area of the Nevado Park. In contrast with image 5, it presents an abundance of vegetation.

9		Family	This image is meant to portray a family. As a rururban community, it was assumed an important issue for community members[1].
10		Tourism	In addition to the tourist in the front, this image shows the area that is used for parking and interviewees would likely be familiar with it.
11		Tourism 2	The image shows an area of the Nevado Park that is used for tourism and belongs to the ejidatarios. The building that can be seen on the right is the lodge where some visitors stay overnight, also run by ejidatarios.
12		Flora	The image shows flora that belongs to the region. Many interviewees were able to identify it as such.

After these modifications were made to the interview script, a list of ejidatarios was obtained from the EjidalComisariado's office. Using a random numbers table, 40 ejidatarios were selected. It was planned to conduct only 22 interviews, but an extra 18 names were obtained in case some ejidatarios refused to participate or could not be found.

In addition to these interviews, informal conversations were held with various members of the community. Meetings of the ejido were also attended by a researcher functioning as an observer. This allowed examining the dynamics of these meetings and the interaction of ejido members.

The data collected for the second part of the interview (through questionnaire using the Likert scale), was input into a double-entry matrix considering 19 indicators and 18 respondents (four were excluded from the analysis for assigning values outside the Likert scale). To determine the significant indicators in the surveyed population, a combination of the extreme groups approach and item-test correlation was used (Elejabarrieta&Iñiguez, 2010; FernádezPinedo, 2006).The former considers the global results of the upper and lower quartile. An item is useful when the mean of the individuals of the superior quartile is higher than one. The latter discriminates between useful items and those that are not, through their internal consistency. It correlates global individual results with results per item. Although this method considers an r of 0.35 as significant, this study considers an r superior to 0.70 as significant. The internal consistency of the questionnaire (designed as a sequence of items) was validated using Cronbach's alpha coefficient (see Ledesma, et. al, 2002; Oviedo & Campo-Arias, 2005; Brasileiro, 2014; Cardozo, et al., 2014).

Aprincipal component analysis using InfoStat 2011p was performed with the indicators selected through the above process(Di Rienzo, et al., 2011). In this analysis, the variables were the indicators and the repetitions were the answers given

for each indicator by the 18 interviewees (Martin, et al., 1994; Torres, et al., 2008). This was performed with the understanding that a principal component analysis allows for the reduction of the dimensionality of data, transforming the original group of p variables into a group of unrelated q variables (q p). These are the principal components, which are lineal combinations of those variables that best explain the variation in the matrix. Therefore, when identifying the variables that form the first principal components, it can be concluded that these are the variables that best summarise the information (Martin et al., 1994; González, et al., 2008).In this study, the principal component analysis will identify those indicators that best represent the view of the interviewees regarding sustainability indicators included in the questionnaire (Balzarini, et al., 2008; Johnson, 2000). A cluster analysis was conducted, based on the principal component matrix, to identify any association between the indicators(Johnson, 2000).

In the case of the images, it was considered the priority that each interviewee assigned a ranking to each image.This way, the information was concentrated in a double-entry matrix with 12 positions and 22 interviews in order to determine which images were given priority by the interviewees. The images were arranged based on three procedures and a summary. The first process considered only those respondents who assigned a place to each image (13).In order to determine the order, it was considered the measure of central tendency mode of each image (Steel, et. al, 1985). If the position was repeated, it was assigned the highest priority number to the image that appeared later in the sequence, assuming that there was a positive effect for the images that appeared first in the sequence.

The second process was based also on mode, sticking to the rule mentioned above, but in this case all positions that respondents assigned to images were included, i.e. those who assigned more than one position to an image or repeated a position. The third process used principal component analysis (Johnson, 2000). The first four main components were considered. In each, the three images with the highest value were selected. The first three positions within the first component were sequentially assigned, then the second component and so on until all 12 positions were completed. In case animage had already an assigned position in the preceding component, it was selected the next image according to value. Finally with the positions obtained, a table was made with the purpose of obtaining an adjusted position. If the position was repeated in two processes, it was considered significant and it was assigned.

To check if an indicator had a differentiated perception for the interviewees in terms of whether it was evaluated with an image or a questionnaire, a contingency table was developed using chi-square test statistic (Balzarini, et al., 2008).The table included as dependent variables the seven indicators that were evaluated both ways. The independent variable was the evaluation by image and questionnaire. The frequency used in the process was the number of interviewees who assigned the number five to the indicator in the questionnaires, whereas in the case of images, the positions were assimilated into the five categories of the questionnaire, considering the first three as equivalent to assigning five in the questionnaires. The process was performed with the InfoStatsoftware version 2011p (Di Rienzo, et al., 2011).

For a qualitative analysis, an analysis was made not only of the ranking of the images but also of the meaning attached to them by the interviewees. This meant gaining insight into the issues that the interviewees considered relevant. This was observed because the image was often linked to something else in a narrative, as it will be explained in the following sections.

Discussion

Quantitative data analysis

The questionnaire showed internal consistency having a Cronbach's alpha coefficient of 0.92. This implies that the subject had consistency and it was identified as relevant by the people interviewed. In a quantitative way, this justifies two issues; first, the validity of the instrument, and second, the consistency with which people provide everyday information. Table 2 shows the indicators that, according to the applied quantitative methods, have greater significance for the interviewees.It should be noted that this information is categorical and gives an indication of the aspects to which the population is sensitive. However, the quantitative method does not dwell on understanding its significance, so it needs to be supplemented with qualitative methods. An important aspect of the information shown in Table 2 is that in the short time it provides elements to guide the qualitative methods to specific indicators in which an in-depth analysis will provide further information. In the long-term, the information will address two questions: whether it is necessary to rethink how to address a specific indicator in the questionnaire and the very validity of the indicator for the population. This is particularly helpful as discrimination through qualitative methods involves a

Table2. Significant indicators based on two methods.

Indicator	Method	
	Correlation (r)	Extreme groups (Difference)
Crime	0.954	2.4
Waste	0.918	0.8
Social effects	0.898	2.6
Extinction	0.885	1.6
Soil quality	0.812	1.4
NGO involvement	0.796	2.2
Water quality	0.735	1.6
Air quality	0.722	1
Decisions in tourism	0.706	1.4
Unemployment	0.595	1.6

The quantitative method of cluster analysis was used to identify associations between indicators in order to correlate these with the categories to which different indicators are linked. In this study, the method does not identify any association of indicators, which means that people do not make a distinction of categories of the evaluated indicators. This means that the population is sensitive to what affects it but it does not use the guide of sustainability dimensions in its reasoning. However, the dimensions

do not cease to be relevant to the researcher in his analytical intention since the number of social and environmental indicators in this study was almost the same (6 vs. 5). This method is particularly relevant, as in deepening in the association of indicators it allows to approach the information from the qualitative point of view with the risk of biasing the interpretation of data, since the outlook of the dimensions is implicit in the analysis of the researcher.

When using the principal component method to prioritise the indicators from the perspective of the community (Table 3), it was found that the first two components explained 80% of the variation in the values that respondents gave the indicators. Two indicators were left out: NGOs involvement and soil quality. The principal component method adds to the information on the significance of the indicators the relative importance of each of them. In this study, although NGOs involvement and soil quality are indicators present in everyday life, they do not represent issues that the community intends to address in the short term. Once again, the quantitative method is categorical

in its information and it requires methods to further explain this phenomenon.

On the other hand it is observed that the prioritisation is relatively constant for the first four places (indicators), showing a greater variation in the remaining four. The contrast of the quantitative methods used gives evidence of a difference between the meaning of an indicator and its priority. Using the methods of correlation and extreme groups, it can be inferred from the homogenisation of values that the community gives to each indicator that there is enough information regarding the indicators to judge in a homogenous way, therefore referring to significance or meaning. With the method of principal components, the difference of the value given to each indicator by the respondents is understood as a point of reference to the relative importance of each indicator. In this sense, it is here inferred from the heterogeneity of respondents with respect to the indicators. The analysis of the two methods shows how consistent and stable the indicators are from the perspective of the interviewees. In this study the indicators showed stability and consistency.

Table 3. Significant indicators prioritised by the method of principal components.

Variable	Importance	Component
Crime	1	1
Waste	2	1
Extinction	3	1
Social effects	4	1
Air quality	5	2
Decisions in tourism	6	2
Water quality	7	2
Unemployment	8	2

In the case of the images, only four were identified as significant indicators for the population (Table 4). From these four, three converged with those identified through the questionnaires although it did not converge in prioritisation. Neither is it observed atendency to associate the images to the categories used in the questionnaires. Based on the order in which the images were analysed, it is observed that there is no relationship between the priority given to the image and the significance it had for

respondents. This implies that, for the community, indicators refer to issues, which are identified by their constant presence in town. But in the sense of the attention that these issues require the diversity of opinions is broad. In this sense, the method used allows identifying the indicators better understood by the community, but it requires the support of qualitative analysis to understand the reasons for the difference in perception. Further, the quantitative method facilitates the prioritisation of indicators avoiding subjective tendencies.

Table 4. Significant indicators for the population from photographs based on three methods so for dering.

Image	Indicator	Process			
		Principal component	Mode without repetition of positions	Mode with repetition of positions	Adjusted
1	Unemployment	8	7	8	8
2	Extinction	4	5	5	5
3	Education	5	9	8	NS
4	Money	7	11	2	NS
5	Soil quality	2	1	12	NS
6	Decisions in tourism	1	12	1	1
7	Water quality	3	2	10	NS
8	Conservation	11	4	6	NS
9	Family	10	10	9	10
10	Tourism satisfaction	9	8	3	NS
11	Tourism 2	6	3	4	NS
12	Wildlife diversity	12	6	7	NS

* NS=Not significant

Through the contingency table it was determined($p < 0.01$) that the way to present an indicator (either by questionnaire or image), influences the way that people give it significance(Table 5). In general, it is observed that the evaluation through images ends to assign lower values to the indicators than through questionnaires. This can be explained by the fact that in the case of the images the indicator is analysed from the

perspective of the interviewee, while in the questionnaire the indicator is the interpretation of what the researcher intended. In this sense, it could be inferred that the greater the difference between the results of the two instruments might mean that the indicator is relatively foreign to the expectations of the community. This is the case of tourism indicators that could still be assumed as an abstraction for the

interviewees. A contrary case would be the indicator of air quality, which could be inferred that is fully understood and interpreted by the community.

Table 5. Contingency table on the frequency with which the indicator is considered significant for the individual.

Indicator	Interviewees who considered the indicator to be significant		
	Image	Likert	Total
Water quality	8	19	27
Soil quality	13	6	19
Air quality	4	6	10
Conservation- community awareness	15	10	25
Diversity of wildlife	4	15	19
Extinction	7	18	25
Decisions in tourism	1	19	20
Satisfaction with tourism	2	16	18
Total	54	109	163

Qualitative analysis of the photoelicitation technique:

For the photoelicitation technique, 9 of the 12 images showed something with which the interviewees may be familiar. Image 1, for example, does not only portray farming, but growing potatoes in the Nevado Park, an activity with which all ejidatarios are well acquainted. The remaining 3 of the 12 images were chosen as portraying in a generic way, the intended meaning.

In terms ranking images, results show that arranging the images in order of importance was not a straightforward process for the interviewees. An important part of the process was the meaning that each gave to the image. For example, images 3, 9 and 10 were all dismissed by 4 people. These images were intended to portray education, family and tourism. It is relevant the fact that the images chosen to portray education and family were not familiar to the interviewees. That is, they did not belong to their surroundings as the rest of the images did. Also, the fact that all interviewees were

males could have some bearing in dismissing image 9 (family), the implication being that female interviewees may be more sensitive to family issues and needs.

Another factor to consider is that images 3 and 9 could have been perceived as out of context in the sense of the greater subject that was being discussed sustainable tourism in the Nevado Park. Although possible issues in the community, they were not in direct relation to the subject, nor where they introduced as such.

The images that consistently ranked higher were 1, 2, 5, 8 and 11. The intended meaning for these images was work, fauna, deforestation, trees and tourism. Among these images, the highest ranking was for trees. There could be several ways to interpret this. One is that the Nevado Park, being a wooded area, is readily identified with trees. Another reason could be that, for the last several years, government policies have tended towards the afforestation of areas such as the Nevado Park. This has

included launching afforestation programmes directed to local communities. The programmes have involved paying wages to community members to plant trees on designated areas for a period of a few months at a time. Thus, a large population of trees can be perceived as important not only in terms of income, but also in terms of government discourse.

The images that consistently ranked lower were 3, 4 and 6. The intended meaning for these images was education, money or income and community, respectively. The results for image 4 help to illustrate whath as been extensively documented in the literature about participatory techniques the extent to which the answers reflect the real thoughts of the interviewee. The interviewees may have ranked this image low because they did not want to be perceived as greedy or materialistic. This can be illustrated by an experience with one interviewee. At first, he had decided to dismiss the image because, in his own words, he did not want to "appear greedy". However, through the process of accommodating the images, he reasoned that without money it was not really possible to do much. He decided to re-incorporate the image to the list but placing it in a middle ground position.

The images that were more evenly distributed throughout the ranking were 7, 10 and 12. The intended meaning for these images was water, tourism and flora respectively. It is noteworthy that image 11, also intended to portray tourism, was ranked among the highest. This suggest that from the two images chosen to portray tourism, the more familiar to them was the one with the lodge that they manage, even though this image has no visitors in it. The tourism activity seems to be important for them, since the two images were ranked high and middle ground but not low.

While the image about fauna was ranked among the highest, the image about flora was ranked in the middle ground. This seems to suggest that for the interviewees fauna is more important than flora. However, this is relative, because if image 8 (about trees) is considered as part of the flora, then flora takes importance, considering that trees was the image ranked highest of all.

In terms of the meaning attached to the image 1, it could be observed that 10 of the interviewees readily interpreted it as farming. Five expressed explicitly the idea of work. The interpretation of this image by another five went further. The key words in the meaning of these five interviewees were: erosion, afforestation, food (2) and path. As expressed earlier, farming is the immediate context of these interviewees in terms of livelihoods. However, as ejidatarios, there is a sense of ownership and knowledge-ability attached to farming. As expressed by one interviewee, this is an image of "farmers who know how to cultivate their land". Ownership in the context of ejidos not only implies the plot assigned to each ejidatario for farming but also the totality of resources comprised in the ejido given to the community. This is so especially in cases like that of the Nevado Park, where part of the ejido is woodland and, due to the decree, is not divisible but owned as a collective.

It can be said that the interpretations of this image linked to erosion and afforestation where within the context of the broader subject of the research. Erosion had been introduced in the second part of the interview with the indicators. Afforestation was also in the immediate context of the interviewees. Firstly, through afforestation projects involving community members.

Secondly, it is noteworthy that the same interviewee who linked the image to afforestation, in the first part of the interview mentioned that sustainability was afforestation.

Another image that showed some significance was that of the family. Fourteen interviewees readily identified the image as a family. However, the narrative that accompanied the identification of the family varied. For example, five of the interviewees mentioned the family in connection with the tourism activity. For some of these, the image was about families visiting the Nevado Park and the security that should be given to these families. Others interpreted it in the context of their own family visiting the Park.

From these 14 interviewees, two interpreted the image as a family but in connection with the environment. For one of them, it was about water and the benefits that families receive from having water. This could be interpreted within the context of the difficulties that some communities within and around the Nevado Park have to gain access to running water. According to the National Institute of Statistics and Geography (2006), 89% of households have piped drinking water in the community. Despite this figure being 12% higher than the municipality level, the reality is that 11% of households do not have access to this service. This particular interviewee could fall within this 11% and thus the importance that he attaches to water in relation with the family.

For the other interviewee, the image of the family is linked to environmental education. This, he mentioned, is responsibility firstly of the parents, and secondly of the State, through the schools' curricula.

From all the images, image number 6, with the intended meaning of community, was the one that showed greatest variety of given meaning. The highest consensus was in terms of politics, with six interviewees interpreting the image along these terms. There were mentioned the unfulfilled promises of the politicians and the misuse and mismanagement of financial resources. Apart from this interpretation, the image was also interpreted as the right to free speech. Closer to the intended meaning of the image, it was interpreted as either the offices of the local government, the centre of the town or the people of the town.

This results and interpretations show that the technique of photoelicitation can aid in finding out local peoples' interests and issues within a particular subject. Although it is limiting in the sense that the images are given, it is flexible in the sense that they provide the opportunity for free narratives.

Conclusions

The research shows that the use of the photoelicitation technique in the context of sustainable tourism can be more telling of the community interests than techniques such as the Likert scale. This was evident because in the section where it was asked to rank in a Likert scale, the variation was minimum. That is, all indicators seemed equally important to the interviewees. This can be interpreted in two ways, one, all indicators were truly equally important, and two, a number was given that seemed appropriate without much consideration given to the question.

