Athens Journal of Tourism

Front Pages

Athens Journal of Tourism

Published by the Athens Institute for Education and Research (ATINER)

****

ATINER is an Athens-based World Association of Academics and Researchers based in Athens. ATINER is an independent and non-profit Association with a Mission to become a forum where Academics and Researchers from all over the world can meet in Athens, exchange ideas on their research and discuss future developments in their disciplines, as well as engage with professionals from other fields. Athens was chosen because of its long history of academic gatherings, which go back thousands of years to Plato's Academy and Aristotle's Lyceum. Both these historic places are within walking distance from ATINER's downtown offices. Since antiquity, Athens was an open city. In the words of Pericles, Athens"…is open to the world, we never expel a foreigner from learning or seeing". ("Pericles' Funeral Oration", in Thucydides, The History of the Peloponnesian War). It is ATINER's mission to revive the glory of Ancient Athens by inviting the World Academic Community to the city, to learn from each other in an environment of freedom and respect for other people's opinions and beliefs. After all, the free expression of one's opinion formed the basis for the development of democracy, and Athens was its cradle. As it turned out, the Golden Age of Athens was in fact, the Golden Age of the Western Civilization. Education and (Re)searching for the 'truth' are the pillars of any free (democratic) society. This is the reason why Education and Research are the two core words in ATINER's name.
****

The **Athens Journal of Tourism (AJT)** is an Open Access quarterly double-blind peer reviewed journal and considers papers from all areas of tourism and related disciplines such as culture, leisure, recreation, geography, urban planning, heritage, sports, historical cities, landscape, architecture etc. The AJT considers theoretical and empirical papers as well as case studies and policy papers. The journal's aim is to be useful to both academics of tourism research and the practitioners of the tourism industry. Many of the papers published in this journal have been presented at the various conferences sponsored by the Tourism, Leisure & Recreation Unit of the Athens Institute for Education and Research (ATINER). All papers are subject to ATINER's Publication Ethical Policy and Statement. A journal publication might take from a minimum of six months up to one year to appear. All papers are subject to ATINER's Publication Ethical Policy and Statement.

The Athens Journal of Tourism
ISSN NUMBER: 2241-8148- DOI: 10.30958/ajt
Volume 8, Issue 3, September 2021
Download the Entire Issue (PDF)

Athens Journal of Tourism
Editorial and Reviewers' Board

President's Message

All ATINER's publications including its e-journals are open access without any costs (submission, processing, publishing, open access paid by authors, open access paid by readers etc.) and is independent of presentations at any of the many small events (conferences, symposiums, forums, colloquiums, courses, roundtable discussions) organized by ATINER throughout the year and entail significant costs of participating. The intellectual property rights of the submitting papers remain with the author. Before you submit, please make sure your paper meets the basic academic standards, which includes proper English. Some articles will be selected from the numerous papers that have been presented at the various annual international academic conferences organized by the different divisions and units of the Athens Institute for Education and Research. The plethora of papers presented every year will enable the editorial board of each journal to select the best, and in so doing produce a top-quality academic journal. In addition to papers presented, ATINER will encourage the independent submission of papers to be evaluated for publication.

The current issue is the third of the eighth volume of the *Athens Journal of Tourism*, published by the Tourism, Leisure & Recreation Unit of ATINER.

<div align="right">

Gregory T. Papanikos
President
ATINER

</div>

Athens Institute for Education and Research
A World Association of Academics and Researchers

15th Annual International Conference on Mediterranean Studies
11-14 April 2022, Athens, Greece

The **Center for European & Mediterranean Affairs** organizes the **15th Annual International Conference on Mediterranean Studies, 11-14 April 2022, Athens, Greece** sponsored by the Athens Journal of Mediterranean Studies. The aim of the conference is to bring together academics and researchers from all areas of Mediterranean Studies, such as history, arts, archaeology, philosophy, culture, sociology, politics, international relations, economics, business, sports, environment and ecology, etc.You may participate as stream leader, presenter of one paper, chair a session or observer. Please submit a proposal using the form available (https://www.atiner.gr/2022/FORM-MDT.doc).

Academic Members Responsible for the Conference

- **Dr. Gregory T. Papanikos**, President, ATINER & Honorary Professor, University of Stirling, U.K.
- **Dr. Steven Oberhelman,** Professor of Classics, Holder of the George Sumey Jr Endowed Professorship of Liberal Arts, and Associate Dean, Texas A&M University, USA, Vice President of International Programs, ATINER and Editor of the Athens Journal of History.
- **Dr. Nicholas Pappas**, Vice President of Academic Membership, ATINER & Professor of History, Sam Houston University, USA.
- **Dr. David Philip Wick**, Director, Arts, Humanities and Education Division, ATINER & Professor of History, Gordon College, USA.
- **Dr. Yannis Stivachtis**, Director, Center for European & Mediterranean Affairs and Associate Professor, Jean Monnet Chair & Director of International Studies Program, Virginia Tech – Virginia Polytechnic Institute & State University, USA.

Important Dates

- Abstract Submission: **13 September 2021**
- Submission of Paper: **14 March 2022**

Conference Fees

Conference fees vary from 400€ to 2000€
Details can be found at: https://www.atiner.gr/fees

Social and Educational Program

The Social Program Emphasizes the Educational Aspect of the Academic Meetings of Atiner.

- Greek Night Entertainment (This is the official dinner of the conference)
- Athens Sightseeing: Old and New-An Educational Urban Walk
- Social Dinner
- Mycenae Visit
- Exploration of the Aegean Islands
- Delphi Visit
- Ancient Corinth and Cape Sounion

Athens Institute for Education and Research
A World Association of Academics and Researchers

18th Annual International Conference on Tourism
6-9 June 2022, Athens, Greece

The Tourism, Leisure & Recreation Unit of ATINER organizes its **18th Annual International Conference on Tourism, 6-9 June 2022, Athens, Greece** sponsored by the Athens Journal of Tourism. The aim of the conference is to bring together academics and researchers from all areas of Tourism. You may participate as stream leader, presenter of one paper, chair a session or observer. Please submit a proposal using the form available (https://www.atiner.gr/2022/FORM-TOU.doc).

Important Dates
- Abstract Submission: **8 November 2021**
- Acceptance of Abstract: 4 Weeks after Submission
- Submission of Paper: **9 May 2022**

Academic Member Responsible for the Conference

- **Dr. Valia Kasimati,** Head, Tourism, Leisure & Recreation Unit, ATINER & Researcher, Department of Economic Analysis & Research, Central Bank of Greece, Greece.
- **Dr. Peter Jones**, Co-Editor, Athens Journal of Tourism & Professor of Management, University of Gloucestershire, UK.

Social and Educational Program
The Social Program Emphasizes the Educational Aspect of the Academic Meetings of Atiner.
- Greek Night Entertainment (This is the official dinner of the conference)
- Athens Sightseeing: Old and New-An Educational Urban Walk
- Social Dinner
- Mycenae Visit
- Exploration of the Aegean Islands
- Delphi Visit
- Ancient Corinth and Cape Sounion
    More information can be found here: https://www.atiner.gr/social-program

---

Conference Fees
Conference fees vary from 400€ to 2000€
Details can be found at: https://www.atiner.gr/fees

Modern Slavery Statements and Leading UK Hotel Companies

By Peter Jones[*] & Daphne Comfort[±]

Modern slavery is an insidious problem in many sectors of the global economy, and it is widely perceived to be commonplace in the hospitality industry. However modern slavery has received little attention in the academic hospitality literature and this paper looks to explore one of the ways in which leading hotel companies in the UK have publicly addressed the issue by reviewing their modern slavery statements. The paper adopts a simple methodological approach to review, and offer some reflections on, the modern slavery statements of seven of the leading hotel companies within the UK. The findings revealed that six interlinked themes, namely corporate commitment; risk areas; due diligence; awareness and training; audit; and performance measures; illustrated the seven companies' approach to tackling modern slavery. The authors also suggested that the hotel companies' approaches to modern slavery were expectational and that there were concerns about the scope of the auditing processes employed by the hotel companies and by the limited public reporting of their attempts to tackle modern slavery as part of their approach to corporate social responsibility.

Keywords: *modern slavery, modern slavery statements, UK hotel industry, hospitality industry, auditing, corporate social responsibility*

Introduction

Modern Slavery, simply defined as "the severe exploitation of other people for personal or commercial gain" (Anti-Slavery International 2021) is an insidious problem in many sectors of the global economy and it is widely perceived to be commonplace in the hospitality industry. Robinson (2013) for example, claimed that "the labour requirements of hospitality services account for an alarming proportion of the world's estimated human bondage population". More recently, CMS Law (2019) a major international law company, argued that "modern slavery" was "a key issue for the hospitality sector". The Human Trafficking Foundation (2018) suggested that the hospitality industry in the UK "has been recognised as one of high-risk regarding modern slavery". French (2018) claimed that "the UK hospitality sector is one that is susceptible to modern slavery". In 2015, the UK Government passed the Modern Slavery Act designed to tackle the problems of slavery and human trafficking and one of its provisions was for large companies to produce an annual statement, setting out the steps the company had

---

[*]Associate Professor, School of Business, University of Gloucestershire, UK.
[±]Daphne Comfort was a Research Associate in the School of Business at the University of Gloucestershire when this paper was written, but sadly she died on August 5th 2021.

taken to ensure there was no slavery in either its business operations or its supply chain.

More generally, the Human Trafficking Foundation (2018) argued that "with more than one in 10 people working in hospitality around the world, the sector has the opportunity to take a strong stand on modern slavery". However, the issue of modern slavery has received little attention in the academic hospitality literature. With these thoughts in mind, this paper looks explore one of the ways in which leading hotel companies in the UK have publicly addressed this issue by reviewing their modern slavery statements. As such, the paper looks to add to the current literature on modern slavery within the hospitality industry. The paper includes an outline of modern slavery, a literature review, a description of the frame of reference and method of enquiry, an exploratory review of the modern slavery statements developed by some of leading hotel companies in the UK, some reflections on these statements, and a number of conclusions which outline the implications raised by the paper.

Modern Slavery

Defining slavery, and modern slavery, is a complex issue, though the aim here is simply to appreciate, and illustrate, that complexity rather than to analyse it in detail. Allain and Bales (2012) cited the first formal international definition of slavery signed in 1926, namely, "slavery is the status or condition of a person over whom any or all of the powers attaching to the right of ownership are exercised" (United Nations Office of the High Commissioner Human Rights 2021) but argued "the very term slavery and its contours are contested".

Mende (2019) argued that there "is no single definition of the scope and form of modern slavery", but that "a certain image of modern slavery" can be identified, and "this image can be summarised by three denominators", namely "the control of a person over another", "an involuntary aspect in their relation", and "the element of exploitation". For Manzo (2006) "the constituent elements of modern slavery are identified as control without ownership: violence (or the threat of violence); coercion (loss of freedom and choice); and exploitation (of labour power through unpaid work)". In working towards a definition of modern slavery Landman and Silverman (2019) drew attention to the "Bellagio-Harvard Guidelines on the Legal Parameters of Slavery". Here Landman and Silverman (2019) argued that the guidelines emphasised "the notion of control and the lack of agency for victims of slavery, where different forms of coercion maintain power over individuals and prevent them from leaving the conditions of their enslavement".

Landman and Silverman (2019) argued that "popular understandings of slavery often conjure up images of African slaves brought to the Caribbean, Brazil and the US, where such images typically include slave ships, slaves bound in chains and slaves auctioned at market", but that "such imagery tends to obscure current realities of slavery and relegate it as a problem of the past". Further, Landman and Silverman (2019) argued that "slavery is alive and well and that it

has taken on new forms or updated old forms, comprising a variety of practices that include debt bondage, domestic servitude, forced prostitution, forced labour, forced marriage and human trafficking". Debt bondage, for example, perhaps the most widespread form of modern slavery, occurs where people trapped in poverty borrow money, and are forced into work to pay off the debt, and in so doing, lose control over their employment conditions, and the original debt. Human trafficking, involves the use of violence, threats, or coercion to transport, and often to recruit or harbour people, for labour, forced prostitution or marriage.

Bannerjee (2020) suggested that while slavery is a crime under international law, it remains "a viable and profitable management practice for business", and that "modern slavery, far from being an aberration, is a logical outcome of the way our political economic system is organized and its historical origins in the colonial system". Conservative estimates put the number of victims of modern slavery at over 40 million (International Labour Office 2017), with the annual profits from modern slavery estimated to be some US$ 150 billion (International Labour Office 2014). Within the UK, Bales et al. (2015) estimated there to be between 10,000 and 13,000 potential victims of modern slavery, but this figure does not include victims of modern slavery in UK companies" supply chains in other countries.

In many ways modern slavery often effectively goes unseen in that many of the people working in slavery are in companies" supply chains, while those in customer facing operations might look very much the same as many of their fellow workers. That said, Unseen (2021), a charity working "towards a world without slavery", identified some indicative signs of modern slavery and human trafficking. Namely, individuals who show signs of physical or psychological abuse, look malnourished, unkempt, anxious or agitated, or appear withdrawn or neglected. Their living conditions might be dirty, cramped and overcrowded and they might always wear the same clothes, have few personal possessions, and no identification documents. Further, they might be dropped off at, and collected from, their place of work, early in the morning and late at night, and they may be reluctant to seek help from fellow workers, and be very wary of law enforcement officers and agencies.

Modern slavery is an issue for the hospitality industry worldwide, and the workforce in the hotel sector often consists of people vulnerable to exploitation including migrants, women, and low skilled and low paid workers. More specifically, French (2018) argued that the UK hospitality industry"s susceptibility to modern slavery, "is reflected in the structure and geography of the sector; its labour intensity and the importance of pay costs; weak unionisation and the lack of formal human resource management; and comparatively high levels of migrant employment". That said, in 2015 the UK Government introduced the Modern Slavery Act, with the obligation for large businesses, more specifically those businesses with an annual turnover in excess of £36 million, to produce an annual modern slavery statement, with a view to encouraging businesses to tackle issues of forced labour and human trafficking within their businesses and supply chains.

Literature Review

To date, modern slavery in the hospitality industry has attracted little attention in the academic literature. In part, this may reflect a reluctance within the industry, and its supply chains, to permit researchers access to documentation and decision makers to allow them to pursue research investigations into modern slavery. Denying access for such research may reflect commercial sensitivities and/or concerns about essentially publicly unspoken corporate concerns about employee recruitment and labour practices within supply chains, and attendant fears of damaging publicity, and possibly criminal prosecution, if modern slavery practices are explicitly revealed. In part the lack of published research on modern slavery within the hospitality industry may also reflect researchers" fears for their personal safety if looking to undertake research, in settings where illegal, and criminal activity may be commonplace, and then publish their research findings. Here covert approaches may seem to offer a way forward, but such approaches are unlikely to offer genuine security in an environment where anxiety, suspicion, and the threat of physical violence, may be rife.

Given these thoughts, it is perhaps not surprising that the literature on modern slavery within the hospitality industry has a general, rather than, a specific empirical focus. At the same time, some of the published work has examined modern slavery as one of a number of interlinked issues but has not focused exclusively on modern slavery. In looking to offer some "lessons for tourism and hospitality research", Wen et al. (2020) provided a systematic literature review of human trafficking, which included work on modern slavery. Their work suggested that modern slavery was a global problem, that it was closely tied to migration, and that human trafficking was a primary source of modern slavery. In conclusion the authors called for more research "to examine the dynamics underlying the diverse causes, nature, and consequences of modern slavery" (Wen et al. 2020).

Trasatti and Miller (2019) suggested that hotels were common sites for human trafficking and offered guidance for hospitality employees on reporting and responding to this issue. Trasatti and Miller (2019) also suggested that hotels should provide appropriate training for employees and suppliers and make guests aware of human trafficking hotline telephone numbers, so that they can report any suspicious behaviours. In a similar vein, Paraskevas (2020) examined the various ways in which hotels were vulnerable to modern slavery and explored some of the actions taken by individual hotels to actively oppose modern slavery.

French (2018) argued that the structure and the labour-intensive nature of the UK hospitality industry made it susceptible to labour exploitation and modern slavery. More specifically, French (2018), claimed that the large hotel companies across the UK "have increasingly subcontracted many of the services provided within hotels", and that where hotel managers subcontract the recruitment of staff, they often have little oversight of some of the stages in what may be an extensive labour supply chain. More generally, French (2018) argued that neo-liberal economic globalisation has promoted the casualisation of labour and that such "exploitative practices to reduce labour costs can facilitate pathways into modern slavery".

In the light of Rhou and Signal"s (2020) argument that the research on the hospitality industry was light on theoretical engagement, it seems appropriate to look to identify potentially useful theoretical frameworks for research into modern slavery. Bales (2006) looked to build a "theory of modern or contemporary slavery through a set of assertions concerning the impact of global demographic and economic change on the nature of the slavery relationship over the past fifty to sixty years". He argued that "since about 1950, the nature of both the packaging of slavery and the way the basic relationship is acted out have been significantly altered by a change in the economic equation of slavery." (Bales 2006). Manzo (2006) proposed an alternative approach to that adopted by Bales, which she classified as being drawn from "Marxian or neo-Marxian political economy." Here the key themes were commodity production and trade, labour costs within a hierarchical division of labour, unequal terms of trade, capitalist expansion vis commodification and economic liberalisation, and the varied and uneven effects of the worldwide expansion of capitalism.

More recently, while Caruana et al. (2020) suggested that modern slavery presented many opportunities for novel theory building, they concluded that existing theories were limited in their ability to conceptualise modern slavery. That said, three sets of theoretical approaches, namely institutional theory, stakeholder theory and contingency theory, merit attention. Flynn and Walker (2020) employed institutional theory, to explore how firms listed on the Financial Times Stock Exchange were responding to modern slavery risks in their supply chains. Here institutional theory was selected because the Flynn and Walker (2020) argued that the transparency provision in the 2015 legislation represented institutional, rather than market, pressure on companies.

In the conclusion to their work on modern slavery in supply chains, Stevenson and Cole (2018) suggested that both stakeholder theory and institutional theory offered potential for future research on modern slavery. Here, Stevenson and Cole (2018), for example, argued that stakeholder theory was valuable in that while the primary audiences for modern slavery statements were external stakeholders, it was important for companies to consider what their modern slavery statements revealed to their suppliers. Gold et al. (2015) argued that research questions about modern slavery could be fruitfully framed by contingency theory and institutional theory. The former was seen to help to achieve a deeper appreciation of the importance of culture, geography, legislation and regulation, while the latter could help in investigations of how, and why, modern slavery traders can continuously resist pressures to adopt more legitimate forms of business.

This literature review of modern slavery in the hospitality industry suggests that the field is currently fragmented, and at a best, embryonic. As such, this mirrors Caruana et al."s (2020) more general suggestion that the field of "modern slavery research in business and management remains significantly, and disappointingly underdeveloped". While the review provides a sense of academic context, and some basic reference points for the paper, it does not identify modern slavery in the hospitality industry as distinct field of research, not least in that it lacks an agreed framework, empirically informed research, and a theoretical

foundation. Perhaps more importantly in the light of the aims of this paper, the current literature review reveals little research on how large hospitality companies have addressed modern slavery. At the same time, Heyes and Minor (2021) suggested "that hotels are failing to address the risks of modern slavery in their direct operations and supply chains". As such, this highlights a gap in the hospitality literature, but given the role hotel companies, often potentially unwittingly, play in modern slavery, it surely merits attention.

Frame of Reference and Method of Enquiry

At the outset, the authors would want to emphasise that both the investigation, and the analysis of the information revealed by this investigation, have an explicit qualitative and descriptive focus. With such an approach in mind, the authors chose a simple two step method of enquiry to investigate how the leading hotel companies in the UK had addressed modern slavery statements, but they believe their approach is appropriate in exploratory review. Firstly, the top ten hotel chains in the UK, by the number of rooms, namely Premier Inns, Travel Lodge, Hilton, Holiday Inn, Holiday Inn Express, Double Tree, Britannia Hotels, Ibis, Best Western, and Marriot Hotels, as listed by Statista (2020), provided the initial framework. However, Premier Inns are owned by Whitbread, the Intercontinental Hotel Group (IHG) are the parent company of Holiday Inn and Holiday Inn International, Double Tree is owned by Hilton, and Ibis is part of the Accor Group, so the second stage of the enquiry, which covered eight hotel companies, namely, the Whitbread Group, Travel Lodge, the IHG, Hilton, Britannia Hotels, Accor Group, Best Western, and Marriot Hotels, provided the framework for the second stage of the investigation. This second stage involved a series of Internet searches, using the name of each of the selected hotel companies, and modern slavery statement as the key phrases. These searches, undertaken in April 2021 on the Google search engine, revealed that all but one, namely Best Western, of the selected hotel companies posted a modern slavery statement.

