# A STUDY OF THE ECONOMIC ASPECTS OF ENTREPRENEURSHIP IN CROATIAN RURAL TOURISM

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**ABSTRACT**

The adverse economic situation, which has resulted from a global economic crisis, has taken its toll on Croatia and has prompted people to consider new forms of entrepreneurship to help increase the well-being and quality of life of residents. In particular, this applies to rural areas which are characterized, on the one hand, by a lack of steady income, a high average age of residents, low educational background and the loss of the younger and working-age population and, on the other, by agricultural production and growing demand for rural settings and their peaceful and pleasant ambience.

The purpose and aim of this paper is to analyse the development of entrepreneurship in Croatia's rural tourism using indicators of economic performance.. This paper aims to examine the business operations of entrepreneurs by analysing realized income, new investments planned and the amount of financial assistance received.

The research's target group consists of entrepreneurs who run their businesses in the rural region of two Croatian counties. Two hundred entrepreneurs in these counties were surveyed. For the needs of research, a structured questionnaire was designed, comprising seven groups of questions. Processed using descriptive analysis methods, the results indicate that in their business operations entrepreneurs in rural tourism are confronted with many financial difficulties reflected in low annual income, making it impossible for them to invest in business in the following year.

A considerable contribution of the paper lies in the fact that it underscores the necessity of cooperation between local and regional self-government and entrepreneurs to stimulate investment through a series of incentive measures which would help entrepreneurship in rural tourism reach a satisfactory level of economic performance.

**Keywords: Economic aspects, Entrepreneurship, Rural tourism**

## REVIEW OF PREVIOUS RESEARCH

Neglecting the development of rural regions in the past has contributed to broadening the growing gap between rural and urban areas in Croatia. Considering the high share of rural regions, which, since 2007, exceeds 90% of the total territory of the 27 EU Member States and 56% of their populations, the revitalization of rural areas is a necessity. (2007-2012 Rural Development Strategy of the Republic of Croatia). On the basis of the administrative criterion, the rural population and the urban population in Croatia account for 29.6% and 70.4%, respectively, of the country's entire population. (CBS; 2011 Census).

Rural areas across Europe are characterised by a lack of steady income, a high average population age, a low educational level, neglected architectural heritage, an insufficient level of basic services and infrastructure and unresolved property relations. (Rural Development in Croatia 2011; Fuller-Love, Midmore, Thomas, Henley, 2006). As a result, rural settlements are falling into disrepair and the younger, working-age population are leaving the countryside. These facts point to the need of putting in place an economic orientation that would bring about the revitalization of rural space and help keep local residents in rural areas (Smolčić Jurdana, Milohnić, Uljančić, 2009). Recent times have seen significant changes in the EU rural development policy, which aims to reinforce rural development, free markets and regional integration by implementing a large variety of programmes, measures and instruments. (Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003; Hall and Jenkins 1997)

According to the research of a number of authors (Fuller-Love, Midmore, Thomas, Henley, 2006; Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003) small and middle-sized entrepreneurship is seen as a promising way of developing rural regions and a tool for generating jobs for residents and enhancing their quality of life. Wilson and Anderson (2004) argue that the existing differences between rural and urban areas can be reduced by developing tourism and stress that the development of rural areas depends upon small tourism enterprises.

The development of small tourism enterprises needs to be viewed primarily through the importance they have in interacting agricultural production, the production of traditional products, the presentation of traditions and traditional gastronomy, and tourism services, by using the existing resources of rural space and the countryside, as its constituent part.

The rapid development of rural areas through tourism is evident in the fact that while there were only 32 family tourist farms registered in Croatia in 1998, their number reached a total of 447 in 2002. (Mišćin, Mađer 2008).

Despite the dramatic increase in the number of registered family tourist farms, rural tourism is still underdeveloped as a result of a long process of neglecting rural areas and focusing efforts on coastal tourism in Croatia. The current state of tourism in rural areas has resulted from the lack of thematic tourism offerings on family farms, coupled with the lack of a systematic approach to developing individual family farms and designing a distinctive and indigenous offering. The utilisation levels of both the available workforce and available resources are low, and greater commitment to developing tourism in rural areas is essential to create new jobs and generate income for family farms (2014 Croatian Rural Development Programme). Because of the special features of, and existing constraints to, the development of entrepreneurship, it is essential to continuously monitor and analyse not only entrepreneurial development but also the performance of entrepreneurs in rural areas to be able to detect early on any weaknesses and threats and eliminate them on time.

The features specific to entrepreneurship in rural areas are the predominance of small and family-run entrepreneurial businesses with no additional workers employed (Fuller-Love, Midmore, Thomas, Henley, 2006; Fleischer, Rotem and Bain 1993) and the fact that the business is largely the owners' only job (Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003). Entrepreneurship encourages self-employment, which has a direct effect on lowering the unemployment rate thus increasing the quality of life of residents. This is supported by the fact that the percentage of self-employed persons in entrepreneurial businesses in rural areas has shifted considerably in the past decade and has a growth rate of 2.9% (Blanchflower and Oswald, 2004).

Where the offering is concerned, it may be said that it is largely standardised. For the most part, the tourism offering consists of the accommodation offering and the food-and-beverage offering. (Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003; Wilson, Anderson 2004)

Entrepreneurs in rural areas are faced with numerous constraints, such as limited access to large markets, scant opportunities for networking, lack of knowledge about new technologies, and difficulties in raising additional capital (Wilson, Anderson, 2004; Fuller-Love, Midmore, Thomas, Henley, 2006). Although there are many financial aid programmes and business consulting programmes available, only a very small number of entrepreneurs decide to take advantage of such opportunities. Studies conducted in several European countries indicate that as little as 29% of entrepreneurs take advantage of some form of assistance (Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003), the main reasons for this being a complicated application process and the lack of information. (Wilson, Anderson 2004). The lack of specific knowledge can have an adverse effect on the financial performance indicators of entrepreneurs. This makes it all the more important to collect information about the type of knowledge and skills that are missing and to then help entrepreneurs acquire these skills and knowledge by organizing various workshops. Another constraining factor is the disadvantageous age structure. Namely the older population prevailing in rural areas has a negative effect on the further development of entrepreneurship (Dimitris Skuras, Caldas, Meccheri, Psaltopoulos, Lourdes, 2003).

The basis for successful entrepreneurship in rural areas is seen in taking advantage of opportunities for further diversification, forming clusters, and embracing and learning about new technologies that can help to create an approach to winning new markets and, consequently, building competitiveness.(Fuller-Love, Midmore, Thomas, Henley, 2006, p. 289).

This research seeks to find answers to the following questions:
1. To which extent do entrepreneurs depend upon tourism?
2. How much annual revenue do entrepreneurs earn?
3. Do entrepreneurs use business consulting services and have they received any financial aid in the past?
4. How much do they plan to invest in their businesses in the future?

One of the factors that have a direct constraining influence is the ubiquitous economic crisis which particularly affects small entrepreneurs who lack both the managerial skills and the financial means needed to beat the crisis. Hence, to ensure the future survival of entrepreneurial businesses in rural areas, the monitoring of economic performance indicators can serve as an early warning system, signalling changes to entrepreneurs and all other stakeholders. The aim of this paper – to analyse the state of entrepreneurship in rural areas of Istria County and Primorje-Gorski Kotar County by looking at several key economic indicators – is derived from the above facts.

## RESEARCH METHODOLOGY

Entrepreneurship in tourism in rural areas was researched within the framework of “Hint Lab – Encouraging entrepreneurship in tourism in rural areas”, a project funded by the Slovenia-Croatia European Territorial Cooperation programme and comprising partners from Croatia and Slovenia. The aim of research was to foster the development of entrepreneurships through cross-border cooperation and by identifying opportunities to encourage the growth of small and middle-sized entrepreneurships to help generate new jobs and prevent “brain-drain”.

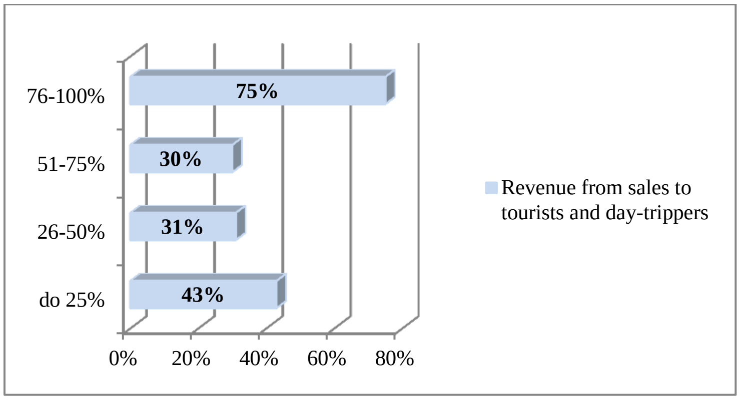
Research was carried out in the rural areas of Primorje-Gorski Kotar County and Istria County using the structured questionnaire method. The target group consisted of entrepreneurs engaged in business activities in those areas. The survey involved 100 entrepreneurs in Primorje-Gorski Kotar County and 100 in Istria County, making a total of 200 entrepreneurs from the counties’ rural areas. The survey was conducted in the month of August in 2014. Such a timeframe was an aggravating circumstance because August is the peak of the tourist season when people are too busy in their business activities and are not keen on taking part in surveys. The questionnaire consisted of seven question groups, containing a total of 69 questions (three open-ended and 66 closed-ended questions).

For the purpose of this paper, specific indicators were used and analysed that could provide insight into the performance of entrepreneurs from an economic perspective.

## RESEARCH RESULTS

Considering that the economy of the counties studied is highly dependent upon tourism, the below chart illustrates the extent to which the performance of entrepreneurs in these counties depends upon revenue generated by selling to tourists and day-trippers.

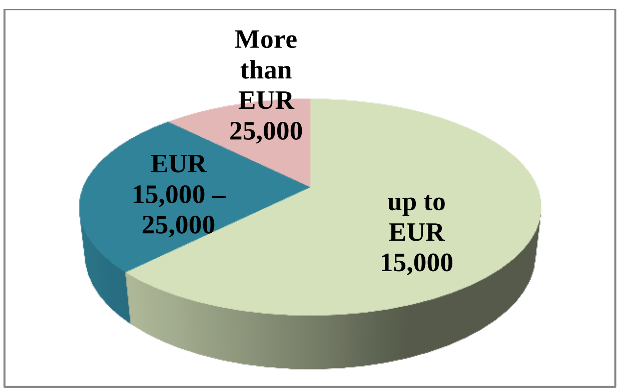
**Chart 1: Share of revenue from sales to tourists and day-tripper**




The performance of entrepreneurs in the rural areas of the two counties analysed is, for the most part, based on selling products and services to tourists and day-trippers. Fully 75% of entrepreneurs rated this share as being very high, from 76% to 100%. Such a high share of sales to tourists and day-trippers suggests that the indigenous products of rural areas are recognized beyond Croatia's borders, and indicates the need to further improve the quality of products and service and make new investments to increase demand on the part of foreign and domestic tourists and day-trippers, as well as residents. The high dependence of performance on tourists and day-trippers is driving the need for forming entrepreneurial networks to facilitate joint market action of entrepreneurs and increase their competitiveness in the global market.

Chart 2 analyses the performance of entrepreneurs through revenue realized in 2013.

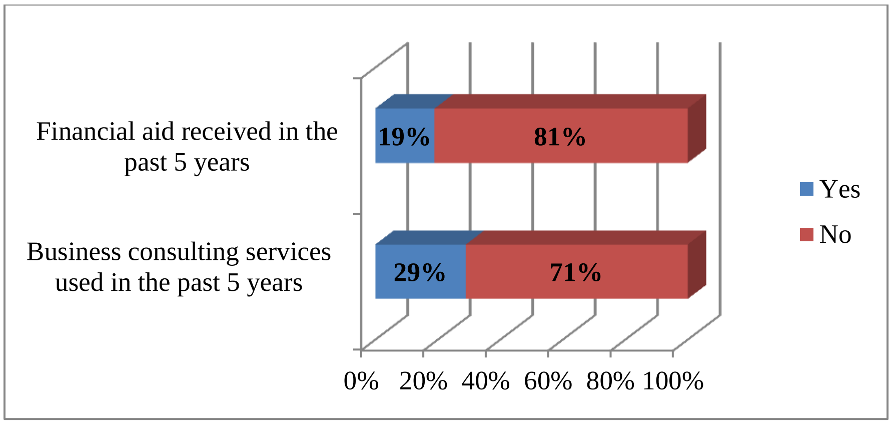
**Chart 2: Revenue realized in 2013**




An analysis of revenue realized by entrepreneurs in 2013 shows that fully 62% of entrepreneurs earned an annual income of up to EUR 15,000, while only 13% earned more than EUR 25,000. Accordingly, 89% operated with a profit in 2013 and 11% operated with a loss. Efforts should be made to introduce innovations in business operations to reduce overall costs (maintenance, production, marketing, etc.) which would, in turn, result in higher income and greater profitability. It is also essential to educate entrepreneurs about the possibilities of drawing additional capital from various funds, and support programmes and financial consulting programmes.

Research was also aimed at learning whether entrepreneurs have used any business consulting services in the past five years of operation and whether they have received any financial aid. Results are presented in Chart 3.

**Chart 3: Use of financial aid and consulting services in the past five years**



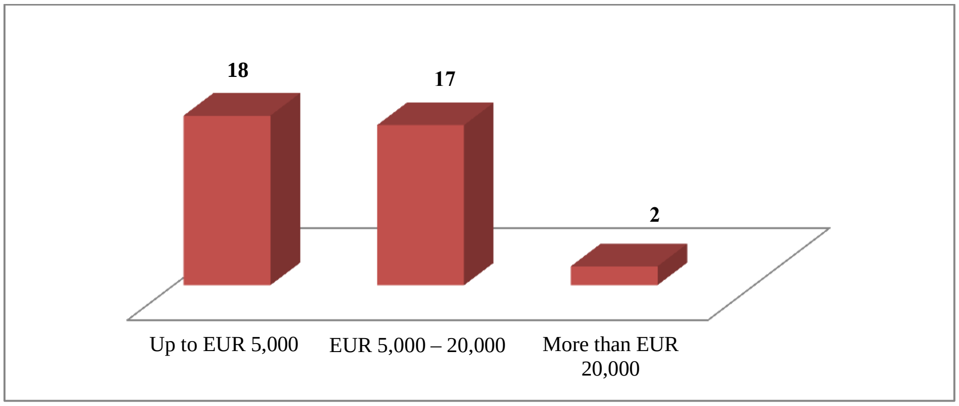

As seen in the previous analysis, most of the entrepreneurs surveyed earn an annual income of only up to EUR 15,000. A reason for this may be that very few of them use the services of business consulting or are the recipients of financial aid. Chart 3 shows that in the past five years only 19% of entrepreneurs received financial aid and as little as 29% used business consulting services. Such low percentages could primarily be due to the fact that potential recipients are poorly educated in how to apply for financial aid.

In recent years, there have been many financial aid programmes at the national level targeting entrepreneurs, such as the credit financing programme “Incentive for Success”, the credit financing programme for rural tourism “Tourism Development in the Countryside”, the small-entrepreneur support programme “Entrepreneurial Impulse 2014”, public calls for proposals launched by the Ministry of Tourism in 2014, and support programmes of the Croatian National Tourist Board (Croatian Ministry of Tourism, 2014). IPARD, a pre-accession programme of the European Union, also played a vital role in developing entrepreneurship in rural areas, and since Croatia’s accession to the EU, entrepreneurs have access to European Structural and Investment Funds. (Ministry of Agriculture, 2014).

In addition to financial aid programmes, entrepreneurs also fail to use business consulting services even though there are a number of private agencies in their vicinity specialising in entrepreneurial development and providing consulting services through education and workshops in fields that are vitally important to any small entrepreneur.

The reason why so few entrepreneurs use business consulting services or financial aid lies primarily in the fact that most entrepreneurs are poorly informed and do not how, or where, to get the information they need. Furthermore, entrepreneurs are hindered by complicated application processes and extensive documents that need to be collected and enclosed, but above all by their ignorance in preparing projects and submitting project applications.

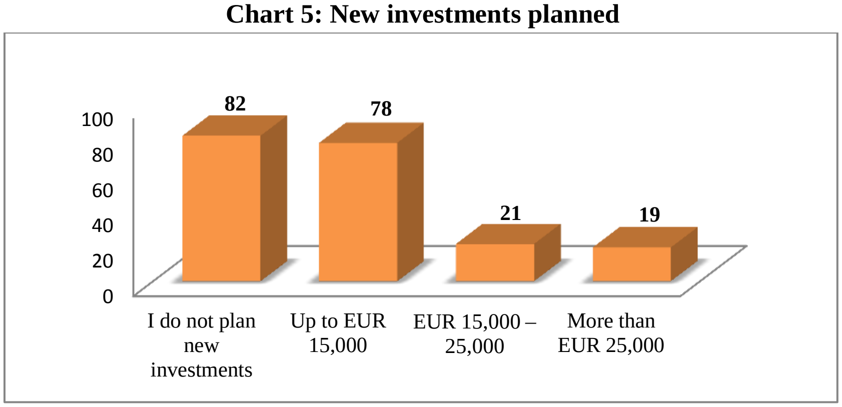
**Chart 4: Amount of financial aid received in the past five years**




Out of a total of 200 entrepreneurs surveyed, only 37 (19%) received financial aid in the past five years of their business operations (illustrated in Chart 4). Chart 4 classifies these 37 entrepreneurs according to the amount of financial aid received. It is evident that 18 entrepreneurs (48.64%) received financial aid up to the amount of EUR 5,000, while 17 (48.57%) received between EUR 5,000 and EUR 20,000. Only two entrepreneurs (5.40%) received more than EUR 20,000 in financial aid. This makes it all the more important to ensure that all information regarding accessibility to funds, fund regulations and application procedures is provided to entrepreneurs in a timely manner. The monetary aid received enables entrepreneurs to invest in their businesses in the coming years, which will have a positive effect on generating more income, reducing costs and increasing profits.

As expected, although entrepreneurs operate at a profit, investments planned for the coming year are not at an enviable level because of low revenue and failure to use financial aid programmes and business consulting services (Chart 5)

**Chart 5: New investments planned**




In the coming year, as many as 82 entrepreneurs (41%) do not plan to invest in their businesses. Seventy-eight (39%) plan to invest up to EUR 15,000, while 12 (11%) intend to invest between EUR 15,000 and EUR 25,000. Only 10% of entrepreneurs are able, and plan, to invest upwards of EUR 25,000 in their businesses next year. By not investing in their businesses, entrepreneurs are destined to stagnate in their operations and, in the long run, doomed to failure. New investments should be used to enhance the quality of existing products and services and introduce new ones, with the aim of increasing the satisfaction of current guests and attracting new guests, which will consequently help entrepreneurs generate more income and earn greater profits.

## CONCLUSION

Rural tourism has a promising future because working city people are becoming ever more alienated from nature. Losing touch with the natural environment, eating industrially processed food, and suffering pollution by smog, noise and artificial lighting are the causes of discontent in modern people who increasingly choose to spend their vacations in a countryside setting where they can find peace and quiet, restore their strength and learn about a different way of life.

Family micro entrepreneurship in tourism plays a crucial role as a "social shock absorber". A part of the working age population are losing jobs in all industries for a variety of reasons, ranging from a poorly-conceived privatization model to the consequences of economic crisis and outsourcing production to the Far East. Some jobless people resort to starting an entrepreneurial business based on their personal assets. Also, a large number of young educated people, who find no job opportunities after finishing school, take a self-help approach to the problem and become self-employed on the homestead. When starting up a business, however, entrepreneurs are faced with a number of constraining factors, the greatest being a lack of knowledge and understanding about the nature of entrepreneurship, a lack of specific knowledge, and overly extensive administration procedures for launching a business. All this has an adverse effect on the economic performance of entrepreneurs, reflected in low income and failure to further invest in the business. So as not to put the future of entrepreneurial businesses at risk, it is essential to provide support to entrepreneurs through various types of education programmes that would enable them to acquire the knowledge needed to continue operating successfully in the next period. Entrepreneurs also need to be provided with full information about accessibility to and availability of financial aid programmes and business consulting programmes to enable them to receive financial assistance that could be invested in their business in the years to come, with the overall purpose of enhancing the quality of existing products and introducing new ones. This would result in greater demand and greater client satisfaction and, consequently, would be reflected in better performance. This research has presented the basic economic performance indicators of entrepreneurs in rural areas in two Croatian counties. Further research should take an in-depth look at economic performance by analysing business efficiency indicators through productivity, cost-effectiveness, rate of return, asset use efficiency, and others. Furthermore, the economic performance indicators of entrepreneurship in rural areas of other European countries also need to be analysed to obtain a complete picture of entrepreneurial businesses in rural areas.

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# TECHNOLOGICAL TRENDS IN HOSPITALITY MANAGEMENT IN DELTA STATE, NIGERIA.

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**ABSTRACT**

The study examined the technological trends in hospitality management in Delta State, Nigeria. A total of one hundred and twenty (120) hoteliers were sampled in 30 hotels across the state. Four hoteliers were interviewed from each hotel with the aid of structured questionnaires validated through face and content validity procedures. Descriptive statistics such as frequency distribution tables, percentages and bar/column charts were used to analyze the data. The socio-economic characteristics of hoteliers in the study area as well as the type of technology currently in use in the industry were described. The goals of using the technologies and the proposed technologies to be used in the future were also examined in the study. Findings from the study revealed that majority of the hoteliers were male(66.7%), married (61.7%), aged between 26-50 years (81.6%), highly educated with substantial percentage possessing graduate (HND/BSC) (45.8%) and postgraduate education (29.2%). The most important goal of deploying technology in the industry is to enhance customer experience (47.8%) followed by the need to generate revenue (22.5%). Satellite TV appeared to be the toast of all the hoteliers as it was found to be the most common technology being used at present (97.5%) and envisaged to be used in the next five years (77.5%). On-line booking/reservation is also being considered by more hoteliers than those currently using it in the next five years. Besides, adoption of mobile payment/transaction service is expected to remain low (about 10.6%) in the industry in spite of numerous sensitization done by the Central Bank of Nigeria (CBN). Wi-Fi hot spot-a service that allow wireless fast internet connection, tops the list of technologies to be deployed in the industry in the next five years (80.5%)despite its very low use at present (12.7%). Conclusively, it is expected that technology in the industry will continue to change necessitating the need for hoteliers to keep abreast of developments in technology as it relates to hospitality industry because failure to do that may undermine growth potentials of the firm in the industry.

**Keyword:** Hospitality Industry, Marketing efforts, Effectiveness, Delta State.

## INTRODUCTION

A firm in hospitality industry that aims to continually stay in business and maximize returns on investment can no longer rest on its oars technology-wise in the face of ever-changing trends in technology application in the industry to met dynamic clients' taste. Doing this will simply amount to committing what could be tagged 'business suicide'. According to Inge (2009) , "if there's one theme that runs through most technology trends today, it seems to be complexity. The never-ending stream of new marketing ideas, the rapid shifts in consumer trends and desires, the overwhelming volume of data we need to analyze – all of these need to be combined in ever-changing ways and now also made accessible from mobile devices. Sometimes it seems that all technology does is complicate our lives further every day." As Daniele (2003) puts it; "As one of the World's largest and most pervasive industries, the travel and tourism sector (an integral part of hospitality industry) is as exposed as any other to the forces of change that are being brought about by ongoing developments in the Information and Communication Technologies (ICT) arena."

