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Aim & Scope

Journal of Multidisciplinary Academic Tourism (JOMAT) is an explicitly international and multidisciplinary peer-reviewed scientific journal founded in 2016. JOMAT aims to publish both empirically and theoretically based articles which advance and foster knowledge of tourism and research that explores one or more of the economic, social, cultural, political, organizational, marketing, management or environmental aspects of the subject. We are also trying to give a new perspective to tourism-related activities. The journal encourages short commentaries and rejoinders and provides a rapid turnaround of submissions. In addition to regular length submissions, the journal also welcomes extended peer-reviewed papers on a single topic that combines detailed literature reviews with substantive empirical research and policy analysis. We also welcome supplementary material in the form of video, audio, photographs and additional supplementary about data, not included in the paper. The journal publishes Main Papers, Book Reviews, Review Essays and occasional Opinion Pieces. Book reviews and Opinion Pieces are by invitation only.

The Journal invites contributions related to the following subjects and their applications in tourism and hospitality: marketing management; innovations; global issues; economics; consumer behavior; organizational behavior; culture; methodology; sustainability; beverage management; planning and development; financial management; gender issues; ethics; entrepreneurship; education; and future trends. We also commission Special/Additional Issues – please contact the editors if you have a proposal for a Special Issue or Opinion Piece.

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Investigation on the relationship Of service Quality On Tourist Satisfaction and Loyalty: Case Study of Ardabil County

Robab Naghizadeh*

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ABSTRACT

The objective of this study is to investigate tourist' satisfaction of the Ardabil County tourism Service Quality using KANO model. In this case, Ardabil County was chosen as a destination (Ardabil County covers an area 3810 km² in the north west of Iran). In order to assessment of tourist satisfaction of the Ardabil County tourism Service Quality, using KANO model, Questionnaire as survey instrument, was used. The validity and reliability of the survey was based on content validity, and Cronbach's Alpha value in SPSS Version 24. In total, 384 by sampling method were distributed among tourists in the summer. Evaluation of tourist' satisfaction in KANO model also indicated the tourists from One Dimensional with satisfaction coefficient (0.731) are the most satisfaction. Also the least amount of tourists' satisfaction from Ardabil County tourism Services Quality is related to Basic needs with satisfaction coefficient (0.337). Moreover, the results signified the Ardabil County tourism Service Quality affect positively and significantly tourists' satisfaction. Furthermore, this study is presented the change in strategies investors, attendants and markers to planning for increasing the tourists satisfaction in the Ardabil County.

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1. Introduction

The travel and tourism industry today is the world's largest and most diverse business sector. The importance of this industry directly results from the fact that it serves as a primary source for generating revenues, employment, private sector growth, and infrastructure development for many countries (Gee, 1999). Through these benefits, tourism development not only stimulates the growth of the industry, but also triggers overall economic growth (Lee & Chang, 2008). Tourism has a prominent role in the international economy (Cengiz, 2012) accounting for 11% of global gross domestic product (GDP) and employing 200 million people (Okello & Yerian, 2009). In the context of globalization (Mendes et al., 2010), tourism industry creates full and part-time jobs

(Vassiliadis, 2008). Consequently, the economic prominence (Cengiz, 2012) has fostered competitiveness among tourism destinations (Mendes et al., 2010). The business of tourism is complex and fragmented and since visitors arrive at the destination, until they leave, the quality of their experience is affected by many services and experiences, including a range of public and private services, community interactions, environment, and hospitality. Therefore, destinations have to deliver wonderful experiences and excellent values to visitors (WTO, 2007) to make them loyal (Haque & Khan, 2013).

Customer satisfaction is a popular subject of research in different sectors of the economy. Satisfaction may be defined as "a judgement that

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Research Paper



a product, or service feature, provides a pleasurable level of consumption-related fulfilment, including levels of the under or over fulfilment of a product” (Oliver, 1997: 13). However, despite many attempts to explain Customer satisfaction, a homogeneous definition does not exist, and may be influenced by the specific characteristics of each economic sector. Customer satisfaction in tourism has been described as the conformity between the expectations of the tourist and the characteristics of the host destination (Truong & Foster, 2006: 843). Thus, customer satisfaction in tourism is determined by both subjective (i.e. customer needs and emotions) and objective factors (i.e. product and service features), however, as in the definition of customer satisfaction, a complete set of attributes that determines customer satisfaction in tourism does not exist in the literature. The analysis of customer satisfaction in tourism also reveals that the multi-dimensional construct of customer satisfaction is usually affected by other constructs (antecedents) and affects other constructs (consequences) (Sánchez-Rebull et al, 2018:152).customer satisfaction is a psychological state. It is a sense of pleasure after customers' needs are satisfied. It's a relative relationship between customers' expectations for products or services and the actual feelings after they actually using products or sharing services (Gao & Xue, 2016). If the number is used to measure the state of mind, this number is called customer satisfaction. Therefore, customer satisfaction is the quantification of customer satisfaction level as well as the difference function between perceived performance and expectations (or anticipation) (Wu, 2017:618). Given that a comprehensive research on the impact of service quality on the satisfaction of tourists in Iran has not been done, especially in the Ardabil province, the need for this research is felt very strongly. Therefore, the main objective of this research is to find the relationship of tourism service quality with tourist's satisfaction and loyalty to the destination (Numanoğlu and Güçer, 2018) in Ardabil city. In this regard, the hypotheses considered are as follows:

- The basic requirements of Ardabil tourism products have a direct and significant effect on the satisfaction of tourists.
- The performance requirements of tourism products in Ardabil have a direct and significant effect on the satisfaction of tourists.
- Motivational requirements of Ardabil City's tourism products have a direct and significant effect on the satisfaction of tourists.
- Satisfaction with the future behavior of tourists has a direct and equitable effect.

2. The Study area

Iran is one of the most spectacular countries in the world. So that the country is one of the top 10 countries in terms of attractions (cultural and civilization) tourism and one of the first five countries in the world in terms of diversity (natural environment) tourism and is one of the first three countries in the world in terms of handicrafts (Zangi Abadi et al, 2006:131). Iran has a great potential for tourism e.g. Iran is the eighteenth largest country in the world in terms of area. It is located in the southwestern Asia and covers the land area of more than 1,648,000 km². Moreover, a review of 3167 tourist attractions found that Iran is rich in cultural and natural tourism resources; many of which are unique to the world (Zeinali et al, 2014: 68). tourism has become one of the important sectors of the global economy accounting for 11% of global gross domestic product (GDP) and employing 200 million people . In Iran, tourism is estimated to account for 5.6% of the country's total GDP, 5.1% of the country's total employments, 2.9% of the country's total capital investments, and 2.8% of the country's total exports (WTCC, 2013).

Ardabil is located in a vast plain, 45 km long, on the slopes of Mount Sabalan. The weather in Ardabil city is moderate and cool in the spring and summer. The handicrafts and souvenirs also include Glim, Jajim, Shal, Varni, Masnad, Pottery, Wood Industries, Leather and Carpet Artifacts and its souvenirs are honey, black halva and local sweets. Historic monuments and tourist attractions of the city include: the monument of Sheikh Safiuddin Ardabili monument related to the Ilkhani-Safavi era, the Ardabil indoor arena with

arched vaulted ceilings, Mirza Ali Akbar mosque related to the Qajar period, the Friday mosque belonging to the Saljoughi period on the hill Historical Made, Shorabil Tourist Complex, Neur Sea Lake, 48 km south-east of Ardabil, warm water and Sardabeh waterfall, Shatar Gonbadi Tower in Soma Village, Sheikh Gabriel Tomb, Sheikh Safiuddin Ardabili's father in Kalkhoran neighborhood of Ardabil (Cultural Heritage, Handicrafts and Tourism Organization of Ardabil Province, 2016).

3. Literature Review

Bayraktaroğlu and Özgen, (2008), in a paper "Integrating the Kano model, AHP and planning matrix: QFD application in library services, In this study, QFD is applied to central library services of Dokuz Eylül University (DEU) in Izmir, Turkey. Basically, the methodology used in this study integrates the Kano model, AHP and planning matrix of house of quality. First, a focus group study is held to find out the requirements of university students for the university library that are then classified using the Kano model. The requirement categories are ranked with respect to their relative importance using analytical hierarchy process (AHP). In the last step, all findings are transferred to the planning matrix and strategies for DEU Central Library are developed. – The paper reveals marketing strategies for a non-profit organization, a state university library, and helps the library find out its competitive position.

Mikulic and Prebezac (2016); Karakuş and Çoban (2018), studied "The Kano model in tourism research: A critical note" The study is The Kano model provides a classification of different product or service attributes (quality elements) depending on an attribute's potentials to contribute to customer dissatisfaction, on the one hand, and customer delight, on the other hand. This note addresses a severe misconception regarding the Kano model which is present in parts of the contemporary tourism literature.

Mikulić and Prebežac (2011), in a paper review of techniques for classifying quality attributes in the Kano model, to identify the theoretical/practical strengths and weaknesses of these techniques; and to provide guidance for

future research and managerial practice in this area. Based on an extensive review of the literature on the Kano model and the relevant marketing/management literature, five approaches (Kano's method; "penalty-reward contrast analysis"; "importance grid"; qualitative data methods; and "direct classification") are evaluated in terms of their validity and reliability for categorising attributes in the Kano model. Several illustrative examples provide empirical evidence for the theoretical arguments advanced in the study. The Kano questionnaire and the direct-classification method are the only approaches that are capable of classifying Kano attributes in the design stage of a product/service

Ponnam et al (2011), in a paper titled Satisfaction-based segmentation: Application of Kano model in Indian fast food industry, a satisfaction-based segmentation built upon Kano et al's taxonomy of product requirements, which is based in an engineering context. The proposed methodology is illustrated by segmenting young Indian consumers of fast food restaurants. CATREG procedure is used to find relevant drivers of consumer satisfaction, then, two step cluster analysis is used to derive satisfaction-based segments. A four cluster solution is obtained. After assessing the reliability and validity of segments obtained, segments are interpreted as value for money seekers, variety/novelty seekers, taste seekers and traditionalists, respectively.

Tsai et al (2011), reviewed Application of Kano Model to Discuss Tourist Demands on Service Quality in Recreational Travel. This study applied the Kano Model to discuss tourists' perceived service quality in recreational travel and to understand their actual needs, in order to provide a reference for the tourism industry to improve and enhance service quality. The results indicated that, among the 27 service quality items categorized according to the Kano Model, the Attractive quality element and Must-be element have the highest weights. The quality improvement index analysis divides service quality factors into four quadrants. Several improvement suggestions are proposed to Nanshan Cultural Tourist Area, including upgrade of transportation infrastructure,

merchandise safety and after-sale services, personnel training, and diversity in food services.

Lin et al (2017), in a paper titled Empirical research on Kano's model and customer satisfaction, the odds of customer satisfaction were determined to identify the classification of quality attributes, and took customer psychology into account to suggest how decision-makers should prioritize the allocation of resources. A novel method for quantitatively assessing quality attributes was proposed to determine classification criteria and fit the nonlinear relationship between quality attributes and customer satisfaction. Subsequently, a case study was conducted on bicycle user satisfaction to verify the novel method. The concept of customer satisfaction odds was integrated with the value function from prospect theory to understand quality attributes. The results of this study can serve as a reference for product designers to create attractive quality attributes in their products and thus enhance customer satisfaction.

Zobnina, and Rozhkov (2018), studied Listening to the voice of the customer in the hospitality industry: Kano model application. The study is focused on tangible aspects of the hotel service product adopted from the European Hotel Guest Satisfaction Index by J.D. Power. Research methodology is based on the Kano model that enables satisfaction driver classification based on the level of their impact. Data collection was conducted via online panel representative for 1 million+ Russian cities, totaling 1,238 respondents. This paper reveals groups of customer satisfaction drivers by their impact from attractive to expected and indifferent, as well as customer preference profile by age, overall travel experience and trip purpose (recreational, sightseeing or active tourism). This paper focuses on the tangible attributes of hotel experience; the survey sample composed of Russian tourists that evaluated their satisfaction with hotels in Europe. As a result of the study, the authors test Kano model application in the hospitality and tourism industry, providing hotel managers with an advanced yet easy to use customer satisfaction measurement tool. Also, the authors demonstrate

substantial differences in customer satisfaction drivers by groups that can be used to plan product development. "Expected" and "one-dimensional" groups of product features would cause customer dissatisfaction if missing and should be the first priority of management.

4. Methodology

In this study, Ardabil County was chosen as a tourism destination. In order to assess tourist satisfaction with tourism service quality in Ardabil County, questionnaire was used as a survey instrument. The validity and reliability of the instrument was based on content validity of Cronbach's Alpha value in SPSS software Version 24. On the whole, 384 questionnaires were distributed by sampling method among tourists in the summer in Ardabil. In order to determine which types of products and services have a greater influence on customer's satisfaction, the Kano model was applied in following steps.

Step 1, involves surveying target tourists (through questionnaires) about each theme park function through a pair of questions (functional and dysfunctional). Functional questions are asked in a positive way and dysfunctional questions are asked in a negative way. Tourists are asked to choose among five options for each question. In the case of Ardabil County, a total of 37 questions with regarding to the service quality of the Ardabil County were asked.

Step 2, is to use the evaluation table (Figure 1) to count and summarize the results. The abbreviations used in the evaluation table represent one-dimensional requirements (O), attractive requirements (A), must-be requirements (M), indifferent requirements (I), questionable requirements (Q) and reverse requirements (R). For instance, if one respondent chose "I like it" for a functional question and answered "I can live with it" for a dysfunctional question, the tested product or service feature would be classified as an attractive requirement (A). For indifferent requirements (I), the customer is neither satisfied nor dissatisfied if the product, service or process is dysfunctional or fully functional with regard to that particular aspect. Questionable requirements (Q) represent results that exhibit contradictory

Table 1 : Customer Requirements

Functional	Dysfunctional					
	Customer Requirements	1 Like	2 Must-be	3 neutral	4 Live with	5 Dislike
	Like	Q	A	A	A	O
	Must-be	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live with	R	I	I	I	M
	Dislike	R	R	R	R	Q

Source: Karakuş, Y., & Çoban, S. (2018). Evaluation of Stakeholders' Expectations Towards Congress Tourism by Kano Model: Case of Nevşehir. *Anais Brasileiros de Estudos Turisticos-ABET*, 8(2), 8-20: 13

answers. Reverse requirements (R) signify that the product or service feature is not wanted by customers and that they strongly expect the reverse. One-dimensional, must-be and attractive requirements, together with indifferent requirements, are primarily what we are investigating in the Kano model analysis.

A: attractive, O: one-dimensional, M: must-be, Q: questionable result, R: reverse, and I: indifferent.

Step 3 involves determining the category of the evaluated product or service feature according to the answer frequency.

The customer satisfaction coefficient indicates that, the extent to which satisfaction increases if a product requirement is met or the extent to which satisfaction decreases if a product requirement is not met. It is useful to know that the average impact of a product or service requirement with the satisfaction of all customers. The calculation of this coefficient is represented as following as.

Enhanced Satisfaction Coefficients

$$\frac{(A + O)}{(A + O + M + I)}$$

$$\frac{(O + M)}{(A + O + M + I)(-1)}$$

Reduced Dissatisfaction Coefficients

A positive customer satisfaction coefficient ranges are between zero to one. The closer value to one has the higher influence on customer satisfaction. The negative customer satisfaction operates in the same way. A value of zero signifies that this feature does not cause dissatisfaction if it is not met. In this way, all the evaluated characteristics

can be represented visually in a diagram. It is helpful to know their influence on customer satisfaction and set priorities when designing products or services (Nasiri & Amozadmahdiragi, 2014:101).

5. Research Findings

384 questionnaires were distributed among tourists. After collection, 360 questionnaires were used to assess and measure the opinions. In terms of gender, 55.3% of the respondents were men and 44.7% were women. In terms of age, 16.7% (a frequency of 60) were under 20 years old; 24.7%(89) between 20 and 29 years; 30.3%(109) between 30 and 39 years; 11.9%(43) between 40 and 49 years old; 8.1%(29) between 50 and 59 years, and 8.3%(30) over 60 years of age. In terms of marital status, 41.1%(148) were single, while 58.9%(212) were married. According to the level of education, 18.9%(68) had attended primary school only; 15.3%(55) had a high school degree; 9.7% (35) had taken some university courses; 38.6%(139) had a university degree; and finally, 17.5% (with a frequency of 63) had either a master's degree or PhD (Table 2). Regarding employment, we divided the studied population into several subgroups of specialists, employees, self-employed persons, workers, unemployed, collegians and students. The frequency distribution of the statistical sample according to the type of occupation in Table 2 shows that 5.6%(20) were specialists; 19.4%(70) were employees; 23.3%(84) had free occupation, those who are not government employees); 2.2%(8

Table 2 : Socio-demographic characteristics of tourists

Gender		level of education		age		employment	
Men	%55.3	Primary school only	%18.9	20>	%16.7	Specialists	%5.6
Women	%44.7	high School degree	%15.3	20-29	%24.7	Employees	%19.4
marital status		university Courses	%9.7	30-39	%30.3	free occupation	%23.3
Single	%41.1	university degree	%38.6	40-49	%11.9	workers	%2.2
Married	%58.9	master's and Ph.D.	%17.5	50-59	%8.1	unemployed	%21.4
				60≤	%8.3	students	%28.1

were workers, 21.4%(77) were unemployed; and 28.1%(101) were collegians and students.

The sources of information about Ardabil based on the results include TV, national and local newspapers, information received from friends, relatives, websites, networks, signs and road signposts. The polls show that sources were 27.2% (98) TV, 14.7% (53) newspapers, 34.7% (125) through information received from friends and acquaintances, 15.3% (55) on the Internet and 8.1% (29) through the road signs from this destination. 33.3 percent (162) of people surveyed in Ardabil were there for the first time, while 45% (120) were there for the second time, and 21.7 % (78) for the third or more. According to the length of stay, respondents can be grouped into four levels:

(a) Those who did not have a night stay in the city of Ardabil;

(b) Those who stayed in Ardabil for one night;

(c) Those who stayed in Ardabil 2-3 nights; and

(d) Those who stayed in Ardabil for more than 3 nights. Frequently, the fourth group has the largest share among respondents.

52.8% (190) of the tourists used their personal cars to travel to Ardabil city. 31.1% (112) used buses, 10.3% (37) used airplanes, and 5.8% (21) used other forms of transport. In terms of residence, 32.8% (118) stayed in hotels and hospitality; 30.8 (111) stayed with relatives and friends; 4.4% (16) in the park and camp; 8.6% (31) camped on the street; 4.2% (15) stayed in schools; 9.2% (33) stayed in leased houses, and 10% (36) resided in the Hospitality Office(Table 3).

Table 3: Tourists tour profile

type of trip	Solitary	%15.8	Scheduling days	1 to 3 days	%18.3
	Family	%56.7		4 to 6 days	% 35
	Group (tour and friends)	%16.9		7 to 10 days	%23.6
	Another shape	%10.6		More than 10 days	%23.1
staying time	No overnight stay	%14.4	Transportation	personal car	%52.8
	A full day	%11.7		Bus	%31.1
	2-3 night and day	%28.3		Airplane	%10.3
	More than 3 nights	%45.6		Another shape	%5.8
Purpose of the trip	Meet relatives and friends	%31.4	Travel costs	Up to 400 thousand	%20.3
	See Historical Cultural Attractions	%30		Up to 800 thousand	%30.3
	See Natural Attractions	%28.3		Up to 1,200 thousand rubles	%22.2
	Other goals	%10.3		Up to 1600 tones	%27.2

Table 4 : Satisfaction and dissatisfaction coefficients of basic needs

Row	Indicators	$A+O)/(A+O+M+I)$	$O+M)/(A+O+M+I)(-1)$	$A-M)/(A+O+M+I)$
		Satisfaction factor 0 to 1)	Dissatisfaction rate 0 to -1)	total satisfaction
1	Historical sites and ancient monuments	0.407	-0.657	-0.25
2	Destination cleanliness	0.396	-0.698	-0.302
3	Security	0.380	-0.640	-0.260
4	Entertainment services and facilities	0.360	-0.666	-0.306
5	Access and accommodation in schools and parks	0.337	-0.641	-0.303
6	Accommodation facility	0.317	-0.627	-0.310
7	Traditions and customs of local customs	0.305	-0.671	-0.366
8	Friendly behavior and hospitality of the host community	0.304	-0.648	-0.344
9	WCs	0.275	-0.704	-0.429

Kano Model Results

In this research, after analyzing the questions of the Kano questionnaire according to the data of Table (4), 9 factors included: services and entertainment facilities, historical sites and ancient buildings, tradition and local customs, friendly behavior and hospitality, the hospitality of the host community, residential facilities, destination cleanliness, security, WCs, access and accommodation in schools and parks were identified as the main needs of tourists, according to the data provided in the table (5) in priority order the factor of historical sites and ancient buildings with a satisfaction index of 0/407 is the

most important indicator, the purity of the destination with a satisfaction rate of 0/396 in the second stage, security with a satisfaction rate of 0/380 is at the next level of satisfaction. This means that the tourists expect to receive these services. So their existence does not have a special satisfaction for the tourist, if they were not, there would be considerable discontent for the tourist.

