# Athens Journal of Tourism

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# Athens Journal of Tourism

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*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.*

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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.

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# 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 fourth of the eleventh volume of the *Athens Journal of Tourism,* published by the Tourism, Leisure & Recreation Unit of ATINER.

Gregory T. Papanikos
President
ATINER

# Athens Institute for Education and Research

*A World Association of Academics and Researchers*

## 18th Annual International Conference on Mediterranean Studies
## 14-18 April 2025, Athens, Greece

The **Center for European & Mediterranean Affairs** organizes the **18th Annual International Conference on Mediterranean Studies, 14-18 April 2025, 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/2025/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: **17 December 2024**
- Submission of Paper: **17 March 2025**

### 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
-

More information can be found here: https://www.atiner.gr/social-program

# Athens Institute for Education and Research

*A World Association of Academics and Researchers*

**21st Annual International Conference on Tourism**
**9-12 June 2025, Athens, Greece**

The Tourism, Leisure & Recreation Unit of ATINER organizes its **21st Annual International Conference on Tourism, 9-12 June 2025, 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/2025/FORM-TOU.doc).

**Important Dates**

- Abstract Submission: **18 February 2025**
- Acceptance of Abstract: 4 Weeks after Submission
- Submission of Paper: **12 May 2025**

**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.

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*Athens Journal of Tourism - Volume 11, Issue 4, December 2024 – Pages 261-276*

# Cultural Tourism and Globalization

*By Monika Hadaś-Dyduch*[*]

*The aim of this article is to analyze the similarities in the development of countries in the context of tourism globalization. The study identifies countries with similar development trajectories as well as those with differing dynamics. A detailed analysis was conducted based on the Tourism Globalization Index. Dynamic programming was employed as the primary research tool. This algorithmic technique enables efficient problem-solving by structuring the problem into subproblems. A key aspect of this approach is the memorization of previously computed subproblems, which significantly reduces the number of required calculations. Among the various dynamic programming methods, the Dynamic Time Warping (DTW) measure was selected for analysis. DTW is an algorithm used to assess the similarity between two time sequences that may vary in length and may be misaligned.*

**Keywords:** *cultural tourism, globalization, integration*

## Introduction

There are numerous definitions of globalization. Here, I will present the definition that most accurately reflects contemporary approaches to the subject.

Globalization is "a process of international integration, driven by increased exchanges of products, services, and other elements at a global level, alongside influences from cultural and social environments. This process has been shaped over the years by advancements in various fields, from ICT to transportation, which support the growing interdependence between marketing activities and other business operations such as management, logistics, and accounting. The growth and diversification of production processes for various products, such as textiles and machinery, and the development of communication channels, were decisive factors in the transformations of the 19th century. The 20th century was further influenced by advancements in ICT and transportation" (Surugiu and Surugiu 2015).

Globalization is a process characterized by a global perspective that focuses on a free global market with high levels of competitive forces and intense competition, internal integration of the world economy, alliances of organizational networks, and interdependence requiring cooperation and coordination. It involves locating foreign investments, striving to maximize added value while minimizing costs, and addressing the growing importance of sustainable development, including environmental protection (e.g., resource and energy conservation, pollution prevention, and recycling). This process is also marked by the development of a knowledge economy aimed at fulfilling the needs and requirements of both global and local

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customers, shaping research, development, and the transfer of knowledge and technologies, especially advanced ones, and an increasing level of education. An information civilization based on knowledge and its diffusion, the formation of a global economic order, and the activities of transnational corporations also play significant roles. Additionally, it involves the standardization of resource-efficient and labor-saving products and services, the internationalization of enterprises and their connections, and the increase in international trade turnover, including the improvement of global logistics processes (Tubielkiewicz 2015).

Cultural globalization is the process through which cultures around the world are becoming increasingly integrated and mutually influential as a result of global flows of information, technology, media, migration, and trade. This process leads to the convergence of various cultural aspects—such as norms, values, customs, traditions, languages, and lifestyles—resulting in greater cultural homogeneity at the global level.

However, cultural globalization can also lead to conflicts when local cultures feel threatened by dominant global patterns, often originating from Western countries. An example of this is the spread of Western lifestyles, media, fashion, or food, which can influence traditional cultures in other parts of the world. Thus, cultural globalization is a complex process that, on one hand, promotes diversity through access to a variety of cultures, while on the other hand, it can lead to cultural homogenization, where local cultures are displaced by dominant global patterns.

The aim of this article is to analyze cultural globalization in Europe. It examines which countries are developing in similar directions and identifies, through appropriate analyses, countries whose policies differ.

Nonlinear programming was employed as the research method**.**

## Literature Review

Cultural tourism and globalization are dynamic fields that intersect with various disciplines, including anthropology, sociology, economics, and heritage studies. The literature in this area provides valuable insights into the complex relationships between global forces and local cultural practices, highlighting both the opportunities and challenges of cultural tourism in a globalized world. Through a deeper understanding of these interactions, stakeholders can develop more sustainable and respectful approaches to cultural tourism that benefit both tourists and host communities.

There are many interesting approaches to cultural tourism in the literature. Urry and Larsen (2011) have shown how tourism shapes perceptions of places and cultures, emphasizing the role of visual consumption in the tourism experience. In a collection of essays, Lyon and Wells (2012) examine the intersections of global tourism, cultural heritage, and economic development. The book by McKercher and Du Cros (2002) offers a comprehensive overview of cultural tourism, focusing on sustainable management practices and partnerships. Haldrup and Larsen (2006) describe how the search for authenticity shapes cultural tourism experiences and its consequences for local cultures. The social and cultural dimensions of tourism in the context of globalization are detailed by Macleod (2004), who focuses on the impact of tourism and globalization on island communities, highlighting issues of cultural change and identity.

## Materials

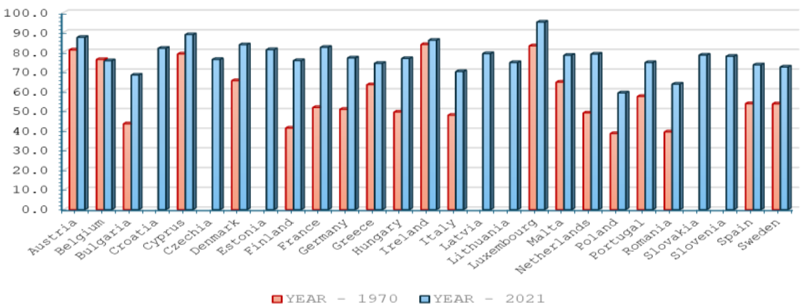
The research presented in this article is based on the globalization index constructed by Axel Dreher. The KOF Globalisation Index "is calculated on a yearly basis from 1970. However, not all data are available for all countries and all years. Missing values within a series are imputed using linear interpolation. Missing values at the beginning or end of a series are substituted with the closest available observation. Specifically, this implies that we carry the last value backward in the case of missing data at the beginning of a series and forward in the case of missing data at the end of a series" (Dreher 2006).

The research focused on one specific type of globalization, namely tourism globalization. This is an index composed of five indicators: Trade in cultural goods (27.2%), Trade in personal services (24.5%), International trademarks (3.0%), McDonald's restaurants (24.4%), and IKEA stores (20.9%).

The study utilized data from the period 1970 to 2021 (the index is calculated every two years, with the latest index from 2023 based on data from 2021). The following countries were included in the study: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, and Sweden (see: Hadaś-Dyduch 2015, 2018, 2022).

The development of tourism in the analyzed countries during the study period was characterized by varying dynamics and different paces of growth. The two maps below show data on the tourism globalization index in 1970 and 2021 (the latest data available). The data (Figure 1) indicate that, in all countries except Belgium, there was an increase in the tourism globalization index between 1970 and 2021. The largest increases were observed in Finland (by 34.2) and France (by 30.5).

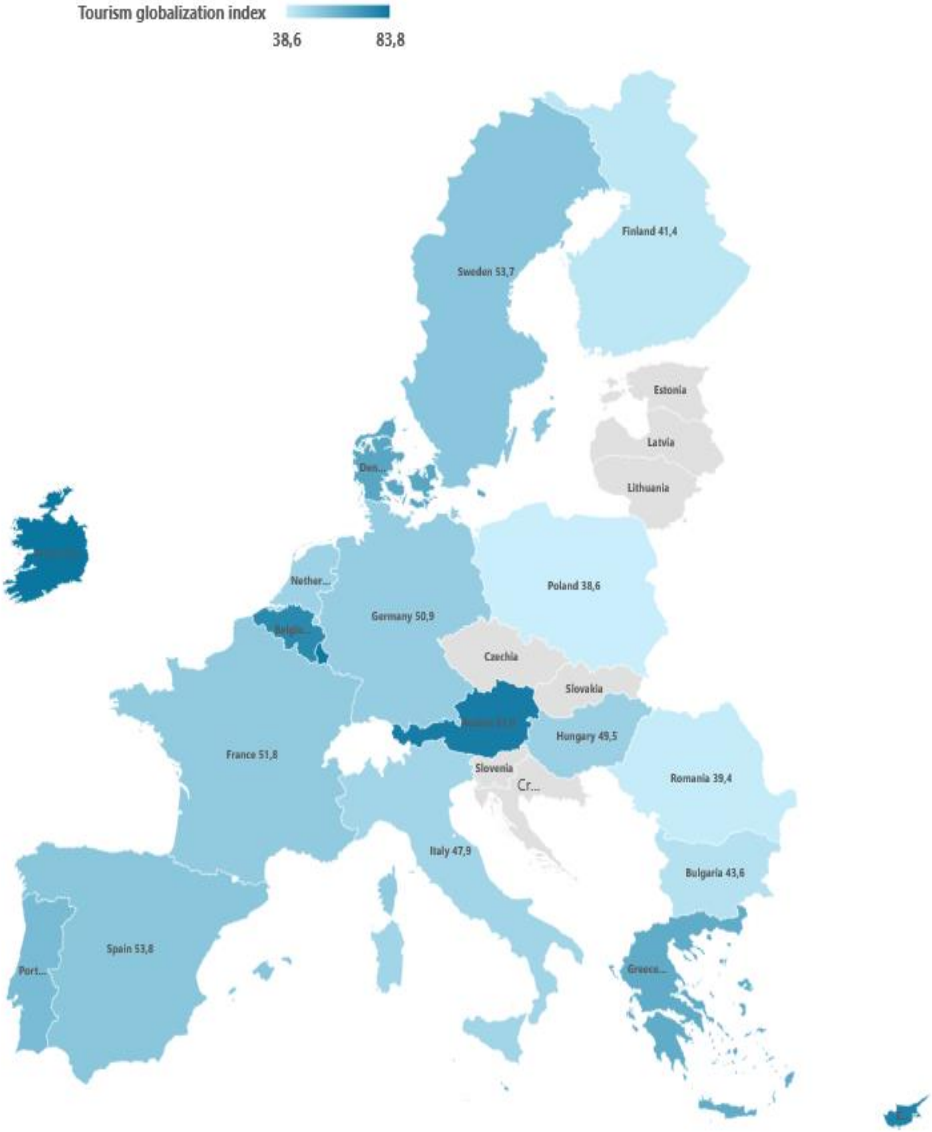
**Figure 1.** *Tourism Globalization Index in 1970 and 2021*




*Source:* Own study based on data from a Swiss bank.

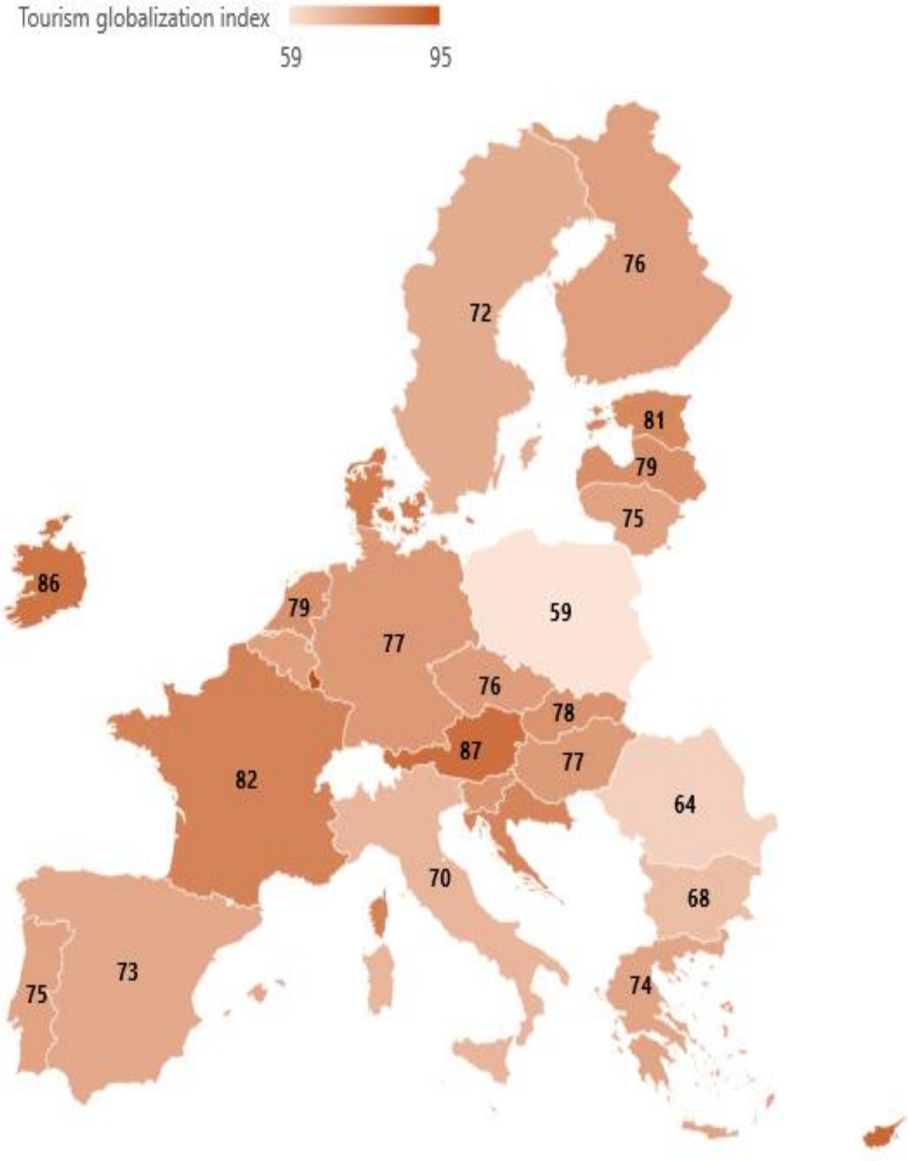
As shown on the maps (Figures 2 and 3), Ireland had the highest tourism globalization index in 1970, while Poland had the lowest. In 2021, Luxembourg recorded the highest index at 95, while Poland remained the lowest with an index of 59. In 2021, Greece ranked 21st in the tourism globalization development index with a score of 74, whereas in 1970, it held the 8th position with an index of 63.4.

**Figure 2.** *Tourism Globalization Index in 1970*




*Source:* Own study based on data from a Swiss bank.

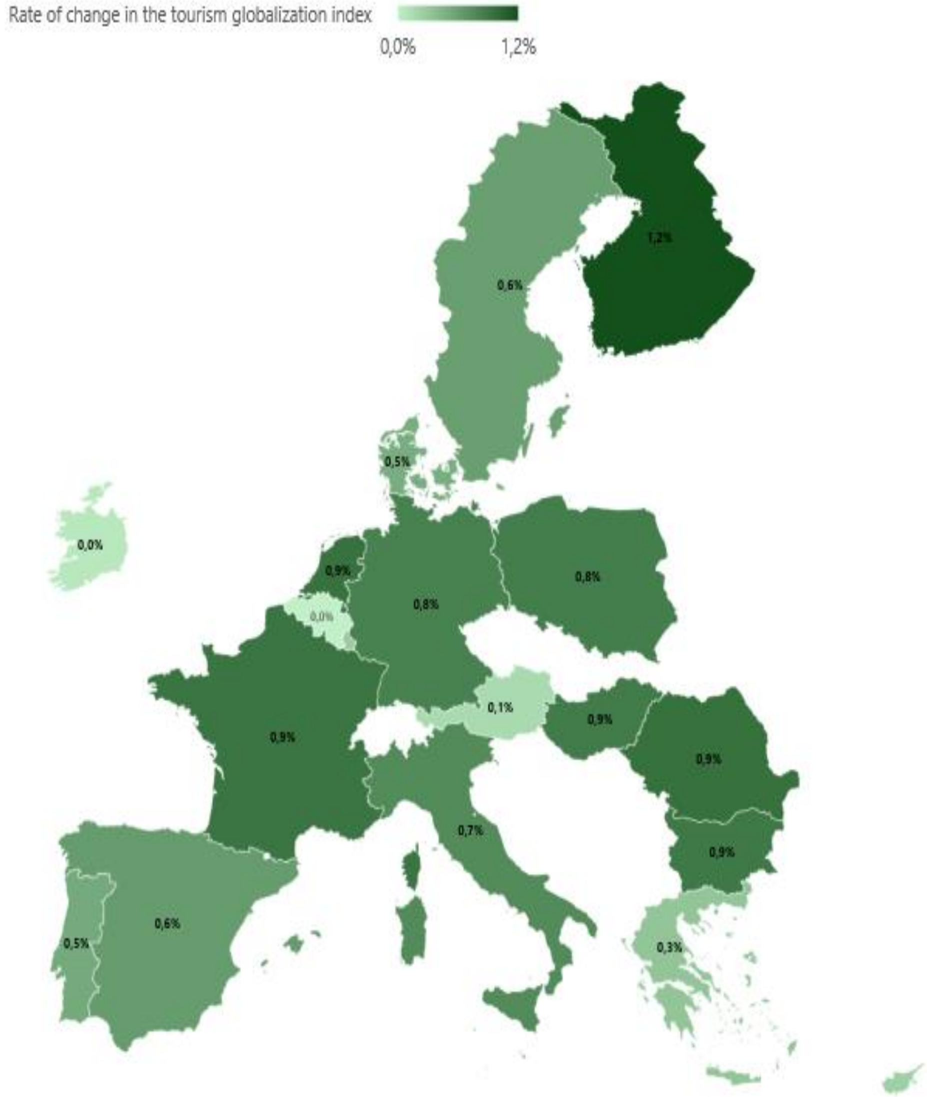
**Figure 3.** *Tourism Globalization Index in 2021*




*Source:* Own study based on data from a Swiss bank.

The rate of change in the analyzed tourism globalization index between 1970 and 2021 ranged from 0% to 1.2% annually. The greatest development was observed in Finland, where the index increased by an average of 1.2% per year during this period. Other countries that experienced significant growth include Hungary, Bulgaria, France, the Netherlands, and Romania, each with an average annual increase of 0.9% (see the map – Figure 3).