Graham (2004) identified customer who comes from home or office with changed expectations of the technology that they use in the bedroom or interface with in buying the experience as the number one driver of the change in technology used in hospitality industry. Other drivers of change, according to

Graham include channels, content and capital. Graham (2004) succinctly summarizes the impact of customers on technology change in the hospitality industry thus:

"Our complex multi-dimensional business tries to meet the expectations of a very complex customer. Sometimes, our customers are business people, sometimes they are leisure guests. Sometimes, our customers are individuals sometimes they are part of a group. Sometimes our customers are intermediaries and sometimes they are end consumers. Moreover, the same person can be a different type of guest on different days of the week or different months, or in different hotels of the same brand. Increasingly our customers are able and willing to do-it-themselves. They Google to learn about our competitors and us. They use their laptops and their mobile phones to circumvent our telephone systems. They pop out for breakfast at McDonalds or the café next door; they bring a pizza back and watch TV in the room rather than use our restaurants and room service. Scary as it may seem, they understand us better than we understand them – our systems are largely transactional and do not often build knowledge well."

According to Wang and Wang (2004), the challenges of keeping up with the fast pace of technology (in hospitality industry) is difficult and expensive. They posited that technology issues/trend in hospitality industry include Interactive Reservation Systems, Guest-room Innovations, Data Mining and Yield Management. Trends of these technology according to Wand and Wang (2004) are discussed below:

***Interactive Reservation System***

Guests can now use the internet's interactive reservation systems, and hospitality companies are sometimes criticized for the (alleged) large number of keyboard clicks required to make a reservation. The number of reservations made via the internet continues to increase. Surveys in the United States show that currently 20% of all reservations are made through the internet, and this percentage is increasing every year. With such high percentage of reservations done through the internet, a hospitality industry cannot afford not being connected. If the potential guest cannot book online, a reservation will be made at the competitor's website.

***Guest-room Innovations***

Multiple telephone lines, interactive opportunities for ordering room service, and guest-room check-out are examples of amenities that guests increasingly desire, but that are very expensive to install and implement. According to Inge (2009), the most critical factor has been providing sufficient bandwidth, both wired and wireless, to handle whatever guests want to download to their rooms without compromising the quality offered to other guests, all at an affordable cost. He claimed that even the major chains acknowledge guests' increasing preference to use the internet to access what they want, when they want it, and are dropping the requirement to have on-property video on-demand services. Streaming video, on-demand movies, online gaming, personal video-conference links, access to home TV programming and so on all make major demands on bandwidth, and if anything, this will only increase. Consequently, it's impossible to continue to offer free internet access to all users and still provide any consistently usable quality.

***Data Mining***

This technology allows marketing and sales personnel to find new ways to use guest-related data. (data mining: using technology to analyze guest and other related data to make better marketing decisions.)

***Yield Management***

This computerized process allows managers to match guest demand with room rates (high demand means higher rates because of lessened discounts; low demand result in higher discounts). (Yield management: demand forecasting systems designed to maximize revenue by holding rates high during times of high guest-room demand and by decreasing room rates during times of lower guest-room demand). Yield management is critical to maximizing hospitality's profitability. The concept are applied to every revenue department and across department. The yield manager's job is to maximize

the revenue per available room by selling rooms to the right customers, at the right price, at the right time.
The trend in technology use in hospitality industry is not only peculiar to the advanced countries but a global phenomenon. An assessment of technology trend in hospitality industry at local level is therefore imperative in order to keep up with the global standard and to ensure that hospitality business in the country are conducted in such a way that clients will not have incentives to travel out of the country for services available locally. This will minimize capital flight that would have resulted from massive exodus of local tourists to other climes. To this end, this study was carried to assess the trend in technology used in hospitality industry in Delta State, Nigeria. The study specifically described the socio-economic characteristics of the respondents who were mainly clients of the organisations, determined the level of use of identified technologies in the industry by the hotels, examined the expectation of future trend in the industry.

## METHODOLOGY

The study was conducted in Delta state, Nigeria. Delta State is an oil producing state of Nigeria situated in the region known as the Niger Delta, South-South Geo-political zone with a population of 4,112,445 people (NPC, 2006). The capital city is Asaba located at the northern end of the state with an estimated area of 762km2. The state has a total land area of 16,842km2. It covers a landmass of about 18,050km2 of which more than 60% is land. The state lies approximately between longitude 5000 and 60.45’ East atn Latitude 5000 and 60.30’ North. It is bounded in the North by Edo State, the East by Anambra State, South-East by Bayelsa State, and on the Southern blank is the Bight of Benin which covers about 160 kilometres of the State’s coastline. Delta State is generally low-lying without remarkable hills. The state has a wide coastal belt inter-lace with rivulets and streams, which form part of the Niger-Detla (http://www.wikipedia.com/delta_state). Delta State has a number of 5, 4 and 3 star hotels. Delta State is a destination of choice to tourists, businessmen and host of other hotel clients. Many multinational companies are situated in the state for oil exploration and host of other businesses. A total of one hundred and twenty hoteliers were sampled in 30 hotels across the state. Four hoteliers were interviewed from each hotel. A total of one hundred and twenty (120) hoteliers (4 x 30) were interviewed with the aid of structured questionnaires. Descriptive statistics such as frequency distribution tables, percentages and bar/column charts were used to analyse the data.

## RESULT AND DISCUSSIONS

***Table 1:*** Socio-economic characteristics of the respondents n=120

| | **Frequency** | **Percent** | **Cumulative percent** |
|---|---|---|---|
| **Age group** | | | |
| 25 or less | 2 | 1.7 | 1.7 |
| 26-40 | 49 | 40.8 | 42.5 |
| 41-50 | 49 | 40.8 | 83.3 |
| 51-60 | 17 | 14.2 | 97.5 |
| >65 | 3 | 2.5 | 100.0 |
| **Sex** | | | |
| Male | 80 | 66.7 | 66.7 |
| Female | 40 | 33.3 | 100.0 |
| **Marital Status** | | | |
| Single | 45 | 37.5 | 37.5 |

| | | | |
|---|---|---|---|
| Married | 74 | 61.7 | 98.2 |
| Divorced | 1 | 0.8 | 100.0 |
| **Level Of Education** | | | |
| Secondary Education | 4 | 3.3 | 3.3 |
| NCE/OND | 26 | 21.7 | 25.0 |
| HND/BSC | 55 | 45.8 | 70.8 |
| Post Graduate | 35 | 29.2 | 100.0 |

Source: Field Survey, 2012

**Age**

Age is an important determinant of productivity (Ajibefun and Ojo, (2000). The ability of the respondents to take advantage of emerging opportunities that could change the fortune of Hospitality Industry may have negative relationship with age barring education and experience. The result in table 1 revealed that the respondents age ranges between 26-50 years. This age is an active working age that could influence positively management of the industry.

**Sex**

Results obtained having evaluated the sex of the respondents showed that majority (66.7%) of the respondents were males implying that there were more males than female hoteliers in the study area.

**Marital Status**

An evaluation of the respondents' marital status revealed that majority (61.7%) of the respondents were married. The marital status of the respondents could influence their kind of technology to be deployed in the industry.

**Education**

Education is of great importance in decision-making and could influence adoption of innovation in the industry. Result obtained revealed that the respondents were highly educated. This is evident on table 1. Table 1 shows only 3.3% of the respondent had less than national certificate in education (NCE)/Ordinary National certificate (OND).

**Job related characteristic of the respondents**

***Figure 1:*** job title of the respondents (n=120)

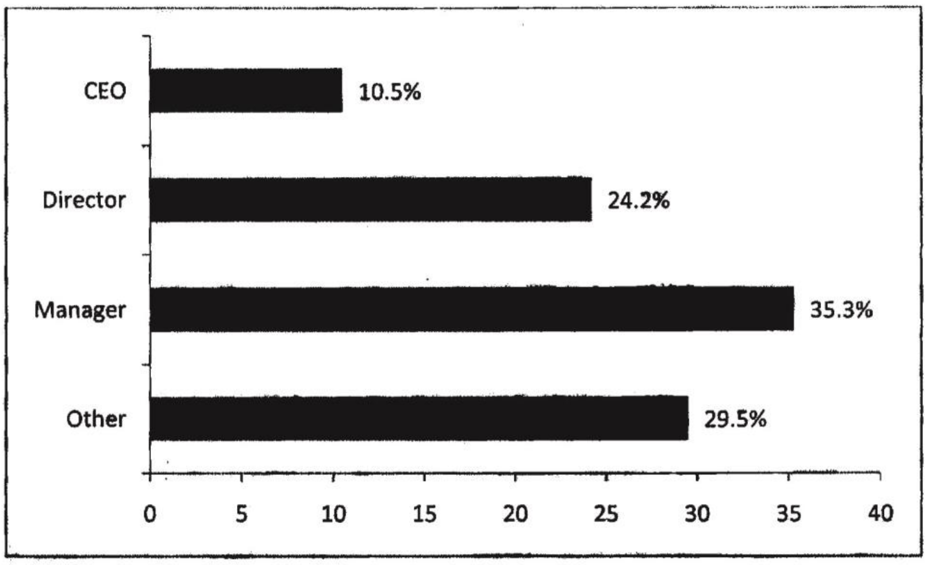
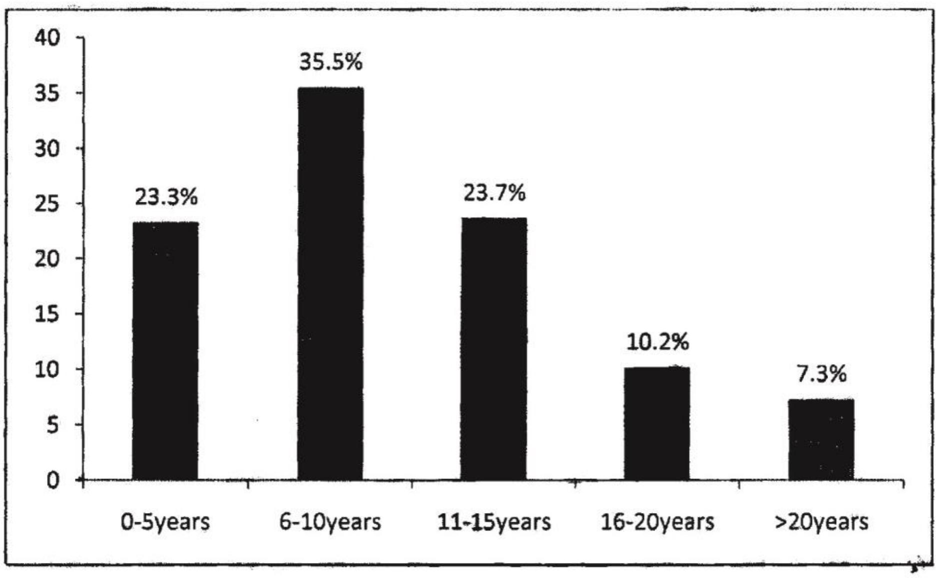



***Figure 2:*** Number of years of experience of the respondents in the industry (n=120)




Respondents of the study cut across staff with different job titles. Specifically, 10.5%, 24.2% and 35.3% of the respondents (see figure 1) were CEOS, director and managers respectively. The implication of this is that different shades of opinion were entertained in the study.

The study revealed that the respondents were highly experienced hoteliers judging from the fact that only 23.3% (see figure 2) of them had less than 6 years experience. This was good for the study because the higher the experience of the respondent, the better the tendency to obtained quality information for the study.

**Technology goals**

***Figure 3:*** Most important IT goals in the next 5 years (n=120)

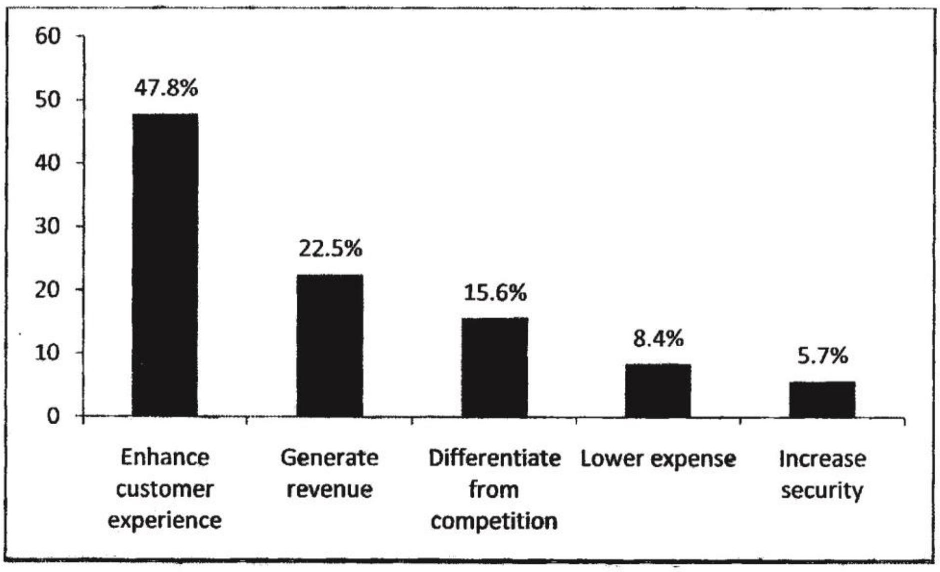
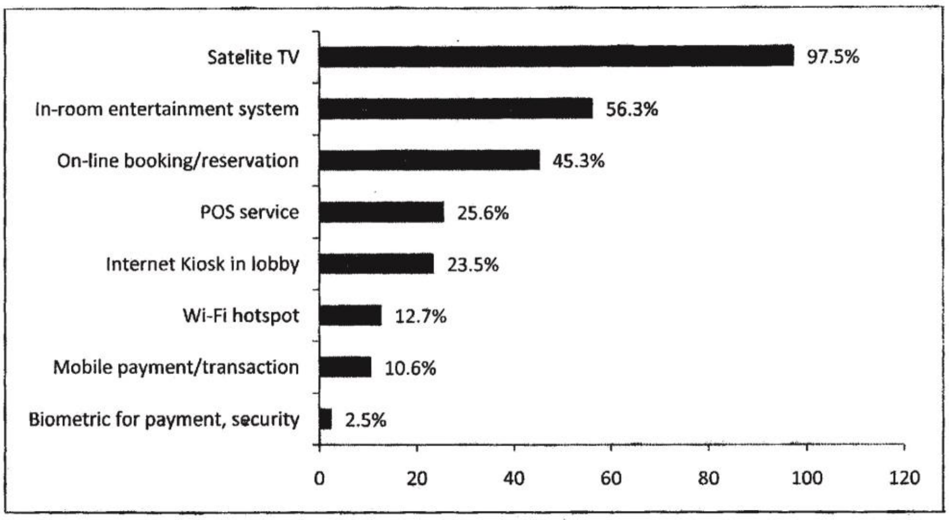



Figure 3 reveals the goal for technology that hoteliers indentified as important during the next five years. Looking at the distribution in figure 3, it is evident that the most important of deploying technology in the hotels is to enhance customer experience (47.8%) followed by the need to generate revenue (22.5%). This finding underscores the importance of technology to enhancing customer satisfaction. Other important goals of technology development in the hotel were for product differentiation (15.6%), to take advantage of lower expense (8.4%) or to increase security of operation (5.7%)

**Technology Use in the Industry**

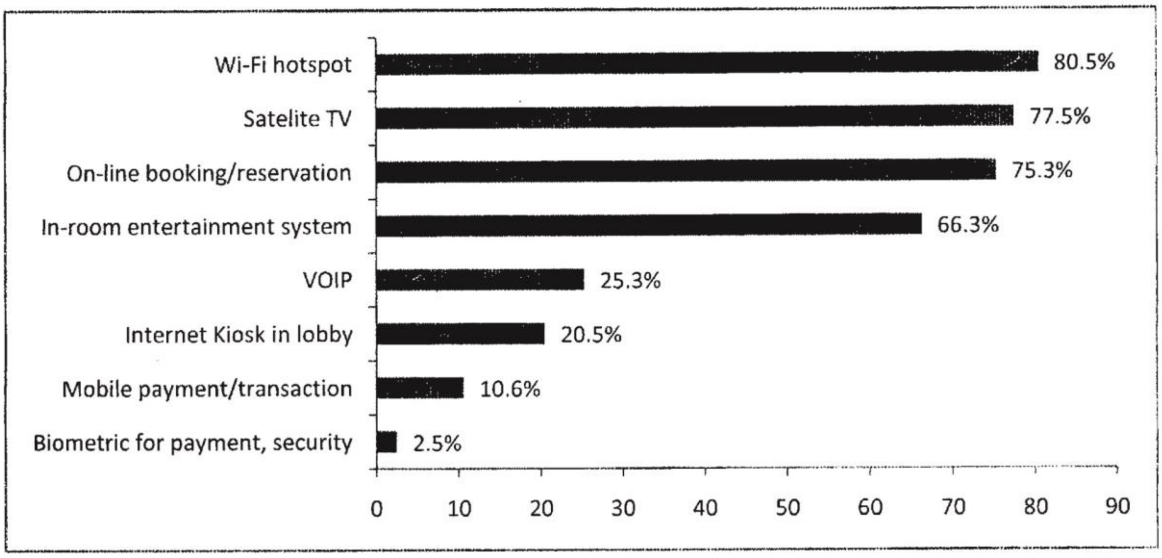
***Figure 4:*** Technology in use in the industry (n=120)




According to Brewer *et al*, (2008), technology deployed in hospitality industry reflects the importance accorded them. The importance of some of these technologies was reflected in the technologies being used by hoteliers in the industry. Figure 4 shows that satellite TV (97.5%) is the most common technology being used in the hotels. The least used technology in the industry is Biometric for payment, security (2.5%). The result also shows that in spite of the vigorous campaign by the Central Bank of Nigeria (CBN) sensitizing the populace and organizations to embrace cashless policy, hotels in the study area are yet to fully embrace the policy. This is reflected in the few number of hoteliers that had embraced mobile payment/transaction (10.6%) and Point Of Sale (POS) (25.6%) service.

**Technology Planned to be used in the next five years**

***Figure 5:*** Technology planned to be used in the next 5 years (n=120)




## CONCLUSION

Arising from the findings of the study, the hoteliers believed that they deployed technology in the industry mainly to enhance customers’ experience. Satellite TV appeared to be the toast of all the hoteliers as it was found to be the most common technology being used now and envisaged to be used in the next five years. On-line booking /reservation is also being considered by more hoteliers than those currently using it in the next five years. Besides, mobile payment/transaction service is expected to remain low (about 10.6%) in the industry in spite of numerous sensitization done by the Central Bank of Nigeria (CBN). Wi-fi hotspot-a service that allow wireless fast internet connection, tops the list of technology to be deployed in the industry n the next five years (80.5%) despite its very low use at present (12.7%).

Conclusively, it is expected that technology in the industry will continue to change necessitating the need for hoteliers to keep abreast of developments in technology as it relates to Hospitality Industry because failure to do that may undermine the profit maximization objectives and going concern of the lagging firm.

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# SUSTAINABLE DEVELOPMENT AND TOURIST PERCEPTION: AN EMPIRICAL STUDY OF A WORLD NATURAL HERITAGE SITE IN JAPAN

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**ABSTRACT**

Abstract—At tourist destinations, it is recognised that the goal for sustainable development of tourism is the continuous improvement in the quality of life of residents by maximising the economic benefits of the region, protecting nature and providing visitors with high quality experiences. However, in reality, congestion or overcrowding occurs seasonally at well-known destinations such as world heritage sites. Therefore, rules and regulations restricting the number of tourists as well as traditions of suggested donations to protect the environment and offset costs have been discussed for a long time. However, a decrease in the number of visitors has a great impact on the local economy, thereby facing economic challenges. Thus, this study analyses tourist attitudes and perceptions of tourism on Yakushima Island—a world natural heritage site—using quantitative research. According to the results, tourists are in favour of sustainable touristic development and keen to contribute to protect the environment. This case may be a good example for those who are struggling to solve environmental problems and need to introduce admission fees for sites such as Mt. Fuji, a world heritage site.

Keywords—sustainable development 1, tourist perceptions 2, world natural heritage site 3.

**INTRODUCTION**

As tourism has become the main focus for the national marketing strategy of Japan since 2003, world heritage sites, particularly nature-based areas, have been increasingly affected by visitors in terms of their economic, sociocultural and environmental impacts. In the report of the UNEP and UNWTO (2005), the WTO's definition of sustainable tourism indicated that sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. Recently in Yakushima, a survey was conducted on tourists' attitude and perception on contributing to protect the environment in favour of sustainable tourism development as compared with forestry, plant and ecological science. In case of this island, most of the land belongs to the Yakushima National Park such that the quality of visitor experiences must be maintained at a high level for national parks to contribute their full potential to society. Moreover, high-quality visitor experiences are more likely to develop public appreciation of and support for the conservation of national park resources (Manning 2002). In this context, there is a need to understand how tourist perceptions contribute towards tourism at world natural heritage sites.

### *1.1 Yakushima*

Yakushima is an island in the Pacific Ocean situated to the southwest of Japan, recognised as a world natural heritage site in 1993 for its rich flora, with some 1,900 species and subspecies, including ancient specimens of *sugi* (Japanese cedar). The climate is warm throughout the year, with a 19.2° average annual temperature. Annual rainfall may reach 4,476.5 mm, which is approximately three times higher than that in Tokyo. Thus, the vertical distribution of plants in the island is very rich in diversity and can be considered as a microcosm of Japan (Kanaya & Yoshimaru 2007). *Yakusugi*, Japanese cedar, grows wild to mountains over 500 meters above sea level, can reach 3–5 m diameter and is a natural feature of the region.

In 1966, *Jyomonsugi*, which is more than 2500 years old, was discovered having a 16.1 m diameter, much bigger than that of the *Yakusugi*, and since that time it has become the most popular objective for climbers and tourists.

However, this well-known site has attracted a large number of casual or curious visitors, all of who contribute to *congestion. As a result, the trampling of vegetation and the cost to transport human waste from the trails for* approximately 11 km are important issues for this island.

The area of the island is 504.89 km$^2$ and its population was approximately 13 thousand in 2014, which has been slightly increasing due to the boomerang, or relocation from cities, in the wake of its status as a world natural heritage being recognised in early 1990s. According to the Ministry of Internal Affairs and Communications statistics, in the 2000–2005 censuses, the population did not decline as compared with other islands, which show an 8.1% reduction rate of the national average. The industries on the island comprise 13.2% for primary, 14.9% for secondary and 71.6% for tertiary service sectors (2010 census). The economy rests on the cultivation of tangerines, as well as the island's fishery and tourism, though timber used to be a major product. Aging has become an issue in the island, similar to remote areas in Japan.

The necessity of tourist-flow management has been recognised from the environmental perspective, but as the impact on the local economy is quite large, areas will confront practical challenges of balancing between environmental protection and economic effect. For instance, a debate over introducing an entrance fee to the island has been under discussion in the Yakushima town counsel for more than five years. No appropriate policy has been put forward in public until recently.

## LITERATURE & THEORY

In this section, previous studies on tourism impact and tourist satisfaction and the intention to return in general are reviewed. Throughout history, tourism has had positive impacts both economically and socially, such as improvements in local economic conditions, social and cultural understanding and the protection of environmental resources. In the 80s and 90s, it was considered in a more balanced perspective, both positively and negatively; whereas, the 70's saw critical and pessimistic examination on the consequences of growth in tourism. Mathieson and Wall (1982) suggested that the perceived impacts of tourism are categorised into three areas, economic, physical and social, adding that these categories were somewhat artificial and frequently overlapped. Economic-impact studies have tended to emphasize the benefits that accrue to a destination area and to disregard the costs (Ap & Crompton 1998). It is indeed easier to measure the benefits of increased income and employment due to their tangibility; however, the costs—usually intangible factors, as crowding, congestion and pollution—are not. In addition, governments and tourism institutions need to provide economic impact indicators of tourism in public, as economic development usually gives a positive message; whereas, costs may render a negative impression.