Additionally, the Likert scale does not allow for much feedback or exchange of information. The photoelicitation technique, however, invites interviewees to express their own thoughts and to elaborate on the meaning attached to the images allowing thus further insight into their views and interests.

On the other hand, the analysis of the Likert scale in a quantitative way allows validating the instrument and testing the consistency with which people provide everyday information. This was seen in the results obtained by quantitative methods such as correlation analysis, extreme groups and principal component analysis.

When combining qualitative and quantitative methods of analysis, it is possible to identify issues that are important for the respondents although the attention or priority that is given by each one of them can vary greatly. This latter point is further understood by the use of qualitative methods that help elucidating perceptions and reasons thus establishing issues priorities that reflect the interests of the local people.

Limitations of the Study

A challenge of using the photoelicitation technique is the meaning given to the images. As it could be seen by the results obtained, the intended meaning does not necessarily correspond to the meaning given by the interviewees. This could be seen as either a weakness or strength: as a weakness because the results may not give the intended outcome. As a strength because the liberty given to the interviewees in their answers can help enrich the results of the research and can allow for the emergence of issues that were not considered initially by the researcher although relevant to the community.

Additionally, the codification of results obtained can be a challenge. However, once the relevant issues are identified, these could be used as a starting point for the development of indicators that are relevant to the community and clear to identify and monitor by community members (Miller & Twining-Ward, 2005). This becomes particularly relevant in the context of decentralisation where communities are made responsible for the conservation and preservation of their resources and are thus expected to monitor changes.

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About the Authors

Gandhi González-Guerrero is the corresponding author. She is a lecturer at the Tenancingo University Centre of the Autonomous University of the State of Mexico. She completed her PhD in Development Studies at the University of East Anglia. Her research interests are on the subjects of rural development, tourism and policy instruments with focus on participation and community involvement. Email-gandhoo@hotmail.com

Justino Gerardo González Díazis a professor at the Tenancingo University Centre of the Autonomous University of the State of Mexico since 2003. He is a Doctor in Natural Resource and Agricultural and Livestock Sciences by the Autonomous University of the State of Mexico. His research interests are on local resources. E-mail: ocupa60@hotmail.com

TirzoCastañedaMartínezis a professor at the Tenancingo University Centre of the Autonomous University of the State of Mexico. He is a Doctor in Natural Resource and Agricultural and Livestock Sciences by the Autonomous University of the State of Mexico. His research interests are on the subjects of analysis, reactivation and use local resources, and local development. E-mail: tcasma24@yahoo.com.mx

María Eugenia Valdez Pérez is a lecturer at the Tenancingo University Centre of the Autonomous University of the State of Mexico. She holds a Doctorate degree in Science. Her research interests are on the subjects of natural resource management. E-mail: mevaldezp@gmail.com

Research on the Green Destination Development Evaluation: a Low-carbon Perspective

WANG LIN
Management School, Jinan University, Guangzhou, Guangdong, 510632, China
ZHANG QIQI
Public Management School, Jinan University, Guangzhou, Guangdong, 510632, China
ZHANG MU
Shenzhen Tourism School, Jinan University, Shenzhen, Guangdong, 518053, China
Corresponding Author: zhangmu@163.com

Abstract

Green development is a new pattern of tourism development. Tourist attractions are the main carriers of tourism industry. How to construct them into the green destinations are the most important area and critical link in tourism green transformation. Based on a low-carbon perspective and the successful experience of the Shenzhen Overseas Chinese Town East (OCT East), this research constructs an evaluation index system for green destination by using the method of Delphi, questionnaire and field survey. There are four projects, nine elements and 33 indicators determining the level of green development. The authors use the Shenzhen OCT East as an evaluation object for empirical research. They verify the applicability and operability of the evaluation index, which can provide reference for the evaluation of other green destinations. The results show that the evaluation score of the Shenzhen OCT East is 88.97. It belongs to a strong green destination and its green development has entered the mature stage. The Shenzhen OCT East gets high scores in two projects, "Ecological protection" and "Daily energy saving", especially these elements like "Ecological environment", "Energy supply system", "Tourism activities", "Green propaganda". Finally, the authors put forward some development suggestions for other green destinations by integrating the actual situation and evaluation data of the Shenzhen OCT East.

INTRODUCTION

In the context of the global financial crisis, the United Nations Environment Programme proposed "Global Green New Deal" and "Green Economy" in October 2008. It called for a global transition from "Brown Economy" to "Green Economy". The initiative of green development concept has received enthusiastic response from many countries and organizations. They put forward their own strategies and plans for green growth or green transformation. Green development is a new pattern, which regards environmental protection as an important support to achieve sustainable development. Tourism is an industry relying on the environment, but it has brought many negative impacts. It has already threatened the existence and development of itself. So the green development of tourism is in line with the trend of the times. As the pillar industry of tourism, the green transformation of tourist attractions are particularly necessary. After the China National Tourism Administration issued the "Demonstration Destination for Green Tourism" industry standards in January 2016, the tourist attractions across the country engaged actively in green transformation. Green destination will be a new trend in the future construction of tourist attraction. However, the development of green destination in China is still in the initial stage and has a low speed. What is the green destination? How to evaluate the development level of green destination? How to construct and manage the green destination? Exploring these issues are important to the green development of tourism. After sustainable tourism and ecological tourism, low-carbon tourism become a new concept in tourism areas. It has great significance to promote the transformation of tourism internal structure, improve the

ecological environment and ease the pressure on global climate change, so it gets widely attentions by tourism academics (Zhao Xueru, Liu Xuemin & Cong Jianhui, 2014).Based on the perspective of low-carbon tourism, the green transformation of tourist attraction means that the existing extensive mode will be transferred to the low-carbon and environmental protection development path. This can fundamentally prevent and control the environmental pollution, then help the sustainable development of tourist attraction. This research has certain theoretical and practical meanings. The evaluation index system of green destination is a kind of evaluation tools. It can assess the development level and ability of green destination. At the same time it can also provide scientific basis for the developing strategy and measures of green destination, as a guiding role.

Literature review

In recent years, the concept of low-carbon economy and green development has been gradually understood and accepted by more people. The related research in tourism academic is also on the increase. The research on low-carbon tourism is more mature. In view of the measurements of tourism carbon emissions, they mainly research from the following two perspectives. One is based on energy terminal by using the energy consumption statistics data from the national level (Jones & Munday, 2007; Becken, 2013; Li Peng, Huang Jihua, Mo Yanfen et al., 2010; Xiao Jianhong，Yu Aifen & Wang Min, 2011). The other is based on consumption terminal by using the survey data from the perspective of carbon footprint (Becken, Simmons & Frampton，2003; Howitt, Revol, Smith et al., 2010; Wang Qingrong & Xie Feilong, 2014).On the study about the development mode of low-carbon tourism, they mainly focused on two key

words, "carbon tax" and "aviation" in tourism transportation area (Hamilton, Maddison & Tol, 2005; Tol, 2007). In tourism accommodation area, they thought about renewable energy (Gössling & Schumacher, 2010). In tourist area, they revolved around the logical line of "perception -awareness - intention", including the perception of "tourism impacts climate change" (Becken, 2004; Weaver, 2011), the awareness of carbon emission reduction (Leiserowitz, 2006; Kellstedt, Zahran & Vedlitz, 2008), the intention to pay for emission reduction (McKercher, Prideaux, Cheung et al., 2010). They also studied about the evaluation index system of low-carbon tourism, selecting the typical low-carbon city (Li Yanrong & Li Wen, 2016), low-carbon community (Li Yanan, 2014), low-carbon scenic spot (Tan Jing, 2010; Luo Yuyan, Ge Peng, Ren Peiyu et al., 2011; Tai Yunhong, 2014; Li Hangfei, 2016).

On the study about green development of tourism, they mainly concentrated in the conception of green tourism, as well as the significance and countermeasures (Wei Min, 2011; Piao Jingyu & Wan Li, 2011; Wang Yachang, 2016). The research objects included green hotel (Yang Jianhua, 2009; Xie Jianhong & Liu Zhenming, 2012), green tourist (Berginseers & Mair, 2009), green supply chain (Wang Fen, 2010), green hotel (Kotler, Bowen & Makens, 2011).There were less research about green destination or the green transformation of tourist attraction. Xie Yincheng, Jing Shaoping and Tao Yuhong (2011) used green marketing concept to guide the management of tourist attraction. Wei Li (2013)analyzed the problems in the development of green logistics in the tourist attraction, and proposed countermeasures for the better development of green logistics from the perspective of the

government and enterprise. Sun Hao, Wu Jin, Tang Xiaoyun et al. (2013) constructed the tourist attraction's green marketing model from tourists' perspective, drew up and carried out the green marketing on the basis of ecological environment. Peng Jing and Hu Fen (2016) analyzed the development situation and existing problems of Wuhan tourist attractions, and put forward some countermeasures and suggestions for its development. Huang Limei (2016) integrated the green shipping concept into the development of green tourism, constructed the green shipping index system of Liangzi Lake Tourist Attraction and provided some technical support for the development of the shipping industry to promote green.

In a summary, the literature of low-carbon tourism is relatively abundant, while the green development of tourism puts more emphasis on theoretical research and is still at the stage of theoretic exploration. The combination of theories and practices is not enough. At present, the research results of tourist attraction's green transition in tourism industry are less, and there is no research on the development evaluation index of green destination. The transformation and development of tourist attractions should be combined with practice. The evaluation results and the development strategies should correspond to each other, form a complete system.

Green destination means that the construction and development of a scenic spot is linked with the concept of low-carbon economy and green development, especially make some low-carbon and green transformation in the process of its management and operation. It determines that a green destination needs to be developed from internal construction and external behavior. The green destination doesn't have a uniform definition. From the perspective of low-carbon tourism, green destination not only has a low-carbon and environmental protection facilities, but also has tourism service through the concept of green development. It can not only provide tourism products with "low pollution, low energy consumption, low emissions", but also satisfy the tourists' demand with "high quality, high experience, high efficiency". Finally it can achieve sustainable development.

Methodology

Design of the index system

This research adopts four levels of model structure: the target layer, the project layer, the element layer and the index layer. The target layer is to evaluate the intended completion of the task. The project layer is a division of the evaluation scope and the criteria for determining the specific things. The element layer is the basic content of each project. The index layer is the final point of the evaluation index system.

This research selected the quantified and standardized indicators to constitute the evaluation index system of green destination, by searched the key words such as "green", "low-carbon", "environmental protection", "energy saving", "sustainable" from the following three aspects: (1)Reference to the construction experience of the Shenzhen OCT East, ensured the feasibility and practicality of the evaluation index system; (2) Reference to the "Green tourist attraction", "Demonstration destination for green tourism" industry standards issued by the National Tourism Administration, ensured the authority of the evaluation index system; (3) Reference to the comprehensive evaluation index put forward by scholars in the low-carbon development evaluation literature, ensured the scientific of the evaluation index system.

Determine the evaluation indexes

In order to improve the preciseness, this research selected and revised 40 preliminary evaluation indexes through Delphi method and questionnaire survey.

(1) Delphi method

An advisory group of experts was composed that included 5 experts from Jinan University, 10 graduates of tourism management programs and 5 managers from the Shenzhen OCT East. Each of the 20 experts received a copy of the questionnaire. The experts were requested to provide his or her advice and recommendations regarding the indexes. According to the experts' opinions, some indexes were removed and revised. Finally there were 34 indicators determined.

(2) Questionnaire survey

The paper and online questionnaire were used to survey the members of the advisory group and the tourists. To signify that an index was "very important", "relatively important", "general", "unimportant", or "not important at all", the respondents assigned a score of 5, 4, 3, 2, or 1, respectively. After collecting the questionnaires, the authors used the arithmetic mean of each index score to represent the opinions of the respondents' concentration, the variation coefficient to represent the opinions of the respondents' coordination degree. The smaller variation coefficient is, the higher the coordination of the index has.

Suppose that the i respondent assigned the j index a score X_{ij}. There were n respondents and m indexes.

$$M_j = \frac{1}{n}\sum_{i=1}^{n} X_{ij}$$

$$S_j = \sqrt{\frac{1}{n-1}\sum_{i=1}^{n}(X_{ij} - M_j)^2}$$

$$V_j = S_j / M_j \quad (\text{Formula 1})$$

Where:

M_j = the arithmetic mean of j index;

S_j = the standard deviation of j index;

V_j = the variation coefficient of j index;

Determine the weights of indexes

The weight of the index is a measure of the importance to the construction of green destination. It has an important effect on the evaluation result and greatly influences the validity and scientific of the evaluation index system. This research adopted the principal component analysis (PCA) method.20 experts were asked to judge the degree of importance of each index.

$$g(i) = \sum W_i * X_i \quad (\text{Formula 2})$$

Where:

W_i = the weight coefficient of the first principal component factor;

X_i = expert' score on the same index.

Used the formula $f_i = g_i / \sum_{i=1}^{n} g_i$ and composed the index $f(i)$ in different levels. Then obtained the weighting set,

$$F = (f_1, f_2, \ldots, f_n)T, \sum_{i=1}^{n} f_i = 1$$

The evaluation model of green destination

This research adopts multi-objective linear weighted function method to establish the evaluation model of green destination. In this model, n= total number of indexes, m= total number of elements, P= total number of targets.

$$S = \sum_{h=1}^{P} \left[\sum_{j=1}^{m} \left(\sum_{i=1}^{n} A_i B_j \right) C_j \right] D_h$$

$$(\text{Formula 3})$$

Where:

S = Total score;

A_i = the score of i index;

B_j = the weight of j index;

C_j = the weight of the indexes within j element layer;

D_h= the weight of the indexes h within target layer.

The level standards of green destination

Every single index in the green destination index system reflects the green level from different aspects. According to the evaluation model mentioned above, the scores of the green destination can be calculated. The grade division of green destination does not have a uniform standard currently. This research references the "Green tourist attraction" industry standards and Huang Limei's (2016) green evaluation standards. The total green level score set to 100, and the development level of green destination can be divided into the following four levels from strong to weak (see table 1).

Tab.1   The level standards of green destination

Value range	（0，50）	[50，70）	[70，90）	[90，100]
Level	Weak green destination	General green destination	Strong green destination	Stronger green destination
Evaluation	The green development is poor and must to be improved	The green development is insufficient and needs to be enhanced	The green development is relatively good.	The green development is excellent and needs to be maintained
Stage	Initial stage	Growth stage	Mature stage	Advanced stage

An empirical analysis based on the Shenzhen OCT East

Survey of the Shenzhen OCT East

The Shenzhen Overseas Chinese Town East (OCT East), located at Dameisha of Shenzhen, China, covering an area of nine square kilometers. It is the first domestic large comprehensive national ecological tourism demonstration various themes, such as relaxation, vacation, sightseeing tour, outdoor sports and science popularization education. It mainly includes six parts, namely Knight Valley Eco Park, Tea Stream Valley Holiday Park, Wind Valley Sports Park, Huaxing Temple, Theme Hotel Cluster and Tianlu Mansion, embodying the harmonious coexistence between human beings and the nature. The Shenzhen OCT East carried out a bold breakthrough in the content and form of green constructions. Its green development achievements have been affirmed, because it was selected the first batch of the 50 national green tourism experimentation area in 2010.

Under the background of advocating the development of low carbon tourism, choosing this scenic spot as a case has the significance of guiding and demonstrating the construction and development of green destination in China. Under the background of advocating the low-carbon tourism development, the Shenzhen OCT East as a case, has the significance of guidance and demonstration for the construction and development of green destinations.

Development Status of the Shenzhen OCT East

The authors analyzed and evaluated the development status of the green development in Shenzhen OCT East, by field survey and interviews with its managers and tourists in perspective of the followings: (1) Ecological protection: Making large-scale optimization, beautification and structural adjustment of the mountain area. Afforesting the exposed areas; Trying to protect the original natural resources; Establishing garbage transfer station and domestic sewage treatment station; Adopting ecological technology to purify the water quality of landscape. (2) Green energy and construction: Using a variety of green, clean energy including the project "windmill in the cloud", solar

photovoltaic power station, water power station and biogas utilization system. The hotel used environmentally materials and coatings. Some landscape facilities also used a large number of vegetation and other raw materials. (3) Daily energy saving: Sidewalks used natural materials combined with the actual terrain and the environment; Using green transportation and parking lot system; Using environmentally paper and electronic billboard; Building with environmental toilets and artificial lake; Improving the value of recycling rain water by purification technology. (4) Green supporting: Putting a lot of money into green construction and development; Setting up environmental monitoring stations for the atmosphere and water quality; Publicizing green knowledge; Carrying out a series of environmental protection campaigns.