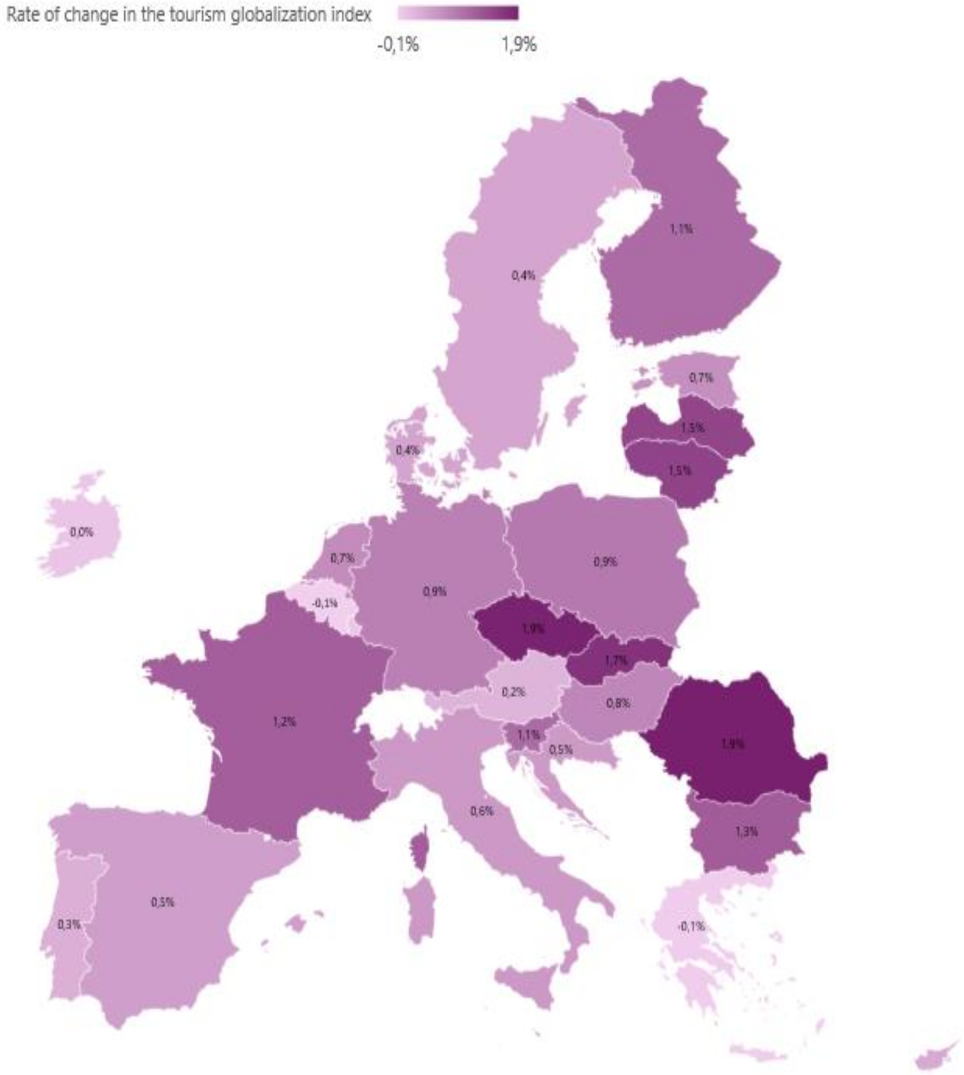
**Figure 4.** *Rate of Change in the Tourism Globalization Index (Period 1970-2021)*




*Source:* Own study based on data from a Swiss bank.

The rate of change in the analyzed index between 1993 and 2021 ranged from -0.1% to 1.9% annually. The greatest development was observed in Romania and the Czech Republic, where the index increased by an average of 1.9% per year. In contrast, Belgium experienced the smallest change, with the index decreasing by an average of 0.1% per year. Details are shown on the map below (Figure 5).

**Figure 5.** *Rate of Change in the Tourism Globalization Index (Period 1993-2021)*




*Source:* Own study based on data from a Swiss bank.

## Methodology and Methods

The aim of the research described in this article is to analyze countries based on their similarities in tourism development. Dynamic programming and its related metrics were chosen as the analytical tools. Dynamic programming is an algorithmic problem-solving technique that involves breaking a problem into smaller, overlapping subproblems, solving each one once, and storing their results to avoid redundant calculations.

The advantages of dynamic programming, which are significant for the research conducted, are as follows

- Each large problem is divided into smaller sub-problems that are solved individually.

- The solution to the larger problem is built on the solutions to smaller sub-problems.
- The results of subproblems are remembered to avoid solving them multiple times (top-down approach).
- Using the table to iteratively build solutions to sub-problems until the main problem
  is solved (bottom-up approach).

From the many available dynamic programming options, the DTW measure was selected for analysis. Dynamic Time Warping (DTW) is an algorithm used to measure the similarity between two time series that may differ in length and may be out of sync.

The principle of DTW is straightforward. It compares two sequences by time stretching and compression to find the optimal alignment between their time points. The sequences can be of different lengths and do not need to be equal. The algorithm constructs a cost matrix where each cell represents the cost of matching a point from one sequence to a point from the other sequence. DTW then identifies the minimum cost path from the upper left corner to the lower right corner of this matrix.

Using the DTW measure, the article analyzes which countries are most similar to each other in terms of the development of the tourism globalization index. It also examines the similarity of countries with respect to the dynamics of cultural globalization.

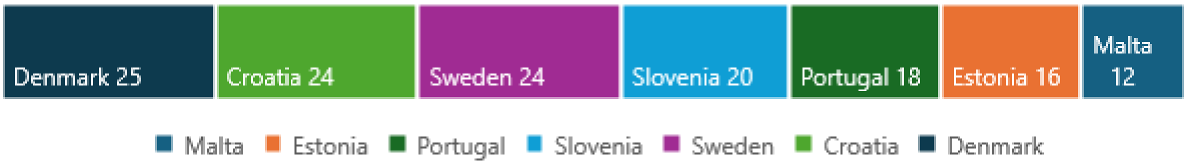
## Results

The analysis covered 27 countries and focused on identifying which countries are most and least similar in terms of the development of global tourism, particularly with respect to Belgium and Greece, which have experienced a declining rate of growth in the tourism globalization index. A standardized DTW measure, ranging from 0 to 1, was used for the analysis, with lower values indicating higher degrees of similarity.

Greece's global tourism development is most similar to that of Malta. This observation is not related to Polish politics. By analyzing the similarity of the global tourism index in Greece relative to other countries, several distinct groups can be identified:

1) The first group consists of countries with a standardized measure of 0.1 or less. This group includes Greece, Malta, Estonia, Portugal, Slovenia, Sweden, Croatia, and Denmark (see Figure 6).

**Figure 6.** *DTW Measure Values for Individual Countries in Relation to Greece*




*Source:* Own calculation.

2) The second group consists of countries with a standardized measure greater than or equal to 0.2 and less than 0.3. This group includes the Netherlands, Latvia, Spain, Slovakia, and Germany (see Figure 7).

**Figure 7.** *DTW Measure Values for Individual Countries in Relation to Greece*


*Source:* Own calculation.

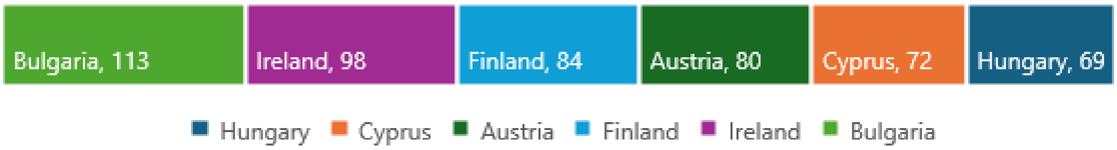
3) The third group consists of countries with a standardized measure ranging from 0.2 to 0.3. This group includes the Czech Republic, Belgium, Lithuania, Italy, and France (see Figure 8).

**Figure 8.** *DTW Measure Values for Individual Countries in Relation to Greece*


*Source:* Own calculation.

4) The fourth group consists of countries with a standardized measure ranging from 0.3 to 0.4. This group includes Hungary and Cyprus.
5) The fifth group consists of countries with a standardized measure ranging from 0.4 to 0.5. This group includes Austria and Finland (see Figure 9).

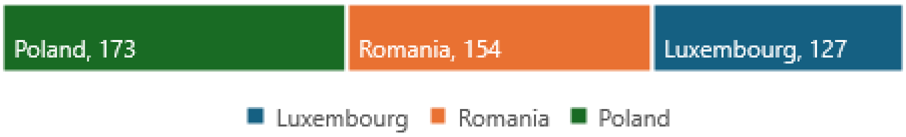
**Figure 9.** *DTW Measure Values for Individual Countries in Relation to Greece*




*Source:* Own calculation.

6) The sixth group includes countries with a standardized measure ranging from 0.5 to 0.6. This group includes Ireland and Bulgaria.
7) The seventh group includes countries with a standardized measure ranging from 0.7 to 1. This group includes Luxembourg (um = 0.7), Romania (um = 0.9), and Poland (um = 1) (see Figures 10 and 11).

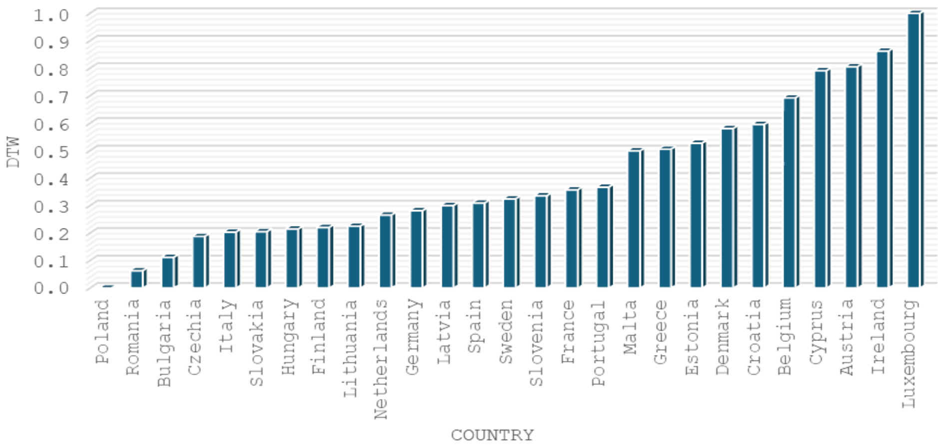
**Figure 10.** *DTW Measure Values for Individual Countries in Relation to Greece*




*Source:* Own calculation.

The development of tourism globalization in Poland is most similar to that in Romania. The country most distant from Poland in terms of tourism policy is Luxembourg.

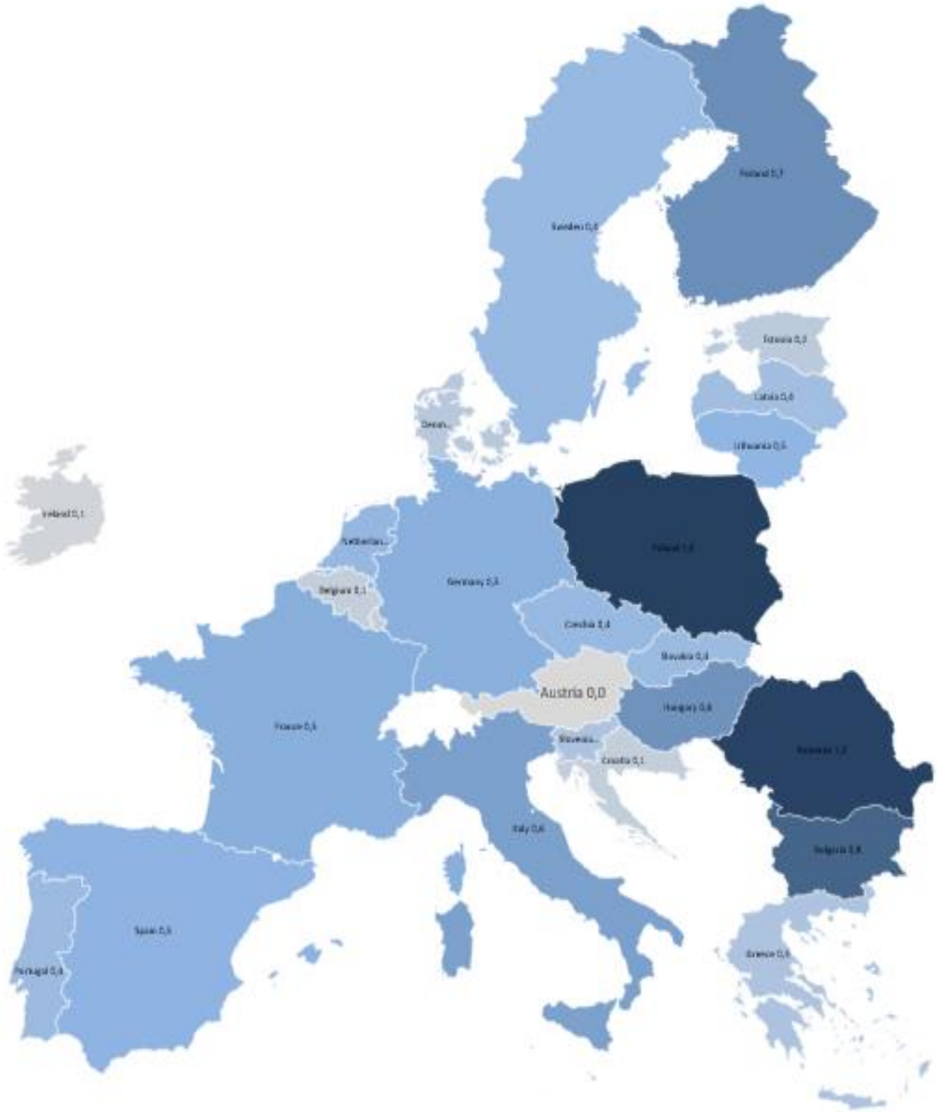
**Figure 11.** *Values of the Standardized DTW Measure for Individual Countries in Relation to Poland*




*Source:* Own calculation.

In Austria, the development of the tourism globalization index is most similar to that in Ireland, Cyprus, Belgium, Croatia, and Luxembourg. Conversely, the countries least similar in their development are Romania and Poland (see Figure 12).

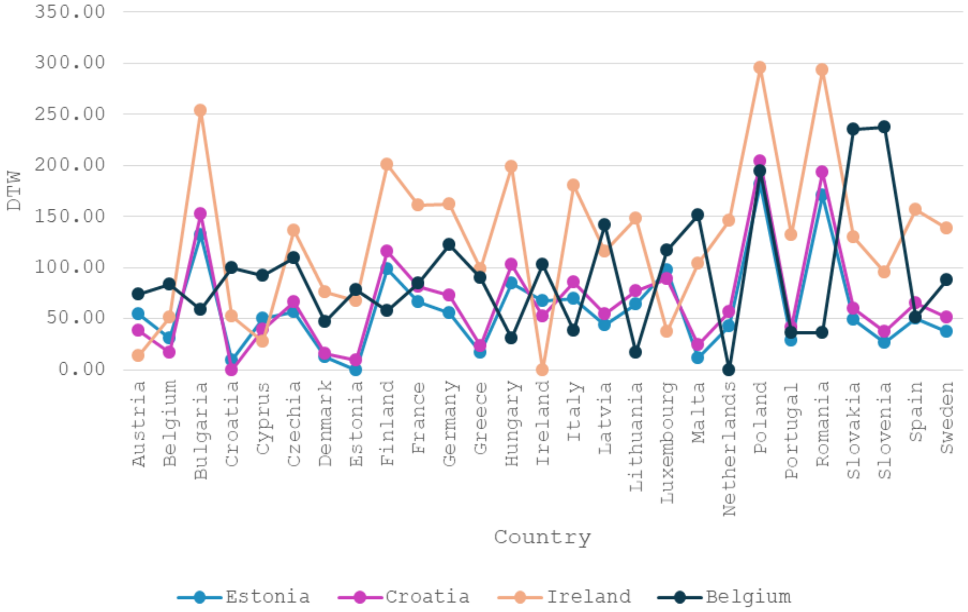
**Figure 12.** *DTW Measure Values for Individual Countries in Relation to Austria*




*Source:* Own calculation.

In Belgium, the development of the tourism globalization index is most similar to that in Ireland. Conversely, the countries least similar in their development are Romania and Poland (see Figure 13).

**Figure 13.** *DTW Measure Values for Selected Countries*



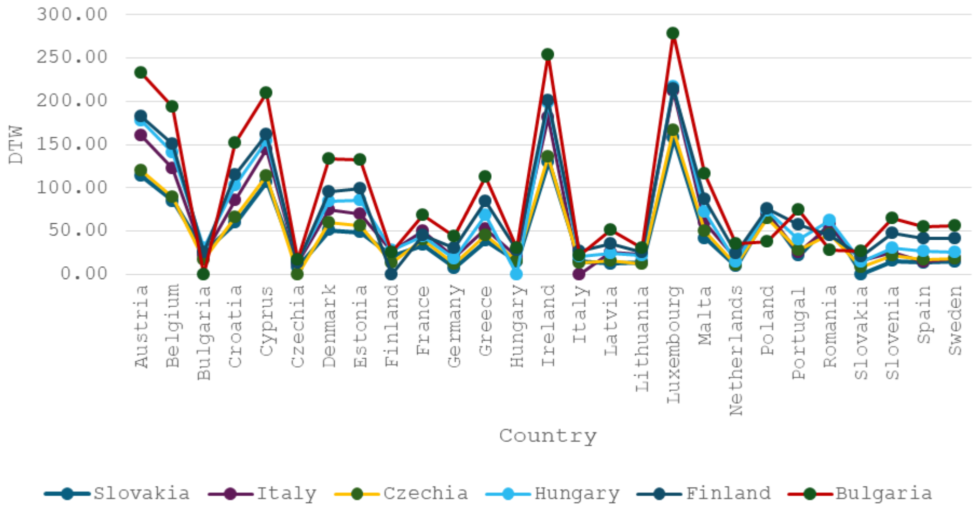

*Source:* Own calculation.

Analyzing the similarity of the global tourism index in Belgium relative to other countries, several groups can be distinguished:

1. **The first group** includes countries with a standardized measure of 0.1 or less. This group includes Croatia (DTW = 16.9) and Estonia (DTW = 30.73).
2. **The second group** consists of countries with a standardized measure greater than 0.1 and up to 0.2. This group includes Cyprus (DTW = 35.75), Austria (DTW = 36.75), Denmark (DTW = 38.18), Greece (DTW = 46.71), Ireland (DTW = 51.51), Malta (DTW = 52.25), and Slovenia (DTW = 58.65).
3. **The third group** includes countries with a standardized measure around 0.3. This group includes Portugal (DTW = 73.92) and Latvia (DTW = 77.89).
4. **The fourth group** consists of countries with a standardized measure around 0.4. This group includes Sweden (DTW = 83.69), Slovakia (DTW = 84.71), Luxembourg (DTW = 87.40), Czechia (DTW = 89.80), Netherlands (DTW = 91.70), Spain (DTW = 99.60), and Lithuania (DTW = 103.44).
5. **The fifth group** includes countries with a standardized measure around 0.5. This group includes Germany (DTW = 109.15), France (DTW = 116.68), and Italy (DTW = 122.25).
6. **The sixth group** consists of countries with a standardized measure around 0.6. This group includes Hungary (DTW = 141.34) and Finland (DTW = 150.95).
7. **The seventh group** includes countries with a standardized measure between 0.6 and 1. This group includes Bulgaria (DTW = 193.99), Romania (DTW = 235.50), and Poland (DTW = 237.54).

In Bulgaria, the development of the tourism globalization index most closely corresponded to that in countries such as the Czech Republic, Italy, Finland, Slovakia, Romania, Hungary, and Lithuania. It did not align with the policies implemented in countries such as Greece, Malta, Estonia, Denmark, Croatia, Belgium, Cyprus, Austria, Ireland, and Luxembourg (see Figure 14).