Residential facilities with a satisfaction rating of -0.627, the lowest index and WCs with a dissatisfaction rate of -0.1704, in terms of creating a first-rate dissatisfaction from visiting tourists from Ardabil tourism places. Also, in relation to overall satisfaction of basic needs, based on each

Table 5 : Satisfaction and dissatisfaction coefficients of motivational needs

Row	Indicators	$A+O)/(A+O+M+I)$	$M+O)/(A+O+M+I)(-1)$	$A-M)/(A+O+M+I)$
		Satisfaction factor 0 to 1)	Dissatisfaction rate 0 to -1)	total satisfaction
1	Fueling services	0.777	-0.486	0.291
2	green spaces	0.729	-0.451	0.278
3	flora and faunas, and certain natural events	0.709	-0.361	0.348
4	Tourist information centers	0.687	-0.401	0.286
5	Car assistance bases	0.684	-0.358	0.326
6	prayer places	0.681	-0.378	0.303
7	urban vitality and well-being	0.655	-0.404	0.251
8	monetary and banking services	0.641	-0.418	0.223
9	Landscapes and natural scenery	0.640	-0.461	0.179
10	Communication systems (Internet, telephone, ..)	0.639	-0.496	0.143
11	Variety of activities	0.590	-0.492	0.161
12	Bread supply in bakery and food	0.590	-0.524	0.066
13	Signs (signs, guides, tags, brochures, etc.)	0.575	-0.406	0.169
14	Red Crescent bases	0.569	-0.447	0.122
15	Nightly entertainments	0.511	-0.481	0.030

of the indicators, it can be concluded that among these indicators, historical sites with values of -0.25, security with a value of -0.260 and destination's cleanliness with a value of -0.302 in the order of priority, the degree of total satisfaction has been of primary importance, and in contrast to the healthcare provider with a value of -0.429, tradition and local customs practices with a value of -0.366, and behavioral and host hospitality with a value of -0.344 have a little bit of importance.

According to the results of the kano questionnaire, 15 factors including diversity of activities, flora and fauna s, and certain natural events, landscapes and natural scenery, green spaces, urban vitality and well-being, nightly entertainments, communication systems, tourist information centers, guidance signs, bakeries and food, prayer places, car assistance bases, Red Crescent bases, monetary and banking services, and fueling services were identified as the motivational needs of tourists. Based on the data in Table 6, in which 15 factors related to the motivational needs of tourists have been examined, according to the priority of the fuel service provider with the satisfaction index of 0.777, the most important indicator, the condition of the green area with a satisfaction index of 0.729 and flora and fauna and natural events with a satisfaction of 0.709 are in the next stage of satisfaction (Table 6).

These requirements, due to their surprise, bring them a significant amount of satisfaction for the

tourist, while their lack of satisfaction will be unreasonable. The car assistance bases with a disparity of -0.358 the least important indicator and the supply of bread in bakery and food products with a coefficient of -0.524 is due to the lack of satisfaction of the first place on the part of tourists. Also, according to the total satisfaction index and the priority of flora and fauna and special natural events with a value of 0.348, the Car assistance bases with a value of 0.326 and places of prayer with a value of 0.303 had a higher degree of satisfaction. In front of the nightly entertainments with a value of 0.030, the supply of bread in the bakery and food with a value of 0.066 and Red Crescent base with a value of 0.122 have little importance.

In order to investigate the operational needs of tourists, 11 factors include: cultural

services and facilities, mineral waters, architecture, souvenirs, arts and crafts, local food, restaurants and food preparation, traffic and crowding, hospitals and pharmacy services Cars, taxis and public cars and tourism services were studied as the operational needs of tourists (Table 6). Accordingly, the priority of taxis and public cars with a satisfaction index of 0.794 is the most

Table 6 : Satisfaction and dissatisfaction coefficients of functional requirements

Row	Indicators	$A+O)/(A+O+M+I)($	$M+O)/(A+O+M+I)(-1)($	$A-M)/(A+O+M+I)($
		Satisfaction factor (0 to 1)	Dissatisfaction rate (0 to -1)	total satisfaction
1	taxis and public cars	0.794	-0.589	0.205
2	arts and crafts	0.782	-0.688	0.094
3	local food	0.774	-0.642	0.138
4	tourism services	0.772	-0.530	0.242
5	souvenirs	0.767	-0.628	0.139
6	cultural services and facilities	0.756	-0.703	0.053
7	traffic and crowding	0.752	-0.696	0.056
8	hospitals and pharmacy services Cars	0.699	-0.557	0.141
9	restaurants and food preparation	0.693	-0.615	0.078
10	architecture	0.642	-0.608	0.034
11	mineral waters	0.612	-0.441	0.171

Table 7: Satisfaction and dissatisfaction coefficients of indifferent needs

Row	Indicators	$A+O)/(A+O+M+I)($	$M+O)/(A+O+M+I)(-1)($	$A-M)/(A+O+M+I)($
		Satisfaction factor 0 to 1)(Dissatisfaction rate (0 to -1)	total satisfaction
1	urban suburban	0.355	-0.181	0.174
2	familiarity of residents with foreign languages	0.299	-0.184	0.115

important indicator, and arts, crafts and local food with satisfaction coefficients of 0.782 and 0.774, respectively, are in the next level of satisfaction. So the tourist expects them to get better. In fact, there will be a lot of discontent with them. Mineral hot water with a disparity of -0.441 is the least important index and the services and cultural facilities (concert halls, cinemas, theaters, museums, galleries Henry and ...) with a coefficient of -0.703 from the point of view of creating dissatisfaction.

According to data on the total satisfaction index from functional needs, the tourist service agent with a value of 0.242, taxis and public vehicles with a value of 0.205 and mineral hot water with a value of 0.171 are primarily important. in contrast to the architectural elements, services and cultural facilities (concert halls, cinema, theater, museums, galleries, etc.) and traffic and crowded with coefficients (0.034), (0.053) and (0.056) have been of little importance.

According to the results of the Kano questionnaire, 2 items were considered as the needs that tourists regard as indifferent: suburbs and the familiarity of inhabitants with foreign languages . according to the data of table (7), the urban suburban factor with a satisfaction factor of 0.355 and familiarity of residents with foreign

languages with a satisfaction score of 0.299 have not been included in any of the group's basic, motivational and functional requirements. That is to say, it does not have any effect on the satisfaction of the tourist. In terms of overall satisfaction index, priority is given to the urban suburban factor with the value of 0.174.

In terms of satisfaction of tourists, the estimation of their basic, functional and emotional needs from Ardabil's tourism sites in the Kano model, according to the surveyed indicators and quantitative analysis of the findings, accordingly, tourists had the most satisfaction with performance requirements with a satisfaction rate of 0.731. Satisfaction has been declared and the least satisfaction is from meeting the basic needs, with a satisfaction rating of 0.341. motivational requirements with a non-satisfaction rate of -0.461 the least important indicator and the basic requirements with a coefficient of -0.661 is due to the creation of first-rate dissatisfaction by tourists. Also, in the case of total satisfaction, it can be concluded that motivational needs were primarily important with a satisfaction index of 0.167 (Table 8).

Table 8: Coefficient of satisfaction and dissatisfaction of variables

Row	Indicators	$A+O)/(A+O+M+I)($	$M+O)/(A+O+M+I)(-1)($	$A-M)/(A+O+M+I)($
		Satisfaction factor)0 to 1(Dissatisfaction rate)0 to -1(total satisfaction
1	Functional requirements	0.731	-0.607	0.124
2	Motivational Requirements	0.628	-0.461	0.167
3	Basic requirements	0.341	-0.661	-0.320

Table 9: Measuring the Impact of Basic Requirements on Tourism Satisfaction

Variables of basic requirements	Chi-Square	Sig.	Cramer's V
Historical sites and ancient monuments	198.533	0.000	0.114
Destination cleanliness	210.300	0.000	0.138
Security	210.733	0.000	0.122
Entertainment services and facilities	274.967	0.000	0.077
WCs	293.800	0.000	0.146
Access and accommodation in schools and parks	241.600	0.000	0.107
Accommodation facility	225.767	0.000	0.125
Traditions and local customs	260.500	0.000	0.148
Friendly behavior and hospitality of the host community	246.767	0.000	0.098

Measuring the Impact of the Basic Requirements of Ardabil Tourism Product on Tourism Satisfaction:

In order to prove the hypothesis, essential requirements have a significant effect on the satisfaction of tourists, Chi-Square test is used. This test is significant at 0.05.

According to the results of the test (Table 9), with 99% confidence, it can be concluded that there is a significant relationship between satisfaction of the underlying factors and overall satisfaction, thus assuming the existence of a relationship between the basic requirements and satisfaction is confirmed (P-value = sig <0/05).

According to the results of V Cramer test (Table 9), the severity and extent of the relationship between the basic requirements and the satisfaction of tourists is weak. It can also be concluded that among the variables of the essential requirements of the service provider and entertainment facilities (theme parks,

playgrounds, etc.) with a value of (0.077), friendly behavior and hospitality of the host society with the amount of (0.098), and access to and accommodation in schools and parks with a value of (0.107) were more severely weakened respectively. In contrast, the factor of tradition and local customs with a value of (0.148), WCs with a value of (0.146) and residential facilities with a value of (0.125) show less severity than other variables in this relationship (Table 9).

Measuring the Effect of Functional Requirements of Tourism Product of Ardabil on Tourism Satisfaction:

Based on the results of the Chi-square test in Table (10), with 99% confidence, the relationship between functional requirements and tourist satisfaction was confirmed (P-value = sig <0/05). If we refer to a meaningful level, we find that for all indices it is smaller than 0.05 (P-value = sig = 0.000 <0/05).

Table 10: Measuring the impact of functional requirements on the satisfaction of tourists

Variable Functional Requirements	Chi-Square	Sig.	Cramer's V
Mineral hot water	223.867	0.000	0.056
Taxis and public cars	251.200	0.000	0.065
art and craft	209.933	0.000	0.068
local food	259.567	0.000	0.059
Souvenir	227.533	0.000	0.111
Traffic and bustle	216.967	0.000	0.105
Services and cultural facilities	234.333	0.000	0.072
Restaurants and food preparation	132.300	0.000	0.111
Architecture	186.867	0.000	0.080
tourism services	147.233	0.000	0.110
Hospital and pharmacy services	119.333	0.000	0.092

The numerical value of this statistic for all essential variables is very low, so it can be concluded that the relationship of the intensity is low. A statistic of the V Cramer's test indicates that the mineral water agent with a value of (0.056), local foods with a value of 0.59 and taxis and public cars with a value of (0.065) are more severely weakened. Souvenirs and restaurants, food supply with a value of 0.111, tourism services with a value of 0.110 and traffic and busy with a value of 0.105 show a low intensity of weakness (Table 10).

Measuring the Impact of Motivational Requirements of the Tourism Product of Ardabil city on Tourism Satisfaction

According to the above hypothesis, the relationship between the motivational requirements as the variable X (independent) and satisfaction as the dependent variable (Y) with chi-square test was measured. According to the

information provided, the assumption of a relationship with 99% confidence is confirmed. Therefore, the results of the test showed a positive and significant relationship between the motivational factors of Ardabil city and satisfaction (P value = sig <0/05)). As can be seen, the results of V Kramer test show the severity of the relationship between the two variables lower (Table 11). In addition, among the indicators related to the motivational requirements, respectively, the factor of supplying bread in bakery and food with the quantity (0.078), communication systems (Internet, telephone, ..) with the amount (0.086) and automobile assistance centers with a value of 0.095, the severity of the weakness was higher .in contrast the status factor of the green area with the value (0.225), the monetary and banking services with the amount (0.221) and the places of prayer with a value (0.216) with a lower degree of severity was explained (Table 11).

Table 11 : Measuring the Impact of Motivational Requirements on the Satisfaction of Tourists

Variables of Motivational Requirements	Chi-Square	Sig.	Cramer's V
The status of green areas	337.267	0.000	0.225
Flora and fauna and special events	449.167	0.000	0.155
Tourism Information Centers	302.433	0.000	0.146
Car assistance bases	232.533	0.000	0.095
Places to make prayers	251.400	0.000	0.216
Fueling services	253.100	0.000	0.151
The liveliness and hospitality of the city	268.167	0.000	0.133
Landscapes and natural scenery	468.900	0.000	0.112
Communication systems (Internet, telephone...)	767.318	0.000	0.086
Variety of activities	386.700	0.000	0.182
Bread supply in bakery and food	228.000	0.000	0.078
Signage tips	326.167	0.000	0.135
Red Crescent bases	221.667	0.000	0.172
Nightly entertainments	340.667	0.000	0.096
Monetary and banking services	231.067	0.000	0.221

Measuring the Impact of Motivational Requirements of the Tourism Product of Ardabil city on Tourism Satisfaction

According to the above hypothesis, the relationship between the motivational requirements as the variable X (independent) and satisfaction as the dependent variable (Y) with chi-square test was measured. According to the information provided, the assumption of a relationship with 99% confidence is confirmed. Therefore, the results of the test showed a positive

and significant relationship between the motivational factors of Ardabil city and satisfaction (P value = sig <0/05)). As can be seen, the results of V Kramer test show the severity of the relationship between the two variables lower (Table 12). In addition, among the indicators related to the motivational requirements, respectively, the factor of supplying bread in bakery and food with the quantity (0.078), communication systems (Internet, telephone, ..) with the amount (0.086) and automobile

assistance centers with a value of 0.095, the severity of the weakness was higher .in contrast the status factor of the green area with the value (0.225), the monetary and banking services with

the amount (0.221) and the places of prayer with a value (0.216) with a lower degree of severity was explained (Table 12).

Table 12: Measuring the Impact of Motivational Requirements on the Satisfaction of Tourists

Variables of Motivational Requirements	Chi-Square	Sig.	Cramer's V
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Variety of activities	386.700	0.000	0.182
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Signage tips	326.167	0.000	0.135
Red Crescent bases	221.667	0.000	0.172
Nightly entertainments	340.667	0.000	0.096
Monetary and banking services	231.067	0.000	0.221

Assessing the effect of satisfaction on future behavioral inclinations of tourists

According to the above hypothesis, the Chi-square test with 99% confidence confirms the relationship between tourist satisfaction as an independent variable (X) and future behavioral tendencies of tourists (retreat) as the dependent variable Y (P <0.05). -value = sig) In order to investigate the intensity of the relationship between the two variables, the Phi coefficient has been used in this hypothesis. This coefficient is

used as a symmetric coefficient when both variables are at the 2 * 2 nominal measurement level (test of the relationship between two variables). Since the coefficient of Phi is used only for tables 2 * 2, in these tables, the Phi value is equal to the Pearson correlation coefficient. The results of the test also show the strength of the relationship between the two variables at the significant level of 0.000 (Table 13).

Table 13: Measuring the Satisfaction Effect on Future Behavioral Desires of Tourists in Ardebil

Variables	Chi-Square	Sig.	Phi	Sig.
Satisfaction	72.900	0.000	0.626	0.000
Future behavioral inclinations (retreat)				

6. Conclusion

According to the information obtained from the survey of tourists entering Ardabil in terms of satisfaction with the quality of tourism services in the city, using the Kano model, it can be stated that among the requirements of satisfaction (basic, motivational, functional) the tourists expressed the most dissatisfaction with the basic requirements with a satisfaction rating of 0.341 and a frustration ratio of -0.661 and a total satisfaction of -0.320. Among the indicators related to the basic requirements from the tourists' point of view, the

historical sites and ancient buildings with a satisfaction index of 407.0 with the most important index and WCs with an inferiority coefficient of -0.704 in terms of creating a first-rate dissatisfaction on the tourists' side. Among the indicators related to the requirements of the operating factors of taxis and public vehicles with a satisfaction index of 0.794, the most important indicator and services and cultural facilities (concert halls, cinemas, theaters, museums, art galleries and ...) with a coefficient of -0.703 for the first time, due to the lack of satisfaction.

According to the results, functional requirements with a satisfaction index of 0.731 are in the first rank, satisfaction coefficients and total satisfaction of -0.607 and 0.124 respectively. regarding the requirements of the fuel service provider with a satisfaction index of 0.777, the most important indicator is the supply of bread in bakery and food products with a coefficient of -0.524 in terms of creating a first-rate dissatisfaction from tourists. Motivational requirements with satisfaction coefficient of 0.628 and dissatisfaction coefficient of -0.461 were satisfactory in terms of total satisfaction with 0.167 coefficient.

Suggestions

- The positive image of the destination should be taken care of. Advertising is more effective and less costly than other methods.
- The results show that very few tourists have visited the Ardabil county through the tour. Therefore, the activity of tour operators at this destination should be increased.
- The high percentage of previous trip experience of 26.9% in returning to the region is suggested to be carefully designed to provide suitable services for travelers and create the grounds for their desired experience and positive image of the destination. Advertising is more effective and less costly than other methods.
- Considering the importance of tourism information centers in increasing the level of tourist satisfaction mentioned in the results of hypothesis number three. The use of catalogs and photographs of the tourist attraction of Ardabil county is recommended.

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Knowledge Production Systems in Tourism in Higher Education Institutions: Proposing A Performance Assessment Protocol Based on A Brazilian Experience^o

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ABSTRACT

Keywords:
Knowledge Production
Systems in Tourism,
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Considering the gap between production of knowledge in tourism and its transference (mainly by the socialization educational process, but also via tacit apprenticeship in workplace and also in general terms, e.g. university – society diffusion of knowledge), this paper presents a protocol developed by the authors driven to manage human resources (a critical factor of success) in the Knowledge Production Systems in Tourism (KPST). For that, we have made a literature review, giving relevance to the problem of the absence of knowledge production in tourism and its consequences. Methodologically, the paper focuses on the micro-level of the systems' components (human resources), aiming to identify the main regular characteristics and making a correlation of them with the other members of the system. These profiles, relationally combined, can offer an analytical structure of the team, and doing so, we can observe their most prominent and distinctive factors in a KPST, as well their fragilities. Specifically, it is presented here the assessment of the professors-researchers' team performance aiming to achieve an academic management tool. Our results show: (1) the collective productivity and their related profile, as well (2) the degree of expertise and asymmetry in individual productivity of professors-researchers, and (3) the possible inconsistencies between the expertise of these professionals versus their performed areas. In conclusion, two main contributions are advocated: (1) the preparation of a research protocol itself, which has been translated into software, and (2) the derived indicators used for the survey of diagnosis, for monitoring and evaluating the performance academic management.

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^oAn earlier version of this article was published in Portuguese, see (Pimentel & De Paula, 2014). However, this is an expanded and updated version in English, which focuses on the process of describing the technique's own formulation. The data used here are merely illustrative and have the function of showing how the technique can be executed



1. Introduction: the problem of tourism knowledge and its relation to HEI's

There is a gap between knowledge production in tourism and its transference to the stakeholders (Cooper, 2006)¹. It is seen in the diverse subsystems and processes, that, somehow, is related to tourism knowledge. The literature on tourism is plenty of examples: since the analysis of the structure of the production system itself (Pimentel, 2016, 2017, 2018; Pimentel et al. 2017, 2018), passing through the analysis the educational process (Tribe, 2008; Airey, 2008), in which the knowledge produced is packing theoretically in order to sum a large number of empirical situations, and then taught to the new students (who will be socialized and get a broader volume of knowledge in a faster and efficient way); until to analysis of the knowledge transference in a larger wave (Santos, 2006)², from the knowledge production system to society, in general, for ordinary purposes or even (in public or private) decision-makers³ (Diaz, 2016; Díaz & Pimentel, 2019).