Construct the evaluation index system of green destination

After the questionnaire survey, a total of 300 questionnaires were distributed, 280 were recovered and 268 were valid. The effective rate was 89.3%, and the recovery was better. The Cronbach index was 0.907, which proved that the data was very

reliable. By calculation, the arithmetic mean values of all indexes were above 3, indicating the importance of the indexes was identified by the respondents. The variation coefficient of all indexes were between 0 and 0.25, indicating the high degree of coordination and the index system was feasible.

In Table 2, the Kaiser-Meyer-Olkin (KMO) statistic were greater than 0.5 and the Bartlett's Test of Sphericity were significant (0.000 < 0.01) for all dimensions. So the data were suitable for Factor Analysis.

The factor loadings of each indexes in "Ecological protection", "Green energy and construction", "Daily energy saving", this three dimensions were greater than 0.5. It showed that the various components of the original index has more significant correlation, factor analysis on the common extraction results are more satisfactory. But in the "Green supporting" dimension, the factor loading of the "Compile special green protection plan" index was lower than 0.5. Therefore, the factor analysis was carried out again without this index. At last, it showed that all the original index has more significant correlation, and the results

Tab.2 The results of KMO and Bartlett test

Dimension	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity (Sig.)
Ecological protection	.665	.000
Green energy and construction	.742	.000
Daily energy saving	.755	.000
Green supporting	.748	.000

The authors checked the reliability of each dimension and found that the scale reliability was acceptable. Each factor was named. After adjusting the indexes through factor analysis, the index system of green destination was constructed. It included "Ecological protection", "Green energy and construction", "Daily energy saving" and

"Green supporting" this four projects, with nine elements and 33 indicators (see Table 4).

Then the authors collected the 20 experts' scores and get the weight coefficient of first principal component factor (see Table 3). Then Substitute the data into the formula 2.Thus was obtained the weight of each index (see Table 4).

Tab.3 The weight coefficient of the first principal component factor（）

	1	2	3	4	5	6	7	8	9
Weight	0.399	0.295	0.335	0.348	0.349	0.206	0.195	0.394	0.307
1.Ecological environment 2.Waste disposal 3.Construction energy sa ving 4.Energy s upply system 5.Tourism activities 6.Water sa ving 7.Disposable goods 8.Green propaganda 9.Construction guarantee									

Tab.4 The index system of green destination

Target layer	Project layer (Weight)	Element layer (Weight)	Index layer	Weight
evaluation index system for green destination	Ecological protection (0.237)	Ecological environment (0.179)	1 Bio-diversity	0.036
			2 Vegetation coverage rate	0.038
			3 Protect the original landscape ecology	0.036
			4 Air quality	0.033
			5 Surface water environment quality	0.036
		Waste disposal (0.058)	6 Recycling of solid waste	0.029
			7 Wastewater treatment	0.029
	Green energy and construction (0.233)	Construction energy saving (0.106)	8 Use the building ventilation system to adjust the temperature	0.029
			9 The indoor lighting is good	0.028
			10Use localized building materials	0.031
			11Use recycled building materials	0.018
		Energy supply system (0.127)	12Energy resources recycling	0.031
			13 Utilization rate of renewable clean energy	0.033
			14Using innovative energy storage technologies	0.033
			15Utilization ratio of energy -saving appliances	0.030
	Daily energy saving (0.320)	Tourism activities (0.247)	16Ecological construction of touristfootpath	0.032
			17 Ecological guidance signs	0.030
			18Construction of ecological parking lot	0.032
			19 Proportion of green food used	0.029
			20 Green transportation	0.034
			21The use of high energy entertainment facilities	0.030
			22 Packaging of environmentally friendly materials for tourist commodities	0.033
			23 Providing temporary accommodation	0.027

		24 Utilization rate of water saving facilities	0.019
Water saving (0.037)		25Setting up rainwater storage system	0.018
Disposable goods (0.036)		26 Proportion of disposable tableware used	0.018
		27 Proportion of disposable articles used in hotels	0.018
Green supporting (0.210)	Green propaganda (0.152)	28Green knowledge training for employees	0.038
		29 Green propaganda and education for visitors	0.038
		30 Green support from l ocal government	0.039
		31 Green propaganda and education for local residents	0.037
	Construction guarantee (0.058)	32 Revenue is invested in green construction	0.029
		33 Establish a green environmental monitoring mechanism	0.029

Analysis the weight of the evaluation indexes

According to Table 4, the impact of four projects is followed by: daily energy saving>ecological protection >green energy and construction >green supporting. This indicates that the green destination should pay more attention to the green development of "daily energy saving". In the elements layer, "tourism activities" hasthe highest weight, followed by "ecological environment". The weight of "construction energy saving", "energy supply system" and"green propaganda" are also higher. Thus, these elements should be given high priority in the process of developing green destination. In the index layer, "green support from local government" has the highest weight, which shows that government plays a very important role in promoting green development. The weight of "green

knowledge training for employees", "green propaganda and education for visitors" and "green propaganda and education for local residents" are relatively high. It shows that the development of green destination requires the joint efforts from tourists, government, residents and employees.

The authors asked 20 experts to score the green degree of the Shenzhen OCT East, taking the arithmetic mean of each index score (see Table 5).

Final score = Actual score * Weight (Formula 4）

According to Table 1 and Table 5, the evaluation score of the Shenzhen OCT East is 88.97. It belongs to a strong green destination and its green development has entered the mature stage. The evaluation results showed that the system has certain operability and applicability, which can provide the decision-making basis for the evaluation of other green destinations.

Tab.5 The green rating score of the Shenzhen OCT East

Project layer	Final score	Element layer	Final score
Ecological protection	21.34	Ecological environment	15.98
		Waste disposal	5.36
Green energy and construction	20.62	Construction energy saying	9.40
		Energy supply system	11.22
Daily energy saving	27.63	Tourism activities	20.75
		Water saying	3.57
		Disposable goods	3.31
Green supporting	19.38	Green propaganda	13.93
		Construction guarantee	5.45
Total score		88.97	

Suggestions for the development of green destinations

According to the survey of the Shenzhen OCT East, it has basically reached the requirements of green destination. For example, "ecological environment", "construction energy saving", "energy supply system", "tourism activities" and "green propaganda" have outstanding performance. But meanwhile, according to the green destination index system built by this research, the Shenzhen OCT East also has some areas that needs further improvement. Based on the actual situation and evaluation data of the Shenzhen OCT East, the following development proposals are put forward for other tourist attractions.

(1) Strengthen natural barriers and control pollution emissions

The project "ecological protection" is ranked second and the element "ecological environment" occupies 0.179. It means the green destination should attach importance to ecological environment, with proper redistribution and strength in greening. Provide a natural ecological filter for tourist attraction through the direct purification of green space, wetland and water. It can absorb large amount of carbon dioxide and reduce carbon emissions effectively. Solve the sewage and waste discharge through the garbage transfer station and sewage treatment station at the same time.

(2) Reduce energy consumption and recycle resources

Both the element "construction energy" and "energy supply system" have relatively large weight, which are 0.106 and 0.127. Green destination should consider environmental protection material, renewable energy and clean energy in the planning stage. For the tourist attractions which were already built, they have to put the appropriate research and funding for green transformation. Reduce energy consumption and waste emissions by using new energy sources, such as wind energy, solar energy and bio energy. Pay attention to the recycling of resources. Purification environment and recovery energy must be combined organically.

(3) Live a low-carbon life

The project "daily energy saving" is ranked first, especially the element "tourism activities". It has the maximum weight of 0.247 in 9 elements. There are a lot of carbon emissions in the various stages of tourism. Without reducing the tourist experience, green destinations should develop their own green tourism products with the standard of energy saving and sustainable development. Green concept

should be put into daily business maintenance and practical action.

(4) Advertise green education and protect green development

The tourism industry contains many stakeholders. To promote the green development of green destination, it is essential to rely on the extensive participation and cooperation among local governments, local residents, employees in tourist destination and tourists. Their green awareness is a solid foundation for green development in tourist destination. Therefore, "green propaganda" plays an important role. Not only the employees should be trained but also the tourists and local residents should be educated. Besides, green destination should build up and improve their monitoring network system, and conduct environmental monitoring regularly. Special funds should be set up as "green saving" for equipment purchase, maintenance, personnel training and ecological improvement.

Conclusion

China's tourism industry is facing the global climate change, and the low-carbon tourism has shown great vitality. The construction and development of green destination is a long-term and complex task. It is the inevitable trend of the coordinated development with society economy and environment. Compared with the existing literatures, this research has a more abundant source of indicators. In the previous researches, the indicators were most based on the existing index systems. This research also refers to the successful construction experience of the Shenzhen OCT East, and the "Green tourist attraction", "Demonstration destination for green tourism" industry standards issued by the National Tourism Administration. It makes the evaluation index system more feasible, practical and authoritative. In the

past, the scholars had conducted the comprehensive and untargeted researches on the evaluation of ordinary tourist attractions. But in this research, the indicators are around the concept of low-carbon economy and green development. They are selected to reflect the green transformation situation in the green destination as much as possible. This system includes"Ecological protection", "Green energy and construction", "Daily energy saving" and "Green supporting" this four projects, with nine elements and 33 indicators. Finally the authors use the Shenzhen OCT East as an evaluation object for empirical research. The applicability and operability of the evaluation index is verified. The results show that the evaluation score of the Shenzhen OCT East is 88.97. It belongs to a strong green destination and its green development has entered the mature stage. It can provide reference for the construction and development of other green destinations.

Green development is a new standard in tourism field. The theory and evaluation technology of green destination is a basic work with complex content and broad range. With the development of the times, there will be many new technologies and new development concepts in the construction of tourist attraction. Therefore, it is necessary to revise the evaluation system and improve the evaluation standards according to the actual situation. Although some achievements have been made in this research, there are still many shortcomings due to the authors' theoretical level, as well as the limitations of time, energy and data. The following two aspects can be studied in depth: (1) According to the existing research results, the standard of measurement in this research can be further studied in the future with the help of new concepts and methods. (2) This research

mainly focuses on sorting the importance of each index. In order to further improve the evaluation system and development countermeasures, we can add the investment analysis of each index.

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About the Authors

LIN WANG, is a Master Student at Management School in Jinan University. She is engaged in research on low-carbon tourism and development of scenic spot. Email:lindsayw2012@foxmail.com.

QIQI ZHANG, is a Master Student at Public Management School in Jinan University. She is engaged in research on land resource management, planning and economy. Email:zhangqq@stu2016.jnu.edu.cn

MU ZHANG, Ph.D., Professor and Associate Dean of Shenzhen Tourism College in Jinan University. He is engaged in researches on geography, geographical information system ecommerce in tourism , and teaching tourism management etc. Email:zhangmu@163.com.

Making a job out of your passion: when sports people become entrepreneurs in the Tourism Industry

PHILIPPE TERRAL
FANNY DUBOIS

Université Paul Sabatier, France
CRESCO EA 7419, University of Toulouse, France

Abstract

In the second half of the 20th century, companies in the non-profit sector have met important changes in the way they operate, which is putting their sustainability at risk. The leisure sector, an area that was initially and predominantly non-profit and voluntary, has progressively changed towards private entrepreneurial structures, particularly in the tourism areas.

Based on interviews and ethnographic observations carried out in a rural region of the south of France, this study takes an interest in the careers of the business managers of outdoor sports activity companies, and more specifically in the process of converting an amateur activity, considered to be a passion into a profession in tourism activity.

INTRODUCTION

Tourism represents 6.7% of French GDP and France was the leading tourist destination in 2007 with 82 million foreign tourists (www.tourisme.gouv.fr). Therefore, tourism has a predominant place in both the national and world economy. In this sector, where service activities represent more than 70% of employment, sports related services are more and more in demand. In 2007, the demand for goods and sport services have increased by 3.8% compared to 2006 (http://www.insee.fr/fr/themes/tableau.asp?ref_id=NATnon08126). In particular, outdoor sports activities made up of structures offering sports leisure activities such as climbing and canyoning is a fast growing sector. Service providers and the natural facilities are ever increasing (Anthony, 1966 ; Beioley, Crookston & Tyrer, 1988 ; Melo & Gomes, 2017). More than 30 million French people practice these outdoor sports activities, which are therefore an attraction pool for rural zones (20% of consumption related to the tourist industry is linked to rural areas) and are furthermore an essential component of land development. These outdoor sports practices represent an important activity pool, generating goods and services and employment whilst consolidating the development of the territories (CNAPS Report 2002:21).

This article aims to comprehend the construction of the skill set necessary to fulfil the role of a business executive in the sports tourism field. The passionate aspect of these activities does not "reconcile easily with the market economy". We will take a further interest in the practical details of the conversion of the passion into profession; a process often

takes place at numerous fields Gibson, 2006 ; Melo & Gomes, 2017).

2. Literature review and theoretical framework

Most companies in this sector are small (less than 50 employees) and are defined by the central role of their executives (Gibson, 2006; Bouhaouala, 2008). 75 % of these executives hold four or more functions in their respective companies such as sales, administration, oversight and organisation (http://www.sportsdenature.gouv.fr/docs/sup erdoc/presentation_etude-massif-central. pdf). Thus, these executives steer the development of small businesses and play a determining role in the strategic choices (Bouhaouala, 2008). In a context where commitment and the maintenance of jobs related to outdoor sports activities are perceived by the individuals as the fulfilment of a "vocation" (Chevalier, 2003: creating a company gives them the possibility to transform "their passion into a profession" (Chevalier, Dussart, 2002: 461). Most executives of these companies have indeed been active amateurs before looking to become professional and teach their "passion". This has been frequently cited as their motivation for becoming professional in this sector. We define passion as: the interest that a group of protaganists have for sports, nature and the pleasure they get out of it. Passion therefore distinguishes itself by its subjective aspect meaning the importance and the feelings that they have. This subjective aspect is identifiable in the view of the protaganists and can be identified in their behaviour (Bouhaouala, and chifflet 2001).

However, these companies are experiencing difficulties in expanding. Reveret (2004) notably mentions the "fractured structure of these actors", the "small size and financial precarity of these geographically dispersed structures" and the "ability of these actors stemming from a sports and tourist background to mix". Furthermore, according to an INSEE investigation based upon Database Sirene and Sine study

generation 2002 and 1998 entrepreneurs in rural zones encountered difficulties in setting up their businesses in particular when it comes to administrational formalities. These difficulties are linked to the professionalization of the leisure industry: a space formerly made up of voluntary associations and volunteer workers transitioning towards private businesses.

In order to promote the structuring and development of this field, one of the objectives would be to improve the definition of the skills and qualifications necessary to supervise these activities and to administrate businesses characterised by their varied activities:

To better define the skills necessary for these practices would be beneficial both socially and economically, since this would enable models to be suitably adapted to the people and the territories and therefore promote its development (Baconnier Savy, 2004).

In order to understand the difficulties in developing small businesses working in outdoor sports and leisure activities, the 'career' of the professional was studied in this field. Most of these business managers have been practicing in the field before becoming actors on their way by creating their businesses. We cannot therefore address the professional career of these managers without taking into account their amateur practices. One cannot understand the practice and identification of oneself with one's work, if the person concern doesn't involve himself into relation with their past or ongoing amateur careers" (Chevalier, Le Mancq, Simonet, 2011). More precisely, resorting to the notion of career allows us to consider the diachronic as well as the synchronic aspects of the professionals' career paths and to measure the effects of certain irreversibilities (Zalio, 2007:64) on these and on the development of small businesses. We will be looking into the objective changes in the positioning of individuals (matching their professional

characteristics), and subjective changes (related to their social characteristics) that they carry out or are submitted to (Hughes, 1990). Indeed these often go through phases marked by interruptions.

Moreover, the actors experience every sequence differently and can take over several social scenes simultaneously. The concept of career will therefore permit us to see simultaneously the procedural aspect of practices in their subjective and objective dimensions and the way that each of these worlds offers various positions that are applied differently depending on the resources of the people involved (Chevalier, Le Mancq, Simonet, 2011).

By using socialization processes, meaning learning from every social context experienced the individuals incorporate what are known as 'dispositions' (Lahire, 1998). These dispositions refer to the way of being, the way of doing, and the way of seeing the world, the inclinations to act in a specific way or to feel a specific thing. (Darmon, 2006). These can be activated or inhibited depending on the social context and are relative to past interactions. According to Lahire (2001 :79-80), there is indeed:

"a complex mechanism of being on standby or activation, or of inhibition/ activation of dispositions suggesting that each individual carries a plurality of dispositions and encounters a plurality of social contexts".

The concept of career enables us to show that it is these very social interactions that are responsible for the change in dispositions that favour advancing from one step onto the next in one's career.