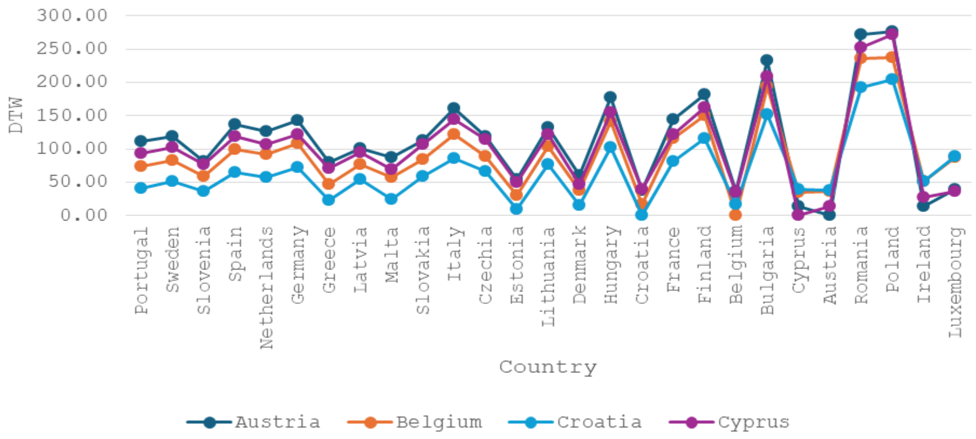
**Figure 14.** *DTW Measure Values for Selected Countries*




*Source:* Own calculation.

In Croatia, the tourism globalization index was similar to that in Estonia, Denmark, Belgium, Greece, Malta, Slovenia, and Austria. It differed significantly from the development trends observed in Hungary, Finland, Bulgaria, Romania, and Poland (see Figure 15).

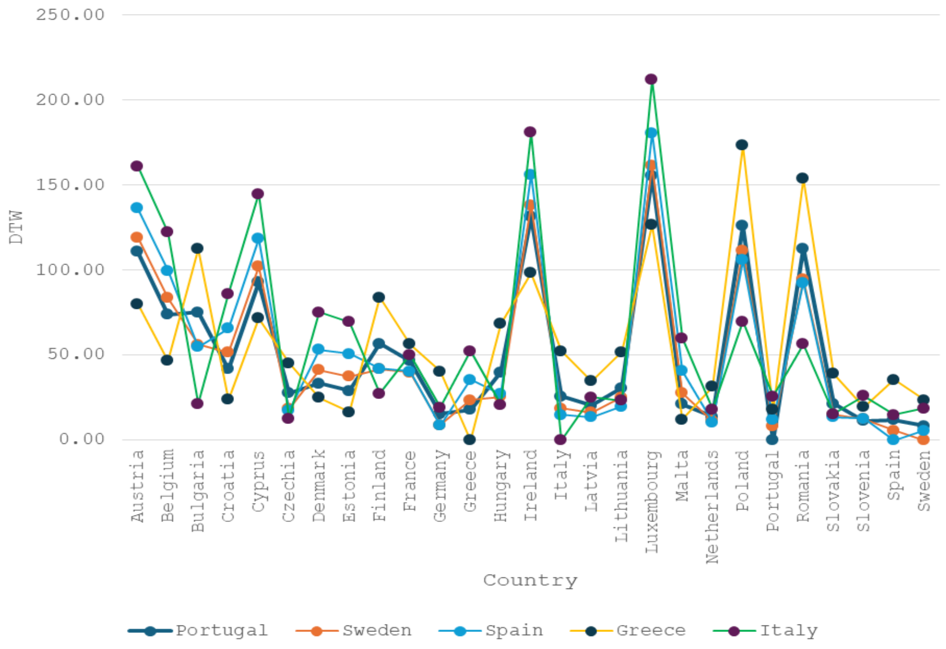
**Figure 15.** *DTW Measure Values for Selected Countries*




*Source:* Own calculation.

In Portugal, the tourism globalization index was similar to that in many European countries, with the closest similarities to Sweden and Slovenia. It differed significantly from the development trends observed in Austria, Romania, Poland, Ireland, and Luxembourg (see Figure 16).

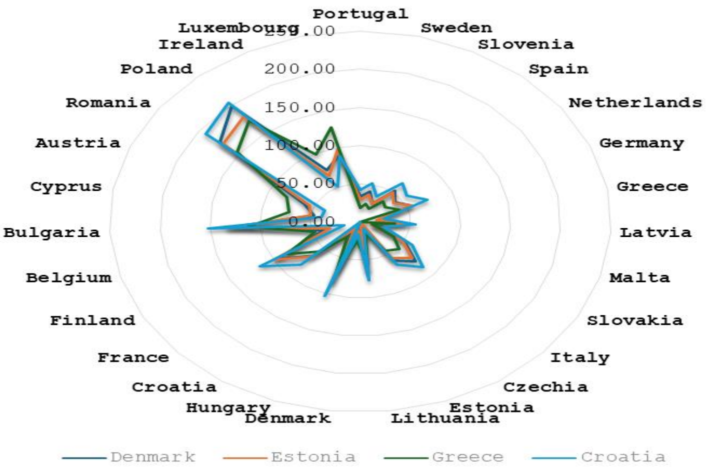
**Figure 16.** *DTW Measure Values for Selected Countries*




*Source:* Own calculation.

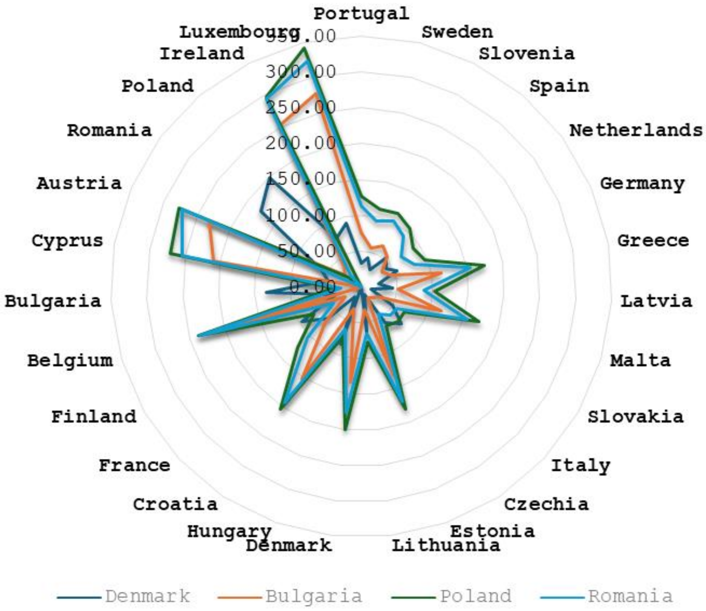
In Denmark, the tourism globalization index was most similar to that in Estonia, Malta, Croatia, and Greece. It differed significantly from the development trends observed in Poland, Romania, and Bulgaria (see Figures 17 and 18).

**Figure 17.** *DTW Measure Values for Selected Countries*




*Source:* Own calculation.

**Figure 18.** *DTW Measure Values for Selected Countries*




*Source:* Own calculation.

## Conclusion

The Tourism Globalization Index is a valuable tool for analyzing and comparing the degree of tourism globalization across different countries and regions. However, like any indicator, it has its limitations that should be considered when interpreting its results. It is essential to understand both the advantages and disadvantages of the index to use it effectively in practice.

Advantages of the Tourism Globalization Index include:

- Assessment of Global Market Integration: Evaluates how well a country or region is integrated into the global tourism market.
- Impact on the Economy: Provides insight into the economic impact of tourism.
- Monitoring Global Trends: Helps track and understand global trends in tourism.
- Promotion of Regions and Countries: Assists in promoting regions and countries by highlighting their tourism globalization status.

While there is no single, universal index for tourism globalization, several indicators can be used to assess various aspects of this phenomenon. Each of these indices offers unique insights into different facets of tourism globalization, enabling a comprehensive analysis of the sector. Key indices include: Travel and Tourism Competitiveness Index (TTCI), Global Destination Sustainability Index (GDS-Index), Globalization Index for Tourism (GIT), International Tourist Arrivals Index, World Tourism Organization (UNWTO) Tourism Barometer.

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# Tourism in the City of Taza (Morocco) during the French Protectorate: An Investigation into Origins, Evolution, and Management Approaches

*By Jalal Zine El Abidine[*]*

*During the Protectorate, the French tried to exploit all the natural and historical resources that the country abounded, to develop all the economic projects that they established. Thus, tourism in Morocco took off with the protectorate period, and it emerged as a factor that helped develop the cities in which the French invested, whether in hotel or restaurant field or in the sale of handicraft products. The administration in charge of tourism in Morocco did not spare its efforts in introducing the tourist potential that Morocco flourished, so it took advantage of everything that was authentic and ancient related to Moroccan history, culture and economy to introduce it to foreign tourists. This paper aims to shed light on the tourism qualifications (both natural and historical) in the city of Taza, as well as the strategy adopted by the French Protectorate Administration to promote and manage the tourism sector in the city.*

**Keywords**: *Tourism; qualifications; French protectorate; management*

## Introduction

The year 1914 marked a pivotal milestone in the history of the city of Taza. It was during this year that the French authorities tightened their control over the city and its strategic routes, establishing a connection between the East and the West, specifically Tunisia with Morocco and Algeria within the framework of what was known as the North African Empire.

The military occupation of Taza was not an isolated event but part of the larger totalitarion perceptions that governed the truce project. These perceptions encompassed the integration of economic, social, and political aspects in order to establish hegemony. Consequently, the economic structures of the city underwent significant transformations that reflected the French perspective on economic affairs. These transformations were implemented based on prioritized arrangements, where the tourism sector emerged as one of the interwoven fields within these structures. This development aligned with the French vision of modern economic growth, which was closely tied to the global capitalist system.

As a result, it can be argued that the economic policies pursued by the Protectorate Authorities in the city led to the creation of new economic forms, such as tourism, which was considered a promising sector. It became a driving force that influenced other planned elements. Consequently, it received considerable attention thanks to the diverse natural qualifications, historical

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heritage, and significant tourist attractions in the city. Thus, tourism emerged as a new sector in the city following the French control, becoming a promising cornerstone that raised broad hopes among developers to stimulate the local economy and boost the revenues of various projects implemented in the city. This sector harnessed various natural and historical resources, leading to the establishment of new facilities.

## Taza's Tourism Potential

The French Protectorate Administration realized that the chances of success of the tourism sector in the city of Taza are very great, and that this is not only due to its great desire to advance the sector, or a purposeful ambition to build a tourist infrastructure that it is enthusiastic about, but rather the indicators of its success lie in the tourism potential and diverse qualifications that the city abounds with. So those responsible for managing the city's tourism sector tried to employ and invest all this wealth to be a source of temptation and attraction for tourists.

### *The Element of Architectural Heritage: Employment and Valorization*

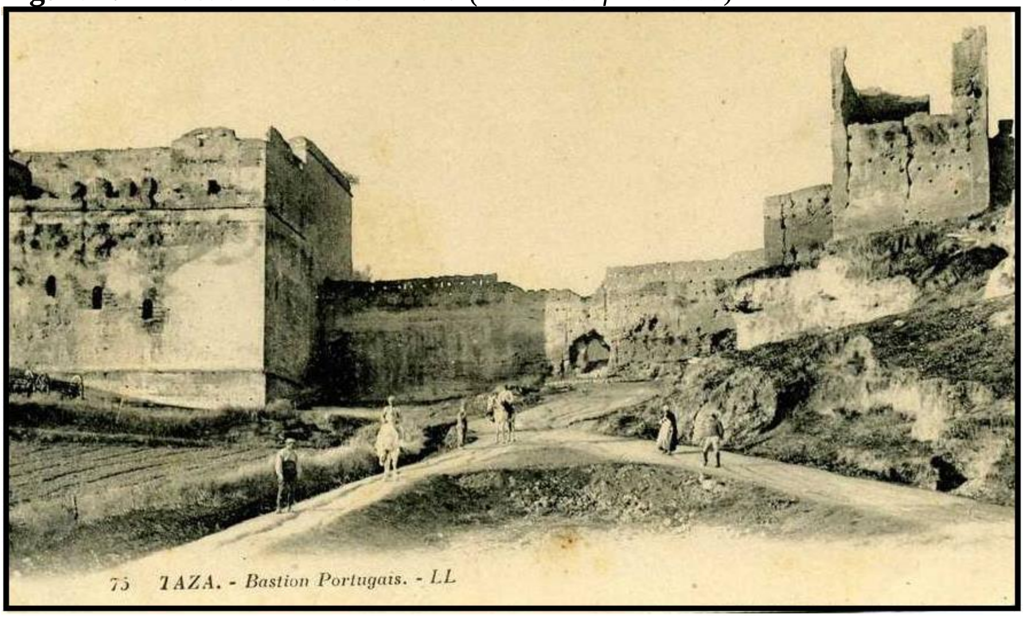
The city of Taza is distinguished by the richness of its ancient civilization, evidence of which is the historical and architectural heritage of the ancient city, as it is linked to historical landmarks that establish that bygone era in its history, and is represented by the Great Mosque that was built during the era of the Almohads during the rule of Sultan Abd el-Mu'mn ben Ali Almohad, in which it is existed one of the most beautiful copper chandeliers in Morocco and the Islamic world (Tazi, 1984).

The mosque also has a large and important library from a historical, scientific and jurisprudential standpoint, in addition to a great sundial in the ablution square. The city also includes ancient architecture and historical qualifications that attest to the cultural prestige of the countries that succeeded in ruling Morocco, including gates, walls, towers, and schools, in addition to the Sidi Majbour roundabout, which was considered a national heritage and was registered among the historical buildings according to the ministerial decision dated August 30, 1949 (Qarar waziri, 1949).

In view of its historical and cultural depth and its manifestations in the city's architecture, the Protectorate Administration has surrounded it with a set of legislation to preserve it as a heritage that will be exploited in the development of the tourism sector. It classified many buildings as historical buildings, and prohibited their violation, demolition, or construction near them, such as the Grand Mosque, the Fortified Wall surrounding the city of Taza, the Bastion Fortress, Bab al-Jmaa, Bab al-Rih and the Spiral Tower, pursuant to the decree of July 21, 1916 (Dahir, 1916). On August 6, 1921, a ministerial decision was issued, authorizing the conduct of research related to restricting El Harrach Square among historical buildings (Qarar Waziri, 1921). The Protectorate Administration also restored some landmarks, such as the dome of the mosque, its library, and some walls (Pauty, 1921).

The Protectorate Administration did not allow construction in the old medina except according to the local style, as the builders were obliged to adhere to everything presented to them by the officials of the Fine Arts Department in terms of geometric shapes and decoration specific to the city, and preventing the creation of any building in the European style. The best evidence is the refusal of the president of Municipal Services in 1933 to allow the construction of a European-style house that the "Syndicate of Innovation and Tourism" intended to exploit for tourist purposes (P-V,1933). It was also prohibited to carry out any restauration except with the permission of the vice president of the Department of Fine Arts and Historical Buildings and from the Municipal Administration (Qarar waziri, 1922), in order to preserve the historical monuments and protect their cultural landmarks.

**Figure 1.** *El Bastion Fortress in Taza* (*Archives of Morocco*)



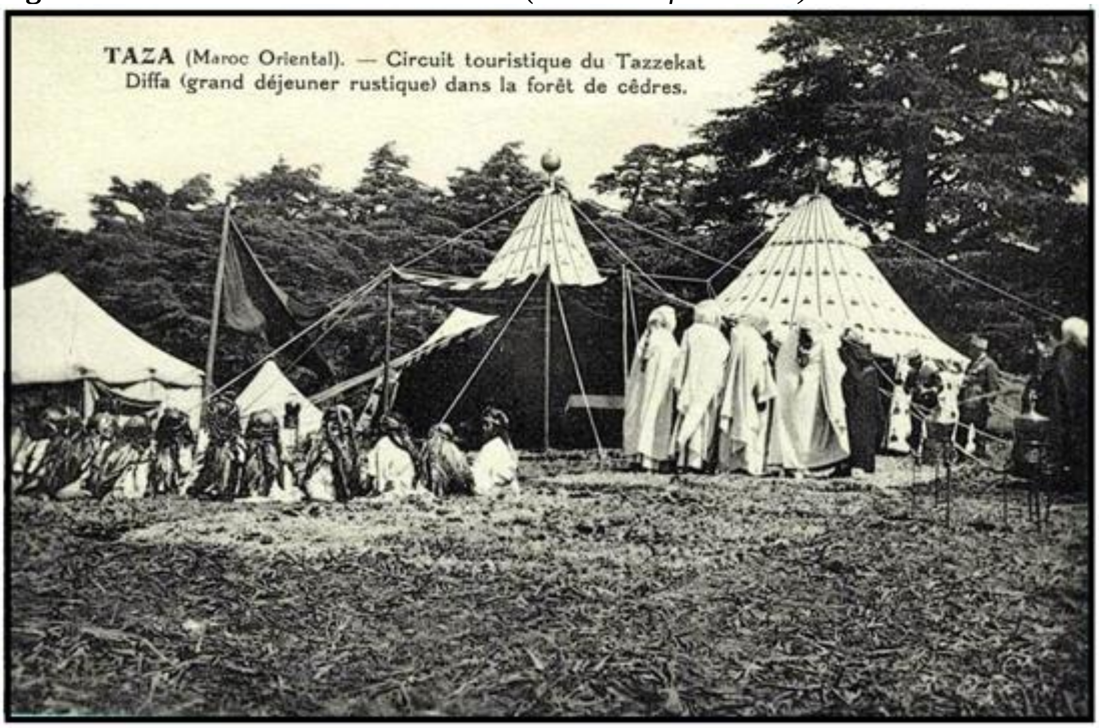

*Natural Qualifications in the Taza Region*

Taza has natural potential that the Protectorate Administration realized early on that it was very suitable for the emergence and establishment of a tourism activity capable of creating its radiance not only at the national level, but also at the international one, by exploiting it in the best way, to become a fundamental factor in the development of the tourism sector. These qualifications consist of a very important and diverse natural and forest field. Outside the walls and at the foot of the rock on which the city rests, there are orchards and gardens surrounding Taza from all sides, extending over an area estimated at 100 hectares that were irrigated from Taza river and Namli river (Agoumi, 1979). Charles De Foucault described it, saying, "It is a dense forest of fruit trees...perhaps unparalleled in Morocco" (De Foucault, 1999).

The thing that enhanced the aesthetic value of the city of Taza is that it is located between the Atlas Mountains and the front of the Rif Mountains, as this natural area includes mountains, including Bouyblane Mount, which is 3,000 meters high, and which has been covered with snow for a long time. The Protectorate Administration has bet on its investment to develop tourism and sports activities such as ice skating. For example, in 1936, within the framework of the program to combat unemployment, the Protectorate administration allocated a loan of 50,000 francs to build a hostel on Mount Bouyblane, in order to provide suitable conditions for practicing this sport on this mountain, whether for those coming from Taza or from Fez (L'aménagement, 1936).

As for Tazekka Mount, which rises about 2,000 meters, and is covered with dense forests and is distinguished by the diversity of its plant and animal species, which constitute an area for eco-tourism and a natural place for summer vacations, due to its moderate climate in summer and its inclusion of many springs of water, it has reached an important position of care and attention. It even made it a national park extending over an area of 600 hectares in September 1950, according to a ministerial decision issued on July 11, 1950 (Qarar Waziri, 1950). The aim of establishing this park was to protect the natural resources provided by the summit of this mountain, especially the cedar tree, which remained isolated from the forests of the Rif and the Middle Atlas Mountains. Throughout the Protectorate period, it remained a destination for many local and foreign tourists, The most prominent among them is the Queen of Romania, Marie, who considered that her visit to Tazekka Park in 1935 would remain one of her most beautiful memories in Morocco (De Sivrey, 1935).