In tourism, Tribe and Liburd (2016) use the term “knowledge system” to make a broader basis, on the grounds of sociology of knowledge, from where the authors try to build upon and make an effort to reconstruct a “[...] reconceptualization of the structure, systems, processes and outcomes that define the field of tourism. These are explained by the creation of a model and detailed analysis that examines knowledge space, the knowledge force-field, knowledge networks, four key domains in knowledge creation and their interrelationships”. (Tribe and Liburd, 2016: 44).

A holistic, multi-modal and multi-level approach (if possible, to be performed, synchronically) it is out of our aims. However, assuming the grounds of the sociology of knowledge, we will take a chance to explore empirically the issue, focusing

on the process and constraints inside what we will call here (more specifically) “knowledge production system in tourism”. Considering the human resources as the most critical point in knowledge production, here we focus on the micro-level of the systems' components (human resources). Our main attempt is to present a protocol, developed by the authors, driven to manage human resources in the context of knowledge production systems in tourism.

Since its origins, tourism has been connected with practice (Airey, 2008). Education in tourism began in technical & professional schools intending to develop the basic skills necessary for work in the areas of hospitality, hotel management and other tourism businesses (Butler, 1999; Morgan, 2004; Inui, Wheeler and Lankford, 2006).

In Higher Education Institutions (HEI), as Tribe (2000) points out, tourism has emerged as a research topic inside established sciences – such as economy, geography, and anthropology – at the beginning of the XX century, been incorporated as a program of studies in 1970, in the UK. For Tribe (1997), tourism knowledge is organized between extra-disciplinary disciplines (referring to tourism services), interdisciplinary disciplines (corresponding to environmental studies, commercialization, etc.) and established disciplines (those traditional disciplines that are the basis of tourism, such as economics, anthropology, among others). In different combinations, these disciplines make up the educational offer in tourism and also deal with research.

Airey (2008) adds that Tourism programs continue to be oriented towards the business sector. In his view, there are two challenges for tourism education to become an independent area

¹ As Cooper points out, there are several barriers, that may be summarized in cost, implementation gaps and transference to the end user. However, in his view, a previous problem is seen in a broader perspective, related to the very nature of the area: “For tourism barriers to transfer are related to its very nature. It is dominated by small enterprises, fragmented across a variety of activities, and has vocational reinforcers such as poor human resource practices militating against the continuity of absorption. As a result, there is a lack of trust between the knowledge creators and those who might use it, due to the different cultures and vocabularies of differing communities of practice (Cooper, 2006:59).

² See, in particular, about the diffusion of technological waves (Santos, 2006:30).

³ Traditionally, in social sciences, there are three main levels of analysis: (1) the macrolevel (which means to the macro social systems, structures and process in the national, international and world systems), passing by (2) the meso social level (which refers to organizational and institutional arrangements, that stabilize any direction in a social system, giving it an – unidirectional - order), until to (3) microsocial level, due to the analysis of the relations among the parts of one system. To further information about analysis in levels of reality, see Brante (2001).

of study: (1) it must be developed beyond disciplines related to professional practice; and (2) it must keep an autonomous distance from the other areas of tourism knowledge without cutting off connections with the industry and practice.

However, from where does come the knowledge taught in tourism? Thus, regarding research, authors have pointed out different indicators about the institutionalization process of knowledge production in tourism. While some have argued that the number of tourism scientific congress, journals and associations has increased in the world (Jafar, 2000) and also in Latin America (Leal and Padilha, 2008); others have searched structural factors related to the production of knowledge in tourism (Pimentel, 2016a,b) and its effects of transference to wider society and its stakeholders (Díaz & Pimentel, 2019). For example, according to Pimentel (2016 a, b, c), the existence of formal structures dedicated to research in tourism can be seen as an element that indicates the degree of institutionalization and maturity of the production of knowledge in this area.

In this context, we can see that knowledge production of tourism is associated with the knowledge (diffusion) about tourism (Pimentel, 2016). Whereas the first seems to be connected with formal structures and systems of research, generally with some practical implications; the second one seems to be more focused on the abstract form, it means, in the educational process of knowledge transference (via socialization in training of the labor force in this activity). In the extent of the research deals with and speaks about the empirical world, and the educational process summarizes, and package accumulated knowledge in small units to make easier to transfer them, these process are interdepend and interconnected.

Thus, we can see, as argued in Pimentel, Carvalho & Oliveira (2017: 196-197) that “[...] increase of knowledge in the field of tourism is linked to the existence of a good articulation between research structures, higher education institutions and the

governmental sphere. Thus, the academic subfield in which tourism knowledge is produced stands out in the centrality of the process of institutionalization and legitimization of all that is related to the theme of tourism as a whole”.

Thus, for us, the question that will be raised here is: *in the context of articulation between education in tourism and the research production in this field, namely manifest after all in the Higher Education Institutions (HEI)⁴, how can we improve the process of knowledge production in tourism, and its transference, regarding the role of the human resource in this system?*

The main objective of this paper is to present a social technology, in form of a technique protocol, developed by the authors to characterize the human resources in a knowledge production system in tourism, anchored in HEIs, and, from that, make possible the management and optimization of using these resources.

For that, we have made a literature review, giving relevance to the problem of the absence of knowledge production in tourism and its consequences. Methodologically, these profiles, relationally combined, can offer an analytical structure of the team, and doing so, we can observe their most prominent and distinctive factors as well their fragilities. Specifically, it is presented here the assessment of the professor-researchers’ team performance aiming to achieve an academic management tool.

Our results show the collective productivity and their related profile, as well the degree of specialization and asymmetry in individual productivity of professors, in addition to possible inconsistencies between the expertise of professionals versus the performance areas, lectured and conducted orientations disciplines.

If we can point out, two main contributions are advocated in this study: (1) the preparation of a research protocol itself, which has been translated into software, and (2) the derived indicators used for the survey of diagnosis, for monitoring and

⁴ Despite this is not a unique form, in general, there is a strong connection between Higher Education Institutions (mainly universities) and Knowledge Production Systems in Tourism. After all, in developing countries (like in Brazil), where State takes a prominent role in the society, in almost all systems, even and strongly in educational ones. Besides, the KPST, in this context, is strongly dependent on public HEIs.

evaluating the performance academic management.

2. Literature Review

2.1 Knowledge Production and Management in Tourism

In the last 50 years, tourism has been increased its space on the agenda of political agendas in international bodies, and it became seen as a driving activity of the economy, generation of employment and income and in the development of world economies. After all, it was strongly recommended to developing countries a way to improve their economies (Pimentel, M., 2016).

According to Ruhanem and Cooper (2004; 2015), the competitiveness of nations has been governed in the global market by intellectual capital and the knowledge production base, as opposed to the common exploitation of commodities. Tourism, in turn, is not isolated from this dynamic, the constant changes in consumer behavior require adaptation to new situations in the market (Simková, 2009).

In this scenario, scientific production and its management play an important role in the search for the consolidation of sustainable tourism activity, based on technological development and innovation. According to Ruhanem and Cooper (2004; 2015, p.13) "If tourism is to become a sustainable industry sector and accept this new economic structure, it must collectively refocus its research agenda and move beyond short-term ad hoc and market-driven research".

However, tourism research is something recent and is still in the process of being institutionalized. Zehrer (2011) states that the study and practice on the production and management of knowledge have grown rapidly since 1990, albeit timidly in the field of tourism. Ruhanem and Cooper (2004; 2015) show that the pragmatic essence of the area

generally leads investigations to a pragmatic profile path, focused on functional purposes, which tactical short-term objectives, essentially descriptive, with case studies or problem-specific investigations.

According to Pimentel (2016), and Pimentel, Carvalho and Pimentel (2019), a factor of institutionalization and maturity of the profile of knowledge production in tourism is the existence of formal structures dedicated to the research of the theme⁵. In this way, the Tourism Observatories (TO) have shown themselves to be an example of a formal tourism research structure. Maintaining a close interrelationship with the daily practice of tourism activity provide the data of surveys and applied research, of simple topics such as the profile of the tourist, the tourist destination, the tourist flow; and the most complex topics such as those related to the production of historical series.

Concerning the production of knowledge in tourism and its management, without a doubt, universities have a fundamental component in the production of knowledge about tourism. Thus, it is argued that the propulsion of scientific production starts from the potential contribution resulting from the synchronic strength of multiple actors so that knowledge is stimulated and shared. The different FSRTs help to evaluate the social and environmental impacts, as well as the tourism development policies and specific tourism events. Through academic publications, researchers inform about recent events in tourism research. The most important journals related to tourism studies and economic or statistical models about tourism studies originated from academia.

Pimentel, Carvalho, and Oliveira (2018) start from the potential contribution in the interaction between tourism research centers (TRC) to feedback the production of knowledge, distribute information and exchange experiences of the tourism sector, aiming at the collaboration of

⁵ Different types of formal structures can be seen, with specific purposes, organisational design, and degree of theoretical and practical guidance, for example: the Tourism Observatories (more practice-oriented and regularly independent of academia); Formal Tourism Research Structures (regularly small groups working as an integrated team in academia); and Tourism Research Centres (usually a cluster of two or more formal research structures, usually related to academia). Here we will consider these different forms in their related common ground, i.e. the fact that they are institutionalised forms of organisation to collectively produce knowledge in tourism. A further disction can be found in: Pimentel (2016a,b).

⁶ In the world, the Aiest conference (International Association of Scientific Experts in Tourism) is probably the most representative one. In Latin America, see, Latin American Congress on Tourism Research (Congreso Latino Americano de Pesquisa Turística – CLAIT). In Brazil, see National Association of Post-Graduation in Tourism (Associação Nacional de Pós-Graduação e Pesquisa em Turismo – ANPTUR).

countries involved in the TRC network. The authors' highlight initiatives to promote the connection of social networks (of researchers) and organizational (of institutions) between the scientific academies of tourism of several countries, as it is verified in large number of institutional events and congress, in this area⁶.

However, currently, there is a pulverization of scientific production so that it is difficult to articulate and identify within the network of knowledge production. In the investigation on the mapping of tourism research centers in Mercosur, Pimentel, Carvalho, and Oliveira (2018) show that the emphases of studies of these centers are also diverse, which hinders the same line of study among them. These few centers found also have few relationships with each other. There are occasional partnerships with other universities but from countries outside Mercosur, such as Spain, and little involvement of countries that are close and that already have a relationship with the same economic bloc. In this regard, it can be inferred that the stage of institutionalization of knowledge production in tourism, as a precondition for its development, is still incipient and local, lacking formal structures and on national and supranational scales.

Wang, Huyton, Gao and Ayres (2010) evaluating the programs in the universities of Australia and China also portray that although there is a consensus of the high level of education in tourism, there are variations in the course structure, focus of the thematic areas and profile. While tourism education in China is somewhat rigid and inflexible, training in Australia is more dynamic, with a more holistic approach, serving both domestic and international interests.

Since the production of knowledge in tourism is highly concentrated in the institutions, the importance of the evaluation of teaching professionals and their respective profiles of intellectual production is then introduced in order to allow alignment of efforts in the institutionalization of scientific production as well

as to identify experts and consultants from different areas that embrace tourism activity. It is also a question of identifying the central and elementary/essential competencies that, in turn, transcend the discussion of the utilitarian capacity of tourism training.

2.2 Human Resources Management in Knowledge Production Systems in Tourism (KPST)

Competency management is a kind of human resource management (HRM) that highlights the strategic role of HRM. This approach comprises the organization as subject to the level of performance and qualification of its employees to achieve high-performance levels. Includes the HRM as an element of strategic relevance (Armstrong, 2006) in the dissemination of skills, where we emphasize its importance mainly in university management, which is very dependent on persons and his knowledge.

The preparation of management by competence centers on an initial assessment of skills to identify gaps that need to be correct to achieve an expected performance (Zareei, 2014). It also focuses on the clear definition of the strategic objectives by creating a skills mapping organizing the planning and management projects framework (Simon, 2010; Rejas-Muslera et al, 2011; Howells, 2014)

The development control of skills offers possibilities to value the effectiveness of investment and spending on higher education by reducing barriers in both directions. First, avoid spraying of the characteristic features of bureaucratic and ineffective systems concentrating them in strategic areas identifying the operations or subsystems that contribute inversely to the organization's goals. Second, identify gaps in areas that require higher increments investment (Neckel et al, 2013).

For significant contributions of competency management, specially in the academic field, where knowledge is the most important element, it is necessary to stimulate the development of systemic skills by supporting processes. To this

⁶ In the world, the AIAEST conference (International Association of Scientific Experts in Tourism) is probably the most representative one. In Latin America, see, Latin American Congress on Tourism Research (Congresso Latino Americano de Pesquisa Turística – CLAIT). In Brazil, see National Association of Post-Graduation in Tourism (Associação Nacional de Pós-Graduação e Pesquisa em Turismo – ANPTUR).

end, it is required various techniques and procedures (Syryamkin & Syryamkina, 2015) that aim to make clear these core competencies and allowing identification of needs, planning of interventions, implementation, and evaluation (Simon, 2010).

However, the implementation of a competency management model is difficult and complex, mainly due to the peculiarities of university management, as it involves challenges the adequacy of tools that allows managing individual and organizational knowledge (Simon, 2010; Rejas-Muslera et al, 2011). In this way, we propose a competency model identification among professors of higher education courses pointing considerations for tourism.

2.3 The Role of HEI in the Knowledge Production Systems in Tourism (KPST): the Brazilian case

In the context of great efforts to intensify the process of evaluation of education, Brazil has adopted mechanisms to evaluate the quality specially those involved with scientific production through its criteria and indicators. The Coordination for the Improvement of Higher Education Personnel (CAPES), focused on post-graduation efforts, was implemented in 1976 and aims to evaluate the quality of the programs and point out the areas that the State aims to develop.

Another instrument of high capillarity that supports the evaluations of Higher Education Institutions (HEI) is the Lattes Platform or System that consists of a database of curricula and institutions in the areas of Science and Technology created by CNPq - National Council for Scientific and Technological Development. The Lattes system gained its first version in the mid-1980s and had as its main objective the use of a standard form capable of, besides evaluating the Brazilian researcher, offering a database of specialists and consultants in Brazil as well as presenting the distribution of scientific research in the territory (Brazil, Lattes, 2018). And over the years it has undergone several modifications to become a more user-friendly, intuitive and reliable tool, becoming the most robust database of

national academic evaluation. These evaluations, instituted at the state level, bring to light the importance of quality management and the monitoring of the expertise developed within the academic field.

However, for Buckley (2019), despite the recognition gained by tourism, as scientific production in the field is still lower worldwide than many other disciplines, the opportunities for improvement involve less inertia than in other areas. Besides, the author highlights the gap between universities that causes opportunities for expansion in scientific production to tend to move towards universities that are already highly ranked.

Within the scenario of evaluation of scientific production and the challenges of its management, Aydin (2017) presents the factors and measurements that affect the performance of research and its dissemination (research performance). From a literature review on the main measurements of academic production, the author identified between 20 and 54 variables that can be classified basically into two major groups: individual variables (internal) and external variables. While internal factors include individual attributes and demographic variables, external variables involve questions about the profile of institutions and bring to light the importance of academic management, specially to identify the main reasons behind the poor position of research performance in universities.

Therefore, it is up to us to elucidate the paths that educational institutions take to evaluate their management. Furthermore, according to Brauer, Dymitrow, and Tribe (2019), we are attentive to the transformations of universities resulting from the strategies designed by them to better satisfy the evaluation structures to which they are submitted. Considering the unintended consequences and changes in culture.

Once the profile of a certain group has been identified, it is possible to manage that it becomes more effective and congruent in terms of knowledge production.

According to Pimentel (2016b), in the evaluation model of HEIs in Mexico, it was possible to identify asymmetries and internal discrepancies in the Tourism Educational Offer (TEO) itself (such as the predominance of degree courses)⁷. This suggests that the TEO needs to be rebalanced between its different types and levels, in addition to improving the production and dissemination of knowledge related to it.

3. Methodology

3.1 Object of research: HEI, its system knowledge production in tourism and sample

The aim is to present a tool based on the model of management by the competence of human resources for the universities that provide a database for decision-making aimed at the development of triad research-teaching-extension.

To carry out this research an empirical case study on the academic management of tourism at the Federal University of Juiz de Fora/MG. the goal was to present an evaluation of the performance of the tourism course faculty of Federal University of Juiz de Fora through the analysis of Curriculum Lattes as his expertise and productivity.

The sample was clipping of 16 professors of tourism, tenured and temporary ones, who were exercising teaching the academic year of 2013. As

observable in table 1, the curriculum vitae collected are for the period of April 2013 and were updated by professors on the following dates⁸.

Combining the techniques of quantitative and qualitative research, supported by the existence of a national system information databases of lecturers and researchers, the study develops a proper instrument named professional profile analysis protocol. This instrument was elaborated based on data classification structure and organization of teaching activities, research, and extension available on Brazilian electronic informational platform named Curriculum Lattes.

The proposed analysis is framing the elements components available on the platform of curriculum Lattes in the three central pillars (research, teaching, and extension) of a University. The classification used in the research considers how the extension practice research project, production techniques, organizing events. As research activity, the productions and the practice of teaching from the disciplines taught and training.

3.2 Data Collection, Unit of analysis and variables

The survey identified the major science and categories involved in the course of tourism for grouping and sorting of teaching performance. The set of semantic blocks, as shown in table 1, seeks to encompass the issues directly or indirectly related to tourism.

The tool consists of three stages of analysis: (a) identify the categories involved in the course; (b) stratification of Lattes platform; and, (c) elaboration of a coefficient of productivity and expertise from the data of Lattes curriculum. The database used from Conselho Nacional de Desenvolvimento Científico e Tecnológico (Brasil, 2013) which aims at standardizing the records of the early life of researchers and students in

Table 1: Data collected from the cv Lattes platform from the professors-researchers in the KPST analyzed.

Code	Last update by teacher	Pickup date
D16	10.05.2010	System-generated page in04/06/2013at 14:37:59
D15	6.09.2012	System-generated page in06/07/2013at 15:37:20
D14	05.25.2013	System-generated page in04/25/2013at 15:34:21
D13	03.25.2013	System-generated page in04/06/2013at 14:40:52
D12	4.02.2013	System-generated page in04/06/2013at 14:41:32
D11	1.08.2013	System-generated page in04/06/2013at 14:40:40
D10	01.21.2013	System-generated page in04/06/2013at 14:41:44
D9	7.11.2009	System-generated page in04/06/2013at 14:41:09
D8	09.14.2012	System-generated page in04/06/2013at 10:00:52
D7	02.27.2013	System-generated page in04/06/2013at 14:40:31
D6	03.25.2013	System-generated page in04/10/2013at 10:02:41
D5	04.13.2013	System-generated page in04/25/2013at 15:32: 14
D4	02.28.2012	System-generated page in25/04/2013at 15:33:35
D3	03.23.2013	System-generated page in25/04/2013at 15:31:16
D2	04.25.2013	System-generated page in06/07/2013at 15:39:40
D1	04.16.2013	System-generated page in04/25/2013at 15:35:53

Source: Lattes/CNPq Plataforma (Brazil, 2013).

⁷ Pimentel (2016) has mapped out the Tourism Educational Offer – in different levels (undergraduate, graduate and technical and vocational programs) – in 21.000 HEIs in 23 countries in the world. As he points out, this offer is very asymmetric one, in all possible ways: between developed and underdeveloped countries, between graduate and undergraduate programs, between HEIs with and HEIs without Knowledge Production Systems in Tourism (KPST).

⁸The data used here are merely illustrative and have the function of showing how the technique can be executed.

training in scientific and technological research of Brazil. Its information, detailing reliability and breadth, are recognized as indispensable instruments in the "analysis of merit and competence of applications [...] in the area of science and technology" (Brasil, 2013, s/p).

3.3 The Assessment Protocol Construction Process

Based on content analysis (Gil, 1999) the Lattes platform structures were classified in the categories of study and teaching-research and extension tripod. For each item belongs to Lattes (on-line) curriculum vitae of the Faculty is assigned the value "1" corresponding area of studies in tourism, resulting in a frequency distribution by categories. Table 3 shows the worksheet of one of the professors.

After the process of classification and enumeration of frequency, we carried out elaborate tool applications in this research. It was developed a specific parameter called *Production and Expertise Coefficient* ($\sum Coef$) for each of the professors-researchers analyzed. This coefficient has the function to express the professional research specialization in terms of its productivity.