In this century, Kreag (2001) proposed that the impacts of tourism can be sorted into seven general categories: Economic, Environmental, Social and cultural, Crowding and congestion, Services, Taxes and Community attitude. Murphy et al., (2000) discussed the fact that certain attributes and destination effects can influence tourist experience and perceptions of quality and value. It may suggest that the tourists' (consumers') positive and negative experience is a common notion, whether they are experiencing it at retail stores or destinations. Both environments need to provide quality service and infrastructure to implement the value they perceive.

Among these elements, congestion is a common phenomenon, which causes negative impacts particularly at natural sites, namely in mountains and coastal areas. According to WTO (2004), congestion occurs when physical obstructions block the natural flow or narrow passages cause the flow to slow down. Vaske and Shelby (2008) developed the perceived scale of crowding as a descriptive impact indicator and an evaluative standard for the destination. Manning et al. (2000) indicated three basic categories of factors that influenced the normative judgement of crowding in parks and outdoor recreation within the framework of normative theory: characteristics of visitors, characteristics of encountered and situational variables. Thus, congestion seems to be associated with a flow or a number of visitors that is excessive in terms of carrying capacity. Crowding is a more psychological perception of individual visitors who have different sociodemographic backgrounds. Apart from this, careful planning and management—including understanding of an area's carrying capacity—is essential, as the dynamic nature of visitor flows is a key factor in the management of congestion to avoid exploitation and the potential destruction of natural and cultural resources.

In consumer behaviour, Peter and Olson (1996) indicated that in theory, if consumers are satisfied with a product, service or brand, they will be more likely to continue to purchase it. In that sense, tourist satisfaction is an important factor, as satisfied tourists tend to transmit their positive experience to others and to repeat their visit (Kozak and Rimmington 2000). Over the years, numerous studies have demonstrated a destination's performance through tourist-satisfaction analysis. The results seem to suggest that overall tourist satisfaction and a tourist's intention to return is partially determined by one's assessment of the destinations. To clarify the degree to which the performance of destination products exceeds the tourists' expectations, it is critical to understand the factors of visitors' perception and satisfaction.

Therefore, the objectives of this study on Yakushima Island are to examine the following:

–the expectations of visitors and their motivation for visiting,

–the factors influencing visitor satisfaction and intention to revisit,

–the relevance of the perception of crowding and control of the flow of visitors,

–the factors determining the relative importance of crowding to visitors and those willing to pay for donations.

## METHODS

A survey of visitors to Yakushima Island was conducted from September 20$^{th}$ to December 20$^{th}$ at 22 hotels and inns on the island in collaboration with the Yakushima Tourism Association (YTA). First, questionnaires were distributed at each accommodation from door to door and the sheet was handed over to each guest on his or her arrival with a small token of the island. Second, after filling the questionnaire, the data were collected from the accommodations by mail at the end of December 2014. A total of 639 questionnaires (29.4%) out of 2,160 were returned, of which 629 (29.1%) were usable for analysis.

The research design employed was cross tabulation, factor analysis and then Structural Equation Modelling (SEM) by utilising IBM/SPSS22 (2014) and Amos22. An exploratory factor analysis was conducted by the principal factor method with promax rotation by seeking the underlying latent variables that are reflected in the manifest variables. An SEM was performed to test the hypotheses.

### *3.1 Research Model*

Reviewing previous Japanese research on Yakushima, there are few studies on the aspect of marketing or consumer behaviour in comparison with the fields of natural and ecological science; however, for tourist characteristics it is suggested that approximately 70% of visitors are from Tokyo and Osaka. Referring to Peter and Olson (1996) and Barsky and Labagh (1992), the question items comprise four parts: (1) perception of destination products (activities, crowding and environmental protection) and services in the hotels and restaurants received by tourists and expectations generated before their trip; (2) performance of the destination through overall tourist satisfaction, recommendation and intention to revisit; (3) assessment of information and infrastructures such as toilets in mountains, sea and parks and gifts and souvenirs; (4) demographics including money spent apart from lodging charges. Tourists are asked to assess the items on a five-point Likert scale, excluding the demographic questions.

The study examines the relationships between overall touristic satisfaction and revisitation and performance of all products, as well as how information and infrastructures are related to environment and tourist perception of crowding.

SEM and AMOS have been used to identify key factors affecting tourist expectation, overall satisfaction, recommendation to others and intention to revisit. Before conducting the SEM analysis, data was screened and removed from the sample, due to a high number of missing variables. Finally, there were 482 useable responses to conduct SEM analysis upon.

A Confirmatory Factor Analysis (CFA) was conducted, and five variables were removed due to low communality. Four factors were extracted—service quality of a guide, perceptions of the environment, service quality of the hotels and service quality of local restaurants—after elimination of one factor. The construct's validity was tested through Bartlett's Test of Sphericity and the Kaiser–Mayer–Olkin (KMO) measure of sampling adequacy. Results for the Bartlett's Test of Sphericity ($p < .000$) and KMO (.717) revealed that both were significant. Therefore, this study concluded that these variables were suitable for the factor analysis.

The model was constructed based on the theoretical framework as demonstrated in Figure. 1, which depicts the relations of the variables included in the study.

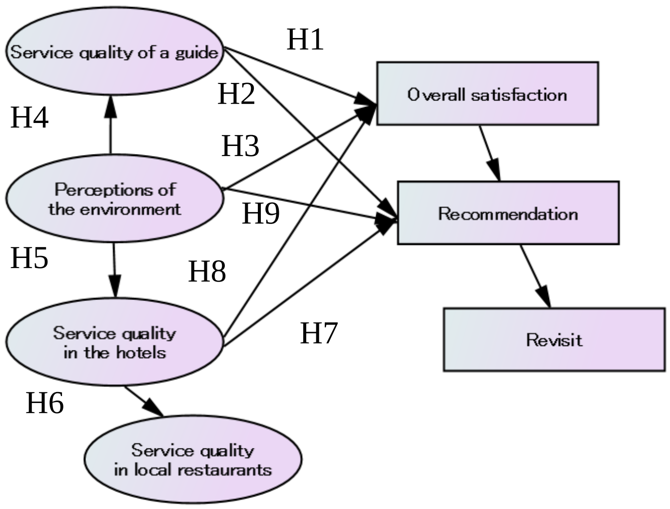


Figure 1
Research Model

***3.2 HYPOTHESIS***

If tourists are satisfied with services and products, they tend to inform others of their positive experience and return to the destination. In contrast, overcrowding can decrease the quality of visitor experience. If tourist perception of crowding at a mountainous site is not negative, it positively affects overall satisfaction. If tourist perception of willing to donate is not negative, it positively affects recommendation to others.

Therefore, the following hypothesis was tested in this study:

H1: The service quality of a guide during the trip will have a positive impact on overall satisfaction.
H2: The service quality of a guide before and during the trip will have a positive impact on recommendation.
H3: Tourist perceptions of environmental protection will have a positive effect on overall satisfaction.
H4: Tourist perceptions of environmental protection will have a positive impact on the service quality of a guide.
H5: Tourist perceptions of environmental protection will have a positive impact on service quality in accommodations.
H6: Service quality in accommodations will have a positive effect on service quality in local restaurants.
H7: Service quality in accommodations will have a positive effect on recommendation.
H8: Service quality in accommodations will have a positive effect on overall satisfaction.
H9: Tourist perceptions of environmental protection will have a positive effect on recommendation.

**RESULTS**

The quantitative results are described in Table 1, which presents a summary of respondents' sociodemographics. The results indicates more than half of the visitors are below 40 years old, 83% of them were visiting for the first time either as a couple or with family or friends. They stayed for at least two or three days. 66.5% tourists are currently employed.

The motivation for visiting (Multiple Answer) shows that the main reason was to see the *Jyomonsugi* (n=573), next; to admire nature (n=497) and then to enjoy the beauty of nature (n=367); relaxation, climbing and escape were also responses. The result of cross tabulation suggested that 71.7% of those in their twenties and 61.5% of those in their thirties were very satisfied or satisfied, $\chi^2$(44.496), df =15, p<.001. In terms of expectation, there were no significant differences in age, sex, occupations, length of stay and accompaniment; however, students and workers responded much more positively than housewives, part time workers and the retired. in addition to by oneself, couples, friends and families respond as such in comparison to tour groups.

Table 1
Demographic characteristics

| | Frequency | % | | Frequency | % |
|---|---|---|---|---|---|
| *Gender* | | | *Frequency of visit* | | |
| **Male** | 287 | 36.5 | **First time** | 654 | 83.3 |
| **Female** | 499 | 63.5 | **2-3times** | 93 | 11.8 |
| | | | **3- 4times** | 18 | 2.3 |
| *Age* | | | **5times and more** | 20 | 2.5 |
| **10-19 years** | 4 | 0.5 | | | |
| **20-29 years** | 226 | 29.4 | *Accompaniment* | | |
| **30-39 years** | 213 | 27.7 | **By oneself** | 156 | 20.0 |
| **40-49 years** | 109 | 14.2 | **Family** | 238 | 30.5 |
| **50-59 years** | 104 | 13.5 | **A couple** | 81 | 10.4 |
| **60-69 years** | 97 | 12.6 | **Friends** | 273 | 35.0 |
| **70 and above** | 17 | 2.2 | **Groups** | 22 | 2.8 |
| | | | **Others** | 11 | 1.4 |
| *Current employment* | | | | | |
| **Employed full-time** | 517 | 66.5 | *Money spent (excluding accomodation)* | | |
| **Student** | 46 | 5.9 | **¥0 - ¥9,999** | 47 | 6.7 |
| **House wife（husband)** | 55 | 7.1 | **¥10,000 - ¥19,999** | 158 | 22.6 |
| **Employed part-time** | 63 | 8.1 | **¥20,000 - ¥29,999** | 160 | 22.9 |
| **Not employed（(Retired)** | 39 | 5.0 | **¥30,000 - ¥39,999** | 124 | 17.8 |
| **Others** | 57 | 7.3 | **¥40,000 - ¥49,999** | 53 | 7.6 |
| | | | **¥50,000 - ¥99,999** | 103 | 14.8 |
| *The length of stay* | | | **¥100,000 and above** | 53 | 7.6 |
| **Overnight** | 23 | 2.9 | | | |
| **Two nights** | 318 | 40.6 | | | |
| **Three nights** | 345 | 44.0 | | | |
| **Four nights and more** | 98 | 12.5 | | | |

### *4.1 Regression analysis*

To clarify the relevance of crowding to the control of tourist flow and willingness to donate to protect the environment, a multiple regression analysis was conducted (Tables 2 and 3). Variance inflation factor (VIF) values were close to 1, suggesting no strong correlation between variables. All of the variables are significant predictors. In Table 2, the predictors explain that 62.4% (adjusted R2=0.389) of the variation in the likelihood agree to control tourist flow. The significant F-ratio (F=75.941;. p<0.01) indicates that the goodness-of-fit of the model is satisfactory. In table 3, the predictors explain that 63.4% (Adjusted R2=0.402) of the variation in the likelihood are willing to donate. The significant F-ratio (F=64.06375; p<0.01) also indicates the goodness-of-fit of the model is satisfactory as well. Willingness to donate to protect the environment represents an important positive determinant of tourist flow and indicates a significant coefficient ($\beta = 0.548$；p<0.001). In Table 3, support for the idea to control tourist flow to protect environment indicates an important determinant of willing to donate displaying a positive and significant coefficient ($\beta = 0.530$；p<0.001). It was clarified that these two important variables are closely intertwined with each other.

### *4.2 Structural Equation Modelling Analysis*

A Structural Equation Modelling (SEM) with a maximum likelihood estimation method tested the proposed model, and a summary of the results appears in Table 4. The results suggested that overall goodness-of-fit showed that the model fit the data reasonably well. The chi-square statistic was significant ( $\chi^2 = 91.027$, df = 57and p = .003). The value of the root mean square error of approximation (RMSEA) indicated that the research model was a close approximate fit (RMSEA = .040). The values of CFI (.988), GFI (.965) and AGFI (.944) suggested a close fit.

As a result of the model-fit tests, it can be concluded that the research model indicated a decent fit. Regarding the testing of H1 and H3, the effect of service quality of a guide on overall satisfaction (H1: path coefficient = −0.078, C.R. = −1.514 and p = 0.13), and the impact of perception of environment on overall satisfaction (H3: path coefficient= 0.106, C.R. = 1.682, p = 0.093) were not significant. (H2), the service quality of a guide, positively affected the recommendation. (H4), (H5) and (H9), the perception of the environment, positively influenced the service quality of a guide, the hotels, and the recommendation, respectively. H2, H4, H5, H6, H7, H8, H9 were supported accordingly.

Table 2

Regression analysis—exploring the determinants of being positive on the control of tourist flow

| **Determinants** | **β** | **Std error** | **Standardized β** | t | **F** | **VIF** |
|---|---|---|---|---|---|---|
| **Constant** | 0.921 | 0.21 | | 4.393*** | 75.941 | |
| **Willing to donate to protect environment** | 0.629 | 0.043 | 0.548 | 14.681*** | | 1.088 |
| **Positive about authorized guide systtem** | 0.112 | 0.027 | 0.155 | 4.119*** | | 1.102 |
| **Enjoy kayak and canoe in the sea or river** | 0.040 | 0.017 | 0.084 | 2.343** | | 1.014 |
| **Overcrowding in *Jyomonsugi* area** | 0.050 | 0.023 | 0.077 | 2.150** | | 1.002 |

$R^2$ = 0.624; Adjusted $R^2$=0.389 ** p < 0.05 *** p<0.01

Table 3

Regression analysis—exploring the determinants of willingness to donate

| **Determinants** | **β** | **Std error** | **Standardized β** | t | **F** | **VIF** |
|---|---|---|---|---|---|---|
| **Constant** | 1.307 | 0.206 | | 6.339*** | 64.063 | |
| **Positive to control tourist flow** | 0.461 | 0.033 | 0.530 | 13.938*** | | 1.151 |
| **Costs increase due to tourism development** | 0.119 | 0.033 | 0.13 | 3.563*** | | 1.061 |
| **Services in accomodation** | 0.092 | 0.026 | 0.129 | 3.578** | | 1.036 |
| **Positive about authorized guide system** | 0.063 | 0.024 | 0.100 | 2.644** | | 1.132 |
| **Enjoy kayak and canoe in the sea or river** | 0.031 | 0.015 | -0.074 | -2.080 | | 1.017 |

$R^2$ = 0.634; Adjusted $R^2$=0.402 ** p < 0.05 *** p<0.01

Table 4

Summary of structural model

| | **Structural path** | | | **Standarized path** | **SE** | **Critical Ratio** | **p** | **Assessment** |
|---|---|---|---|---|---|---|---|---|
| **H1** | Service quality of a guide | → | Overall satisfaction | -0.078 | 0.025 | -1.514 | 0.13 | rejected |
| **H2** | Service quality of a guide | → | Recommendation | 0.194 | 0.014 | 4.175 | *** | supported |
| **H3** | Perceptions of the environment | → | Overall satisfaction | 0.106 | 0.151 | 1.682 | 0.093 | rejected |
| **H4** | Perceptions of the environment | → | Service quality of a guide | 0.153 | 0.297 | 2.548 | 0.011 | supported |
| **H5** | Perceptions of the environment | → | Service quality in the hotels | 0.288 | 0.100 | 4.091 | *** | supported |
| **H6** | Service quality in the hotels | → | Service quality in local restaurant | 0.274 | 0.169 | 4.765 | *** | supported |
| **H7** | Service quality in the hotels | → | Recommendation | 0.235 | 0.058 | 2.999 | *** | supported |
| **H8** | Service quality in the hotels | → | Overall satisfaction | 0.189 | 0.104 | 3.046 | *** | supported |

Chi-square=91.027( df=57 p = .003), GFI=.965, AGFI=.944, CFI=.988, AIC=159.027, RMR=.130, RMSEA=.040 Critical Ratio= Z value

## CONCLUSION AND FUTURE WORK

This study was intended to investigate whether tourists are in favour of sustainable tourism development and keen to contribute to protect the environment using empirical research.

The findings of this study are summarized as follows. First, tourist perception of controlling tourist flow and willingness to contribute to environmental protection are significantly and closely related in the results of the regression analysis. At the destination, depending on the time, the place and days when or where tourists perceive overcrowding, it may be reasonable to make visitors more cooperative, to protect the environment and to control tourist flow. Second, in this case, tourist perceptions are categorized into four latent variables: service quality of a guide, perceptions of the environment and service quality of hotels and restaurants. Perceptions of the environment had a weak impact on service quality of hotels, an indirect impact on restaurants and a slightly weak impact on tour guides. This represents tourism industries. Guides, accommodations and restaurants need to contribute to sustainable tourism, just as stakeholders need to persuade tourists who are willing to donate, to protect the environment and to control the flow of visitors, in cooperation with destination management. Finally, since service quality in hotels had a positive effect on tourists' satisfaction and recommendations, it is necessary for industries to strive to maintain high service standards. On the island, accommodations and tour guides play an important role for sustainable tourism.

The findings of this study offer academic and practical implications. First, this research highlights a new aspect of impact study in tourism that has neither social nor cultural dimension. It focusses on the consumer's point of view, willing to donate to protect the environment and accepting some control of tourist flow. Those two concepts should be more marketing driven and their success at the destinations need the strong collaborative involvement of all stakeholders including tourists. Therefore, the present study may be a good example for those who are struggling to solve environmental problems regarding world heritage sites and other popular destinations. It is relevant to suggest the introduction of admission fees to protect the environment and to improve congestion at sites such as Mt. Fuji (a world cultural heritage site). From the academic perspective, tourist destinations need to improve their ability to attract tourists, as well as the importance of maintaining service quality. Otherwise, these places will lose their competitiveness and become unsustainable in the future.

Future research can investigate how much tourists are willing to pay to protect the environment in a destination, as well as what is the most effective way for management to implement this research to avoid visitor reductions.

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# A FUZZY APPROACH FOR HOTEL LOCATION SELECTION IN MUGLA, TURKEY

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## ABSTRACT

In recent years, there is a growth trend in hospitality industry together with positive economic development in Turkey. The selection of hotel location is of high priority and significance for domestic and foreign entrepreneurs. It is also complex and challenging due to the involvement of multiple decision makers, the multi-criteria nature of the decision process and the subjectivity and uncertainty in the decision making process. To effectively solve this problem, this paper aims to determine the importance of the criteria on hotel location via Fuzzy Analytic Hierarchy Process (FAHP) and to select the optimal via Fuzzy Technique For Order Preference By Similarity To An Ideal Solution (FTOPSIS) from a number of potential locations in Mugla which is a city in the top three by the number of tourists. As a result, FTOPSIS method combined with FAHP is an efficient decision tool and it can successfully be applied in solving hotel location selection problem for a real case.

**Key words:** FAHP, FTOPSIS, hotel location selection, multi criteria decision making.

## I. INTRODUCTION

The competition in the hospitality sector is increasing day by day as well as in other sectors. With the growth in the transportation systems, peoples want to see all around the world, they want to spend their holiday on other cities and other countries, and they want to discover new places. Hospitality managers working on how to be more chosen by these people and how to provide permanency; they want to sell all of the rooms, they want to spend all season nearly full capacity. At the same time, reducing the passengers' costs, enforce the return ratio efficiency of guest rooms and enhance total operating performance are keeping managers' minds busy. At this point, location is one of the most important factors for a new hotel establishment. Newell and Seabrook (2006) evaluate the decision-making process of hotel investment, and identify location as one of the five key criteria. We can mention that the influential factors for hotels to achieve success are reputation, building style, financial structure, marketing, staffs' quality, and initial location selection. But location is the significant factor influencing operation performance in the future (Chou et al., 2008). When located, it can be of high cost for relocation and reconfiguration (Urtasun and Gutiérrez, 2006). On the other hand, the hotel's location is an essential factor that strongly influences a tourist's hotel selection decision (Chou et al., 2008).

The importance of location cannot be overemphasized. Many studies have investigate determinants of hotel location (Yang et al., 2012). These include geographical conditions, traffic conditions, hotel characteristic and operation management (Chou et al., 2008). There are many methods developed for location selection. Especially in the service industry, Chen (1996) applies mathematical programming for a location selection model for distribution centers. Teng (2000) uses multi-criteria decision-making method on the site selection of restaurants.

In this paper, we use FAHP and FTOPSIS methods. First, we use FAHP for weighting the criteria, then FTOPSIS for evaluation of the alternatives. AHP is one of the most using techniques for facility location, but it has not been used FAHP and FTOPSIS together for hotel location selection yet. We use fuzzy numbers in this work, because the thoughts on those criteria are not crisp and it may indicate some subjectivity. The location decision problem shows qualitative and quantitative characteristics in the same time. Because of that it's complicated to solve this problem and it's fit for using fuzzy multiple criteria decision analysis.

## II. RELATED WORKS

Importance of the location decision is studied in the literature. There are a lot of methods developed for location decision. In the service industry, while Tengilimoglu (2001) studies on hospital location, some others such as Tzeng et al. (2002) for restaurant location, Cheng et al. (2005) for shopping mall location, Catay (2011) for fire station location.

AHP is a common method for location decision (Chou et al., 2008). Aras et al. (2004) try to select the best location of wind observation station by AHP. In the other hand TOPSIS is a less preferred method for location decision against AHP, but it’s useful for evaluating alternatives’ specialties. Kengpol at al. (2013) use TOPSIS for selection of solar power plant locations.

Also, there is a few works considering hotel location selection. Ertugral (1998) makes a criteria analysis for 4 and 5 star hotels in Istanbul. He makes a survey about hotel location criteria with tourism experts and as a result, he found that “touristic attractiveness of the area” as the most important criteria. Gray and Liguori (2003) define the most important criteria as “local economic environment, legislation, building height, auto parks, public areas, traffic and transportation, geographical factors, natural resources and land size”. Urtasun and Gutierrez (2006) point the importance “geographical location, room price, room size, the services”. Chou et al. (2008) develop a fuzzy multi criteria model and evaluated twenty one criteria including; geographical location (Surrounding environment, rest resources), traffic conditions (accessibility, convenience), the hotel characteristics (internal and external development), and operations management (human resources, operating conditions). Yang et al. (2012) use ordered logit model for an evidence from hotels in Beijing and used accessibility, agglomeration effect, public goods and services, urban development as the key factors. Ar et al. (2014) make an approach for Rize (one of the North-Eastern city of Turkey), and they evaluate three alternatives and use land size, surrounding environment, transportation, operating costs, legislation, local people and location main criteria, as a result they point that location selection is a strategic decision and it is hard to change facilities location. It effects long term costs and especially revenues. In the other hand, they advert that decision selection process include some uncertainties and risks.

It is difficult to express the character and significance of criteria exactly or clearly through traditional methods. We mentioned that pure AHP isn’t enough to solve to the location decision process because the subjectivity and uncertainty in the decision making process. In this paper, we use FAHP for weighting criteria and FTOPSIS for evaluating alternatives. Due to the first study combining FAHP and FTOPSIS, this study contributes significant view to the literature.

## III. METHODS

### *3.1 Fuzzy AHP*

Fuzzy AHP is one of the extensively used multi-criteria decision-making methods based on fuzzy set theory. AHP doesn’t still specify the subjective thinking style. So, FAHP is developed to solve hierarchical fuzzy problems. There are many FAHP methods proposed by various authors. Buckley (1985) determines fuzzy priorities of comparison ratios whose membership functions trapezoidal. Chang (1996) introduces a new approach for handling FAHP, with the use of triangular fuzzy numbers for pair wise comparison scale of FAHP, and the use of the extent analysis method for the synthetic extent values of the pair wise comparisons. In our study we use the method of Buckley's (1985). Because in other methods, there are some limitations. For example, the extent analysis method could not make full use of all the fuzzy comparison matrices information, and might cause an irrational zero weight to the selection criteria (Chan and Wang, 2013). The procedure of the method is defined in four steps in the following (Tzeng and Huang, 2011; Gul et al. 2012).