**Figure 2.** *A Tourist Picnic in Tazekka Park (Archives of Morocco)*



Near the Tazekka, there is the Sidi Abdallah area, which is considered one of the most picturesque areas in Morocco (Le Circuit, 1931), and the Bab Boudir area, which is 30 kilometers away from the city of Taza, and it also has natural, geographical, climatic and historical qualifications.These qualifications encouraged the Protectorate Administration to establish a summer tourist resort for summer vacations in the Bab Boudir area, extending over an area of 78 hectares, in accordance with the ministerial decision issued on November 15, 1929 (Qarar Waziri, 1929). Due to the great demand this resort had, on June 2, 1948, the Protectorate Administration issued an order to expand it so that it could accommodate the large number of tourists (Dahir, 1948)

In 1931, the Bab Boudir area witnessed the establishment of a summer camp by the French François MOHRING(Courrier,2005) dedicated to receiving children between the ages of 7 and 10 years in two stages, each stage lasting 20 days. This camp, which had a capacity to accommodate 60 boys and girls, provided all the necessary facilities and health conditions to spend the summer vacation (Lopez, 1995). In 1936, this area (Bab Boudir) also witnessed the construction of 15 wooden houses designated to accommodate tourists (Lopez, 1995). Moreover, the nature endowed the Taza region with other natural features and qualifications that contributed to attract many tourists, for example, Dayet Shiguer which is located south of the city of Taza, on the road leading to Bab Boudir, at the foot of Mount Boumesoud (approximately 9 km long and 2 km wide), which Its beauty increases in the winter, as it becomes a large lake that tempts visitors. For the French, it was one of the most prominent natural lakes in North Africa and Europe (De Sivrey, 1935). Not to mention the Ras Elma Waterfalls, then dozens of caves that are considered natural sources for the development of “exploration and adventure” tourism (Le Circuit,1931), the most prominent of which is the Friouato Cave, was discovered in 1934 by the French Nobert CASTRET, and it was arranged in 1937 (Lopez, 1995). CASTRI described it, saying: “The Friouato Cave gave us the surprise of the presence of a slope that leads to depth, and reveals the most beautiful thing that one can see, as the bottom of the cave has a very large diameter, and a faint light reaches it, astonishing the visitor, as the feeling of depth gives the impression of human weakness in the face of what nature has done. The cave extends 160 meters underground, at the bottom of which there is a water bed that has not yet revealed all its secrets. The Friouato Cave is not only the largest cave in Morocco, but in all of North Africa” (Bouyon, 1938)

## Protectorate Administration Strategy to Stimulate Tourism in Taza

The Protectorate Administration has made great efforts to develop tourism activity and provide appropriate conditions for it to flourish. It took the initiative to equip the city and the surrounding tourist centers with the necessary infrastructure for tourism. It also adopted an integrated strategy to introduce the city and its qualifications.

*Regulatory and Legal Procedures: Foundations for structuring the Sector*

The city of Taza witnessed the establishment of the tourist delegation on March 8, 1931, after the general assembly that held at the Majestic Cinema. It was called the “Syndicate of Innovation and Tourism in Taza” (Syndicat d’Initiative et de Tourisme de Taza). The credit for this goes to Mr. Modest MOHRING, President of the Mixed Chamber of Agriculture, Commerce and Industry, who strongly pushed for the establishment of this organization to ensure the management of the city’s tourism sector. He was elected the first president of this delegation (Taza, No date), and after his death in 1934, several figures took over the management of this organization, most notably his son François MOHRING, who also played a major role in developing the city’s tourism sector.

The first organizational step taken by the Taza Tourism delegation was to issue a tourist guide, which served as an identification card for the city of Taza and its tourism qualifications (Taza, No date). This delegation was also the first in Morocco which send in 1934, 15 copies of the official guide for the “Syndicate of Innovation and Tourism in Taza” to the Union of Tourist Syndicates in Paris, which the union appreciated and praised greatly, and considered it a model that all tourist unions in Morocco should emulate (Annuaire, 1934). This union received financial support from several parties to advance the city’s tourism sector, for example, amounted to 14,000 francs from the Protectorate Administration, in 1936 ( Subventions, 1933) and it obtained a loan from the Supreme Council of Tourism in 1933, amounting to 25,380 francs (Taza-Journal, 1933). To ensure the quality of tourism services in the city and its surroundings, the Tourism delegation formed a group of frameworks specialized in tourism guidance to accompany and guide tourists on their tours inside and outside the old city to explore the sites and landscapes (Bouyon, 1938).

*Infrastructure is an Essential Factor for Boosting Tourism in the City of Taza during the French Protectorate*

The Protectorate Administration took several measures to provide the appropriate ground for organizing and thriving tourism activity, which it considered a promising sector to revive and support the modern economy. It encouraged the private sector to engage in it, and in this regard, Boutes ACHILLE, the architect, built the Waterfalls Hotel in the Ras El-Ma tourist area, which is 7 kilometers away from Taza.

The French investors were keen to provide an integrated tourist environment in the city of Taza and its surroundings to secure what the tourist needed. In this regard, they established a series of high-level hotels in the most important streets of the new city. The following table shows the hotels in Taza in 1919.

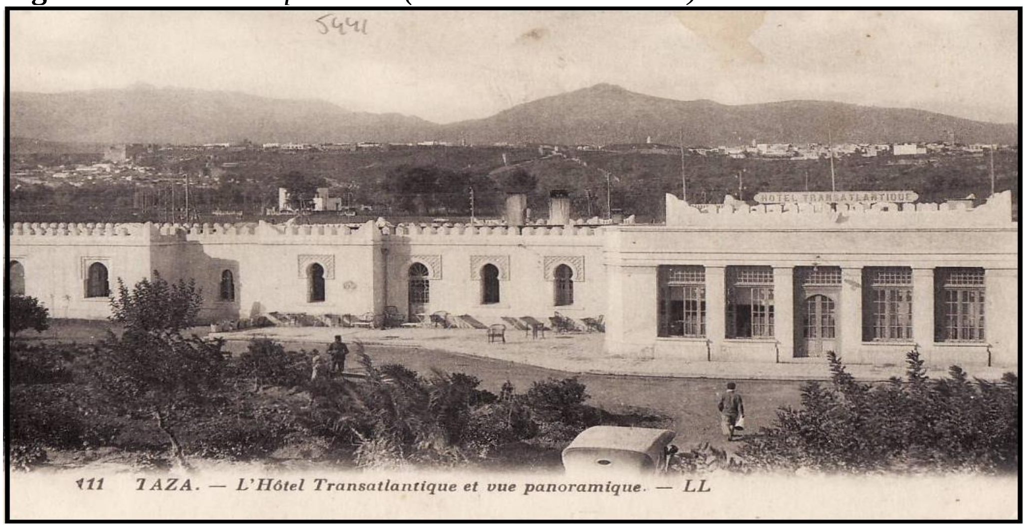
**Table 1.** *Hotels in Taza in 1919(*Archives of Morocco*)*

| Hotels | Number of rooms | The price per night in francs |
|---|---|---|
| Simon | 37 | from 4 to 10 |
| Foreigners | 10 | from 2.50 to 3 |
| Post Hotel | 10 | from 2.50 to 3 |
| Algiers Hotel | 12 | from 2.50 to 3 |
| Figari Hotel | 20 | 2.50 to 3 |
| France hotel | 19 | 2.50 to 3 |

During the 1930s, the city of Taza witnessed the opening of several hotels with high services, such as the Dauphini Hotel on Station Street, which was opened on February 12, 1933. It was owned by the French Prosper Blache, one of the oldest residents of the city of Taza (he arrived there in 1919 and contributed to its economic development). Its opening ceremony was attended by the president of the region- Mr. Gendre-, president of the Mixed Chamber and the Tourism Syndicate, and- Mr. MOHRING-, president of Municipal Services -Mr. KETAN-. All of them stressed in their interventions that this hotel will be a new pride for the city, and will respond to its needs with regard to accommodating visitors and tourists *(*Taza-Journal, 1933). The cost of one night was between 12 and 25 francs (Taza, No date).

The Transatlantique Hotel, affiliated with the North African Travel and Hotels Company, remains the most important hotel built in Taza due to its distinguished location overlooking the ancient city and the surrounding gardens and orchards, and then for the quality of services that tourists were benefited during their stay there (L'Afrique du Nord, 1923*)*.

**Figure 3.** *Transatlantique Hotel (*Archives of Morocco*)*




This sector was also supported by the establishment of the hotel loan system that was granted by the Real Estate Loan Fund pursuant to the decree of January 18, 1929. These are long-term loans that were granted for the purpose of building, repairing, arranging and equipping hotels (Dahir, 1929).

In the interest of the Protectorate Administration to develop hotels and raise the quality of services provided to tourists, committees were sent to cities to visit hotels and determine their condition and the extent of their keenness to provide all appropriate conditions for receiving tourists, and then classify them and award prizes to the owners of hotels that gained their trust. The visit of one of these committees to the city's hotels, for example, on May 3, 1947, resulted in the Dauphini Hotel being crowned the best tourist hotel, the station and Guillaum Tell hotels being classified in the category of medium-class tourist hotels, and awarding prizes to the owners of the three selected hotels, including Mrs. Coulais, the owner of the hotel Station, and the wife of the representative of the local hoteliers(Le Courrier, 1947).

In addition to hotels, many restaurants, cafes and bars in Taza were founded to meet the needs of European tourists. We mention among these bars: Henri Bar in Station Street owned by Xavier DICK (Taza, No date)., the "Chez Nous" bar in Station Street owned by LATESSIER, and Syrnos Bar in Fez Avenue owned by Suzanne CASANOVA, the Bright Bar (Splendid-Bar) in the Commerce Street owned by Mrs. Yve FAURE, and the Coulisée Cinema Bar in the Avenue Marshal Lyautey owned by Jean PERIN (Annuaire, 1952). The following table gives us an overview of the most important restaurants that were established in the city of Taza during the period of the Protectorate.

**Table 2.** *The Most Important Restaurants in Taza during the French Protectorate Period (Annuaire, 1952).*

| Restaurant name | Localization | The owner | Price for meal and wine |
|---|---|---|---|
| Station restaurant | Station street | Mme. Yve BENEVENT | 15 Francs |
| Dauphini Restaurant | Station street | Mr. Prosper BLACHE | 15 Francs |
| Guillaume TELL Restaurant | Trade alley | Mr. BARER | From 12 to 15 Francs |
| Al Sharq Restaurant | | | 12 Francs |
| Travelers Restaurant | Oran street | Mr. MARTINEZ | 12 Francs |
| Excelsior Restaurant | Lyautey Square | Mr .Manuel BROTONS | 15 Francs |

Just as the French were interested in building hotels, restaurants and cafes, they did not neglect to pay attention to the issue of transportation in Taza, so they placed tourist taxis at the disposal of tourists to visit and discover the various tourist points around the city. The following is the tariff for rental cars during the 1933-1934 season.

- Taza – Waterfalls round trip 40 francs
- Taza - Ras Elma round trip 75 francs
- Taza - Dayet Shiguer round trip 125 francs
- Taza - Bab Boudir round trip 150 francs
- Taza – Tazekka round trip 200 francs
- Tourist tour: Taza - Tazekka - Sidi Abdallah – Taza 300 francs *(Annuaire, 1952)*.

The tourism sector in Taza benefited from the city's position in the strategy of the Protectorate Administration project, as it was linked to a road network connecting it to eastern and western Morocco. Among these roads were those that were specifically extended for the purpose of serving tourism, the Chiguer Road, for which a loan of 2,000,000 francs was allocated for its construction in 1933 (P-V, 1933*)*, and Road No. 311 extending from Taza to Sidi Abdellah, which was recognized as a public road by a ministerial decision issued on December 20, 1948 (Arrêté, 1949). The tourism sector also benefited from the railway's passage through the city, and from the presence of some travel and tourism companies such as the General Company for Transport and Tourism (C.T.M.), which facilitated tourists' travel to Taza (Taza, No date).

In the same context of supporting tourism and providing appropriate infrastructure in the city, a municipal swimming pool was built. We do not know the date of its opening, and all we have is that in 1931, the municipality of Taza allocated a financial sum of 54,000 francs to build it and equip it (Budget, 1933).

## Conclusion

Tourism in Taza was known for its launch during the protectorate period, and it appeared as a factor that helped the development of the city, whether in the hotel or restaurant field or with regard to the sale of handicraft products. The administration in charge of tourism in Taza did not spare its efforts in introducing the city, exploiting everything that is authentic and ancient in the culture and economy of the Tazis society to introduce it to foreign tourists. Thus, the Protectorate period in Taza inaugurated a new economic sector that first strengthened the incomes of foreigners, and then also some of the city's people who were dependent on agriculture and crafts, so tourism constituted a source of livelihood for some Tazis. Although their benefit from this sector remained limited, because most of the tourism institutions were owned by foreigners, the sector worked to revive many crafts that were deteriorating. The colonizers did everything in their power to introduce the city, whether by its historical, natural or folkloric landmarks.

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# Applying *La Prospective* to Long-Term Planning of the Local Arrangement of Gems, Jewelry, Mineral Crafts and Tourism in the Municipality of Cristalina/Brazil

*By Clarice MO Kobayashi*, Sumaya SAC Neves±, Fernando MR Marques°, Hércules A do Prado• & Edilson Ferneda◦*

*The Cristalina 2040 Project aims to develop the prospective process for the sustainable development of the local Productive Cluster of Gems, Jewelry, Mineral Crafts, and Tourism in the Municipality of Cristalina, State of Goiás, Brazil. The prospective process allows for long-term planning and strategy formulation, adapting resources to face adversities and opportunities. Six steps, based on the developments of Berger (1958), Giget (1989), Godet (2001a, 2001b), De Jouvenel (2010), Aulicino (2006), and Aulicino & Fischmann (2020), were carried out: situational analysis, structural analysis, competency trees, morphological analysis, scenario building, and evaluation of the prospective process through results and impacts. The strategy implementation is ongoing and includes the following results: (i) Organization of the local mineral Productive Cluster Network (PCN); (ii) Enrich the mindset of interested parties with knowledge about the Prospective Process for Mineral-Based PCNs through a training-action process; (iii) Workshops for sharing ideas, future scenarios, and action creation; (iv) Appropriation by civil society of knowledge about the construction of scenarios that facilitate the achievement of the desired future scenario; (v) Involvement and support of public authorities; (vi) Documentation and reports for accountability purposes; (vii) Dissemination of the project through an E-book on the Prospective Process; (viii) 19.5% of actions (15 out of a total of 77 strategic actions proposed) in implementation; and (ix) Economic, social, and environmental impacts being annually evaluated (last consolidated results by December 2023).*

**Keywords:** *Prospective process, long-term planning, appropriation, governance, Local Productive Arrangement, scenarios, building the future.*

## Introduction

A partnership between the Association of Artisans of Cristalina de Goiás (AAC) and the Brazilian Institute of Information in Science and Technology (IBICT) resulted in the application of a prospective process for building future scenarios for the Local Productive Arrangement (APL) of Gems, Jewelry, Mineral Crafts, and Tourism of Cristalina, Goiás. This initiative represented an opportunity for the Ministry of

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Science, Technology, and Innovation (MCTI) to promote the consolidation of the APL based on mineral resources.

In 2018, a survey carried out with the APL of Gems, Jewelry, Mineral Crafts, and Tourism of Cristalina led to the interest of government agencies and sector entities in planning to strengthen the APL. Thus, the idea arose of developing a project to create effective and coherent intelligence for public action in the municipality.

The Territorial Prospective (aka, *La Prospective*) process was chosen to support long-term planning aimed at the sustainable development of the APL of Gems, Jewelry, Mineral Crafts and Tourism in Cristalina. The practice of this prospective process allows for long-term planning and the formulation of strategies to face changes in the context of the APL, as well as the adaptation in the face of possible adversities or opportunities that arise in the territory. The process allows for anticipating and guiding actions to face challenges and take advantage of opportunities over time.

This study describes the application of the Territorial Prospective process in the APL of Gems, Jewelry, Mineral Crafts and Tourism of Cristalina and includes the main results of its application in the APL until 2024.

## Socioeconomic Indicators of Cristalina

The economy of the municipality of Cristalina was initially based on the exploitation of crystals, which were exported for a long time to several European countries and even used in jewelry for the European nobility. The arrival of rural producers from the south of the country in the 1970s changed the economic situation of the municipality. In addition to the exploration of crystals, the cultivation of different crops was added, thanks to the mild temperatures and the quality of the soil.

Cristalina benefits from more than 240 springs and rivers that allow farmers to irrigate the cultivation of different products. This ensures a uniform and constant distribution of water, which allows this activity to be carried out even in periods of drought. Table 1 presents geographic and economic data for Cristalina and its neighbors, considering that territorial planning must take into account the surrounding region where the APL is located.

The selected data are based on the resident population on August 1, 2022, according to the 2022 Census (IBGE 2022). It can be observed that the Municipal Human Development Index - Education component (IDHM-E) of Cristalina is one of the lowest when compared to neighboring municipalities. It is also noticeable that the GINI index of Cristalina (0.573) presents values close to those of neighboring municipalities and reveals a relative concentration of income. Although with a relatively high GDP per capita (~USD 10,181.25) (considering the Brazilian standard), the high concentration of income in the municipality can result in social imbalances typical of this scenario (Barros et al. 2000, Adorno 2002), creating an environment conducive to socioeconomic exclusion and urban violence, not only in the municipality of Cristalina, but also in neighboring cities.

**Table 1.** *Indicators of the Municipalities of Cristalina and Surrounding Areas*

| | Cities | | | | | | |
|---|---|---|---|---|---|---|---|
| | **DF**[(a)] | **Paracatu** | **Unaí** | **Cidade Ocidental** | **Luziânia** | **Cristalina** | **Cabeceira Grande** |
| **Population** 2022 | 2,817,068 | 94,017 | 86,619 | 91,767 | 208,725 | 62,249 | 6,627 |
| **Territorial area** (km², 2022) | 5,760.78 | 8,231.03 | 8,445.43 | 389.98 | 3,962.11 | 6,153.92 | 1,033.06 |
| **Demog. Dens**[(b)] (hab/km², 2022) | 489.01 | 11.42 | 10.26 | 235.31 | 52.68 | 10.12 | 6.41 |
| **GDP per capita** R$ - 2020 | 87,016 | 59,239 | 39,132 | 11,808 | 22,550 | 55,561 | 55,628 |
| **HDI Aveg**[(c)] 2010 | 0.824 | 0.744 | 0.736 | 0.717 | 0.701 | 0.699 | 0.648 |
| **HDI-Income** 2010 | 0.863 | 0.704 | 0.723 | 0.706 | 0.689 | 0.716 | 0.638 |
| **HDI-Education** 2010 | 0.742 | 0.685 | 0.651 | 0.641 | 0.602 | 0.587 | 0.542 |
| **HDI-Longevity** 2010 | 0.873 | 0.854 | 0.847 | 0.814 | 0.831 | 0.814 | 0.788 |
| **GINI**[(d)] 2010 | 0.637 | 0.5151 | 0.5347 | 0.5247 | 0.5128 | 0.5753 | 0.4826 |
| **ODS** 2023 | 57.52 | 54.88 | 54.35 | 50.48 | 46.67 | 45.61 | 48.17 |

Data of Population, HDI Ave, HDI-I, HDI-E, HDI-L, GINI are published by IBGE. ODS Index is published by IDSC BR (2023).

(a) DF: Federal District. Includes the cities: Ceilândia, Samambaia, Brasilia, Taguatinga, Planaltina, Recanto das Emas, Águas Claras, Gama, Guará, Santa Maria

(b) Demog. dens - Demographic density

(c) HDI Aveg- Human Development Index Average.

(d) GINI Inequality index.

## Methodology and Literature Review of the Territorial Prospective Process

According to Berger (1958), the practice of the prospective process allows us to see far, with breadth, depth, boldness and to take risks while respecting the centrality of the human being. Godet (2001b, p. 330) adds: "to see together and in a different way, to hunt for ideas, with appropriation, and to use rigorous and participatory techniques and methods."