The most recent modern slavery statements from the seven hotel companies provided the empirical material for this paper. As these statements are in the public domain on the hotel companies" websites, the authors took the view that they did not need to seek permission to use them. The modern slavery statements were relatively brief and clearly structured, and the authors felt that any form of content analysis would not be necessary. Rather, the authors undertook a close reading of the statements and drew out the important issues and themes. The paper draws extensively on selected quotations drawn from the selected hotel companies" websites. The aim here, was to explore how the hotel companies publicly expressed, and evidenced, their approaches to tackling modern slavery, and the authors were of the opinion that an important way of capturing such approaches was to cite the hotel companies" own words, not least in that such citations could convey corporate authenticity and offer greater depth of understanding.

Results

The modern slavery statements posted by the seven selected hotel companies varied in style and content, but rather than looking to describe each statement in detail, the authors looked to identify, and draw out, a number of general themes. More specifically, the authors identified six themes, namely, corporate commitment, risk areas, due diligence, awareness and training, audit, and performance measures. which effectively captured the spirt, if not always the detailed letter of the selected hotel companies" approach to modern slavery statements. In practice many of these themes are interlinked, but here they are separately identified to provide a systematic picture of the content of the selected modern slavery statements.

The hotel companies" corporate commitments were expressed in a variety of ways. Travel Lodge (2020), for example emphasised "we are committed to supporting human rights and to take seriously our responsibilities under the Modern Slavery Act 2015", and "we have a zero tolerance approach to slavery and human trafficking and are dedicated to understanding the risks so that we can work towards ensuring that there is no modern slavery in our business or supply chain". The Accor Group (2020) reported that it was "strongly committed to the goal of being a responsible company that shares value, works to obey ethical principles, complies with applicable laws and regulations, and honours the commitments to its various stakeholders. This commitment extends to human rights including modern slavery and trafficking". While Britannia Hotels (2020) emphasised that the company is "committed to addressing procedures so that compliance with the Slavery Act becomes the normal situation throughout its supply chains", the company also recognised "it will take time to introduce the initiatives".

Marriot Hotels (2020) reported "since 2006, we have had a Human Rights Policy that addresses modern slavery, forced labour and child labour". The IHG (2020) emphasised its commitment "to respecting the human rights of all our colleagues, guests and the communities we operate in", and that "we continue to encourage those we do business with – including our suppliers, owners and franchisees – to prevent, mitigate and address adverse impacts on human rights, including modern slavery". Looking to the future, the IHG (2020) claimed "as an organisation with a long-standing commitment to responsible business, IHG is focused on further developing our approach to human rights and combating modern slavery".

Risk assessments offered some insights into the hotel companies" perceptions of the sources of modern slavery and a fairly consistent picture emerged. Whitbread (2020), for example, recognised "there are a number of ways in which our business could be affected by modern slavery". The principal risk areas identified by Whitbread were its employees, its supply chain, and its guests. In addressing modern slavery risks, Whitbread argued that having direct control over the recruitment of employees reduced the risk that people working for the company might be victims of modern slavery. Perhaps more pointedly, in focusing on the risk of modern slavery in the supply chain Whitbread (2020)

"identified that the majority of risk lies in the lower tiers of our supply chain – often a number of tiers away from our direct control". The IHG (2020) identified a number of risk areas, including, its supply chain, third party owners, its own operations, and migrant workers, while Hilton (2020) identified three areas of risk of to modern slavery, namely its own operations, its supply chain, and during the construction of new hotels, and suggested that within these areas, certain groups, namely, migrants, women, and children were particularly vulnerable.

Awareness and training were seen to be important in looking to tackle modern slavery. In outlining its vision, "Action for Positive Hospitality", the Accor Group (2020), for example, stressed it was "committed to increasing awareness of human trafficking and modern slavery at all levels". The IHG (2020) emphasised that "the importance of respecting human rights and combating modern slavery is made clear to colleagues as soon as they start working for IHG through our Code of Conduct training", which "includes information on our approach to human rights and modern slavery and information on how to report concerns". More generally, the IHG also reported that it continued to "leverage important dates such as Anti-Slavery Day (18 October 2020) to raise internal awareness by highlighting the role that hotels can play in combating modern slavery and human trafficking" (IHG 2020).

Whitbread (2020) outlined the company's approach to employee training, which is designed enable them to respond correctly, if they are suspicious about human trafficking and modern slavery activity. Here, Whitbread (2020) reported training all of its team members working across its hotel and restaurant operations. The focus of the company's bespoke training programmes is on "on raising awareness of human trafficking and modern slavery issues, empowering our teams to identify indications of human trafficking abuse in our sites and provide them with the tools to report it quickly and effectively" (Whitbread 2020).

Travel Lodge (2020) stressed "we recognise that awareness amongst our employees is important in preventing modern slavery", and that "this training enables our staff to alert the police to any related issues they identify in the course of their duties". In addressing labour sourcing, Hilton (2020) reported on its approach to training. Here the company stressed that it "continued to roll out our eLearning training on the key risks of modern slavery in labour sourcing". This training is mandatory for all those involved in recruitment and in outsourcing decision making.

Due diligence processes are reported as an important theme in the selected hotel companies" modern slavery statements. Hilton (2020) for example, outlined a range of its due diligence processes. In addressing risk monitoring and mitigation, the company suggested that "our mitigation response to identified risks depends on Hilton's direct link to the situation and the leverage the company may have in each context" (Hilton 2020). Here Hilton (2020) reported that it encouraged its employees to raise concerns about modern slavery and human trafficking, that there was an anonymous telephone hotline to enable employees to report any such concerns to the company, and that this hotline facility was also available to suppliers, business partners, customers, and members of the public.

Conducting due diligence processes within supply chains was also seen to be an important issue. Marriott Hotels (2020), for example, recognised "the importance of conducting due diligence and responding to concerns raised regarding our supply chains". More specifically, Marriott Hotels (2020) reported on collaborating with its suppliers across three channels of its supply chain, namely furniture, fittings and equipment; operating supplies and equipment; and food and beverages; to encourage them to adopt ethical business standards and human rights compliance measures. In outlining due diligence processes in its supply chain IHG (2020) reported that new suppliers were required to complete a questionnaire, which included information on human rights and the labour environment.

Travel Lodge (2020) reported assessing its "supply chains where there is a risk of slavery and human trafficking taking place (even if this is small), whether from an activity or geographical perspective", and that the company's "central procurement function assists us to have visibility of our suppliers and a better understanding of the risk areas". Further, Travel Lodge (2020) reported that when "taking on new suppliers in areas which we consider to be higher risk, we undertake supplier due diligence and engage with potential suppliers to understand the actions taken by them to reduce the risk of slavery and human trafficking in their supply chains", and that "we include contractual clauses in all our higher risk supplier agreements …..in relation to the monitoring and tackling of slavery".

Some of the seven hotel companies reported commissioning independent audits designed to monitor their suppliers" commitments to modern slavery, often as part of their wider approach to human rights. Whitbread (2020), for example, reported working with a third part auditor for suppliers considered to pose high risks. Such audits involve site visits, access to relevant documentation, and interviews with a representative sample of workers. These interviews are undertaken in confidence, in the workers" native language, and are seen by the company to provide a safe opportunity for workers to report any concerns or malpractice.

That said, Whitbread (2020) explicitly recognised that that "sometimes workers may feel unable to speak freely when they are in the workplace", and that "in order to ensure we are truly providing the opportunity for honest feedback at all Whitbread PLC audits; we have created a whistleblowing line via our independent auditors who give interviewees a number they can call if they want to speak about anything at a later date". Further, Whitbread (2020) reported that "wherever issues are uncovered through these audits, we work closely with our suppliers to remediate areas of non-compliance to clearly defined and agreed timeframes. This remediation is then verified by a follow up, third party audit to ensure compliance. Where our suppliers demonstrate a persistent disregard for working with us to meet the standards outlined in our policy, we reserve the right to cease working with them".

A minority of the selected hotel companies suggested that they were moving towards reporting on their performance, and on identifying key performance indicators, in meeting their commitments to tackling modern slavery. In looking to "measure our performance", the IHG (2020), for example, reported that "as of

December 2020, over 2,000 employees had completed its modern slavery training programme and over 4,000 suppliers had signed up to its suppliers code of conduct". Whitbread (2020) identified four "performance indicators", namely, increasing awareness, the sharing of information, partnerships and collaboration, and due diligence in its supply chain. In focusing on due diligence, for example, Whitbread (2020) reported that some 60% of its "high risk suppliers" had been audited. Travel Lodge (2020) provided a succinct outline of its "key performance indicators", namely, "we would expect that any incident of modern slavery would be a breach of our company policies, contractual terms and/or law", and "we continue to focus on the assessment of our supply chain and high risk areas as well as on ensuring that we do not have any modern slavery in our own business".

Reflections

The modern slavery statements of the seven selected hotel companies captured their public approach to modern slavery, but some wider issues merit reflection and discussion. The findings reported above suggested that while the hotel companies emphasised their opposition to modern slavery, some of their commitment to tackle what is a complex issue, can be seen as a work in progress. In emphasising their opposition to modern slavery and in reporting on their introduction of measures to monitor and tackle the problem, the selected hotel companies look to reflect UK Government policy, but they face a number of challenges.

Assessing, monitoring and tackling modern slavery within supply chains and recruiting labour, arguably presents two of the biggest challenge for the hotel companies and this challenge is manifest in several ways. Outsourcing is commonplace within the hotel industry, its benefits are seen to reduce costs and increase efficiency, and it can embrace a wide range of functions including the purchasing of furniture, fittings, and operating supplies, equipment maintenance, laundry, and information and communication technology services. Where such outsourcing occurs, then hotel companies effectively have reduced oversight of the workers involved in the sourcing process. At the same time, where hotel companies" business models are based around independent ownership, leasing and franchising, rather than direct ownership, then hotel companies are at least one step removed from direct corporate control.

That said, some of the selected hotel companies claimed their approach to modern slavery was effectively underwritten by independent audit. However, concerns have been expressed about the efficacy of the audit process in safeguarding against modern slavery. The pressure group Anti-Slavery International (2021) for example, argued that such approaches have their limitations, not least in that "the quality and scope of auditing may be questionable, or there may be practical difficulties such as auditors being unable to speak with workers in their own language".

Anti-Slavery International (2021) also argued that "forced labour is often hidden", that "it is often found in the informal sector, in the early stages of

production, often some steps down the supply chain", and that "subcontracting can also hide forced labour as it adds layers between the company and the worker", which "are out of the scope of many audits". Gold et al. (2015) used the term "audit fraud" to describe illegal activities hidden by the supplier from the auditing company. Gold et al. (2015) also suggested that "slave-holders skimming huge profits from their activities will not be susceptible to change in response to premium-price incentives for social standards from the buying company", rather "they might instead take the premium and at the same time extend their existing profitable business model".

Further, Anti-Slavery International (2021) claimed that "even when auditing is of high quality, audits by necessity are merely a snapshot of a particular moment in a particular part of the production system", and that "the auditing mindset tends to be linear and mechanistic and may compartmentalise symptoms, preventing observers from seeing the whole complex picture which might together constitute forced labour". More positively, Benstead et al. (2020) argued that "a targeted audit", which investigates "the end-to-end recruitment process by using a parallel structure of management and worker interviews and documentation review", is "more likely to reveal key indicators of modern slavery".

The concept of the modern slavery statement has attracted a number of criticisms. New and Hsin (2021), for example, argued that while modern slavery statements "present interesting information about the management of working conditions in the firms" supply chains, they do little to address the problems of modern slavery per se". Simic and Blitz (2019) argued that modern slavery statements are "often perfunctory and are used to satisfy international agendas and country commitments, or to enhance the perception of the country and its position in the global outsourcing business". Simic and Blitz (2019) also argued that the capacity of modern slavery statements "is often limited, especially as it regards remedying risks", and that "the quality, scope, depth, and regularity of reports are frequently compromised, especially since there are no meaningful sanctions for non-compliance".

There have also been issues about the ambivalent role of the media in publicising modern slavery statements. Simic and Blitz (2019), for example, argued that on the one hand "companies' over-reliance on media exposure of transparency statements has been instrumentalised by the state which has paid lip service to proper law enforcement mechanisms". On the other hand, Simic and Blitz (2019) also suggested "the possibility of unsolicited media publicity may often act as a deterrent for businesses and could push them in the opposite direction: it can enhance non-compliance or highly restrained compliance".

More generally, in recent years the hospitality industry, and more specifically many large hotel companies, have taken an increasing interest in corporate social responsibility, and there are issues about where modern slavery sits within corporate social responsibility policies. New (2015), for example, looked to examine how modern slavery within supply chains challenged conventional thinking and practice on corporate social responsibility. More specifically, New (2015) pointed out "the potential differences between modern slavery and other corporate social responsibility issues" and highlighted "the paradox that firms'

approaches to the issue may run in parallel with actions that foster the problem in the first place".

Many hotel companies publish corporate social responsibility reports, but their coverage of modern slavery in such reports has often been limited. Jason Nunn, Whitbread's Director of Business Engagement Whitbread (2021) for example, simply asserted that the company had "demonstrated their commitment to preventing modern slavery" but offered no evidence within the report to support this assertion. Neither Travel Lodge, nor Britannia Hotels, posted a corporate social responsibility report. However, the larger international hotel companies did publish outline information on their approach to modern slavery in their corporate sustainability reports. Hilton (2019), for example, published information on how the company used its corporate responsibility management platform to measure modern slavery risks, and provided some outlines of its approach to training and to due diligence in its supply chain, in its corporate social responsibility report, though there was no detailed independent assurance of this information.

Finally, and more critically, there are fundamental questions about the effectiveness of modern slavery statements in tackling, and ideally eradicating, modern slavery, not least because Monciardini et al. (2021) suggested that within the UK noncompliance with the 2015 legislation "is a common occurrence". At the same time, Bannerjee (2020), argued that corporate social responsibility, codes of conduct and multi-stakeholder initiatives will not "address the real problem of modern slavery", and claimed that "most corporations do very little apart from issuing public statements and commitments to eradicate forced labour". Indeed, Banerjee (2020) argued that the current initiatives to "give the appearance that firms and suppliers are working to address the problems with little evidence of outcomes".

Discussion, Limitations and Future Research

This review of modern slavery statements published by the seven selected hotel companies has some implications for the theoretical approaches mentioned earlier. On the one hand, the review of the selected companies" modern slavery statements provided little insights into the theories proposed by Bales (2006) and Manzo (2006). On the other hand, the review suggested that the seven hotel companies publicised their concerns about modern slavery and responded positively to UK government pressure and legislation to introduce modern slavery statements. As such, the selected hotel companies" approach can be seen to be consistent with institutional theory. At the same time, the findings revealed that while the hotel companies emphasised their commitment to tackle modern slavery, and outlined their approach to awareness and training, and to due diligence, their enthusiasm for independent auditing, and for identifying, and reporting on, performance measures was more limited. This, in turn suggests that institutional theory does not tell the full story in conceptualising corporate approaches to modern slavery.

In highlighting the role and importance of a number of stakeholders, including suppliers, employees, customers, and government, in identifying and developing awareness of modern slavery within the selected hotel companies, stakeholder theory might be seen to be useful in informing how the selected hotel companies have developed their modern slavery statements. However, stakeholder theory is generally seen to be based on, and around, open relationships, trust and shared goals, and these qualities are certainly not common to all the stakeholders involved in modern slavery. Contingency theory helps to shed some light on how the selected hotel companies approached modern slavery, but perhaps only in so far as it signals that many of the characteristics of the hotel industry, and the wider hospitality industry, seem to make them susceptible to modern slavery. More widely, the paper has provided an opportunity to add to the hospitality industry's engagement with theory.

The paper has a number of potential corporate, managerial, and operational implications for the hotel industry. Some of the selected hotel companies reported commissioning independent audits in an attempt to safeguard against modern slavery in their supply chains, but they may be advised to strengthen the quality and scope of their audit processes. At the same time, hotel companies may also look to include both greater, and more explicit commitment to, and treatment of, of modern slavery within their corporate responsibility strategies and attendant reporting and external assurance processes. Pursuing both of these measures will generate new costs for hotel companies but it will help to increase the transparency and public accountability of their campaigns against modern slavery.

At the operational and managerial level, the often high turnover of employees within the hotel industry can be seen to necessitate an ongoing managerial focus on the use of agency workforces and the subcontracting of labour supplies. While some decisions about the recruitment of employees may be taken at the corporate level, maintaining regular managerial relationships and contacts, where possible at the local level, will also be important. A continuing, and arguably enhanced, commitment to awareness training would also seem to be important in maintain the focus on modern slavery at the operational level. Given the illegal, and secretive nature, of modern slavery, bringing managers, and employees, into closer, and more regular, contact with individuals and organisations suspected of being engaged in modern slavery, and enhancing employee and customer awareness of such activity, may pose personal dangers for both employees and customers. Even with support from law enforcement agencies, there are no simple solutions to these problems, and it is important that they are fully recognised at the corporate, managerial and operational levels.

The paper has a number of limitations. In looking to review the modern slavery statements of seven leading hotel companies in the UK, it provided a limited perspective on modern slavery within the hotel industry. The empirical material for the review is drawn exclusively from the corporate websites of the selected hotel companies, at a set point in time, and does not include any primary information supplied by the hotels' executives, managers or employees, or any information obtained from the hotels" suppliers, or from employment agencies. However, the authors believe this approach is appropriate in what is an

explanatory review paper, and that the paper makes a small contribution to what is a currently a noticeable gap in the hospitality literature, and that it may provide a platform for future research into modern slavery in the industry.

However, while modern slavery within the hotel industry, and more widely within the hospitality industry, offers a potentially rich variety of research opportunities, it is important to recognise that it a very challenging research arena. While slavery is illegal in the vast majority of jurisdictions, it can also be a lucrative economic activity, and those individuals and organisations involved in modern slavery, human trafficking and bonded labour, will generally do all they can to hide, and maintain the secrecy of, their activities. Researchers who look to conduct primary research into modern slavery activities may be placing themselves, possibly their research colleagues, and those who participate in such research, in serious personal danger. Problems, and tactics designed to minimise such problems, are rarely addressed in the research literature but they may curtail many potentially promising modern slavery research agendas. At the same time, researchers may face a range of ethical issues, not least researchers" responsibility to those who participate in their research. More generally, there are some guidelines for social science researchers looking to pursue hidden activities (e.g. Ellard-Gray et al. 2015), but researching modern slavery within the hospitality industry seems fraught with difficulties and dangers.

That said, in their study of responses to Australia's modern slavery legislation, Christ and Burritt (2018) outlined a number of future research directions in corporate modern slavery, and here the focus was on employee representatives and governments and their representatives. Looking to future research agendas, on the one hand, the current authors would recommend a more detailed and wide-ranging empirically based research enquiry into the impact of hotel companies" modern slavery statements on modern slavery within their operations. On the other hand, a number of more general research opportunities into corporate approaches to modern slavery within the hospitality industry can be identified. Here, research investigations might profitably explore the ways in which global hospitality companies address the issue of modern slavery. Such work could include large scale questionnaire surveys of, as well as personal interviews and focus group meetings, with, senior hospitality company executives to learn how a range of hospitality companies have developed, and continually look to strengthen, their policies on modern slavery. Such research agendas may also explore if, and how, employees, customers, suppliers, governments, and law enforcement agencies are involved in the policy development process. In addition, such research into modern slavery within the hospitality industry may help to both test, and illuminate, theoretical approaches to modern slavery, and perhaps more importantly, help to answer the call by Gold et al. (2015) for new theory development to facilitate the understanding of modern slavery.

References

Accor Group (2020) *Slavery and human trafficking statement*. Accor Group.

Allain J, Bales K. (2012) Slavery and its definition. *Global Dialogue* 14(2): 1–8.

Anti-Slavery International (2021) *What is modern slavery?* Anti-Slavery International.

Bales K (2006) *Testing a theory of modern slavery*. Retrieved from: https://documenta tion.lastradainternational.org/lsidocs/bales_test_theory_0607.pdf. [Accessed 24 May 2021]

Bales K, Hesketh O, Silverman B (2015) Modern slavery in the UK: how many victims. *Significance* 12(3): 16–21.

Banerjee B (2020) Modern slavery is an enabling condition of global neoliberal capitalism commentary on modern slavery in business. *Business and Society* 60(2): 415–419.

Benstead AV, Hendry LC, Stevenson M (2020) Detecting and remediating modern slavery in supply chains: a targeted audit approach. *Production Planning and Control* (Jul).

Britannia Hotels (2020) *Slavery act statement*. Britannia Hotels.