***Step 1:*** Pair wise comparison matrices are constructed among all the elements/criteria in the dimensions of the hierarchy system. Linguistic terms to the pair wise comparisons are assigned by asking which is the more important of each two elements/criteria, such as.

$$\tilde{M} = \begin{pmatrix} 1 & \tilde{a}_{12} & \cdots & \tilde{a}_{1n} \\ \tilde{a}_{21} & 1 & \cdots & \tilde{a}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \tilde{a}_{n1} & \tilde{a}_{n2} & \cdots & 1 \end{pmatrix} = \begin{pmatrix} 1 & \tilde{a}_{12} & \cdots & \tilde{a}_{1n} \\ 1/\tilde{a}_{21} & 1 & \cdots & \tilde{a}_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ 1/\tilde{a}_{n1} & \tilde{a}_{n2} & \cdots & 1 \end{pmatrix} \tag{1}$$

$$\tilde{a}_{ij} = \begin{cases} \tilde{1},\tilde{3},\tilde{5},\tilde{7},\tilde{9} & \text{criterion } i \text{ is of relative importance to criterion } j \\ 1 & i = j \\ \tilde{1}^{-1},\tilde{3}^{-1},\tilde{5}^{-1},\tilde{7}^{-1},\tilde{9}^{-1} & \text{criterion } j \text{ is of relative importance to criterion } i \end{cases} \tag{2}$$

***Step 2:*** Using the geometric mean technique the fuzzy geometric mean matrix is defined.

$$\tilde{r}_i = \left( \tilde{a}_{i1} \otimes \tilde{a}_{i2} \otimes \cdots \otimes \tilde{a}_{in} \right)^{1/n} \tag{3}$$

***Step 3:*** Fuzzy weights of each criterion is calculated by the equation (4) below.

$$\tilde{w}_i = \tilde{r}_i \otimes \left( \tilde{r}_1 \oplus \tilde{r}_2 \oplus \cdots \oplus \tilde{r}_n \right)^{-1} \tag{4}$$

Here, $\tilde{w}_i$ is the fuzzy weight of criterion *i*. And $\tilde{w}_i = (lw_i, mw_i, uw_i)$ .

Here, $lw_i$ , $mw_i$ , $uw_i$ justify lower, middle and upper value of the fuzzy weight of criterion *i*.

***Step 4:*** To find the best non-fuzzy performance (BNP), CoA (center of area) method is used as in the eq. (5)

$$w_i = [(uw_i - lw_i) + (mw_i - lw_i)] / 3 + lw_i \tag{5}$$

### *3.2 Fuzzy TOPSIS*

The Technique for Order Preferences by Similarity to an Ideal Solution (TOPSIS) was developed by Hwang and Yoon (1981) to determine the best alternative based on the concepts of the compromise solution. The compromise solution can be regarded as choosing the solution with the shortest distance from the ideal solution and the farthest distance from the negative ideal solution. Since the preferred ratings usually refer to the subjective uncertainty, it is natural to extend TOPSIS to consider the situation of fuzzy numbers (Tzeng and Huang, 2011).

The procedure of the FTOPSIS method is defined in six steps in the following (Tzeng and Huang, 2011):

***Step 1:*** The set of alternatives and criteria are determined. While $A = \{A_k \,|\, k = 1,....,n\}$ shows the set of alternatives, $C = \{C_j \,|\, j = 1,....,m\}$ represent the criteria set. Where $X = \{X_{kj} \,|\, k = 1,....,n;\ j = 1,....,m\}$ denotes the set of fuzzy ratings and $\tilde{w} = \{\tilde{w}_j \,|\, j = 1,....,m\}$ is the set of fuzzy weights.

***Step 2:*** Normalized ratings are determined by eq. (6).

$$\tilde{r}_{kj} = \frac{\tilde{x}_{kj}}{\sqrt{\sum_{k=1}^{n} \tilde{x}_{kj}^2}}, \quad k = 1,....,n;\ j = 1,....,m \tag{6}$$

***Step 3:*** Weighted normalized ratings are determined by eq. (7).

$$\tilde{v}_{ij}(x) = \tilde{w}_j \tilde{r}_{ij}(x), \quad k = 1,....,n;\ j = 1,....,m \tag{7}$$

***Step 4:*** The fuzzy positive ideal point (PIS) and the negative ideal point (NIS) are derived as in eqs. (8-9). Where $J_1$ and $J_2$ are the benefit and the cost attributes, respectively.

$$\text{FPIS}=\tilde{A}^+ = \{\tilde{v}_1^+(x), \tilde{v}_2^+(x), ...., \tilde{v}_j^+(x)\} = \{(\underset{k}{mak}\, \tilde{v}_{kj}(x) \,|\, j \in J_1), (\underset{k}{\min}\, \tilde{v}_{kj}(x) \,|\, j \in J_2) \,|\, k = 1,....,n\} \tag{8}$$

$$\text{FNIS}=\tilde{A}^- = \{\tilde{v}_1^-(x), \tilde{v}_2^-(x), ...., \tilde{v}_j^-(x)\} = \{(\underset{k}{\min}\, \tilde{v}_{kj}(x) \,|\, j \in J_1), (\underset{k}{mak}\, \tilde{v}_{kj}(x) \,|\, j \in J_2) \,|\, k = 1,....,n\} \tag{9}$$

***Step 5:*** Similar to the crisp situation, the next step is to calculate the separation from the FPIS and the FNIS between the alternatives. The separation values can also be measured using the Euclidean distance as in eqs. (10-11):

$$\tilde{S}_k^+ = \sqrt{\sum_{k=1}^{m} [\tilde{v}_{kj}(x) - \tilde{v}_j^+(x)]^2}, \quad k = 1,....,n \tag{10}$$

$$\tilde{S}_k^- = \sqrt{\sum_{j=1}^{m}[\tilde{v}_{kj}(x) - \tilde{v}_j^-(x)]^2}, \quad k = 1,....,n \tag{11}$$

***Step 6:*** Then, the defuzzified separation values are derived using the CoA (centre of area) defuzzification method, such as, to calculate the similarities to the PIS. Next, the similarities to the PIS are given as eq.(12).

$$C_k^* = D(S_k^-)/[D(S_k^+) + D(S_k^-)], \quad k = 1,....,n \tag{12}$$

Finally, the preferred orders are ranked according to $C_k^*$ in descending order to choose the best alternatives.

## IV. EMPIRICAL STUDY

In this stage, a numerical example is illustrated and the gathering data is used for selecting hotel location according to decision maker or expert preference. As the numerical example, three alternatives from Mugla, where one of the most visited touristic places in Turkey, are set and the mentioned FAHP-FTOPSIS method is used for ranking the alternatives. Following steps of the study are shown in the Figure 1.

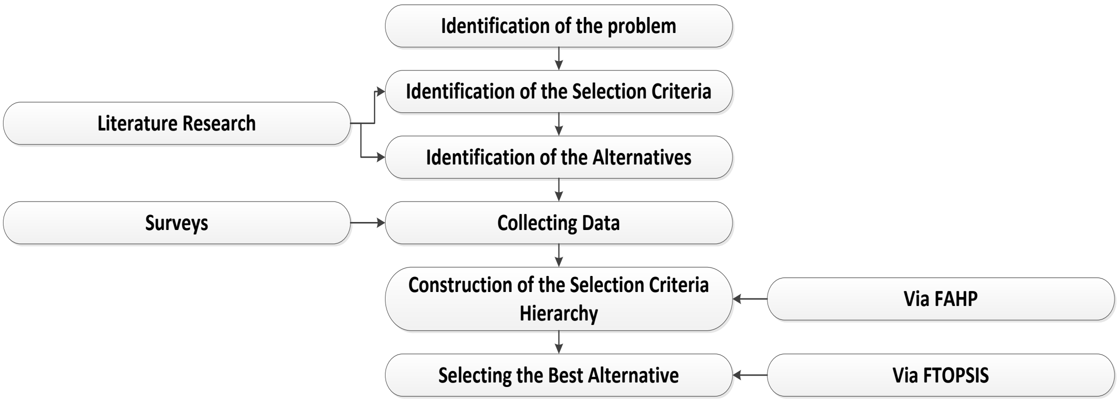


**Figure 1:** The evaluation procedure

### *4.1 Selection criteria*

As a result of research conducted in the literature, the seven criteria that given Table 1 is used for evaluating the alternatives but unlike the other studies “Operating Costs” criterion include land cost and other costs and “Location” criterion basically refers to the proximity to the natural beauties. Other descriptions are given in the Table 1.

**Table 1:** Selection criteria, brief description and sources

| **Criteria** | **Description** | **Literature** |
|---|---|---|
| Land Size ($C_1$) | Size of the evaluating area | Crecente et al. (2012), Ar et. Al. (2014 |
| Surrounding Environment ($C_2$) | Distance to the public facilities such as theatre or large park, nearby recreational activities and leisure facilities | Chou et al. (2008), Yang et al. (2012) , Ar et al. (2014) |
| Transportation ($C_3$) | The distance to airport or freeway, the distance to downtown area, the distance to tourism scenic spots, variety of transportation modes | Chou et al. (2008), Yang et al. (2012), Ar et al. (2014) |
| Operating costs ($C_4$) | Land cost, human resource, quality of manpower, the average salaries in the area. | Chou et al. (2008), Ar et al. (2014) |
| Legislation ($C_5$) | Legal rules is good for hotel developing or not | Crecente et al (2012) Ar et al. (2014) |
| Local people ($C_6$) | Local people’s behavior against tourism and tourists | Ar et al. (2014) |
| Location ($C_7$) | Geographical location of the facility | Crecente et al. (2012), Ar et al. (2014) |

### *4.2. Alternatives*

This empirical study is conducted for Mugla because so many alternatives is available in the province and also number of annually visitors rising day by day and with 1.124 km has the longest coastline in Turkey

(Baldemir, 2013). Three alternatives are available to this empirical study and the details of these alternatives are described as follows and also the geographical locations are shown in the Figure 2.

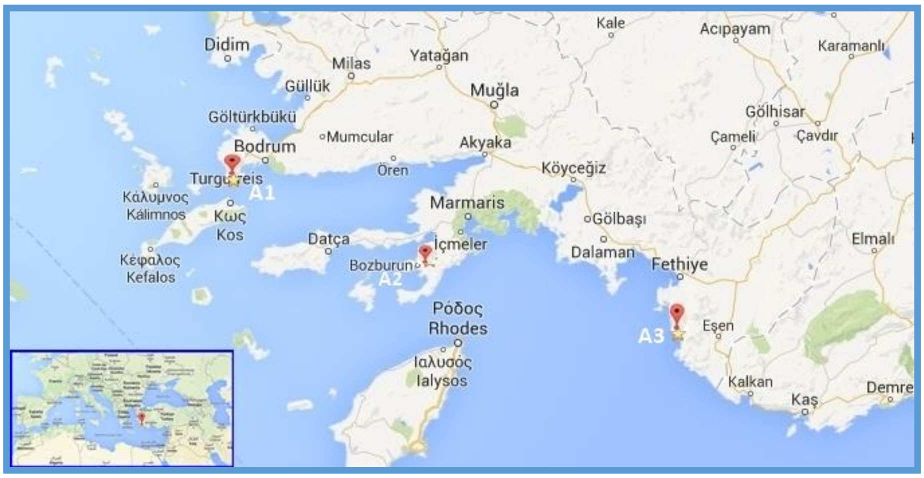


**Figure 2:** Map of the alternative hotel locations

***Alternative 1 ($A_1$):*** The area is located in the Akyarlar which is a village of the Bodrum district with a nice beach and sparkling sea. Size of the area is 11300 $m^2$. It is 21 km away from Bodrum district center and 58 km from Milas-Bodrum airport. One of the most convenient ways to travel to Bodrum is to take a direct flight from any of the airports in Turkey to Milas-Bodrum Airport in Mugla. Shuttle services and other transportation vehicles stationed outside of the gates will transfer you to Bodrum in the shortest time possible. Also Bodrum district is one of the most popular holiday destinations rich in natural beauties in Turkey. Organizing many festivals and events amidst the unique and colorful nature and welcomes participants from all over the world. Furthermore, the Bodrum International Dance Festival, Europe's most comprehensive dance festival including more than 80 performances, is held every year in May. Also the area’s nearby locations are very famous touristic destinations in Turkey (www.goturkey.com).

***Alternative 2 ($A_2$):*** This area is located in Selimiye which is a village of the Marmaris district of Mugla province. Size of the area is 14000 $m^2$. The site is 35 km away from Marmaris is situated in the province of Mugla which has highly advanced transportation facilities. The district accessible in a short time both via airway or highway. Also Sıgliman Bay which is one of Turkey's leading marina, also located in Selimiye. Mugla Dalaman Airport receiving direct flights from nearly all cities in Turkey is very close to all the districts located in Mugla province. The shuttle services and other transportation vehicles stationed outside the exit gates of the airport will take you to Marmaris within a short time. Moreover there is many activities organizing in Marmaris including The International Marmaris Maritime and Spring Festival organized annually in May with participants from all over the world, is celebrated with various activities such as competitions, concerts and dance shows. Held in June every year, the Marmaris Motorcycle Festival is an international festival offering a rich program including motorcycle driving tours and concerts. Also the historical and cultural monuments of the ancient cities shed light on the history of the region (www.goturkey.com).

***Alternative 3 ($A_3$):*** This area is located in Uzunyurt-a village of Fethiye district. Size of the area is 30000 $m^2$. This site is nearly twice of the others, very close to the sea but also has a disadvantage that hasn’t got a border of seaside. 25 km away from Fethiye district center. It is possible to get to Fethiye either by plane or by bus. There are direct flights between Istanbul and Mugla Dalaman Airport which is 55 km away from Fethiye. The shuttles and similar transportation facilities leaving from the airport will take you to your destination. Fethiye is situated on one of the major highway conjunctions and easy to reach by bus from every province. Some bus companies offer direct trips to Fethiye while others offer fares directly to Mugla where passengers to Fethiye can get on shuttles or minibuses that leave from the city bus terminal.  Also there are activities nearby of the site. Such as, International Oludeniz Air Games Festival is performed in October every year and the site of many colorful events.  The Lycian Way Ultra Marathon, which starts in Oludeniz and covers a distance of 509 km, in

September every year. On the other hand, the numerous panels and exhibitions organized at the annual Fethiye Culture and Art Festival, turn the town literally into a cultural center (www.goturkey.com).

### *4.3. Construction of the criteria hierarchy*

*Step 1*: Pair wise comparison matrix is constructed with gaining information from three experts and one academician. The information matrices integrated via geometric mean. The integrated pair wise matrix is given in Table 3. Linguistic terms to the pair wise comparisons are assigned by asking which is the more important of each two criteria and the linguistic scale for the comparison is given in Table 2 (Chou, 2008).

**Table 2:** Linguistic scale for importance

| Linguistic scale for importance | Triangular fuzzy scale | Triangular fuzzy reciprocal scale |
|---|---|---|
| Just equal (JE) | (1, 1, 1) | (1, 1, 1) |
| Equally important (EI) | (1/2, 1, 3/2) | (2/3, 1, 2) |
| Weakly more important (WMI) | (1, 3/2, 2) | (1/2, 2/3, 1) |
| Strongly more important (SMI) | (3/2, 2, 5/2) | (2/5, 1/2, 2/3) |
| Very strongly more important (VSMI) | (2, 5/2, 3) | (1/3, 2/5, 1/2) |
| Absolutely more important (AMI) | (5/2, 3, 7/2) | (2/7, 1/3, 2/5) |

**Table 3:** Integrated pair wise comparison matrix

| | $C_1$ | $C_2$ | $C_3$ | $C_4$ | $C_5$ | $C_6$ | $C_7$ |
|---|---|---|---|---|---|---|---|
| $C_1$ | (1;1;1) | (0,537;0,903;1,456) | (0,562;0,686;0,903) | (0,531;0,707;0,97) | (0,537;1;1,611) | (0,537;1;1,611) | (0,562;0,686;0,903) |
| $C_2$ | (0,686;1,106;1,861) | (1;1;1) | (0,562;0,759;1) | (0,632;0,803;1,074) | (0,668;0,93;1,277) | (0,658;1,189;1,704) | (0,649;0,84;1,277) |
| $C_3$ | (1,106;1,456;1,778) | (1;1,316;1,778) | (1;1;1) | (0,562;0,759;1,074) | (0,638;1;1,565) | (0,782;1,316;1,831) | (0,594;0,816;1,106) |
| $C_4$ | (1,029;1,414;1,88) | (0,93;1,244;1,581) | (0,93;1,316;1,778) | (1;1;1) | (0,782;1,189;1,654) | (1,277;1,749;2,449) | (0,707;1,106;1,565) |
| $C_5$ | (0,604;0,759;1,074) | (0,782;1,074;1,495) | (0,638;1;1,565) | (0,604;0,84;1,277) | (1;1;1) | (0,782;1,189;1,654) | (0,48;0,638;0,97) |
| $C_6$ | (0,62;1;1,861) | (0,586;0,84;1,519) | (0,546;0,759;1,277) | (0,408;0,571;0,782) | (0,604;0,84;1,277) | (1;1;1) | (0,546;0,668;0,903) |
| $C_7$ | (1,106;1,456;1,778) | (0,782;1,189;1,54) | (0,903;1,224;1,681) | (0,638;0,903;1,414) | (1,029;1,565;2,08) | (1,106;1,495;1,831) | (1;1;1) |

The consistency index for defuzzied version of pair wise comparison matrix is calculated as; 0,034 via related equations. Due to CI<0.1, this matrix is acceptable (Wang & Chen, 2008).

*Step 2:* Fuzzy weights of each criterion is calculated via Buckley's geometric mean method and the results is given in Table 4, also defuzzied and normalized weights of each criteria are given in the Table 4.

**Table 4:** Fuzzy weights of each criterion

| | *l* | *m* | *u* | Normalized and non-fuzzy weights of each criterion |
|---|---|---|---|---|
| $W_1$ | 0,062296 | 0,119285 | 0,224955 | 0,120319459 |
| $W_2$ | 0,071697 | 0,132509 | 0,245723 | 0,133162043 |
| $W_3$ | 0,082415 | 0,150948 | 0,270053 | 0,148991968 |
| $W_4$ | 0,098195 | 0,17985 | 0,317597 | 0,176287436 |
| $W_5$ | 0,071532 | 0,129023 | 0,243104 | 0,131306279 |
| $W_6$ | 0,062528 | 0,112932 | 0,227702 | 0,119320807 |
| $W_7$ | 0,096783 | 0,175453 | 0,30423 | 0,170612008 |

Priority weights calculated after the normalization as (0,120; 0,133; 0,149; 0,176; 0,131; 0,119; 0,171). Then, the determined criteria's weights and priority values of hotels location decisions are close to each other. "Operating costs ($C_4$)" criterion comes out as having the highest priority (0,176). After that, the highest priority belongs to "location ($C_7$)" criterion that we define as the proximity to the natural beauties.

*Step 3*: In this stage, for evaluating the alternatives via FTOPSIS and using the determined weights from step 2, we also gather the data from the mentioned experts. For each expert with the same importance, this study employs the method of average value to integrate the fuzzy judgment values of different experts. Linguistic scale for rating each alternatives is given in the Table 5.

**Table 5:** Linguistic scale for the alternatives

| **Linguistic scale for the alternatives** | |
|---|---|
| Very Bad (VB) | (0; 0; 1) |
| Bad (B) | (0; 1; 3) |
| Average Bad (AB) | (1; 3; 5) |
| Average (A) | (3; 5; 7) |
| Average Good (AG) | (5; 7; 9) |
| Good (G) | (7; 9; 10) |
| Very Good (VG) | (9; 10; 10) |

*Step 4*: First, we take the average of each evaluators' alternative vs. criteria matrices and then, using Eq. (6), we normalize the fuzzy-decision matrix. After that, using eq. (7) we determine the normalized fuzzy weighted decision matrix. Here, the weights from Table 4 is normalized and using the construction of the Table 6. After that, we used the Table 6 to non-fuzzy via CoA. New results are given in Table 7. The fuzzy positive ideal points (PISs) and the negative ideal points (NISs) are calculated by eqs. (8-9) and shown in the Table 8.

**Table 6:** Normalized fuzzy-weighted decision matrix

| | $C_1$ | | | $C_2$ | | | $C_3$ | | | $C_4$ | | | $C_5$ | | | $C_6$ | | | $C_7$ | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *l* | *m* | *u* | *l* | *m* | *u* | *l* | *m* | *u* | *l* | *m* | *u* | *l* | *m* | *u* | *l* | *m* | *u* | *l* | *m* | *u* |
| $A_1$ | 0.013 | 0.051 | 0.176 | 0.037 | 0.088 | 0.206 | 0.038 | 0.108 | 0.292 | 0.036 | 0.112 | 0.335 | 0.033 | 0.087 | 0.235 | 0.027 | 0.071 | 0.21 | 0.057 | 0.124 | 0.255 |
| $A_2$ | 0.013 | 0.051 | 0.176 | 0.03 | 0.079 | 0.201 | 0.03 | 0.09 | 0.27 | 0.036 | 0.112 | 0.344 | 0.026 | 0.076 | 0.235 | 0.025 | 0.069 | 0.21 | 0.047 | 0.115 | 0.255 |
| $A_3$ | 0.033 | 0.094 | 0.261 | 0.019 | 0.058 | 0.17 | 0.013 | 0.054 | 0.189 | 0.023 | 0.082 | 0.269 | 0.016 | 0.056 | 0.184 | 0.017 | 0.053 | 0.177 | 0.012 | 0.043 | 0.14 |

**Table 7:** Non-fuzzy form of Table 6

| | $C_1$ | $C_2$ | $C_3$ | $C_4$ | $C_5$ | $C_6$ | $C_7$ |
|---|---|---|---|---|---|---|---|
| $A_1$ | 0.080 | 0.111 | 0.146 | 0.162 | 0.119 | 0.103 | 0.146 |
| $A_2$ | 0.080 | 0.104 | 0.130 | 0.165 | 0.113 | 0.102 | 0.140 |
| $A_3$ | 0.130 | 0.083 | 0.086 | 0.125 | 0.086 | 0.083 | 0.066 |

**Table 8:** PIS and NIS values

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| $\tilde{A}^+$ | 0.130 | 0.111 | 0.146 | 0.165 | 0.119 | 0.103 | 0.146 |
| $\tilde{A}^-$ | 0.080 | 0.083 | 0.086 | 0.125 | 0.086 | 0.083 | 0.066 |

Similar to the crisp situation, the next step is to calculate the separation from the FPIS and the FNIS between the alternatives. The separation values are also measured using the Euclidean distance as in eqs. (10-11). Also FTOPSIS results are shown in the Table 9. Normalized final rankings are derived as in Table 10.

**Table 9:** FTOPSIS results

| PIS | NIS | FTOPSIS result |
|---|---|---|
| 0.050 | 0.117 | 0.702 |
| 0.053 | 0.102 | 0.658 |
| 0.118 | 0.050 | 0.296 |

**Table 10:** Final rankings

| Alternatives | Normalized rankings |
|---|---|
| $A_1$ | 0.424 **(1)** |
| $A_2$ | 0.397 (2) |
| $A_3$ | 0.179 (3) |

From the proposed methods-FAHP and FTOPSIS, we find out the best alternative as ($A_1$). And the most important criterion is operating costs ($C_4$).