The notion of toolbox, proposed by Godet et al. (1999), is a combination of scenario-oriented techniques (Arcade et al. 1999) that support the application of the method, without necessarily linking the process to a specific set of tools. The prospective process comprises three main stages: building the base through participatory workshops; identifying the main issues at stake by understanding the influence of all actors; and building scenarios (Arcade et al. 1999).

*Appropriation* is a central concept for Territorial Prospective related to the feeling of belonging, of owning the results, and the internalization of the knowledge developed by stakeholders during the process. Appropriation leads to a collaborative dynamic and to the integration of knowledge in the visions, decisions, and actions of stakeholders. To promote appropriation, it is essential to involve civil society (Aulicino 2008). The more diverse and inclusive the participants are, the more comprehensive and enriching the interactions will be, favoring the formation of a solid governance. It is proposed to create a governance with different social agents responsible for developing the diagnosis of the Local Productive Arrangement. The creation of a governance is considered an initial and crucial step to coordinate, lead and conduct actions in a consensual manner with all participants.

To address and operationalize the resolution of challenges, determining a temporal horizon is essential and should not significantly exceed the expected period of existence for the problem being addressed (Godet and Durance 2010; Aulicino and Fischmann 2020). During a prospective study, a symmetrical time retrospective is adopted as a rule, meaning that when planning a temporal horizon of *n* years ahead, an analysis of the behavior of variables in the past *n* years is conducted. The past and present are related to explain the present based on the past to provoke conscious changes grounded in facts. Seminars are organized with the aim of hunting for ideas, identifying changes and disruptions, brakes and inertia, constructing competency trees of the present, past, and future, as well as analyzing actors with strategies and projects that will strongly interfere with the themes and objectives (Aulicino 2006).

Territorial prospective workshops are conducted through an action-learning process, which provides participants with the essential conditions to trigger prospective reflection. In addition to acquiring new knowledge, the group can play the role of researcher, problematizing and raising hypotheses for problem-solving. Participants become familiar with the method and tools of the prospective process to identify and prioritize the main challenges of the future, in favor of the development of people, places and products (Aulicino and Fischmann 2020).

There are six stages to develop the prospective process based on Berger (1958), Giget (1989), Godet (2001a & 2001b), De Jouvenel (2010), Durance et al. (2008), and Aulicino and Fischmann (2020): situational analysis, structural analysis, competency trees, morphological analysis, scenario building, and creation of actions with evaluation of the prospective process through results and impacts.

The application of the prospective process allows proactive and preactive anticipation to clarify the action taken now, considering possible and desirable futures. Anticipation cannot be transformed into action without appropriation by the actors involved (Godet et al. 2008), as this ensures coherence between current actions and desired changes. In this sense, it is observed that two symmetrical errors must be avoided: the first consists of thinking from the top down, with experts under the action of leaders, forgetting about the appropriation of knowledge; the second consists of distancing experts and theoretical analyses to give voice to ordinary citizens and favor current consensus.

Courageous decisions to face future challenges are rarely consensual. Since foresight must be participatory, the strategy it inspires is aimed at representatives, leaders or managers who have been designated or elected. It is up to them to demonstrate the will and courage to avoid the trap of participatory demagogy (Godet et al. 2008). In this sense, governance, agreed upon in a coexistence agreement (Aulicino and Fischmann 2020) and applied in each workshop, plays a fundamental role.

**Applying the Prospective Process in the Mineral-based Local Productive Arrangement (APL) of Cristalina**

This section describes the steps taken to implement the prospective process in the territory within the Cristalina 2040 project.

*Situational Analysis*

This step involved a set of workshops with the purpose of understanding the present time, considering the past and visualizing possible future changes and disruptions. The workshops were conducted in small groups (six to twelve members) with the participation of representatives of social agents, who experienced activities aimed at raising awareness and understanding of the local reality. Subsequently, based on the collected information, the main key variables of the Productive Arrangement of Gems, Jewelry, and Mineral Crafts were identified. From these discussions, the importance of developing local tourism emerged, expanding the project's scope to include *tourism*.

The initial workshops were: *(i)* ideas hunting; *(ii)* changes and disruptions; *(iii)* brakes and inertias; *(iv)* competency trees of past, present, and future; and *(v)* the actors' game. During the workshops, it was sought to emphasize democratic, participatory, cooperative processes and the sharing of ideas, in favor of identifying and defining key variables and scenarios. The following principles were respected: *(i)* freedom of expression, providing all participants with time for reflection and the collection of ideas in writing; *(ii)* treating the participants' production through the proposition of ideas treated using resources and techniques such as classification, prioritization etc.; and *(iii)* simplicity in execution with a method that is easily appropriable, with the expectation that, in the end, the group will reach levels of understanding about the problems to be solved (Aulicino and Fischmann 2020).

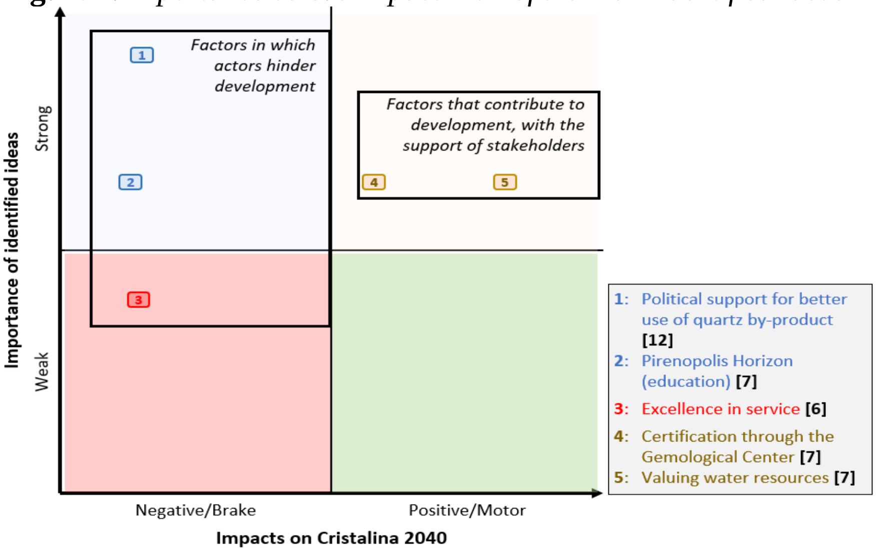
The workshops are detailed below.

*Workshop: Idea Hunting*

The result of this workshop is represented in Figure 1, which indicates the degree of importance of the prioritized idea by plotting the top five most voted ideas. If positive, it represents motricity; if negative, it indicates a brake.

Figure 1 allows for the identification of the collected ideas, defining their degree of importance and their impacts, such as brakes or motors (or drivers). The group formulated concise statements to express the main ideas, identifying, still in the initial phase, the theme in which the set of ideas consolidates, namely: *(i)* social mobilization and dialogue with the political class; *(ii)* planning of education and qualification actions in a broad sense; *(iii)* creation of the Gemological Center; *(iv)* environmental education; and *(v)* qualification actions for customer service.

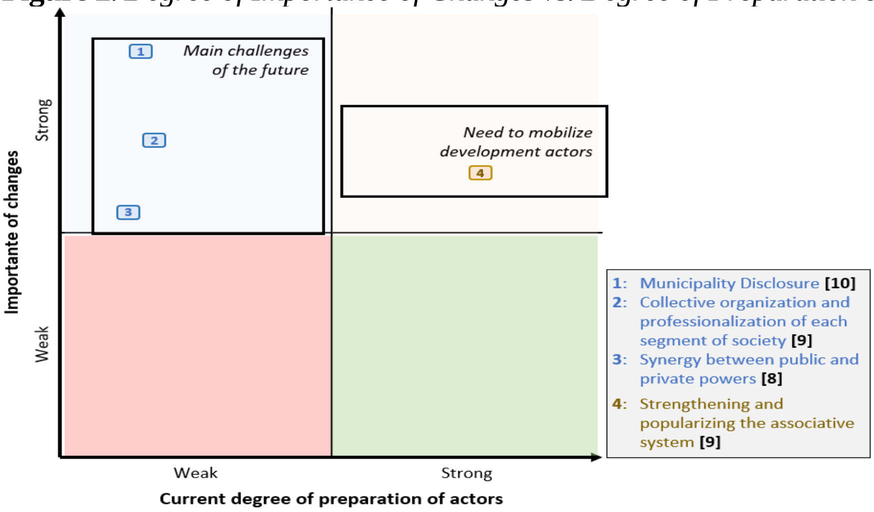
**Figure 1.** *Importance versus Impact Plan of the Main Identified Ideas*




*Workshop: Changes and Disruptions*

The aim of this workshop was to identify anticipated, desired, or feared changes – whether regulatory, economic, social, cultural, technological, environmental, demographic, political, or otherwise, and whether external or internal – that could impact the development of Cristalina by 2040, considering how its environment might evolve in the future. This workshop facilitates the uncovering of implicit beliefs that often shape attitudes and strategies, thereby influencing the actions of participants. Figure 2 illustrates both the actors' level of readiness and the importance of the prioritized idea. A positive outcome indicates motricity, while a negative outcome suggests a brake.

**Figure 2**. *Degree of Importance of Changes vs. Degree of Preparation of Actors*



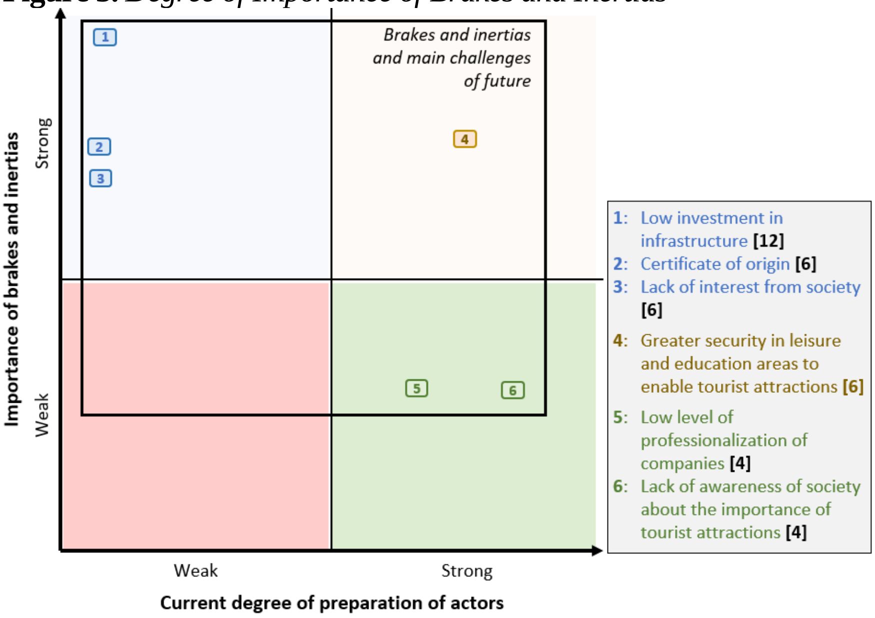

Based on the actors' readiness level and in the importance of the prioritized ideas, the participants decided by four critical changes: *(i)* development of a marketing plan to promote the municipality; *(ii)* mapping of collective organizations; *(iii)* fostering and encouraging the advantages of acting collectively; and *(iv)* creation of a strategic plan between public and private powers.

*Workshop: Brakes and Inertias*

This workshop focused on identifying obstacles and inertia that could impede or delay the development of Cristalina 2040, considering both its current and future environments. Like the previous workshop, it facilitates the revelation of implicit beliefs that may affect stakeholders' actions. Figure 3 illustrates the significance of these obstacles and inertia in relation to the stakeholders' preparedness for the Cristalina 2040 Project, indicating whether their impact is strong or weak.

The strategies proposed to address the identified obstacles and inertias included: *(i)* developing an action plan by the Municipal Government; *(ii)* negotiating budget amendments with legislators; *(iii)* undertaking economic and financial planning; *(iv)* coordinating the budget across federal, state, and municipal levels; *(v)* ensuring compliance with environmental regulations and laws; and *(vi)* launching campaigns by public officials to engage the community and offer professional training.

**Figure 3.** *Degree of Importance of Brakes and Inertias*




*Workshop: Competency Trees of Past, Present, and Future*

The objective was to develop a tree representing the past and present dynamics of Cristalina's development up to 2040, identifying competencies such as knowledge, skills, and attitudes, while considering environmental changes. Initially, the trees representing the past and present were constructed, and then the strengths and weaknesses of the present tree were analyzed in relation to the past, as detailed in Table 2.

**Table 2.** *Factors of the Competency Trees of the Past and Present, Strengths and Weaknesses*

| | Competency trees | | Present in relation to the past | |
|---|---|---|---|---|
| | **Past** | **Present** | **Strengths** | **Weaknesses** |
| **Branches** | • Information search<br>• Quality of craftsmanship<br>• Crystal extraction<br>• Market conquest – international – "embassies"<br>• Informal trade of mineral (crystal)<br>• Increase in per capita income | • Technological advance<br>• Online sales<br>• Financial empowerment<br>• Improving productive process<br>• Involving the community in decisions that affect the municipality.<br>• Legality of mineral extraction<br>• Largest deposit in Latin America<br>• Disclosure of the municipality's public policies | • Financial training<br>• Mapping and detailed scaling of the deposit<br>• Technological advancement in improving the quality of the gem (colored stones) | • Online sales<br>• Non-participative community |
| **Trunk** | • Teamwork<br>• Pursuit of quality craftsmanship<br>• Division of manual labor among family members<br>• Informality<br>• Contingents of artisans in the mineral product<br>• Poorly finished products<br>• Identify products and services that promote economic development<br>• Lack of accessibility | • Increase in foreign exchange (fairs, exhibitions, ...)<br>• Gemstone certification<br>• Professional training<br>• Mineral product offering<br>• Accessibility to the job market<br>• Land use planning<br>• Reduced contingent of artisans<br>Community participation in compliance with the Master Plan guidelines | • Professional qualification of the craftsman<br>• Increase in foreign exchange (fairs, exhibitions, ...) | • Informality<br>• Reduced number of artisans<br>• Adhere to the guidelines of the Master Plan |
| **Roots** | • Lack of time to dedicate to studies<br>• Difficulty in accessing finances<br>• Child labor<br>• Lack of information<br>• "Cultural and behavioral" misinformation<br>• Artisanal manual labor<br>• Environmental degradation due to the exploitation of natural resources | • Rescue of local culture (seeking)<br>• Lack of participatory governance<br>• Access to information<br>• Search for sustainability with natural resources<br>• Review of legislation regarding social, economic and cultural development<br>• Access to financial resources<br>• Rescue of the commercial development of the mineral factor<br>• Lack of interest in studies<br>• Inadequate disclosure | • Pursuit of Sustainability<br>• Greater access to financial resources<br>• Revival of local culture | • Lack of information on potential<br>• Environmental degradation |

Next, the future tree was constructed, and opportunities and threats were identified in relation to the present tree (Table 3).

**Table 3.** *Factors of the Competency Tree of the Present and Future*

| | Competency trees | | Future in relation to the present | |
|---|---|---|---|---|
| | **Present** | **Future** | **Strengths** | **Weaknesses** |
| **Branches** | • Technological advance<br>• Online sales<br>• Financial empowerment<br>• Improving productive process<br>• Involving the community in decisions that affect the municipality<br>• Legality of mineral extraction<br>• Largest deposit in latin america<br>• Disclosure of the municipality's public policies | • Society involved in appropriation in the mineral tourism sector<br>• Consolidation of the APL Cristalina 2040<br>• Creation of the Gemological Center<br>• Certified gems | • Being a great exporter of Crystals | |
| **Trunk** | • Increase in foreign exchange (fairs, exhibitions, ...)<br>• Gemstone certification<br>• Professional training<br>• Mineral product offering<br>• Accessibility to the job market<br>• Land use planning<br>• Reduced contingent of artisans<br>Community participation in compliance with the Master Plan guidelines | • Consolidated ecological mineral tourism<br>• Strengthening partnerships and joining new partners<br>• Environmental preservation policy to prevent mineral exploration<br>• Implementing guidelines for tourism and mining in the Master Plan | | • Lack of financial resources and Investments<br>• Failure to carry out detailed geological mapping<br>• Difficulty in formulating public policies |
| **Roots** | • Rescue of local culture (seeking)<br>• Lack of participatory governance<br>• Access to information<br>• Search for sustainability with natural resources<br>• Review of legislation regarding social, economic and cultural development<br>• Access to financial resources<br>• Rescue of the commercial development of the mineral factor<br>• Lack of interest in studies<br>• Inadequate disclosure | • Local culture rescued<br>• Tourism strengthened<br>• Basic and technological education strengthened<br>• Continuing education in tourism and mining | • Largest deposit in Latin America | |

Throughout the prospective process, following the creation of the scenarios, the competency trees were revisited. By evaluating the selected scenarios – both desirable and achievable – as well as the ones deemed undesirable and to be mitigated, opportunities and threats were analyzed. This analysis focused on identifying the competencies essential for advancing the Cristalina 2040 Project.

**Table 4.** *Key Variables*

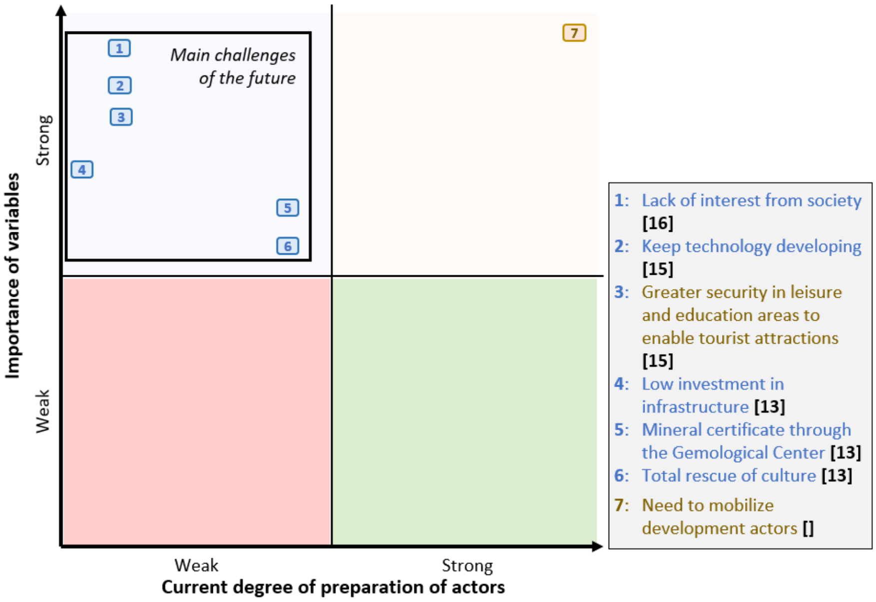
| Order | Variable | Hierarchy |
|---|---|---|
| 1st | Lack of interest from society | 16 |
| 2nd | Keep technology developing | 15 |
| 3rd | Greater security in leisure and education areas to enable tourist attractions | 15 |
| 4th | Low investment in infrastructure | 15 |
| 5th | Total rescue of culture | 13 |
| 6th | Mineral certificate through the Gemological Center | 13 |

*Workshop: Actors' Game*

The workshop aimed to identify key variables, highlighting the most important ones for the development of Cristalina 2040, in addition to identifying the stakeholders involved in the situations at stake. A mapping of social agents and stakeholders was conducted, identifying 26 variables. A ranking criterion was applied with the following scoring scale: 1 (weak or limited impact), 2 (noticeable impact), 3 (strong impact), or 4 (critical impact). It was decided to use the top three key variables. With a tied score, the total number of selected variables increased to six, as shown in Table 4.