3. Empirical setting and Research Methodology

The data has been collected in the department of Aveyron (France), Aveyron is a predominantly rural area (half of the population lives in the countryside) and it is very rich in outdoor sports and leisure activities in terms of businesses and employment. The Aveyron department has 700 employees and 200 companies representing 25 % of the outdoor sports leisure activities in the Midi-Pyrénées region. We have conducted forty-five qualitative interviews of an hour and a half in average. Thirty five of these were with business managers and ten were with employees. These employees have full-time or seasonal work in this field and might set up their own businesses in near future. In order to comply with the request from the Conseil Général de l'Aveyron, we have investigated business structures offering supervised or guided activities such as canoeing, kayaking, climbing, Via Ferrata, canyoning, caving, paragliding and hiking in the mountains. The essential data of the thirty-five interviewees collected were the creation date, the legal entity type and the turnover of their businesses in addition to the type of training they have had and their predominant sports activities.

Our sample includes only one female business manager. Outdoor sports activities have been largely dominated by men, however more and more women now have been involved by (Bessy, Naria, 2004 Gibson, 2006).

The methodology for our interviews resembled the telling of 'life stories'. The aim was to get the interviewees to tell their own experiences, particularly about certain periods in their lives: their commitment to their amateur careers, their various training periods and their career path from their jobs as instructors to the setting up and running of their own businesses. Moreover, the process was to extract their experiences in their social lives, information, descriptions and paths to follow was order to understand how it works and the internal dynamics (Bertaux, 1997).

Furthermore, these interviews have been supplemented by ethnographic observations so as to better comprehend the dispositions of the professionals. We have observed approximately ten guided activities in canyoning, climbing and caving for an average time of three hours. This has been done because the practice of these activities

cannot be fully understood solely by listening to the accounts of the interviewees. We have therefore aimed to spot the behaviour and the attitude as well as the practice that indicates more general dispositions.

4. Results and discussion

This research shows that the careers of business managers in the outdoor sports and leisure activity industry are characterised firstly by acquiring and promoting sports dispositions linked to supervising activities: *"The passion for a sport, art or craft often leads one to combine passion and business. However, for the dream to come true, skills are essential. Thus, the persons' sports skills are the foundations for organizing their business" (Gerbaux, 1997 : 26).*

A great majority of the interviewed business managers have practiced an outdoor sports activity before creating their businesses. Starting with their amateur practice, some of these managers slowly became professionals in their respective fields and becoming instructors enabled them to turn their passion into a profession (Chevalier, 2003). They acquired expertise by supervising others during training sessions in sports institutions such as the clubs with which they were associated as members.

Following this, it seems necessary to change one's own sports dispositions or put them on standby in order to create their own small sustainable sports and leisure business. According to the interviewees a company remains sustainable when it enables its founder not to have another side by work. Due to having more network and attending various functions in the business, a decrease in the time spent practicing one's own sport is therefore an unavoidable consequence and it can even lead to dropping the personal practice of the sport entirely. The data collected during the interviews from employees, young business entrepreneurs and more established business managers show that this step can be defined

by elaborating on a reflexive disposition and/or a more commercial representation of outdoor sports and leisure activities enabling the managers to adapt to their professional environment and to revitalise their businesses. They developed new social networks, which enables the creation of new sports services and equipment better adapted to the needs of the users.

4.1. Pursuing an amateur career in outdoor sport activities from competitions to 'self-organised activities

Becoming the head of a small sports tourism company seems to involve the fact that one has been practicing outdoor sport activities individually. All interviewed business managers have indeed been members of sports institutions at some point in their career. Sports people have extremely heterogeneous and entangled expectations (Bessy, Naria, 2004; Gibson, 2006; Melo & Gomes, 2017) and do not perceive the outdoor activities in the same way. They therefore adopt different ways of practicing, which reflect individual ways of socialisation. In particular, certain sports people have started orientating themselves towards federal sport and competitions, where as others have preferred 'self-organised' activities (Melo & Gomes, op. cit.) and have integrated the federal arena later.

On the one hand, seven out of the forty-five business managers who were interviewed were sports people motivated by competition. Through regular practice-programmed training sessions leading to competitions- they have acquired a strong taste for success and self-transcendence, aiming for 'performance and victory orientated efficiency' and setting up 'a functional attitude regarding rules' (Long, Pantaléon, 2007). In particular, Y, a former Kayak competitor, insists on the necessity, which he felt during downhill competitions to achieve the best time possible by not stopping for the difficult parts and giving

'his upmost'. Y is now at the head of a sports tourism company working eight months per year with a turnover of approximately €100,000.

The sports people have joined clubs relatively a little earlier early on and they have previously done more conventional sports activities such as swimming and gymnastics. They have experienced a deep socialisation through competitive sports within their families: their parents or their grandparents, who were former competitors of such sports activities enticed them at an early age to competitively commit to their activities. Therefore, the sports people have access to a 'sphere of specialised social participation' (Lafabregue, 2005) within their sports institutions: these institutions are instances of special socialisation within which such individuals develop new social relationships and build their sports commitment due to specific interactions. In particular, they progressively learn 'social facts and notably the functioning of the institutions' and its underlying values (Long & Pantaléon, 2007). On the other hand, our data highlights a profile of sports people who integrated the federal arena quite late for fear of time and space constraints and preferred self-organisation. They are club members by necessity in particular to have access to costly material or training- mostly between the ages of 16 and 18. In the most extreme cases they rejected sports institutions and sometimes even the school system. In the most radical cases, their dispositions could almost be considered as 'anti-institutional', since they can reflect a rejection of the organisation of time, spaces, hierarchy and consumerism. On the contrary, they valued pleasure and freedom and look for a better quality of life. Some of these sports people have had family related socialisation leading to a special link with nature, notably because their parents worked in that domain, mostly in agriculture. They started their sports activities in order to 'discover nature'. For others, it is useful to note the importance of

what we could call 'territorial' socialisation. The majority of the business managers (38) were from rural backgrounds, with a wealth of outdoor sports activity sites. Growing up in a region where a cultural and environmental heritage is important can lead to the practice of outdoor physical activities, as is the case with C, who comes from a rural region surrounded by 'limestone mountains' and caves. The person concern quickly started to 'yomp around' and to 'hike'. The interactions with more experienced sports people and federal instructors are mentioned as being very structuring whether they join the federal arena early or later. Such more experienced practitioners encourage the others, with whom they were very friendly, to get federal training, diplomas, and to become instructors among themselves. In contrast to those preferring self-organisation, those leaning towards competition and performance didn't wish to make a living from instructing; this would be felt as 'a drain' and as repetitive and would not meet their thrill-seeking desires. Most of the time it was just a 'summer job' (Gibson, 2006 ; Weed, 2008 ; Melo & Gomes, 2017).

The family related socialisations, territorial socialisations and those experienced within sports institutions, generate particular dispositions relative to outdoor sports activities: from incorporating anti-institutional dispositions, to incorporating organisational norms for the practitioners who joined the federal arena at a young age; dispositions influencing thereafter the creation and development of companies.

4.2. Supervision of outdoor sports activities as a promotion of essentially sporty dispositions

Turning your passion into a profession and becoming a sports instructor.

Being generally not interested by their 'main curriculum' (Hughes, 1990; Chevalier, 2003) (failing in school, absence of a professional goal, etc.), some sports people, in particular those preferring 'self organisation', will give priority to their

leisure activities: Their commitment as amateurs gives them an identity affirmation that they are hard pressed to find in their main curriculum (Chevalier, 2003).

They obtain one or several instructor diplomas giving them more freedom in the supervision of others. Their main function is the supervision of outdoor sports activities, but they also have other tasks such as secretarial work and the marketing and promotion of the company as E, currently an employee of an association, pointed out that she brought up her professional activities and stated,

"Everybody does a little bit of everything, even those with instructor diplomas have to prepare a quote or answer the phone or welcome clients from time to time".

Their training leads to an 'educational' representation of outdoor sports activities. In the second half of the twentieth century the sports world had led to the creation of training institutions that offered state and federal diplomas. These institutions give more importance to teaching the sport itself rather then the commercialisation of it in the market sector (Terral, 2003; Weed, 2008; Melo & Gomes, 2017). For example, according to J (business manager n°14), supervising other sports activities allows him to 'pass on something that you love' whilst 'having a certain quality of life: you do what you like'.

Having obtained their diplomas, the business managers started out as instructors, mostly on a seasonal basis within companies offering outdoor sports activities. In order to meet demand, these companies employ seasonal workers. This often happens through social relationships. These seasonal workers are indeed former members of sports clubs when they are working for an association they got the job through employees or former employees that they know.

Anticipating their career plan

According to Grossetti and Barthe (2008), setting up a company is 'a solution amongst others for someone in an unstable situation or even with his back to the wall'. However, for others wishing to work in the outdoor activity sector, the creation of such a structure seems to be a 'well thought out' professional project. These people have had higher education in relation to the creation and development of an outdoor sports company (certain interviewees for example hold a STAPS (French university course of study titled 'Sciences et Techniques des Activités Physiques et Sportives') diploma), and hold several sports related diplomas giving them prerogatives with regards to training in several sports activities (revealing a wish to diversify). They have prepared their professional future and set up companies. According to our data, all individuals completed university education were enthusiasts of competitions and joined sports clubs.

Enrolling in higher education and in particular in STAPS, contributes to an educational representation of outdoor activities in the same way as federal or state sanctioned training, programmes are helpful to foster the building of 'an approach of thought and action' (Terral, Collinet, 2007) and can involved the opportunity to prepare their professional career project and the creation of a company. According to Leroux, Haschar-Noé, Le Roux et Gojard (2010), the value of the training is in the 'ability to analyse problems in professional situations' and they help to acquire 'a way of thinking that the students reuse in order to theorise their local action context' (Terral, Collinet, 2007). Higher education takes more time, is more specialised and theorised, and therefore helps like certain other professional experiences, to structure the representation that the participants have of outdoor sports activities from a representation centred on teaching outdoor sports activities to a representation more centred on the functioning of sports organisations (Gibson, 2006 ; Weed, 2008). R, who used to practice athletics and caving, is the head of a small individual

company created in 2006. In 2008 he hired a salesperson and now recruits 5-10 sports instructors during summer season. R has a Masters in 'Management of Sports Organisations' (STAPS). Talking about his training, he pointed out the thought process that he acquired and stated:

"I made the link between theory and practice. The theory has helped me with the practical side of things, for example when dealing with business relationships that have to be made because 50% of it is the relationship with the clients, some owners and potential partners. I think that the reasoning we are taught at university is important for marketing and information gathering for example. Even with the Internet today, you have to find the information and organise it in order to create a project and sell it. (….) We are more efficient in information gathering" (business manager n°18).

4.3. Creating a sports tourism company: from an educational representation to a more commercial reasoning

The educational representation of outdoor sports activities as an obstacle to developing companies

The 'educational' participants, having turned their 'passion into a profession' early on by obtaining sports diplomas and becoming instructors, sometimes have no other choice but to create a company to continue their career. They find themselves in unstable situations before the creation, either because they did not get full-time jobs or because the company for which they worked closed down definitively. The most common situation of creation is characterised by a partnership with the structure that they used to work for seasonally beforehand. These structures choose to subcontract their activities to independent workers in order to benefit from lower employment costs. Thus, these professionals gain access to an independent work status.

For the most part, such structures belong to individual companies that offer sports training and coaching. They do not last long and function on a seasonal basis (about two months per year) and have very little structure: the business managers 'are one with the company'; 'the company is not organised by functions: the head of the business can do either through management or operational tasks' (Paget, Mounet, Guilhon, 2007). S, for example, set up his individual company in 2007. He offers various supervised climbing activities and Via Ferrata. First climbing on his own, then becoming an instructor, he abandoned his main studies with the consent of his parents and decided very quickly to become a professional in the outdoor sports activities sector. As soon as he had his diplomas he was employed by company 'A' seasonally for 6 years. In 2001, the head of this company strongly advised S to create his own individual company whilst 'promising' to use him for the next few seasons to supervise climbing. S then created his individual company and has supervised climbing activities for company 'A' for 3 years, but only seasonally. During the off-season, he was employed by the climbing club of the neighbouring town. As he says himself, this 'allows him to have enough money to pay the bills'. During the interview S pointed out that he would like to prolong the working season of his company but failed to succeed.

In addition, our data shows that most of these structures are very recent and do not continue for long (Weed, 2008 ; Melo & Gomes, 2017). Most entrepreneurs that are not able to develop their companies, which generate relatively little turnover, have a secondary activity during winter often sports teaching related in order to 'survive'.

The main function of these business managers is the supervision of activities. Only rarely do they look after marketing and administrative tasks or the organisation of their companies. The interviewees have mentioned difficulties concerning these tasks specifically regarding research into new partnerships and new clients; the

techniques used essentially being based on direct contact with clients ('word to mouth') and the networking around 'sportspeople' and they are also very 'localised' ('nearby campsites'). These professionals are not seeking financial profit and, just as in the fair trade economy (Boncler, 2002; Gibson, 2006), they have difficulties in operation. Two of the interviewed professionals have since closed their companies for good and they are now working in another sector.

Working towards a more 'commercial' reasoning of outdoor sports activities: creating sustainable tourist companies

Companies created by the 'reflexive' participants are more sustainable and 'tourism orientated': the entrepreneurs put together 'tourist packages' (Paget, Mounet, Guilhon, 2007 : 4). Several types of activities are offered in order to diversify the service: including various sports activities, but also providing food and accommodation (mostly through partnerships). The entrepreneurs try to target different types of clients whether its individuals, school tours, families or works councils-, and adapt the services on offer. Some of them sell and repair sports equipment, others offer packages for works councils, others propose field trips for schools, including sports activities and food and lodging, thus making the organisation of field trips easier for schools.

The business managers therefore subcontract their services by recruiting seasonal staff, independent workers or by creating partnerships. Sub-contracting sports activities to independent workers enables companies to reduce their labour costs. In doing this, they are developing their social network in a strategic and conscious manner beyond the sports sphere aiming to increase the number of their partnerships and their resources: formal and informal partnerships are established with hosts, caterers, local communities, school camps and works councils. They will also make use of their personal relationships in order to overcome certain difficulties. In

some cases family members, and in particular spouses, who are predominantly women, are hired. Most of the time these structures work 6-8 months per year allowing their business managers to focus entirely on them.

Their functions reside essentially in organising, recruiting, administrating human resources, and the marketing and setting up of new products. Unlike the careers in the horse-riding sector (Chevalier, 2011), the entrepreneurs have distanced themselves from the sports practice in order to run their companies. Most of them no longer practice their sports during their free time. These results are in accordance with the study of Leroux, Hashar-Noé, Le Roux et Gojard (2010) regarding the former students of STAPS. Throughout their course, the STAPS students distance themselves from their 'passionate rapport with sports:

"… distance themselves from their sports and physical capital, considering that it has had a positive effect on their professional insertion, but that the sports network has not been a determining element in this insertion" (Leroux, Hashar-Noé, Le Roux et Gojard, 2010).

In 1996 'V' created a structure, offering multiple supervised activities. It was operating for eight months generating a turnover of €250,000. 'V' quickly hired a person in charge of promoting these activities. He also hired his wife to take care of the administrative tasks. He was a climber and then became an instructor for a company in Aveyron, 'V' completed a Master degree in the Management of Sports Organisations (STAPS). He then decided to create his own structure in order to offer his own products such as stays for schools and works councils. He works with several regional organisations.

5. Conclusion and recommendations

In certain cases those who practice physical outdoor sports activities are changed from the status of a 'consumer' of leisure activities to that of a 'provider'

(Bouhaouala, 2001 ; Melo & Gomes, 2017). Thus, they become instructors, and then business managers of small sports tourism companies and their dispositions have a direct influence on the dynamic of these structures. The sustainability of these small structures relies upon the 'professionalization' of the dispositions of the business managers and also on their social network. Admittedly, the 'amateur' practice can be a 'lever' for the professional career. However, in the interests of the company, the dispositions must be diversified beyond the sports sphere. Incidentally, we have observed that the amateur career is gradually abandoned by the actors during the elaboration of the commercial reasoning of an outdoor sports activity. To be more precise, the professionals develop a more reflexive and intellectualised rapport with sport.

'Turning your passion into a profession' by creating and developing a company presumes that the business managers come to the tourism sector and business administration by including various dispositions insufficiently built during sports socialisation. The professionals have to adapt to new functions inherent to being an entrepreneur. As Bouhaouala (2001) points out, the sustainability of companies is 'an indicator of the ability of the supervisors to integrate contradictory elements (economical and emotional) into their behaviour and professional strategy. These actors are more likely to adopt a way of thinking and acting that contributes to the development of a sports tourism company when they have had higher education. The acquired dispositions in the 'sports' phases of their career do not change radically nor do they change in their entirety. The business managers rather learn to make various dispositions coexist that stem from their participation in different social scenes. The development of these actors in their professional careers leads them to build dispositions that they learn to enable or inhibit simultaneously depending on the context and their objectives.

Thus, the professionalization of sports tourism (and on a larger scale the non-profit sector), which is translated by 'the collective demarcation and institutionalization of occupational practices' (Noordegraaf, 2011), is the reason for different views about activities having to coexist ; which leads to tensions between amateurs and professionals.