## V. CONCLUSIONS, LIMITATIONS AND FUTURE WORK

This article presents a hybrid fuzzy multi-criteria decision model for selecting a hotel location for the city, Mugla. We use FAHP and FTOPSIS methods in order to find the most appropriate location with the aid of an easy-to-understand empirical study. Results show that the hybrid model can provide a framework to help entrepreneurs in analyzing location factors and making an objective location selection. First, based on the requirements and the demands of the decision makers the hotel location selection criteria are determined. Then, the alternative locations are investigated and determined likewise by the experts. After determining the hotel location selection criteria and alternative locations, Buckley's FAHP methodology is applied. Specifically, the importance/weights of the hotel location selection criteria are obtained based on the triangular fuzzy preference scales. Then these weights are used in selection process of alternative locations via FTOPSIS. To the best of our knowledge, a study that is mainly concerned about hotel location selection by FAHP-FTOPSIS hybrid method is not yet available. It should be acknowledged that the current study has some limitations. First one is the independent structure of the selection criteria. Since the comparisons are made in pair wise style, reaching the true optimal may not be possible. Also, some additional criteria that are not mentioned in the literature can appear with respect to the hospitality sector. The second one is about consideration of the number of alternative locations. In the current study, we compare three alternatives but this can vary related to the flexibility of the entrepreneurs. For future studies, some of the other MCDM techniques with their fuzzy versions such as PROMETHEE, GRA, MOORA, ELECTRE, and so on can be used in combination of the ones used in this study to assess the viability and utility of new hybrid methodologies.

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# APPLYING AND PROMOTING OF MARINA SUSTAINABLE DEVELOPMENT CONCEPT - CASE STUDY: MARINA BAR, MONTENEGRO

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**ABSTRACT**

In response to the growing need for marina sustainability, the marina sustainable development concept (MSDC) is proposed in this paper to develop approaches and strategies that allow for the better planning and management of sustainable development in marina in Montenegro. It is important to note that MSDC has not always been an easy task because of the very unusual environment which has not been particularly familiar with its importance. Since Montenegro is an official candidate for EU, and Montenegrin marinas are reporting good throughput trends in the last few years, the aim of the MSDC is to examine the capacities and involvement of environment standards to comprehend the level of sustainability. Actually, the MSDC goals are in relation to implement some directions to confirm that marina has all the capacities and conditions to become environmentally familiar. For applying and promoting this concept, some marinas adopt a MSDC to manage the environmental issue. Also, this paper addresses MSDC implementations in marina and assesses the potential MSDC strategies which will be implemented in AD Marina Bar (Montenegro) through scientific international project entitled "Applying and promoting the concept of sustainable development to AD Marina Bar".

Keywords Applying and promoting, Marina sustainable development concept, Marina Bar

## INTRODUCTION

The entire the marina sustainable development concept (MSDC) is innovative. For the first time, the responsible stakeholders will jointly perform systematic analysis and provide the protection of environment in marina. This innovative approach will additionally result with expert platform which will serve for the future systematic and sustainable development in marina. In addition, during implementation of MSDC, it will provide a very significant output which is in relation to applying and promoting the concept of sustainable development of marina. MSDC will be prepared to confront other challenges in obtaining sustainable marina and future complex port systems in Montenegro. The MSDC is a common challenge at marina, where the facilities, resources and equipment are not scheduled for environmental management system. The promotion of MSDC in Montenegrin coastal areas and nautical tourism by the nation is highly recommended because the state is becoming aware of the need to protect and improve these areas in order to maintain their natural beauty and help provide the long-term vitality as tourism destination. In that manner, tourists are looking for the sustainable coastal regions and marinas. This is due to the essence of the leisure activities, recreation, pleasure and wish to discover the natural, cultural and social destination they visit [8].

Nowadays, tourism is one of the world's largest industries. Thus, it is not so easy to provide clear and sustainable activities, particularly when one considers that it is so closely interrelated with all other sectors of life: socio-economic, cultural, environmental and political. This is especially presented in the different transportation connection points such as ports and marinas. However, tourist volumes are constantly increasing throughout the world marinas. This growth is taking place primarily in the regions where the environmentally issues are regulated as well as the where is a presence of sustainable development. Because of that, these places are recognized to be some of the most attractive tourism destinations of the world [8].

This paper promotes MSDC in AD Marina Bar (Montenegro). The intention is to achieve higher standards in water quality, environmental management and safety and security. Nautical tourism represents one of the most important activities in the city of Bar so providing clear and sustainable activities in this area is very difficult. For time being, marina proposed plans for new locations and vision in developing a new terminal for yachts and boats but everything was done in theoretical sense. The yearly throughput in marina is very high and the company has its benefits and revenues of more then 1 million euro. Beside that, the promotion of nautical tourism is highly recommended because the city and the state become aware to protect and improve marina to maintain its natural beauty [2, 3, 5].

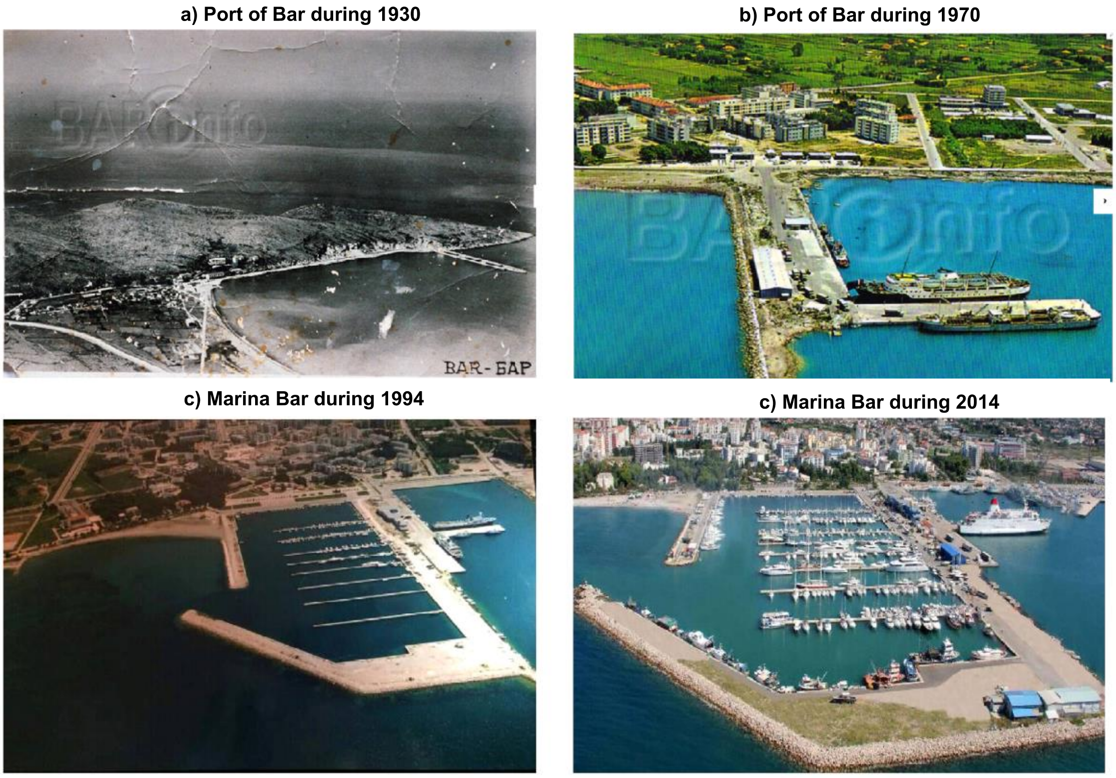
The rest of the paper is structured as follows. Next section explains Marina Bar development. In the following section, we provide MSDC while expected results of the MSDC are presented in next section. It followed by implementation of some work packages of MSCD and expected impacts – results and outputs. Concluding remarks are provided in final section.

## MARINA BAR DEVELOPMENT

In this section, we give the scope and marina development since it was first marina in Montenegro that started to form along with the biggest port in the country, Port of Bar. We report the basic information about the marina area, infrastructure and operational characteristics. Now, Marina Bar is one the biggest marina in the country and disposes with 592 commercial berths and is in the process of achieving criteria for MSDC [1, 9].

This study recognizes marina Bar as a very attractive place for yachting and represents the nautical tourism port that was in the process of development since 1980s. It is a commercial small port divided in eight docks with the total quay length of 3600 m [1, 9]. Considering in mind that marina disposes with large area its capacity during the year is basically at the maximum level providing services not only for new customers but also for community service's boats and fishing boats. The aim is not to make marina Bar a popular marina, but to satisfy the needs of local population and new customers. In Figure 1a are presented development phases of marina Bar integrated into the biggest port in the state, Port of Bar. As it can be noticed from Figure 1b, the preparation of developing Port of Bar during 1970s the concept for developing marina has not been started yet while the layout of all elements and contents of marina is apparent in 1994 (Figure 1c). In Figure 1d are shown the current conditions of marina Bar with the closeness connection to the city of Bar. The total land area of marina is approximately 4,5 ha while the water area including each basin and marina entrance is around 9,5 ha.

**Figure 1**
**Marina Bar development from 1930 to 2014 [9]**




There is a possibility to enlarge the capacity of marina, but for now on we find that it is important to develop, apply and promote environmental standards as follows: one of the biggest problems issuing sustainable development is the erosion process of the public beach near the marine which negatively affect the draft limitation on the marina entrance; security and safety service exists but it is very questionable its level; marina does not dispose with waste selection and sewage system on docks; ballast water selection system is not presented in marina and there is a lack of some ISO certificate and there are no green areas in marina as well as prevention of terroristic attacks.

## MARINA SUSTAINABLE DEVELOPMENT CONCEPT (MSDC)

To define the MSDC, some main objectives have to be evaluated, in this analysis it are related to seeking the Blue flag programme, ISO 14001:2004, ISO 9001:2008 and Gold Anchor Scheme. The main point is to reduce the costs and to have environmentally protected area. The linkage between the Blue flag, ISO standards and Gold Anchor Scheme to provide all environmental aspects of the marina's activities, using a logical, objective (rather than subjective) methodology to rank such aspects into order of significant impact upon the environment are presented. This MSDC primarily shows the environmental management tools and methodologies, combined with the training and advisory support services that provide individual marina authorities with the option of developing and implementing their own, site-specific, environmental programme in the time-scale of their choosing and with the voluntary option of professional review and certification [5, 8].

The main activities of the MSDC are divided into 12 work packages: **WP 1** - Elaboration of project tasks through international cooperation; **WP 2** – Marina Bar planning framework; **WP3** - Development of the environmental policy and environmental management System for Marina Bar; **WP 4** - Applying the Blue Flag Programme to Marina Bar; **WP 5** – Strategic development plan for ISO standards to Marina bar; **WP 6** - Establishment of Marina Environmental Management System; **WP 7** - Application of novel techniques in Marina Bar services; **WP 8** – Marina Bar Sustainability: A life cycle assessment of Zero Emission marina equipment; **WP 9** - Improvement of Safety and Services in Marina bar; **WP 10** - Certification of Marina Bar with regard to ISO standards; **WP 11** - Award to Marina bar with regard to Blue Flag and Gold Anchor Scheme; **WP 12** - Final proposal for Marina Bar facility solutions [8].

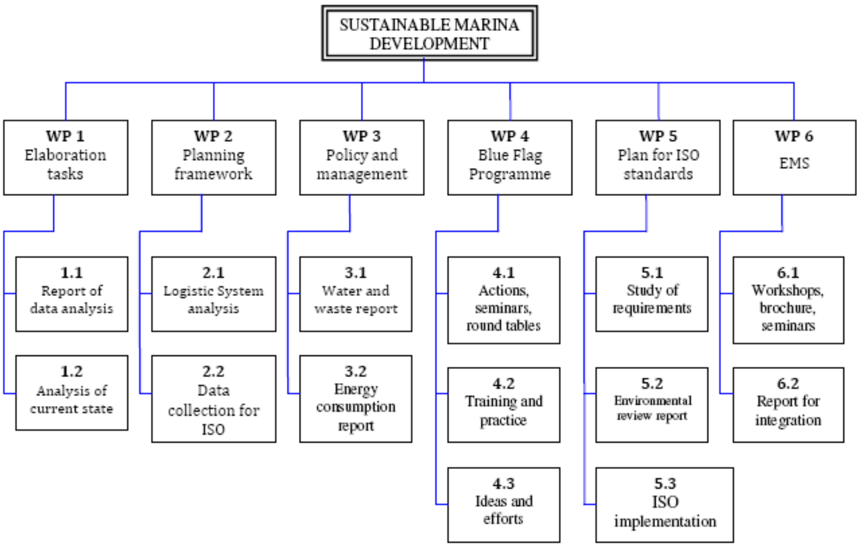
In the WP 1, the requirements for this approach and the structure of the international working team (IWT) are explained. The phase also sets the scene for the introduction IWT and appointment of responsible key researchers for appropriate project tasks. The WP 2 provides the main introduction to the sustainable marina concept, which includes a basic analysis of marina trends and the economic benefits of marina activities, as well as of the problems associated with marina development. The WP 3 refers to marina planning and development of the environmental policy and environmental management system for marina, providing a framework for marina planning and identifying the strategic planning process as a critical element in the attainment of sustainable marina. The WP 4 introduces the notion of applying the Blue Flag Programme to marina, focusing on its implementation cycle, and its main objectives and principles. It also defines the social, economic and environmental benefits of Blue Flag programme [6, 7]. The WP 5 outlines procedures for implementation ISO standards to marina in regard to study of requirements for the implementation of ISO 14001:2004 and initiating the preparatory environmental review. This package also represents the basis for the implementation of ISO 9001:2008 and establishment of criteria for a quality management system. The WP 6 is the backbone of the project. It gives a detailed framework for sustainable marina development and establishment of marina environmental management system. It also explains the main concepts important for sustainable marina; sustainable marina management action; environmental management training for marina staffers; establishment of marina management committee for environmental management systems; integration of environmental management systems with other management systems. The WP 7 offers application of novel techniques in marina services, description of the expectations, rights and responsibilities of the main partners involved in marina development (government agency, the business sector and academic institutions). In the WP 8, marina sustainability trough a life cycle assessment of Zero Emission marina equipment is presented with more details. It is based on identification of characteristics and indicators that impacts on vessels emission to environmentally protect the coastal areas of the marina; the concept of zero emissions' marina which is referred to a marina powered mainly from renewable energies in order to fulfil its power requirements and to reduce the air emissions mainly using this concept for the emerging cold ironing regulation. The main subject of the WP 9 is to achieve a safe marina; it must be considered what can go wrong and how best to prevent it in occasional situations. More specifically, this package aims to serve as a guide, first of all, to all professionals in the field of improvement of safety and services in marina (in marina planning, and in maritime tourism management) that are involved in the day-to-day planning and management of marina activities in maritime tourism destinations. Usually the development of marina activities in tourism areas is based on a certification of marina Bar with regard to ISO standards as explained in the WP 10. The package includes a diversity of activities that take place in both marina land zones and coastal waters, which involve the development of marina capacities and support marina infrastructure. The WP 11 describes the main benefits of getting the marina award with regard to Blue Flag and Gold Anchor Scheme. It is the accreditation to provide the sustainable development concept in marina and the motivation to continually improve the services to consumers. More specifically, in the WP 12 is explained final proposal for marina facility solutions. It is also meant to be an inspiration for high level decision-makers in order to assist them to better understand the importance of marina in relation to marina equipment and social contexts, as well as an instrument to facilitate the integration of marina planning into sustainable development planning and management [3, 4, 5, 8].

## EXPECTED RESULTS OF THE MSDC

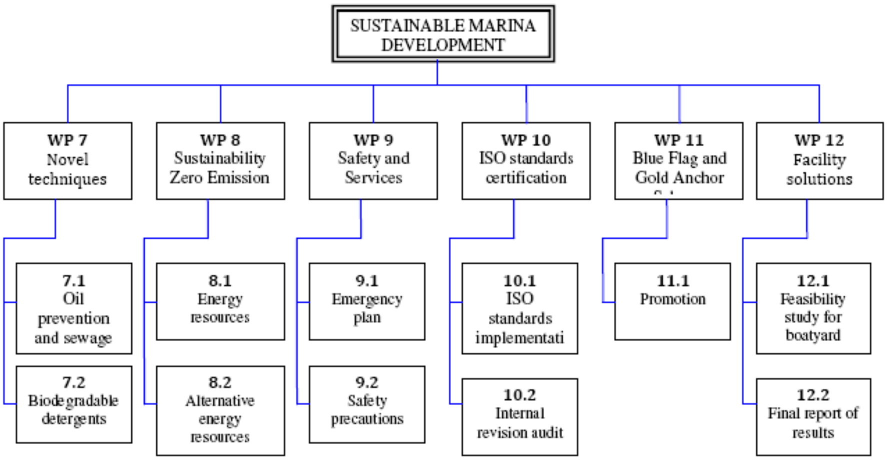
The expected impacts through the results and outputs are specified in the following Figure 2 where is described how the MSDC contribute toward the expected impacts listed in the work packages with regard to applying and promoting the concept of sustainable development of marina [3, 4, 5, 8].

**Figure 2**
**Work package structure (WP1-WP12) [5]**

**a) Work package structure (WP1-WP6)**



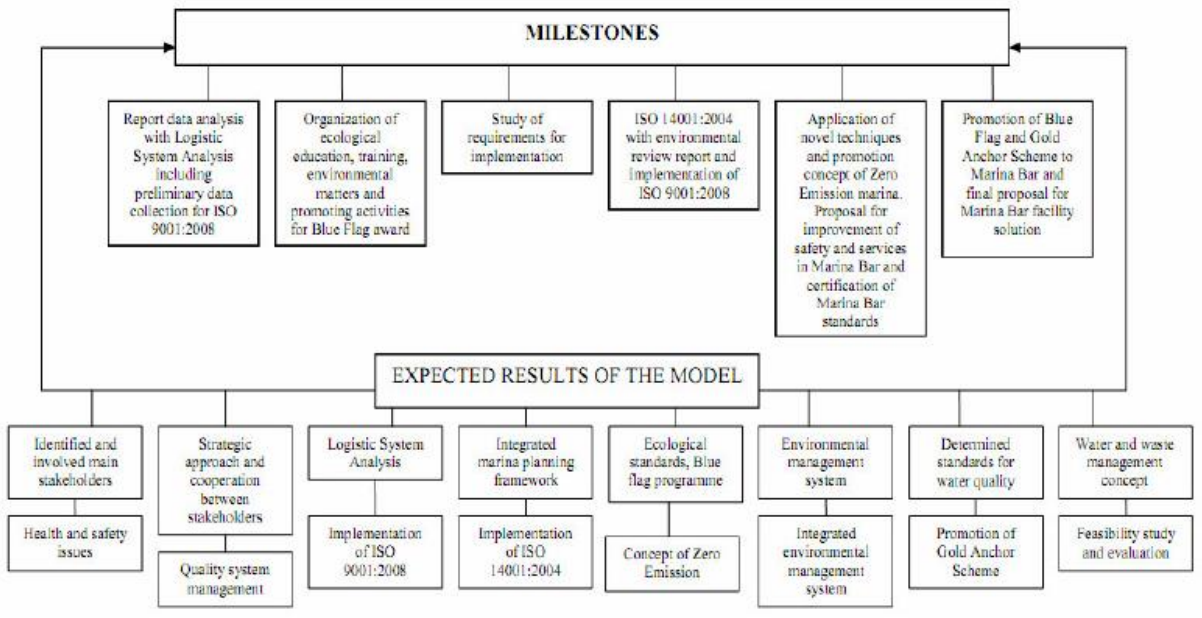

**b) Work package structure (WP7-WP12)**




The MSDC includes steps for implementation and improvement of performances in Marina Bar. In this section, expected results are correlated with the milestones as the outputs of the same model. It includes the strategic approach and cooperation with the stakeholders for the further improvement of the marina performances. The integrated MSDC together with ecological standard inclusion is suggested to be achieved during the term of the model. In Figure 3, milestones and expected results of the model are shown and correlated with the Blue flag programme implementation, ISO standards promotion and application of Gold Anchor Scheme. The mentioned figure also shows the large-scale dimension of the sustainable development model to Marina Bar as well as the expected results and milestones. It is also correlated to the promotion of good environmental planning according to national strategy of sustainable development plans in the country [8].

More precisely, the overall strategy for the sustainability enables the determination of standards for water quality and management, standards for environmental management, environmental education and safety, analysis of energy consumption alongside docks and berths, promoting health and safety issues in regards to environmental-friendly strategy etc. Adaptation of an official policy for implementing quality system management in Marina Bar is of prime interest. The results are related to the integration of environmental management system and directly affect the developed plan for sustainable marina management action. The determination of all level impacts in relation to the environmental loads in marina (in the form of energy, water, materials, waste, etc.) is a major impact for the sustainable development model results.

**Figure 3 [3, 8]**
**Milestones and expected results of the MSDC**




## IMPLEMENTATION OF SOME WORK PACKAGES

The proposed MSDC will directly work on multiplication of best practices and lessons learned to other relevant stakeholders through dissemination activities. These activities are seen as a very important learning and advocacy tool for recognition and action towards improvement of status and state of the target group, affected by this proposed MSDC [3, 4, 5, 8].

This MSDC will have a strong structural impact expressed by the initiatives of institutions strengthening and development. Implemented activities will result in further initiatives for legal issues development concerning marina services. Each activity which we make toward environmental protection and lowering marina impact on the environment and the community is a step toward environmental sustainability. Implementation of some work packages are presented in Figures 4-6, as well as in Tables 1 and 2.