Figure 4 shows the degree of importance of the variables, whether strong or weak, and the degree of stakeholders' readiness in relation to the Cristalina 2040 Project.

**Figure 4**. *Current Degree of Stakeholders' Readiness in Relation to the Cristalina 2040 Project*




In this workshop, stakeholders involved in the situations at stake were identified based on the critical variables, considering the project's objectives and timeline, as well as its current and future environment. Table 5 presents the variables, and the stakeholders involved. Next, the participants described the mission and strategic objectives of each stakeholder.

**Table 5.** *Key Variables and Main Stakeholders*

| Critical Variables | Stakeholders |
|---|---|
| 1st Societal Disinterest<br>2nd Maintaining Technological Development<br>3rd Improved Security in Leisure Areas and Solutions for Tourist Site Preservation<br>4th Mineral Certification through the Gemological Center<br>5th Low Investment in Infrastructure<br>6th Complete Cultural Revival | 1. Mineral technology Center (CETEM)<br>2. Public Prosecutor's Office<br>3. Municipal Guard<br>4. Mining Superintendency<br>5. GrenGold<br>6. Educational and Research Institutions<br>7. Society<br>8. AAC<br>9. Secretariat of Education, Culture, and Leisure<br>10. COMTUR<br>11. Fire Department<br>12. Secretariat of Planning, Management, and Infrastructure<br>13. ACAIC<br>14. Municipal Security Council<br>15. Secretariat of Health |

It is worth noting that each workshop contributed to the understanding of the situational analysis, with prioritized variables being extracted to form the basis for formulating the project's actions.

*Structural Analysis*

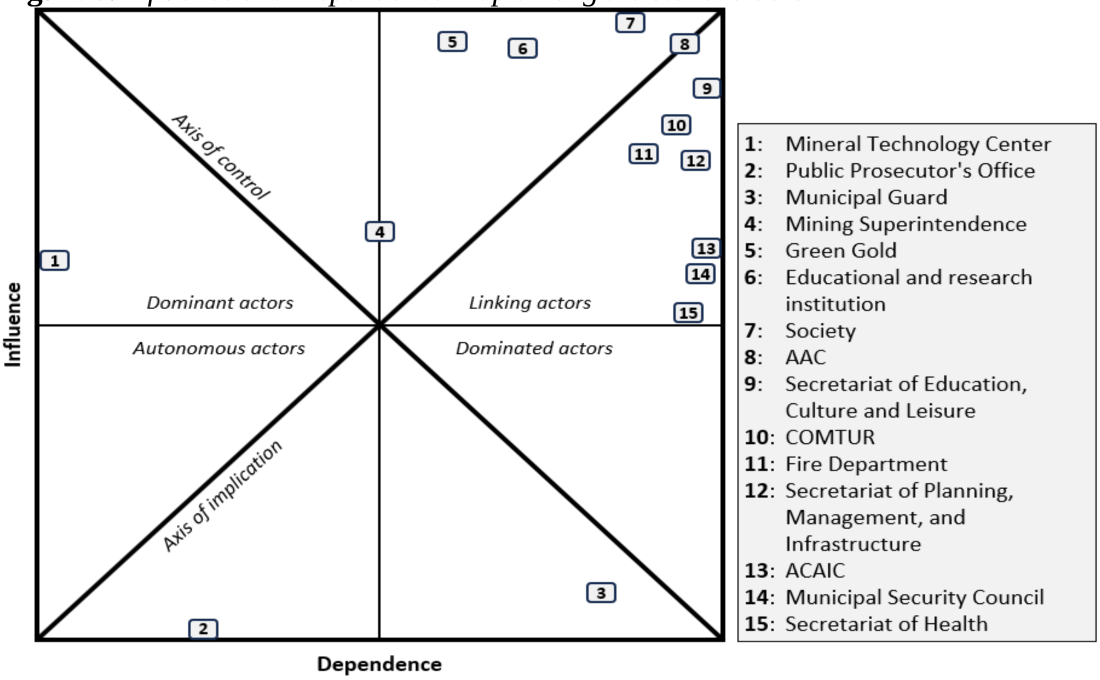
The stakeholders identified in the Actors' Game workshop were placed in a dual-entry matrix to analyze their mutual influences using the MACTOR[1] software from LIPSOR/CNAM, as follows:

- For each pair of stakeholders, a value is assigned corresponding to the influence of one over the other, generating the Direct Influence Matrix (DIM).
- Two indicators are calculated from the DIM: *(i)* the degree of direct influence of each stakeholder ($I_i$, by the sum of the rows) and *(ii)* the degree of direct dependence of each stakeholder ($D_i$, by the sum of the columns).
- The Indirect Influence Matrix (IIM): determines the second-order indirect influences among stakeholders, providing a more comprehensive view of competitiveness dynamics. For example, one stakeholder can reduce the number of choices of another by influencing them through an intermediary stakeholder.

The map (Figure 5) is a graphical representation of the stakeholders' positions regarding their mutual influences and dependencies. It contains information about the stakeholders, the meaning of each quadrant, and the axes of control and implication. On the Implication Axis, a stakeholder that is neither influential nor dependent is considered out of the game. Conversely, if a stakeholder is both highly influential and dependent, they belong to the network of influence due to having means of action. The Control Axis distinguishes between dominant and dominated stakeholders.

[1]http://en.laprospective.fr/methods-of-prospective/downloading-the-applications/download/YREUj6TAZ56msz0v0VS7/johan.veltmeyer@bigpond.com/47-mactor.html

**Figure 5.** *Influence and Dependence Map among the Stakeholders*




Considering the Control Axis, the dominant stakeholders are the Mining Superintendency and the Mineral Technology Center. In relation to the Implication Axis, the influential and dependent stakeholders are Society, Educational and Research Institutions, Secretariat of Education, Culture, and Leisure, GreenGold, Secretariat of Planning - Infrastructure, Fire Department, COMTUR, AAC, ACAIC, Municipal Security Council, and Health Secretariat.

From the workshops, 27 key variables were specified, elaborated, and presented by their authors in three seminars. These variables guided the definition of actions that enabled the development of the Cristalina 2040 foresight process across cultural, economic, legal, political, social, sustainability, and technological dimensions.

The seminar involved 106 participants and aimed to promote the integration of economic activities, sustainable territorial development, and the strengthening of the APL. The presentation of variables corresponding to the region's development factors was conducted to raise awareness among organized civil society and public authorities so that they could work together to achieve the project's objectives. In addition to raising awareness, the seminar aimed to motivate their participation in the Action Plan development phase in the following months.

*Morphological Analysis*

The 27 variables were classified in four themes: *(i)* Economy, Politics and infrastructure, *(ii)* Governance and Management, *(iii)* Education, Technology, Innovation and Sustainable development, *(iv)* Synergy and Collective Strengthening. The process advanced to constructing partial and global scenarios. Informative data were analyzed, defined, and resolved according to each participant's choices.

Participants submitted spreadsheets indicating values of 0 (no influence), 1 (low influence), 2 (medium influence), or 3 (high influence) for each variable. During the workshop, scoring ties were settled through simple voting, leading to the creation of the final matrix (Table 6).

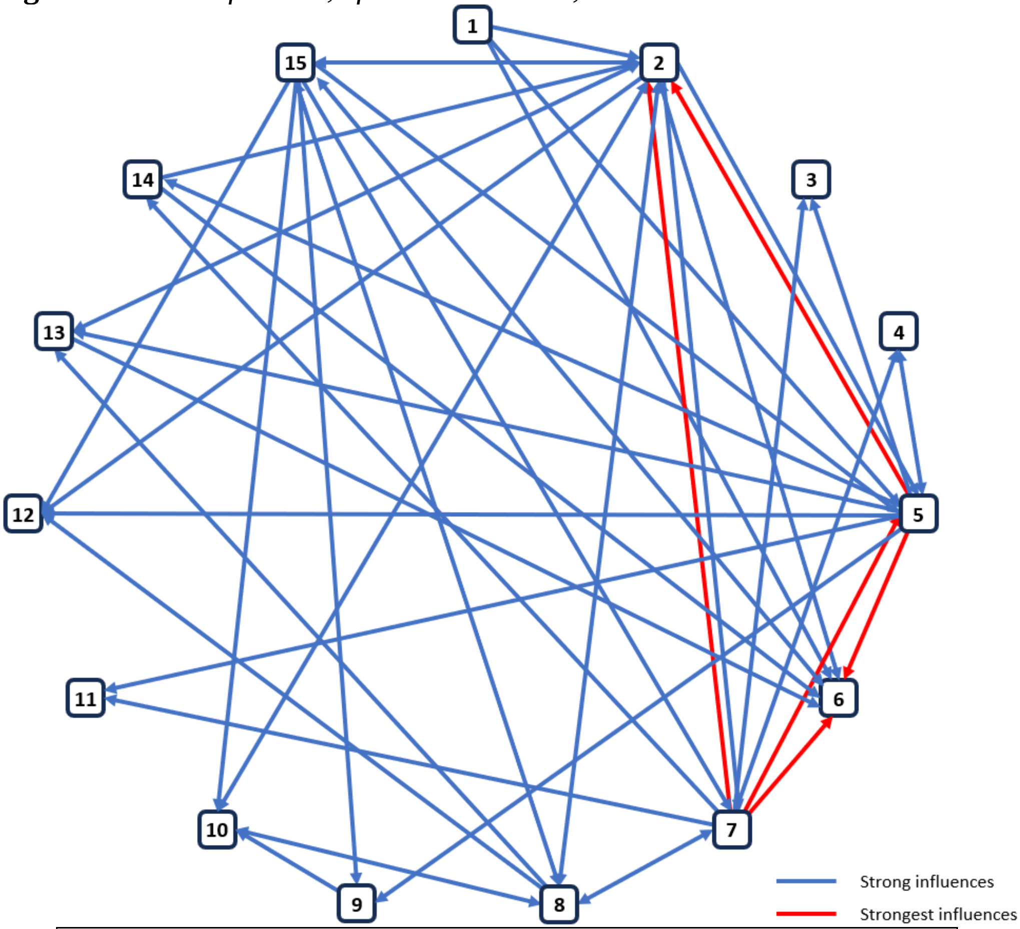
**Table 6**. *Consolidated Matrix, with Entries selected by each Participant and voted on by Majority Criteria for Options 0, 1, 2, or 3*

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 20 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **1** | 0 | 2 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 0 | 3 | 3 |
| **2** | 1 | 0 | 3 | 2 | 3 | 2 | 1 | 2 | 3 | 3 | 1 | 1 | 1 | 3 | 3 | 3 | 0 | 3 | 2 | 2 | 3 | 1 | 3 | 1 | 1 | 0 | 1 |
| **3** | 1 | 3 | 0 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 2 | 0 | 3 |
| **4** | 3 | 2 | 3 | 0 | 3 | 2 | 3 | 2 | 1 | 1 | 3 | 1 | 1 | 1 | 1 | 3 | 1 | 3 | 3 | 2 | 3 | 2 | 1 | 3 | 0 | 1 | 3 |
| **5** | 3 | 3 | 3 | 3 | 0 | 3 | 3 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 2 | 3 | 1 | 2 | 1 | 2 | 1 | 3 |
| **6** | 3 | 1 | 2 | 3 | 3 | 0 | 1 | 3 | 1 | 3 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 | 1 | 3 | 3 | 1 | 1 | 0 |
| **7** | 2 | 1 | 3 | 3 | 2 | 1 | 0 | 2 | 1 | 1 | 1 | 0 | 0 | 1 | 2 | 2 | 2 | 3 | 3 | 2 | 3 | 2 | 1 | 2 | 3 | 1 | 1 |
| **8** | 2 | 2 | 2 | 3 | 2 | 3 | 3 | 0 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 | 3 |
| **9** | 2 | 3 | 1 | 2 | 1 | 2 | 2 | 3 | 0 | 3 | 3 | 1 | 0 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 1 | 1 | 1 | 2 |
| **10** | 3 | 3 | 3 | 2 | 2 | 1 | 2 | 2 | 3 | 0 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 1 | 3 |
| **11** | 1 | 1 | 3 | 2 | 2 | 1 | 2 | 3 | 2 | 3 | 0 | 2 | 2 | 3 | 2 | 3 | 3 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 0 | 0 | 3 |
| **12** | 2 | 0 | 2 | 0 | 1 | 3 | 0 | 1 | 2 | 1 | 0 | 0 | 3 | 3 | 3 | 3 | 1 | 0 | 1 | 2 | 1 | 1 | 3 | 3 | 0 | 0 | 0 |
| **13** | 3 | 0 | 3 | 0 | 1 | 3 | 1 | 1 | 0 | 1 | 2 | 3 | 0 | 3 | 2 | 3 | 1 | 2 | 2 | 2 | 1 | 1 | 3 | 3 | 1 | 0 | 1 |
| **14** | 3 | 3 | 2 | 2 | 1 | 3 | 0 | 1 | 3 | 3 | 3 | 3 | 3 | 0 | 3 | 3 | 1 | 2 | 2 | 2 | 3 | 1 | 3 | 2 | 0 | 0 | 0 |
| **15** | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 0 | 3 | 1 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 2 | 0 | 0 |
| **16** | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 0 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 1 | 1 |
| **17** | 3 | 1 | 3 | 2 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 0 | 2 | 3 | 3 | 1 | 1 | 1 | 3 | 0 | 0 | 3 |
| **18** | 3 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 2 | 1 | 1 | 3 | 3 | 3 | 2 | 0 | 3 | 2 | 3 | 3 | 3 | 1 | 3 | 3 | 3 |
| **19** | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 3 | 0 | 2 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| **20** | 2 | 3 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 0 | 2 | 2 | 2 | 2 | 1 | 1 | 3 |
| **21** | 3 | 3 | 3 | 3 | 2 | 1 | 3 | 3 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 1 | 0 | 2 | 3 | 2 | 3 | 0 | 2 |
| **22** | 3 | 2 | 3 | 1 | 2 | 2 | 1 | 3 | 3 | 2 | 3 | 1 | 1 | 1 | 3 | 3 | 2 | 3 | 2 | 1 | 3 | 0 | 2 | 3 | 1 | 0 | 1 |
| **23** | 3 | 3 | 3 | 1 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 1 | 3 | 3 | 0 | 3 | 1 | 0 | 1 |
| **24** | 3 | 1 | 3 | 2 | 0 | 3 | 2 | 3 | 3 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 1 | 3 | 3 | 0 | 1 | 0 | 1 |
| **25** | 1 | 1 | 1 | 1 | 1 | 0 | 3 | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 3 | 3 | 0 | 3 | 1 | 1 | 1 | 0 | 3 | 2 |
| **26** | 1 | 0 | 0 | 1 | 1 | 1 | 3 | 2 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 3 | 3 | 1 | 1 | 1 | 0 | 1 | 1 | 0 | 1 |
| **27** | 3 | 1 | 3 | 3 | 3 | 1 | 0 | 3 | 2 | 2 | 2 | 0 | 0 | 1 | 1 | 2 | 3 | 3 | 3 | 2 | 1 | 3 | 1 | 0 | 1 | 1 | 0 |

**[1]** Sustainable Consumption; **[2]** Full rescue of culture; **[3]** Promotion of the municipality; **[4]** Rural urban tourism infrastructure; **[5]** Municipal policy for the tourism segment; **[6]** Public policy on mineral exploration and use of byproducts; **[7]** Safety in leisure and tourism areas; **[8]** Synergy between the public and private sectors; **[9]** Strengthening of associations in society; **[10]** Continuing education and development in schools and technical education institutions in the sectors of Cristalina's activities; **[11]** Professionalization in companies and excellence in service; **[12]** Mineral certification by the Gemological Center; **[13]** Certificate of origin; **[14]** Training and appreciation of artisans; **[15]** Involvement of society in the appropriation of the mineral and tourism segments; **[16]** Greater effectiveness of the APL; **[17]** Continuous development of technology; **[18]** Society; **[19]** Municipality of Cristalina; **[20]** Educational, research and technological centers; **[21]** Municipal tourism council; **[22]** Cristalina agro-industrial commercial association; **[23]** Cristalina Artisans Association; **[24]** Mineral sector companies; **[25]** Community security, social defense council; **[26]** Public prosecutor's office; **[27]** Agribusiness.

Based on this matrix, the direct influence diagram was obtained (Figure 6) as well as the direct influence/dependence map (Figure 7).

**Figure 6.** *Direct Influences, after 4 Interactions, Time Horizon 2040*

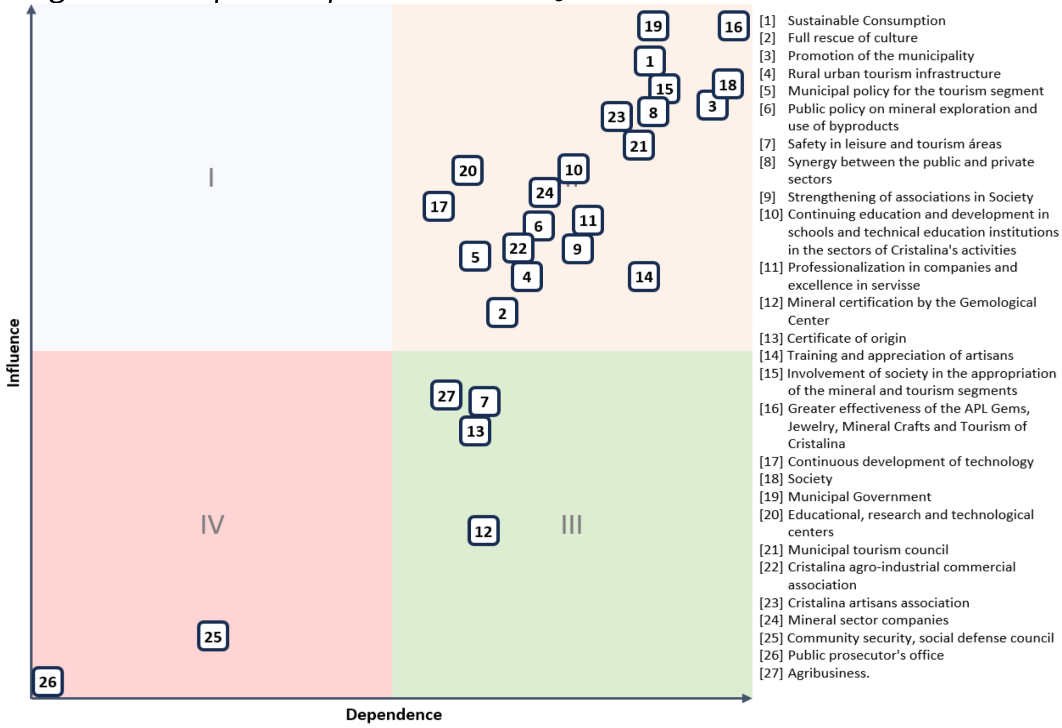



**[1]** Educational, research and technological centers; **[2]** Society; **[3]** Professionalization in companies and excellence in service; **[4]** Continuing education and development in schools and technical education institutions in the sectors of Cristalina's activities; **[5]** Greater effectiveness of the APL; **[6]** Promotion of the municipality; **[7]** Municipal Government; **[8]** Sustainable Consumption; **[9]** Mineral sector companies; **[10]** Synergy between the public and private sectors; **[11]** Strengthening of associations in society; **[12]** Training and appreciation of artisans; **[13]** Municipal tourism council; **[14]** Cristalina Artisans Association; **[15]** Involvement of society in the appropriation of the mineral and tourism segments.

It is evident that the most significant influences are among the variables Society, Local Productive Arrangement (APL), Sustainable Consumption, and the Municipal Government. These variables are not only the most influential and dependent but are also highly interconnected, as shown in Figure 6.