To achieve this, the coefficient after the computation of frequencies (f) was removed from

the category "Other" due to the possibility of its inclusion into the disparate coefficients to the reality of tourism. Thus, to compare the expertise and productivity among professors-researchers, it was elaborated a process of correction based on proportionality, known as *Comparative frequency Corrector* (μ). This broker, who is a relative rate, has a claim to enable the comparison of the professors-researchers expertise with production load significantly discrepant.

Thus, applying the broker (μ) to individual frequency ($find_{xi}$), the research was a comparison between the coefficients of the professors-researchers and their expertise and productivity. The sum of the coefficients represents the numbers representing production and degree of specialization (or expertise) in Tourism at Federal University of Juiz de Fora. The methodological procedure for calculating the elaborate coefficient can be expressed by the following:

$$\mu = \frac{findx_i^j}{\sum_{j=1}^{14} \sum_{i=1}^{16} fcat_{xi}^j}$$

Where:

μ : Broker comparison of frequencies (relative rate)

Table 2: Classification of the main areas and issues in Tourism.

Social Sciences	Culture, anthropology. Sociology, history.
Economics and management	Administration business management theory of the firm micro and macroeconomics, intellectual property, tacit knowledge, production, strategic management, corporatism.
Feasibility planning and design of projects	Project resources (cost, labor and tune), organization, strategic planning, strategic action plan, development and applicability of corporate strategies.
Marketing and communications	Product development marketing strategies marketing mix (product price place and promotion), loyalty strategies, marketing plan, brand monitoring, disclosure, advertising, writing, media, customer profile, theory of consumer behavior
Entertainment and leisure	Leisure activities, entertainment and recreation
Events	Promotion training dissemination related factors social impacts structuring of events, space, city planning and structures for events.
Cuisine	Regional Food, gastronomic tourist attractions, social identity based on gastronomy, hotel and gastronomy, gastronomic space
Geography	Environment, space, impacts, protected areas, regionalism.
Politics and the local community.	Sustainable local development social impacts r participatory management of communities, community-based tourism, solidarity economy, interests, conflicts and negotiations, structuring.
Hospitality	Social and commercial responsiveness of tourists
Cultural heritage	Space or custom activity that carries characteristics or history of the local community making it a symbol of the same.
Agency, transport and logistics in tourist service	Travel agency, locomotion, transportation, distribution channels.
Education (vocational training)	Activities, events, or body of knowledge for the promotion of training and professional development in tourism.
General Tourism	Too much knowledge and activities directly related to tourism is not amenable to classification in other groups.
Other	Too much knowledge and activities that do not present explicit link with the tourism.

i : Index that specifies the professor-researcher

j : Index that specifies the category

$find_x$: Individual frequency of each faculty member in a respective category x

x : Categories of study $x_1, x_2, x_3 \dots x_{14}$

$\sum fcat_x$: Sum of the frequencies of categories.

The mathematical notation represents the following equation:

$$(fcat_{x_1}^1 + fcat_{x_2}^1 + \dots + fcat_{x_{14}}^1) + \dots + (fcat_{x_1}^{16} + fcat_{x_2}^{16} + \dots + fcat_{x_{14}}^{16})$$

Being:

i : Index that specifies the professor-researcher

j : Index that specifies the category

The expertise and coefficient of productivity continues so,

$$Coef_j = \sum_{i=1}^{14} find_i \cdot \mu$$

Where:

$Coef$: expertise professor-researcher production coefficient

i : Index that specifies the professor-researcher

j : Index that specifies the category

μ : Comparative frequency corrector

$find_x$: Individual frequency of each faculty member in a respective category x

x : Category of study $x_1, x_2, x_3 \dots x_{15}$

Once the individual frequency of each faculty member is high squared, the formula presents an emphasis on productivity item thus allowing the academic production is highlighted on the display. The coefficient of expertise and productivity is a value that determines a rate to measure the average frequency of a faculty member. Thus, the tabulated data collection worksheet for each professor-researcher has the following configuration conform table 4.

After the generation of the coefficients of expertise and productivity (category/productivity), the comparative form of information was worked as table 5. It also shows the coefficient of expertise and productivity of the

course in the last column (right), and the coefficient of each professor-researcher in that applies to each category in the last line.

4. Results and Discussion

In the case of the KPST, object of this study, we highlight for analysis of this research: (a) identification of the scientific categories most evident in the system; (b) marginal contribution per professor-researcher both in the total production (relevance of the professor-researcher) and in the area of greatest attention to academic management.

4.1 Identification of Main Expertise Areas and their Gaps

From the principle of competence-based management, we understand that the sum of the professors-researchers expertise corresponds to the expertise level of the KPST itself (as a collective structure). In this way, we identify the areas in development and the categories with gaps in the training structure. From the data, it was possible to identify the categories linked to scientific production in greater evidence in the KPST (table 6).

In the table 6, the values highlighted (in green) represent the three main expressive categories of KPST analyzed. They are: "Economy and Management" (20.50%), "Politics, Local Community and Development" (17.20%), followed by "Social Sciences" (11.40%). The coefficients (distinguished in Red) correspond to the categories considered as vulnerable in the system, because they express the lowest level in the system. They are: "Gastronomy/Restoration", (1.40%) "Entertainment/Leisure", (1.03%) and finally, "Agency/Transportation/Logistics in the Tourism Service", (1.03%). The coefficient of productivity in the KPST of UFJF is 33.57, and it means that 20.5% of their academic productivity belongs to his expertise: Economics and Management.

Other data amenable to measurement is the interference and contribution of each faculty member in the areas of academic management's attention.

Table 5: Coefficients in the last column determine expertise of the KPST.

Areas \ Teaching Code	p13	p12	p11	p10	p9	p8	p7	p6	p5	p4	p3	p2	p1	Coefficiente
Economics and Management	0,006012777	0,01841413	0,07365652	0,013528749	0,01841413	0,181886509	0,000375799	0,181886509	0	0,72754604	0,48703495	0,003382187	2,002630059	3,843291955
Politics, Local Community, and Develop.	0,045471627	0,030439684	0,013528749	0,009394964	0,009394964	0,030439684	0,013528749	0,0572717	0,36114243	0,037578657	0,000375799	0	6,06125517	6,882750846
social Sciences	0	0,006012777	0,001503194	0,024051109	0,013528749	0,084554679	0,01841413	0,024051109	0	0,013528749	0,001503194	0	0,302292371	1,483652762
Geography	0,27395716	0,01841413	0,001503194	0,030439684	0,003382187	0,013528749	0,006012777	0,135663284	0,037579857	0,108605787	0,000375799	0,024051109	0,024051109	2,073280722
General Tourism	0	0,006012777	0,024051109	0,000375799	0,006012777	0,273957169	0,003382187	0,006012777	0	0,013528749	0	0,006012777	0,000375799	0,346862082
Marketing / Communication	0,006012777	0,01841413	0,030439684	0,000375799	0,003382187	0,013528749	0	0,254038635	0	0,024051109	0	0,024051109	0,003382187	1,391957911
Education (Vocational Training)	0,000375799	0,001503194	0,003382187	0,001503194	0,001503194	0	0	0,434423149	0	0,006012777	0	0,001503194	0,000375799	0,465514431
Planning / Project	0,037579857	1,22096956	0,054114934	1,13679058	0,12758737	0,29462608	0,07365652	0,054114934	0,009394964	0,135663284	0,018528749	0	2,455514431	5,76950608
Events	0,001503194	1,841413	0,024051109	1,35287486	0,29462608	0,030439684	0,054114934	0,006012777	0	0,024051109	0,000375799	0	0,135663284	3,786425404
Hospitality	0,037579857	0,384617736	0,024051109	0,045471627	0,030439684	0,054114934	0,006012777	0,46035325	0	0,054114934	0,000375799	0,03757986	0,01841413	1,278466742
Cultural heritage	0,07365652	0	0,18188651	0,009394964	0,006012777	0,056204434	0,001503194	0,030439684	0	0,07365652	0,01841413	0,006012777	0,024051109	0,738819932
Gastronomy / Catering	0	0,006012777	0,003382187	0,024051109	0,009394964	0,003382187	0	0,006012777	0	0,234874107	0	0,003382187	0,045471627	0,345734686
Agency / Leisure	0,037579857	0,054114934	0,12758737	0,135663284	0,084554679	0,198797445	0,003382187	0,054114934	0,01841413	0,063503959	0,01841413	0,000375799	0,434423149	1,736341
Agency / Transportation / Logistics	0,030439684	0,037579857	0,024051109	0,254039935	0,12758737	0,030439684	0,006012777	0,01841413	0,000375799	0,01841413	0,030439684	0,000375799	0,514466245	3,423913566
Others	0,550169109	3,64418752	0,58190391	3,037955656	0,724163846	1,366027809	0,186396092	1,831266441	0,426907178	1,535137166	0,570636031	0,106726794	12,632469	33,57422022
Productivity Coefficient	0,273957159	1,841413003	0,181886509	1,352874859	0,29462608	0,29462608	0,07365652	0,460353251	0,361142428	0,727546035	0,487034949	0,037579857	6,061255167	6,882750846
Specialty	49,80%	50,53%	31,23%	44,53%	40,63%	21,57%	39,52%	25,14%	84,60%	47,39%	85,32%	35,27%	47,38%	20,50%

Source: prepared by the authors upon the data collected.

Table 6: Coefficients of expertise and productivity from the professors-researchers

Areas \ Teaching Code	p16	p15	p14	p13	p12	p11	p10	p9	p8	p7	p6	p5	p4	p3	p2	p1	Coefficient
Economics and Management	0.018414	0.084555	0.001503	0.045472	0.030440	0.013529	0.009395	0.009395	0.030440	0.013529	0.165727	0.361142	0.037580	0.000376	0.000000	6.061255	6,882751
Politics, Local Community, and Develop.	0.024051	0.096204	0.030440	0.037580	1.220970	0.054115	1.136791	0.121759	0.294626	0.073657	0.054115	0.009395	0.135663	0.013529	0.000000	2.465614	5,768508
social Sciences	0.045472	0.009395	0.073657	0.006013	0.018414	0.073657	0.013529	0.018414	0.181887	0.000376	0.181887	0.000000	0.727546	0.487055	0.003382	2.002631	3,843292
Geography	0.003382	0.018414	0.001503	0.001503	1.841413	0.024051	1.352875	0.294626	0.030440	0.054115	0.006013	0.000000	0.024051	0.000376	0.000000	0.135663	3,788425
General Tourism	0.571590	1.686960	0.084555	0.030440	0.037580	0.024051	0.254040	0.121759	0.030440	0.006013	0.018414	0.000376	0.018414	0.030440	0.000376	0.514468	3,429914
Marketing / Communication	1.308155	0.024051	0.003382	0.2773957	0.018414	0.001503	0.030440	0.003382	0.073657	0.006013	0.135663	0.037580	0.108606	0.000376	0.024051	0.024051	2,073281
Education (Vocational Training)	0.108606	0.108606	0.294626	0.037580	0.054115	0.121759	0.135663	0.084555	0.198797	0.003382	0.054115	0.018414	0.063510	0.018414	0.000376	0.434423	1,756941
Planning / Project	0.073657	0.198797	0.121759	0.000000	0.006013	0.001503	0.024051	0.013529	0.084555	0.018414	0.024051	0.000000	0.013529	0.001503	0.000000	0.902292	1,483653
Events	0.830139	0.165727	0.018414	0.006013	0.018414	0.030440	0.000376	0.003382	0.013529	0.000000	0.254040	0.000000	0.024051	0.000000	0.024051	0.003382	1,391958
Hospitality	0.024051	0.063510	0.037580	0.037580	0.384818	0.024051	0.045472	0.030440	0.054115	0.006013	0.460353	0.000000	0.054115	0.000376	0.037580	0.018414	1,278467
Cultural heritage	0.108606	0.063510	0.045472	0.073657	0.000000	0.181887	0.009395	0.006013	0.096204	0.001503	0.030440	0.000000	0.073657	0.018414	0.006013	0.024051	0,738820
Gastronomy / Catering	0.013529	0.001503	0.000000	0.000376	0.001503	0.003382	0.001503	0.001503	0.000000	0.000000	0.434423	0.000000	0.006013	0.000000	0.001503	0.000376	0,465614
Entertainment / Leisure	0.003382	0.000376	0.003382	0.000000	0.006013	0.024051	0.000376	0.006013	0.2773957	0.003382	0.006013	0.000000	0.013529	0.000000	0.006013	0.000376	0,3446862
Agency / Transportation / Logistics	0.003382	0.006013	0.000376	0.000000	0.006013	0.003382	0.024051	0.009395	0.003382	0.000000	0.006013	0.000000	0.234874	0.000000	0.003382	0.045472	0,345735
Others	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.	Desc.
Productivity Coefficient	3,136415	2,527621	0,716648	0,550169	3,644119	0,581360	3,037956	0,724164	1,366028	0,186396	1,831266	0,426907	1,535137	0,570838	0,106727	12,632469	33,574220
Specialty	1,308155	1,686960	0,294626	0,2773957	1,841413	0,181887	1,352875	0,294626	0,294626	0,073657	0,460353	0,361142	0,727546	0,487035	0,037580	6,061255	6,882751
%	41,71%	66,74%	41,11%	49,80%	50,53%	31,29%	44,53%	40,69%	21,57%	39,52%	25,14%	84,60%	47,39%	85,32%	35,21%	47,98%	20,50%

Source: prepared by the authors upon the data collected

The data allow inferring individual analyses the production of every professors-researchers in your expertise area and others (also as show in table 6). It is possible to identify the professors-researcher expertise comparing the representativeness in the general framework of the professors (table 7).

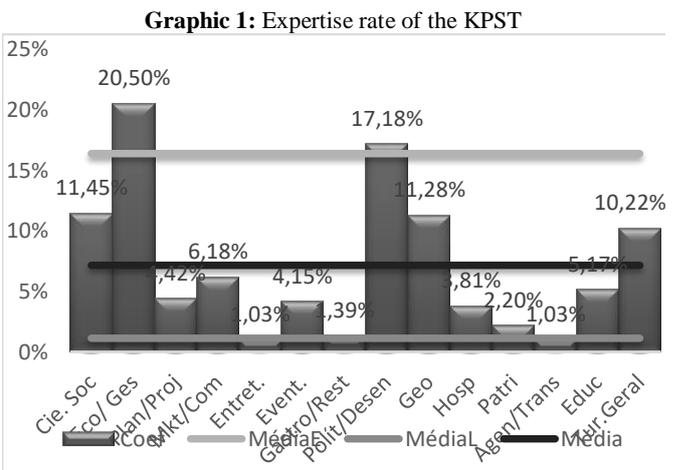
It is possible to observe that, despite the professor-researcher “D5” 84.60% owning production within their expertise area (Management and Economics), the interference that has on academic production corresponds to only 1.27% of the total teaching collection. In turn, the professor-researcher “D1” has a percentage of smaller expertise, 47, 98%. However, the knowledge production of this unique human resource represents 37.63% of the total knowledge production performed by the KPST analyzed.

In table 6, also it is possible to observe an asymmetric distribution of the proportion of expertise and representativeness (“market share”) in terms of individual contribution to the total in the KPST analyzed. The data allow inferring individual analyses pointing to the contribution by professors-researchers in scientific areas, both in general and also allows greater attention in areas of interest of academic management.

However, it is just a professor-researcher among the sixteen features, leaving the other 12.63

coefficients averaged 1.39 for each. These data reveal the discrepancies in knowledge management in the academic sphere. From the coefficients listed, we extract the following scenario:

According to graphic 1, it is possible to observe that the proportions of the categories of scientific areas are discrepant. The total average corresponds to 7.14% and is closer to the average of the three most fragile areas (MeanL of 1.15%) than the average of the areas considered as the program’ expertise of the KPST analyzed (MeanE equal to 16.38%).



Source: prepared by the authors upon the data collected

Table 7: market share of individual production in relation to collectivity production of the KPST, and expertise area.

Professors-researchers	Prod. Professor / Prod. Total course	Concentration Expertise	Area of expertise
D1	37.63%	47.98%	Management and Economics
D12	10.85%	50.53%	Geography
D16	9.34%	41.71%	Marketing and communication
D10	9.05%	44.53%	Geography
D15	7.53%	66.74%	General Tourism
D6	5.45%	25.14%	Hospitality
D4	4.57%	47.39%	Social Sciences
D8	4.07%	21.57%	Politics, local and community development
D9	2.16%	40.69%	Geography
D14	2.13%	41.11%	Education (vocational training)
D11	1.73%	31.29%	Cultural Heritage
D3	1.70%	85.32%	Social Sciences
D13	1.64%	49.80%	Marketing and communication
D5	1.27%	84.60%	Management and Economics
D7	0.56%	39.52%	Politics, local and community development
D2	0.32%	35.21%	Hospitality

Source: prepared by the authors upon the data collected

Table 8: Professors-researchers contribution - Relative and Accumulated.

Professor-researcher	Coef Productivity	Relev. R	Relev. A	% from individual production related to expertise area	Expertise area
D1	12.63247	37.63%	37.63%	47.98%	Management and Economics
D2	3.64412	10.85%	48.48%	50.53%	Geography
D3	3.13641	9.34%	57.82%	41.71%	Marketing and Communication
D4	3.03796	9.05%	66.87%	44.53%	Geography
D5	2.52762	7.53%	74.40%	66.74%	Tourism in General (Unespecific)
D6	1.83127	5.45%	79.85%	25.14%	Hospitality
D7	1.53514	4.57%	84.42%	47.39%	Social Sciences
D8	1.36603	4.07%	88.49%	21.57%	Politics, local community and development
D9	0.72416	2.16%	90.65%	40.69%	Geography
D10	0.71665	2.13%	92.78%	41.11%	Education (vocational training)
D11	0.58136	1.73%	94.52%	31.29%	Cultural Heritage
D12	0.57084	1.70%	96.22%	85.32%	Social Sciences
D13	0.55017	1.64%	97.86%	49.80%	Marketing and Communication
D14	0.42691	1.27%	99.13%	84.60%	Management and Economics
D15	0.18640	0.56%	99.68%	39.52%	Politics, local community and development
D16	0.10673	0.32%	100.00%	35.21%	Hospitality

Source: prepared by the authors upon the data collected.

4.2 Distribution (and concentration) in terms of expertise vs. Distribution (and concentration) in terms of the total amount of collective production of KPST

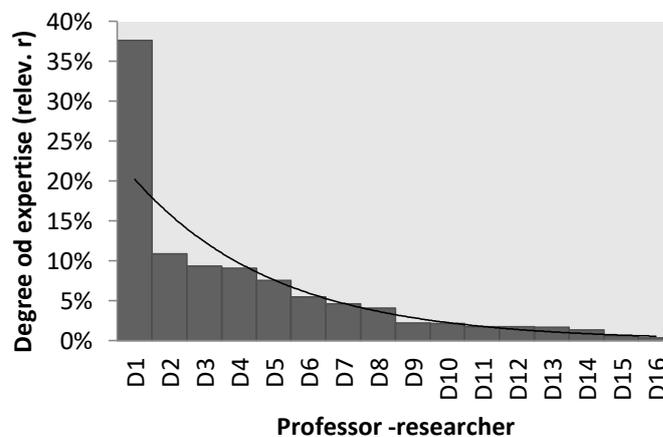
Table 8 also shows that half of the professors-researchers do not influence 90% of the course production. Besides, as shown in graphic 2 (and also in table 8), no professor-researcher has an expertise in the areas identified as deficit areas of the KPST. These two aspects may indicate areas with the necessary support of new professors-researchers through new hires as well as the overlapping of knowledge of the professors-researchers that make up the KPST.

Although "Economy and management" is pointed out as an expertise area of the KPST in focus, only two professors-researchers have representative production in this area (12.6324 and 0.4369). The difference between these two professors-researchers allows us to state that there is a significant concentration on the production of a single individual. In other words, the category "Economy and management" does not correspond to the expertise of the KPST, as a whole, since it is overloaded with the production of only one professor-researcher.

Since the analysis of the total production of KPST is an aggregate amount of the individual

production of each teacher-researcher, for a greater accuracy in the analysis of the KPST expertise it seems necessary to remove the outlier element of the sample, in order to see how is the regular performance of the team on average. If the data referring to the P1 (which is an outlier) were removed from the sample, the expertise of the course would be "Geography" with 3.6527 followed by "Politics, Local Community and Development" with 3.3028 and "General Tourism" with 2.9154.