**Figure 4**
**Implementation work package 1 (WP1) [5, 8]**

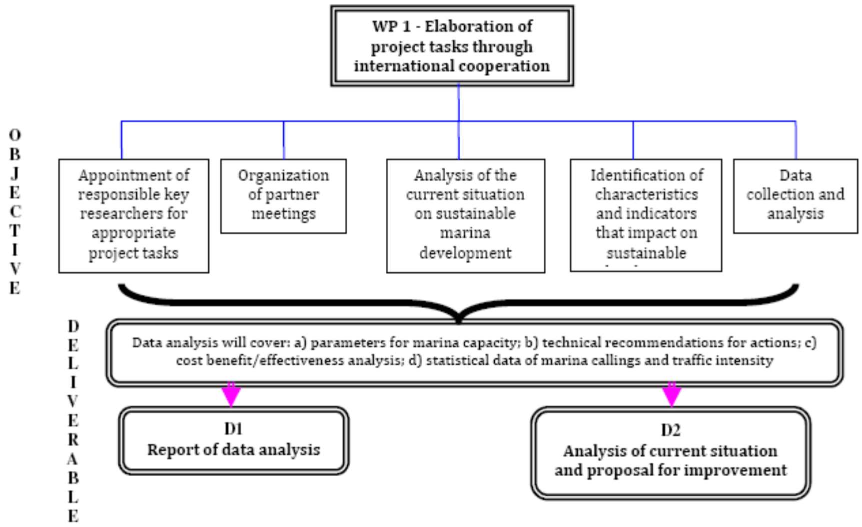



**Table 1**
**Implementation work package 2 (WP1) [5, 8]**

| | Objectives | Deliverables |
|---|---|---|
| **WP 2 - AD Marina Bar planning framework** | Preliminary work on applying the MSDC | Logistic System Analysis |
| | Logistic System Analysis | |
| | Integrated marina planning | |
| | Ecological footprint as measure progress towards MSDC | |
| | Management through Environmental Assessment | Preliminary data collection for ISO 9001:2008 |
| | Preparation for ISO | |

**Figure 5**
**Implementation work package 3 (WP3) [5, 8]**

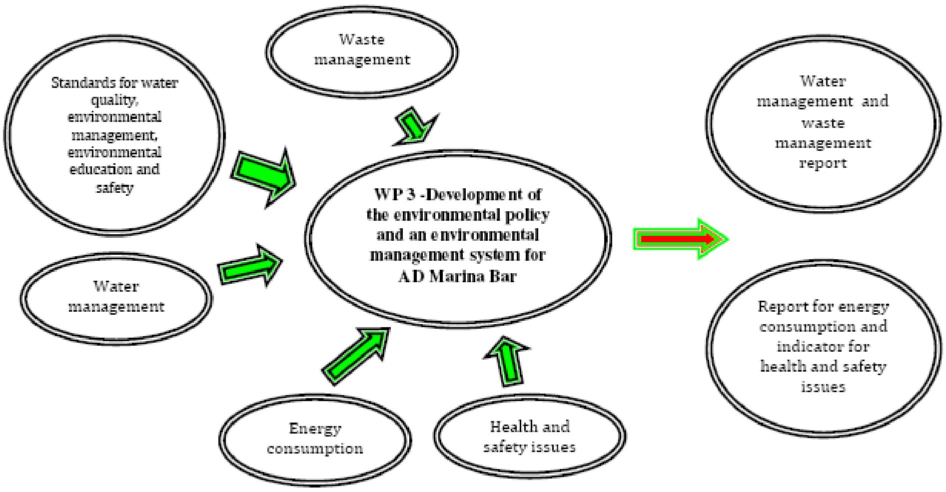


**Figure 6**
**Implementation work package 5 (WP5) [5, 8]**

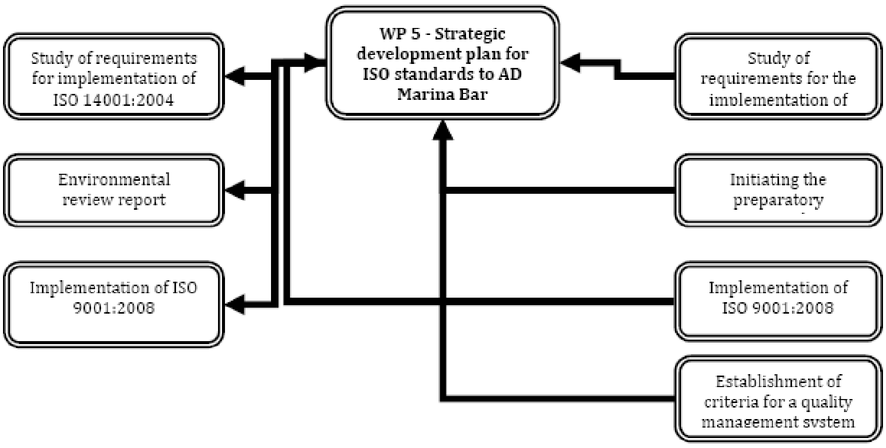



**Table 2**
**Implementation work package 9 (WP9) [5, 8]**

| WP 9 - Improvement of Safety and Services in AD Marina Bar | | | | | | |
|---|---|---|---|---|---|---|
| **Objectives** | Establishing adequate and clearly signposted lifesaving, first-aid and fire-fighting equipment | Development of Emergency Plans in case of pollution, fire or other accidents | Design and application of posters on safety precautions. Working on the third publication-brochure | Development of electricity and water outlet installations | Design and implementation of wheelchair access and accessibility features | Design and implementation of a clearly posted map indicating the location of different facilities in the marina |
| **Deliverables** | Development of detail emergency plan in marina | | Development of design and application of poster of safety precautions and safety in marina | | Publication of brochure. Organization of seminars, workshops | |

The proposed methodology is considered to be appropriate for this MSDC and the accomplishment of MSDC objectives. According to this methodology, it is possible to involve new activities in the implementation of the MSDC, and in this way additionally strengthen partnerships, which will in a similar way implement MSDC in the future.

## EXPECTED IMPACTS – RESULTS AND OUTPUTS

The expected impacts through the results and outputs are specified in Table 3 where is described how the project contribute toward the expected impacts listed in the work packages with regard to applying and promoting the concept of sustainable development of Marina Bar.

**Table 3**
**Expected impacts – results and outputs from work packages [8]**

| Work packages | Expected impact - Outputs | Expected impact - Results |
|---|---|---|
| **WP1** | Analysis of current situation in Marina Bar. Data collection analysis. Work Plan of project activities. | Accepted strategic approach and cooperation between stakeholders. |
| **WP 2** | Initial analysis and capacity assessment of the Marina Bar. The review of marina capacities. Organizing a marina user's promotion campaign. | Analyses of marina environment protection, marina capacities and legal framework. |
| **WP 3** | EMS implementation. Detail plan for water management, waste, energy consumption and health and safety issues. | Determined standards for water quality, environmental education and safety, water management and waste management concept. |
| **WP 4** | Promoting and adapting all details with the Blue Flag criteria for marinas. Provide the availability for all information related to local eco system and | Organization of ecological and educational actions, brochure publication, training in environmental matters and best practice |

| | | |
|---|---|---|
| | environmental phenomenon. | methods for marina personnel. |
| **WP 5** | Establishment of working team for preparation of all activities for obtaining ISO 9001:2008 and ISO 14001:2004. | Developed strategy for ISO 9001:2008 and 14001:2004. |
| **WP 6** | Evaluation of current marina capacities in environmental management system. | Developed plan for sustainable marina management action and realization of brochure, seminars, and workshops. |
| **WP 7** | Application of novel techniques. | Determined management for implementing novel techniques. |
| **WP 8** | Apply the life cycle assessment methodology and zero emission technology. | Proposal for the use of alternative energy resource such as photovoltaic and wind energy. |
| **WP 9** | Establish prevention plan as paramount statement for safety. | Conduct: signposted lifesaving, first-aid and fire-fighting equipment etc. |
| **WP 10** | Promotion of the getting certificate focussing on Blue Flag award. Definition of the base line scenario to maintain achieved objectives especially in respect to environmental management system. | Investigated reasons and extension of any discrepancies. Certifications of AD Marina Bar with regard to ISO standards. |
| **WP 11** | Concentrate on getting Gold Anchor Scheme. Review report focussed on achieved results. | Promotion of getting accreditation to provide sustainable development concept in marina. |
| **WP 12** | Proposal for facility solutions and new boatyard equipment and new berth equipment. Developed strategy to improve storage equipment and storage services in marina. | Evolution of realized work packages and reporting the obtained results. Feasibility study of Marina Bar. |

## CONCLUSIONS

This paper recognizes the importance to enable MSDC in one marina. This MSDC must be well conceived and organized because it is referred to long-term conditions of marina. Here, we point out on MSDC segments, i.e. Blue flag programme, ISO 14001:2004 and 9001:2008 and Gold Anchor Scheme. The MSDC is complex and difficult to achieve but represents a condition for Marina Bar to become sustainable. On the other side, this is not only in the hands of the marina but also the community must show the interest in achieving such results and getting totally environmental protected marina and new tourist destination.

MSDC is defined and all the steps for achieving it are also specified. Expected results from the whole initiative are described and finally, we did the analysis of output results. Milestones and expected results are explained in detail which gives us a probability and safeness that the MSDC is well structured and defined. Also, the implementation of Zero emission to marina is possible after the completion of developed model. Marina that possesses Blue flag, ISO standards and Gold Anchor Scheme has the accreditation to provide the sustainable development concept in marina and the motivation to continually improve the services to consumers. This will lead to a safer and more attractive marina.

One of the goals of MSDC is sustainability of the result after the completion of the implementation. For that reason MSDC will result in the joint Action Plan which will define not only financial aspect, but also responsibilities of partners concerning model maintenance and its upgrade. All the national responsible authorities are highly motivated to implement all the actions which are part of MSDF, thus sustainability at the institutional level is guaranteed. The MSDC can be considered sustainable when it continues to deliver benefits to the MSDC target groups for an extended period after its end. This MSDC will lead to the dissemination plan and the possibilities to investigate the level of sustainable development to the Marina Bar.

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# CUSTOMER PERCEPTION AND BEHAVIORAL RESPONSES TOWARD CORPORATE SOCIAL RESPONSIBILITY


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## ABSTRACT

Despite the increasing interest in corporate social responsibility (CSR) marketing practices, the role of CSR has been explored in the area of hospitality marketing. The purpose of the study was to propose and assess a theoretical model on the effects of hotels CSR activities and corporate image (CI) on customer satisfaction (CS), customer decision (CD), and purchase intention (PI). On-line survey was conducted a total of 680 respondents. Group sampling was corporate guest visit stay at least 1 night at hotel minor group located in down town Bangkok were collected and analyzed using structural equation modeling method. The results demonstrated that (1) corporate image (CI) still had a stronger effect on customers decision (CD) and purchase intention (PI) than CSR associations, (2) CSR showed stronger impact on customer's satisfaction (CS) than corporate image (CI), and (3) both CSR and CI showed positive effects on the relationships toward customer decision (CD) and purchase intention (PI) mediated by customer satisfaction (CS). The study concluded with discussion and future research.



**Keywords:** corporate social responsibility, corporate image, customer satisfaction, purchase intention


## INTRODUCTION

In the past study researcher has suggested there are two key pillars were influence customer perception and purchase intention product and service were corporate image and corporate social responsibility (Porter, 1995) Corporate Social Responsibility has been defined as tool to influence tree bottom line such as social, people and planet which is interpreted to protect and improve both the welfare of society in business stakeholder (Blomstrom,1975) More recently, (Brown, 1999) have conceptualized CSR wildly as " one of mechanism to build corporate image, create status and activities with respect societal obligation" While corporate social responsibility has no direct influence on a corporate production of product and service, corporate image association is defined as those associations related to the corporate expertise in producing and delivering its outputs. Some examples of the corporate image can referred to employee welfare, number of royalty customer and replete customer.

In hospitality industry, corporate image can be referred to a company's ability to provide and deliver excellent service such as guest history, professionalism, high standard service and unique service also including physical environments of business such as hotel decorate both interior and exterior design. Corporate image has been studies as antecedents of customer satisfaction and company decision in marketing literatures review. In general scholars have conclude corporate image one of primary pillar of corporate reputation (Brown, 1999; Keller and Aaker, 2001). In a relation to understand a customer decision of corporate image cannot overlooked. The image of hospitality such as hotel require to produce and deliver an excellent service to customers and the can reflected customer purchase intention which may lead to other advertising behaviors such as story telling in social media and word of mouth.

Future more corporate associations seem to have no direct influence on hotel service and product many of result studies have shown corporate social responsibility reflected positively impact on major stakeholder group of hotel such as shareholder, employee, supplier, consumer. Academic research particularly on the consumer perception shown customer cognitive as well as behavioral outcomes (Brown and Dacin, 1997). Recent research suggests that a corporation's corporate social responsibility behavior can positively reflected consumers attitudes, decision purchased (Brown, 2006: Dacin, 2006 and Whetten, 2006) The degree of overlap between perception and attitude of customer self-image and excellent service indicated the overcome of selected choice of customer (Dutton, 2001) The result have suggested that hotel can provide a basic understanding in welcome check in pack how purpose of corporate social responsibility can improve stakeholder life such as reuse tower and bed linen sheet to reduce cost of laundry and save water. Other result of research suggested that corporate social responsibility initiatives positively impact on replete consumer and create purchase intention and put positive or negative publicity through social media of word of mouth.

Even through increasing corporate social responsibility practices in hotel business is one of selected marketing tool of major international hotel chain around the globe. The empirical studies show context of many hospitality industry selected corporate social responsibility as marketing and separate on customer cluster each segmentation (Carroll, A. B., 1999). Especially in customer responsive can initiatives on cluster such as green marketing, green hotel, and ecotourism. Despite corporate social responsibility can separately to studies in numerous topic such as self-reliance ecotourism, community base tourism. Corporate social responsibility now broadly emphasize the public interest the business or hotel have involve embraced and good practiced in CSR activities it now a day become majority to determine whether these efforts can create static of replete consumer, purchase intention, hotel preferred for multinational company and positive attitude toward hotel brand (Brown and Dacin, 1997).

This studies has aims to understand the mechanism of corporate social responsibility framework to building a corporate image and reputation and customer perception and behavioral responses toward Corporate Social Responsibility in Hotel Business. There is two main purposes in this study 1) to propose and examine a theoretical model on the effects of CSR and corporate image (CI) to customer satisfaction (CS), customer decision (CD) and purchase intention (PI); and 2) to studies a better understanding of why hospitality industry should use corporate social responsibility in their marketing strategies and practical applications. Figure 1 presents the conceptual framework of the proposed model and hypotheses for the study.

*All hypotheses in path relationships are summarized as following.*

H 1: Hotel's corporate social responsibility (CSR) has a positive relationship with customer satisfaction (CS).
H 2: Hotel's corporate image (CI) has a positive relationship with customer satisfaction (CS).

H 3: CSR has a positive relationship with customers decision (CD).
H 4: Corporate image (CI) has a positive relationship with customers decision (CD).
H 5: CSR has a positive relationship with customers purchase intention (PI).
H 6: Corporate image (CI) has a positive relationship with purchase intention (PI).
H 7: Customer satisfaction (CS) has a positive relationship with customers decision (CD).
H 8: Customers decision (CD) has a positive relationship with purchase intention (PI).

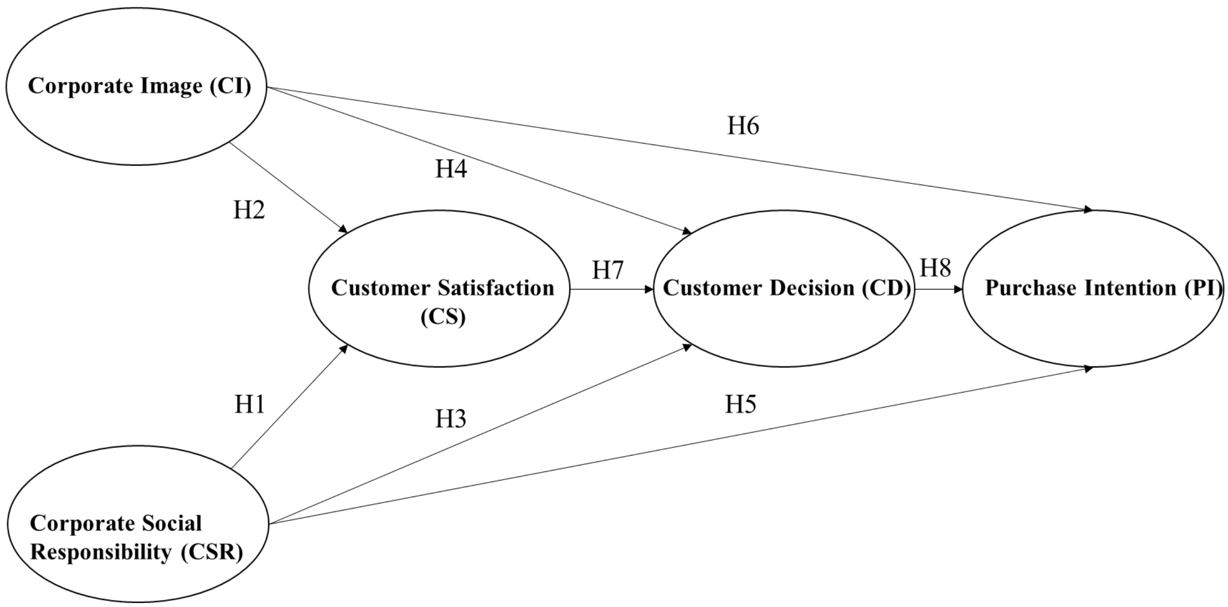



**Figure 1: Conceptual Framework of Hypotheses**

## METHODOLOGY

The research included three phase. Phase 1) identified measurement items for corporate image (CI) and corporate social responsibility (CSR) led to the second phase result of phase 1 provided reliable lists of items for CI and CSR particularly for hotel business. Phase 2) developed a survey questionnaire and conducted a pilot test which include four scenarios that included a hypothetical hotel setting with a combinations of levels of CSR activities categorize characteristic were developed in order to create enough variation for the study. The questionnaire was developed to assess the relationship of corporate image (CI) and CSR on customer satisfaction (CS), customers decision (CD), and purchase intention (PI) using seven-point Likert type scale. A pilot test was performed with a group of delegate corporate guest attend conference in hotel to examine reliability of the questionnaire before distributing survey to the sample population of the study. Twenty delegate guest participated and the results of the separate reliability test for each construct showed that Cronbach’s alphas from .765 to .858, which were all good (Yamane, 1967). In Phase 3), on-line survey was conducted via https://doc.google.com. The convenient sampling was used and approximately 1,000 e-mails invitations were sent to group sampling corporate guest visit stay at least 1 night at hotel in Minor group located in down town in Bangkok. Total of 870 responses were collected as a result.

## RESULTS

Among 870 responses received, 195 responses were deleted for excessive missing data resulting 19.5% in usable response rate. Of the 680 respondents, 78% were male and 56% were female. 44% of respondents were married and most of guest hold European nationality were 54% and Asian nationality were 46% approximately 44% of respondents were 25 years old or younger due to the fact that the survey was conducted on a guest who was stay on business purpose from banking in head office. Furthermore, 50% of respondents were graduates from Bachelor degree the highest degree. In terms of the frequency of hotel stays, 31% answered that they stay in a hotel one to four times a year and another 13% answered that they stay in a hotel at more than 7 times or more a year. Table 1 presents detailed information of participants' demographic characteristics.

**Table 1: Respondents' Demographic Profile (N=680)**

| Z | Frequency | Percentage (%) |
|---|---|---|
| Gender: | | |
| Female | 300 | 44% |
| Mae | 380 | 56% |
| Age: | | |
| 25-30 | 300 | 44% |
| 31-35 | 179 | 26% |
| 36-45 | 60 | 9% |
| 46-55 | 24 | 4% |
| 55 and over | 117 | 17% |
| Education: | | |
| College/Associate degree | 211 | 31% |
| Bachelor degree | 340 | 50% |
| Master degree | 129 | 19% |
| Nationality: | | |
| Asian | 315 | 46% |
| European | 365 | 54% |
| Marital Status | | |
| Single | 205 | 30% |
| Married | 476 | 70% |
| Annual income | | |
| Under USD 25,000 | 220 | 32% |
| USD 25,000-35,000 | 112 | 16% |
| USD 35,001-45,000 | 68 | 10% |
| USD 45,001-55,000 | 111 | 16% |
| USD 55,001 or greater | 169 | 25% |
| Frequency of hotel stay (per year) | | |
| 1-2 times | 315 | 46% |
| 3-4 times | 210 | 31% |
| 5-6 times | 68 | 10% |
| More than7 times | 87 | 13% |

For the overall model testing, a two-step process recommended by Anderson and Gerbing (1988) was followed; confirmatory factor analysis (CFA) was conducted to assess the measurement items in the model, followed by structural equation modeling (SEM) to test overall structural model. Measurement items in corporate image (CI, 4 items), corporate social responsibility (CSR, 4 items), customer satisfaction (CS, 2 items), corporate decision (CD, 3 items), and purchase intention (PI, 4 items) were tested. Original CFA revealed that the model fit for the measurement model was satisfactory ($\chi^2$=953.36, df =109, comparative fit index [CFI] = .98; goodness-of-fit index [GFI] = .86; standardized root mean residual [SRMR] = .034; normed fit index [NFI] = .98). Once the measurement model was identified as an acceptable fit, convergent validity (standard loading and squared multiple correlation) and construct reliability (α) of each constructs were evaluated. In addition, composite reliability (CR) and average variance extracted (AVE) were calculated to assess discriminant validity of the study. The results showed that both convergent validity and discriminate validity of the model were supported. Table 2 shows the summary of results on the measurement model.

**Table 2: The Results of the Measurement Model**

| | STD loading | SMC* | CR* | AVE* |
|---|---|---|---|---|
| **Customer Decision (α = .888)** | | | 0.94 | 0.79 |
| CD1 Overall, Minor group hotel is my choice | 0.98 | 0.94 | | |
| CD2 I believe image of the Minor group hotel is professionalism | 0.94 | 0.88 | | |
| CD3 I believe Minor group hotel is a well-established company | 0.76 | 0.57 | | |
| **Purchase Intention (α = .959)** | | | 0.97 | 0.88 |
| PI1 I will definitely reserve a room with Minor group hotel | 0.95 | 0.91 | | |
| PI2 It is likely that in the future I will book with Minor group hotel | 0.93 | 0.88 | | |
| PI3 I will recommend Minor group hotel to who seek my advice | 0.92 | 0.86 | | |
| PI4 I will say positive things about Minor group hotel to others | 0.90 | 0.82 | | |
| **Corporate Image (α = .957)** | | | 0.98 | 0.89 |
| CI1 I believe Minor group hotel provides quality services | 0.95 | 0.89 | | |
| CI2 I believe Minor group hotel provides quality room features | 0.93 | 0.86 | | |
| CI3 I believe Minor group hotel's employees professionalism | 0.91 | 0.82 | | |
| CI4 I believe Minor group hotel has quality hotel features | 0.98 | 0.96 | | |
| **Corporate Social Responsibility (α = .977)** | | | 0.98 | 0.93 |
| CSR1 I believe Minor group hotel is aware of environmental issued | 0.95 | 0.88 | | |
| CSR2 I believe Minor group hotel fulfils its social responsible | 0.96 | 0.94 | | |
| CSR3 I believe Minor group hotel gives back to the community | 0.96 | 0.93 | | |
| CSR4 I believe Minor group hotel acts in a socially responsible | 0.97 | 0.93 | | |

| | | | | |
|---|---|---|---|---|
| **Company Satisfaction (α = .863)** | | | 0.91 | 0.82 |
| CS1 The service I have from Minor group hotel beyond my expectation | 0.95 | 0.89 | | |
| CS2 I definitely will selected to stay in Minor group hotel for next visit | 0.87 | 0.75 | | |

*SMC=squared multiple correlation; CR=composite reliability; AVE= average variance extracted

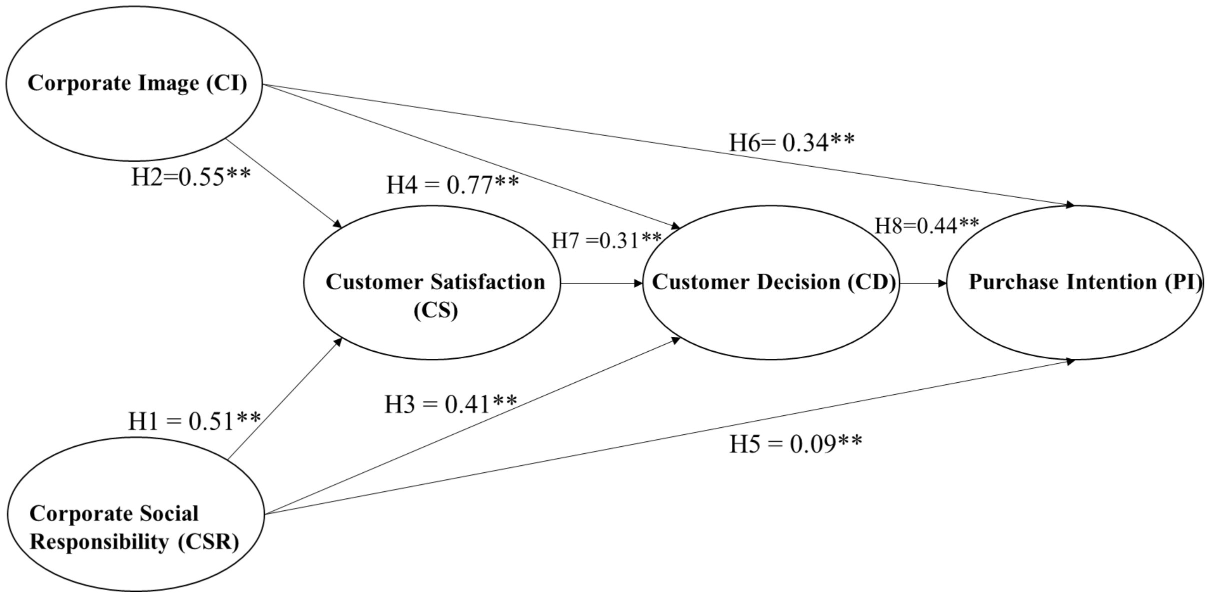
Although initial CFA showed a good fit, using one of the modification indices, the study was able to improve the model fit by 321.12 in chi-square without compromising the proposed structural model. After the measurement model evaluated and modified, SEM was conducted to assess overall structural model fit. The structural model also achieved a good level of fit ($\chi^2$=662.56, df =109, comparative fit index [CFI] = .99; goodness-of-fit index [GFI] = .90; root mean square error of approximation [RMSEA] = .085; standardized root mean residual [SRMR] = .033; normed fit index [NFI] = .98). Among eight hypotheses, seven paths were significant at $p<.001$ and only one path (H6) showed significance at $p<.05$. Table 3 summarizes the results of SEM analyses for the study.