Caruana R, Crane A, Gold S, LeBaron G (2020) Modern slavery in business: the sad and sorry state of a non-field. *Business in Society* 60(2): 251–287.

Christ KL, Burritt RL (2018) Current perceptions on the problem of modern slavery in business. *Business Strategy and Development* 1(2): 103–114.

CMS Law (2019) *Modern slavery – A key issue for the hospitality sector*. CMS Law.

Ellard-Gray A, Jeffrey NK, Choubak M, Crann SE (2015) Finding the hidden participant: solutions for recruiting hidden, hard-to-reach, and vulnerable populations. *International Journal of Qualitative Methods* 14(5): 1–10.

Flynn A, Walker H (2020) Corporate responses to modern slavery: an institutional theory perspective. *European Business Review* 3(2): 295–315.

French S (2018) Between globalisation and Brexit: migration, pay and the road to modern slavery in the UK hospitality industry. *Research in Hospitality Management* 8(1): 23–31.

Gold S, Trautrims A, Trodd Z (2015) Modern slavery challenges to supply chain management. *Supply Chain Management* 20(5): 485–494.

Heyes A, Minor K (2021) Luxury hospitality – Is this time to rethink the ethical stance? *Research in Hospitality Management* 11(1): 5–7.

Hilton (2019) Travel with purpose; Hilton 2019 corporate social responsibility report. Hilton.

Hilton (2020) *Human slavery and trafficking statement*. Hilton.

Human Trafficking Foundation (2018) *Tackling modern slavery in the hotel sector*. Human Trafficking Foundation.

IHG (2020) *Modern Slavery Statement 2020*. IHG.

International Labour Office (2014) *Profits and poverty: the economics of forced labour*. International Labour Office.

International Labour Office (2017) *Global estimates of modern slavery: forced labour and forced marriage*. International Labour Office.

Landman N, Silverman BW (2019) Globalization and modern slavery. *Politics and Governance* 7(4): 275–290.

Manzo K (2006) Modern slavery, global capitalism and the deproletarianisation in West Africa. *Review of African Political Economy* 32(106): 521–534.

Marriott Hotels (2020) *UK human trafficking transparency statement*. Marriott Hotels.

Mende J (2019) The concept of modern slavery: definition, critique, and the human rights frame. *Human Rights Review* 20(2): 229–248.

Monciardini D, Bernaz N, Androv A (2021) The organizational dynamics of compliance with the UK modern slavery act in the food and tobacco sector. *Business and Society* 60(2): 288–340.

New SJ (2015) Modern slavery and the supply chain: the limits of corporate social responsibility? *Supply Chain Management* 20(6): 697–707.

New S, Hsin L (2021) Deconstructing modern slavery statements: a detailed analysis of Arcadia Group and Babcock International. *SSRN* (Jan).

Paraskevas A (2020) Human trafficking and modern slavery in Europe"s hotels. In C Lashley (ed.), chapter 5. *Slavery and Liberation in Hotels Restaurants and Bars*. Oxford: Routledge.

Rhou Y, Signal M (2020) A review of the business case for CSR in the hospitality industry. *International Journal of Hospitality Management* 84(Jan): 102330.

Robinson RNS (2013) Darker still: present-day slavery in tourism and hospitality services. *Hospitality and Society* 3(2): 93–11.

Simic A, Blitz BK (2019) The modern slavery regime: a critical evaluation. *Journal of the British Academy* 7(1): 1–34.

Statista (2020*) Leading hotel chain brands in United Kingdom (UK) 2018 by number of rooms*. Statista.

Stevenson M, Cole R (2018) Modern slavery in supply chains: a secondary data analysis of detection, remediation and disclosure. *Supply Chain Management* 12(3): 81–99.

Trasatti MA, Miller ZA (2019) Human trafficking: how businesses can work to combat the modern slavery epidemic. *Risk Management* 6(8): 20–25.

Travel Lodge (2020) *Modern slavery act statement* 2020. Travel Lodge.

United Nations Office of the High Commissioner Human Rights (2021) *Slavery convention*. United Nations Office of the High Commissioner Human Rights.

Unseen (2021) *Spot the signs of modern slavery.* Unseen.

Wen J, Klarin A, Goh E, Aston J (2020) A systematic review of the sex-trafficking literature for tourism and hospitality research. *Journal of Hospitality and Tourism Management* 45(Dec): 370–376.

Whitbread (2020) *Whitbread modern slavery statement 2019/2020.* Retrieved from: https://cdn.whitbread.co.uk/media/2021/02/02103453/whitbread-modern-slaverystatement-2019-20.pdf. [Accessed 3 April 2021]

Whitbread (2021) *Making a positive difference.* Retrieved from: https://cdn.Whitbread.co.uk/media/2021/02/23234132/Whitbread-Environmental-Social-and-GovernanceReport-202021-1-compressed.pdf. [Accessed 8 April 2021]

Film Tourism in South-Eastern Sicily:
In the Footsteps of Inspector Montalbano

By Vincenzo Asero[*] & Douglas Mark Ponton[±]

This study focuses on film tourism on the island of Sicily, in the context of the popular television series, Montalbano. Since the series began, there have been increases in tourist flows in the towns most directly interested. Although it is impossible to say that the Montalbano series is directly responsible for these phenomena, it has succeeded in bringing visibility to the territories and landscapes of the area. In the tourist sector, there are now abundant possibilities for fans to participate in movie tours. The apparent success of the series and its tourist spin-offs can be problematised, therefore, since it raises questions about authenticity from the perspective of the subjectivity of the tourists. Authenticity, for a tourist on a 'Montalbano tour', relates more to the desire to explore a virtual reality than to the traditional attractions of the places. The issue of authenticity has contrasting implications for the areas involved. The location of 'Vigata', a fictional creation of author Andrea Camilleri, has become an issue, as towns compete for a share of the rapidly evolving tourist market, engaging in attempts to demonstrate authentic traces of the fictional context. The paper explores these issues from an interdisciplinary, mixed methods perspective that combines insights from the fields of Economics and Linguistics. Data are analysed in terms of the multimodal and discourse-pragmatic dimensions of the interpretation of image-texts.

Keywords: *Montalbano, film tourism, framing, multimodality, destination branding*

Introduction

Film tourism is recognised as a driver of tourism development for many destinations (Connell 2012). As Bruner (2005) says, it combines the mobility of populations with the effects of mass media, and thus represents a quintessentially post-modern phenomenon (see also Macionis 2004). There are evident reasons why successful films should produce spin-off effects in the area of tourism, as devotees wish to visit the places where they were set (Busby and Klug 2001). These processes have only accelerated in recent years with the establishment of social media platforms such as Facebook and Instagram, and the increasing availability of budget airlines and accommodation solutions.

Butler (1999) underlines the power of mass entertainment, including films and videos, in the development of tourism destinations, which influence travel choices by creating *a priori* images of what a destination and its people may look

[*]Assistant Professor in Economics, Department of Political and Social Sciences, University of Catania, Italy.
[±]Associate Professor of English Language and Translation, Department of Political and Social Sciences, University of Catania, Italy.

like (Beeton et al. 2006). Images, too, play a vital role in promoting destinations and are essential in place marketing or place selling, substituting previous vague or negative images (Holcomb 1993, Beeton 2015). Aided by the internet, tourists are increasingly visiting destinations that feature in films, or places which they believe correspond to those seen in films (Tooke and Baker 1996). According to Roesch (2009, p. 31), films constitute 'unofficial place-marketing tools', because they create such tourist flows towards destinations that may not have been advertised in traditional contexts. However, Hahm and Wang (2011) indicate that the impact of a film on the featured destination's image and travellers' intentions rely more on specific destination image attributes.

Our mixed methods analytical study focuses on film tourism on the island of Sicily, stimulated by the national and international success of the television series Montalbano, currently in its thirteenth season. Since the series began, there have been steady increments both in tourist flows and in tourist infrastructure in the towns most directly interested, mainly in the province of Ragusa. Official data by Ufficio Statistica-Libero Consorzio Comunale di Ragusa show that, in the last 10 years, the total number of tourist arrivals has increased by 60%, rising from 191,266 in 2010 to 305,729 in 2019, with a growth of 41% in the total number of nights, from 731,552 in 2010 to 1,033.712 in 2019. These results were mainly driven by international tourists, which reported the strongest increase both in arrivals (+87%) and nights (+46%). In the same period, the total number of beds saw a growth of 43%, from 15,771 to 22,516. Although the precise contribution of the Montalbano series to these outcomes is clearly impossible to say, there is no doubt that it has succeeded in bringing visibility to the territories and landscapes of the area (e.g., Lo Piccolo et al. 2017).

The Montalbano series was set by author Andrea Camilleri in the fictional town of Vigata, supposedly identified with the western coastal town of Porto Empedocle, near Agrigento. However, the producers, Palomar and Rai Fiction, took the decision to shoot their version in the more scenographic localities of the Ragusan province, with its Baroque buildings and more appealing scenery. The films are shot in a number of localities—Ragusa Ibla, Modica, Scicli, Noto, Punta Secca and others—which together are proposed as symbolic on-screen equivalents for Camilleri's Vigata. Authenticity, in this context, relates to visits to the 'real' locations shown in the fiction; tourists on a trip to Vigata may go to Scicli's Town Hall, where the rooms used as the inspector's office constitute a sort of museum; they may stay in the Bed and Breakfast at Punta Secca, used as Montalbano's residence in the fiction, and so on. To visit these places is to obtain the thrill of an 'authentic' experience, since tourists are setting foot in the actual places shown in their favourite television programme. However, in terms of criteria for assessing traditional tourist products, it is arguable that their trips are deficient (Pan et al. 2007). Authenticity, for a tourist on a 'Montalbano tour', relates more to the desire to delve into a virtual reality than to the traditional attractions of the places, though these may also play a role in place branding and the design of tourist products (Ponton and Asero 2015).

The issue of authenticity interests not just participants in spontaneous or organised tourist initiatives, but has implications for the region as well. The

location of the real Vigata has become an issue as these towns, as well as others in Sicily, compete for recognition in the rapidly evolving tourist market. The struggle is leaving linguistic and semiotic traces such as road signs that include references to Vigata, taverns and restaurants bearing the name of Montalbano, and so on. It has thus affected what Landry and Bourhis (1997) term the 'linguistic landscape' of the area.

As Kim and Richardson (2003) say, films may influence perceptions of places, but these effects, it would appear, are not simply limited to the visitors. Rather, it seems that movie tourism may have tangible effects on the places themselves, transforming them so that, to a greater or lesser degree, they resemble the screen versions of themselves. In this context, the popular phenomenon of so-called 'film-tourism' or 'movie-tourism' offer the opportunity for the destination to create its own brand, through branded entertainment strategies and representing images on screen (Horrigan 2009). Our paper probes these issues, asking what the long term effects in terms of authenticity may be, both for towns attempting to re-brand themselves according to a logic of a media dominated market; and for tourists seeking 'authentic' experiences of what are, at best, only virtual forms of reality.

Theoretical Framework

Images greatly influence tourist destination branding, which is part of the destination marketing process (Morgan et al. 2004, Roesch 2009). According to Kavaratzis and Hatch (2013), the place branding process leads to the establishment of a place identity for a locus, creating new meaning and new symbols. Zenker and Braun (2010) define place brand as an association in peoples' minds of the visual, verbal and behavioural expression of a place, represented through the culture of local stakeholders and of the place in general.

In people's minds, the images for a place are often those that have been created from the narratives of other people, from literature, or because they appeared in a film or on television. Compared to films, the television series has a stronger effect in creating a relation of empathy between viewers and the stories, the characters and places depicted, since they have a longer term impact on viewers (Beeton 2005). As Kim and Wang (2012) noted, the level of media exposure significantly influences both the audience's emotional involvement and on-site screen-tourism experiences.

In researching film tourism, Dann (1977) theorises 'pull' and 'push' factors, which respectively refer to the features of a destination and the intrinsic desires of tourists. Films may be considered as pull factors, since they motivate and catalyse audiences towards a film-related destination. Films are also able to create a 'meaning of place' through the representation of a system of values, shared by members of the same culture (Hall 1997). Such meaning and representation play a specific role in destination marketing. This is understandable, if we consider the reasons that direct tourist flows towards places that have been used as a location (Beeton 2005). As for the push factors of film tourists' motivations, these are

focused more on internal desires and needs. They can be connected to issues of fantasy, escapism, adventure, search for experiences, or other factors related to the intangible desires of film audiences.

Another general issue related to motivational factors is the desire for authenticity in the tourism experience, which has received considerable attention (Cohen 1988, Brown 1996, MacCannell 1999, McIntosh and Prentice 1999, Thurlow and Jaworski 2011). According to McKercher and du Cros (2002), the term refers to a social construct that depends on the individual's perspective. The desire for authenticity means that tourists are searching for a connection with something that is real and rooted within the destination (Boyle 2004).

However, as Chhabra (2010) argues in the case of heritage tourism, 'authenticity' appears to be an elusive concept since it has multiple connotations. Buchmann et al. (2010), state that different concepts associated to the idea of authenticity overlap, and are often used in accounts of the tourist experience. Therefore, despite its acknowledged importance, authenticity remains a contested term (Xie 2003), since it is applied from a variety of viewpoints, in numerous contexts and situations.

The issue has been a recurrent theme for traditional forms of tourism, which has always faced a paradox: tourists are attracted by promises of 'authentic' experiences with indigenous peoples and unspoilt scenery, but their very presence in those contexts will, in the shorter or longer term, inevitably vitiate the authenticity which they seek. Arguably, such destinations are commodified and, when once they become part of the tourist industry, they risk losing the specific characteristics which put them on the tourist map in the first place. Unspoilt beaches or historical towns lose their charm when the infrastructure of mass tourism arrives on the scene, but there are also more subtle ways in which mass tourism can affect destinations. Images of place, local people, their food and their indigenous, 'authentic' culture represent powerful tourist attractions (see Pan et al. 2007, cited in Francesconi 2012, p. 52, Yeoman et al. 2007). As Thurlow and Jaworski (2011, p. 215) point out, an essential feature of the tourist experience is the encounter with an authentic other, through which tourists are sometimes made to revise their expectations, or re-think their stereotypes. However, it becomes harder to encounter genuine others if large numbers of the host population have begun to work in the tourist industry. As for culture, it appears that certain local populations have begun to improvise so-called 'traditions', solely for the benefit of tourists (Urbanowicz 1989, p. 115). In short, it has been questioned how far it is possible for host populations to retain authentic features of their culture and identity, in the face of the peculiar pressures of the tourist industry (MacCannell 1999, Krippendorf 2013). In film tourism, the authenticity issue emerges with renewed force, since what is involved is already a product that exists at one remove from reality; in media, in other words. Yeoman et al. (2007) use the term 'false reality' in this context.

Wang (1999) offers a classification of the different theoretical approaches to authenticity in tourism studies. He discusses, among other approaches, the role of constructivism, which assumes that authenticity emanates from the influence of social discourses. According to this approach, tourists perceive authenticity as it

relates to their personal understandings of the term which, therefore, can affect places that were initially perceived as inauthentic and have come to be seen as authentic over the years (Belhassen et al. 2008).

Film-induced tourists are not greatly concerned about traditional notions of authenticity, since they replace them with something personal (Macionis 2004). Destinations for such tourists are increasingly common, and include Northern Ireland (*Game of Thrones*) or Tunisia and Italy (*Star Wars*) (Agarwal and Shaw 2018, p. 162). In the case of Montalbano tours, authenticity refers to the sites actually used in the television series and listed above. Whatever alterations the movie industry may have brought about in these locations, the fact that they are visiting the actual places where their favourite films were shot guarantees tourists an experience that they consider truly 'authentic'.

Hence, in the film tourism experience the concept of authenticity can be problematic, since tourist products are created that may modify local cultural assets in accordance with their suitability for movie tourism. For film-induced tourists, products of their fantasy are superimposed on traditional notions of authenticity. We suggest that this commodification process may lead to a loss of authenticity of the local culture, and hence undermine the authenticity of the tourist experience.

Methods

The first stage in analysing discursive effects of these phenomena was the collection of a corpus of all tourist websites, in Italian and English that make use of the term 'Visit Vigata'. Secondly, these were analysed using a framework that derives from work in multimodality (Kress and Van Leeuwen 1996, Kress 2010). The intention is to probe the realis/irrealis dimension in ideational propositions (Halliday and Matthiessen 2004), in instances of toponymic representation. Scollon and Scollon (2003) define 'realis' phenomena as those that are perceived as real or definite by the person speaking; 'irrealis' is the contrary, concerning things that are imagined, unreal, indefinite, and so on. This linguistic analysis is supported by data and insights from the field of Economics, in the spirit of the type of interdisciplinary textual analysis that features in recent work by, e.g., Weiss and Wodak (2003) and Wodak and Forchtner (2014).

The conceptual notion of irrealis must be distinguished from the grammatical (Kinkade 1998, cited in Bybee 1998, p. 265): technically speaking, a variety of grammatical resources construe irrealis, such as the future tenses, certain forms of modality and negation, the imperative, the conditional and so on. In conceptual terms, however, irrealis may refer to the degree to which speakers' ideas "accord with what they believe to be objective reality" (Chafe 1995, p. 364), and in this sense the role of grammar appears less significant. There is no grammatical clue to alert the reader of Zorba the Greek, for example, that "I first met him in Piraeus" refers to a fictional, rather than an actual, encounter. Rather, it is from the context that this information is transferred; the reader has expectations of the novel genre, which include the notion that the whole text may be irrealis, and does not spend

much time pondering the issue. However, when a reader of a tourist text comes across the phrase 'Visit Vigata' on a website, accompanying photographs giving details of the place, context knowledge works against correct interpretation. Since everyone knows that such websites exist to promote tours to real places, it is likely that the casual reader will presume that, at the very least, Vigata exists. There is no grammatical clue, here, that suggests that the place is irrealis. If this is true of language, it is even more the case with images, which lack the linguistic means for potentially suggesting the concept of irrealis (e.g., irony, innuendo, intonation, hyperbole, etc.).

We also apply Grice's maxims (Grice 1989) to interpret the sites, extending Grice's traditional focus on linguistic propositions to include the explication of meaning in images. Consider the following example, from our data (Figure 1).

Figure 1. *Casa di Montalbano (Montalbano's House)[1]*

Casa-di-Montalbano Visit-Vigata

In his essays on visual and verbal representation, Mitchell (1995) uses the term 'imagetext' to capture the essential link between these two semiotic modes and, though it has not caught on yet within multimodality (though see Chan 2011), its usefulness is apparent when attempting to analyse such an image, where the text contributes so much to explication of the meaning. Grice's relational maxim suggests that speech should be both relevant and meaningful (see also Wilson and Sperber 1986, 1998). The text in Figure 1 (above), though not in the spoken mode, is of an interactive kind, and carries the messages: 'this is Montalbano's house' and, via the imperative mood of the second part, 'you should/must visit Vigata'. Text and image, then, combine to permit the inference that the house in the foreground 'is' Montalbano's house (since, if it is not, then Montalbano's house must be one of the more distant ones in the background, and foregrounding is a typical aspect of the photographic genre). By the same reasoning the viewer/reader

---

[1]Scicli Taxi Service. Retrieved from: https://www.sciclitaxiservice.it/idee-di-viaggio/casa-di-montalbano-visit-vigata/. [Accessed 11 June 2021]

will conclude that the town in the background 'is' Vigata: tourist brochures do not urge you to visit a place, and meanwhile show you pictures of some other place.

It is possible for the textual mode to explicitly indicate that the events or places described are irrealis, and in our corpus we find such details, e.g.,

> Vigata and Montelusa are places that cannot be found on the map

However, it does not appear to be possible for photographs to do the same. As Caldas-Coulthard (2007, p. 288) observes:

> A photograph tends to make us believe that what we see is the reality in this sense. Visual resources tend to be more 'realis' orientated than texts

Therefore, when they see an imagetext such as the above it is probable that potential tourists will understand it as an advertisement for a place that really exists. Only Montalbano enthusiasts will immediately recognise the reference to a fictitious place, though even they may not be entirely sure that there is no such physically existing locus. By these means, our analysis probes the extent to which reality and its opposite (irrealis) are blended in some of these sites, to create a place/no place confusion (Waghorne 2016), which may affect the subjectivities of potential consumers of the products and, as we have suggested above, also the objective contexts of the sites themselves.

Results

This is not, in any sense, a quantitative study; the images and texts are included to reinforce our main point, which relates to the semi-establishment of Vigata as a 'real' place, and the semiotic means through which this is effected. Some images from our data follow (Figures 2-5).