The quadrants in Figure 7 represent the following variables distribution: (**I**) Input (or explanatory): have a priority character in the construction of scenarios and explain the evolution of the system, both as a driver and as a brake; (**II**) Linking: mediate the influences of driving factors on outcomes and are inherently unstable; **(III)** Excluded (or autonomous): these should not be prioritized as they lack synergistic effects; and (**IV**) Outcome: which are indirectly influenced.

**Figure 7.** *Identification of Variables in the Quadrants*




The driving variables with the greatest influence are in the upper quadrants, and those with the greatest dependence are in the right quadrants (Godet 2001a). Table 7 presents the variables ordered by driving power.

The 27 variables were categorized according to their driving force[2]. Of these, 21 were utilized in the development of both partial and global scenarios, based on hypotheses selected by the participants. A series of actions, spanning the designated time horizon, were associated with these variables and their corresponding themes (Table 8).

[2]Calculated by the MICMAC app from CNAM (Arcade et al. 1999).

**Table 7.** *Variables ordered by Driving Force*

| # | Variable | Influence $\times 10^{-6}$ | Dependence $\times 10^{-6}$ |
|---|---|---|---|
| | *Quadrant II* | | |
| **19** | Municipal Government | 740 | 660 |
| **16** | Greater effectiveness of the APL | 739 | 730 |
| **1** | Sustainable Consumption | 702 | 658 |
| **18** | Society | 688 | 704 |
| **15** | Involvement of society in the appropriation of the mineral and tourism segments | 684 | 653 |
| **3** | Promotion of the municipality | 684 | 703 |
| **8** | Synergy between the public and private sectors | 681 | 653 |
| **23** | Cristalina Artisans Association (AAC) | 665 | 633 |
| **21** | Municipal tourism council | 653 | 651 |
| **20** | Educational, research and technological centers | 635 | 537 |
| **10** | Continuing education and development in schools and technical education institutions in the sectors of Cristalina's activities | 632 | 609 |
| **24** | Mineral sector companies | 618 | 590 |
| **17** | Continuous development of technology | 606 | 517 |
| **11** | Professionalization in companies and excellence in service | 599 | 615 |
| **6** | Public policy on mineral exploration and use of byproducts | 595 | 579 |
| **22** | Cristalina agro-industrial commercial association | 588 | 578 |
| **9** | Strengthening of associations in society | 778 | 608 |
| **5** | Municipal policy for the tourism segment | 575 | 541 |
| **14** | Training and appreciation of artisans | 562 | 656 |
| **4** | Rural urban tourism infrastructure | 559 | 576 |
| **2** | Full rescue of culture | 535 | 557 |
| | *Quadrant III* | | |
| **27** | Agribusiness | 494 | 523 |
| **7** | Safety in leisure and tourism areas | 483 | 546 |
| **13** | Certificate of origin | 467 | 543 |
| **12** | Mineral certification by the Gemological Center | 397 | 544 |
| | *Quadrant IV* | | |
| **25** | Community security, social defense council | 323 | 364 |
| **26** | Public prosecutor's office | 281 | 241 |

**Table 8.** *Number of Actions, by Theme and by Year of Start*

| Themes | Total Actions | Start Year | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | **2020** | **2021** | **2022** | **2023** | **2024** | **2025** | **2026** |
| Economy, politics and infrastructure | 17 | 2 | 5 | 6 | 1 | 1 | 2 | |
| Governance and management | 21 | 5 | 6 | 7 | 1 | 1 | 1 | |
| Education, technology, innovation and sustainable development | 13 | | 3 | 3 | 4 | | 2 | 1 |
| Synergy and collective strengthening | 26 | | 10 | 12 | 3 | 1 | | |
| TOTAL | 77 | 7 | 24 | 28 | 9 | 3 | 5 | 1 |

This resulted in a total of 77 actions. Due to their continuous development and maintenance, these actions are designed to incorporate innovations, transforming them into truly dynamic projects.

*Competency Trees*

The competency trees developed in the situational step are now revisited to define actions related to the competencies needed for the project's future. The prospective process considers that the future is uncertain, open to possible scenarios, and requires new competencies over the timeline. Revisiting the competency trees of the past and present becomes important in the step of constructing actions to achieve the desired scenarios.

*Presentation of the Prospective Process Results*

At this step, it was assessed whether there were results and whether they contributed to improving the prospective process and achieving the objectives set for the Cristalina 2040 project. This assessment took place throughout the prospective process and after its completion, as recommended by Aulicino (2006).

A hybrid event was held for the launch and presentation of the Cristalina 2040 project in August 2021, at the City Council of Cristalina. Additionally, ongoing actions were detailed, along with the results obtained and the respective percentages achieved in each thematic area up to that point.

*Results of the Application of the Prospective Process*

A commitment letter was signed by pre-candidates for mayor and city council members of Cristalina in November 2020, seeking to contribute more effectively to ensure that the actions planned throughout the project's time horizon would, in fact, be implemented.

To build desirable, possible and achievable scenarios, two agreed actions stood out: *(i)* the development of public policies that facilitate the integration of gems, jewelry, mineral crafts and tourism activities; and *(ii)* environmental conservation with the establishment of parameters to characterize a geographic area recognized for its unique and significant characteristics.

Additionally, the commitments of the legislative and executive branches from 2021 to 2024 include: *(i)* adoption of participatory municipal administration models; *(ii)* strengthening of organized civil society; *(iii)* institutionalization of the APL governance as a Permanent Governance Committee; *(iv)* expansion of policies with a long-term perspective; *(v)* increasing people's engagement and raising awareness among new generations; *(vi)* permanent information channel with society's support for effective appropriation; and *(vii)* attracting new investments and expanding mining, handicrafts, tourism, and agriculture in Cristalina's economy.

During the project implementation, the following actions were defined and materialized, with the participation of civil society, in projects included in Cristalina's development plans, in accordance with the commitment made by the public authorities:

- Specific actions were reviewed with a long-term perspective, changing the scope and responsibilities over a 20-year horizon.
- The City Council carried out a participatory review of the Multi-Year Plan (PPA) projects and included the 2022 actions in the Budget Guidelines Law (LDO).
- A post Covid-19 program was created to develop actions to promote employment and income.

- Parliamentary amendments were coordinated with state and federal deputies to include Cristalina 2040 actions for the short, medium, and long term. Additional budgetary funds amounting to R$ 1,250,000.00 were released, impacting projects such as the Casa da Cultura and infrastructure for the Cristal Market.
- A hybrid seminar was held at the City Council with the Executive and Legislative branches, Tourism Secretariat, state and federal deputies, organized civil society, technical and specialized educational entities, entrepreneurs, artisans, citizens of Cristalina, and neighboring cities, including virtual participation from Ministry of Regional Development (MDR), MCTI, IBICT, Mineral Technology Center (CETEM), Prospective Institute (Inspro), and citizens of Cristalina.

Key results include: *(i)* Organization of an APL database; *(ii)* Transformation of the practice of using the prospective method into shared knowledge in the context of the mineral-based APL, facilitated by action-training interventions; *(iii)* Workshops for sharing ideas, envisioning future scenarios, and creating actionable plans; *(iv)* Active involvement of civil society towards the desired future scenario; *(v)* Engagement and support from public authorities; *(vi)* Thorough documentation and reporting of each stage; *(vii)* Publication of an e-book on the Cristalina 2040 Prospective Process; *(viii)* Implementation of 19.5% of the actions (15 out of 77) by August 2023; and *(ix)* Annual evaluation and monitoring of economic, social, and environmental impacts. These results express progress and commitment to achieving the project's long-term goals.

## Conclusions

The Cristalina 2040 Project, initiated in February 2019 proposed strategic actions that are generating significant transformations for local stakeholders. Under the coordination of the Permanent Governance Committee, which includes representatives from MCTI, IBICT, and Inspro, cycles of annual and five-year follow-ups and scheduled reviews were implemented. These cycles involve professionals and entities from other regions, in addition to local operational management. Simultaneously, a project was developed for assuring funding aimed at stimulating the local innovation ecosystem and promoting strategic actions for mineral tourism and the enhancement of the production chain. As an additional benefit, this project developed a replicable methodological framework for other Mineral-Based Local Productive Arrangements.

The active participation of organized civil society was crucial in addressing challenges, especially during the pandemic, which necessitated a transition to the digital environment. The alignment of strategic actions with the Sustainable Development Goals (SDGs), particularly SDG 12 - Responsible Consumption and Production, strengthens the role of the Cristalina community in meeting the UN's 2030 Agenda targets. Additionally, the project contributes to achieving SDG 11 - Sustainable Cities and Communities, and Strategic Objective 5 of the Brazilian

Charter for Smart Cities, within the economic dimension context of APL.

Finally, it is important to emphasize that achieving the desired future depends on the appropriation of the knowledge involved in the prospective process by the Cristalina society. This empowerment can transform and make the goals established during the project's development phase attainable.

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# Luxury Tourism and Hospitality Employees

*By Efstathios Marios Papakonstantinou[*]*

*This paper aims to educate readers on the idea of luxury and the vital role that hospitality employees play in the visitor experience. To provide services that create remarkable luxury accommodation experiences, frontline staff must engage visitors on a sensory level in addition to a functional one. This interaction involves behavioral, relational, emotional, and cognitive aspects. The hospitality and tourist sectors are people-oriented; in order to produce desired experiences, individuals must service others. As a result, it might be challenging to establish satisfaction or to revisit intention in each contact. The provision of these intangible qualities of the industry, along with physical indicators, are what contribute significantly to the overall improvement of the luxury lodging experience. Visitors know exactly what to anticipate from encounters in opulent lodging. They believe that since they are paying for a service, they should be able to tell the employees what they need and desire. One crucial aspect of the business is the co-creation and human engagement between employees and visitors. This paper will examine the impact of these encounters on the quality of service provided to guests.*

**Keywords:** *Frontline employees; luxury experience; hospitality; service; intangible characteristics*

## Introduction

Academics and industry were attracted by the rise of luxury travel. Scholars studying marketing and consumer behavior have suggested that consumers' perceptions of luxury and non-luxury are influenced by their judgment (Chang, Ko, & Leite, 2016). Travelers are looking for the unique or exceptional feature, which results in additional services and adding an experiential element to the physical aspects. A prominent example includes the increasing use of luxury goods and services, specifically in the travel industry, as travelers aim to explore exceptional locations and engage in memorable, experiential pursuits (Veríssimo and Loureiro, 2013). Luxury travel, according to Strong (2006), can be defined as trips taken by the wealthy that include opulent first-class accommodations, VIP service, and a lasting impression that transforms the customer's lifestyle. Limited edition, genuine, customized, and kind products are what define luxury, according to Schänzel, Yeoman, and Backer (2012). For marketers looking to position their product in the luxury market, one of their primary objectives is to create the appearance of acute personalization. Luxury travel is defined by Purinton-Johnson (2013) as including both high-end tangible and intangible elements of the product.

In light of the above, luxury travel was defined as embarking on a unique adventure and visiting an uncommon and exotic location, as well as enjoying exclusive services, staying in opulent lodging, dining at restaurants that cannot be

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equaled, hiring knowledgeable and experienced tour guides, etc. It is regarded as a stress-free mode of transportation that removes the strain of everyday life, ensuring that all expectations are not just fulfilled but surpassed. When it comes to cruise ship merchandise or five-star lodging, the term is really pertinent (Chen & Peng, 2014). Fitzsimmons (2017) offers an alternative viewpoint and clarifies that "luxurious" is not about possessions but rather about experiences and services, something valuable, uncommon, and invested in sentimental value, like picking out a room scent, mixing a glass of wine, and relishing in an exceptional and individualized collection of artwork, plants, or other artifacts.

Through human connection dimensions, tourism and hospitality organizations are creating or choreographing luxury lodging experiences in order to better their relationship with their clients. For instance, attention is being paid to how their front-line staff presents themselves, acts in a professional manner, has a pleasant mood and demeanor, provides proactive service, and helps customers socialize in order to strengthen the bond between the employer and employee. Service quality has taken the place of product quality in service-oriented sectors like travel and hospitality. This new strategy is seen as a way for luxury accommodations to set themselves apart from competitors in their industry and enhance the lodging experiences of its patrons.

The relationship between the consumer and the producer - which is increasingly crucial in the luxury lodging industry - becomes more significant under this new strategy than the product itself. These days, the focus is on designing luxurious lodging experiences where guests are active participants rather than just observers. Frontline employees must facilitate this co-creation because of the frequent encounters they have with visitors. When collaborating to create unique and outstanding luxury lodging experiences, it is crucial to look at and assess the recruitment, selection, training, and development of tourism and hospitality experts. This will enable these professionals to better anticipate and accommodate guests' wants and preferences.

This paper is organized into seven sections, including this introduction. Section two provides a historical perspective on luxury. Section three examines the association between luxury and hotel brands. Section four discusses the role of frontline employees. Section five explores hotels as a unique luxury experience. Section six presents the findings of a case study on luxury hotel and lodge experiences in New Zealand. The final section concludes the paper and provides recommendations.

## Historical Progression of Luxury

The idea has altered and developed over time, with obvious historical roots that go back to two hundred or three hundred years, despite the fact that some would contend that its presence has a far longer history due to its origins in empires and kingdoms. Nonetheless, as a commercial strategy, Paris's opulent hotels formerly mirrored the preferences of the seventeenth and eighteenth centuries. When one examines the history of tourism, one discovers that in the past, the main purposes of travel were for pilgrimages, commerce, the military, explorers and adventurers, and regular travelers (also known as sightseers). It is also true that, in those days of tourism, anything that went beyond simple travel was regarded as a luxury.

For instance, riding a horse was regarded as a luxury for someone in poverty. When it came to sightseeing travelers, it was a luxury experience because they only went places if they had spare time and discretionary cash, which are characteristics of luxury travel. Thus, it was primarily intended for the "rich class." Throughout the Roman Empire, individuals traveled both short distances and large distances for sightseeing. In addition to being comfortable, the more affluent part enjoyed delectable food and drinks, luxurious residences, and enjoyable activities to pass the time while traveling. There were tourist destinations and attractions in the towns. However, since they enjoyed comparable pleasures at home, many did not consider it to be a luxury. However, a century or so ago, both the Greeks and the Romans made very few tourist trips.

*The Idea of a Grand Tour emerged*

One of the earliest examples of luxury travel in history may be the very British phenomenon known as "The Grand Tour." The rich English of this era (1613–1785) were the first to engage in luxury travel and tourism, and this practice later extended to other people with time and money. It resembled a trip designed to broaden the young aristocrats' horizons in terms of understanding and exposure. A Grand Tour was a sabbatical period in which the young people, especially men, gave them a broader perspective on education and art, much like in the present when students take a gap year. However, not everyone should take this tour. It was a luxury that was only indulged in by those with spare time and money.

A Grand Tour was also an expensive event, available only to the aristocracy, as it lasted for two to three years, including extensive travel, lodging at luxurious establishments, delicious food, and entertaining. Throughout the seventeenth and eighteenth centuries, the Grand Tour was still quite popular. And as the eighteenth century came to an end, individuals with less money to spare also yearned for a comparable experience as it became more and more desirable. As a result, a new kind of Grand Tour was organized for those who traveled for weeks as opposed to months or years and for the sake of hedonism and sightseeing rather than education.

A growing number of people believed that the Grand Tour peaked around 1660. But when rail transportation was introduced in the 1840s, it was associated with a predetermined schedule, especially for educational purposes. Although the Grand Tour was first associated with the wealthy gentry and nobility of Britain, young men from other countries, including those in North America, South America, and Northern Europe, started taking part in comparable trips in the second half of the eighteenth century. Only for the top aristocracy, the Grand Tour had established itself as a mainstay of aristocratic education in Central Europe by the mid-seventh century.

### *The Golden Age of Travel*

The "Golden Age of Travel," a nostalgic expression that describes a period when access to European and American society was restricted to a privileged minority, including the aristocracy, but in ever-increasing numbers, was centered on the wealthy. Additionally, the concept expanded during the nineteenth century, reaching various parts of the globe. Consequently, J. Gilford-Milne produced a report on the subject in 1916 and came to the conclusion that luxury tourism had changed.

The railway and steamship eras coincided with the growth of the affluent class, who arose from the filth and suffering of the industrial revolution in Europe and the United States, as well as individuals who achieved fortune independently. The early nineteenth century is characterized as the "Golden Age of Travel" since it saw the nobility and this idea grow in proportion. It was important to engage in conspicuous consumerism, whether it was via first-class cruise vacations, art purchases, or casino gaming.

### *Mass Luxury Tourism*

Since everyone wants a little luxury in their lives, luxury travel has essentially become "mass" today, and individuals from all socioeconomic backgrounds can now access this formerly exclusive market—it is no longer just available to the very wealthy or select few. Fedeli (2011) argues that people's opinions and personal assessments of many physical aspects influence the concept of luxury, making it a relative concept. According to Kapferer and Laurent (2015), it is a good idea to examine how consumers perceive products in order to determine what constitutes luxury to them.

According to the trend, the wealthy female market, Generation X and Millennials who are digital nomads, and the reshaping of the notion and desire for luxury travel are all factors in the new reality (Danziger, 2019). Furthermore, the upcoming markets for luxury travel include the middle and higher middle classes, which will have an impact on the dynamics of supply. It is therefore essential to examine past developments as well as the effects of elements like economic growth, technical advancement, and the consumption patterns of luxury in various societies in order to completely comprehend it.

## Luxury Accommodation and Hotel Brands

Luxury hotels used to be known for their prime locations, impressive size, excellent food, cleanliness, and stunning beauty, as well as for delivering protection, privacy, and highly customized services (Kucukusta, Heung, & Hui, 2014). Other lodging establishments, however, began to feel that they needed to add more amenities to their rooms (like a variety of well-known toiletry brands). This phenomenon, known as "the amenities creep of the 1980s," was fueled by fiercely competitive market situations (Bell, 1989). By the turn of the century, however, customers no longer viewed hotel amenities like dining options, bars, rooms, and nightclubs as a luxury; for many, these amenities had really become essential to their way of existence (Kandampully & Suhartanto, 2000).

The luxury market became more competitive as a result of the higher standards for "average" lodging, and businesses were forced to pay greater attention to customer pleasure (Lu, Berchoux, Marek, & Chen, 2015). By looking at customer satisfaction from the viewpoint of the client, it is possible to see how people relate luxury hotels as a product to their own life (Dixit, 2017). It was discovered that visitors to luxury hotels had powerful emotional experiences and were willing to pay extra for them (Han & Back, 2007). Some hotel organizations specifically upgraded their hotels to luxury as a result of this understanding. However, because the goal of a visitor's stay might influence their perceptions, luxury hotels need to know if they are there for business or pleasure. It is unrealistic to assume that business travelers would be as concerned about their hotel experiences as leisure travelers are, claim Cetin & Dincer (2014). The hotel's brand is another element that may influence how satisfied guests are.

According to Xu and Chan (2010), a hotel's brand is seen as an implicit guarantee of the kinds of facilities and service standards that visitors can anticipate. As a hotel chain's signature, the brand showcases its offerings and is frequently seen as a way for hotel organizations to stand out from the competition in the eyes of their patrons. Even while a number of businesses, including the Four Seasons and the Ritz Carlton, marketed their premises as luxury hotels, O'Neill (2004), who examined the changing nature of luxury hotel brand values, was unable to provide a clear definition of what "made" a luxury hotel. To help clarify, O'Neill states that "Luxury hotels are about as different from the average hotel as a Prada bag is from a duffel bag," (O'Neill, 2004, p. 30) and he uses a shopping analogy to illustrate the point.