**Table 3: Structural Path Estimates**

| Path To | Path From | H0 | STd Est. | t-value |
|---|---|---|---|---|
| γ paths | | | | |
| Customer Satisfaction | Corporate Social Responsibility | H1 | 0.55 | 19.55** |
| | Corporate Image | H2 | 0.51 | 17.66** |
| Customer Decision | Corporate Social Responsibility | H3 | 0.41 | 11.22** |
| | Corporate Image | H4 | 0.77 | 23.40** |
| Purchase Intention | Corporate Social Responsibility | H5 | 0.09 | 22.23** |
| | Corporate Image | H6 | 0.34 | 9.33** |
| β paths | | | | |
| Customer Decision | Customer Satisfaction | H7 | 0.31 | 6.55** |
| Purchase Intention | Corporate Decision | H8 | 0.44 | 12.11** |

Note: *p<.05; **p<0.01

Overall, all of eight hypotheses have shown statistical significance in the structural model. Although the path from CSR to purchase intention (H5) showed the least strong, it still revealed that there is significant direct effect between two constructs at $p<.05$. From the results, indirect effect from CSR to purchase intention through customer satisfaction and company decision resulted in more significant effect. Figure 2 shows the overall model fit with standardized estimates for each path.




**Model Fit Indices**: $\chi^2$=953.36; df=109; CFI=0.98; SRMR=0.034; RMSEA=0.098
* p<.05; **p<0.001

**Figure 2: Standardized Structural Path Coefficient and Model Fit Indices**

While the path estimates showed only direct effects among variables, there were also indirect and total effects among constructs. Table 4 demonstrates direct, indirect, and total effects in the structural model. It indicated that corporate image (CI) had a significant indirect effect on corporate decision (CI) (standardized estimate=.16, p<.001) and purchase intention (PI) (standardized estimate=.38, p<.001), and CSR also had a significant indirect effect on customer Decision (CD) (standardized estimate=.18, p<.001) and PI (standardized estimate=.25, p<.001). Among endogenous variables, customer satisfaction (CS) showed a significant indirect effect on purchase intention (PI) (standardized estimate=.13, p<.001).

**Table 4: Direct, Indirect, and Total Effects of Latent Variables**

| | **Customer Satisfaction (CS)** | | | **Customer Decision (CD)** | | | **Purchase Intention (PI)** | | |
|---|---|---|---|---|---|---|---|---|---|
| Variables | Direct | Indirect | Total | Direct | Indirect | Total | Direct | Indirect | Total |
| Corporate Image (CI) | 0.55 | - | 0.55 | 0.77 | 0.16 | 0.93 | 0.34 | 0.38 | 0.72 |
| Corporate Social Responsibility (CSR) | 0.51 | - | 0.51 | 0.41 | 0.18 | 0.59 | 0.09 | 0.25 | 0.34 |
| Customer Satisfaction (CS) | - | - | - | 0.31 | - | - | - | 0.13 | 0.13 |
| Customer Decision (CD) | - | - | - | - | - | - | 0.42 | - | 0.42 |

Note: all standardized estimates are significant at p<.001; except * at p<.05

## CONCLUSION

The aim of research to study the significant important role of corporate social responsibility of hospitality marketing in hotel business. This study shown corporate social responsibility is a market tool significantly positive influence on customer satisfaction, customer perception and behavioral responses toward purchase intention. Furthermore result of study shown that hotel able to provide corporate image and quality both on hotel service and product that result has shown stronger impact on customer decision and purchase intention than corporate social responsibility actions. Corporate has showed more significant influence on customer satisfaction than corporate image. The study also suggest if hotel need to build a stronger positive impact through customer satisfaction, result of research strongly suggested hotel management team should include corporate social responsibility into corporate strategies.

The result of empirical study corporate social responsibility result has been put aside on management strategies such as transparency, philanthropies and ethical issue request all business to follow. Recently theories of the strategic use of corporate social responsibility emphasize the role of corporate social responsibility is more likely to blend into a corporate differentiation strategy. Mainly key empirical implications of these theories is the hotel selling good experience to customer to show good citizenship than hotel selling normal good service and good product. Now a day corporate social responsibility it has become a main tool for marketing strategy and build differentiate and strong competitiveness. Limitations of any generalization that may be drawn from this research. A group sampling was selected only from corporate banker stay at least 1 night at Minor hotel group in down town Bangkok. Apparently corporate banker were chosen as target group may not representative of all hotel customers.

Referred on the findings of this research, the following research possibilities are suggested to a future studies should include customer feedback after check out regarding reviews and comments toward hotel corporate social responsibility activities that hotel created. From the literature review, the study has found both global chain hotel such as Marriott and Shangri-la designated websites and advertising to promote their corporate social activities in their neighbor community such as school lunch break activities, volunteer from employee to clean public area and tree planting. Corporate social responsibility is now overcome another marketing plan and would be valuable to hotel management to understand which corporate social responsibility actions activities able to accelerate good thing through word of mouth. Corporate social responsibility will be tool to create differentiated and build strong hotel positioning in the market.

In addition, this study may be able to extend to other industries, such as Airlines, delivery service, transportation to assess effectiveness of their own customer social responsibility initiative. This research show understanding the effectiveness of corporate social responsibility practices in
the market and how to impact to customers decision and purchase intention toward hotel business. This result also suggested how to create sustainability growth in hotel business by keep strong relationships with current customers and this will provide the hotel a more competitive edge over their competitions.

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# DEVELOPING KNOWLEDGE MANAGEMENT MODEL FOR SOCIAL ENTREPRENEUR IN HOSPITALITY INDUSTRY

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## ABSTRACT

This study were a part of develop a knowledge management model for Thai social entrepreneur case of hospitality by using questionnaire and depth-interview, to emphasize the importance of knowledge management (KM) operation in social entrepreneur (SE). The benefit for developing and implementing knowledge management model in social entrepreneurs have not been systematically investigated. Existing studies have derived their success factors from large organization's perspective and have not considered the needs of social entrepreneurs. The finding was determine factors of success in KM for sustain growth of social enterprise of best practice in sustainability and role model of social enterprise community. Hotel was a selected at Chumphon Cabana Resort, Amphoe Pratew, Changwat Chumporn, and research is aimed to bridge the gap and investigate need of knowledge management in small organization such as social entrepreneurs. The surveys were conduct of 43 employees and one top management. The study concluded with discussion and future research.

**Keywords:** Knowledge Management, Success factors, Social Entrepreneurs.

## INTRODUCTION

Currently knowledge management (KM) is major tool of the most used and at the same time controversial concepts, currently discussed in academia and the business world. Interest in KM stems from the realization that organizational knowledge is a strategic corporate asset that require to be use, generated, represented, stored, transferred, transformed, build systematic and applied to future organizational plan and solving the problems (Schulttze and Stabell, 2004). Multinational large companies such as Toyota, Fuji Xerox, Masda, Panasonic, Uniliver, Procter & Gamble, KPMG, Deloitte, Tax Instrument, Facebook, Apple Inc. and Lenovo, have legacy recognized the need for KM in order to earn competitiveness in the market, respond quickly, cost saving, differentiate, create new markets segment, rapid growth and development new product and use technologies (Nanoka, 1991)

Consequently, KM is norm of practicing in large organization as now considered as established practice in large organizations. The learning organization has develop specialist who was analysis both tacit and explicit knowledge in the organization and KM became suggestion to increase business performance. (Srikantaiah and Koenig, 2000). Furthermore, research such as Coleman, (2003) have implicated KM as best practice with simply developing information and communication technology infrastructures and manage information into systematic form easy to access, retrieval and sharing. According to finding KM define as team of 1) growth and innovation organization, cost savings, effectiveness with productivity, customer relationships management, customer satisfaction, learning organization, employee loyalty, reduce attrition rate and decision making from top management. While KM seems to be successfully as mechanism in large organization, unlike small and medium entrepreneurship (SMEs) and social entrepreneurship.

Social entrepreneur is the field in which entrepreneurs tailor their activities to be directly tied with the ultimate goal of creating social value. In doing so, they often act with little or no intention to gain personal profit. A social entrepreneur "combines the passion of a social mission with an image of business-like discipline, innovation, and determination commonly associated with, for instance, the high-tech pioneers of Silicon Valley" Dees, (2007). Social entrepreneurship is a practice that integrates economic and social value creation which has a long heritage and a global presence. The global efforts of Ashoka, founded by Bill Drayton in 1980, to provide seed funding for entrepreneurs with a social vision; the multiple activities of the Grameen Bank, established by Professor Muhammad Yunus in 1976 to eradicate poverty and empower women in Bangladesh. Innovative, highly-motivated, and critical thinkers. When these attributes are combined with a drive to solve social problems, a social entrepreneur is born.

Social entrepreneurs and social enterprises share a commitment of going ahead with a social mission of improving society. Bruton et al (2010) discuss in their study that the nascent field of social entrepreneurship is growing rapidly and getting immense attention among many sectors. There are several reasons behind the popularity of social entrepreneurship. Something inherently interesting and appealing about entrepreneurs is 'Why', 'How' and 'What' they do. Social enterprises are social mission-driven organizations which apply market-based strategies to achieve a social purpose. One well-known contemporary social entrepreneur is Muhammad Yunus, who was honored with the Nobel Peace Prize in 2006. He is the founder and manager of Grameen Bank and his work echoes a theme among modern day social entrepreneurs that emphasizes the enormous synergies and benefits when business principles are unified with social ventures.

While KM seems to be successfully applied in large companies, it is largely disregarded by social entrepreneurs. This has been attributed primarily to a lack of a formal approach to the sharing and exploiting of organizational knowledge, together with a lack of utilization of retrieve available information and skill set of use technologies. However, this informality within SE and on projects can also be viewed as a strong motivation for adoption of KM, since it will affect dissemination and transfer of experiences and relevant knowledge to future organizational development (Egbu et al., 2004). Specifically, though, as in any global corporation, SE need appropriate and up-to-date knowledge in order to compete, they tend to be more susceptible to problems of high attrition rate and knowledge sharing retention. Thus, this knowledge must be appropriately managed, disseminated and retained in the company. Consequently, even though KM processes are onerous in terms of cost saving on both direct and indirect costs, the consequences for an SE of not maintaining those processes can potentially make the SE vulnerable to knowledge leakage and consequent losses in efficiency, productivity and competitiveness.

This paper, presents preliminary results of a study that aimed at addressing the latter gap, by trying to understand current KM awareness, perceptions and requirements in SE. Elements of success factor approach was chosen, as the aim was to acquire an in-depth appreciation of the understanding of KM and potential barriers to its use. Therefore, a questionnaire-based study was deliberately. Before initiating the questionnaire process, an exhaustive literature review was undertaken, in order to gain an insight into KM and SE debates and to establish an appropriate success factor conceptual KM model for SE. Accordingly, the paper is organized into three main sections. A summary of the literature review is presented in the first, followed by a description of the research methodology and design. Finally, results are discussed and conclusions drawn.

## REVIEW OF THE LITERATURE AND THEORETICAL CONCEPT

Despite the strength of the KM in SE argumentation discussion, the lack of use KM within SE because that they are currently not convinced of the advantages of adopting a KM strategy for innovative purposes and business growth. Kerste and Muizer’s (2002) explanation for this is that for SE, acquisition of knowledge is only interesting if this knowledge can be easily obtained, disseminated and will result in pragmatic and immediate increase in efficiency, higher profit margin or competitive advantages. In other words, KM advantages have to be clear and easily attainable to social business, otherwise SE will continue to focus on the traditional way of working such as owner decision making. However, there is currently a success factors of KM available for SE (Mc Adam and Reid, 2001). From the literature, definitions of knowledge vary widely. Many of articles in the KM search often confuse between knowledge with information, as identified by Wilson (2002) and Firestone (2001), and thus add to a certain degree of confusion and epistemological conflict. Knowledge management is understanding of or information about a subject which has been obtained by pass experience or empirical study. Prior research documented referring social entrepreneurs (SE) play a significant role in the economy of a country. Consequently, the performance of the social sector is slowly increase volume associated with the performance of the nation. In Thailand, social enterprise is a small proportion of the total generate income comparing with SME which they a large proportion of the total establishments in the various sectors. Social enterprise comprise with small percentage to generate total income of the country, however the profit is not majority focus on purpose of social business. Previous studies dealing with the conditions of successful business have focused on small and medium companies rather than social enterprise. However, changes in the economic cause more uncertainty in social enterprise than in small and medium companies.

### 2.1 Definition of Social Entrepreneur

Now a day the use of the term social entrepreneur is growing rapidly, the field of social entrepreneurship to the wider field of entrepreneurship. Success stories of individuals solving complex social problems are being used to legitimize the field of social entrepreneurship. The examples of best practice that are frequently referenced in the literature on social entrepreneurship include: Ashoka, OneWorld Health, The Skoll Foundation, and the Schwab Foundation for Social Entrepreneurship. However, the field is arguably phenomenon-driven Mair and Marti, (2005) and falls short when compared to areas that are perceived to have greater rigour applied to them. As evidence of this, scholars have yet to link social entrepreneurship to the theory of entrepreneurship and knowledge management. Social Entrepreneurs and social enterprises traditionally lean towards a non-profit business model, as they are society-oriented organizations. For the social enterprise, their social mission is an explicit and central objective. This obviously affects their perception and assessments of opportunities. They purely focus on the social impact of their business activities, not on wealth creation. Austin, (2003) state that many commercial businesses are of a view that they are fulfilling various social needs along with their business motive to earn maximum profits, but social entrepreneurs are completely different from them. The social impact is the primary motive of their business.

Currently, the main aim of social enterprises is to generate a profit in order to pursue their social and environmental goals. The profit from a business can be reinvested with an aim to expand its service area for the welfare of the society. Similarly, the profit of a social entrepreneur can also be used to support a social cause, such as funding the programming of a non-profit organization for social purpose. Moreover, a business can accomplish its social aim through its operations by employing individuals from disadvantaged backgrounds or by providing finance to those microbusinesses which have difficulties in securing investment from mainstream lenders. Challenges for Social Entrepreneurs in Thailand The positive feedback of success and attention will naturally encourage new entrants, driving more and more effective social entrepreneurial initiatives. Peredo & McLean (2006) indicate that there are nevertheless tremendous hurdles and challenges that many social entrepreneurs face while operating in Thailand and that hinder the entrance of new social entrepreneurial ventures.

The review on challenge of Thai social entrepreneur is lack of education in social entrepreneurship in Thailand is still encumbered by the traditional educational system of the country. As education is the main source for promoting entrepreneurship in the business sector of the economy, there is still a lack of specific curriculum on social entrepreneurship development in the Thailand education system. Due to the increasing demand of this sector, currently, the social entrepreneurship education is a "new era" limited to graduates of business schools and management institutes, whereas for other streams of education like the sciences and arts there is not a single course on social entrepreneurship in the curriculum. Due to this gap in the Thailand education system the country's entrepreneurial sector is still underdeveloped and struggling. Even business schools that have developed curriculum on social entrepreneurship are lacking in terms of social entrepreneurship. This lack of social entrepreneurship knowledge presents a major challenge for social enterprises in finding competent and skilled promoters.

Characteristics of social enterprise are 1) Multi-agency environments is a social enterprises operate within complex environments comprised of diverse stakeholders and client groups. 2) Enterprise orientation as viable trading organizations, making an operating surplus, they are directly involved in producing goods or providing services to a market. 3) Social aims they have explicit social aims such as job creation, training or the provision of local services. They have strong social values and mission, including a commitment to local capacity building. They are accountable to their members and the wider community for their social, environmental and economic impact.4) Social ownership they are autonomous organizations often with loose governance and ownership structures, based on participation by clients, users, local community groups or trustees. Profits are distributed to stakeholders or for the benefit of the community.

### 2.2 Characteristic of Knowledge Management

Thus, and in generic terms, the aim of KM practices is to maximize organizational and individual knowledge by extracting tacit and implicit knowledge and translating these into explicit knowledge, which then can be interpreted, represented, codified, stored, retrieved, shared, access and disseminated. Therefore, academics such as Srikantaiah and Koenig (2000), Sanchez (2001), Firestone (2001) Nonaka and Takeuchi (1995), Howells (1996) as well as a large of multinational organizations, governance institution, local community and educational institutions have embraced the concept of KM. Not that these individuals and organizations reverted to a platonic objective view of the world, but because it is agreed that KM must include processes of interpretation, extraction, translation and acquisition of knowledge that are not usually included in traditional information management.

Nevertheless, it is undeniable as stated by Wilson (2002), that some KM use, large of multinational organizations, governance institution, local community and educational institutions, has been synonymous to research some cases KM has been promoted by well know consultants such as Accenture through simple renaming of existing solutions and technic of development. In general, KM in large organizations should be seen as the process of critically managing knowledge to meet existing needs and achievement, to identify and exploit existing and acquired knowledge assets and artefacts and to develop new knowledge in order to take advantage of new opportunities challenges and create competitiveness (Quintas et al., 1997). In holistic terms, KM must be seen as a strategy to manage organizational knowledge assets to support management decision making. To enhance competitiveness, and to increase capacity for creativity and innovation (Zyngier et al., 2004). In operational terms, De Jarnett (1996) proposed KM as a cycle that starts with "knowledge creation then knowledge sharing, which is followed by knowledge interpretation, knowledge dissemination and use, and knowledge retention and refinement".

### 2.3 Types of knowledge

The conceptualizations of knowledge, the literature in KM are different types of knowledge in order to be able to propose its management. Not negligence of the internal nature of knowledge creation and construction, KM focus on the nature of the captured knowledge that emerges from the process of knowledge such as lesson learnt and learning by doing. Wilson (2002) and most of the social constructivist and postmodernist philosophers would argue that once extracted this knowledge is but mere information and heuristics. KM divide and typify knowledge in two different ways.

**Explicit knowledge** can be formalized and represented, and thus articulated in formal languages. This is the type of knowledge that most critiques of KM equate to information. As information, explicit knowledge can be easily stored systematically and retrieved, shared and cascade within business unite and organizations. Some of the examples of explicit knowledge are found in commercial publications, e-mail, internet, share drive, companies broadcast intranets, database, organizational business records and self-study material (Srikantaiah and Koenig, 2000). The management of explicit knowledge usually call chief information technology they role are includes create, generate or acquisition of that knowledge and should be supported by a number of information and communication technologies.

**Tacit knowledge** can be described as experience and lesson leant that are embedded in an individual such as perception, perspective and inferential knowledge. It includes lesson leant, best practice, insights, hunches, intuitions, and skills that are highly personal and difficult to formalize, and as a result are hard to communicate or share with others. Tacit knowledge therefore cannot be easily codified and thus is not readiness transferable from one person to another and formulate to achieve and retrieved. It can only be "learning by doing" by close association over an extended period of time. The core differentiation between information management and KM lies in the assumption that tacit knowledge forms the basis of intellectual capital of organizations and needs to be expressed and managed. Traditionally, Information Management do not consider tacit knowledge in their frameworks and models and focus on explicit knowledge alone. Explicit knowledge is relatively uncomplicated, therefore, it is with tacit knowledge that KM enters into a new and unexplored field. According to Nonaka (1991) explicit and tacit knowledge have a symbiotic relationship where the each contribute or benefit from the other. In order for KM to be effective it is essential that both explicit and tacit knowledge are present in the organization's infrastructure. This infrastructure may include benchmarking, training, sophisticated information technology and a basis of trust and will vary depending on the complexity of the organization and its goals and objectives.

### 2.3 Factors of knowledge management

Before identification and analysis of factors it needs to be born in mind that social enterprises are characterized by already mentioned distinctive features. This features influence not only leadership style or sources of financing, but also in a special way influence organizational culture through unusually high degree of mission awareness and declared values. Unfortunately rarely does the research on factors touch upon the third sector organizations. For lack of a comprehensive theory for the study of social entrepreneurship, most studies rely on the business entrepreneurship literature (Bygrave, 1993) (Dacin et al., 2011). Therefore, the author made an attempt to find out to what degree solutions elaborated by the private sector can be used in the third (social) sector. The main aim of the research was to identify success factors in social enterprises, as well as identification of similarities and differences in terms of success factor in both sectors.

An analysis of the literature on social entrepreneur and social enterprises shows that most of the researches focus mainly on identification of activities determining the survival of the organization (Hisrich et al., 1997). The results of this researches can be categorized in two areas, i.e. descriptive and normative. Descriptive researches concentrates on identification of distinctive features that social entrepreneurs probably have, while normative researches concentrate rather on identifying factors affecting the success of social enterprises (Smallbone, 1990). Whilst the main objective of the company operating in the private sector is to achieve a profit and economic returns, in case of social enterprise the main interest is the added value and social contribution, with emphasis on the sense of mission and service (Kanter & Summers, 1997). Another dissimilarity is over-dependence of the social sector enterprises on external sources of funding, due to its inability to demand realistic fees for the services provided to the majority of its clients, in addition to its reliance on volunteers and staff ready to accept below-market wages (Emerson, 1998). The above-mentioned characteristic features and differences appearing between private and public sector, to a large extent influence the specificity of success factors. However, some of them apply to enterprises operating in both sectors.

Social enterprise were defined differently from different country to another, but still there are same criteria for the classification of social enterprise on which almost all countries and organizations agree. Those include purpose of set up enterprise, sharing profit to social, operation process in ecology, set purpose of enterprise to solving social problem and fair trade. For practicing KM in SE, there are certain factors or areas which are vital for its practices. These factors are known as Key Success Factors (KSFs). In general, areas, matters or actions which are useful in the successful practice of a plan, process, project or business are known as Critical Success Factor (CSFs). When it comes to the practices of KM, those 'activities and practices' which are helpful in the practices of KM are known as success factor Wong, (2005). The importance of KM not only essential for large organizations but most significant for social enterprise and the success social enterprise is well manage their learning organization and build strong capacity of knowledge management Skryme, (1997).

Reference on the above discussion, practicing of KM lack in SE and one of the most important reason is not having enough financial resource (OECD, 2002). Although another reason for not practicing KM is that SE because is lack of financial and mentoring. This attribute of SE is an important obstruction in the process of knowledge sharing which is an important component of KM practices. Social entrepreneur don't want to share their knowledge with the employees because they fear that when employee will leave the company they will take knowledge, experience, know-how and good practice with them. Now a day start up social enterprise has struggle with lack of experience and this is reason why KM is so much important in social entrepreneur Klein, (2008).

As a result of literature review exploratory research on 31 KM projects in 24 companies, by Davenport et al. (2008) purposed of finding and determine the factors associated with their efficiency and effectiveness practicing in knowledge management. The survey before start project they do evaluated each performance and acceptant rate by using indicators to those of successful rate. As outcome were classified as success factor from eight common ground were identified. They were linking KM to economic performance including clear communication and use simple language, a standardize and adjustable knowledge structure, multiple channels of knowledge sharing and transfer, build up learning organization culture, accessible into system of knowledge sharing , innovation and change motivation and collaboration and support from top management. However, since this was an exploratory study, it was agreed by Davenport et al. (1998) that linking the identified factors to the success of KM should be viewed as hypothesized, not empirical study.

*Leadership support:* Without the commitment and support from leadership in an organization, not only KM but even any other course of action can't be followed or practiced. Hence, Leadership plays a major role in the practices of KM. This factor was considered as CSF by different authors. Like organization leadership and support (Wong, 2005), knowledge leadership (Skryme & Amidon, 1997), senior management support (Davenport et al, 1998), leadership (Holsapple & Joshi, 2000); (Hasanali, 2002); and senior leadership support (Liebowitz, 2009).