Figure 2. *Scicli (Vigata)*[2]   **Figure 3.** *Porto Empedocle (Vigata)*[3]

Figure 4. *Scicli: la Vigata di Montalbano*[4]

Figure 5. *Visit Vigata*[5]

Figure 2 shows a really existing place–Scicli–coupled with a text using the invented name 'Vigata.' As in Mathematics, brackets in this context indicate

---

[2]Piknow. Retrieved from: https://piknow.net/hashtags/vigata. [Accessed 21 October 2019]

[3]Ragusa Libera. Retrieved from: http://ragusalibera.it/vigata-e-santa-marinella-non-sono-ibla-scicli-e-punta-secca/. [Accessed 21 October 2019]

[4]Video Mediterraneo. Retrieved from: http://www.videomediterraneo.it/news/attualita/5720-scicli-la-vigata-di-montalbano-incanta-i-turisti.html. [Accessed 21 October 2019]

[5]Visit Vigata Facebook page. Retrieved from: https://www.facebook.com/pg/visitvigata/posts/. [Accessed 8 July 2019].

equivalence, in other words the message of the textual fragment is: Scicli *is* Vigata, or Scicli and Vigata are one and the same place. Nunberg (1990: 34) speaks of the "parenthetical of elaboration," of bracket content as providing "an alternative expansion of the preceding noun phrase". The effect here is analogous to that of a phrase like: "The naming of Constantinople (Istanbul)".[6] The text appears before an image of a town; hence, the intended meaning of this imagetext is: here is a picture of Scicli (and Scicli and Vigata are the same place), or simply, here is a picture of Vigata. Since the intended readership (Fairclough 1989, p. 52) of such advertisements consists of Montalbano fans, potential film tourists, it is possible that some may know the background. However, viewers who lack such specialist knowledge are likely to be left with the sense that there are two names given to the same place.

In Figure 3, we find the same punctuation feature, this time on a roadsign at the town of Porto Empedocle. The same pragmatic significance applies, i.e., that Porto Empedocle *is* Vigata; or, that Vigata *is* Porto Empedocle. Again, to those who know the Montalbano background, it is possible that they will (correctly) explicate the sign's meaning as: Porto Empedocle is Vigata, in the sense that this is where Camilleri set the stories. This interpretation is helped by the disparity in size of the characters, where the larger font is used for the 'real' town, and the smaller for the fictional. However, those who lack such knowledge will probably conclude simply that the town has two names.

Figure 4 involves a 'colon expansion'; Nunberg (1990, p. 30) speaks of the following content as possibly involving an elaboration or expansion of the preceding element. Here, the phrase, "Montalbano's Vigata enchants the tourists", where the distinction between the factual town of Scicli and the fictional locus, Vigata, will again only be picked up by aficionados of the series. In Figure 5, the slogan 'Visit Vigata' appears over the baroque church of Modica. Once again, one ineluctable meaning of this imagetext is that 'this is a picture of Vigata'.

Vigata, through these linguistic and textual means, is thus visibly linked to diverse really existing localities in contemporary Sicily; Scicli and, in other instances in our data Ragusa Ibla, Cefalù, Punta Secca, Modica and others. The buildings, townscapes and historical monuments of these various places, clearly, have a real-world existence, as well as a significant presence in traditional tourist publicity material. The combination of irrealis text with images of realis places insinuates to the viewer that what is shown is a picture of a real place; that 'Vigata' really exists, in other words. One textual example illustrates the blending of real and unreal that some of these tourist offers have the potential to enact:

1. Meetup with participants at pre-established time and place, transfer arrangements in minibus and departure for Porto Empedocle.
2. Guided tour of the places that inspired Andrea Camilleri, in Vigata, the little town of 'Inspector Montalbano'.

---

[6]PMOI. Retrieved from: https://english.mojahedin.org/eventsen/203/The-naming-of-Constanti nople-(Istanbul). [Accessed 21 October 2019]

3. After a brief stop In Villaseta (The snack thief), we'll continue to Vigata, passing by 'Mannara'.
4. Stop at the port to admire the view of Vigata from the sea.[7]

Here real towns such as Porto Empedocle (1), Villaseta (3) and places like Mannara (3), are juxtaposed with the fictional locus of Vigata. Here, there is no hint that Vigata is any less real than Villaseta, and the text even promises views of Vigata from the sea (4). Inferentially, the picture is as follows:

- ..departure for Porto Empedocle: *Porto Empedocle is our destination*;
- After a brief stop in Villaseta (the snack thief): *Villasetta is a real town, used in the filming of a certain Montalbano episode;*
- We'll continue to Vigata: *Vigata is a real place, which we will visit;*
- ..admire the view of Vigata from the sea: *Vigata is a coastal town, and looks good from the sea.*

Thus, there is nothing in the grammar that differentiates the explication processes of realis and irrealis sentences, and the overall inference that could be drawn from this text is that Vigata is a real place.

It should be noted that the places that feature as components of the pseudo-place, Vigata, are all, in themselves, to a greater or lesser degree, tourist attractions in the traditional sense, independently of their participation in the Montalbano series. Therefore, the images fulfil many of the requirements for images in traditional tourist magazines, and have a persuasive charge that is independent of references to the Montalbano fiction.

Conclusion

Movie pictures modify cognitive and affective images of the places they depict, and increase familiarity with them (Kim and Richardson 2003). Media are able to increase the awareness of that place, to disseminate and reinforce the image of a place, to influence the travel preferences of individuals, and hence to create a tourist attraction. In consequence, marketers and destinations are increasingly working with film producers to promote their destinations as film locations while, induced and motivated by film-related elements, tourists visit the film location sites in search of filmic experiences. The implications for tourism destination management are diverse, and include visitor expectations, impact on local communities, tourism planning issues, destination imaging and marketing campaigns.

In film tourism, as said above, there is no pretence at the discovery of any form of exogenous reality, but rather a desire to explore virtual worlds that have been 'experienced' first hand through television or film. As we have discussed

---

[7]SicilytoDo. Retrieved from: https://sicily2do.it/en/tour/alla-scoperta-della-vera-vigata-montal bano-tour/. [Accessed 3 June 2021]

elsewhere (Ponton and Asero 2015), there may be a crossover, or blending, between movie tourism and tours of real locations, where visitors who are mainly attracted by a film location also take time out to enjoy the conventional attractions of the locality.

Our study confirms that the recognition of place images, through their depiction in films or television series, affect viewers' perception of destinations portrayed in them, tourist experience and related decision-making. This research also suggests the emergence of new tourism products based on 'Montalbano' and the invented town of 'Vigata'. This is the case with Montalbano's office set (Figure 6), located inside the Municipality building of Scicli, which from July 2018 has been a tourist attraction managed by a local association. In 2018, 14,349 visitors paid to visit the set, increasing to 33,781 in 2019. Even in 2020, when most tourist sites have been closed for many months due to the pandemic crisis, the set recorded 20,694 visitors up to September (Data Source: Municipality of Scicli).

Figure 6. *Commissariato of Vigata*[8]

Certain groups of tourists go in search of Vigata, believing that they are staying there, since they recognize places they have seen on screen. From the tourism market perspective, the notion of 'Vigata' has suggested that an imaginary place in Sicily really exists, offering the opportunity to typify different tourism products, which are now located in a 'real' destination without any corresponding 'real' geographical space.

Though from the subjective perspective of the tourist, a pseudo-authentic encounter may be entirely satisfactory, from the point of view of the sites, authenticity is an issue. Economic considerations and possible future pathways of tourism development, we suggest, need to be balanced against more traditional parameters of identity and a sense of place.

This situation is made more complex in a case such as that of the marketing of Vigata, where communes such as Modica and Porto Empedocle may have economic motives for branding themselves as 'the real Vigata', and competing with one another for the title. For the towns engaged in the 'search for Vigata', the development of hybrid identities and pseudo authenticity may be a possible future

---

[8]I love Scicli. Retrieved from: https://www.ilovescicli.it/visitare-il-set-cinematografico-del-commissariato-di-vigata-si-puo/. [Accessed 9 June 2021]. Photos by E. Caschetto.

outcome. In terms of local identity, it is reasonable to ask what may be the long-term implications of an area marketing itself not as a UNESCO site with some of the most distinctive baroque churches in the world (a description that would apply to Modica, Scicli and Ragusa, for example), but simply as film sets that happen to have been part of a successful media product.

In conclusion, this study highlights the fact that the setting of movies constitutes an opportunity for a location to be identified as a tourist destination, and suggests that a number of destinations use film tourism initiatives in marketing campaigns to attract tourists and capture visitor awareness. In response to these market trends, and thanks to the 'Montalbano effect', the Southeastern area of Sicily is enjoying an increase in tourist numbers, with benefits on the local and regional economies, though these are not without corresponding issues, some of which have been discussed above.

References

Agarwal S, Shaw G (2018) *Heritage, screen, and literary tourism.* Bristol; Blue Ridge Summit: Channel View Publications.

Beeton S (2005) *Film-induced tourism.* Clevedon: Channel View Publications.

Beeton S (2015) *Travel, tourism and the moving image.* Bristol: Channel View Publications.

Beeton S, Bowen HE, Santos CA (2006) State of knowledge: mass media and its relationship to perceptions of quality. In G Jennings, N Polovitz Nickerson (eds.), *Quality Tourism Experiences*, 25–37. Burlington: Elsevier Butterworth-Heinemann.

Belhassen Y, Caton K, Stewart WP (2008) The search for authenticity in the pilgrim experience. *Annals of Tourism Research* 35(3): 668–689.

Boyle D (2004) *Authenticity: brands, fakes, spin and the lust for real life.* London: Harper Perennial.

Brown D (1996) Genuine fakes. In T Selwyn (ed.), *The Tourist Image: Myths and Myth Making in Tourism*, 33–47. Chichester: Wiley.

Bruner EM (2005) *Culture on tour: ethnographies of travel.* Chicago: University of Chicago Press.

Buchmann A, Moore K, Fisher D (2010) Experiencing film tourism: authenticity & fellowship. *Annals of Tourism Research* 37(1): 229–248.

Busby G, Klug J (2001) Movie-induced tourism: the challenge of measurement and other issues. *Journal of Vacation Marketing* 7(4): 316–332.

Butler RW (1999) Understanding tourism. In EL Jackson, TL Burton (eds.), *Leisure Studies: Prospects for the Twenty-First Century*, 97–116. State College, PA: Venture Publishing.

Bybee J (1998) Irrealis as a grammatical category. *Anthropological Linguistics* 40(2): 257–272.

Caldas-Coulthard CR (2007) Personal web pages and the semiotic construction of academic identities. In T Van Dijk (ed.), *Discourse Studies,* 275–295. London, Thousand Oaks and New Delhi: SAGE Publications.

Chafe W (1995) The realis-irrealis distinction in Caddo, the Northern Iroquoian languages, and English. In J Bybee, S Fleischman (eds.), *Modality in Grammar and Discourse*, 349–365. Amsterdam: John Benjamins.

Chan E (2011) Integrating visual and verbal meaning in multimodal text comprehension: towards a model of intermodal relations. In S Dreyfus, S Hood, M Stenglin (eds.), *Semiotic Margins: Meaning in Multimodalities*, 144–168. London and New York: Continuum.

Chhabra D (2010) *Sustainable marketing of cultural and heritage tourism*. Abingdon: Routledge.

Cohen E (1988) Authenticity and commoditization in tourism. *Annals of Tourism Research* 15(3): 371–386.

Connell J (2012) Film tourism – Evolution, progress and prospects. *Tourism Management* 33(5): 1007–1029.

Dann GMS (1977) Anomie, ego-enhancement and tourism. *Annals of Tourism Research* 4(4): 184–194.

Fairclough N (1989) *Language and power*. New York: Longman.

Francesconi S (2012) *Generic integrity and innovation in tourism texts in English*. Trento: Tangram.

Grice P (1989) *Studies in the way of words*. Cambridge, Mass. and London: Harvard University Press.

Hahm J, Wang J (2011) Film-induced tourism as a vehicle for destination marketing: is it worth the efforts?, *Journal of Travel & Tourism Marketing* 28(2): 165–179.

Hall S (1997) The work of representation. In S Hall (ed.), *Representation: Cultural Representations and Signifying Practices,* 13–74. London: SAGE Publications.

Halliday MAK, Matthiessen C (2004) *An introduction to functional grammar.* 3rd Edition. London: Edward Arnold.

Holcomb B (1993) Revisioning place: de- and re-constructing the image of the industrial city. In G Kearns, C Philo (eds), *Selling Places: The City as Cultural Capital, Past and Present*, 133–143. Oxford: Pergamon Press.

Horrigan D (2009) Branded content: a new model for driving tourism via film and branding strategies. *Tourismos* 4(3): 51–65.

Kavaratzis M, Hatch MJ (2013) The dynamics of place brands: an identity-based approach to place branding theory. *Marketing Theory* 13(1): 69–86.

Kim H, Richardson SL (2003) Motion picture impacts on destination images. *Annals of Tourism Research* 30(1): 216–237.

Kim S, Wang H (2012) From television to the film set. Korean drama Daejanggeum drives Chinese, Taiwanese, Japanese and Thai audiences to screen-tourism. *International Communication Gazette* 74(5): 423–442.

Kinkade MD (1998) Is irrealis a grammatical category in Upper Chehalis? *Anthropological Linguistics* 40(2): 234–244.

Kress G (2010) *Multimodality*. London and New York: Routledge.

Kress G, Van Leeuwen T (1996) *Reading images: the grammar of visual design*. London: Routledge.

Krippendorf J (2013) *Le vacanze e dopo? Capire l'impatto del tempo libero e dei viaggi.* (Holidays and after? Understand the impact of leisure and travel). Milano: Egea.

Landry R, Bourhis RY (1997) Linguistic landscape and ethnolinguistic vitality. *Journal of Language and Social Psychology* 16(1): 23–49.

Lo Piccolo F, Picone M, Todaro V (2017) South-Eastern Sicily: a counter-factual post-metropolis. In A Balducci, V Fedeli, F Curci (eds.), *Post-Metropolitan Territories. Looking for a New Urbanity*, 183–204. Abingdon: Routledge.

MacCannell D (1999) *The tourist: a new theory of the leisure class*. Berkeley: University of California Press.

Macionis N (2004) Understanding the film-induced tourist. In W Frost, G Croy, S Beeton (eds.), *International Tourism and Media Conference Proceedings*, 86–97. Melbourne: Tourism Research Unit, Monash University.

McIntosh AJ, Prentice RC (1999) Affirming authenticity: consuming cultural heritage. *Annals of Tourism Research* 26(3): 589–612.

McKercher B, du Cros H (2002) *Cultural tourism: the partnership between tourism and cultural heritage management.* Binghamton, N.Y.: Haworth Hospitality Press.

Mitchell WJT (1995) *Picture theory: essays on verbal and visual representation.* Chicago: University of Chicago Press.

Morgan N, Pritchard A, Pride R (2004) *Destination branding: creating the unique destination proposition.* Oxford: Butterworth Heinemann.

Nunberg G (1990) *The Linguistics of punctuation.* Chicago: Chicago University Press.

Pan B, MacLaurin T, Crotts JC (2007) Travel blogs and the implications for destination marketing. *Journal of Travel Research* 46(1): 35–45.

Ponton DM, Asero V (2015) The Montalbano effect: re-branding Sicily as a tourist destination. *On the Horizon* 23(4): 342–351.

Roesch S (2009) *The experiences of film location tourists.* Bristol: Channel View Publications.

Scollon R, Scollon SW (2003) *Globalization: the multimodal shaping of public discourse.* Retrieved from: http://www. gutenbergdump.net. [Accessed 1 August 2018]

Thurlow C, Jaworski A (2011) Tourism discourse: languages and banal globalization. In L. Wei (ed.), *Applied Linguistics Review 2*, 285–313. Berlin and New York: De Gruyter Mouton.

Tooke N, Baker M (1996) Seeing is believing: the effect of film on visitor numbers to screened locations. *Tourism Management, 17*(2), 87–94. DOI: 10.1016/0261-5177 (95)00111-5.

Urbanowicz C (1989) Tourism in Tonga revisited: continued troubled times? In V Smith (ed.), *Hosts and Guests: The Anthropology of Tourism*, 105–117. Philadelphia: University of Pennsylvania Press.

Waghorne JP (2016) *Place/no-place in urban Asian religiosity.* Singapore: Springer.

Wang N (1999) Rethinking authenticity in tourism experience. *Annals of Tourism Research* 26(2): 349–370.

Weiss G, Wodak R (Eds.) (2003) *Critical discourse analysis: theory and interdisciplinarity.* Basingstoke and New York: Palgrave Macmillan.

Wilson D, Sperber D (1986) Inference and implicature. In C Travis (ed.), *Meaning and Interpretation*, 45–75. Oxford: Basil Blackwell.

Wilson D, Sperber D (1998) Pragmatics and time. In R Carston, S Uchida (eds.), *Relevance Theory: Applications and Implications*, 1–22. London and Amsterdam: John Benjamins.

Wodak R, Forchtner B (2014) Embattled Vienna 1683/2010: right-wing populism, collective memory and the fictionalisation of politics. *Visual Communication* 13(2): 231–55.

Xie PF (2003) The bamboo-beating dance in Hainan, China: authenticity and commodification. *Journal of Sustainable Tourism* 11(1): 5–16.

Yeoman I, Brass D, McMahon-Beattie U (2007) Current issue in tourism: the authentic tourist. *Tourism Management* 28(4): 1128–1138.

Zenker S, Braun E (2010) Branding a city: a conceptual approach for place branding and place brand management. In *Proceedings of the 39th European Marketing Academy Conference, 1–4 June*. Copenhagen, Denmark.

Transportation towards Tourism Sustainability: Case Study of Lebanon

By Viana Hassan[*], Georges Bellos[±] & Ranine Fawaz[‡],

Sustainable tourism considers economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities. Additionally, sustainable tourism development requires the informed participation of all relevant stakeholders and strong political leadership to ensure participation and consensus building. Nevertheless, maintaining sustainable tourism is necessary to encourage a high level of tourist satisfaction and to be able to ensure a new experience for them, while raising their awareness and promoting sustainable tourism practices. This research aims to study the sustainability of transportation in Lebanon in its broadest scope. This will be done by exploring the problems and solutions that can improve the transportation sector. Due to the lack of sustainable transportation, this research could help fill gaps to improve Lebanon's transportation sector. The study relied on qualitative method, through the utilization of Questionnaires for both residents and visitors and an expert in the field targeted through an Interview. The main findings presented in this paper have shown problems and solutions to Lebanon's transportation sector and the relation between transportation and tourism sustainability.

Keywords: *sustainability, transportation, tourism, Lebanon*

Introduction

Transportation is the most basic human need. It is the act of moving something from one place to another (Bougdah et al. 2017). Also, the transport sector covers different modes such as; road transport, railway, waterway, and air transport. According to the Global Facilitation Partnership (GFP) for Transportation and Trade, more than 80% of the world trade is carried by sea, constituting by far the most important means of transport of goods (Vince 2003). However, in 1841, Thomas Cook realized the first organized travel using a train, with a steam power engine. From that time, transportation became an inseparable part of tourism.

According to the UNWTO (2017), sustainable tourism takes into account economic, social, and environmental impacts, addressing all stakeholders in a particular destination.

Yet, the World Tourism Organization (2004) and Mammadov (2012) agree with the above, since maintaining sustainable tourism is necessary to encourage a high level of tourist satisfaction and to be able to ensure a new experience for them, as transportation is an integral part of this sector.

[*]Lecturer, Lebanese University, Lebanon and Visiting Lecturer, University of Malta, Malta.
[±]Educational Management Graduate Student, Lebanese International University, Lebanon.
[‡]Undergraduate Student, Faculty of Tourism and Hospitality Management, Lebanese University, Lebanon.

Nowadays, one of the main elements of sustainable development is to balance our environment and economic and social needs, allowing future prosperity and future generations (UNCED 1992). This includes economic equality and eco-friendly systems. Sustainability of transportation has been used for quite some time now, and the means of transportation are safe and have a profound influence on the environment.

It is essential to know that sustainable transportation uses renewable energy rather than fossil fuels that can harm the environment (Gilbert 2005, Conserve Energy and Future 2020). Velazquez et al. (2015) also discusses this.

This research seeks to review the sustainability of transportation in Lebanon in its broadest scope (cf. Sraj 2015, Velazquez et al. 2015). This will be done by exploring the problems and solutions that can improve the transportation sector. Due to the lack of sustainable transportation, this research could help fill gaps to improve Lebanon's transportation sector (see World Bank 1996, Conserve Energy and Future 2020).

The objectives of this study is to investigate and analyze the factors of the problem of transportation in Lebanon and make specific suggestions to enhance the role of transportation in promoting sustainable development, mainly public transportation (see UNCED 1992, Azar 2021).