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About the Authors

Philippe Terral is the corresponding author and working as deputy director of the "Maison des Sciences de l'Homme et de la Société de Toulouse" and deputy director of the Lab. CRESCO (University of Toulouse) He is a sociologist and PhD in sociology.
Email id: philippe.terral@univ-tlsez.fr

Fanny Dubois is a sociologist and PhD in sociology. The aim of her work is to study entrepreneurship and the dynamics of small businesses in sport tourism market. She is associated with Institute National Universitaire JF Champollion, CRESCO EA 7419, University of Toulouse, France

Heritage Tourism and Its Determinants in Himachal Pradesh

Arun Sharma: * Asst. Prof., Dept. of Tourism Management, Maharaja Agrasen University, Baddi & Research Scholar, Department of Tourism and Travel, Central University of Himachal Pradesh TAB- Shahpur, Dharamshala, India.

Introduction: This article describes the outcome of my Ph.D thesis devoted to assess the opinion of both tourists and stakeholders towards existing heritage based tourism products and future tourism development in Himachal State (HP). Preserving heritage for education and entertainment and utilizing such preservation with the help of creative industries towards tourism development is the focal point of discussion in the thesis. Campanella, (2013) asserts that heritage might be understood as a physical 'object', a piece of property, a building or a place that is able to be 'owned' and 'passed on' to someone else. HP referred as 'Dev Bhoomi' or 'Land of Gods' was formed on Jan 25, 1971 and has a total area of 55,673 square kms. The state shares its borders with Jammu and Kashmir on the North, Punjab on the West, Uttar Pradesh on the South and Uttaranchal on the East. The state is 355 kms from Delhi- the capital of India. According to Economic Survey report of 2016-17, the annual tourist arrival to the state crossed 18 million and its contribution was approximately 7% of the State Gross Domestic Product. There are around 2,604 hotel properties with total bed capacity of 70,869 registered with the state tourism department. The state has been meticulously planned and is famous for its distinctive monuments, royal buildings, rock inscriptions, temples, Buddhist monasteries, gompas, lakes, and other rich cultural attractions. Beside these cultural assets, the distinct natural features like pleasant weather, snow covered mountain peaks, biodiversity, valleys, mountain passes, lakes, springs, waterfalls and river system enhance the natural heritage of the state. In view of this 20 historic sites were surveyed representing four districts named Chamba, Kangra, Kullu and Shimla. According to Puranic legends, it is said that 'Pandvas' (five brothers) of the 'Mahabharta' explored the hills of Himachal Pradesh while in exile. It is further supported by the historic remains of Pabbar valley as there are many temples

that belong to the Pandavas and some of significant ones are; Pandva temple at Masale village located on the bank of Pabbar river representing five wooden images of Pandvas, Hadimba temple in Kullu dedicated to goddess Hadimba. It is also believed that during the time of Pandavas exile in the Himalaya, they travelled extensively in Kullu valley and remained undisclosed to the world and passed their much time in Sangla valley of Kinnaur district. Similarly places along the river Satluj such as Tattapani, Nerath and Nirmand are associated with the legendary saint Parshuram and his father Jagdambni. The famous tourist place Renuka lake near Nahan is named after Parshumram's mother Renuka. It is said that Parshuram was the contemporary of Lord Rama and his antiquity goes back to the Treta Yug falling somewhere 5000 BC. However archeological evidences record the antiquity of Lord Rama not before 1700 BC. Manali-another hill station of HP is named after sage 'Manu' who according to legendary sources is treated as the first person in the universe. Bilaspur district of HP is named after sage Ved Vyas, the composer of the Mahabharata Epic who is believed to have lived here around 2nd century BC. in the remote past. One of the artistically rich 'Sun Temple' of Northern India one can see at Nerath village near Rampur town in Shimla. The accounts of famous Chinese traveler 'Hiuen Tsang' who travelled Kullu and Spiti valley in 7th cnetuary AD described about the trade being operated by the contemporary people with Tibet. The emperor 'Akbar'(1556-1605) is believed to have visited the holy shrine of 'Shri Jwalamukhi' while emperor 'Jahangir' visited Kangra valley in 1622 along with his wife 'Nur Jahan'. The town 'Nurpur' in district headquarter of Kangra is named after Nur Jahan. Tower temples of Karsog Valley in district Mandi are the glorious examples of indigenous wood-stone architecture. A couple of sacred lakes like

Kamrunag, Lamadal and Manimahesh are the true examples of authenticity and faith of people towards these temples.

Review of Literature: In the modern era the innovative reasons to travel includes pleasure, relaxation, enjoyment, health, education, love, curiosity and other motives. However, Timothy, (2011) indicated the pilgrimage as an earliest form of heritage tourism in which the people of contemporary societies had travelled far and wide in search of spiritual experiences. The Bible provides evidences of noble classes travelled to view ancient sites. In Indian history the messengers of Emperor 'Ashoka-The Great' traveled to Sri Lanka, East Asia and West Asia for spreading doctrines of 'Lord Buddha'. "The Arthashastra" describes about the protection given to merchants and their high status in the ancient Indian society. The travel accounts of the ancient travellers viz. Megasthenes (305 290 BC), Fa-Hien (AD 399 413), Hiuen-Tsang (AD 629-645), Ibn Battuta (AD 13041368), Al Masudi (9th century A.D), Marco Polo (AD 1292), Vasco Da Gama (AD 1460 - 1524), Francois Bernier (A.D. 1656 1668), Afonso de Albuquerque (AD 1453-1515), Afanasii Nikitin (AD 1466 1472) etc. provide sufficient evidences of heritage properties of India. Thomas Cook, the first tour operator had also included tourist attractions related to heritage properties. (Black, 2003, Pudney, 1953; Swinglehurst, 1974). Today a majority of the package tours include heritage sites and cultural areas in their respective itineraries. However heritage properties have not come up into right shape due to the nonexistence of proper (Singh 2002) policy Singh, (1978) and Kanwar (1982) explored the economic potential of tourism and proposed the establishment of old heritage buildings in Shimla. Thakur (1984) described rich temple architecture of HP. Gautam (1987) pointed out the problems of traffic congestion and growth of heritage tourism

in Shimla. Bhakuni (1989) studied the profile of tourists visiting to HP. Gardner et. al., (2002) study on Kullu valley argued that the rapid rate of growth in the early- to mid- 1990's couldn't keep pace due to non-sustainable tourism activities. Singh (2002) stressed on tourism frontiers, myths, geographical appeal, attitude and ethics, political aspects and other tourism improvement issues and ecological implications for the promotion of tourism at heritage sites. Bansal and Gautam (2003) study contends that all around 37 % tourism was culturally inspired and developing at the rate of 15 % annually in HP. Batta (2003) acknowledged the values that stakeholders put together to the ecological resources in the HP and argued that the revival of these use and non-use values could play a vital role in adding funds towards the preservation and/or conservation of resources. Handa (2004) study outlined the earliest Buddhist monasteries of HP and described the significance of Buddhist Heritage. Singh and Mishra (2004) studied the societal, monetary and ecological dimensions of tourism in Manali region. Study uncovered that Manali was encountering natural issues like intense water scarcity, stuffed streets, overwhelming activities, exorbitant trash, unplanned development and illicit developments and sanitation issues. Rishi and Giridhar (2007) SWOT analysis of HP pointed out that due to lack of various facilities like food, transportation, water and accommodation the unique natural offerings of HP cannot be cash. Singh (2008) study maintains the destination enlargement dilemma in Manali and argued that the verdict of the purpose and limitations of destination development are vital for its sustainability. Gautam, (2012) assessed the preferences of tourists in HP and reflected that tourists endorsed the uppermost importance to safety & security, and stipulation of tourist information. Parmar (2012) attempted to study the tourist trends,

tourist inflow, evaluation of the services/facilities offered to tourists and analyzed the attitude of the domestic and international tourists towards available facilities in HP. Singh's study (2012) on Pragpur- the 1st heritage village of India described connectivity and transportation network as limiting factors for the tourism growth in HP. Chand, (2013) asserts that, there are unlimited ranges of substitute benefits of heritage but research until now had only a limited success in identifying the most common benefits. Kanga et al. (2014) reviewed the latent of geospatial techniques to ease the tourism administration in Shimla. This study contended that, the geospatial technology make it easier for tourists to locate their way around their destinations viz. best route, locations choice, closest facility, customized directions, and ease of access across destinations. Chhatre & Lakhanpal, (2016) study on Great Himalayan National Park Conservation Area (GHNPCA) claim that heritage is employed as a weapon by local community, abundantly representing the region as the "Valley of the Gods" especially to work against universal preservation agendas.

From the review of literature it is evident that several heritage sites are exceedingly valued by local/regional communities and these communities may be enthusiastic to develop tourism but also may be defensive of their own privacy and wary of the effects that tourism might have. Thus, there exists a necessity to recognize the interdependencies that exist between the community and the heritage structure or area. The present study argues that victory in involving the community will often escort to success in drawing tourist markets because local residents are the best diplomats for any heritage tourism operation. It is further argued that, apart from of the enormity of the variations of tourism demand, the impact on the host community will not only be dependent on

the number of tourist arrivals but the type of tourists. Also the impacts of tourism may either have encouraging or harmful influence on the humanity. Therefore the impact assessment becomes mandatory before suggesting a feasible tourism planning for future.

Research Methodology: The present study is exploratory in nature as it attempts to identify the factors related to heritage tourism and its development. Primary data were collected through observation and direct communication and secondary data were managed from public and private organizations and libraries. The targeted population for the present study were both domestic and foreign tourists visiting tourist sites and tourism industry stakeholders figure 2.6.1 (ref. annexure1). To select the number of respondents, quota sampling followed by judgement sampling has been used. In total 620 respondents including 500 tourists and 120 stakeholders were selected for the survey. A pilot study was carried out at Kangra fort before final data collection. Reliability of scale items were assessed through Cronbach alpha (α). Questionnaires were used to record the responses of respondents. It was developed separately for tourists and stakeholders.

The questionnaires were divided into four sections as:

Section A: focused on respondent's personal information based on their demographic profile.

Section B: focused on travel behaviour characteristics of tourists.

Section C: emphasized on statements related to tourists satisfaction.

Section D: focused on general attitudes of tourists

Questionnaire for Stakeholders had following four sections:

Section A: focused on respondent's personal information based on their demographic profile.

Section B: emphasize on general attitude of stakeholders towards tourism.

Section C: records tourism; Impacts on visiting attractions.

Section D: focused on the overall satisfaction of stakeholders with selected sites.

The questionnaires were personally administered by researcher in two years duration keeping in view the peak and off tourist seasons. The survey took place at the selected historic sites dispersed across four districts; Chamba, Kangra, Kullu and Shimla

Data Analysis: The primary data has been analysed with the help of SPSS 18. Descriptive analysis of data has been done with frequency distribution, percentage, bar charts and summated score ranking. For inferential analysis independent sample and dependent sample t-test, one-way independent ANOVA, post-hoc contrasts following turkey HSD (for groups with equal variances) and Games Howell (for groups with unequal variances) were performed to compare differences between groups. Factor analysis was performed for identifying the factors that measure impact of tourists on destination attributes. Averages, variance, kurtosis and skewness were applied for normality test and outlier detection. To test the assumption of homogeneity of variance among groups, Levene's test was applied

Finding of the Study: Research findings of the present study has been categorized both from tourist and stakeholder perspectives:

It was found that a majority of tourists (80 %) marked holiday/relaxation as their purpose. A large number of tourists (43.60 %) travelled with their families followed by friends (37.40 %) and organized groups (18%). The friends & relatives (58.80 %) reported to be the key source of exploring tourist places followed by travel agents (16.60%). Visiting spiritual places (1) was found as key motivation to visit HP followed by events or sports (2), culture & heritage (3), environment friendly tourist places (4), scenic beauty (5), conducive

climate (6) and safety & security (7). Travel magazines were prime source of information. More than four-fifth (83.60 %) of tourists' availed mixed mode of travel (road, air, and rail) for their transportation. 72.20 % of tourists stayed more than 7 nights in HP. More than 60% of respondents agreed that religious sites are properly managed and maintained. About more than half of the tourists strongly agreed (26.8%) and agreed (29.4%) that the development of cultural or heritage villages increases heritage tourism products. More than half (61.2 %) of the tourists strongly agreed (32.6 %) and agreed (28.6 %) that fair and festivals provide a reflection of local culture. 30.2 % of respondents strongly agreed and 22 % agreed that the existing tourist attractions present authentic/genuine work of art to tourists. Exploratory factor analysis (EFA) made four factors responsible for tourist satisfaction named as *destination charm, available heritage resources, available facilities and value for money.* The satisfaction level of tourist from these factors was tested across the four districts.

- Charm of destination factor testing shows no significant difference in the overall satisfaction of tourists from various districts, $F (3, 496) = 0.51$, $p > 0.05$, However, the level of tourist visited Shimla found to be greater than overall satisfaction of tourists visited Kullu followed by Chamba and Kangra. The indicators of destination charm were destination appeal, unspoiled nature, natural wonder and scenery, availability of sightseeing packages, trained tourist guides, tourist privacy, and accommodation facilities and airport efficiency.

- The heritage resources factor reveled a significant difference in the satisfaction of tourists, $F (3, 274.58) = 6.65$, $p < 0.05$, The satisfaction of tourists visited Shimla found to be greater than overall satisfaction of tourists went to Kullu

followed by Kangra and Chamba. The indicators of heritage resources were monuments, museums, art galleries, historical sites, heritage villages, artistic/architectural features, heritage preservation efforts, local culture and local people life style.

- Satisfaction of domestic tourist from value for money was not significantly different from foreign tourist $t (498) = 0.18$, $p > 0.05$. The indicators of value for money were cost & quality of local handicraft, safety & security and quality of information sources.

- Satisfaction of domestic tourist was not significantly different from foreign tourist $t (498) = 0.18$, $p > 0.05$, the indicators of available facilities were local transportation facility, vehicle parking facility, convention facility, health facility and quality of local cuisine.

In perspective of tourism industry stakeholders, more than 50 % of the tourism professionals preferred internet (51.67 %) as the best mode of advertisement used for their respective business followed by road signs (20 %), newspaper advertisements (20.0 %) and flyers distribution (8.33 %). Good climate found to be a major USP (unique selling proposition) to attract tourists to HP followed by culture & heritage (22.78 %), events/sports (11.11 %), scenic beauty (7.22 %) and other personal reasons (1.11 %). The lack of information about tourist places (1) was reported to be the foremost important problem followed by parking facility (2), lack of trained manpower (3), poor availability of air transport (4), poor management of tourism resources (5) and service standard of hotels (6) in HP. Majority (53.33 %) of the tourism stakeholders were satisfied with the government policies for tourism development. Results of EFA revealed seven factors related to opinions of stakeholders towards impact of tourists on

destination attributes in HP. These seven factors were named as Economic Effects (F1), Promotional Measures (F2), Socio-Cultural Influences (F3), Impact on Natural Resources (F4), Impact on Goods Prices & Environment (F5), Development & Opportunities (F6), Technology & Sustainability (F7). The attitude of stakeholders towards impact of visitors on destination attributes from these factors was tested across districts. The economic effects (F1) of tourism reflect significant difference in the opinions of stakeholders from various districts; F value $(3, 176) = 5.239$, $p < 0.05$. The indicators of economic effect are the jobs created for local people, Local business benefits and attracted investment to develop infrastructure for tourism. The E-Travel Trade Recognition scheme launched by Government was found beneficial for tourism related enterprises; F value $(3, 176) = 1.68$, $p > 0.05$. The results of analysis reveled that TVOA-ETA (Tourist visa on arrival-enabled with electronic Travel Authorization) scheme will bring more business to tourism enterprises; F value $(3, 90.36) = 0.74$, $p > 0.05$. Lastly noteworthy difference across districts was found for role of government in developing religious tourism. Results indicate that, opinion of stakeholders towards Shimla districts is significantly different from Kangra district and stakeholder's opinion from Kullu districts is significantly different from Kangra district, $P < 0.05$.