Graphic 2: Relative distribution of the individual production concentration vs. collective production of the KPST.



Source: prepared by the authors upon the data collected

Graphic 2: Relative distribution of the individual production concentration vs. collective production of the KPST.

From this comparison, it is feasible to identify the best proposal for allocation of professor in the disciplines, but also facilitated the allocation process for each discipline distributing contents of each cv Lattes by inhibiting the repetition of content. Another use is in the assessment of hiring new professionals. The data obtained indicate areas where there is a need for hiring professors-researchers that contrasts with potential areas of overlap.

4.3 Actual Allocation of Subjects and Disciplines

Another aspect of the analysis of the contribution by professors-researchers is to identify the best

distributive arrangements for allocation in the disciplines and hiring. Thus, once the expertise is calculated, it is feasible to select the most suitable for the subject to distribute the contents of each curriculum with optimal utilization and avoiding marginal or secondary use of professors-researchers competence⁹.

Table 9 shows the expertise of each professor-researcher and the subjects taught by them according to data from the Lattes curriculum. We observe that some professors-researchers have a direct relationship between their production and the subjects taught. Others, on the other hand, are outliers and there are also professors-researchers who present the same configuration for both the subjects taught and their expertise without any differentiation¹⁰

⁹Specially in public universities, in Brazil, the investment in new hiring of human resources cannot be so easily expanded since it becomes a permanent expense for the State, via the payroll. And once hired, the employee has statutory rights and cannot easily be dismissed. As a result, there is a double challenge for university public management: to offer a course based on an inelastic contingent of professors-researchers as the main basic input and simultaneously have as wide diversity and as high a qualification as possible to be able to provide quality education. Some consequential contributions may affect future hiring, such as making choices in terms of candidates with expertise in vulnerable areas of the system. Besides, considering an inelastic scenario of hiring teaching professionals, it is possible to elaborate on research and extension proposals as well as courses to fulfill weaknesses in the training of students to compensate for the training gaps in undergraduate courses.

¹⁰It is important in a relatively small space to have different performance profiles. If the tool is applied to a larger group of professors-researchers, for example, the group of universities in a given state or federation, it is possible to compare the expertise coefficients in the same field of knowledge. gaps in undergraduate courses.

Table 9: Expertise vs. subjects taught by the professors-researchers.

Professors- Researchers	Expertise Area	Disciplines
p16	Marketing and Communication	Tourist Projects Events Organization and Production Supervised Internship/ Supervision of Thesis Graduation General Theory of Tourism II/ Special Topics in Tourism/ Supervised Internship I, II and III/ Supervision of Thesis Graduation / Theoretical Approaches to Tourism Production Technique in Printed Journalism/ Experimental Project II/ Preparation and revision of originals, proofs and videotext
p15	General Tourism	Environmental Tourism Planning / Tourism Planning and Organization II / Tourism Planning and Organization I
p14	Education (vocational training)	Planning and Organization of Tourism II/ Tourism Projects Public Policies in Tourism Environmental Tourism Planning / Tourism and Environmental Education
p13	Marketing and Communication	Innovation in Tourism Products Fundamentals of Planning/ Tourism Planning and Organization I/
p12	Geography	Events Development Approaches in Tourism Types of Accommodation I, II Fundamentals of Tourism / Supervision of Thesis Graduation/ Special Topics in Tourism / General Tourism Theory
p11	Cultural Heritage	Planning and Organization of Tourism I Fundamentals of Leisure Transport Theoretical Approaches to Tourism I / General Tourism Theory II
p10	Geography	Environment and Society Tourism Planning and Organization / Tourism Projects II Environmental Education in Tourism Special Topics in Environmental Education Types of Accommodation General Theory of Tourism II/ Monograph Orientation Tourist Transportation/Agencies and Tour Operators
p9	Geography	Environmental Tourism Planning/ Tourism Planning I and II/ Tourism Projects I and II General Tourism Theory
p8	Politics, local community and development	Contemporary Mobilities Tourism Planning and Organization I Dimensions of Hospitality Special topics in tourism: tourism, interculturality and globalization/ Tourism Research Methodology/ General Tourism Theory
p7	Politics, local community and development	Communication Research Methodology Environmental Tourism Planning General Tourism Theory I and II/ Supervised Internship I, II, III
p6	Hospitality	Food and Beverage Characteristics and importance of the reservation and reception sector/ Fundamentals of Tourism and Hospitality/ Types of Accommodation I, II Supervision of Thesis Graduation / Supervised Internship I, II, III
p5	Management and Economics	Tourist Projects II/ Segment Tourism Transportation/ Agency Business Fundamentals of Tourism/ Supervision of Thesis Graduation / General Tourism Theory I and II/ Tourism Research Methodology
p4	Social Sciences	Representations and Cultural Practices in Tourism Contemporary Mobilities Theoretical Approaches to Tourism/
p3	Social Sciences	Representations and Cultural Practices in Tourism Contemporary Mobilities Theoretical Approaches to Tourism
p2	Hospitality	Food and Beverage Means of Accommodation
p1	Management and Economics	Organization & Production of Tourist Goods Tourism Projects I and II/ Tourism Planning and Organization I and II/ Environmental Tourism Planning Special Topics in Tourism: Social Management and Third Sector in Tourism Tourism Research Methodology Supervised Internship/ Supervision of Thesis Graduation

Source: prepared by the authors upon the data collected.

5. Conclusion and Recommendations

The objective of this paper was to present a protocol developed by the authors driven to manage human resources (a critical factor of success) in the Knowledge Production Systems in Tourism (KPST). It was important because education-research-transference are transversal and intertwined process that are intensive dependent on intellectual capital, where the expertise plays a major role. Thus, the development of a protocol to deal with this issue can be useful in the human resources management of the KPST in particular, as well the universities, in general.

The study brings direct implications on the dynamics of human resources management as well as pedagogical management of courses, pointing to overcome challenges and possible ways of performance optimization and improvement of courses. This study has academic and practical implications. Two central contributions are defended here: (1) the development of a research protocol itself, which is in the process of developing management software and (2) derived indicators that serve both for the diagnostic survey, for monitoring and benchmarking of academic management in long term.

Particularly we think that the main contribution of this paper is to show that the collective production of a knowledge system in tourism is mainly related to two sets of variables, aggregated in two different levels of the system: (1) in the individual level, the (1.a) profile of its members; as well the (1.b) expertise areas of these professionals versus the main themes, areas, lectures etc. in which they actually work, and, also (1.c) the degree of specialization (from each professor-researcher) in a specific area/theme; these variables seem to be highly determinant of the type of production in a knowledge production system in tourism. On the other hand, in a (2) aggregated level, (2.a) the amount of the production, (2.b) the congruence (or incongruence) between the profile of individual production and the profile of the collective production, and (2.c) the asymmetry between in individual and collective productivity; these variables seem to be mainly determinant of the

knowledge production system in tourism's performance. Thus, regarding the findings supported by the real case analyzed we argue that the analytical tool provides here can be a useful method to help management of the knowledge production systems in tourism, since it can: 1) make an assessment of the individual skills and competences, 2) check the balance level of the individual and collective productivity (in terms of quantity, type and areas of production), and 3) identifying the individual and collectivity areas of expertise of the knowledge production system. Once we can retain this kind of information, we should be capable to put on march strategies to intervene in this system to optimize it.

For use of the Protocol as a management tool it is necessary to point out some of the limitations in its development and applicability. As the project includes elements of the content analysis technique, it carries the inherent limitations of this method as well as the observations and descriptive statistical treatment (Gil, 1996).

Regarding the representativeness of the sample, expertise coefficient due to the correction factor (μ), the characteristic value is strictly component/resultant of the sample and cannot be extrapolated to another universe except with expansion of the sample. Another restriction is that the category "Others" was discarded in the analysis and may represent important categories in the formation since the scientific areas in tourism do not represent a hegemonic consensus. In future applications of the tool, this category can be incorporated into the calculation as a function of the significance balanced by weights. Thus, the plurality of knowledge will be considered without allowing the correcting factor to bias the science focus of the course.

It is also noteworthy the strong relationship between the coefficient and the update performed by the professors-researchers on the Lattes Platform and it supposes and depends on the previous existence of the data gathered. Also, the strong correlation between the coefficient and the intensity of update performed by professors-researchers curriculum Lattes platform. In this topic, for further studies, it is important to consider

the integration of other government indicators and the testing of the model in different contexts considering other comparison techniques. Also, the assignment of parallel weights to CAPES measures. Another possibility is from the trend analysis giving space to the time item in the Lattes curriculum in the protocol allowing monitoring over time the development of the KPST to repair research and training gaps.

Despite we highlight the need to test the model and its suitability for various contexts, if the proposal here presented is correct, we think that this protocol can help to deal with the heterogeneity of quality in HEIs showing the areas a professor could be better employed, according to his profile and expertise; to research it could be very helpful to know the main areas and kind of knowledge are characteristics of a particular KPST and foster the junction of shared research centers among institutions that have areas of expertise in common. It can also shed light to what areas the KPST has more competence to transfer knowledge to stakeholders.

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Developing a Multidisciplinary Tourism Planning Approach on Cultural Routes

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ABSTRACT

Essence of the cultural routes can be described as a flow in the space where the cultivated tourists rediscover a slow lifestyle, meet with the local area in many ways -multi layers of the area unfolds to the tourists, they exchange knowledge with the local environment, learn about the area also they leave behind a knowledge too - to the local habitants of the place. This is a double-sided exchange. Thus, the settlements overlapping with the cultural routes need to be approached and planned with a special touch and awareness -related with the local data. Therefore, a multidisciplinary approach is needed. Paper examines specific points related to this unfolding process such as: Essence of the walking; experiencing the nature; respecting culture and history. Three routes will be examined and interrelated for the “good practice” and learn from the others in order to reach sustainable and multidisciplinary planning insights.

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1. Introduction

Cultural tourism is defined by the World Tourism Organization (Report WTO, 2012) as "trips, whose main or concomitant goal is visiting the sites and events whose cultural and historical value has turn them being a part of the cultural heritage of a community". In this kind of tourism, there is a notion of cultivated tourists that they are searching for a specific essence in the environment where they visit. Ecology, nature, architecture, history and agriculture is included in this kind of tourism and it has a relation with the environment and local atmosphere. In mass tourism and sea, sand, sun tourism types we face with major problems such as; rejection of the local atmosphere, not supporting the local economy, not unique and similar atmospheres, not having sustainable mentality etc. Culture of the area is the biggest input in this kind of tourism. With the globalization and common consumption models, many locations are becoming similar with each other, wherever we go, we face with the same

elements in the environment. Thus, touristic places standardized and cannot give something different and related to the place anymore. But the cultural tourists seek for the unique and interesting places for to meet with the new worlds. Therefore, locality becomes crucial and after realizing this point, many touristic locations and governments started to market their places with the local products, history and specialties that they have. It will be beneficial to argues what is culture and cultural tourism and cultural routes to have a deeper understanding for to be able to criticize the conventional tourism planning approaches and open up for the new models for tourism planning such as a multidisciplinary approach.

1.1. The Term of “Culture” and “Cultural Tourism”

“Culture is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society” (Tylor, 1871). Culture is

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not a stable and constant concept; throughout the history we interpret that many cultures have been interacted with each other and effected and evolved by these interchanges. By ancient trading system, many cultures blended with each other, after the tourism and movement of the tourists around the world, this blending and interchanging process continued. Therefore, development of cultural tourism should determine and support these cultural exchanges. Roshan Cultural Heritage Institute states that; “Culture refers to the following ways of life, including but not limited to:

- Language: the oldest human institution and the most sophisticated medium of expression.
- Arts & Sciences: the most advanced and refined forms of human expression.
- Thought: the ways in which people perceive, interpret, and understand the world around them.
- Spirituality: the value system transmitted through generations for the inner well-being of human beings, expressed through language and actions.
- Social activity: the shared pursuits within a cultural community, demonstrated in a variety of festivities and life-celebrating events.
-
- Interaction: the social aspects of human contact, including the give-and-take of socialization, negotiation, protocol, and conventions”. (<http://www.roshan-institute.org/474551>)

Within the cultural tourism market, several different demand segments can be identified. In broad terms, the main segments tend to relate to people who have either a general interest in culture, and who see culture as just one aspect of the destination, and those with a specific interest

in culture, for who culture is the main reason for travelling to the destination. Paschinger (2007) combines the ATLAS distinction between ‘specific’ and ‘general’ cultural tourism with the work of McKercher and Du Cros (2002) to explain the cultural tourism market in **Image 1**.

“The purposeful cultural tourist, comparable to the “specific” cultural tourist introduced by Richards (1996, p. 34), is entirely motivated by culture in visiting a certain destination or cultural attraction and engages in a deep experience. The sightseeing cultural tourist is chiefly motivated for cultural reasons; too, however this experience remains shallow. The serendipitous cultural tourist does not plan to travel for cultural motives, but after participating still ends up having a deep cultural experience. The casual cultural tourist offers only a weak motive for visiting a certain cultural attraction or destination, and as a result, this experience remains shallow. Finally, the incidental cultural tourist does not travel for cultural tourism reasons at all, and when they find themselves engaged in some sort of cultural activities, those typically remain shallow.”

This notion of being shallow can explain more the definition of cultivated tourists and their experience in ironical way. Contrary to the shallow experiences, cultivated tourists expect to be *deepen*, resolve and get connected with the area that they are in.

1.2. Definition of Cultivated Tourist

After defining the culture and cultural tourism process, it is also important to define and underline *essence* of the cultivated tourist. Cultural tourist does not travel with the aim of

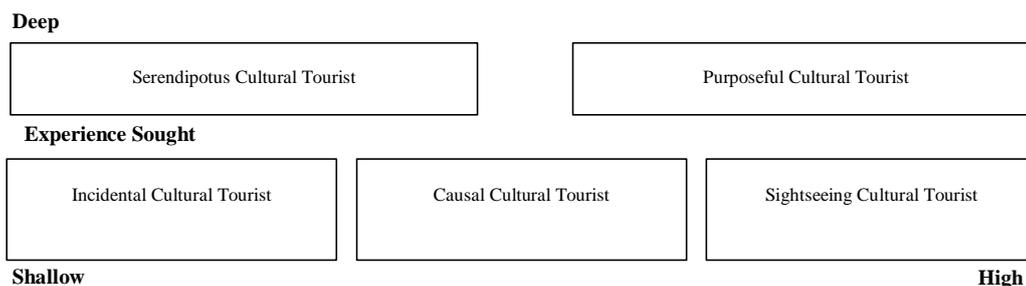


Image 1. Importance of Cultural Tourism in the decision to visit destination

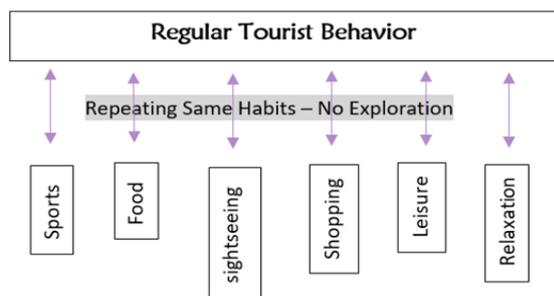


Image 2. Expressing the regular tourist search during the holiday process. Source: Author

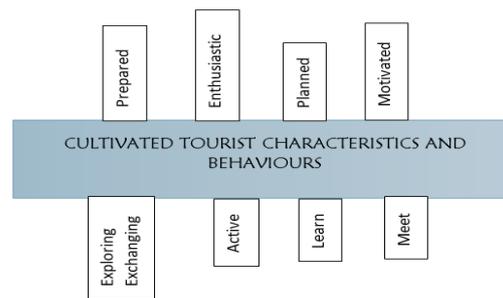


Image 3. Defining the cultivated tourist characteristics and behaviors during their holiday. Source: Author

repeating the same habits that they have on their daily life, instead they travel and move for to be able to meet with different culture, heritage and history. The cultural tourist becomes to have a *cultivated* feature, that has the motivation to search for and meet with the different values around the world and re-discover a slow lifestyle. Thus, it is crucial to remember the behaviours and expectations of cultivated tourists during the planning process of cultural routes. **Image 2** shows that; regular tourists choose usually to repeat the habits and actions with their daily life while they are on holidays. **Image 3** defines the cultivated tourist characteristics and behaviors during their holiday.

1.3.Cultural Routes

ICOMOS (International Scientific Committee on Cultural Tourism) made one of the most detailed definitions: “Cultural tourism can be defined as that activity which enables people to experience the different ways of life of other people, thereby gaining at first hand an understanding of their customs, traditions, the physical environment, the intellectual ideas and those places of architectural, historic, archaeological or other cultural significance which remain from earlier times. Cultural tourism differs from recreational tourism in that it seeks to gain an understanding or appreciation of the nature of the place being visited.” (ICOMOS Charter for Cultural Tourism, Draft April 1997). This explanation of cultural tourism gives insight about the *cultural routes* as well. Therefore, on the cultural routes, the tourists meet with this knowledge in an active way; mostly by walking or climbing. Briefly, it is an educational experience.

When the cultivated tourists experience the cultural routes by walking, they have chance to meet with culture, history, nature, gastronomy, vernacular atmosphere, spiritual knowledge - depending on the characteristics of the area. **Image 4** sums up this flow. Cultural routes may include many points of cultural tourism, but this is an active type of tourism. Essence of walking, moving, seeing directs this process and there is a flow always in the process as well. Also, in this kind of tourism they prefer unspoiled natural landscapes. They want to discover as well. Briefly, cultural routes are about journeys where the tourists go into a process of discovery, mindful/aware, self-realization with the flow/movements in the area.

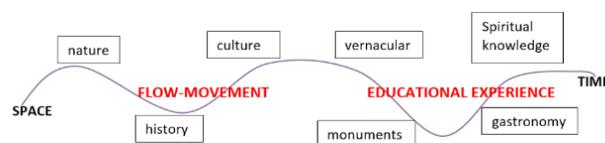


Image 4. Process of Cultural Routes. Source: Author

1.4.Characteristics of Cultural Routes

Cultural routes may include wide range of interests such as; gastronomy, arts, linguistics, architecture, spirituality, religion, sports etc. “Thematic routes are such tourism products which row up natural or manmade attractions accessible by different transport forms around a chosen topic or theme” (Puczkó & Rátz, 2000; 2007). Thematic routes around the world increased in the last years. This paper aims to focus on to the *natural* cultural routes which are mostly visited and passed by walking and with very small scaled transportation styles and vehicles.

“On the successful operation of the thematic routes we find numerous successful methods and examples in and outside Europe. Forming an international co-operation may have number of advantages but challenges as well to the participants. The creation of the route is seemingly an easy task, so the attractions must be selected and developed adequate to the main theme and applying management methods as well. It can be referred to the positive effects that considering costs these supplies are created with a small range of investment, they be diverse both spatially and timely, can contribute to the unutilized tourism resources and can captivate a new demand group for the cultural and heritage tourism. We keep count on the benefits side of thematic route creation that:

- They can be realized with a relatively small investment,
- They can diverse the tourism demand both timely and spatially,
- They can utilize unexploited resources,
- A new demand group can be captivated to the given attraction.
- Apart from the above mentioned we may interpret as an additional positive economic effect the motivation of the enterprises among residents,
- Support of investments, and development concerning buildings, infrastructure and human resources,
- The settling down of related services, which can also be used by the residents, (**Image 5, 6**)
- The effect of the income increases due to the increasing tourism flow, and as a result of the mentioned workplace creation” (Berki & Csapó, 2008).



Image 5. <https://www.mountainiq.com/nepal-tea-houses/> , Basic room of an accommodation unit-lodge in Nepal.

The most important segment of thematic routes is the cultural routes especially in Europe. “The first cultural routes were introduced by the Council of Europe in 1987. This cooperation of the Council started first with ten cultural routes marking the stages in Europe’s development, realizing that Europe’s cultural routes cross over and link the local, the regional and the international level as well. This co-operation for today is one of the most well-known and well practicing in Europe. As a result of the experienced fast development in 1998 the Council of Europe wanted to set the project within a more formal co-operation framework by establishing certain regulations and so created the Atlas of Cultural Routes. These regulations established a reformed network of cultural routes called European Institute of Cultural Routes” (Berki & Csapó, 2008). There are important routes around Europe such as; Via Francigena, Federation of the Clunisian sites in Europe, The Way of St. James (Camino de Santiago), Klösterreich, Himalayan Trek in Nepal and India. Also, important routes exist in Turkey, such as Lycian Route, Carian Way, St. Paul’s Way.