Literature Review

Throughout the literature, there is a consensus, that transportation activity must be sustainable on three levels — economic, environmental and social. (February 16, 2004, the Minister responsible for Transport Canada laid before Parliament the document Sustainable Development Strategy 2004-2006). Research in this field was also conducted by Altinay and Paraskevas (2008). The IEREK conference held in Palermo, Sicily (from Oct 25, to 27, 2017) specifies issues pertaining to Architecture and Green Urbanism, in Italy and Netherlands, while the UNCED (1992) for similar issues in Brazil.

The most widely accepted definitions of comprehensive sustainable transportation are the ones provided by the Organization for Economic Cooperation and Development (OECD 2000), the Centre for Sustainable Transportation and by the European Commission (WCED 1987, Gilbert 2005). According to the OECD, and from an environmental point of view, sustainable transportation is: "An environmentally sustainable transport system is one that does not endanger public health or ecosystems and meets needs for access, consistent with maximizing the use of renewable resources and minimizing the use of non-renewable resources" (OECD 2000).

On the other hand, the Centre for Sustainable Transportation (or CST) defines sustainable transportation as a system, which offers citizens a safe and eco-friendly access while maintaining its affordability (Gilbert 2005). The CST also gives high importance for limiting the use of conventional energy sources all while reducing the amounts of land and noise pollution (Gilbert 2005).

Transportation and Tourism

The transportation system affects the tourism sector, especially during the peak season; due to different modes in the transport system tourists use to reach the main destinations and touristic attractions. At the same time, workers, both directly and indirectly involved in tourism, are also using various transportation modes in order to reach their workplace and commute back home.

One of the most important indicators of the tourism sector in the Lebanese economy is represented by the number of jobs created by the tourism industry by which the direct contribution of travel and tourism was valued at USD 3.8 billion in 2018, accounting for 7% of Lebanon's GDP (IDAL 1994).

Given the rather large positive impact Lebanon's tourism has on the local GDP, the country is in a dire need for a more sustainable, efficient, and effective local transportation system and means.

The heavy traffic caused during high tourism seasons causes heavy traffic on the local roads, making it burdensome for the citizens. This, however, opens room for the country's private sector and foreign direct investors to provide solutions for the current situation, transferring what we now call a problem into a business opportunity (IDAL 1994).

Sustainable Transportation Indicator

Sustainability indicators provide a basis for monitoring and measuring the extent to which the key sustainable transportation issues of a tourism destination are being met (see Table 1). The main three categories of sustainable transportation indicators are environmental, social and economic (UNWTO 2004).

Environmental Indicators include emissions, mode split, non-motorized transport and effective management of resources. The environmental indicators are the friendliest indicators in sustainability of transportation. This indicator helps to avoid air pollution and decreases the number of individual vehicle emissions, in addition, to the climate change issues and traffic (OECD 2001).

Economic Indicators include three kinds of indicators: transportation costs, traffic congestion, and commute speed/length of trip such as transportation costs, congestion and commute speeds (Chalak et al. 2015, Sraj 2015).

Social Indicators are represented by quality of life including noise pollution, cultural conditions, and health. These indicators help to increase the productivity and educational changes, family sizes, policy effectiveness, safety, personal security, public involvement, reliability, affordability and cultural preservation. (Chalak et al. 2015, Sraj 2015).

Sustainable Transportation Strategies

The most effective way to progress towards sustainability consists of implementing strategies to intensify the efficiency of the transportation system and decrease harmful impacts (Litman 2009).

Table 1. *Sustainable Transportation Indicators (see Gilbert 2005)*

Environmental	Economic	Social
Emissions	Traffic congestion	Quality of Life
Mode Split	Commute Speed	(Noise pollution,
Non-Motorized Transport	Transportation costs	Cultural and health)

Sustainable transportation strategies include consumer demand management, operations management, pricing methods, vehicle technology enhancements, non-conventional sources of energy, and transportation planning (Figure 1). In the past, this was difficult to implement, however a new interest in actively pursuing these strategies has emerged (Litman 2009).

Conceiving urban transportation laws and policies develop a sustainable urban transport system through implementing laws and policies which identify the status of transport modes, transport financing sources and transport planning principles. Using more affordable public transportation will lead to less car usage, while encouraging public transport use will help reduce road congestion and will ensure transport access for all social groups (Azar 2021).

Lebanese Transportation

The current Lebanese transport system mainly relies on vehicles as a mode of transport, where private passenger cars share the highest number. In 2007, 80% of the total of 1.55 million vehicles operating were private passenger cars. As for car ownership, it was three people for every car in 2002, but expected to increase by 1.5% each year. These passenger cars are characterized by being old, exceeding the age of 13 years as an average, and poorly maintained. Engine displacement (engine size) is considered to be another problem, where it exceeds 2 liters in 60% of the cars (see Conserve Energy and Future 2020).

Additionally, the Land transportation faces a lot of challenges, specifically the infrastructure and system management which requires attention in order to deliver an acceptable level of service with attention to environmental, health and safety impacts (ESCWA 2009).

Figure 1. *Strategies for Sustainable Transportation (Velazquez et al. 2015)*
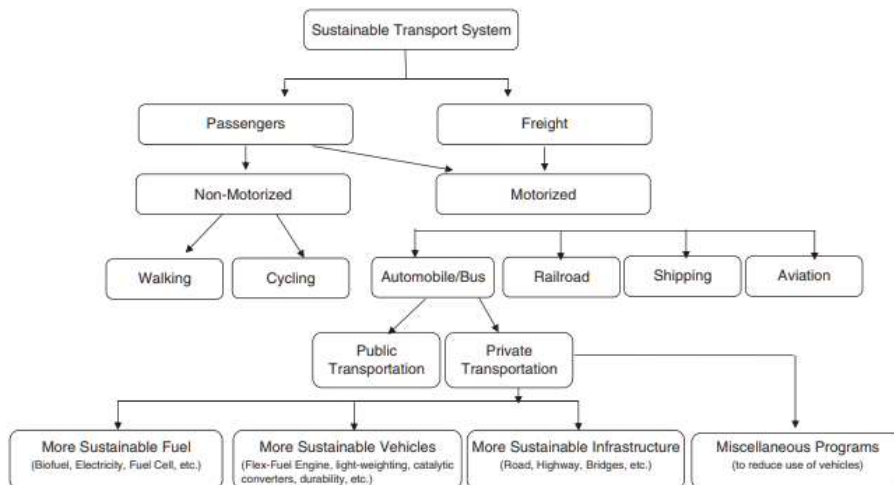
Lebanon's major transport- related problem is the bad status of its public transport sector (see Conserve Energy and Future 2020, Azar 2021). Regulations, implementation and monitoring processes are not efficient, with no specific entity fully responsible for the sector. A modern, well-organized, and operated public transport ensures a sustainable transportation sector, specially, since public transportation is one of the main modes to achieve sustainability in the sector (Conserve Energy and Future 2020). Effective deployment of the public transport does not only reduce various types of five pollutions, but also has lower expenses on both government and citizens (Conserve Energy and Future 2020).

Public transportation is a facility to grant citizens their social right of mobility, through following four basic objectives: Being accessible to all people, covering a certain geographical area, being safe and reliable, and affordable to all levels of society. The public transport sector in Lebanon, compared to international standards, is considered to have a low demand with only 30% coverage of the total transport demand (see Conserve Energy and Future 2020).

If well managed, the sector will increase government revenue by 421 million LBP/month, rather than 105 million LBP/month. The public transport sector in Lebanon is made up of two main modes: shared taxi and buses. The shared taxi is the most common used model, made up of automobiles and minivans, operating randomly with semi-determined or pre-determined tracks. Another type of public transport is the private taxis, owned by companies and operating by phone call requests. The public sector covers around 20% of the total demand in the Greater Beirut Area (GBA). Before the civil war, the number of taxis was 10,000 (see Chalak, et al. 2015, Conserve Energy and Future 2020). However, in the 1990s, it increased to more than 30,000, exceeding the demand of the community (see Community Transportation Association 2011, Chalak et al. 2015). Over demand brought low revenue for the taxi drivers, preventing them from improving their vehicles, resulting in a large number of old and poorly maintained cars (Sraj 2015).

Taxis and Car Rental services in Lebanon are undeniably the best mode of transportation in comparison with the others. Some might even argue that taxis (cabs), including but not limited to the "Ubers", are the most preferred method of transportation for tourists as well as for locals themselves, especially among the youth. As for car rentals, the spike in fuel prices, coupled with the poor road conditions, and rather expensive car rental fares, make this less attractive as a mode of transport either for tourists or for locals.

Trains and Buses are among other options. Yet, for tourists in Lebanon is the use of buses or mini vans to travel from Beirut, where most tourists reside, to touristic areas in the northern and southern governorates of Lebanon. This is due to the absence of train (or tram) lines in the country, a method of transportation which was put on halt during the country's civil war (Travel Guide 2018). In the case of the trains, even though they were not in circulation for decades, the state still has employees on its payroll (Travel Guide 2018).

Methodology

In order to better understand the Lebanese transportation sector, the researchers decided to conduct a qualitative method by conducting two questionnaires separately with the residents and visitors, in order to facilitate our data interpretation such that we could interpret the results better, besides an interview with an expert in Lebanese transportation. Our research design has followed Walker (1985), Strauss and Corbin (1990), and Merriam (1998).

Figure 2 explains the methodology behind the research design the researchers selected for this study since it includes inductive approaches, whereby providing *a posteriori* hypotheses, or hypotheses would be generated after the qualitative data would be collected, as Saunders et al. (2019) suggest. Thus, the qualitative research design was selected chiefly because of data collection tools used.

The residents' questionnaire focuses on transportation methods in Lebanon such as car, bus, public transportation, taxi, bicycle, and so on. In addition, it includes the point of view of the residents, whether they agree/disagree about sustainability of transportation in Lebanon (Saunders et al. 2019). This part interrogates the opinion and behaviors about the main problems in the transportation sector, the residents suffering from public transportation, infrastructure and if we can improve such elements as sidewalks, pollution, lanes for bicycles, traffic or congestion delay (Azar 2021).

Moreover, we can use new sustainable ways in transportation like bicycling or walking, if there would be a good alternative strategy for transportation to limit the effects of the different problems, like reducing traffic, reducing pollution, less noise and better sightseeing (Saunders et al. 2019).

Furthermore, the visitors questionnaire focuses on the form of transportation used (rent car, bus, taxi…). The main problems (traffic, pollution, lousy infrastructure, high chance of accident, high cost) and the solutions (train station, fare card, public transportation management system, route infrastructure management...) to give the comfortable ideas to transporting visitors to the destination/tourists' sites are discussed (Saunders et al. 2019). Besides, the questionnaires and the interview with the owner of *Go Taxi* using a self-selection sample by distributing an online survey, due the COVID-19 and the difficult current period (Saunders et al. 2019).

Research Questions

As the purpose of the research questions were to properly address the current study objectives, purpose of this study is to explore and examine the issues involving the transportation problem in Lebanon while proposing specific recommendations to mainly improve the role of public transportation in promoting sustainable development in Lebanon (UNCED 1992, Conserve Energy and Future 2020).

Therefore, several questions have been addressed in this study, as those listed below:

Is the transportation in Lebanon considered sustainable?

If not, what are the problems?
How can we avoid them?
What are the suitable recommendations?
Do the solutions suggested in this study lead to sustainability in the future?

Figure 2. *Saunders' Research Onion to Explain the Research Design (Saunders et al. 2019) - Our Research Design Also Follows Leedy (1993)*
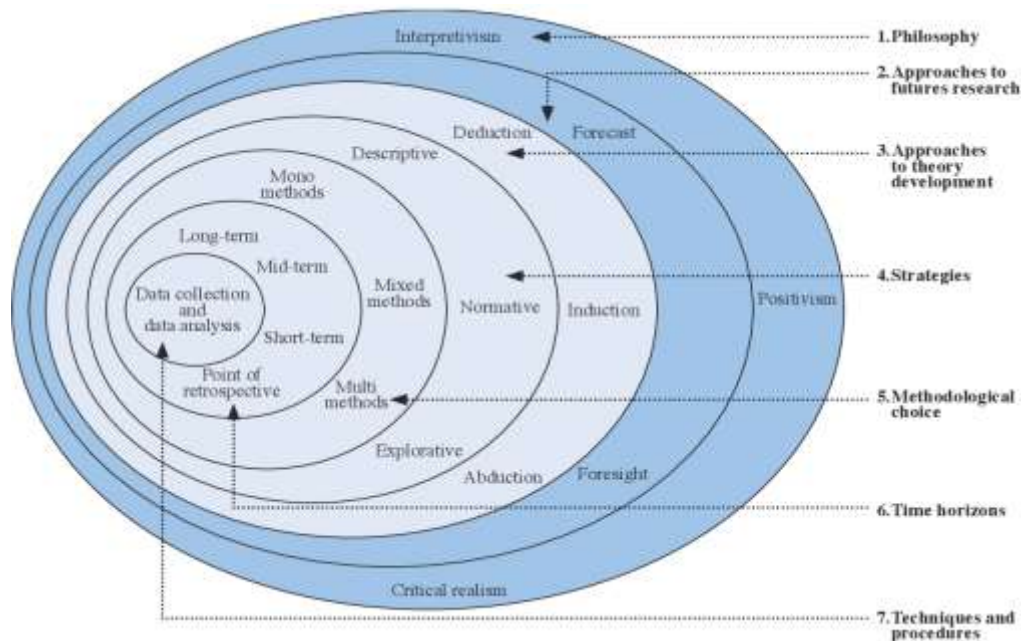
Results

The following section includes both the findings of the surveys and the interviews.

Results and Interpretations from the Surveys

Out of the 90 participants (visitors) who took part in the survey, 61% of them said that they use cabs, while 28% of them noted that they use services such as rent a car, whereas only 11% use the bus. This is shown in Figure 3.

Figure 3. *Graph Showing the Responses of the Tourists with respect to the Preferred Modes of Transportation*

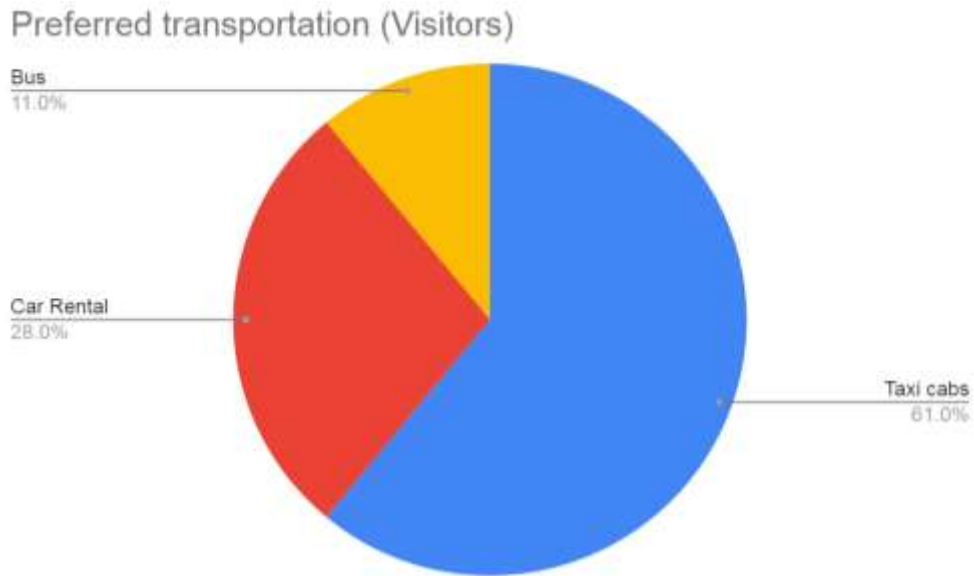**Figure 4.** *Graph Showing the Responses of the Locals with respect to the Preferred Modes of Transportation*
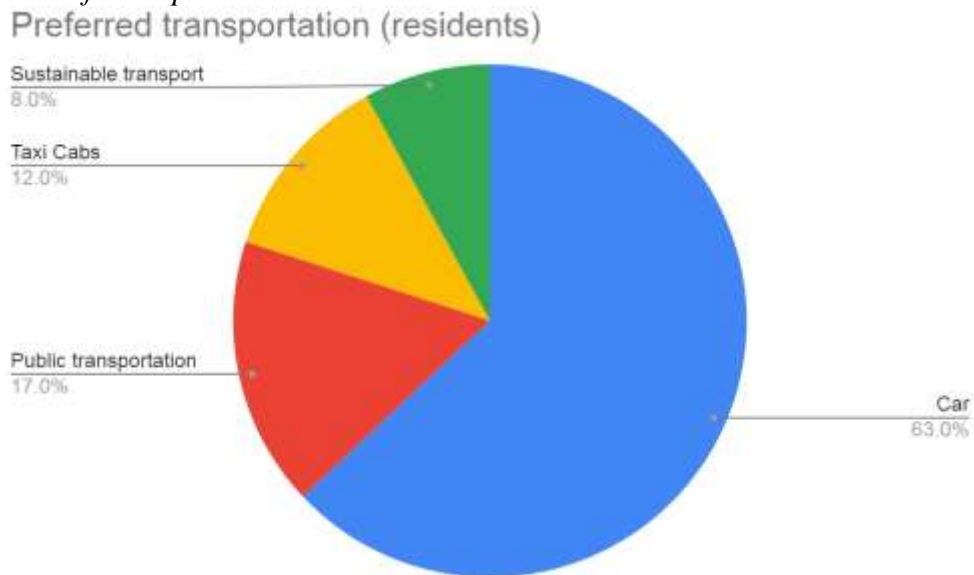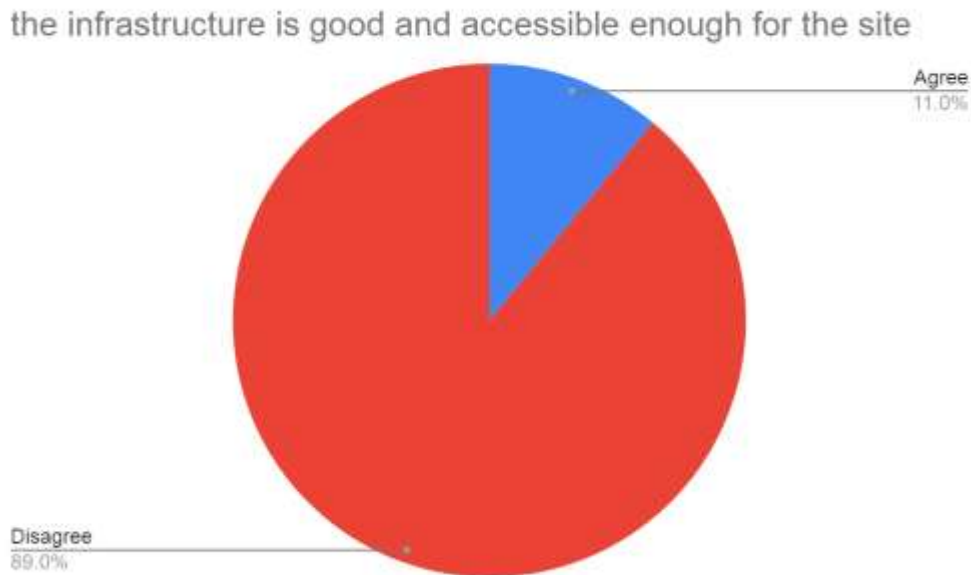
Figure 5. *Graph Showing the Responses of both Locals' and Tourists' Satisfaction with the Infrastructure in terms of Site Accessibility*

the infrastructure is good and accessible enough for the site

For the residents, it was noticed that 63% of them use a car, 17% use public transportation, 12% of them utilize taxi cabs, and only 8% of them rely on sustainable alternatives to cars, such as bikes. Figure 4 shows the corresponding pie chart (Azar 2021).

While the majority (89%) of the respondents (comprising both tourists and locals) disagreed with the statement that '*the infrastructure is good and accessible enough for the site*' and 11% of them have agreed. The corresponding pie chart is shown in Figure 5.

Since the majority disagreed, to the above statement, 83% of the respondents (so, perhaps, a similar number) noted that *they are suffering from several problems in transportation: traffic problems, lousy infrastructure, pollution, accidents and highest cost*, against 17% stating that they *weren't*. This is shown in Figure 6.

Yet, 45% of the tourists stated that *they disliked to use public transportation in Lebanon*. This is since they find that *in Lebanon public transportation: is unsafe, expensive and time consuming*. This could add to the reasons why some of the tourists hate public transport, reiterating the fact that the transportation costs are high, as shown in Figure 6.

While, over 78% of the sampled population (visitors) said that *they were suffering from transportation problems, from traffic, pollution, and lousy infrastructure in Lebanon*. This could also be included in the list of potential reasons why most tourists hate public transport in Lebanon.