Discussion: The multiple field visits of researcher over the last four years since 2013 revealed that famous historic and other culturally rich places in the state are full of tourists and pilgrims. The peak season of tourist's in summer's results into crowd and congestion near tourist places. More importantly, the scarcity of water and poor parking facilities at destinations like Shimla and Manali hamper the visits of quality visitor. It has been argued that, though the schemes of state tourism

department viz. *'Har Gaun Ki Kahani'-* (*every village has a story*), *'Har Ghar Kuch Kahta He'-* (*every house speaks something*); identified villages for tourism, yet authorities are not able to channelize the tourist flow to rural areas except a few (e.g. *Pragpur- 1ˢᵗ heritage village of India)*. To channelize the rural heritage based tourism mechanism, state authorities should work very closely with the rural community and market it to the outer world along with creative industries. At the same time tourism planners should seek lessons from the *Ski village* and *Pong Wetland* tourism projects where local community refused the tourism development. The availability of mega traditional events like *Mahashivratri, Dushehra Festival, Lavi Fair, Minjar Fair* etc. should be tapped in terms of increasing quality tourist rather than pulling mass visitors. It is suggested that nearby every tourist cluster Himachal Pradesh Tourism Development Corporation should establish local souvenir shops. Satisfaction of domestic tourists found to be greater than overall satisfaction of foreign tourists. The results are important to consider for increasing the foreign tourist satisfaction. Improvement in basic infrastructure and sanitation standards are recommended. The factor destination charm has significant impact on tourists while selecting their destinations for travel. The indicators of destination charm viz. destination appeal; unspoiled nature, availability of sightseeing package, trained tourist guide, tourist privacy, accommodation facilities and airport efficiency are of immense significance. All these require immediate attention to tap the tourism potential available in the state towards developing economy with tourism. District wise results revealed that overall satisfaction of tourist from Kangra district was greater than overall satisfaction of tourists from Shimla, Kullu and Chamba. Government should ensure preservation and presentation of heritage resources to the future generations

especially for their education and identity. Tourism can be better managed by making district wise tourism development councils in the pattern of Kerala Tourism. It can be improved by improving destination appeal, offering more variety of heritage based (cultural and natural) itineraries, providing trained manpower, improving accommodation facilities and ensuring strong air transportation link. The economic effects of tourism shows significant difference in the opinions of stakeholders from various districts. There is no significant difference in the opinions of stakeholders from various districts for role of government in providing support to establish tourism product, but the district wise comparison of resources reflect the unequal development of the tourism product across the districts. Therefore, Government should ensure equal sustainable development of tourism in all the identified districts with potential. 'E-Travel Trade Recognition' scheme launched by Government was found beneficial for tourism related enterprises. Authorities should encourage people to start their *start-ups* for tourism related business which can be achieved with the help of developing tourism entrepreneurship programs along with universities and other higher and technical institutions. Significant difference across districts was shown for the role of government in developing religious/ pilgrimage tourism. There is a need to tap the available heritage potentials of Kangra and Chamba districts for expansion of well-developed heritage tourist clusters. More importantly, HP has abundant heritage resource base but no systematic excavation has been undertaken neither by the state archaeological department nor the archaeological department Govt. of India. It is suggested that state authorities must ensure systematic excavation in association with Anthropological Survey of India and Archeological Survey of India. It can be done through establishing a centre for anthropological, archeological and heritage research in close association with the universities and institutions of higher learning.

Conclusion: The present study concludes that satisfaction of tourist and resident's acceptance of tourism and its related activities seems like a key towards the destinations holistic survival. Local heritage resources can be well maintained with the help and participation of local community. However, from governments end the close mentoring and monitoring mechanism for the tourism related activities and experts advice may contribute towards holistic tourism development. It is worldwide apparent that tourism sector acts as an economic stimulator to the developing countries and generates a large part of the direct/ indirect employment and business opportunities to the residents. To link this commitment from within the society to the cultural heritage and utilize it for tourism development could be an opportunity to boost up the tourism sector. Authorities need to create an excellent infrastructure at par with international standards while preserving the heritage and environment, creating employment opportunities to its natives and assuaging poverty. However, safeguarding the global cultural for the enrichment and learning of present and future generations seems crucial. A big deal of tourism product relies on places with natural, local and historic connotation. In order to respect the cultural connotation of a destination, people involved in the tourism industry need to be responsive to cultural groups who have a special interest and they need to be directly involved in the planning and promotion. More prominently, various sectors have to be recognized that the heritage belongings are the key for their individual sustainability and they are not exogenous factors.

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Annexure 1:

Figure 2.6.1 Major Stakeholders of Heritage Tourism

Tourism Related	Non Tourism Related
Tour operators Hoteliers Travel agents Rent a car/Bike rentals Restaurant/ Bar/Coffee shops Shopping Emporiums Attraction providers	Transport providers Service providers Retailers/wholesalers Building/Construction Farming/Fishing Vendors Small industry/ Manufacture, Electricity/ Water providers
Public Sector Officials/ Managers Indian Government Ministry of tourism HPTDC Districts of HP Chambers of commerce Developing organisation councils Local governments	**Private Sector Entrepreneurs/ Managers** Residents , Ethnic community, NGO- nongovernmental organisations, Institutions, Trade associations, government sector employees, Visitors

About the Author

Dr Arun Sharma holds the Master Degree in Airlines Tourism & Hospitality Management and completed his doctoral degree on "Heritage Tourism". He is presently working as an Assistant Professor of Tourism Management at Maharaja Agrasen University Baddi, Himachal Pradesh, and his research is primarily based upon heritage and cultural tourism management. Email : sharma.arun84@gmail.com

Some Reflections On India's Outbound Tourism

S.C.Bagri, Ph.D
Dean, School of Management and Professor , Centre for Mountain Tourism & Hospitality Studies,
HNB Garhwal Central University, Srinagar Garhwal-246174 Uttarakhand, prof.bagri@gmail.com
&
Suresh Babu, Ph.D
Assistant Professor, Department of Tourism & Travel Management,
Government Arts College, Ooty 643002
The Nilgris Tamil Nadu
sureshbabu1510@gmail.com

India is arising as a burgeoning destination among the worldwide tourist traffic and equally emerging as a house of potential and prospective outbound tourists. Indian tourists have showed immense pleasure in international travel, thanks to the competitive business environment and increased disposable income. The outcomes and developments of allied industry and ancillary services have intrigued international travel, which has attained respectable position enabling Indians to seal their footprints. Various new products fulfilling their aspirations has been experienced by Indian tourists while visiting international destinations providing valuable scope for the product development and increased customer satisfaction, thereby educating the product developers and host country to consider Indians as a major and potential market.

Indian Outbound Tourism

India, being one of the fastest growing markets possessing prospective travelers has shown significant rise and development in foreign departures and spending. Outbound tourism has shown significant 29% in 2016 rise despite the currency fluctuations and the economic slowdown primarily in search of leisure, shopping, fun and recreation and VFR besides MICE. Among the various influencing reasons, business travel emerges as a prime reason for the Indians. The catalysis for the surge in India's outbound tourism revolves around various measures and policies initiated by various national tourism boards and organizations by keeping the confidence and motivation level increased of all arriving tourists. The aviation sectors role in the development in outbound tourism is highly noteworthy; the budgeted costs offered by low cost carriers, price slashes by scheduled airlines have shown strong signal towards the surge in international travel. The growth in GDP reflected in the increase in disposable income has too triggered interest within the rich and elite to consider for long haul travel to Europe and American continents. The increasing value of Indian rupee shows confident signal towards the international travel coupled with new visa regulations offered by world countries.

According to United Nations World Tourism Organization (UNWTO) statistics, Dubai, USA, Thailand, and Singapore stands as preferred destinations for Indians besides UK, Australia, Indonesia, Turkey, Oman, Sri Lanka and Maldives In recent times, countries such as Canada, Philippines, Mauritius, Jordan, Taiwan, Vietnam, Croatia, Turkey, China and Kenya are also showcasing an increase in Indian tourists rush. The Philippines has witnessed a growth of 28 pc in Indian tourist arrivals during early 2017, compared to the same period last year.

It is also viewed that the craziness towards sports activities and strong zeal towards pursuing higher education are considered to be the main factors for the increase in international travel. However travelling for Meeting, Incentives, Conferences and

Events (MICE) is the prime reason for the growth of international travel for Indians especially. Regardless of the ease of governmental policies in enhancing Indians travelling abroad, the contribution of Information, communication and technology is very intriguing and made the travel related solutions more comfortable. The online travel services have created niche hassle-free platform for the success of international tourism, besides creating more entrepreneurs in the field of tourism.

Fast facts about Indian Market

- India is becoming globally significant for consumers especially for its middle class households. By 2020, it is anticipated that 65 per cent of the population will be less than 30 years of age, is likely to reach 600 million by 2030.
- The outbound tourist spending is expected to surpass US$28 billion by 2020 making India the 23rd most valuable source market for tourist traffic.
- A study by Nielsen and Pacific Asia Travel Association (PATA) revealed that on an average a Indian traveler spends about US$1,645 per trip, of which approximately 45% is spent on flights and accommodation while the expenditure pattern of balance budget goes to shopping, food, sightseeing, and communication.
- As per the report on Tourism Ireland prepared by Tourism Ireland India Office, Mumbai it was revealed that Leisure travelers and Business travelers normally spend around Rs.86, 723 and Rs.101, 602 per person respectively while travelling abroad.
- According to the tourism statistics of the Ministry of Tourism, Govt. of India; Thailand catered 7% of Indian outbound tourists in2012 followed by Singapore (6%) Malaysia, UAE and USA were in third, fourth and fifth place respectively. China, Hong Kong, Switzerland, United Kingdom, Australia and Canada are

progressing well and recorded their presence felt in dealing with the country's outbound tourists. However it is presumed that Lanka and Nepal perhaps may become emerging caterers of India's outbound tourists.

- Going by Singapore Tourism Board statistics, Indian business travelers in Singapore spend more than their counterparts from other countries. An average business traveler from India spends S$2,200 a trip, while the average spend by business travelers from other countries is S$2,000.
- Economic growth has not only lifted millions of households out of poverty, but has also given rise to an emerging middle class.
- India's middle class will grow from the present 30% to 50% by 2030.
- India is fast on its way to becoming a large and globally important consumer economy. The Indian middle class is estimated to be between 250 to 300 million.
- The number of middle class households in India is likely to reach 600 million by 2030.
- The emerging middle class is growing at a rapid pace and is changing consumption patterns, as income levels rise and the finer things in life become affordable. It has also become the segment driving consumption of luxury goods like cars and air conditioners.
- This constitutes a key growth opportunity for marketers across the globe.

Australia is starting online visa applications for Indians from July. Australia has granted over 65000 visitor visas to Indian Tourists in the first quarter of 2017. Israel, Germany and Canada are also witnessing an unprecedented influx of visitors from India.

The number of Indians visiting Jordan is already up 39% to 20,150 in 2017. The kingdom, famous for its architectural ruins and historic landmarks, is offering Indian

tourists a fully-sponsored luxury honeymoon holidays. Going with spending data, Indian tourists are on the move spending $16 billion on international travel in 2015, and averaging $4,500 on long-haul trips. India is now among the fastest growing outbound travel markets, ranked among the top-25 countries on international tourism expenditures, expected to climb to the top five by 2025.
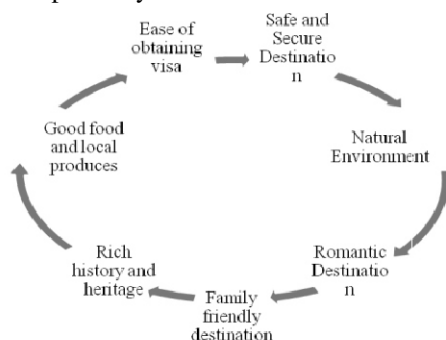

The surge of Indians travelling abroad is also due to the existence of more government holidays and going with the survey more Indian women's are interested in travelling compared to women's of other countries like Korea, Japan and Indonesia due to their increased presence as quality workforce in all sectors these days and the share is expected to push china beyond at 2030. However, India is behind in making our women travel compared to China. Direct flights coupled with Indian cuisine on board catalysis the people to travel abroad. There is a massive shift is the spending nature of Indians expected to reach $91.2 billion in the year 2030 and China leading the chart in the whole of Asia Pacific region.

Technology driven smart phones will continue to dominate the services of international travel and presently India is far behind in this category; however it is expected to overtake all other countries being a second large populous country of the world. It is interesting to see individuals belonging to generation Y prefer smart phones to find their services and travel related solutions right from booking of train, flight and hotel services, which is considered to be a organic and healthy environment for outbound travel.

**Fig.2 Comparison of factors among countries**
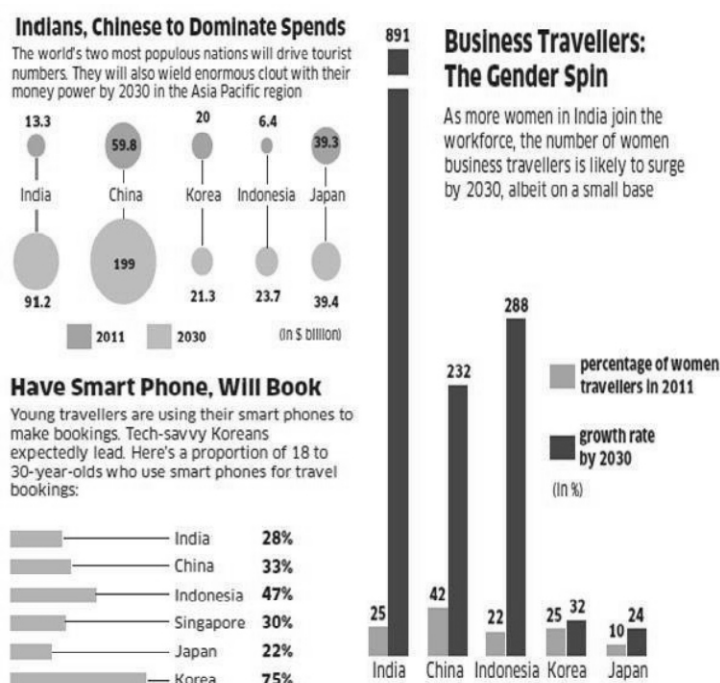
Source: Economic Times, New Delhi

There is a sufficient increase in share of the senior citizens disposable income interested to travel international. One of the Market survey research findings reveal that next to Japan and China, India occupies energetic space in the senior citizens category of travelling abroad on outbound tours, however the future predictions educates the increased share of China and India surpassing Japan in the year 2030.

The success of tour packages and services heavily relies on marketing strategies and its effective distribution network, having understood the significance of technology, travel services and solutions are being offered at your door step by the usage of social networking sites, which have resulted positive impact on the both service principal and receiver on varied aspects of product, satisfaction and feedbacks.

Fig.3 Comparison of Variables among countries
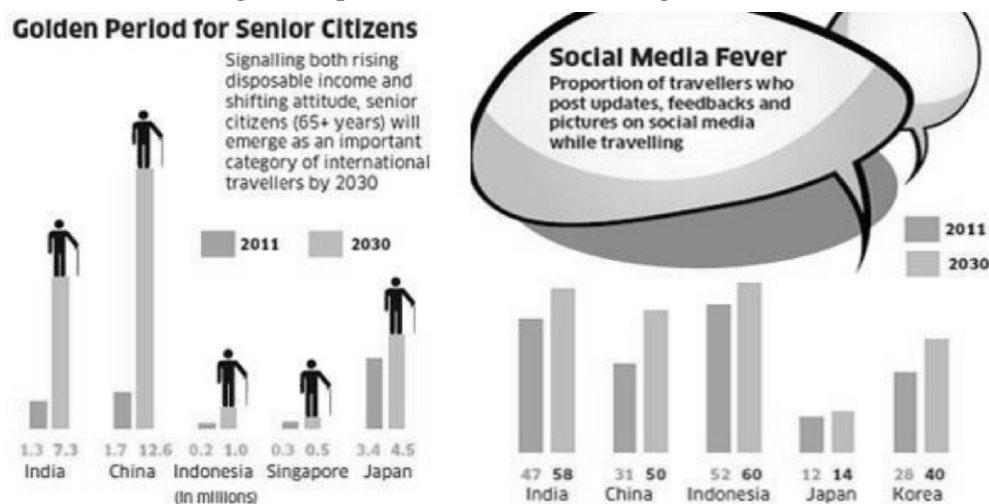
Source: Economic Times Bureau, New Delhi

While this being the scenario of international travel by Indians in future, one this has to be accepted that, Indians now no more novice in touring conventional international destinations, rather demand for niche packages, destinations and customized packaged tour fuelling their hobbies and aspirations.

Having learned this, many leading travel service companies started strategizing customized packages as the USP and offering unlimited services to the needy tourists. Below given is the varied type of travelers who are different in their need and demand while talking about international travel. However, the percentage of such traveler is very less, but it is a notable trend in the nature of tourists. Though, very rich and elite class people come under this category, a sizeable chunk of students who has zeal towards travel too part of this traveler breed.