Presbury, Fitzgerald, and Chapman (2005) said that luxury hotel managers needed to identify the special features, offerings, abilities, and strengths that they could continuously offer guests in order for their facilities to differentiate themselves from other hotels. Additionally, luxury hotels are distinguished from other forms of lodging by their highly engaged and well-trained staff (Bagnera, 2017).

## Frontline Employees

Employees are the ones who manage the product that is the guests' experience and offer the service, especially those who have direct contact with guests. In light of this, it is imperative that businesses take care to choose and employ the "right" employees - those whose dispositions are inclined to please clients. Additionally, after hiring employees, the company must assist them with training and development initiatives and integrate them into the culture of the company (Torres & Kline, 2006).

According to Walls, Okumus, Wang, and Kwun (2011), human interactions can have a big impact on the guest experience at luxury hotels besides travel-related concerns aspects (such whether guests are traveling for business or pleasure). Due to the high levels of engagement between employees and customers in the lodging business, the services and behaviors of the employees that guests interact with often have an emotional influence on them (Han & Back, 2007). According to Walls et al. (2011), guests want employees to perform professionally, have a pleasant outlook, and offer services in a proactive way.

According to Scerri, Jenkins, and Lovell (2017), frontline staff encounters with visitors typically begin with planned and practiced verbal exchange sequences. According to Baum (2006), front desk staff in upscale hotels should be able to converse with guests about anything that comes up, whether it be politics, music, sports, movies, or anything else, while maintaining a global perspective. This requirement, however, depends on hiring educated frontline employees who have had some exposure to other countries and who are dedicated to staying current on these topics (Baum, 2006). It has been suggested that luxury hotels maintain high staff-to-guest ratios in order to provide high levels of interpersonal visitor engagement in what is viewed as an extravagant setting (Harkison et al., 2018). Increasing human interaction is essential to improving tourists' positive experiences, claim Bharwani and Jauhari (2013).

One of the main concerns in the hospitality sector is the guest experience, including both hosting and giving the sense that one is being hosted. Some have suggested that hospitality is a lived experience in which the "host" and the "guest" engage in a "here and now" interaction. Hospitality is a gift that is given and shared, and the act of compassion that a guest receives - converting a stranger into a friend, even if only temporarily - is the truest gift. Both the host and the guest's capacity to connect and the guest's willingness to participate in the experience provided by the organization determine the success rate of the hospitality experience (Alcántara-Alcover, Artacho-Ramírez, Martínez-Guillamón, & Campos-Soriano, 2013). Furthermore, there is little doubt that both employees and guests have a part to play in the interactions and experiences of the services.

In an attempt to connect with guests, organizations use aspects of the physical environment (such as the artifacts, function, ambience, symbols, space, signs, and multisensory aspects) and/or human interaction (such as the presentation, professionalism, proactiveness, and demeanor of employees; and the attitude, behavior, socialization, and presentation of the visitor) to create or choreograph experiences (Walls et al., 2011). However, the willingness of the visitor to be influenced by aspects of physical and/or human connection mediates the multifaceted impression created by interactions with goods, services, and companies (Walls et al., 2011). The human contacts with staff and other guests, the visitors' personal traits, and the physical surroundings are all aspects of a tourist experience in a luxury hotel. A comprehensive approach that begins with pre-experience expectations and extends to post-experience evaluations of the hotel experience should be used to manage the visitor experience. Furthermore, as previously mentioned by Gilmore and Pine (2002), a well-planned and creative experience design will eventually become a crucial core competency of effective hotel managers.

It was acknowledged by Williams (2006) that hospitality and theater share a common feature of environment staging and the need to stage-manage the encounters. The front of the house must be meticulously prepared like a stage in hotels and restaurants; this can take a lot of time, but it is essential to create the experience (Williams, 2006). An illustration of this in the hospitality sector is the use of "experience engineers" by Starwood Hotels and Resorts, whose main goal is to improve the service culture at their locations because it has been shown that better service cultures increase customer satisfaction and loyalty by providing better guest experiences. Starwood employed Second Life software for staging in an effort to give its guests better experiences and to gather insightful input from their guests regarding new hotels they were considering building (Penfold, 2009).

According to Hemmington (2007), incorporating numerous small shocks, hospitality organizations should strive to produce a client experience that is comparable to that of excellent restaurants. Businesses must rely on their staff to provide these kinds of experiences by using their ideas and inventiveness to continuously engage and thrill guests during their stay. However, maintaining the customer's perspective can be crucial when delivering hospitality products: customers purchase experiences rather than service delivery; they purchase memories rather than service quality; they purchase meal experiences rather than food and drink (Hemmington, 2007, p. 749). Organizations must be able to create and provide memorable experiences if they want to succeed in the hospitality sector (Yuan & Wu, 2008).

## Hotels as a Unique Experience and Service Quality

Drewer (2005, p.6), suggested that 'rather than simply viewing the hotel as accommodation, clients are looking at the hotel to provide an experience itself'. McIntosh and Siggs (2005) also looked into this idea, focusing on specialized accommodation because they felt that the experiential aspect of accommodation, especially in the field of specialization, had not received enough attention. According to their research, the sensations of luxury uniqueness, host-guest connection, personal touches, history, and comfort that these facilities may offer may be linked to the need for specialized lodging enterprises (McIntosh & Siggs, 2005). A visitor's entire experience can be impacted by both positive and bad interactions with other visitors or staff members (Barsky & Nash, 2002; Sundbo & Dixit, 2020). Visitor dissatisfaction may result from encounters such disorganized arrival or departure procedures, poorly attired employees, or inadequate hygiene standards. According to Bharwani and Jauhari (2013), it is crucial for hospitality organizations to keep the "customer perspective" in mind when creating customer experiences or strategizing the efficient delivery of hospitality goods and services.

In recent years, the hospitality sector and other service industry organizations have gradually replaced product quality with service quality. According to Knutson, Beck, Kim, and Cha (2010), these businesses can differentiate themselves from the competition and improve the tourist experience by improving the service quality parts of their operations. A hotel employee knowing a guest's name or personal information, for instance, can be considered a sign of service excellence since it makes the guest feel valued and like they are being treated like a special guest (Ariffin & Maghzi, 2012). Since the host-guest relationship is a key component of the visitor experience, personalised service can be achieved through interactions between frontline workers and visitors (Lashley, 2008). Frontline employees are the brand and the service from the standpoint of the customer in any service organization (Zeithaml et al., 2006).

Luxury hotels are known for their excellent service (Kim, King, & Heo, 2019). The ability to engage customers throughout their entire hotel stay is essential for hospitality organizations to create value, and both a hotel's tangible and intangible features are crucial for improving the whole experience (Khoo-Lattimore & Ekiz, 2014). For instance, when it comes to the material components, facilities must always be in top shape, well cared for, and rigorously clean and hygienic. Employees should constantly make an effort to draw customers' attention to the hotel's intangible features, such as staff members might emphasize a hotel's amazing view to guests when they check in, and they should try to upgrade them to a room that offers access to that amazing view whenever possible. Quality service is recognized as a unique service with an experience attitude (Pine & Gilmore, 2011) and is tailored to the needs of the customer. Accordingly, service is designed to maximize every chance for success (Walker, 2017). Luxury hotels are excellent at tailoring their offerings to meet the needs of their visitors (Kimes & Ho, 2017).

The most important element influencing the choice of luxury hotels is service quality (Low, 2012). Luxury hotels are expected to provide excellent service (Kim et al., 2019). Good service has a favorable effect on customers' pleasure at luxury hotels (Allan, 2016), and service, not product, has the greatest influence on how guests perceive their experience. Hotel organizations should no longer consider the guest experience to be a static component or something that was developed independently by the organizations. Instead, they should consider it to be dynamic, highly customized, and actively co-created in real time during specific service encounters by the guest and the personnel.

## Case Study: Luxury Hotels and Lodge Experience in New Zealand

Few studies have been conducted on the subject of luxury lodging experiences, and those that have been conducted have mostly adopted a one-dimensional approach to the problem, focusing on the viewpoints of managers or customers. Other important players in the provision of luxury lodging experiences, especially service personnel, have typically been disregarded. Despite being emphasized as an important aspect of tourism experiences, the topic of experience production has also received little attention, especially when it comes to the lodging industry and, more especially, upscale hotels and lodges. No earlier research on designing luxurious hotel or lodge experiences in New Zealand could be found, even after a careful review of the literature (Harkison, 2016).

Therefore, the purpose of this article is to use a case study in New Zealand to analyze and assess the development of the luxury lodging experience. Through a numerous case study approach, the research analyzed and assessed managers', employees', and visitors' perspectives on designing a luxury hotel and lodge experience in New Zealand using an interpretivist case study technique. During their "experience," 81 people were interviewed, and six high-end homes were used as case studies. In this study, 27 supervisors, 27 employees, and 27 guests took part. The data analysis led to the development of two conceptual models that explained the components of the luxury lodge and hotel experience in New Zealand as well as how it is generated there (Harkison, 2016).

The luxury hotel and lodge experience in New Zealand is explained by the model below (Figure 1). According to this concept, the following characteristics define the luxury hotel and lodge experience:

- the setting and location of the properties
- the emotions and sentiments of the managers, employees, and visitors
- the physical surroundings of the properties
- the provision of personalized attention
- the ability to be present in the moment
- luxuriance
- the essence of the luxury hotel or lodge
- the sense of indulgence
- the activities offered at the properties and the expectations and desires of guests (Harkison, 2016).

The first three elements mentioned above -being present in the moment, extravagance, and the spirit of the luxury hotel and lodge- were the most strongly recognized by the participants across all properties, whether they were hotels or lodges. The model of the luxury hotel and lodge experience is shown in Figure 1, which also summarizes the results of the empirical study. The model's middle section represents the participants' aggregate views on the elements they believed were most important for a successful stay at a luxury hotel or lodge. This figure might be regarded as the comprehensive "blueprint" needed to create such an experience. Two further characteristics that were thought to be specific to the hotels in the study are shown on the left, and three more elements that were thought specifically pertaining to the lodges in the research are shown on the right (Harkison, 2016).

All of the fundamental features of the properties, including the outstanding standards that are thought to be the distinguishing factor between any "ordinary" hotel or lodge in New Zealand and a luxury hotel or lodge, are located at the top of the central area. The next consideration is setting and location, which has to do with the fact that upscale hotels and lodges are always situated in picturesque areas, whether they are in the city or the countryside. According to the participants, New Zealand has a clear edge because it is already known throughout the world as a distinctive vacation spot because of its variety of landscapes, scenery, and locations, and it is already considered to be a premium destination.

The third component is opulence, which includes all of the distinctive features that make a place a luxury venue; venues lacking any or all of these features were deemed "ordinary." Accordingly, the standards of luxury experience are defined by the various levels of grandeur (Harkison, 2016).

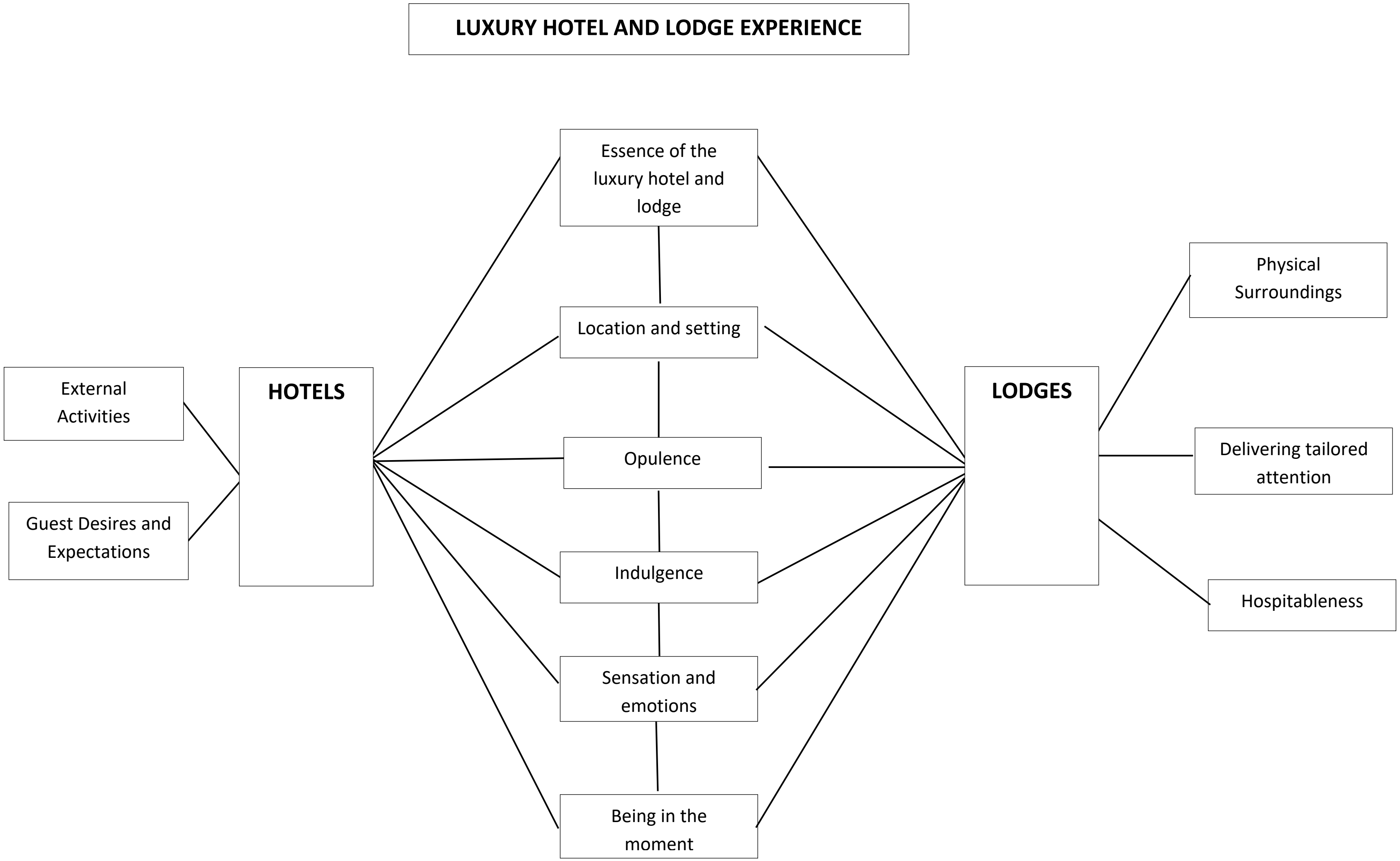
The next step is indulgence, which is defined as the meeting of the needs, wants, and expectations of the guests with the capacity and willingness of the staff to meet those needs. With the help and input of the entire crew, the guests were spoiled, pampered, and made to feel unique. Participants, both managers and workers, said that peer contact and guest interaction had an emotional component. They were able to provide exceptional service by having the "right tools" and operational atmosphere. Being able to "get it right" for their visitors also made them feel more fulfilled and satisfied.

The senses and feelings of the customers were experienced from all angles: they were assessing the property, the front desk employees, and all the material components that the hotel supported and advertised. One of the most crucial principles was that none of the visitors ever felt mistreated or "short-changed" by the accommodations they were staying in. The last component, being in the moment, includes how the visitors viewed the opulent hotel or lodge as a "lived experience"; this view excluded any prior opinions or judgments they may have had about the establishment. Due to their simultaneous production and consumption as well as their interdependence, hospitality and lodging are "lived experiences" that entail an "inseparability." Properties only have one chance to make an impression on their guests because these services are ephemeral and cannot be kept for sale at a later time; if something goes wrong, there is no second chance (Harkison, 2016).

The two distinctive features of luxury hotels are the activities that take place outside and the expectations and wants of the visitors. The hotel concierge staff most likely organizes external activities, which are those that take place outside of the hotel and are typically contracted out to a third party (a company that is neither owned nor managed by the hotel). Any unfavorable outcome from these activities, regardless of who conducts them, will frequently negatively affect the entire experience of staying in a premium hotel. According to its own policies, operating standards, and performance requirements, hotels generally provide more prescriptive experiences in an effort to meet the expectations and desires of their patrons (Harkison, 2016).

Luxury lodges are distinguished by their physical surroundings, personalized care, and hospitality. Luxury lodges in New Zealand are usually found in somewhat isolated locations with stunning landscapes and rocky terrain. On the other hand, the amenities are anything but rough or austere; in fact, most of them are the pinnacle of luxury. These lodges' employees have more latitude to exercise their autonomy, which allows them to effectively give each client individualized attention and enhance the luxury experience. In the context of luxury lodges, "hospitableness" refers to a broad idea that suggests all visitors are receiving excellent treatment and that the lodge's primary focus is on their welfare. For a luxury property to be effective and to guarantee hospitality, guests must understand that these efforts are taking place at the luxury lodge (Harkison, 2016).

**Figure 1.** *The Experience of a Luxury Hotel and Lodge Model*



## Conclusion and Recommendations

Since a company's vision or mission statement sets expectations, it is essential that they work to keep their end of the bargain. A monitoring mechanism must be developed and used to ensure that what has been promised is truly being delivered, and the mission or vision statement must be ingrained in the minds and behaviors of all management and staff. The management of the company must identify what makes their properties unique and then emphasize and highlight these features to all of the guests, whether they are returning customers or prospective ones, in order for them to use them as part of their competitive advantage (Harkison, 2016). Businesses need to establish the scene for their guests because this will give the fundamental framework that staff members may use to create a luxurious lodge or hotel experience for them.

Businesses may need to create checklists to make sure that all of the tangible and intangible elements found at the properties are accessible to all guests, without exception. This helps to set the scene. Since these "building blocks" (the stage) serve as the framework upon which the entire experience is built, it is extremely difficult, if not impossible, to provide a luxurious experience without them. Companies need to focus on selecting employees who have the proper look, behavior, attitude, demeanor, proactive ability, and social skills. Additionally, they must focus on hiring, training, and keeping staff that are skilled in designing and executing effective luxury lodge or hotel experiences. Businesses may need to review and reassess their current staff-related policies and procedures in order to comply with this requirement. To ensure that the personnel can properly create the promised luxury experience for customers, management must clearly communicate expectations to them. This could entail drawing up a plan that specifies how to create and provide what is required. (Harkison, 2016).

In addition to facilitating and supporting higher levels of engagement and co-creation among all participants, organizations will need to investigate the range of ways that co-creation takes place within their lodges and hotels. This co-creation takes place within the properties between at least two of the participating parties (visitors, staff, or management), in addition to frequently taking place outside the properties with outside third parties (companies not owned or managed by the hotel or lodge). The development of the luxury experience is probably going to benefit from the encouragement and support of additional co-creation opportunities. Any travel experience must include lodging, which has the power to make or ruin the whole trip. Visitors now seek a luxury lodging experience rather than a luxurious lodging stay. Employees are not only essential but also at the heart of the process in order to produce this experience, as this chapter makes clear.

Luxury hotels and lodges typically have highly skilled and motivated staff, but the establishments need to be careful to draw in and hire the "right" people. These employees must have dispositions that are inclined to make guests happy as well as professional conduct, appearance, demeanor, and attitudes that align with the culture of the property. Luxury hotels and lodges have a higher degree of connection with guests, therefore companies need to ensure that front desk employees have the self-assurance and skills necessary to have informed conversations with guests about a wide range of topics both domestically and abroad. If organizations want to co-create experiences that their guests will remember, they must concentrate on the guest's whole stay, from before they physically check in at the property to any follow-up after their departure, and everything in between. This is achieved by creating a number of "touch points" that will enhance the overall experience and continuously introducing fresh surprises that will excite and excite guests while they are there. The experience of staying in a luxury hotel is then viewed as a proactive, dynamic, and personal production that was co-created by staff and visitors.

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