Moreover, 72% of the sampled participants (visitors) agree *to use public transportation from an area to another*. Likewise, most of them also concurred on *the importance of improving the public transportation system in Lebanon for decreasing congestion delay* (Bosch et al. 2017).

Figure 6. *Graph Showing the Responses of both Locals' and Tourists' Suffering from Transportation Problems*
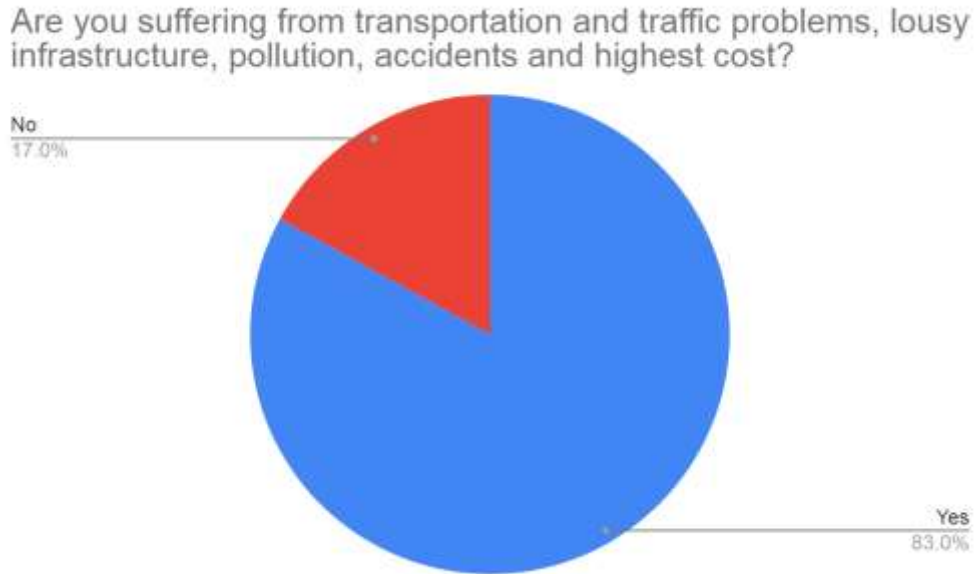
However, and as shown in Figure 7, currently, in Lebanon the percentage of the responses pertaining to the sustainability of transportation in this country is 91.5% unsustainable, against 8.5% sustainable. Thus confirming that the majority of the respondents disagree on the fact that transportation in Lebanon is sustainable.

Figure 7. *Sustainability of Transportation in Lebanon*
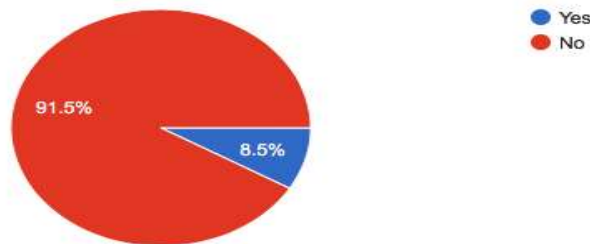
These alternative ways contribute to reducing traffic by 38.8%, by 34.4% to avoid pollution and by 22.2% to have good health/wellness reasons. Thus, most of the participants (both visitors and residents) believe that in Lebanon, transportation is not sustainable, even though there are alternative ways of transportation like bicycling and walking. Lastly, 63% of the sampled residents also suggest creating a train station, followed by at least 27% of the responses recommend also about innovating the public transportation management system Finally, a small number (at most 10%) of the respondents suggest that it was needed to manage the Lebanese road network/infrastructure, as presented in Figure 8.

<u>Transportation Types</u>

In terms of transportation types, as the tourists preferred taxis over locals who at an equivalent percentage use their cars. Naturally, these statistics make sense as tourists rarely come into Lebanon by their own cars, so the statistics are inverted as percent respondents using cars, or cabs are reversed for tourists with respect to locals.

Figure 8. *Recommendations of Improvement for Transportation in in Lebanon*
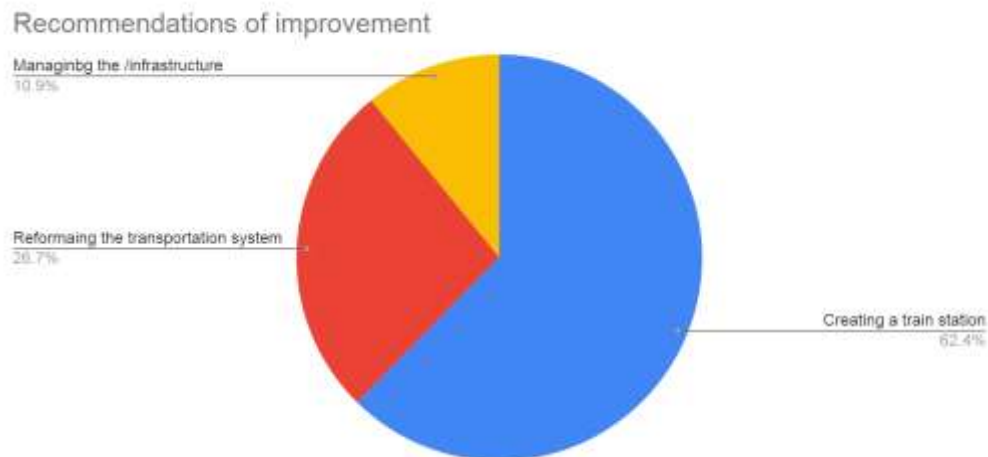
<u>Infrastructure</u>

As the majority of the addressed participants were dissatisfied with the infrastructure, this is one of the reasons nearly half of the addressed visitors refused to use public transportation in Lebanon, as they deemed it being unsafe, expensive and ineffective. This also caused a large part of the addressed visitors to suffer from those transportation problems, from traffic, pollution, as a result of this lousy infrastructure in Lebanon.

While a similar number of locals would use public transportation while commuting to different areas, the majority of the targeted subjects concurred that arranging this infrastructure would not only improve the transportation situation in the country, it would also greatly reduce traffic situations.

<u>Problems and Public Transportation</u>

In terms of transportation problems cited by visitors' by both locals and visitors traffic problems pollution and lousy infrastructure.

<u>Sustainable and Alternative Transportation</u>

A large number of participants (visitors and residents) do not consider the transportation in Lebanon as sustainable. There are alternative ways of sustainable transportation like bicycling and walking. Both participants, residents and visitors approve for alternative transportation and it could be a good way for transportation (Conserve Energy and Future 2020).

These alternative forms of transportation will be beneficial in the long run since these modes of transport will decrease traffic by 38.8%, avoid pollution by

34.4%, and provide an increase in good health/wellness reasons 22.2% (Bosch et al. 2017).

Participants' Recommendations

Finally, as most tourists and locals recommended, reintroducing train stations, enhancing the infrastructure management systems, and having a safety and vehicle control system, including the reforming of the Lebanese road infrastructure.

Interview Results

Our interview (the interviewee's name was kept confidential for ethical purposes) was very beneficial to the research since it gave a professional insight on the transportation system current situation in Lebanon. According to the interviewee, 60 to 200 visitors per day using car rental services or taxi cabs, and rarely use public transportation in Lebanon from the airport. Public transportation is not often accessible to all destinations/sites and is time consuming and inefficient.

Besides, they transport the visitors by a new model of buses or cars with high conditions, drivers, good communication, and fast service and provide the visitors with all the information needed, such as flight details. The cost of each service depends on the destination, driving time, rental car per day. The transportation system in Lebanon could not be so sheep because they have many problems.

The interviewee mentioned that transportation in Lebanon has many problems: inadequate infrastructure, unacceptable routes, traffic, insufficient sightseeing, pollution, noise, takes time, costly, inadequate public transportation management system, inadequate programs, the absence of the responsibility by institutions concerned, and substandard planning. A comparison could have been discussed by Wood (1999) in terms of transportation programs.

It can be improved by having a good infrastructure management system, train stations and public transportation buses for reducing traffic and less pollution and reducing public transportation problems. Yet, Public transportation can be improved by giving priority to the public sector. This sector should have control of public transport operations, improve public transport planning with safety and security regulations, provide accurate information to the customers, and provide a fare card.

The transportation sector is vital in the tourism sector. It is the principal means to carry passengers and is the first service the visitors need in their journey. The development of transportation to speed up the development of tourism realized by renewing vehicles, infrastructure, and using new technologies in this sector, provide strategies and new projects like new airports or new train stations.

The interviewee makes aware of the alternative transportation ways as not accessible for all the destinations, and it is challenging to transport visitors, like walking and bicycling, it takes time and is not easy to apply. Nevertheless, alternative transportation may be a good way for residents and would be friendlier for the environment, while reducing transportation problems.

We can recommend many solutions to transportation in order to be sustainable in Lebanon, by improving public transportation, providing a good management system, planning, good infrastructure management, using a good alternative way to reduce pollution and less cost.

Discussion

Based on the results of questionnaires and interviews, the majority of participants, residents, and visitors pointed out that traffic and lousy infrastructure are major issues, affecting not only the transportation, but also other sectors and life in Lebanon.

Firstly, the lousy infrastructure, absence of public transportation due to the absence of a strategic plan, a lack of cooperation between the stakeholders involved in transportation in the tourism sector, and in different fields.

Secondly, the issue of traffic and massive vehicles, factors considering the quality of life such as noise pollution and aesthetic conditions and the factor air pollution are the least factors people are concerned about.

The transportation in Lebanon lacks sustainability due to various problems; lack of good quality in infrastructure, lack of equability to infrastructure, no projects, no investments, and no help from the country itself.

Confronting the interviewees with the possible potential and perspectives for sustainable transportation in Lebanon, related to tourism, all interviewed stakeholders see a considerable potential in sustainable transportation in tourism (Conserve Energy and Future 2020).

Unfortunately, we do not contain alternative ways to help make transportations sustainable that could help through restrictions such as: each household should have at most 3 to 4 cars. We lack laws that are enforced by the authorities, or strategies aiming at attaining sustainability. In other words, the absence of sustainability would not help those in the future generations in order to attain improved transportation networks and a better quality lifestyle.

Firstly, it's important to note that supporting the public transportation management system in Lebanon helps to optimize and automate the flow of public transport vehicles.

Secondly, providing a route information system and an electronic timetable that informs all consumers of the conditions on the route and the options available to them can help ease transportation.

Thirdly, enforcing safety and vehicle control systems can help to prevent accidents by alerting and assisting with dangerous road conditions.

Fourthly, having a single fare card which allows consumers to travel anywhere in the city, using all available public transportation options with one rechargeable fare card would help in lowering the cost of transportation while providing various options.

Furthermore, pollution could be significantly decreased if consumers were provided a smart transport system, which can promote and facilitate the use of public transportation methods all while providing real-time schedule and delays.

This can reduce the use of private cars and encourage an eco-friendly or alternative way to reach your destination.

Additionally, safety should be regarded as of extreme importance in the public transportation system. It can be improved through monitoring and supervision which can help identify and increase the response time to emergencies, or terror attacks. In later stages, it can also reduce the accident rates across a city.

Finally, developing a smart parking solution with the right infrastructure, sensors, security cameras, and internet connectivity, can resolve the problem of overloaded parking spaces. Municipalities can share data on available parking, and consumers can access this data via mobile apps and web interfaces, all of which will lead us to a mobility in the marketplace, which is an open data regarding transportation and movement in the city. The smart parking solution creates a business opportunity for mobile app developers to create an app that can help consumers travel and consume transport services across the city.

Conclusion

After analyzing the data and obtaining results, it has come to notice that Lebanon had various transportation problems; however, only two were mostly voted on by visitors and residents; traffic and lousy infrastructure. Unfortunately, Lebanon is not a sustainable country in the transportation sector. After receiving numerous recommendations and interviews, it has shown that having sustainable transportation would help reduce transformational problems and provide us with a promising future (Conserve Energy and Future 2020).

Several recommendations suggested from the data collection, helping transportation to be sustainable for the future, are presented below:

- Creating a route information system and electronic timetable which informs travelers and locals of the conditions on the route and which public transport options are available would help to enhance public transportation.
- Enforce safety and vehicle control systems to prevent accidents by alerting and assisting with dangerous road conditions.
- Providing a rechargeable single fare card which allows consumers to travel anywhere in the city using all available public transport options. This would help in lowering pollution and increasing the beautiful sightseeing all while decreasing the cost.
- Bike sharing and carpooling applications and systems could create an eco-friendly transportation system to help better preserve the environment.
- Develop a smart parking solution with the right infrastructure, sensors, security cameras, and internet connectivity in cities which can reduce the time taken to park in busy urban areas.

References

Altinay L, Paraskevas A (2008) *Planning research in hospitality and tourism*. New York: Routledge.

Azar G (2021, March 3) *Public transport fares hiked in Lebanon amid mounting economic hardships*. L'Orient Today.

Bosch P, Jongeneel S, Rovers V, Neumann HM, Airaksinen M, Huovila A (2017) *CITYkeys indicators for smart city projects and smart cities*. s.l.: European Commission.

Bougdah H, Versaci A, Sotoca A, Trapani F, Migliore M, Clark N (Eds.) (2017) *Urban and transit planning conferences*. Architecture and Green Urbanism. Italy and Netherlands: Springer.

Chalak A, Al-Naghi H, Irani A, Abou-Zeid M (2015) *Commuters' behavior towards upgraded bus services in greater Beirut: implications for greenhouse gas emissions, social welfare and transport policy*. Working Paper #27. Issam Fares Institute for Public Policy and International Affairs American University of Beirut.

Community Transportation Association (2011) *Chart of transportation reduced fare and free fare programs to serve low-wage earners*. Community Transportation Association.

Conserve Energy and Future (2020) *What is sustainable transportation?* Conserve Energy and Future.

Gilbert R (2005) *Defining sustainable transportation*. The Centre for Sustainable Transportation.

Investment Development Authority of Lebanon – IDAL (1994) *Invest Lebanon book*: *infrastructure and logistics*. IDAL.

Leedy PD (1993) *Practical research: planning and design*. 5th Edition. New York: MacMillan Publishing Company.

Litman T (2009) *Transportation cost and benefit analysis: techniques, estimates and implications*. 2nd Edition. Victoria Transport Policy Institute.

Mammadov R (2012) *The importance of transportation in tourism sector*. In the *Seventh Silk Road International Conference "Challenges and Opportunities of Sustainable Economic Development in Eurasian Countries"*. May 24–26.

Merriam S (1998) *Qualitative research and case study: applications in education*. San Francisco: Jossey-Bass Publishers.

Organisation for Economic Co-operation and Development – OECD (2011) *Guidelines for multinational enterprises*. OECD.

Saunders MNK, Lewis P, Thornhill A, Bristow A (2019) *Research methods for business students*. 8th Edition. Pearson Education.

Sraj L-A (2015) *Role of environmental non-government organizations in promoting sustainable transportation in Lebanon*. Master Thesis. Lebanon: Faculty of Arts and Sciences, American University of Beirut.

Strauss A, Corbin JM (1990) *Basics of qualitative research: grounded theory procedures and techniques*. SAGE Publications Inc.

Travel Guide (2018) *I explore,* travel and leisure. Retrieved from: https://www.travelandleisure.com/travel-guide. [Accessed 3 May 2021]

United Nations Conference on Environment and Development – UNCED (1992) *Agenda 21: programme of action for sustainable development*. Rio declaration on Environment and Development. Rio de Janeiro, Brazil: UNCED.

United Nations Economic and Social Commission for West Asia – ESCWA (2009) *Annual report*. ESCWA.

Velazquez L, Munguia ME, Markus Will M, Zavala AG, Verdugo SP, Delakowitz B et al. (2015) Sustainable transportation strategies for decoupling road vehicle transport and carbon dioxide emissions. *Management of Environmental Quality* 26(3): 373–388.

Vince V (November 3, 2003) *The global facilitation partnership for transportation and trade*. World Trade Organization.

Walker R (1985) *Applied qualitative research*. Gower Pub Co.

Wood (1999) *National wood in transportation program*. United States: Department of Agriculture.

World Bank (1996) *Sustainable transport: priorities for policy reform*. Washington, USA: The World Bank.

World Commission on Environment and Development – WCED (1987) *Our common future*. Oxford/New York, UK/USA: Oxford University Press.

World Tourism Organization is the United Nations – UNWTO (2004) *UNWTO tourism highlights*. UNWTO.

World Tourism Organization is the United Nations – UNWTO (2017) *Annual report*. UNWTO.

Kemetic Yoga Tourism:
A Study of Marketing Strategies in Egypt

By Heba Abdel mohsen abdel kader komeil[*]

Yoga tourism has witnessed a consistent development in the recent years. People around the world have become more mindful of health care options which has led to an increase in the quality of wellbeing care as a need in the minds of most age groups today. The worldwide fascination with yoga has inspired many people to travel in order to practise this activity. Kemetic yoga rapidly evolved into the wonder of yoga tourism, which nowadays is a vital and profitable component of the wellness tourism industry. This unique yoga practice draws yoga lovers from across the world, according to an official statement released by the Egyptian tourism minister promoting it internationally. In 2019, Egypt's Ministry of Tourism collaborated with CNN broadcast to produce a short documentary about Kemetic yoga to highlight wellness tourism in the country. Egypt is a unique destination for Kemetic yogis. Although few researchers have studied Kemetic Yoga as an aspect of tourism, this research focused on the examination of marketing strategies that Egypt needs to apply to promote itself as a competitive destination for yoga. Kemetic yoga tourism is a new travel trend in Egypt, promoting a rising touristic attraction and encouraging the potential of further research. This paper focused on the examination of marketing strategies Egypt is currently implementing to promote itself as a viable yoga destination, and to recommend other marketing strategies to promote Kemetic yoga in Egypt. The methodological approach consisted of a constructivist research paradigm, a qualitative methodology and an interview-based data collection method. Intense, semi-formal interviews were conducted with Kemetic yoga practitioners from different experiences and yoga levels who had travelled to Egypt to practice Kemetic yoga.

Keywords: *tourism, yoga, medical, health care, wellness, marketing, Kemetic, Egypt*

Introduction

Kemetic yoga tourism is an act in which tourists from all around the world travel to Egypt to obtain salvation and spiritual care in the embrace of ancient Egypt, a place of one of the most interesting and oldest civilizations in the world. The Great Pyramids of Giza, the only surviving ancient wonder, along with ancient Egyptian statues and tombs continue to seize the attention of yogis, while at the same time touring, vacationing, and fully experiencing the attractions of the country. Tourists travel to avail themselves of such facilities because these unique therapies are not available in their own countries. Kemetic yoga is a fast-growing healthcare therapy which tourists are becoming aware of and learning to live a fit lifestyle. This new industry has enormous potential for generating employment

[*]Lecturer, Faculty of Tourism and Hotels, Alexandria University, Egypt.

and earning huge sums of foreign exchange.

The travel industry market for yoga in Egypt is still considered to be under-investigated; related studies that consider these kinds of tourist activities in advertising settings are practically non-existent. This is combined with a significant absence of research that refers to precise marketing tactics in international tourism (Riege and Perry 2000) which is startling, assuming that replies in this market are so fundamentally critical for arranging worldwide promotion tactics (Tse and Gorn 1993). This study will serve as a pattern for the improvement of more nuanced understandings and theories concerning the promoting of yoga tourism. Additionally, the findings will demonstrate a practical relevance for the Egyptian tourism industry in terms of the development of this market in international contexts.

The findings of the research may be beneficial in improving Egypt's marketing strategies in Kemetic yoga tourism and, subsequently, the marketing performance of the country's yoga tourism industry. Additionally, by conducting this research from a marketing perspective, it provides the opportunity to compare it with other studies on yoga tourists' motivations and the prospect to review expectations on the transferability of knowledge to other aspects of yoga tourism. Accordingly, to fulfill the purpose of the study, the following research questions were addressed:

> ➢ How is Egypt currently being promoted as a Kemetic yoga destination?
> ➢ What role does authenticity of place play in marketing Kemetic yoga tourism for Egypt?
> ➢ What marketing strategies are being used for Kemetic yoga tourism in Egypt?

The structure of the paper is designed as follows. The literature review presents a review of Kemetic yoga, how Egypt has been promoted as a yoga destination and presents a logical model of the essential approaches towards this marketing. The procedure section offers preliminary methodological studies in terms of the chosen constructivist study philosophy, subjective technique, and interview based information collection strategies. The examination and record gathering approaches are laid out, and the inductive data analysis approach is cleared. The findings section represents the vital findings of the research with regard to current marketing approaches. The discussion section then examines the findings from the perspective of marketing Egypt as a Kemetic yoga tourist destination and the linked issues of authenticity of place, spirituality and culture. The summing-up section gives the conclusions from the study and recommendations for future studies.