Image 6. <https://www.mountainiq.com/nepal-tea-houses/> , Tea houses

1.5. Comparison of Annapurna Circuit, Lycian and Carian Routes: A Personal Experience

In this section three examples from the world will be examined depending on personal experiences and literature reviews. It is aimed to examine these three routes in several perspectives to gain more knowledge and be able to deepen in multidisciplinary process of tourism planning in these cultural routes. **Table 1** compares these three routes.

Table 1. Comparison of three cultural routes

	Annapurna Base Camp Trek / Himalayans, Nepal	Lycian Way / Turkey	Carian Way /Turkey
Year/ Age	Established in 1986 as Annapurna Conservation Area Project (ACAP)	Opened in 1999	2013
Distance and time	7 to 12 days, 160-230 km (multi choices for to shorten and adjust the track)	21 days, 535 km.	800 km
How many tourists per year	10,000+	3.000	
Walking season	January to May and September to December	April to June and September to December	April to June and September to December
Publications	Many guide books, web pages	Couple of guide books in several languages	Only one book in English
What to see	It is a reservation area: Landscapes, vernacular architecture and villages, botanical variety	Ancient cities dating to 2000 years ago, landscape views, botanical variety, vernacular life and also connecting with modern villages, wild life	Ancient cities dating to 2000 years ago, landscape views, botanical variety, vernacular life and also connecting with modern villages, wild life
Signs, labels during the walkways	No signs but everyone walks with the guides and every hour a teahouse on the way.	Very detailed signs with colors every 10 meters, plates and also stones done by trekkers	Very detailed signs with colors, plates and also stones done by trekkers
Sponsorship	Governmental action plans inside ACAP	By Garanti Bank for the signs on the way	By Garanti Bank for the signs on the way
GPS or new technologies for trekkers	An application developed for trekkers and a lot of web pages	A webpage for the trail	Not well prepared webpage for the trail
Accommodation	Teahouse and Lodges	Local House Pensions, Lodges, Camping areas	Pensions (very limited) and personal camping
Engaging locals economically to the tourism	Very planned way, lot of work for locals such as porters, markets, guides, market sellers, pension workers, cafes...etc.	Some of them has café, restaurant and guesthouses on the way planned for trekkers.	No preparation for this kind of tourism because lack of knowledge and skills
Knowledge of the habitants about environment	They are all prepared for tourists and they can inform people in every cases	General knowledge about the area. They are used to trekkers, don't surprise and they are generally prepared.	No knowledge about the trail and the area nor trekkers. Shy and curious about tourists
Logistical organization, such as inscribing trekkers to a main system with ID cards.	Governmental network, inscriptions to the trekkers community with ID card. Also for instant health services	Police and habitants know about the area but no regular process about inscription	No inscription neither knowledge about the trail.
Variation of transports	During the way, porters to carry the luggage, animals for transport, sometimes by bicycles or horses.	Not very much variety of transport.	Not very much variety of transport.
Involvement of local tour agencies	In Nepal lot of tourism agencies providing guided tours. You can book online but better to do it in situ.	Some boutique agencies very slight. Also some individual guides and also groups of universities doing this tour.	No agencies but individual guides and groups.
Local managements on the way (such as cafes, teahouses, guesthouses, first aid stations etc.)	Every hour there is a small management on the way with maps and additional equipment for the trekkers	In some main centers, there are cafes and services for the trekkers, in the villages guesthouses	People does not know about the trail, no preparation for trekkers as service units.



Image 7. Annapurna Circuit and Himalayans.

<https://www.himalayanwavestrekking.com/nepal/annapurna-region/item/7-annapurna-circuit-trek>

Annapurna Circuit (Image 7) in Nepal (Annapurna Conservation Area Project - ACAP) covers 7.629 square kilometers; can be one of the major examples to the cultural routes. It is one of the best treks, it contains ten mountains that are the highest ones in the world. 115.000 trekkers each year have visited this protected area. The circuit have established in 1986. (Image 8)



Image 8. Signs during the route

http://parikramatreks.com/assets/createThumb/create_thumb.php?src=/home/parikramatreks/public_html/uploads/package/1406709601_ghorepani_poonhill.jpg&w=800&h=350

Lycian Route in Turkey investigated and waymarked by Kate Clow with the help of volunteers and Turkish Ministry of Culture in 1999. The road which connects number of ancient cities and paths -dating back to 2000 years ago- is 540 km and takes 29 days to walk from beginning to ending point. The route is in the southern region of Turkey and it is the first long-distance walking road of the country. (Image 9)

Carian Route that explores the southwest part of Turkey covers 820 km distance area passing through the ancient ruins of Carian civilization and also, through rural life. The trail has been way marked with GR (Grande Randonnee) in red and

white following forest tracks, mule paths and ancient roman roads. The trail opened to trekkers in 2013 and it is a conscious echo of the Lycian Way. (Image 10, 11)



Image 9. Signs along the Lycian Route, (Right) <http://lycianwaytrekking.com/images/likya/2.jpg>,



Image 10. Carian Trail, Personal experience



Image 11. Botanical part of Carian Trail

<http://1.bp.blogspot.com/-HchO2Nz8aa4/Uz2vouChdxI/AAAAAAAAAYg/DPduTQD7kAI/s1600/4.Etap-image130.JPG>,

2. Conventional Tourism Planning vs. Multidisciplinary and Sustainable Tourism Planning

Tourism plans aim to develop the economy of the countries, usually operate with the business mind for the satisfaction of private sector and economic development of the countries. In the manner of cultural and sustainable tourism planning, as a first step, it should encourage conscious use of natural sources.

“However, the focus of the private sector and tourism planning was naturally oriented toward short-term economic gains, through the construction of facilities which attract foreign visitors. As a result, too little attention was paid to socio-cultural effects on host communities and environmental problems for receiving destinations, which in the long-term, may outweigh the benefits” (Seth, 1985; Jenkins, 1994).

As it is mentioned, with the private sector dominance, tourism planning searches for the short term and quick solutions and economic growth, but this intention brings lack of understanding the identity of the places and in long term unbalanced growth of the areas. In the beginning investors and place owners are happy but after unbalanced and unrestrained growth, this intention fails in many ways, diminishes the character of the places, and the process becomes a low-spending mass tourism with environmental problems. The potentials of the areas should be understood in very detailed scale to be able to operate the planning process with the sustainable

mind and preserve the natural and cultural environment.

2.1. Developing a Multidisciplinary Tourism Planning Approach for the Cultural Routes

Tourism planning should be flexible and adaptable; to cope with rapidly changing conditions and situations faced by a community (Atach-Rosch, 1984; Choy, 1991). To sum up, the evolution of tourism development planning can be broken down into five stages (Tosun and Jenkins, 1998, p.103):

- “Unplanned tourism development era: during this stage tourism planning is ‘uncommon, unpopular and an unwanted idea’, and therefore tourism emerges as an unplanned activity.
- Beginning of partly supply-oriented tourism planning stage: this stage is characterized by the construction of basic infrastructure, such as hotels, restaurants, transportation etc.
- Entirely supply-oriented tourism planning stage: at this stage, planning is directed toward the creation of facilities that satisfy increased tourism demand, although it ignores most resulting problems.
- Market or demand-oriented tourism development planning stage: at this stage, tourism planning is focused mainly on greater numbers of tourists and how to satisfy them.
- Contemporary planning approach stage: After the increase in the number of tourist arrivals and the ‘careless and myopic tourism

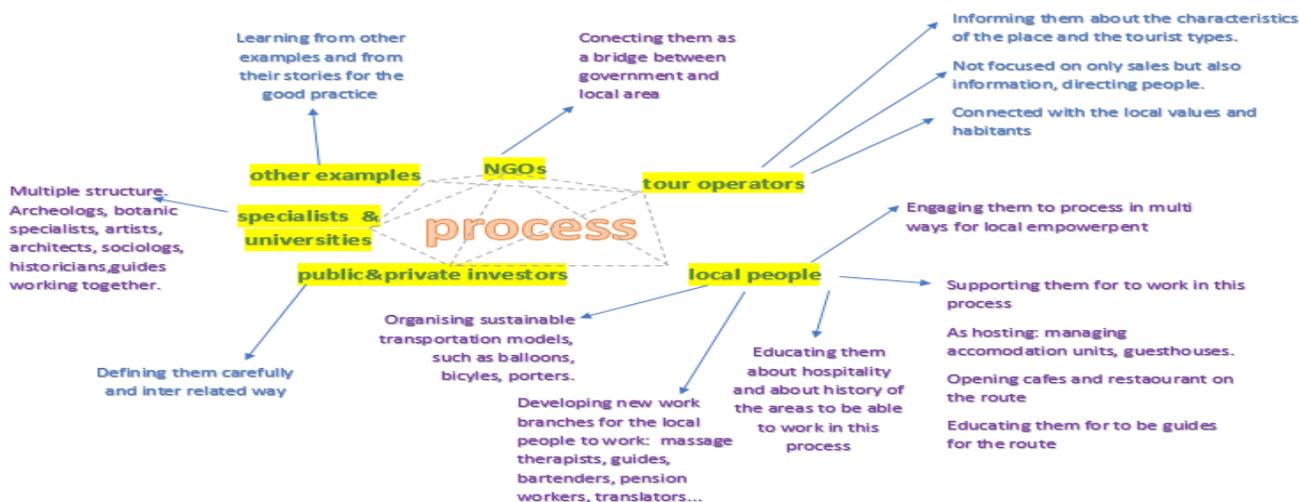


Image 12. Participant roles and linkages during process / Source: Author

development planning approaches', environmental, socio-cultural and economic problems increase which attracts the attention of developers and planners." This article aims to add another step to these stages mentioned above.

Linkages between the actors of this process is expressed with a diagram in **Image 12**. It will be beneficial to deconstruct this process to actors and steps after scanning the conventional planning approaches above. By this way, it is aimed to develop and add more values into these steps for the construction process of a multidisciplinary approach and clarifying the linkages in this process. Participants of this process are listed and interpreted below:

- NGOs
- Community Participation
- Specialists and Universities
- Public and Private Investors
- Tour Operators

a) NGOs: Inspiring from Pro-poor tourism for poverty reduction and for rural development and Local Empowerment

Tourism planning strategies should be able to bring support to hosting local communities. We can learn from pro-poor tourism (PPT) example which is focusing on poverty reduction as a first aim before the environmental issues. This approach can be adapted to poor communities that has the potentiality for cultural routes. PPT can have many actions in the case of cultural routes such as; educating the unskilled labor, giving them works in the route development process. Some inspiring applications have been done in various sites: Ecuador, Namibia, Nepal and Uganda. In Namibia PPT approach have been implemented to community-based tourism policies and it seems like this action effected on poverty reduction in significant ways. Nacobta (Namibia Community-based Tourism Association) a non-profit organization is supporting local communities by teaching new skills to small entrepreneurs for to develop tourism and local empowerment. (<http://propoortourism.org.uk/>) Better decisions can be reached by means of a participative process, even though it is far more difficult. This shift in emphasis does not mean that research and

concepts by professional planners are abandoned. Rather, it means that many other constituencies, other than planners, have experiences, opinions and constructive recommendations. Final decisions have a much better chance of being implemented if publics have been involved (Gunn, 1994, p.20).

Stakeholders such as municipalities, NGOs etc. should be involved in the planning and development process for the cultivated tourism of the destinations. Focus should be engaging them to ongoing process as well the future economic linkage. That would need a well-planned educational system to give them new skills and make them exist in the tourism cycle of the area. In Nepal Pokhara region many paragliding teachers come and work here. They also educate young inhabitants for to learn a new skill. These actions should be motivated and organized with more linkages between the NGOs and the community and specialists. In cultural routes local people work as a guide and a porter (Image 13).

b) Community Participation

"Community involvement in tourism can be viewed from two perspectives: in the benefits of tourism development and in the decision-making process" (McIntosh and Goeldner, 1986; Timothy, 1999; Tosun, 2000). Tourism planning actions should be giving support to the residents in the area for to be involved and participate to the tourism in economic and socio-cultural ways. If the community participation idea is supported with empowerment concept, then it becomes more holistic and training, consciousness raising,



Image 13. Porter carrying heavy load on head
<https://theplanetd.com/everest-base-camp-trek/>

education processes can be combined with it. By participation -combined with empowerment and education- societies can be cultivated and this way they will have a wider perspective to shape their future and they can imagine and decide how to live. According to Hall (2000) community participation in tourism planning is “a bottom-up form of planning which emphasizes development in the community rather than development of the community” (p.31).

c) Specialists and Universities

People from other disciplines should be involved to the planning process of cultural routes such as archaeologists, sociologists, trekkers etc. Universities can be adapted and included in the process

Public and Private Investors: Partnerships in Tourism Planning

Co-operation between the private and the public sector is vital. They should meet in a balanced way with clear understanding of the destinations and needs to be linked with the other actors of the process in double sided and inter-communicative ways.

d) Tour Operators

Travel agents, outbound and inbound operators and local service providers are included in the tourism market. Travel agents are mostly selling the programs of outbound operators, they are mostly focused on cruise tourism, mass tourism etc. Cultivated tourists does not prefer buying tours from these shops but it will be beneficial informing these agents about the trails. Outbound operators that are specialized on certain areas for a specific activity mostly located in the same areas. Organizing tours, developing tour programs, they have the knowledge of the area. Inbound operators additional to outbound operators they may also have vehicles, lodges etc. as a supportive service. These two operators are crucial on developing cultural routes in a sustainable manner. Local service providers are the ones that are owning a local lodge, pension, local transports, local guides etc. This part of the network is a very important organization that is

facing directly with the tourists and travelers. When they feature in main guides they become more accessible. Main actions can be done in this segment are: Introducing these actors with the knowledge of the area, providing support and experience to these actors, providing trainings for local entrepreneurs.

“According to this perception one of the most important international researches on this area the ATLAS research has indicated that the experiences enjoyed most by cultural tourists tend to be those small scale, less visited places that offer a taste of 'local' or 'authentic' culture. Tourists increasingly say that they want to experience local culture, to live like locals and to find out about the real identity of the places they visit” (Richards, 2009).

These basic points should be shared with all actors especially with the ones who are directly in relation with the travelers -for to be able to prevent the enlargement demands of tourism sector. That way we can develop and plan cultural routes in a much more balanced way. It is important to understand that this type of tourism is a way of being, not a way of constant grow. Thus, it cannot be planned with hunger, conscious way of planning approaches and methods are needed in this manner.

3. Key points for the Multidisciplinary Tourism Planning Approach

In order to develop a multi-disciplinary perspective and a road map for the Tourism Planning process for Cultural Routes in Turkey, key points -that can support, ease direct this process- are listed below.

Sustainable Transportation Planning and Sustainable Architecture

“Tourism evolution brings many problems to the local community, i.e. overcrowding, traffic congestion, superstructure, and socio-cultural deterioration. Most of these problems can be attributed to laissez-faire tourism policies and insufficient planning” (Edgell, 1990). Therefore, sustainable ways of transportation and infrastructure are needed. In the ways of building in these areas, vernacular typologies, local

architecture, local materials should be evaluated with the natural resources, landscape and botanical inputs and if it is necessary the new units should be designed with this attention. Variation of sustainable, low carbon transports should be organized such as using bicycles, balloons, electronic bicycles and also in mountain villages help of the strong animals as they are using in Himalayans.

Learning from Other Examples

“Tourism planners should learn from mistakes made elsewhere and realize that the planning process is not a static but a continuous process which has to integrate exogenous changes and additional information” (de Kadt, 1979; Baud-Bovy, 1982; Gunn, 1994; Hall, 2000). “Therefore, tourism planning should be flexible and adaptable; to cope with rapidly changing conditions and situations faced by a community” (Atach-Rosch, 1984; Choy, 1991). Thus, interchanging knowledge and learning from others is beneficial for the *good practice* of design and planning.

4. Conclusion

Although tourism is being practiced since many years, evolving with the demands of main economic system and places are being consumed by most of the cultural tendencies; still there is another way of living -and traveling- is being practiced. Every year many people are getting more conscious about how they live, how they eat and how they exist. These tendencies reflect to the culture of the communities, to their consuming types as well as their tourism typologies. Cultural routes are just like *nodes* of experience, culture and dynamism. This way of tourism can be a way of educating, empowering people, creating interchanges in between each other, through a balanced way. Cultural routes need to be seen and interpreted with these *conscious lenses*. These areas need to be planned with a wise and mature touch and awareness to nature, to inhabitants and to culture -it cannot happen by pushing them to the regular tourism market strategies for to transform their local culture and habits, or by adapting new “fake” way of authenticity for the mass development of the area.

The paper starts by describing cultural tourism with the purpose of underlying the culture and its relationship with the society and tourism. On the

other hand, this issue is crucial to be able to adapt a new way of tourism planning. Therefore, after scanning conventional tourism planning approaches, paper aims to create a productive linkage between cultural routes and multidisciplinary development. Diagrams express the main dynamics of this process in simple way. Blending of author’s personal experiences on these three routes as a cultural tourist and the literature review that has been done, tries to open a new lens to this subject, in order to develop a holistic approach.

Paper aims to unfold the supporting ideas of multi-disciplinary perspectives to planning of Cultural Routes such as; engaging locals to the process more, participation of inhabitants, organizing area related science committee and professionals to the development process and educating people and tourism suppliers about the nature of contented and tranquil development. We should not only focus on reducing the local impacts of tourism in the long term, but we should also be seeking alternative, functional, simple ways of poverty reduction and community participation. Cultural tourism and cultural routes are holding an important value for the local empowerment and Turkey has several routes all around the country and these areas have important potential waiting to be seen and developed with multi-disciplinary manners and conscious lenses.

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Potential and Forms of Sustainable Village Tourism in Mizoram, Northeast India

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ABSTRACT

Keywords:
Village Tourism,
Tourists' Inflow,
Carrying Capacity,
Farm Tourism,
Health Tourism,
Peace Tourism,
Mizoram

This paper examines the potential and forms of sustainable village tourism in Mizoram, Northeast India. This study was conducted using both qualitative and quantitative approaches. Data was gathered from the primary and secondary sources. Tourism survey report of India 2018 for Mizoram was used to collect data on tourists' inflow, purpose and duration of stay and level of accommodation from 2016 to 2018. A case study of village Sialsuk was conducted through household level survey using purposive random sampling method. The author surveyed 240 households (48%) of the village. The major questions were asked of on the main options of livelihoods and carrying capacity of village tourism. The result shows that Mizoram has the tremendous potential, as it has the number of villages, which has feasible climate, spectacular landscape, wilderness and abundance local food products and beverages. These abundance bases support for the sustainable village tourism. Meanwhile, tourists' inflow is less in Mizoram. Further, accommodation, transportation and institutional facilities are insufficient. There are number of drivers, affecting development of village tourism in Mizoram and among them, the inner line permit and remoteness/inaccessibility of the villages are the main drivers. It is suggested that the inner line permit system should be abolished. Roads should be constructed, publicity of the tourists' destination should be ensured and the tourism department should be strengthened so that the village tourism in Mizoram can be developed

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1. Introduction

Village tourism is a new and emerging concept, which refers to stay of tourists in the villages for leisure, improving health and understanding traditional knowledge. It is defined as the tourist typology, which has seen greater growth in recent decades (Lane 1994). It is an alternative of great interest for different segments of tourism (Frochet 2005) and it is being observed as a catalyst of development and regeneration as far as the socio-economic issue is concerned (Sharpey 2001). Village tourism is referred to a kind of tourism in which tourists stay in the villages for leisure, peace, improving health and understanding

traditional knowledge. It helps in the development of infrastructural facilities such as transportation, accommodation and institutions, promotes local culture and products, augments employment and generates income. It has been observed that the diversifying traditional agricultural activities is essential for the development of farm based village tourism (Panyik et al. 2011), which will enhance economic development of the rural areas. Further, high environmental quality can enhance leisure tourism (Ciolac et al. 2012)).

Village tourism provides sustainable use of natural resources, development of cultural heritage, village traditions, agricultural products and food

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items and paves a way for the sustainable village development (Brown 1997). Village tourism can be seen as one of the promising solutions to promote rural development (McAreevey and McDonagh 2010; Matarrita-Casante 2010; Saxena and Ilbery 2008; Terluin 2003; Dong et al. 2013). It takes place in rural areas, which are characterised by low population densities, open spaces, sparse settlements and population less than 10,000, land use mainly dominated by farming, forestry and natural areas (Lane 1994). It has become a popular concept in a number of countries in the developed world including China (Su 2011).