Decision Driving Factors
➢ Recommendations from friends and family who have visited there-**51%**
➢ Recommendations from friends and family who live or have lived there -**34%**
➢ Travel-specific information on the internet -**31%**
➢ Advice from a travel agent or tour operator -**27%**
➢ Travel-specific television programs (e.g., TLC, Travel Channel and Travel XP) -**25%**

Fig.4 Different types of travelers

Different Breeds of Travellers

Evolving Family	Laptop & latte workers	Expansive mid-lifers	The Invisible Traveller	Hyper-personalised travellers
The family traveller is changing today. At one end of the spectrum the industry is seeing multi-generational families taking over whole floors in hotels whereas at the other end of the scale, the growth of the single person household is driving the need for stimulating independent travel.	A new breed of business traveller. Often young, the typical 9-5 working environment and business centre atmosphere is alien to them. They prefer creative coffeehouse-style environments where they can be inspired by meeting other travellers while they work on their own laptops and smart phones.	The growing numbers of adventurous over-50 travellers have emerged as the fastest growing and most affluent age group for the first time. These middle-aged travellers seek new experiences yet demand services that respect their needs without labelling them as old.	Describes a guest who could potentially travel without touching the sides, and may never interact with hotel staff. From planning to booking, check-in at the airport to check-in at the hotel, room service and even concierge services, some travellers are already opting for an entirely independent, travel experience.	These are evolved travellers who need personalised and customised service. From service staff who can speak multiple languages to chefs who can provide vegan meals at short notice, the industry will need to learn to cater to this niche but growing category who are demanding but also have the money to spend.

Major Outbound Nations for Indians
- Singapore
- U.S.A
- Thailand
- Malaysia.
- Switzerland
- Hong Kong
- France
- United Kingdom

- Relatively off beat locations such as Costa Rica, Tahiti, Rio de Janeiro, Turkey, Seychelles, Tashkent, Fiji, are steadily gaining popularity among Indians.

Countries offering Visa on Arrival (VOA) for Indian passport holders is also on rise. There is a change in the traditional segment from the conventional destinations domestically to the Far East and Europe/rest of the World

Table.1 Major Outbound Tourists' Source Market Cities in India

City	Percent share of outbound Tourists
Delhi (NCR)	22 %
Mumbai and Ahmedabad	25%
Chennai and Bangalore	16%
Kolkata	3%

Source: Tourism Statistics, Department of Tourism, Govt. of India

It is much encouraging sign that tier two towns are showing growth. Travel trade professionals have started to focus on this segment. Thomas Cook, Cox & Kings and Kuoni have come forward with special brochures targeting the luxury segment. Weekend international destinations are gaining wide popularity among the affluent and upper middle class people creating a specific market for travel business firms.

Having learned the expectations, sources of travel booking of Indians, many governments have shown keen interest to partner with India in equipping their tourism share in terms of arrival and spending increase compared to other countries. Being recognized as a potential traveler, it is no doubt that India would emerge as a successful source for outbound tourism and a positive note is that many countries are offering visa on arrival scheme for Indians and special permits to access specialized areas, again expected to experience a positive growth for world tourism and contributions by Indians.

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About the Authors

Prof. S.C. Bagri is presently serving as Dean, School of Management and Director for Centre for Mountain Tourism & Hospitality Studies, HNB Garhwal Central University, Srinagar, Uttarakhand India. He has contributed several literatures for tourism and Hospitality in the form of research papers and books. He is Editor-in-chief of Journal of Tourism and an executive member of many national and international journals' editorial board. He also serves as consultant for many governmental (state and central) projects. Email:prof.bagri@gmail.com

A. Suresh Babu is presently serving as Assistant Professor, Department of Tourism & Travel Management, Government Arts College (GAC), Ooty, The Nilgris Tamil Nadu. Before joining GAC, Ooty he served as lecturer at Centre for Mountain Tourism & Hospitality Studies, HNB Garhwal Central University, Srinagar Uttarakhand. He has authored 10 research papers to his credit published in leading journals of international and national repute. Besides a couple of research papers has been published in edited books; he is presently Asst. Editor of Journal of Tourism. Email:sureshbabu1510@gmail.com

Sustainable Entrepreneurship Development Practices in Tourism and Hospitality Sector in the Himalayan States

In pic: Prof. S.C. Bagri addressing the participants, also seen are (from left to right) Mr. Hanumant, Prof. Ajay Rawat, PadmashriBasantiBisht, Prof. J.L. Kaul, Prof. M.P. Jain and Prof. Manjula Chaudhary

Rishikesh (Uttarakhand):The Centre for Mountain Tourism and Hospitality Studies, Hemvati Nandan Bahuguna (HNB) Garhwal University (A Central University) organized a three-days International Conference cum Workshop on "Sustainable Entrepreneurship Development Practices in Tourism and Hospitality Sector in the Himalayan States" in collaboration with the Ministry of Tourism, Govt. of India from 28th April 2017 to 30th April 2017 in Ganga Resorts, Rishikesh. The International conference cum workshop was aimed to explore diverse contemporary issues and challenges faced by tourism and hospitality entrepreneurship along with identifying further possibilities of entrepreneurship and job creation in tourism and hospitality sector. The three days conference cum workshop was inaugurated by Prof. J. L. Kaul, Hon'ble Vice-Chancellor, HNB Garhwal University (A Central University). The three days were divided into six technical sessions based on themes pertinent with the objectives of the conference cum workshop. Resource persons from varied facets of the industry and academia spoke on the themes and enlightened the participants with their views. The event was wholeheartedly attended and supported by the students, academics, Government and Non-governmental officials, industry players, entrepreneurs and the local community members of the Himalayan states. The Conference cum workshop witnessed intense intellectual brainstorming sessions and the diverse collage of participant discussed on the contemporary issues and challenges of tourism and hospitality entrepreneurship in the Himalayan region. Sixty five papers on topics congruent with the themes of the workshop were presented during the course of the event. The workshop emerged not only as a platform to voice the entrepreneurial concerns of the local populace but also recommended suggestions to find sustainable solutions for the holistic development of the Himalayan region. The International conference cum workshop culminated with the Valedictory Function witnessing rapporteurs of the technical sessions presenting the session reports highlighting the key inputs, findings and suggestions of the resource persons and paper presenters. Prof. S.C. Bagri, Convener, thanked the resource persons, paper presenters, academicians and other present dignitaries for their

participation and fruitful assistance in achieving the desired objectives of the International Conference cum Workshop. The three-days event was successful in achieving its stated objectives and provided recommendations to overcome the problems and challenges faced by entrepreneurs in the Himalayan states. The International Conference cum Workshop not only identified the thrust areas for the holistic sustainable development of tourism and hospitality sector but also made the requisite inroads to eliminate the status quo ambivalent in the Himalayan region.

Vaibhav Bhatt
Assistant Professor
Centre for Mountain Tourism and Hospitality Studies
HNB Garhwal University (A Central University)
Srinagar (Garhwal), Uttarakhand

News And Views

2018 Global Travel Forecast predicts significant uptick in the prices of travel products

As per the 2018 Global Travel Forecast released by Carlson Wagonlit Travel in association with Global Business Travel Association (GBTA) Foundation, the travel product prices are expected to see a significant rise next year riding on the back of rising inflation, higher oil prices and emerging markets. The report expects travel prices to rise sharply in the coming year, reaching nearly to 4% increase in some sectors. The global airfares are expected to rise 3.5% in 2018; hotel prices are expected to be 3.7% higher; and ground transportation such as taxis, trains and buses are expected to rise only 0.6% - significantly less than the 3.0% inflation forecast for 2018. "The higher pricing is a reflection of the stronger economy and growing demand," said Kurt Ekert, President and CEO, Carlson Wagonlit Travel." According to Jeanne Liu, Vice President, GBTA Foundation & Research, Geopolitical risks, uncertainties in emerging markets and ever-changing political environments in Europe and the United States mean today's travel professionals have more than ever to take into account when building their travel programs. The uptick in global airfares comes as crude oil prices rise, in spite of airlines adding an expected 6.0% capacity in 2018. Complicating airline pricing is increased segmentation of basic fares among large carriers. Travelers now have the option of choosing a basic economy, restricted fare versus various upgraded fares, with specific service options and pricing varying by airline. Asia Pacific expects to see a 2.8% rise in 2018 pricing with domestic demand increasing, particularly in China and India. However, as many of the economies in Asia strengthen, weaknesses in infrastructure and airports in particular are increasingly becoming apparent. Globally, the 3.7% average increase in hotel prices masks what is actually happening on a regional level. Europe is expected to post strong increases, while other regions are barely keeping up with inflation. Additionally, prices are expected to fall in Latin America and the Caribbean. In the ground transport, sharing economy players such as Uber and Lyft are expected to continue double-digit growth upwards of 10.0% in 2018, before settling down into single-digit growth for 2019. Their growth is under threat by costly regulation and government bans.

Australia to be the Country of Honour at Vinexpo Hong Kong 2018

According to an official release of Vinexpo, the leading show of world's leading wine and spirits professionals, has announced Australia as the Country of Honour for Vinexpo Hong Kong 2018, the strategic international event for wine and spirits professionals in the Asia-Pacific region, scheduled between May 29-31, 2018 at Hong Kong Convention and Exhibition Centre. As the world's fifth largest wine exporter, and the second d largest exporter to China with a growth outlook of 25% in volume by 2020, Australia is expected to be a major industry player. It is estimated that growth in consumption of its still wines will be US$4.3 billion between 2016 and 2020. This decision reflects Asian consumers' growing appetite for Australian wines, and Vinexpo aims to celebrate the buoyancy of the Australian winemaking industry," said Guillaume Deglise, CEO, Vinexpo.

Phuket retains its allure for high-spending Chinese tourist

Phuket remains one of the most desirable destinations for high-income Chinese

tourists according to figures published in the latest Hurun Report, which was released at the International Luxury Travel Mart (ILTM) 2017, held in Shanghai from 5 to 8 June. Phuket has long been a draw for well-heeled travellers, for not only does the island offer a wealth of stunning natural wonders including the world's best beaches and stunning sunsets, it also boasts luxury experiences including sumptuous five-star hotels and luxury pool villas, spas with every kind of bodily pampering, designer malls, and tailored-made activities aimed at people seeking unique luxury holidays. Phuket and Thailand score highly in all three categories of the Hurun Report 2017. These are: Most Memorable Travel Destinations; Most Popular Summer-Autumn International Travel Destinations and Most Popular Winter-Spring International Travel Destinations. Thailand is well-known among Chinese tourists for its beach and island holidays with destinations, especially Phuket, with Krabi, Ko Samui and Ko Chang becoming increasingly popular. Chinese tourists who enjoy luxury also seek out big hotel brands, many of which are well represented in Thailand. The kingdom is also well known for resorts, which are the most popular style of luxury hotel in the Hurun Report with 81 per cent of the vote. Good personalised service, for which Thailand is renowned, also plays a part and was the most important factor with 49 per cent of respondents saying service played the main role when it came to choosing a hotel. The Hurun Research Institute carried out its latest survey between March and May 2017 in association with three of China's leading luxury travel agencies. The respondents in the annual survey were all high-end Chinese travellers from 12 mainland cities with per capita wealth of nearly RMB 22 million (US$3.2 million / 110.2 million Baht), and who spent on average per trip RMB 380,000 (US$55.8 / 1.9 million

Baht), a figure that has risen 57 per cent year on per year. Established as a research unit in 1999, the Hurun Report Inc. has grown into a leading research house, media and lifestyle investment business based in Shanghai, China. The organisation is best known for its rankings of the richest people in China, India and the rest of the world.

Trip Advisor rates three Thai landmarks as among Best in Asia for 2017

Three of Thailand's most iconic landmarks, all in Bangkok, have been listed as among the top 25 Landmarks in Asia by the influential international travel website Trip Advisor in its 2017 Travelers' Choice listings. The Temple of the Reclining Buddha (Wat Pho), the Grand Palace and the Temple of the Emerald Buddha, (Wat Phra Kaeo) all on Bangkok's historic Rattanakosin Island were named in the top 25 list, taking 4th, 9th and 14th place, respectively. These three landmarks are regarded as some of Thailand's top tourist sites and have appeared regularly in must-see lists published internationally. The Temple of the Reclining Buddha also took 21st spot in the Trip Advisor Top 25 Landmarks in the World 2017. The annual Trip Advisor Travelers' Choice Awards are given based on the quantity and quality of travellers' reviews and ratings on Trip Advisor's website gathered over the previous 12-month period.

Bouncing back: Hotel occupancy soars

The domestic travel industry has turned the tide. It has bounced back from the long slowdown since 2007. In the last financial year (2016-17), hotels across all segments recorded occupancy of over 65% for the first time in eight years, according to hospitality consultancy firm HVS. Indian hotels had seen their rooms this full last time in 2007-08. Achin Khanna, MD of consultancy and valuation at HVS south Asia, said, "While data for FY 2016-17 is still being collected, initial indicators showed over 65% occupancy after eight

years. This has happened due to the overall economic growth that has led to travel picking up which requires accommodation, domestic leisure travel has picked up in a big way. Chinmai Sharma, Chief revenue officer for the TajGroup, said the domestic Indian leisure traveller is one of the fastest growing customer segments, which has also reduced dependence of luxury chains on international travellers. "We are witnessing an increase in international arrivals in India for number of reasons like improvement in ease-of-doing business and e-visa to nationals of more countries. Given the current global scenario, India is also being seen as a safe destination with the lot of unexplored at a reasonable cost," said Sharma. Hotel room supply in India grew at 7-8% last year and is expected to be at the same range for the next three years. On the other hand, demand is growing at 11-14%. "With demand outweighing supply and outlook for travel remains positive, the upward trend is expected to continue," said jean Michel Casse', COO of Accor Hotels (India and South Asia). However, average room tariff (of all segment ranging from five stars deluxe to two stars) are nowhere close to the level of Rs 7,989 in 2007-08. While guests are returning to hotels, average tariff is still around 30% lower at Rs 5,500, according to HVS, which monitors branded or organised sector hotels across segments.

In pursuit of the travelling Indian

For years, Bollywood has been the best brand ambassador for Swiss Tourism in India, with several hundred heaving themselves up the snowy Alps every year, just for a glimpse of the spots that their stars cavorted in, in their movies. Now Tourism Australia is hoping to emulate the model, using prime time soaps on Indian television to inveigle its way into the burgeoning Indian travel market. It has stitched up alliances with Star TV, Balaji Telefilms among others to present the country as a series of adventures in food, sport and leisure and at the same is pushing fares down for the deal-hungry Indian traveller. Mauritius, on the other hand, is pitching its locales as wedding destinations and luxurious getaways. Both countries have trained their sights on the band of outbound tourists from India, growing at 25 per cent a year and pegged to rise to 50 million by 2020 according to the UNWTO (United Nations World Tourism Organisation). Nishant Kashikar, country manager, India & Gulf, Tourism Australia, said India is one of the fastest growing economies and home to a growing community of tourists to Australia. He sees the maximum growth coming from the professional class that is eager to explore new places and experiment with their vacations. "We are focusing on mid age affluents, as their average spend is high," says Kashikar. The Mauritius Tourism Promotion Authority (MTPA) is targeting a similar band of travellers and for them; India presents a strategic opportunity to de-risk the country's over- dependence on European travelers. Kevin Ramkaloan, director of MTPA said that India is an important market in that context. Targeting aspirational travellers For Tourism Australia, the key focus has been pushing the country as an aspirational destination, one that the stars go holidaying to. The company worked with Star Plus for 10 episodes of one of its popular shows Ye Hai Mohabbatein and with Balaji Telefilms for several of its shows. The officials also worked with Indian food influencers, given the huge popularity of shows such as Masterchef Australia in the country. "Sustained outreach to the target audience by means of national and regional General Entertainment Channels (GECs) has been an integral part of our strategy," says Kashikar. This has helped the number of Indian tourists to Australia to grow in the double digits since 2014. Bringing fares

down and offering all-in-one deals have helped too. But when it comes to advertising the destinations, the focus is increasingly on digital media. "Today 50 per cent of the advertisement budget goes towards digital," says Kashikar. In July 2012, Australian Tourism set a target for 300,000 tourists from India by 2020. Kashikar says they will hit the target in the first quarter of 2018. And from being the ninth largest (in numbers) and eighth (in spending) source of tourists to Australia, he expects to push the country up to fifth position in a couple of years. Till June 2017, tourist arrivals from India rose by 15 per cent to 2.67 lakh, as compared to the previous year and Indian tourists contributed $1.03 billion to the local economy. Kashikar is targeting an 18 per cent growth in these numbers by 2020. For Mauritius, India presents an opportunity to expand the size of its business. Tourism is the mainstay of the island economy and overdependence on Europe that contributes around 10 per cent of the tourist arrivals is being seen as a business risk. Like Tourism Australia, MTPA is focusing on the affluent segment. "We are targeting the luxury travel segment from the Indian market as over 90 per cent of hotel and resort brands in Mauritius are in the 5-star and 4-star categories. We are not a mass tourist destination," says Ramkaloan. However, having studied the pattern of travel from India, Mauritius is being pitched as more than just a beach destination. MTPA is also promoting Mauritius as a place for adventure tourism and as a place that is culturally close to the country. To that end it has planned special events around Diwali, Bollywood awards extravaganzas and is working towards being a part of big Bollywood productions. Mauritius clocked an 8 per cent growth in arrivals with 48,000 Indian travellers till June this year. MTPA wants to take the number to 90,000 by the end of this year and 100,000 by the end of

2018. Ramkaloan says that the country is targeting luxury as well as the wedding travel segment. Last year, Mauritius was the venue for 15 grand Indian weddings. "Though Tier-I cities of India have been the best performing markets for us, but we are also focusing our efforts towards Tier-II markets," he added. Over the past few years, the Indian traveller's penchant for foreign destinations has grown manifold, not just in the big cities. And for the tourism authorities of both countries, it seems too good a chance to miss, as they scramble to position their countries as ideal destinations for the Indian tourist.