Literature Review

What is Kemetic Yoga?

Kemetic spirituality, also known as Kemetism, is a reconstruction of ancient Egyptian religion. The title comes from "Kemet," the original, native name for the ancient country of modern-day Egypt.

Kemetic spirituality derives intensely from numerous sources, traditional African spiritual practises, ancient Egyptian architecture and tradition. Together, these form a branch of modern spirituality. Its followers also refer to it as Kemetic Orthodoxy (Krogh and Pillifant 2004). They seek to return to the old Egyptian ways as closely as possible. For some, this includes guidelines on how to worship. For others, however, the religion takes the form of a spiritual tradition.

Though Kemetism represents ancient beliefs, it reinforces contemporary targets. Today, the spiritual foundations set by Ancient Egyptians manifest in various ways, one of the most common is yoga. Interested people can travel to yoga retreats based in Kemetism. Most of the poses in Kemetic yoga look the same, which is especially true of the common human positions. These include child's pose or warrior pose, which because they are natural positions for the human body, gravitate to them without effort (Krogh and Pillifant 2004). Many poses simulate Ancient Egyptian traditions that stem from temple carvings, while others represent specific gods in the Egyptian tradition. Whatever you believe in, the spiritual principles remain available while practising Kemetic yoga (Aggarwal et al. 2008).

Kemetic yoga is a therapeutic and recovering yoga system based on the principles, philosophy, and science of ancient Egypt. Kemetic yoga is characterized by a series of geometrically radical poses and a rule of four breath and tongue connections. The pyramidic power and holy geometry in the Kemetic yoga postures supports the spinal column, helps to correct flaws in the skeletal muscular system to relieve stress and progresses blood circulation, which allows nutrient and oxygen supply to flow more efficiently and richly to vital body systems. By developing nature's application of geometry and physics into yogic forms, Kemetic yogis access higher mindfulness and awaken great spiritual wisdom that encourages them to be grateful for the valuable gift of living in the human body (Hotep 2001).

History of Kemetic Yoga: The Yoga of Egypt is Much Older than that Found in India

Figure 1. *Shu, the Primordial Egyptian God of Light and Air*
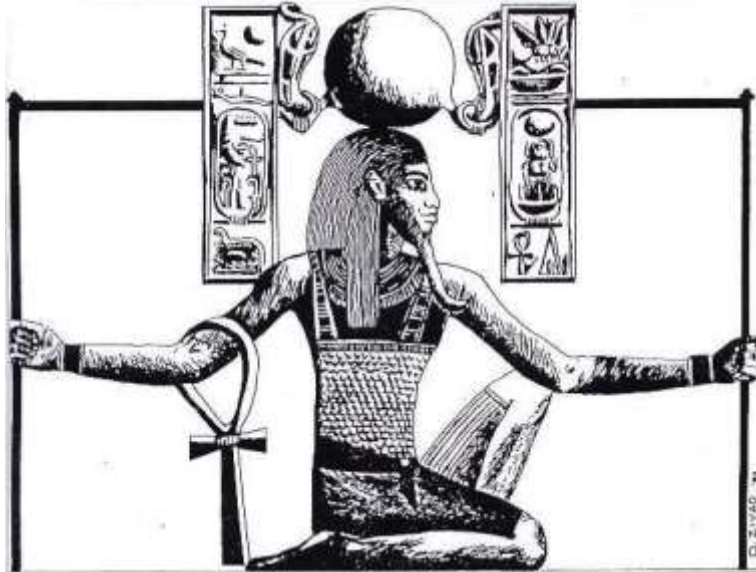
While historians have estimated that yoga stemmed in the Indus Valley around 3,300 BCE, images showing stretching and meditation poses (asanas) which were found in Egypt are thought to have predated this time period. The Kemetic term for the exercise is "Smai Tawi," which means merging the lands of upper Kemet and lower Kemet, and is represented with gods "Heru" and "Sebek" binding ropes around the Smai icon, which illustrates the backbone and lungs. The symbol confirms the "use of breath as the life-power opening the energy along the spine and brain that enlighten" (Shujaa and Shujaa 2015).

The movements in the practice of Kemetic yoga are stated to imitate the poses planned for achieving enlightenment, the highest spiritual level recalled by the neteru (Kemetic deities and nature spirits). The aim of the practice is said to be "attaining divine spiritual wisdom" which is represented by the icon of uraeus (upright Egyptian cobra) coming from the third eye of the pharaoh. As the pharaoh was the leader of the two lands, the symbol can be explained as uniting two human entities, body-mind and soul-spirit, for controlling the life power through the practice of yoga (Scretchen 2020).

Figure 1 was carved on the back of a wooden chair found in the tomb of Pharaoh Tutankhamen is the image of "Shu." Shu (Su) was the ancient Egyptian god of light and air and, as such, personified the wind and the earth's atmosphere. Shu represents the space between the earth and the heavens and gave the breath of life to all living creatures. His long-curved beard indicates that the ancient Egyptians or Kemetic people viewed him as a Netcher or force of nature (Ankh 2007).

Egyptologists who studied ancient Egyptian civilization have known about

this carving for thousands of years, yet no one ever equated Shu with yoga. By doing a casual examination of his position and the images carved on the chair which incorporates the sun disk at the top of his head and two Cobra snakes, the association with yoga is self-evident. The sun disk on top of his head compares to the crown chakra or vitality centre related to higher insights and enlightenment (Hotep 2001).

The cobras relate to two of the three fundamental Nadis which correspond to yogic skill and are channels through which energy or life force moves, nurtures and accelerates the human body. The position of Shu and all other numerous yoga positions we see signified in ancient Egyptian sculpture and literature are not specific to that culture (Mangesh et al. 2013). The people of ancient Kemet practiced a special style of yoga that originated before the yoga of India, and the training and idea of yoga in India was educated by knowledge that came out of Africa. This is proven by the fact that illustrations of Indian yoga can be found in old Egypt, but illustrations of ancient Kemetic yoga cannot be found in India. The conclusion one can draw from this is that the yoga of Egypt is much older than that found in India (Ankh 2007).

Marketing Egypt as a Kemetic Yoga Destination

Egypt has all of the ingredients for the perfect yoga destination. Diverse mild weather makes it suitable for the holidays most of the time, as it embraces the vast wealth of historical sights and scenery and modern entertainment in addition to various hotels, making it convenient for yoga tourists. However, there are a number of reasons why Egypt falls short of claiming a share of the wellness tourism industry compared to competing nations such as Jordan, Turkey or the USA. In fact, the Egyptian government provides very little in the way of support compared to official attempts in Turkey and Jordan in the area, and the US internationally, where wellness tourism conferences and associations are encouraged and coordinated to create hundreds of protocols and packages suitable for diverse consumers. More collaboration is needed for Egypt to gain a foothold on the yoga tourism market in the region (Hamdy 2015).

In the review of Egypt's efforts to secure itself as a yoga destination, especially for Kemetic yoga, four different approaches can be identified. Three of these correspond to the positioning of yoga tourism and are based on interpretations of yoga as a wellness, sport or spiritual activity. The country should market Kemetic yoga as an origin of an 'authentic' yoga experience, highlighting the fact that it is the birthplace of this ritual. Thus, by investigating Egypt's unique motivations for yoga tourists, and establishing a better understanding of its marketing strategies for Kemetic yoga tourism, the findings may offer explanation to how other countries, such as the USA, place their own tourism marketing activities.

The marketing of Kemetic yoga as a subset of spirituality and wellness, and to tap into these motivations, appears to have gained great popularity in the international yoga market (Chen et al. 2013). Egypt's marketing activities are often based on presenting the destination as a place where achieving historical and

archaeological tourism is easier than anywhere else in the world. Theoretical discussion shows that this approach follows a competitor-oriented promotion plan (Riege and Perry 2000) in which strategic efforts have been made to shape a market niche in order to attain a successful market position (Day 1999). Perhaps, the generally understood concept of wellness is integrated in the branding of the so-called 'Egypt experience,' with yoga as an important constituent component (Chen et al. 2013).

This marketing approach is intended as a part of the wellness-related package holidays that usually include spa activities and gourmet food accompanied by the promise of 'royal' treatment provided with modern comforts (Bandyopadhyay and Morais 2005). This is in contrast to the USA yoga market, in which Lehto et al., 2006, found that, "yoga tourists are happy to just visit a sunny place, ideally with a beach or water body around." Hence, it can be suggested that yoga has become a product that is custom made in order to respond to the expectations of its clients, thus incorporating elements of a consumer-oriented marketing strategy that is differentiated by its market target (Day 1999, Gamble and Gilmore 2013).

Another approach of marketing Kemetic yoga in Egypt has been to promote it as greatly valuable to people's health, but not necessarily for any mental or other worldly self-development. Accordingly, yoga is being promoted as a plan to achieve a healthier self with stress on the physical advantages that it can offer (Askegaard and Eckhardt 2012), and shows the general concept of the medicalization of yoga to reveal its simplified presentation as a healing activity. Such an analysis may be more engaging to western tourists who regularly see the activity as part of weight loss, promoting yoga as an effortless alternative to the typical gym experience (Fish 2006). Apparently, such marketing of yoga travel can compare to characteristics of sports tourism, especially since it communicates the physical side of the activity (Telej and Gamble 2019). In Egypt, the utilization of such an approach can be easily observed; it is reflected by disregarding the fact that the activity is a derivative from the Pharaohs' actions, where health and fitness, even if valued, were not the main focus of the practice, interpreting it as a purely physical exercise (Brown et al. 2017).

However, the opposite technique of promoting Egypt as a yoga destination, or more accurately, a spiritual destination, is directed towards people seeking personal awareness and promotional exercises that present Egypt as an unmodernized, exotic place that is "old fashioned or unchanged" (Maddox 2015). This approach of developing images of Egypt as a relic of the past, and ignoring the country's modernisation, aims to target western tourists who desire to escape modern, stressful, hectic lives, and instead, to peaceful, slow-paced destinations (Gan and Frederick 2018).

The sacred land of Egypt provides millions of visitors every year as a place for transformation and opening of the heart, mind, and soul. Egypt offers the elements for Kemetic yogis to explore themselves deeper and find the core of who they truly are. The human backbone provides support, stability and a passageway of energy for the whole body. In the same way, the ancient Egyptians saw the River Nile as the backbone of Egypt. Because of this, they built temples in specific locations along the Nile to activate corresponding chakras (in Indian thought, each

of these are centres of spiritual power in the human body, usually considered to be seven in number). These temples facilitated the flow of energy for the purification of the human body. In the USA market this spirituality logic has, in recent years, surpassed the generic motivations for yoga tourists, as discussed by Lehto et al. (2006) and now translates into practice through chanting, meditation and reading religious texts to enhance self-awareness and establish a higher level of spirituality.

Authenticity in Kemetic Yoga Tourism Marketing Strategies

Theorists such as MacCannel (1973) Stated that tourism is a modern quest for authenticity. MacCannel suggests that western tourists are looking for a sense of authenticity that is lacking in their home life; abroad, hosts provide this by creating authentic-seeming presentations of their own culture. In effect, he is suggesting that tourists travel to experience something new that they do not have at home. They may want to learn Salsa in Spain, or watch a traditional child dance show in Cambodia, or may even be as simple as a clean beach and some warm weather that is 'authentically' Spanish (or whichever destination they choose). This type of tourist should be targeted to come to Egypt to practise Kemetic yoga to rejuvenate and cleanse their mind, body and soul in the spiritual plains of Luxor and Aswan, to soak in the heritage of over 3,000 years and embark on a journey of spiritual self-discovery of the soul.

Kemetic yogis visiting Egypt will have the opportunity to be in a sacred space designed for the purposes of spirituality, meditation, and for exploring the ancient mysteries of Egypt. Temples with their columns covered with ancient script serve to stir and encourage the rediscovery of themselves and to illuminate the way to clarification. In contradiction to this, Boorstin (1964) differs by suggesting that modern tourists do not seek authenticity. He suggests that the tourists do not care if the Kemetic yoga lessons are in a yoga studio or in an ancient place.

Kemetic yoga, as a derivative of ancient Egyptian culture, is widely associated with Egypt and at the same time enhances Egypt's image as a yoga destination. Accordingly, practising yoga in Egypt can be identified as an experience branded by greater authenticity than engagement in this exercise anywhere else. This is confirmed by how Lehto et al. (2006) describe the authenticity of the yoga experience as only the secondary push factor for yoga tourism motivations in the USA market, with a much greater emphasis placed on the escapism aspect as the primary push factor. This is also the case in the USA market, in which religious components of the marketing strategy are increasingly excluded in favour of new-age spirituality aspects, as part of a shifting emphasis towards fitness and medical logics (Ertimur and Coskuner-Balli 2015). Conversely, the reason for this in the Egypt market might be the absence of a target market fascinated with such an approach that is often considered outmoded and inappropriate to the needs of modern societies (Telej and Gamble 2019).

To conclude the above discussion: the four most popular approaches towards marketing Kemetic yoga as a tourist product of Egypt, identified below, are not only targeting different potential customers, but also correspond to different

illustrations of yoga holidays, which is presented in Figure 2.

Figure 2. *Approaches Towards Marketing Egypt as a Yoga Destination*
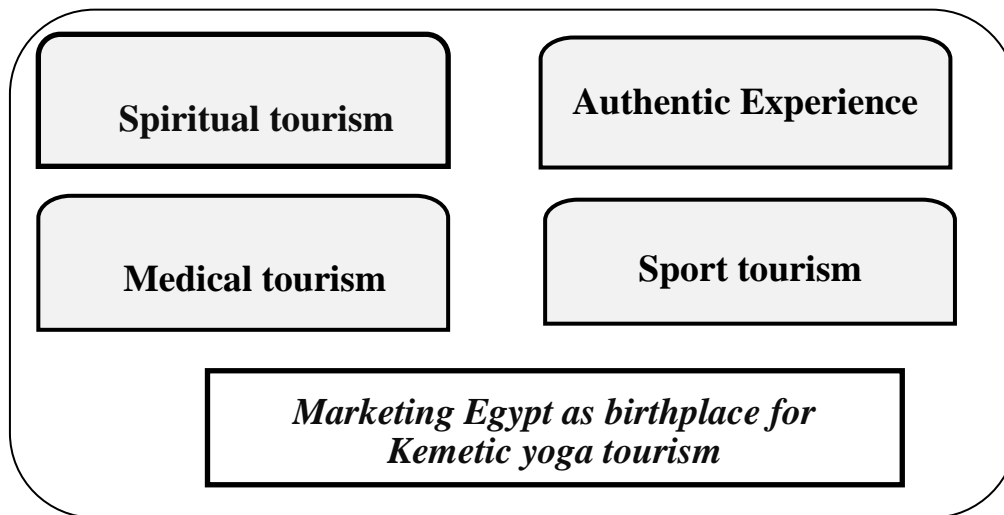
It was noted that the country promotes itself as a yoga destination using various reviews of yoga practice, which correspond to the typologies of yoga tourism and are used to target various demands.

Methodology/Research Philosophy

This research focuses on the marketing strategies associated with Kemetic yoga tourism; hence, due to the several aspects of this study, utilization of the constructivism paradigm is considered relevant in the investigation of the research questions. Depending on an understanding of "the world of human experience" (Cohen et al. 2013) it has been possible to perceive how the interviewees build their own meanings for the marketing campaigns in which they are experienced.

Qualitative Data Collection

The core of this study on the constructivism paradigm result in an implementation of the qualitative approach. As this philosophy considers facts as individual concepts, this recommends that persuading the target audience to convey their personal beliefs holds great importance in addressing the research objective of the study. Qualitative research can create a substantial amount of data from a modest sample group (Gratton and Jones 2010). The qualitative strategy is classified by smaller scale studies, permits for a more in-depth investigation, which offers the advantages of allowing the researchers to focus on the course of the information collected, while also gaining a wider understanding of it (Pechlaner and Volgger 2012). Qualitative inquiry, due to its in-depth nature, enabled the author to understand the interviewees' attitudes and emotions, and at

the same time to become aware of their perspectives, which are reflections of individualized facts in adherence with constructivism (Ateljevic et al. 2007). Thus, the conceptualization of approaches towards Egypt's marketing strategies held by the respondents could be understood.

Sampling Procedure

The research sample group consisted of non-Egyptian yoga practitioners who had travelled to Egypt for the purpose of Kemetic yoga tourism. These participants were chosen to answer the study's three questions as they each had individual opinions of how Egypt has been promoted as a yoga destination, the types of marketing strategies used and how authentic they found these marketing strategies. The identification of participants for interview-based qualitative research can be realised by using existing contacts, which is the most useful method to access interviewees (Easterby-Smith et al. 2008, Johnson 1975).

The researcher therefore used her personal contacts in the yoga sector to invite yoga practitioners to participate if they had been on a yoga vacation to Egypt. Another sampling technique employed for the purpose of this study was a snowball technique, which was used to supplement the numbers of interviewees (Yin 2011). The utilization of this method can be justified by its usefulness in accruing the requisite quantity of information in situations when obtaining a sufficient number of interviewees appears to be challenging (Blaxter et al. 2006), as was the case in the study due to the limited number of yoga practitioners who had travelled to Egypt for Kemetic yoga tourism purposes. Therefore, the researcher relied on her initial contact of candidates, asking them to forward the invitation to other participants in their yoga class, or other yoga practitioners with whom they were associated.

Online Interview Design

Semi-structured interviews were especially appropriate for the current study as they gave the researcher the chance to understand different points of view within the context of the three inquires (Cachia and Millward 2011). This strategy further permitted more adaptability due to its less structured nature (Bryman 2015) which gave the interviewer the chance to ask participants to explain, clarify or expand on their responses (Arendt et al. 2012).

Data Collection

The focus of this paper was to investigate Egypt's marketing strategies that target Kemetic yoga practitioners to visit the destination. Therefore, during the online interviews some personal factual questions were asked, aiming to determine a profile of all respondents. Those data are presented in Table 1.

Table 1. *Profile of Interviewees*

S	Age/ Gender	Marital Status	Occupation	Level of progression
A	48/F	Divorced	Science Teacher	Advanced
B	42/M	Widow	GYM trainer	Advanced
C	36/F	Married	Housewife	Intermediate
D	39/F	Single	Librarian	Beginner
E	23/F	Single	student	Advanced
F	53/F	Widow	Flower shop	Intermediate
G	26/F	Single	Waitress	Intermediate
H	33/F	Married	officer	Beginner
I	44/F	Divorced	translator	Advanced
J	31/M	Single	Officer	Beginner
K	30/F	In relation	Yoga instructor	Advanced
M	37/M	------	Police officer	Advanced
N	25/F	Engaged	IT	Intermediate
O	38/F	Divorced	Musician	Beginner
P	29/F	----	Florist	Beginner
Q	36/M	Wisdow	Businessman	Advanced
R	27/F	Single	Shop owner	Intermediate
S	48/F	Married	Housewife	Beginner

Twelve of the initial eighteen people approached agreed to take part in the study. Another six respondents were selected using the snowball technique detailed above, with a total of eighteen yoga practitioners taking part in the interviews. As the researcher looked to relate their points of views to investigate the three inquiry questions, then analyzed for diversity in the sample of interviewees. Therefore, as shown in Table 1, the interviewees varied in different statistical functions. Firstly, the age of the participants extended from 23 to 53 years old. In this research, females are more than males, which made the study not fair in terms of sex. Nevertheless, this may emphasize the concept that women are more dominant than males in practising yoga, (Bankar et al. 2013). Most of the Kemetic yogis varied in terms of profession, and the sample represented diversity in terms of marital status, and level of progression.

All eighteen interviews were conducted in America and were conducted online. The duration of each interview was between 20 and 30 minutes and all of them were digitally recorded. Sample interview questions included: "How do you perceive Egypt as a yoga destination?; Does Egypt have any advantages over other yoga destinations?; How likely are you to recommend land of pharaohs trip to a friend?; Have you come across any marketing activities advertising Egypt as a Kemetic yoga destination? If so, do you think they are successful?" All of the interview recordings were transcribed verbatim in order to prepare for the subsequent analysis of the interview data, as detailed below.

Data Analysis

It is suggested that inductive reasoning delivers an easily applied and systematic set of procedures for interpreting qualitative data (Thomas 2006) which can generate reliable and valid findings. Thus, there are several reasons why the inductive approach was selected in adherence with the aim of this study. Initially, as such thinking rejects reference to any grounded suggestions toward the start of the study, while directing the meetings preference was bypassed and the information was interpreted with a new opinion, without contrasting the reactions of the participants with any past examinations. Thus, the primary research began from perception of the individual practices of the interviewees and afterwards it moved from their practices to a broader suggestion about their experiences (Bernard 2011).