The word 'tourist village' was first coined in France, as France has long traditions to promote rural tourism (Ciolac 2016). The first rural tourism was based on the holiday concept to counter urbanization, began after World War II (Lane 2009). In the Western societies, industrialization, urbanization and developed transportation have directed people to move to rural areas for different experience (Nulty 2004). Although, village tourism is practiced mainly for improving health, recreation and leisure yet, is has seen for as an alternative to development of rural societies (Briedenhann and Wickens 2004). The characteristics of the village tourism is nature holidays, special services like accommodation, festivities, leisure, recreation and production and the sale of local products/handicrafts (Kulcsar 2009).

A number of studies have been conducted on village tourism and its role in socio-economic development and cultural strengthen. Some scholars state that village tourism is a key strategy for regional development (Cawley & Gillmor 2008; Saxena et al. 2007; Fleisher & Falenstein 2000) and it helps in conserving nature and promoting region-specific products (Van der Ploeg et al. 2000). It is valuable in areas where traditional agricultural activities are in decline (Cavaco 1995; Hoggart et al. 1995). In many areas or the world, mass tourism has been increasing, which has resulted in environmental degradation. Village tourism can be promoted as an alternative to mass tourism (Sharpley 2000). It is also a major

tool for destination development (Holland et al 2003) and a complementary alternative in certain areas to other traditional works, such as agriculture, livestock and other primary industries (Fleischer & Tchetchik 2005; Sharpley 2002). Village tourism is promoting economic development across the globe (Mili 2012). It is a multifaceted activity, developing small scale tourism business (GOI 1994).

Village tourism can be promoted as primary tourism and the benefits coming out from it can be used for socio-economic and infrastructural development of rural areas. It brings awareness to conserve environment, local culture and heritage and improves accessibility. In the developed countries, village tourism has become a new style of tourism to experience and live a relaxed and healthy lifestyle. Village tourism is a form of tourism, which showcases the village life, its art, culture and heritage, develops rural natural locales and enhances rural livelihoods. It is a form of tourism, where all touristic activities take place and sometimes which includes wilderness tourism and temporary stay in the second homes in rural areas (Oppermann 1996).

Disparity in rural and urban areas has been widening, because of urbanization and urban centric economic development. On the other hand, rural areas are facing developmental dilemma. Development of village tourism is vital in bridging the gap between urban and rural areas. In India, about 70% population lives in its 7 million villages. Village tourism provides base for employment augmentation and income generation. It also leads to enhance infrastructural facilities such as transportation, accommodation and institutions. The primary products from the farmlands, dairy farming and small-scale village industries further enhance socio-economy of the rural areas. Conservation of culture, customs, monuments and heritage sites are the other dimensions of village tourism.

Rural environment constitutes above 90% area and 48% of the total population in Mizoram. Further, 86% area is forested, comprising a number of wild life sanctuaries and national parks. Village tourism therefore is the best form of

tourism here. However, as of now, village tourism is practiced at small-level and number of tourists is comparatively less. The people of Mizoram are the nature's lover and they conserve natural environment. In Mizoram, the outsiders cannot acquire/buy land and houses, because of the state's policy. Tourists visit here maximum for two to three days. Tourists' inflow is very less whereas, natural and cultural carrying capacity of tourism is substantially high. For the successful and sustainable development of village tourism, the measures – community support, accessing market and publicity, social and economic support, collaborative projects and external support through development agency and non-governmental organizations are required to be well taken (Nepal 2007).

Although, Mizoram has tremendous potential for tourism, especially for village tourism, as it has spectacular landscape, feasible climate, sparse population, high biodiversity, organic food products, local handicrafts, wilderness, national parks and wildlife sanctuaries, panoramic river valleys, waterfalls and beautiful lakes yet, they are not harnessed optimally/sustainably. Infrastructural facilities – transportation, electrification of villages, educational institutions and institutional development in Mizoram are lagging behind. As a result, socio-economic and tourism development could not take shape and the rural areas have been suffering from food insecurity and malnutrition. Development of village tourism is therefore a potential way for the sustainable development of rural areas.

There is almost no work carried out on development of village tourism in Mizoram so far. This study is an original, innovative and a new initiative to village tourism. The overall purpose of the study is to explore the potential and possibility of village tourism in Mizoram, keeping its spectacular landscape, feasible climatic conditions and peaceful society in mind. It examines the major forms of village tourism in Mizoram. It also aims at to develop the villages as tourism destination through analyzing the major livelihoods options, carrying capacity and future prospects of village tourism, so that their tourism

carrying capacity can be harnessed for vital economic development.

2. The Study Area

Mizoram, nomenclature as the nightingale of India, the land of highlanders and a land of rolling hills, is remotely located (Sati and Lalrinpuia 2017 a). One of the eight sister states of the Northeastern India and sandwiched between Myanmar in the East and South and Bangladesh in the West, Mizoram is one of the peaceful states of India. Tripura, Assam and Manipur states delimit it from the Northwest, North and Northeast direction, respectively (Figure 1). It has about 537 km long international boundary with tremendous geo-strategic importance. About 97% of the Mizoram's landscape is hilly. The landscape is comprised by structured hills, valley fills, flood plains, highland lakes, waterfalls and dense forest areas. The state has 10 major national parks and wildlife sanctuaries and it is one amongst the world's mega biodiversity hotspot. It has a trans-boundary river basin named Kaladan. The landscape is spectacular and climate is very feasible. Average temperature of the state is about 23°C and average rainfall is 2400 mm. Environmental sustainability index is above 95%, which is suitable for healthy life. Total area of Mizoram is 21,087 km² of which, forest area is about 86% (2017), which is evergreen – tropical, subtropical and temperate. Bamboo grows largely upto 500 m (Sati and Lalrinpuia 2017 b).

Mizoram has eight districts and 16 rural development blocks. Total number of villages is 853 with total 525,435 populations (48% of the total population). The rural and urban settlements are mainly located sparsely on the hill tops. Total population of the state is 1.09 million with 52 people living/km². Out of the total population of the state, about 0.29 million populations live in Aizawl, the capital city of Mizoram. In other towns, about 0.25 million populations reside and as a result, about 52% population of Mizoram is urban. Mizoram obtains the second rank in literacy in India after Kerala with 92% literacy rate. More than 50% workforce is engaged in agriculture and livestock farming however, area sown is only 5.5% (Sati 2015). Of which, above 54% area sown

is under shifting cultivation. Economic viability of agricultural crops is quite less and the people living in rural areas are poor and many of them (52%) are living under poverty line.

Mizoram is one of the most peaceful states of India, where peace prevails everywhere. It has numerous tourists' destinations. Among them, the main destinations are Reiek heritage village, Rock Park and Dampa Tiger Reserve (Mamit district), Sialsuk village, Hmuifang village and Temdil¹ (Aizawl district), Vantawng waterfall, Thenzawl town and Biate village (Serchhip district), Palakdil (Saiha district), Khawnglung wildlife sanctuary (Lunglei district), Phawngpui peak (Blue Mountain, Lawngtlai district) and Chawngtlai historical village (Champhai district). In addition, Black Man

Mountain lies in Aizawl district. Aizawl, the capital city of Mizoram, is known as the city of Churches and a popular tourists' destination. Villages are located in the serene environment, mainly on the top of the hills, surrounded by dense forests. Small to big patches of *Jhumlands* can be seen here and there, which make the landscape panoramic. All these natural attributes promote village/wilderness tourism in Mizoram.

3. Data Collection and Survey Method

A participatory observation/case study approach was employed to conduct this study. Data were gathered from the mixed set of sources – primary and secondary. On tourists' flow and accommodation, data was gathered from the 'Tourism Survey of India Report for Mizoram State' (2018). Further, data on age group of tourists, their education and occupation, source area, purpose of visit, duration and places of stay, income level and gender ratio of tourists and mode of transportation was gathered between March 2017 to February 2018 from the same source. Data on both domestic and foreign tourists' flow was gathered. These data were in number and monthly bases, which the author transformed into percentile, averaged them and shown through graphic and tabular form. Secondly, the author conducted a case study of village Sialsuk in the month of October 12-15, 2018 and surveyed 240 households (48% of the total households). A structured questionnaire was constructed and questions were framed on the major sources of livelihoods, socio-economic status of the people and the role of village tourism in enhancing livelihoods. Interview of the heads of surveyed households was conducted to understand their perception about the development of village tourism in Mizoram. Average age of the interviewees was 42 years and all of them were literate. Participatory approach was employed through rapid visits of the study village in different times to find out possibility of development of village tourism. Data were analyzed using descriptive statistical method and presented them through diagrams and models. Natural, social and economic carrying capacity of

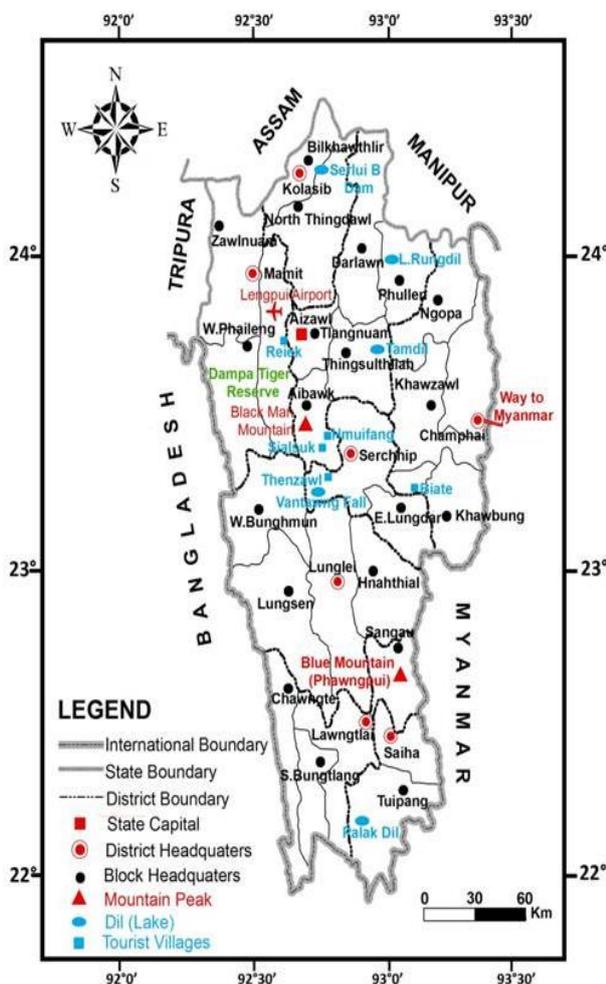


Figure 1: Location map of major tourists' destinations in Mizoram, Source: by author

¹ Dil is nomenclature of lake

tourism in village Sialsuk was analyzed and presented. The author identified the potential forms of tourism – farm, leisure, health and peace – that can be developed as the village tourism in Mizoram. Further, the author proposed the development of a tourists’ circuit of three villages.

4. Results

The result section has been divided into two parts. The first part is related to data, which has been collected from the annual tourism report of Mizoram, Ministry of Tourism, Government of India 2018. It shows annual flow of tourists (foreign and domestic) and accommodation facilities. Further, personal details of tourists such as age, employment, income, places of source, mode of transportation, duration and places of stay and purpose of tourism are described. In the second part, case study of Sailsuk village, which is one of the tourism hotspots in Mizoram, was carried out.

a) Tourists’ Inflow and Accommodation Facilities

Tourists’ inflow is quite low in Mizoram in comparison to the other mountainous states and the mainland of India. Figure 2 shows annual tourists’ inflow in Mizoram from 2016 to 2018. Domestic tourists’ inflow was 64,249 in 2016 which decreased to 63,377 in 2017. Meanwhile,

little increase 68,203 (7.6%) in tourists’ inflow was observed in 2018 (Total tourists 68,203). In terms of foreign tourists, it is consistently increasing, although tourists’ inflow is comparatively low. In 2016, total number of foreign tourists was 744, which increased to 836 in 2018 with 12.4% increase.

Accommodation facilities are available in the form of star hotels, which are quite few in number, non-star hotels, government guest houses, friends and relatives houses and others including Dharamshalas (society’s common staying area) and accommodation provided by Young Mizo Association (YMA). A number of domestic tourists stay in non-star hotels whereas foreign tourists stay mainly in the star hotels. Data on accommodation and average monthly tourists’ inflow (March 2017-February 2018) was gathered and compared. Total number of accommodation units was 161 with 2,664 rooms and 4,414 beds. In the meantime, tourists’ inflow (domestic and foreign) was 5,949. It shows that tourists’ inflow is higher than available accommodation (Figure 3). Further, maximum accommodations are available in Aizawl city followed by Lunglei town. Both are the main urban centres in Mizoram, where about 40% of the population of Mizoram lives. Further, substantial number of tourists visit in these towns.

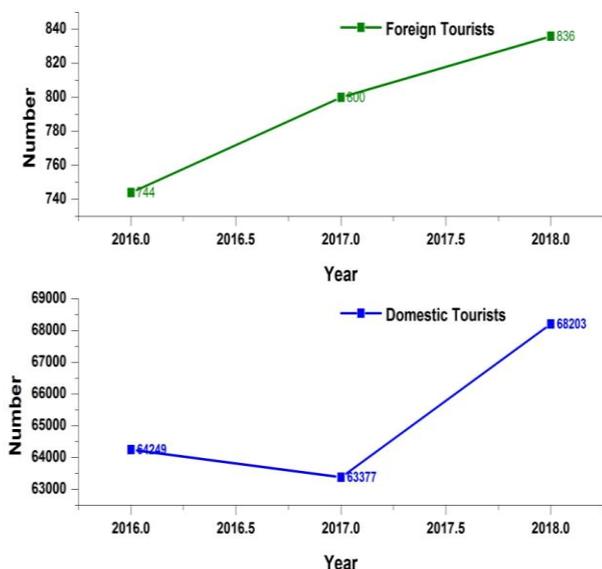


Figure 2: Tourists’ inflow in Mizoram from 2016 to 2018
Source: Tourism Survey of India Report for Mizoram State,

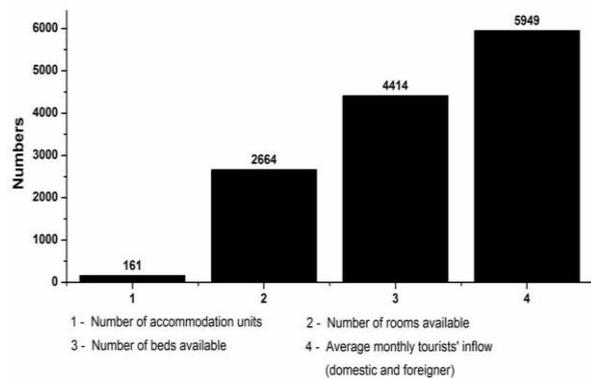


Figure 3: Accommodation facilities and average monthly tourists’ inflow
Source: Tourism Survey of India Report for Mizoram State, 2018

Table 1: Age, education and occupation of tourists
Age distribution of tourists

Age group (Years)	Domestic visitors	Foreign visitors
15-24	21.15	13.2
25-34	36.1	42.8
35-44	31.75	30.25
45-54	6.6	8.3
+55	4.4	5.45

Education level of tourists		
Illiterate	0.5	0
Primary	1.8	0
Secondary	47.1	19.2
Higher	50.6	80.8

Occupation of tourists		
Business	13.2	18.7
Service	51.4	67.8
Students/researcher	6.4	7.1
Agriculture	10.7	0
Others	18.3	6.4

Source: Tourism Survey of India Report for Mizoram State, 2018; analyzed by author

b) Age, Education and Occupation of Tourists

Table 1 shows age, education and occupation of tourists. The highest number of tourists visit Mizoram is from age group between 25 and 34 (36.1% domestic and 42.8% foreign). It is followed by age group between 35 and 44 and between 15 and 24. The lowest number of tourists visit Mizoram is from >55 years age followed by age group 45-54 years in both domestic and foreign tourists. Education level of tourists varies from illiterate (only 0.5%) to highly educated (50.6%) among domestic tourists, seconded by secondary educated people (47.1%). Whereas, education level of foreign tourists varies from graduate (80.8%) to secondary educated (19.2%). It means that education level of tourists, visiting Mizoram is high. In terms of occupation of tourists, the highest is from service sector with 67.8% foreigners and 51.4% domestic. It is followed by tourists, who are engaged in business (18.7% foreigners and 13.2% domestic). Among domestic tourists, agricultural workers stand for

third position whereas among foreigners, students/researchers obtain third place.

c) Tourism Purpose, Duration and Place of Stay

A descriptive statistics was used to describe tourism purpose, duration and place of stay (Table 2). There are total 10 variables, which are related to duration of stay overnight and for same day, tourism for leisure and non-leisure and place of stay – star hotels, non-star hotels, stay in friends/relative house and other places such as government guest houses and accommodation provided by YMA. This analysis has been carried out for both domestic and foreign tourists. Tourists, visit for leisure and overnight are outnumbered (mean value is 4807), while for non-leisure, it is less. Further, leisure tourism for same day is higher (2125 mean) than non-leisure tourism (685 mean). Foreign tourists only visit for overnight and for leisure. Hotels are the main place for accommodation for domestic (5448 mean value) and foreign tourists. Tourists stay with friends and relatives and other places are less in number.

In Table 3, percentile of domestic and foreign tourists in terms of purpose of visit, duration and place of visit and accommodation facilities are given. The highest number of tourists visit Mizoram for holidays, leisure and recreation which is 60.2% among domestic and 72.7% among foreign tourists. For education/training, about 11.4% domestic tourists visit while, 8.8% foreign tourists visit for business. Domestic tourists also visit for pilgrimage/religious activities (7.8%), social activities (6.9%) and for health and medical facilities (4.9%). About 6.1% foreigners visit Mizoram for health and medical.

Table 2: Descriptive statistics of variables related to stay of tourists for leisure and non-leisure and the place of stay

Variables	Minimum	Maximum	Sum	Mean	Std. Deviation
Overnight stay for leisure (domestic)	4100	5959	57688	4807	564.1
Overnight stay for non-leisure (domestic)	875	1323	12804	1067	150.2
Same day stay for leisure (domestic)	1579	2579	25502	2125	258
Same day stay for non-leisure (domestic)	517	982	8221	685	145
Overnight stay for leisure (foreign)	0	133	896	74.7	33.5
Stay in hotel (domestic)	4558	6332	65385	5448	583.6
Stay with friends and relatives (domestic)	179	573	3437	286.4	102.9
Stay other (domestic)	72	226	1670	139.2	47.4
Stay in hotel (foreign)	0	133	879	73.3	32.7
Stay with friends and relatives (foreign)	0	7	17	1.42	2.39

Source: Tourism Survey of India Report for Mizoram State, 2018; analyzed by author

Table 3: Tourism purpose, duration and place, and modes of transportation

Purpose of visit		
Variables	Domestic	Foreign
Business	3.1	8.8
Holidays, leisure and recreation	60.2	72.7
Social activity	6.9	0
Pilgrimage/religious activity	7.8	3.4
Education/training	11.4	4.8
Health and medical	4.9	6.1
Other	5.7	4.2
Duration of visit		
One night	62.7	39.8
Two nights	28.5	57.8
Three or more nights	8.8	2.4
Places of stay		
Star hotel	15.2	63.4
Non-star hotel	43.8	31.5
Government guest houses	14.5	0
Friends and relatives	8.9	5.1
Others	17.6	0
Mode of transportation of visitors		
Bus	33.1	11.7
Air	21.5	32.5
Personal vehicle	9.8	0
Taxi	35.6	55.8

Source: Tourism Survey of India Report for Mizoram State, 2018; analyzed by author

About 62.7% domestic tourists (highest) stay for a night, followed by 28% tourists for two nights, only 8.8% stay for three and more nights. In terms of foreign tourists, 57.8% stay for two nights, 39.8% for a night and only 2.4% stay for two or more nights. Maximum foreign tourists stay in star hotels (63.4%), followed by non-star hotels (31.5%). Only 5.1% foreign tourists stay with friends and relatives. Among domestic tourists, maximum (43.8%) stay in non-star hotels, followed by star hotels (15.2%) and government guest houses (14.5%). With friends and relatives, only 8.9% domestic tourists stay. Other accommodation facilities include Dharmshalas, beds and breakfast and YMA provided accommodation.