Ministry for DoNER constitutes North East Tourism Development Council

The Ministry for the Development of North Eastern Region (DoNER) has announced the constitution of a dedicated Tourism Development Council for the North Eastern Region. This was announced at the first of the North East Calling events organised by the DoNER Ministry at the India Gate Lawns in New Delhi yesterday. The North East Tourism Development Council is constituted as a company under section 8 with both private and public sector equity in it to promote tourism within North East and create linkages with the region in sync with the Look East policy. DoNER has also announced initiatives like North East Venture Fund, a joint initiative between DoNER and North Eastern Development Finance Corporation Limited (NEDFi), to contribute towards entrepreneurship development of the region, and a Science & Technology Intervention programme dedicated for the North East region. Various MoUs were signed to drive these initiatives, including the one between YES Bank and North East Tourism Development Council, in the presence of Minister for DoNER, Dr Jitendra Singh. Speaking on the occasion, Dr Singh said that the North Eastern region has been ignored for more than 60 years and the current government is

moving on the fast track to make up for the time lost. He said lot of progress has been made in improving infrastructure in terms of roads, rail and air connectivity to the region. He said that Ministry has gone beyond its mandate and funded infrastructure projects, including connecting Tripura with Bangladesh. Talking about the uniqueness of the region, Dr Singh said that rest of India has lot to learn from the people and the region. Later speaking to **Travel Biz Monitor**, Gautam Chintey, Adviser-Banking, Industries and Tourism to North Eastern Council, who is spearheading the North East Tourism Development Council said that the primary aim of the Council will be to promote regional tourism. The council will try to establish linkages with private sector tour operators from regional alliances like BIMSTEC, ASEAN, SAARC, etc., he said. The Council is constituted as a non-profit organization where people will contribute for the promotion of tourism without profit. The funds for the Council will be raised from the private industry, the state and Central governments, he said. The plan is to raise at least INR 100 crore for the promotional activities in the first one year, he said.

Swadesh Darshan: State to submit proposal for launching two tourism circuits

The Uttarakhand Ecotourism Corporation will submit a proposal to the Centre for launching two tourism circuits under the Swadesh Darshan scheme. Uttarakhand plans to develop Thano-Sanjay Jheel-Chaurasi Kutia-Ranichauri-Dhanolti-Devalsari and Chila-Rasiyabad-Sneh-Kolhuchaur-Kanvashram circuits connecting Rishikesh, Rajaji National Park, Haridwar, Tehri, Mussoorie and Kotdwar. Covering the three circuit concepts of Himalayan, ecotourism and wildlife, the proposal is at its final stage. The Union ministry of tourism had launched the Swadesh Darshan scheme for developing theme-based tourist

circuits across the country. Under the scheme, Northeast, Buddhist, Himalayan, Coastal, Krishna, Desert, Tribal, Ecotourism, Wildlife, Rural, Spiritual, Ramayana and Heritage circuits have been identified for development. Forest rest houses in the two identified circuits will be linked to a few tourist spots under the proposal. Local people will be engaged for various activities such as housekeeping, kitchen and others. According to the scheme guidelines, tourism circuits shall be identified on the basis of current tourist traffic, connectivity, potential and significance attached to the sites and holistic tourist experience. It further emphasises on theme based tourism-religion, culture, heritage, leisure and others.

Ministries of Shipping and Tourism to work on the Action Plan to promote Cruise Tourism

Ministry of Shipping and Ministry of Tourism will work together on an Action Plan to promote India as a Cruise Tourism destination and develop enabling eco-system for the growth of cruise tourism in India. A Workshop was organised by Ministry of Shipping in Delhi to discuss 'Action Plan for Development of Cruise Tourism in India'.

Speaking on the occasion Nitin Gadkari, Union Minister for Shipping, Road Transport and Highways said that Cruise Tourism is one of the fastest growing components of the leisure industry worldwide, and can be a major growth driver for the Indian economy by generating huge employment opportunities. He also highlighted the role of cruise tourism as an employment multiplier with 1 job for 3-4 passengers. With India having the potential to cater to 700 cruise ships per year as against 158 handled this year, the cruise industry can generate more than 2.5 lakh jobs for ten lakh cruise passengers, giving a big boost to the country's

economy. He further informed that cruise terminals are being developed at five major ports Mumbai, Goa, Cochin, Mangalore and Chennai. In addition, the transport potential of 111 inland waterways will also be tapped. Work will start for developing ten inland waterways by the end of this year.

Kerala targets 50% increase in foreign arrivals by 2021

The Kerala government is looking for doubling the number of domestic tourists and is targeting an increase of 50% in foreign arrivals by 2021, told Kadakampally Surendran, Minister of Tourism, Government of Kerala. He said that digital platforms are the key to achieve this aim. Surendran inaugurated the second edition of International Conference on Tourism Technology (ICTT) in Kochi. ICTT is one of its kind conferences organised by Kerala Tourism and Association of Tourism Trade Organisation (ATTOI) which features eminent speakers from varied backgrounds for sharing insights on how to make use of technology to brand, market and sell tourism products and services. "Year after year, we see a constant growth in the number of tourists we host. Hence the industry needs to evolve in accordance with the changes in global market. Kerala Tourism has been exploring new media as a key platform and has witnessed the reach and response to it," he noted. Terming the ICTT as "the gateway to improve our social media presence", he said it would eventually enhance the tourism sector.

Uttarakhand to develop 5 eco-tourism circuits in the State

Uttarakhand Eco-tourism Development Corporation has been established in the State with the sole aim of developing eco-tourism sector purely on professional lines. Eco-tourism Corporation, created by a Government Order in May 2016 became a section 8 company under Company Act

2013 in March 2017. Taking up the issue of development of eco-tourism in the State, Uttarakhand Eco-tourism Corporation is preparing a road-map for developing eco-tourism circuits in the state. In the first stage, these circuits would be developed around Forest Rest Houses while ensuring that villages located in and around these circuits are linked to eco-tourism activities, ensuring their livelihood development and income generation. A meeting in this regard was organized at Lansdowne, which was chaired by Forest and Environment Minister, Uttarakhand. Speaking at the meeting, Minister for Environment and Forests, Dr. Harak Singh Rawat said that although Uttarakhand is a hub of religious tourism but so far the state has not been able to evolve as an eco-tourism destination. Through Eco-tourism Corporation, State is making sincere efforts in this direction. "Considering the natural and scenic beauty of our state there exist huge potential for developing Uttarakhand as a hub of eco-tourism activities," he said. Dr. Rawat said that eco-tourism promotion was important from the standpoint of enhancing livelihoods of local communities. Anup Malik, Managing Director of Uttarakhand Eco-tourism Corporation and Chief Project Director of JICA funded Uttarakhand Forest Resource Management Project (UFRMP) made a detailed presentation at the meeting. He informed that a total of 30 Forest Rest Houses spread across Pauri, Almora, Champawat, Dehradun, Haridwar, Nainital, Rishikesh, Tehri Garhwal districts were proposed to be taken up under this initiative under 5 circuits.

Uttarakhand to develop Himalayan hot springs spas at six locations to boost wellness tourism

India is home of over 350 hot springs and Uttarakhand is home to about 62 hot springs. The state tourism department is focusing on developing these geo-thermal

hot springs based wellness spa as the best geo thermal wellness destination in the world. The objective is to tap high end tourists, the niche segment, through it. In the initial stages, the destinations which have been selected for the project in the state are Madkot in Pithoragarh on the banks of Gori Ganga river, Gaurikund in Rudraprayag on way to Kedarnath, Badrinath, Rishikund onway to Gangotri and Suryakund at Chamoli in Yamunotri. Apart from Madkot, the remaining sites have been selected in the Char Dham.

Revive Sukhatal for Naini lake survival, suggest expert

Sukhatal, which feeds Naini lake of 40-53% water is in dire condition owing to apathy of the government and the district administration which fail to protect its catchment area from unauthorized encroachments leading to depletion of water, and its impact is visible on Naini lake, the water level of which has fallen about 14 feet below normal. After renowned classical singer Shubha Mudgal and more than 1,200 others signed a petition on 'change.org' recently urging Uttarakhand chief minister Trivendra Singh Rawat to save the Naini lake from dying, experts pointed out that 'ecological ignorance' at every level of governance is responsible for the dilapidated condition of Sukhatal, barely one and half kilometres from Naini lake, which feeds the latter after September when monsoon is over. Prof Bhaskar Vira, director, Cambridge Research Institute, University of Cambridge, the United Kingdom, said, "Nowhere it is more important than the Himalayas, where the combined pressures from climate change, demography, and migration are impacting water resources and lives. It is vitally important to protect and rejuvenate our wetlands and ecologically-critical water zones, using best available knowledge." Despite National Institute of Hydrology, a premier research institute, nearly 20 years

ago presented strong evidences backed by robust research data about the importance of Sukhatal for the survival of Naini, the authorities concerned remained impervious to suggestions.

The Naini-Sukhatal connection was further elucidated by a study carried out by Centre for Ecology Development and Research (CEDAR) in collaboration with Cambridge University by top Himalayan geologists and environmentalists in April 2015. It also pointed out the significance of Sukhatal in Naini's survival. The study suggests Sukhatal provides more than 40% subsurface flow to Naini round the year, especially during drier months. The capacity to absorb large amount of rainwater is the biggest service of Sukhatal, which is part of the Ayarpatta ridge largely composed of limestone and dolomite characterised by karst features, which hold huge amount of water and allows subsurface flows not only to the lake, but also to the single largest spring 'Pardadhara'. In June 2016, in a bid to save Sukhataal, the Uttarakhand high court hearing a public interest litigation filed by Ajay Singh Rawat in 2012 had ordered the removal of encroachments, and directed IIT-Roorkee to submit a detailed project report (DPR) about beautification and recharge of Sukhataal area. Following which, a DPR on the preservation and resurrection of the area was prepared by experts from geology department and IIT-Roorkee, which was also submitted to the state government, besides the court.

IIT-R report recommending development of Sukhatal as a tourist destination opposed by experts

A detailed project report (DPR) prepared by IIT Roorkee (IIT-R) to rejuvenate the Sukhatal lake in Nainital has met with opposition from experts who have termed a few suggestions mooted in the report regarding boosting of tourism to Sukhatal as being detrimental to the ecology of the

region. The report was ordered to be prepared by Uttarakhand high court last year while hearing a PIL filed by local activist Ajay Singh Rawat regarding encroachments in Sukhatal. Sukhatal Lake is important for the region because almost 40 to 50 % of the water in Naini Lake, the lifeline of Nainital, is recharged from Sukhatal. The IIT-R DPR proposes constructing a permanent artificial water body in Sukhatal as a tourist attraction which will involve building a restaurant, lifts and other facilities. This has been met with objections from experts who say that if this construction happens, the sub-surface water flow from Sukhatal would further decrease the level of Naini Lake which has this season already plunged to an alarming 18 ft below normal level. "The signs of tampering on the Sukhatal lake bed are already visible through the decline in the Naini lake water levels. Any further tampering will hamper the dry period recharge that Sukhatal provides to Naini Lake," said KS Valdiya, eminent geologist and former vice-chancellor of Kumaon University. These concerns were echoed by SP Singh, former vice-chancellor of Garhwal University, "Creating a reservoir, or storing huge quantities of water in the vicinity of Sukhatal which lies near an existing fault line, will be a monumental mistake as any tectonic activity may lead to breaking up of the reservoir resulting in disaster.

Uttarakhand tourism's new tourism policy to be ready by next month

The new government in the State of Uttarakhand will soon come up with a new Tourism Policy for the State. According to Dr R Meenakshi Sundaram, Secretary Tourism, Uttarakhand, the new policy will be announced towards the end of August. The new policy is expected to give thrust to the State's great potential in spiritual tourism, adventure tourism, etc. with participation of the private sector. Talking

to TravelBiz Monitor on the sidelines of the FICCI organised Tourism Investors Meet in Delhi, Sundaram said that the government is in the process of pooling land for tourism development in the state. He said that the government has identified about 100 acre land parcel above the famous Tehri Dam for developing water sports and hospitality infrastructure. The government has also got the area surveyed by Geological Survey of India, he said. "We will develop the basic infrastructure there and then either sell or give it on lease to private investors to develop water sports facilities, hotels, wellness centres, etc.," he said. Considering land acquisition is not easy and complicated, the government is going for outright purchase, he said. Apart from Tehri Dam, the government is also looking at taking over couple of land parcels which are in the custody of various departments of the government for tourism related development. He said that the department will create land banks for tourism development in Pithoragarh once the airstrip gets operational. He expressed hope that Pithoragarh will be part of the second round of bidding under the UDAN scheme of the Ministry of Civil Aviation. When invited his attention to Uttarakhand Tourism Minister's statement on developing Uttarakhand as the adventure tourism hub, especially for winter sports like Skiing, Sundaram said that the government already has a Ski resort complex in Auli, which would be upgraded with the participation of the private sector. "We want private players to come, upgrade and run the facility," he said. Apart from Auli, the tourism department is also looking at developing new Ski resorts in Dayara Bugyal in Uttarkashi and Betuli Dhar in Pithoragarh, he added.

Travel Companies, Hotels Now on a Spiritual High

While tour companies offer special packages for religious destinations, hotels

are setting up properties in these places. With the launch of Darshans in August, SOTC became the first travel service provider to offer over 40 curated end-to-end itineraries covering 60 popular spiritual destinations in India. "Spiritual tourism is the single largest category in domestic tourism which is an untapped, fragmented opportunity, "said Vishal Suri, managing director, SOTC Travel. A company survey found 53% respondents interested in opting for a pilgrimage if a reputed operator provided it. "Indians are seeking a preplanned, organised and comfortable spiritual travel experience. Pricing of our products has been worked around to suit every budget, offering travellers a seamless spiritual journey" said Suri. Even international hotel chains are taking note of the growth in religious and spiritual tourism in India. In April, Hyatt Hotels and Resorts launched Hyatt Place Rameswaram, its first vegetarian hotel, close to the Ramanathaswamy temple and other holy spots. It offers 101 rooms and suites and the multi-cuisine 24*7 Gallery Cafe restaurant. According to Kurt Straub, vice-president, operations, Hyatt, "Earlier, people who wanted to visit the famous temples would stay at Madurai or Chennai and visit Rameswaram for only a day or two, this was in part due to lack of hospitality brands and stay options. With Hyatt Place in Rameswaram, we now offer the guests a better choice of stay and hospitality". Hyatt is looking at venturing into Himachal Pradesh next year, with the Hyatt Regency McLeod Ganj, a town

popular for its Buddhist nodes, the Dalai Lama's temple and the Namgyal monastery. "Religion is an indispensable part of the Indian culture and travelling to religious places comes with it. Several concepts such as experiential tourism and g wellness tourism have emerged lately in the tourism industry in India and it won't be incorrect to say that religious tourism has also picked up", said Straub. Last month, the Hilton and Double Tree by Hilton announced the signing of a management agreement with Trillion Real Estate and Properties to launch Double Tree by Hilton in Shirdi. Scheduled to open in the first half of 2019, the property will be located in the historical town centre and marks the chain's entry into the pilgrimage destination segment. "Double Tree by Hilton Shirdi will mark the brand's sixth property in this burgeoning market. As the first upscale hotel in Shirdi, we look forward to delivering exceptional experiences to guests", said Dianna Vaughan, global head, Double Tree by Hilton. Kaushik Vardharajan, vice-president, development, India, Hilton, said the property will give them a first mover advantage among both domestic and international tourists. Raj Rana, chief executive, South Asia, Carlson Rezidor, said the company is looking out for opportunities in the Buddh Circuit, besides destinations like Madurai and Rameshwaram. Carlson Rezidor has brands such as Country Inn and Suites, Radisson and Radisson Blu and already runs a Country Inn and Suites in Vaishno Devi.

Compiled by:
Vaibhav Bhatt
Assistant Professor
Centre for Mountain Tourism and Hospitality Studies
HNB Garhwal University (A Central University)
Srinagar (Garhwal), Uttarakhand

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