This strategy was arguably the most appropriate for this study, particularly because of its innovative and complex nature, it facilitated new perceptions about the relevance of Egypt's promotional activities targeting Kemetic yoga practitioners. Research depended on subjects being built up in the information, as opposed to on any theoretical structures utilized in the study (Creswell 2013, Thomas 2006). This would seemingly convey practical importance for the Egyptian travel industry market, as this would be customer-concentrated and would reflect the newest trends in travelling for Kemetic yoga.

The analysis software NVivo 11 was utilized to code the interview data, as it is recognized as the benchmark computer-aided analysis package for qualitative data analysis (Bazeley and Jackson 2013). Once the numerous data streams from the interviews were inserted into the software as inner sources, they were iteratively evaluated in line with the coding method for the analysis. The data analysis was a non-facing repetitive process of data, "compiling, stripping, reconstructing, understanding and ending," in which the researcher analyzed the copied interview data into codes (Arendt et al. 2012). As a final phase of the study coding technique, consistency analysis was used to cross-note the data against interviewee types (Elo and Kyngäs 2008). This confirmed that the analysis approach was adequate in accomplishing the criteria of the construct for qualitative research reliability developed by Guba (1981).

Results

The analysis of the interview data showed a wide range of views and insights in relation to key objectives of the study. This section will now present the key findings, with direct quotations from the interviewees.

Spiritual Perspective of Kemetic Yoga Tourism in Egypt

The observational information confirmed classification of travelling for yoga in categories of sport and spiritual tourism, with aspects of wellness incorporated into both (Chen et al., 2013). In the cases mentioned above, wellbeing is conceived

in different ways: for (Interviewees B and M) it is linked with activities that are "still mainly physical," while (Interviewees E and Q) interpreted this concept as related to a "highly spiritual practice" nourishing their soul as top priority; "Kemetic yoga allows us to nurture and strengthen the soul, making us all-around more compassionate, kind, and open-minded human beings," "You really feel the heightened spirituality and surrounding energy all around you. The trip was nothing less than heavenly." The contrasts come about from each of the respondents having their own individualized understanding of the world (Bryman 2015), which is fully recognized by a constructivist point of view.

When examining the experimental information, a tendency was noted: long-term yoga practitioners were more likely to perceive their practice as a "spiritual one" than beginners, a fact that may be useful when creating a promotional campaign for Egypt. The findings also settled that some yoga specialists perceive travelling for this activity as a "personalized spiritual journey." Interviewee A said that: "Kemetic yoga understands that self-care is not a trend, but rather a necessary method of ensuring that one can operate to the best of his or her ability." To successfully target these people, Egypt is actively promoting itself as a spiritual destination, so the accord between marketing and motivation can be seen here.

Sport and Wellness Perspective of Kemetic Yoga Tourism in Egypt

Linking the findings to existing marketing strategies used by Egypt, a certain connection between them was recognized. The image of the country as a yoga destination was built with support on the three categories of tourism – sport, wellness and spiritual – in which it was recognized that yoga belongs. However, the analysis of two of those typologies by Egyptian marketers is slightly superficial. Depending on the primary data, the idea of wellness is much broader than simply relating it to luxurious accommodation and pampering medications, which actually forms a significant part of Egypt's yoga-related tourist promotions.

Based on the Kemetic yoga practitioners' replies from the interviews, aside from spirituality, sports tourism also links with the category of wellness because physical activeness is often perceived as a wellbeing-related area. Such an approach aims to target those who compare the practice with gym activities, from which their main aim is to acquire physical benefits. Interviewee H commented that, "I like to move and explore the country freely – trying other sports and staying active would be a great experience to my yoga tour." It appears that the perception of a yoga vacation as a wellness-related holiday was the most common, with Interviewee F stating that, "When I started playing Kemetic yoga, I started to play other sports, Kemetic yoga prepares my body for more intense physical exercises." Moreover, it seems that promoting yoga, either as part of wellness holidays, or as an equivalent to gym exercise, reflects some of Kemetic yoga practitioners' understandings of this activity. Two of the respondents perceived the practice as one of those categories, while Interviewee K said that, "Travelling to practice Kemetic yoga is like dedicating a certain amount of effort and time to see that the body does not become a barrier is important." Kemetic yoga prepares the body sufficiently before one goes into more intense forms of meditation, it ensures

that the body takes it gently and joyfully.

Thus, analyzing data from the replies received it as apparent that the category of wellness tourism should be broadened to incorporate the recreational and sportive dimension of Kemetic yoga tourism.

Educational Perspective of Kemetic Yoga Tourism in Egypt

None of the marketing approaches implemented by the country appeared to directly target people who want to increase their yoga-related knowledge. This finding was unpredictable, given that Interviewee C stated that, "When I travelled to Egypt, and practised Kemetic yoga in the ancient places, I am now truly enthusiastic about studying yoga, get some answers about its various styles and give them a shot." Interviewee I said, "Kemetic Yoga is more than just poses, and going on retreat, Kemetic can teach you more about the philosophy behind yoga. You'll be given a chance to connect more deeply with yourself through yoga practise and understand more about this ancient art." Perhaps, the strategy that most closely links to this educational search is the promotion of the authenticity of the yoga experience. Interviewee G mentioned that, "Kemetic yoga is constantly dedicating yourself to a practice, often hitting the mat multiple times a week in order to better understand yoga as a whole. Maybe I read poetry, attend workshops, or watch online videos instructing challenging poses." Instead of the educational aspects of Kemetic yoga, travel appears to be disregarded by Egypt's tourism markets. In fact, it is assumed that yoga is marketed as a component of a travel industry product intended to respond to some wellbeing-related needs of the country's visitors, which does not take into account the more extensive conceptualization of prosperity that mixes different parts of healthy lifestyle.

Social Aspect of Kemetic Yoga Tourism in Egypt

Examining Egypt's promotion of itself as an attractive Kemetic yoga destination, the aspect of socialization is present in the approach that promotes yoga as a recreation-oriented activity. This strategy is often accompanied by pictures illustrating yoga classes attended by smiling, attractive people. Promoting yoga in this way can be argued to respond to people who are simply searching for "good company" during their yoga holidays. For instance, Interviewee B commented that, "If I go on such type of vacation, I have to be sure that there are great people to spend time with as I am a very social person," and Interviewee P mentioned that, "Travelling in a group to Kemetic yoga retreats gives the chance to meet new people and attract like-minded people, and make new connections and friendships with people who will add positivity to your life."

On the other hand, with regards to marketing Kemetic yoga as spiritual tourism, it is commonly promoted as an activity rehearsed in isolation, most likely intending to feature its intelligent nature. Consequently, the promotion activities do not obviously perceive the link between the desire for spiritual illumination and the need to socialise, which has been built up by analysing the interviewees' reactions. Marketers seem to consider yoga networks in Egypt, neglecting the way

that they are regularly critical to those looking for spiritual improvement in yoga.

Escapism Aspect of Kemetic Yoga Tourism in Egypt

Egypt presents itself as a place where yoga can be practiced in a different, more relaxing surrounding than tourists have at any studio. This was important for Interviewee N who stated, "A reason to travel for Kemetic yoga retreat is to give myself an opportunity to truly relax. Sometimes it is difficult to disconnect and really restore my energy reserves. On a Kemetic yoga retreat, I can really escape and have nothing to do but concentrate on the retreat." Alternatively, it may evoke the interest of people looking for a more metaphysical escapist experience, such as Interviewee R, who said: "In practicing Kemetic yoga, I begin to increase my comfort in dealing only with myself. This comes in handy when traveling solo, and I find myself exploring city streets, mountaintops, and quaint cafés all on my own." Interviewee S said: "Practicing Kemetic yoga in scenic, peaceful surroundings is much more beneficial than doing so at home or in a studio." Hence, we can conclude that, as a yoga destination, Egypt is comprehensively responding to the needs of tourists motivated by the desire to escape, especially to some areas in Egypt like Abydos and Luxor.

Discussion

To explore the objectives of the study, this section will discuss Kemetic yoga practitioners' opinions of Egypt as a yoga destination. These viewpoints closely associate with the concept of pull motivational factors, which reflect the attractiveness of a specific place (Gnoth 1997). From a marketing point of view, how the destination is seen carries great impact in defining the resources that can be successfully promoted on the tourism market.

Price

The International Economic Forum, one of leading institutions in the field of economic research, issued a report on competitiveness in 2019, citing Egypt as the second cheapest tourist destination in the world. For Kemetic yogis, this assured them that the country is one of the best value destinations to travel in the world. Our findings advance these previous understandings of the role of price in Egypt's yoga tourism by establishing the close connection that exists between the price of services in Egypt and Kemetic yoga-motivated visits to the country. Our findings reveal that the accuracy of Egypt's marketing strategies present Kemetic yoga in Egypt as a native 'competitive product' of the country's culture in order to motivate yoga tourists to visit disregarding the fact of its competitive price.

Egyptian Cuisine

Egyptian cuisine is quite varied and has a rich history. Vegetables are an

essential part of traditional Egyptian cuisine, both historically and in modern times. Our data reveal that yoga practitioners consider the correlation between yoga and nutrition, and hence the availability of healthy food as one of the most significant features of Egypt as a yoga destination. We realize that this is attributable to how marketing activities affecting yoga holidaymakers do not place stress on the healthy dining that the destination can offer. This leads us to suggest that Egypt's marketing activities need to highlight the perception of Kemetic yoga in wellbeing terms and should highlight fine dining as a component of a luxurious and pampering wellness holiday. It was also noted that the needs and expectations of yoga holidays greatly depend on how particular individuals interpret this practice, which would constitute an appropriate starting point for any yoga-related marketing strategy.

Create Experiences, not Sightseeing Places

The tourism industry, which includes the government and private bodies, needs to provide destinations as experiences and not just sightseeing spots alone. Our findings advance these previous understandings of the role of authenticity in Egypt's Kemetic yoga tourism by establishing the close connection that exists between the appreciation of yoga as a derivate of Egyptian culture and yoga-motivated visits to the country. The insights from the current study reveal how authenticity of the yoga experience in the Egypt yoga market is also impacted by traditional surroundings where yoga can be practised (such as in the middle of pyramids, temples, or tombs). However, the tactics adopted to respond to this appear to be unrepresentative of what Egypt actually has on offer. This is especially the case with those who would like to experience yoga in its most traditional way but are also seeking enjoyment in their chosen destination.

Sell Niche Tourism Areas as Kemetic Birthplace

Egypt is currently in a position where it can make a fortune by selling customized experiences like Kemetic yoga tourism. Despite this, the linking of yoga vacations with historical-based cities holidays has not been recognized in our findings as one of the main approaches towards promoting the activity. Instead, we have observed how various marketing strategies targeting yoga tourists incorporate some presentation of history; however, this is only being used to reflect the authenticity of the yoga experience. We now know that historical sites are being treated as a supplement to other marketing activities, while they could in fact form the basis for another more innovative approach to presenting some areas in Egypt as an attractive Kemetic yoga destination.

With too many points of differentiation available, Egyptian tourism should focus on how it has something to offer for everyone, in every category, with all budgets—Egypt on a shoestring, Egypt in luxury, the royal Egypt, urban Egypt, historical Egypt, meditation Egypt and much more.

Conclusions

This paper set out to investigate the marketing strategies that Egypt is currently applying to position itself as a competitive yoga destination in the worldwide tourism market. To achieve this purpose, we have examined the relevant academic literature, recognised three original research questions and conducted an in-depth experiential study with yoga practitioners who have travelled to Egypt for Kemetic yoga tourism. As a result of the analysis of the interview data, and the presentation of our key findings and discussion, we now present our conclusions to the three research questions.

The first question asked how Egypt is currently marketed as a Kemetic yoga destination. The findings of this research have prompted the re-situating of yoga tourism in Egypt, utilizing an interesting combinative methodology where a more thorough idea of wellness is compared against an absence of spiritual referring for marketing strategies. The research also emphasises that an understanding of Kemetic yoga tourism is important in deciding the advertising approach adopted by destinations offering yoga retreats. Accordingly, we conclude that marketing activities essentially disregard the flexibility of boundaries between the various categories of tourism to which Kemetic yoga relates. However, our findings demonstrate that this disregards the fact that the concept of wellness can be incorporated in both sport and spiritual activities, which extends beyond the insignificant concept of luxurious holidays (CBI 2016, SRI International 2016). In doing so, the current study suggests new pieces of knowledge into the spirituality aspect of Kemetic yoga, which may serve Egypt yoga tourism regarding repositioning its advertising methodology to the spirituality of yoga wellness tourism (Ertimur and Coskuner-Balli 2015).

The second research question asked what role authenticity plays in Kemetic yoga tourism marketing strategies in Egypt. The detailed evaluation of the country's marketing strategies has advanced prior-related research by identifying four main ways; three of which relate to the understanding of yoga tourism – wellness, sport and spiritual tourism – while the fourth is concerned with the authenticity of the yoga experience and its role in marketing. In doing so, we have explained how the motivations of yoga tourists are only partly targeted through a similar strategic marketing approach (Telej and Gamble 2019).

The final research question asked what marketing plans are being used for Kemetic yoga tourism in Egypt. The research revealed how the yoga-related images, mostly associated with the charm of pharaohs, also relates to Egypt's unique heritage and reflects a potential in tourism marketing strategies. Our data analysis shows that additional attractions of a yoga destination are price, natural beauty and aesthetically pleasing food, which are not commonly attributed in the country's marketing strategies, and which do not obviously focus on these aspects. Our findings have also determined that wellness can also refer to sport tourism, which does not appear to be previously included in Egypt's marketing strategies.

Recommendations

It is recommended that Egyptian tourism authorities should re-shape their methodology about promoting Kemetic yoga as an attraction. Travel agents should target those looking for an authentic yoga experience and plan a special program for them. It is vital that Egypt's tour operators and agencies targeting those searching for an authentic yoga experience use imagery that is realistic. Presenting the country as a culturally distinct and heritage-rich destination will assuredly evoke the interest of potential visitors. Nevertheless, this should still be a picture of the "real" Egypt without glamorisation. This will mark the promotional attempts as more holistic and trustworthy and more likely to achieve consumer appreciation.

Research Limitations/Implications

Future research could expand on the sample size and demographics of the research by investigating, possibly through comparative means, larger groups of more diversified yoga lovers from different nations and backgrounds.

References

Aggarwal A, Guglani M, Goel RK (2008) Spiritual and yoga tourism: a case study on experience of foreign tourists visiting Rishikesh, India. Presented at the *Conference on Tourism in India – Challenges Ahead*. 15-17 May 2008. IIMK.

Ankh SK (2007) *Introduction to Kemetic yoga: the fundamental teachings of mystic integration that were established by 5000-10000 BCE*. Edited by S Net. Revised Edition. Kemetic Mysteries Books.

Arendt SW, Roberts KR, Strohbehn C, Ellis J, Paez P, Meyer J (2012) Use of qualitative research in foodservice organizations: a review of challenges, strategies, and applications. *International Journal of Contemporary Hospitality Management* 24(6): 824–835.

Askegaard S, Eckhardt GM (2012) Global yoga: re-appropriation in the Indian consumptions cape. *Marketing Theory* 12(1): 50–57.

Ateljevic I, Pritchard A, Morgan N (2007) The critical turn in tourism studies: innovative research methods. Amsterdam: Elsevier.

Bandyopadhyay R, Morais D (2005) Representative dissonance: India's self and western image. *Annals of Tourism Research* 32(4): 1010–1018.

Bankar MA, Chaudhari SK, Chaudhari KD (2013) Impact of long-term yoga practice on sleep quality and quality of life in the elderly. *Journal of Ayurveda and Integrative Medicine* 4(1): 20–28.

Bazeley P, Jackson K (2013) Qualitative data analysis with NVivo. 2nd Edition. London: SAGE Publications Limited.

Bernard HR (2011) *Research methods in anthropology: qualitative and quantitative approaches*. Rowman: Altamira Press.

Blaxter L, Hughes C, Tight M (2006) *How to research*. Open University Press.

Boorstin D (1964) *The image: a guide to pseudo-events in America*. New York: Harper.

Brown TC, Miller BM, Adams BM (2017) What's in a name? Group fitness class names and women's reasons for exercising. *Health Marketing Quarterly* 34(2): 142–155.

Bryman A (2015) *Social research methods*. 5th Edition. Oxford: Oxford University Press.

Cachia M, Millward L (2011) The telephone medium and semi-structured interviews: a complementary fit. *Qualitative Research in Organizations and Management* 6(3): 270–279.

Centre for the Promotion of Imports from developing countries – CBI (2016) *Inner wellness tourism from the EU to Asia*. CBI.

Chen K, Liu H, Chang F (2013) Essential customer service factors and the segmentation of older visitors within wellness tourism based on hot springs hotels. *International Journal of Hospitality Management* 35(Dec): 122–132.

Cohen L, Manion L, Morrison K (2013) *Research methods in education*. 6th Edition. London: Routledge.

Creswell JW (2013) *Research design: qualitative, quantitative, and mixed methods approaches*. 4th Edition. London: SAGE Publications Limited.

Day GS (1999) *Market driven strategy: process for creating value: with a new information*. New York: The Free Press.

Easterby-Smith M, Graça M, Antonacopoulou E, Ferdinand J (2008) Absorptive capacity: a process perspective. *Management Learning* 39(5): 490–505.

Elo S, Kyngäs H (2008) The qualitative content analysis process. *Journal of Advanced Nursing* 62(1): 107–115.

Ertimur B, Coskuner-Balli G (2015) Navigating the institutional logics of markets: implications for strategic brand management. *Journal of Marketing* 79(2): 44–57.

Fish A (2006) The commodification and exchange of knowledge in the case of transnational commercial yoga. *International Journal of Cultural Property* 13(2): 189–206.

Gamble JR, Gilmore A (2013) A new era of consumer marketing? An application of co-creational marketing in the music industry. *European Journal of Marketing* 47(11/12): 1859.

Gan LL, Frederick JR (2018) The choice of facilitators in medical tourism. *Health Marketing Quarterly* 35(1): 70–80.

Gnoth J (1997) Tourism motivation and expectation formation. *Annals of Tourism Research* 24(2): 283–304.

Gratton C, Jones I (2010) *Research methods for sports studies*. London: Routledge.

Guba EG (1981) Criteria for assessing the trustworthiness of naturalistic inquiries. *Educational Technology Research and Development* 29(2): 75–91.

Hamdy A (2015) *Egypt country marketing strategy*. NP.

Hotep YR (2001) *Understanding the yoga skills method and kemeticyoga: melding practice and philosophy*. Yoga Skills Productions.

Johnson JM (1975) *Doing field research*. New York: Free Press.

Krogh MC, Pillifant BA (2004) Kemetic orthodoxy: ancient Egyptian religion on the internet – A research note. Sociology of Religion 65(2): 167–175.

Lehto XY, Brown S, Chen Y, Morrison AM (2006) Yoga tourism as a niche within the wellness tourism market. *Tourism Recreation Research* 31(1): 25–35.

MacCannell D (1973) Staged authenticity: arrangements of social space in tourist settings. *American Sociological Review* 79(3): 589–603.

Maddox CB (2015) Studying at the source: Ashtanga yoga tourism and the search for authenticity in Mysore, India. *Journal of Tourism and Cultural Change* 13(4): 335–340.

Mangesh AB, Sarika C, Kiran C, (2013) Impact of long term yoga practice on sleep quality of life in the elderly. *Journal of Ayurveda and Integrative Medicine* 4(1): 28–30.

Pechlaner H, Volgger M (2012) How to promote cooperation in the hospitality industry: generating practitioner-relevant knowledge using the GABEK qualitative research

strategy. *International Journal of Contemporary Hospitality Management* 24(6): 925–945.

Riege AM, Perry C (2000) National marketing strategies in international travel and tourism. *European Journal of Marketing* 34(11/12): 1296–1298.

Scretchen S (2020*) Yogapreneur: Yirser Ra Hotep discusses his unique yoga*. Black Enterprise.

Shujaa MJ, Shujaa KJ (2015) *The SAGE Encyclopedia of African Cultural Heritage in North America*. SAGE Publications Inc.

SRI International (2016) *Wellness tourism is a growth opportunity worldwide*. SRI International.

Telej E, Gamble JR (2019) Yoga wellness tourism: a study of marketing strategies in India. *Journal of Consumer Marketing* 36(6): 794–805.

Thomas DR (2006) A general inductive approach for analyzing qualitative evaluation data. *American Journal of Evaluation* 27(2): 230–248.

Tse DK, Gorn GJ (1993) An experiment on the salience of country-of-origin in the era of global brands. *Journal of International Marketing* 1(1): 57–76.

Yin RK (2011) *Qualitative research from start to finish*. New York: Guilford Publications.