Mizoram state has two types of transportation facilities that are by air and by road. About 35.65% domestic tourists travelled by taxi, followed by bus (33.1%) and by Air (21.5%). Tourists come by personal vehicle are only 9.8%. Among foreign tourists, 55.8 travelled by taxi, followed by air (32.5%) and by bus (11.7%).

Data on source of tourists, both domestic and foreign, shows that among domestic tourists, about 24% tourists are from Mizoram itself. Tourists from the states of Northeast India represent about 41% and from other states, tourists' percentage is 35%. Foreign tourists

include Americans (22.2%), Britishers (15.1%), Australians (7.9%) and Canadians (6.7%). Tourists from other European countries are only 2.9%. From Asian countries, it is 6.8 from Bangladesh, followed by Nepal (6.4%). Tourists from other countries are very less in proportion.

The highest number of domestic tourists (32.5%) belongs to annual income level between Rs. 200,000 and Rs. 500,000, followed by 30.4% from the income group between Rs. 100,000 to Rs. 200,000. About 19.1% tourists have above Rs. 500,000 income whereas tourists, who have income level below Rs. 100,000 are 18%. Among foreign tourists, the highest number (62.5%) belongs to USD 60,000-80,000, followed by 26% tourists have below 60,000 USD. About 11.5% tourists have above 80,000 USD annual incomes. In gender distribution of visitors, male visitors are outnumbered than female visitors in both domestic and foreign visitors, which are 69.3% and 71.4%, respectively.

d) A Case Study of Sialsuk Village

Lies in a serene environment and spectacular landscape, village Sialsuk is one amongst the popular tourist destinations of Mizoram. The most developed village of Mizoram, the state government has adopted it and has given the status of model village. Leipan Zau Jhumland, located

about 5 km from the village in the down slope, is one amongst the biggest Jhumlands in Mizoram. It has total 24 acre arable land and it is a place of touristic interest. The village spreads between 23°23'47'' N latitude and 92°45'12'' E longitude with average altitude of 1,254 m and area of about 4,000 acres. It connects the two major cities of Mizoram – Aizawl in the north (63 km) and Lunglei in the south (80 km). Climate is feasible with 18° C average temperature in summer and 6° C average temperature in winter. Average annual rainfall is 2400 mm. Rain occurs during the eight months of summer and rainy seasons, whereas, the four months (November, December, January and February) of winter are sunny and dry. Total 500 households reside in the village with 2,000 populations (average family size is 4 persons). The village has 10 tribal groups, dominating by Chakchuak tribe. Literacy rate is high (above 95%) and the level of education is substantial. Total nine educational institutions are located in the village. About 20 households (5%) are living below poverty line. Per capita income is comparatively higher than the national average, which is about 96,000/year.

Data was collected on occupational structure of the households. Out of total households, 60 (12%) households are involved in government service, 20 (4%) households are practicing permanent farming, 30 (6%) are practicing wet rice cultivation, 60 (12%) are practicing shifting cultivation, 10 (2%) households are involved in oil palm plantation, 20 (4%) households are involved in livestock farming, 12 (2.4%) households have hotel business, 20 (4%) households are running shops and 14 (2.8%) households have driving as the main occupation.

Farmers practice organic farming. The major fruits grow in the village are lemon, banana, orange and papaya. Among vegetables, egg plants, beans, cucumber, bottle guard, pumpkin, tomato, capsicum, onion, chili, zinger and lady fingers are the major crops. In food grains and pulses, the major crops are paddy (the staple crop with high yield) and soya beans. Livestock is one amongst the major livelihood options and an allied economic activity. The major livestock are cow

(40), hens (1000) and pig (2000). Milk is sold within the village while chicken and pork is supplied to the hotels and restaurants.

A question on ‘what is the best option to enhance livelihood and economy of the village’ was asked of. About 92% responded that tourism development is the best way for enhancing rural livelihoods, because, the village has substantial potential for tourism development.

e) Tourism Carrying Capacity in Sialsuk Village

The author assessed tourism carrying capacity – physical, socio-economic and institutional – of village Sialsuk. Physical carrying capacity has three components – landscape, climate and environment – in the village and all the three components have huge potential for tourism development (Table 4). Landscape is spectacular, covered with lush evergreen forests – temperate and sub-tropical. The Jhumlands, in surroundings of the village further enhance landscapes’ beauty. Climate is very feasible for the whole year. The entire Mizoram has pollution free climate and the environmental sustainability index is high, which is above 95%. In socio-economic carrying capacity, the major indicators are culture, accommodation and transportation. The village has rich culture and customs. Welcoming guest is the tradition. In terms of accommodation, the village has substantial facility to accommodate about 100 tourists/day. In the mean time, tourists’ inflow was average 20 persons/day. Road transport is available from Aizawl, which is well connected by airways from Delhi, Guwahati and Kolkata. Number of buses and taxis are available from Lunglei and Aizawl cities. However, institutional facilities, on account of tourism development, are minimal. Human development index (0.71) of the village is higher in comparison to the state average. There are three full furnished guest houses.

Table 4: Tourism carrying capacity in Sialsuk village

[A] Physical carrying capacity	Potential
Landscape	Sialsuk village has spectacular landscape in the forms of beautiful hills, pasturelands and evergreen forests – temperate in the upper reaches and sub-tropical in the lower reaches.
Climate	Temperate climate – average annual temperature is 18°. Substantial rainfall and cloudy weather keep temperature cool.
Environment	Mizoram has pollution free environment. ESI is above 80%. Sialsuk village has above 95% ESI. The good quality of environment cures asthma and lungs related diseases.
[B] Socio-economic carrying capacity	Potential
Culture	Culture is rich and people celebrate a number of fairs and festivals in a year.
Accommodation and Transportation	Accommodation facilities are enough to accommodate above 100 tourists/day. Meanwhile, average tourists’ flow is only 20/day. The village has three guest houses and 12 hotels. Hmui-Fang is located 15 km in distance from Sialsuk village towards Aizawl, having a number of accommodation facilities. The village is connected by a road, connecting Aizawl and Lunglei towns.
[C] Institutional carrying capacity	Potential
Institutional support	Institutional support is insufficient in terms of promoting tourism. The inner line permit is the major hurdle on the way of tourism development. The village does not have any tourism extension department.
Human Resource Development	Literacy rate is above 95% along with high educational level.

Source: by author

Potential and Forms of Village Tourism in Mizoram

Village tourism has high potential and numerous forms in Mizoram. Among them, farm tourism, leisure/wilderness tourism, health tourism and peace tourism dominate (Figure 4). Farms – Jhumlands and WRC fields have the panoramic landscape. While, Jhumlands are found on the hilly slopes, WRC is practiced along the valley fills and flood plains and the food products are organic. Mizoram is one amongst the states of India, where agro-diversity is high and where all the food/fruits/vegetables crops/cultivars grow as organic farming. Further, milk and milk made products are pure and fresh. Villages of Mizoram produce local beverages and varieties of food of high quality, which are consumed domestically.

These organic products can attract tourists. High quality of bamboo and woolen handicrafts are made in the villages (Figure 5). The villages of Mizoram are located on the hill tops, surrounded by dense vegetal cover with rich biodiversity, which provide conducive and stress free environment for leisure/wilderness tourism. It has serene environment, which can be developed as leisure tourism destination. Mizoram state has 86% evergreen forest area, sparse population and pollution free air and water for better health and for stretching lungs. All these healthy components of environment provide opportunities to health tourism. In the last but not the least, Mizoram is the most peaceful state in India, where crime rate is minimum, is the best place for peace tourism.

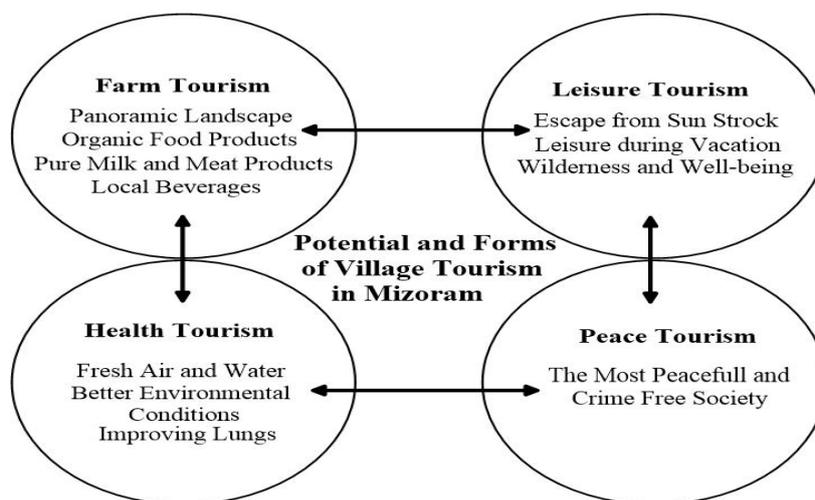


Figure 4: Potentials and forms of village tourism in Mizoram

Source: by author

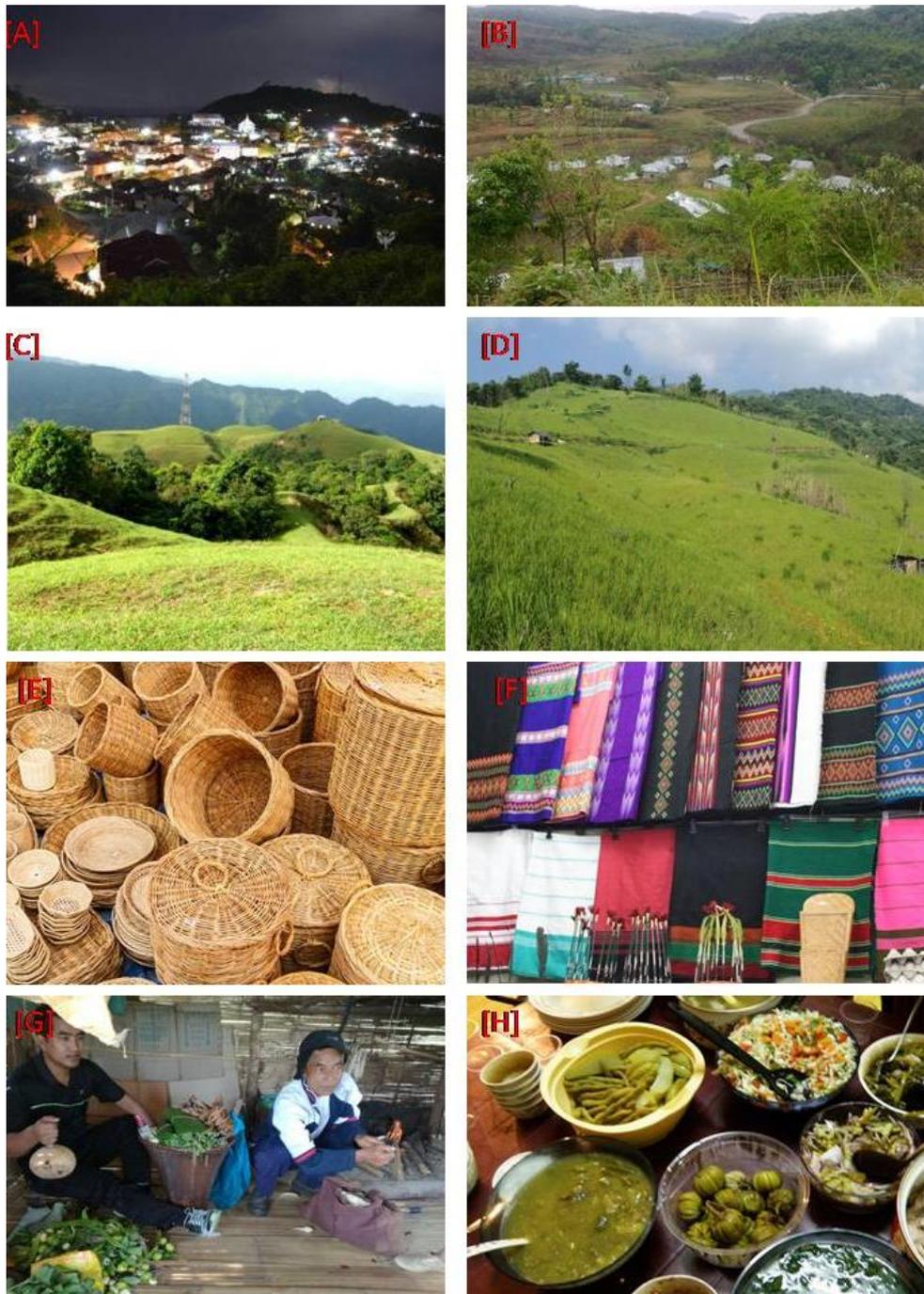


Figure 5: [A] Panoramic view of Sialsuk Village at night [B] Thenzawl town on the way to Lunglei [C] Spectacular landscape just above the Sialsuk Village [D] One amongst the largest Jhumlands (paddy field) in village Sialsuk [E] Furnished bamboo products [F] Woolen crafts ready for sale [G] Jhumias in bamboo hut, roasting maize and organic vegetables are grown in the Jhumland [H] Varieties of traditional dishes; Photos: by author

5. Discussion

Village tourism has substantial potential/prospect in the economic development of Mizoram, because of the feasible climate, spectacular landforms, peaceful society and rich biodiversity, however, this study revealed that tourists' inflow is not substantial. Although, there was a little increase in tourists' inflow between 2016 and 2018 (both domestic and foreign tourists) yet, this proportion is very less for sustainable tourism development. The author has observed various drivers that have been adversely affecting tourists' inflow. Among them, inner line permit and lack in business activities/avenues are prominent. Further, Mizoram has peculiar society - different food habits and culture and customs - which generally does not permit anyone to easily mixed-up and influence them. This is also a reason that people living in rural environment are very poor, many of them living below poverty line. Imposing inner line permit on the visitors are also due to geo-strategic location of the state, as the state is delimited by Myanmar and Bangladesh from three directions. In addition, accommodation facilities are scanty; even it is less for the limited number of tourists. The data shows that Mizoram lacks about 34.8% shortage in accommodation facilities. The star hotels are only located in Aizawl city.

About 70% of the total tourists visits Mizoram are young. Their education level is high and their occupation is service sector. The study revealed that although, maximum number of tourists visit Mizoram for leisure, holidays and recreation, yet, their duration of stay is overnight and they mainly visit Aizawl city and Lunglei town and stay mainly in non-star hotels. Very few tourists stay in the villages. In the meantime, the villages have more potential in terms of leisure, farm, health and peace tourism along with substantial accommodation facilities. One of the reasons of minimum stay is the inner line permit as under the provision of it, longer stay is prohibited and payment to stay for longer period is high. Because, the maximum star hotels are located in Aizawl city with their limited number and high price, either the foreign tourists or the domestic tourists, who work in the higher position in the government sector stay in these hotels. Transportation facilities

in Mizoram are lagging behind. Frequency of flights is less and further, maximum tourists visit Mizoram are from the northeastern states (called eight sisters' state) thus, they prefer to travel either by taxi and bus, even foreign tourists also prefer taxi to travel. The other finding is that number of male tourists is higher than female tourists.

The villages of Mizoram have serene environment and healthy climatic conditions. They are sparsely located and are much closed to the nature with full of basic amenities. Mizoram is only the state of the Republic of India, where 100% toilet facilities are available in rural areas. Biata village of Champhai district has received the best award in cleanliness in India and the village has 100% literacy rate. These drivers manifest for the sustainable village tourism in Mizoram. Further, total peace prevails in the entire Mizoram, which further supports tourism development. Meanwhile, practicing agriculture is the main occupation of the people in rural areas, which output is low and thus, food insecurity and malnutrition is common phenomenon. Village tourism, on the other hand, can enhance livelihood and generate substantial income and economy of the rural people. The local organic products and traditional foods and beverages can also pave a way for the development of village tourism. Fruits and vegetables processing centres can be established at village level to process the organic products and serve them to tourists during their state in the villages. The case study of the Sialsuk village depicts that the village tourism has high potential in economic development. Unlike accommodation facilities in Mizoram, Sialsuk village has substantial facilities to accommodate tourists, although, tourists' inflow is very less. It has been observed from the data that the practice of home stay in the rural areas of Mizoram has not been started so far while, its potential is enormous that can develop sustainable village tourism. People of the village Sialsuk also perceived that village tourism may be the major livelihood options.

Development of tourist circuits may be one amongst the motives of village tourism in Mizoram. Hmuifang village is located in the vicinity of Sailsuk village about 15 km towards

Aizawl, which has the similar geography, climate, landscape and ethnic groups, as it is of Sailsuk village. The other village, lies in the vicinity of Aizawl, is Reiek in Mamit district. Reiek has been developed as the traditional village of Mizoram. These three villages can be developed as a circuit for village tourism with Aizawl city as the centre place. Similarly, there are several other villages in the eastern and southern parts, which have capacity to be developed as tourists circuits. Package tour for a week and so of Aizawl city and Sailsuk, Hmuifang and Reiek village tourists' circuit can be arranged that will help in developing remote villages and will enhance economy and income of the local people.

The author observed that the physical carrying capacity of the village tourism in Mizoram is enormous. Landscape, climate and environment are the major components of physical carrying capacity, which are in suitable conditions. Climate of Mizoram is healthy. It is said that one who spends one week in Mizoram, increases one week life span and consequently stretches his lungs. Tribal culture is very rich and people perform folklore and folkdance at every auspicious occasion. These natural and cultural carrying capacities can manifest village tourism development. On the other hand, infrastructural and institutional facilities are lagging behind, which are needed to be developed. People's perception on development of village tourism is optimistic. As of now, agriculture is the main occupation of people whereas output from it is quite low. Development of village tourism is therefore inevitable for sustainable rural development.

Village tourism has emerged as the major socio-economic activities and a major source of income in many countries. Several countries of northeast Asia have attained sustainability in village tourism. For instance, in China, rural development initiatives were led by the government and thus, village tourism has become economically sustainable (Zhou 2009; Wang et al. 2012). Further, village tourism has largely developed in Vietnam by the initiative of both the government and communities (Pham Hau and Vu Anh Tuan

2017). The author has visited several traditional villages of Maoxian county of China and a village named Chua Khmer of Vietnam and observed that the respective governments have preserved the traditional culture and custom of villages for tourism development. As a result, these rural areas have become the major attraction for tourists. Mizoram state has about 16 major ethnic groups, who have different culture and customs. Their traditional culture and custom can be preserved for tourism development. Further, the abundant natural resources of the villages can be harnessed for sustainable village tourism. Government support, in development of accommodation and transportation facilities in rural areas, where potential of village tourism is substantially high, is noteworthy. The state of Mizoram needs substantial infrastructural facilities in the form of accommodation, transportation and institutional.

6. Conclusion

It has been observed from the study that Mizoram state has very high potential for development of village tourism. Here, panoramic landscape, lush green forests, suitable climatic conditions and rich culture promote village tourism. In the meantime, economic development and infrastructural facilities are lagging behind in the villages. Rich climate and spectacular landscape can be harnessed for village tourism through framing and implementing policies. The inner line permit largely impedes the tourists' inflow. It is highly inevitable to abolish inner line permit system so that tourists can freely move and can stay for a longer time for peace, leisure and health tourism. Roads can be constructed to connect the villages, which are remotely located and inaccessible. All ranges of hotels, motels and guest houses can be constructed in all the tourists' destinations. Besides, home stay in the rural areas can be provided to tourists. Tourists' potential in Mizoram should be publicized and the major tourists' destinations of Mizoram should be developed. For that offices should be opened in the major airports and railway stations at the regional and national level. The state government role in the sustainable development of village tourism – farm tourism, leisure tourism, health

tourism and peace tourism – is inevitable. Further, the State Tourist Department can impart training to the tour guides in terms of to disseminate the information about local culture, customs, fairs and festivals. The major tourist destinations such as lakes, river valleys, waterfalls, national parks and wildlife sanctuaries should be well connected by roads and should be developed sustainably. Organic food products and local made beverages can be used for promoting village tourism. Similarly, local handmade crafts of bamboo and woolen can be made available for tourists. Folk culture can be promoted through performing folklore and folkdances at village level. The three villages – Sialsuk, Hmui-fang (Aizawl district) and Reiek (Mamit district) can be developed as a village tourists' circuit. A sustainable approach for the development of the village tourism in Mizoram will generate income, augment employment and overall development of the rural areas and the state as a whole.

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