*Organization Culture:* Culture plays a vital role in any organization. In an organizational culture where people are afraid of sharing their knowledge should first be changed. Different studies emphasized on the importance of culture. Culture itself consists of many components and here we are discussing about CSFs for the practices of KM, therefore emphasis should be on 'knowledge friendly culture'. Culture was suggested as a CSF by many authors like culture by (Wong, 2005); (Hasanali, 2002); (APQC, 1999) supportive culture (Liebowitz, 2009), knowledge friendly culture (Davenport et al, 1998) and knowledge creating and sharing culture (Skryme & Amidon, 1997), (Skyrme and Amidon, 1997; Davenport et al., 1998; Liebowitz, 2009; McDermott and O'Dell, 2001)..

*Information Technology:* Without suitable Information Technology (IT) tools, KM can't be practiced because IT is a foremost enabler for KM practices. Different authors have analyzed the significance of IT as key KM enabler and considered it as a very important CSF for KM implementation. Like IT by (Wong, 2005), technological infrastructure (Skryme & Amidon, 1997); (Davenport et al, 1998), knowledge Ontologies and repositories (Liebowitz, 2009), IT infrastructure (Hasanali, 2002) and technology (APQC, 1999),(Alavi and Leidner, 2001).

*Strategy and Purposes:* Strategy should be developed about the practicing of KM. Without proper strategy, any plan will fail. This factor was suggested by many authors with different names like strategy and purpose (Wong, 2005), strong link to business imperative, vision and architecture (Skryme & Amidon, 1997), clear purpose and language (Davenport et al, 1998), KM strategy (Liebowitz, 1999) and strategy (APQC, 1999).

*Measurements:* Measurement acts like a data collection system that gives useful information about a particular situation or activity. An initiative like KM will suffer the risk of becoming just another management fad, if it is left unmeasured. Sayings like “you cannot manage what you cannot measure” and “what is measured is what gets done” certainly hold true for KM. According to Arora (2002), measuring KM is necessary in order to ensure that its envisioned objectives are being attained. Measurement enables organizations to track the progress of KM and to determine its benefits and effectiveness. Essentially, it provides a basis for organizations to evaluate, compare, control and improve upon the performance of KM (Holsapple and Joshi, 2000; Davenport et al., 1998; Hasanali, 2002; APQC, 1999).

*Organizational infrastructure:* Many organizations especially large ones have KM infrastructure in the form of KM department, Chief Knowledge Officer (CKO) or Chief Information Officer (CIO). Such infrastructure is important for the practices of KM. This factor was also previously discussed by authors as CSF. Like organizational infrastructure (Wong, 2005); (Davenport et al, 1998), CKO or equivalent and KM infrastructure (Liebowitz, 2009) and structure, roles and responsibilities (Hasanali, 2002).

*Processes and Activities:* All processes and activities should be systematic. Process and activities should be coupled with KM. Without proper linkage between ‘process and activities’ and KM, there will be no use of practicing KM. Factor was suggested as CSF by many authors like process and activities (Wong, 2005), systematic organization knowledge processes (Skryme & Amidon, 1997), multiple channels for knowledge transfer (Davenport et al, 1998) and control and co-ordination (Holsapple & Joshi, 2000). Processes and activities (Davenport et al., 1998).

*Motivational:* To encourage knowledge creation and sharing behavior, rewards are important (both intrinsic and extrinsic). This factor was suggested as CSF by authors as motivational aids by (Wong, 2005), change in motivational process (Davenport et al, 1998) and incentives to encourage knowledge sharing (Liebowitz, 2009.; Yahya and Goh, 2002;Hauschild et al., 2001).

*Organization Resources:* Resources are mandatory to practice of KM. If organizations lack financial resources then practices of KM will be almost impossible. Different authors combined financial and non-financial resources under ‘resources’. All resources are essential but financial resources are more important because all other resources are dependent on financial resources. Hence this study will analyze separately ‘financial’ and ‘non-financial’ resources. ‘Resources’ was suggested as CSF by (Holsapple and Joshi, 2000; Davenport and Volpel, 2001; Wong and Aspinwall, 2004).

*Training and Education:* Human Resource Management and Development involves training and education, thus another important factor for the practices as KM practice requires proper training and education to employees. Training and education is not only important to low level employees but is required for top management as well. If top management does not know anything about KM and its benefits then how they will pursue its practices. As a result, training and education is treated as a CSF for the practicing of KM. This factor was suggested as CSF by (Wong, 2005) as ‘training and education’ (Liebowitz, 2009)

*Human resource Management:* Knowledgeable people who also know the importance of sharing knowledge are important for KM practices. At the end of the day, it is upon employees who know how to get benefit from implementation of KM? This factor was also suggested by (Wong, 2005), as ‘Human Resource Management’ (HRM). HRM is not only limited to hiring and retaining of employees (Liebowitz, 2009); Hauschild et al., 2001).

In fact, it involves activities like human resource planning, industrial relations, setting safety and health standards etc. Some of these are not important to practicing of KM, therefore; scope of this factor was limited to only ‘hiring and retention of employees’ in this study. This also has an impact on the culture of an organization. As culture is dependent on humans so such people should be hired who are knowledgeable and like to share their knowledge. This will help in the promotion of knowledge sharing culture.

**Table 1. Summary of success factors in KM.**

| Success factors | (Wong, 2005), | (Skryme & Amidon, 1997) | (Davenport et al, 1998) | (Holsapple & Joshi, 2000) | (Hasanali, 2002) | (Liebowitz, 1999). | (APQC, 1999) | McDermott and O’Dell, 2001). | (Holsapple & Joshi, 2000) | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| *1.Leadership Support:* | x | x | x | x | x | x | | | | 6 |
| *2.Organization Culture:* | x | x | x | | | x | x | x | | 6 |
| *3.Information Technology:* | x | x | x | | x | x | x | | | 6 |
| *4.Strategy and Purposes:* | x | x | x | | | x | x | | | 5 |
| *5.Measurements:* | | | x | x | x | x | x | | | 5 |
| *6.Organizational Infrastructure:* | x | | x | | x | x | | | | 4 |
| *7.Processes and Activities:* | | x | x | | | | | | x | 3 |
| *8.Motivational:* | x | | | | x | x | | | | 3 |
| *9.Organization Resources* | x | | x | x | | | | | | 3 |
| *10.Training and Education:* | x | | | | x | x | | | | 3 |

Empirical researches have revealed that there are many factors driving KM in large organization such as the characteristics of the executive and management, the strategic tools and the specifying of KM in the vision and mission statements (Murillo & Lozano, 2006). However, the factors driving KM in local and international hospitality industry may be different. Indeed, KM should be integrated in every part of the hotel from hotel director to the front office. There is a KM implementation framework cited by Industry Thailand in 2009. This framework comprises five main stages together with a management concept: Plan, Do, Check and Action (Deming Cycle). The framework can help hotels to manage KM efficiently, and its five stages are as follows: (1) how to conduct KM planning; (2) developing a KM strategy; (3) developing KM commitment; (4) implementation of KM commitments; and (5) evaluation and improvement. Sheldon & Park (2010) claimed that the successful KM firms specify their philosophy in their mission statement, thus it can remind employees to apply KM in their routine work effectively. Therefore, firms applying KM should clearly indicate their goals in their mission statement.

With regard to the organizational structure to implement KM, (Bohdanowicz and Zientara, 2008) found that nearly half of the hotels surveyed had a knowledge management coordinator. While, one quarter of firms had an employee who took responsibility for KM (Sheldon & Park, 2010). It is certainly true that the organizational structure is an important factor influencing the success of KM; however, the proper organizational structure for conducting efficient KM is not obvious, nor whether the structure applied in the international chain hotels is similar to that in the local hotels. Another matter to consider is the threats applying KM. Most firms claim that lack of resources such as time, employees, and budget is the main limitation to conducting KM for example in high season the manager cannot focus on training (Sheldon & Park, 2010). However, research shows that the trend is for hotel to apply KM.

### 2.4 The Sufficiency Economy Philosophy

In Thailand, there is a philosophy called "Sufficiency Economy" which was created by His Majesty the King in 1997 (Office of the Royal Development Projects Board, 2009). Indeed, the concept of sufficiency economy can be favorably considered as a fundamental philosophy for applying CSR & KM. The official definition of the philosophy emphasizes the appropriate way of life, which starts with self-sufficiency and leads to giving to others or to the expansion of firms. Indeed, the sufficiency economy comprises three main elements: moderation, reasonableness, and self-immunity from the impact of external changes. The philosophy is based upon developing the knowledge and morality to achieve the aims of the sufficiency economy, being unity, balance, and sustainability. Therefore, by this philosophy, the growth of firms is heavily reliant on internal capability, and firms should not incur debt for expansion. Thus, it is an inside to outside method, which can be applied to sustainable living and to sustainable businesses.

There is a related association, the Green Leaf Foundation, established in 1998 through the cooperation of six organizations (Green Leaf Foundation, 2009). There are five organizations from Thailand consisting of the Electricity Generating Authority, the Metropolitan Waterworks Authority, the Association for the Development of Environmental Quality, the Tourism Authority of Thailand, the Thai Hotels Association and the other is United Nations Environment Program. The Association for the Development of Environmental Quality aims to foster people's environmental awareness leading to taking action in an environmentally friendly way, supporting tourism and hotel firms in improving their performance according to the green standard, and finally, developing environmental management standards through advanced technology that meets clients' needs/wants in the tourism and hotel industry. The association will award a green certificate to candidates who have passed an assessment; there are three steps involved: screening, qualifying, and grading questionnaires consisting of 18 sections. There are five levels of the green certificate, being represented by five leaves. Indeed, the green leaf certificate is well-known as a means for tourists to determine socially responsible hotels, thus the certificate helps hotels' reputations and brings brand awareness. However, candidates have to continuously improve the quality of CSR performance; at the same time, this involves a great deal of cost, meeting timescales, and production of documentation. Recently, more than 170 hotels were reported to be participating in the Green Leaf Foundation. It is important to note that the Green Leaf Standard emphasizes environmental and community/social issues, which does not cover the stakeholders of CSR that deals with both internal and external stakeholders. Chumphon Cabana was awards from The office of the royal development project board to self-reliance hotel and this is matched with social entrepreneur categories.

## METHODOLOGY

This research was conducted in Chumphon Cabana Resort, for the complete resulted, 43 respondents. The stratified sampling technique was used for selecting employees which include food & beverage department, front office, housekeeping, and human resource department. The questionnaire consisted of three parts, the first part comprised of demographic, characteristic, and profile information of the respondents. The second part were asked to rank all ten factors from 1-10. One as most important and ten was least important. Weighted average method was used to rank the factors. T-test variance was used for measuring significance of each success factor benefit in practicing knowledge management in social entrepreneurs. The third part were asked to provide feedback on choosing the benefits from practicing KM were asked as well from respondents. These factors were prioritized on the basis of frequency. Frequency means, the number of respondents chose that option. The semi-structured interview of case study understand on benefit toward knowledge management.

## RESULTS

Descriptive analysis out of 43 respondents, there were females than males. The results show that (52.7%) of respondents are female. The majority of respondents, were aged between 25 to 35 years old, and majority of respondents educated in Bachelor's degree (76.6%) Average monthly income below THB 20,000 per month (43.9%). The respondent have work operate business 3-5 years (35.1%) and 53% was married.

**Table 2,** gives a list of success factors according to the significance each factor of knowledge management in social entrepreneur. Weighted mean shows that how high every factor was ranked from 1-10. Lower the weighted mean is, higher the significance will be.

**Table 2 : Mean Importance of Factors and T-Test Analysis**

| **Significance of factor for Social Entrepreneur** | | | | | |
|---|---|---|---|---|---|
| **No.** | **Factors** | **Mean** | **SD** | **t-value** | **Sig.** |
| 1 | Motivational: | 4.02 | 09.11 | 0.092 | 0.000 |
| 2 | Leadership support: | 4.50 | 09.10 | 0.125 | 0.001 |
| 3 | Organization Culture: | 4.75 | 08.66 | 0.150 | 0.001 |
| 4 | Strategy and Purposes: | 5.06 | 07.44 | 0.165 | 0.012 |
| 5 | Processes and Activities: | 5.10 | 07.21 | 0.176 | 0.014 |
| 6 | Organizational infrastructure: | 5.16 | 07.01 | 0.185 | 0.017 |
| 7 | Measurements: | 5.20 | 06.88 | 0.187 | 0.024 |
| 8 | Information Technology: | 5.46 | 06.33 | 0.193 | 0.026 |
| 9 | Human resource Management: | 5.57 | 05.66 | 0.202 | 0.030 |
| 10 | Training and Education: | 5.67 | 06.11 | 0.215 | 0.032 |
| 11 | Organization Resources: | 5.76 | 05.88 | 0.220 | 0.040 |

Significant of 0.000 α < 0.05

Based on table 2, the results shows a significant relationship of each factor involved of practicing KM by SE and significant results of all factors are below α < 0.05.motivational support is enormously important for the practicing of KM, hence making it as one of the most important success factor. The organization leadership supports is the highest ranked factors with weighted mean of 4.02 and a significant of 0.000 α < 0.05. Leadership support is an important criterion for the practicing of KM, thus a success factor for practicing of KM with weighted mean of 4.50 and a significant of 0.001 α < 0.05. Organization Culture is another important factor as nothing can be implemented without organization culture thus securing position among top 3 factors with a weighted mean of 4.75 α < 0.05. Other important factors include strategy and purposes with weighted mean of 5.06 and a significant of 0.011 α < 0.05. Processes and Activities with weighted mean 5.10 and a significant of 0.014 α < 0.05, because processes and activities creates best practice among all levels of employees about the importance of KM. Organizational infrastructure also another important factor with a weighted mean of 5.16 and a significant of 0.017 α < 0.05. Measurements also considered as an important factor with a weighted mean of 5.20 and a significant of 0.024 α < 0.05. Other factors like information technology with weighted mean 5.46 and a significant of 0.026 α < 0.05. Human resource Management with a weighted mean of 5.57 and a significant of 0.029 α < 0.05. The least two factors are Training and Education and Organizational Resources was considered as an important factor while practicing KM and the reason might be that SE lack of KM related mentors with a weighted mean of 5.67 and a significant of 0.032 < 0.05.and 5.76 with significant of 0.040 , 0.05 respectively.

**Table 3: Benefits of practicing KM in SE.**

| Frequency | Benefits |
|---|---|
| 42 | Build a strong of organization performance |
| 36 | Building up employees skills, awareness, creativeness and creativities |
| 34 | Organizational standardization |
| 21 | Cost avoidance and time saving |
| 16 | Work simplicity and create an innovation opportunity |
| 15 | Provide business enterprises an opportunities for product innovations |
| 12 | Put the right man on the right jobs |
| 11 | Better understanding among employees |
| 10 | Building up a positive culture and values add |
| 9 | Economy of scope and process innovation |
| 8 | An efficient decisions making |
| 7 | Scale up market segment of high quality products and services |
| 4 | Uncertainties and risks mitigation |

Based on table 3, the results shows that the top most benefit of practicing KM in SE a build a strong of organization performance show frequency 42, second benefit importance is build up employees skills, awareness, creativeness, and creativities frequency 36. The lowest 3 benefit to practicing KM in SE were as efficient decisions making frequency 8, scale up market segment of high quality products and service frequency 7 and uncertainties and risks mitigation frequency 4.

Background information of Chumphon Cabana Resort establish in year 1982 locate in south of Thailand, they have 120 employees, five star rated and leisure travelers seeking learning and self-sufficiency is majority of their market segment. There are many awards received in the past 10 years example The Green Leaf Foundation, Tourism Authority of Thailand, Office of the royal development project board and The National Research Centre of Thailand. The initiative concept of KM was the protected environmental and cost saving by recommend by self-sufficiency concept of the Thai Royal philosophy and lead by the owner and consultation with the Royal Foundation. The environment is the factors driven KM and the reason applying to preserve fisherman' s traditional life style and conserve the diversity of the sea nearby lastly to enhance the quality of life for communities nearby with firm recovery from natural disaster. Marine protection such as releasing scaly giant clams back into nature is their first project. This project help community to commit conduct and preserved nature by adopting family, religious and patriotic concepts to create leaning organization culture.

A vision of hotel is a sustainable hotel and build knowledge by main objective making sustainable communities, developing along with communities by participate in every departments. The core of KM in hotel are hiring local staff and build learning organization, knowledge sharing board and game competitions contest with mainly focus on integration of knowledge communities, social environmental, employee, economic, customer voice and vender issue. KM implementation in the hotel by doing daily work and join on special project of KM. Knowledge in hotel can retrieved in notice board, staff canteen, the hotel website, intranet, guest lecturers from university. Chumphon Cabana setting up a dummy company called Oom Chu (Supportive) which employees can produce and sell natural products to the hotel, they are hiring local new generation young people, apply gamily relationship concept to manage attrition rate with no retirement policy.

In term of knowledge on environments hotel are build green building which uses less energy, green driving school focuses on environmentally friendly driving. Community is their main stakeholder to collaborating with communities to preserve nature lesson learnt in many context. Hotel are applying 3 Rs concept which include reuse, reduce, recycle for garbage, reduce operational cost by producing natural product such as non-chemical hotel amenities such as detergents, shampoos, soups. Self-operation framing on none toxic rice, agricultural cooperative, biological fertilizer, vegetables, eggs, fish and apply natural methods for waste water treatments. The succeed learning hub in hotel there are operate nurture sustainable life knowledge by the learning garden called the Plearn Garden.

The benefit toward knowledge management, is a journey is to implement KM model that combine those processes, culture, technology and understanding of benefit and need. They are best potential to enhance knowledge and add value to their organization there are requires all sources and forms of knowledge to come into play to maximize business success. The finding from SE case study indicate that one of the key imperatives from them are the:

*Translation of individual knowledge* held by key personnel into organizational knowledge. This is achieved by a variety of strategies including, embedding routine process and procedural knowledge into standard operating procedures, implicit knowledge through "lessons-learnt" programmers and drawing on deep tacit knowledge through mentoring programmers.

*Generate new knowledge and encourage innovation* the finding is that SE also generate new knowledge and encourage innovation through various strategies including the provision of selective incentives and rewards. Generally these innovations tend to be proposals or ideas for new products or services, new clients, new and improved business services and new ways of using and re-using knowledge. Furthermore, these organizations often acquire new knowledge through professional associations and industry affiliations and standards. Formal R&D activities are relatively limited in most such organizations. However, a number of organizations have access to the off-shore parent company R&D facilities. The lack of formal R&D facilities does not mean that these firms are not innovative or unconcerned with both product and process improvement and innovation. Rather process and product innovation and improvement is more often seen as part of everyday business, rather than identified as a separate activity or functional division.

## CONCLUSIONS AND SUGGESTIONS

This paper addresses the benefit toward knowledge management issues of why social entrepreneur need to conduct knowledge management (KM) in their hotel this is part of development a model on KM. From what we have learnt so far, knowledge management is mechanism important to improve their productivities and cost saving. Knowledge content, process and context all need to be carefully managed in order to preserve or create value for an organization. KM also needs to be integrated into the strategic management of the organization. This can be achieved by building KM awareness, determining its intended outcomes, auditing and valuing knowledge assets and resources, and finally by developing and implementing those KM solutions that have the best potential to enhance knowledge and add value to the organization. By identifying beneficial steps, key factors and possible alternative paths to follow, this paper attempts to put into the hands of social entrepreneur tools that can help them unleash the power of knowledge in their organizations.

Benefits for implementing KM in the SE sector have not been systematically examined and investigated. Many of the existing studies have derived their set from a large company perspective. Thus, they have not really been designed to meet the needs of smaller enterprise. This study has proposed a set of 11 success factors which is believed to be more appropriate benefits for SE. It has improved on initial studies by integrating insights and ideas drawn from them as well as adding some new factors. In addition, an empirical assessment was conducted to evaluate the extent of success of this proposition.

On the whole, the results were supportive, thus providing a preliminary indication of the appropriateness of the proposed success factor. In essence, this study is probably the first to provide an integrative perspective of success factors for implementing KM in the SE sector. This helps to ensure that essential issues and success factors are covered when they are planning and developing KM. At a later stage, it can also provide a basis for them to evaluate their KM practices. For academics, it provides a common language for the discussion and study of the factors underpinning the success of KM in SE. The study also specify a prioritized list on the role of each success factor practiced by SE. Further studies in this field should focus on the former issues in order to close the gap between theoretical propositions and the reality of practice.

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# REGULATION OF SOCIAL RESPONSIBILITY – A FUTURE OR DEAD END?

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**ABSTRACT**

Corporate social responsibility involves the assumption of obligations set above the law. Once a company decides to have the CSR (Corporate social responsibility) concept at the core of its business activities, it should also have the capacity to quantify and assess the CSR principles to control them effectively and efficiently, detect their deficiencies and conceive the ways of their future development. Thus, socially responsible companies voluntarily decide to do things not directly required by the law.

On the other hand, what is the point in regulating a concept of a voluntary nature? As shown by Czech and international studies, corporate social responsibility is accepted by a vast majority of managers. The global market is very closely related to the way the global competition mechanism works and capital is used in a global scope. By embracing CSR, will a company become less or more competitive?

The study compares the standard approaches to CSR evaluation providing a solution for further corporate social responsibility implementation. The future of CSR will depend of the regulatory framework. The paper brings a concept that may find good use in the coming decade.

***Keywords**— Corporate Social Responsibility, Regulation, Business.*

## INTRODUCTION

The question of corporate social responsibility is rather complex and, in the last fifty years, diverse theoretical streams have emerged. Some authors think that corporate social responsibility has been developing in parallel with stock companies and, in many cases, CSR issues were first conceived as early as the 19th century. For example, by building quarters for their employees, the company owners manifested their interest in an increase of their workers' productivity offering them acceptable housing as well as a belief that, by doing so, they strengthen the ties between the management and the employees. Anita Roddick, founder of The Body Shop, succinctly formulated the intuitive form of care and responsibility as an integral part of corporate policy: *"Being good is good business"* (in Putnová & Seknička, 2007).

Since the end of World War Two, this theme has gained a considerable momentum. As the importance of corporate social responsibility grows, diverse conceptions keep being extended and mingled. Often, authors combine different approaches while using the same terminology. The dynamic and spontaneous development is also reflected in varied terminology and the multitude of projects and models that use CSR as a shield.

Corporate social responsibility is an umbrella concept with no unequivocal definition. For example, it includes the concept of "sustainable development" or "good citizenship". When classifying CSR, three main pillars are considered - economic, social, and environmental.

Corporate social responsibility is manifested by an open dialogue with all the groups involved that affect the operation of a company. A responsible attitude of the stakeholders is also of importance for them to be seen as reliable partners.

Below, we mention two most cited and elaborate theories that deserve special attention:

1. Main Theories connected with CSR

Below, we mention two most cited and elaborate theories that deserve special attention:

*1.1. Stockholder theory*

According to this classical approach, which has its beginnings in the 19th century, flawless competition will remove from the marketplace any unwanted activities that do harm to the participants and the marketplace as such. The only objective for a company owner should be to maximise his profit. The most prominent representative of this line of thought is Milton Friedman.

According to Friedman, only one corporate social responsibility exists – "using resources and engaging in activities designed to increase owners' profits so long as it stays within the rules of the game" (Friedman, 1970). Friedman says that it is the task of a government to set rules and business should keep strictly to such rules maximising the profit (in Cohran, 1996).

Friedman's challenge to the most general corporate social responsibility is based on several arguments (in McAleer, 2003):

1. As a legal entity, a firm is a social construct while responsibility can only be borne by a natural person.
2. Representing the owners, the primary responsibility of the management is to these owners and not to broader stakeholder groups.
3. Taking into account of or protecting non-stockholder stakeholders' interests can only be done at the expense of the stockholders, which in fact means the management imposing a tax on the stockholders.
4. The stockholder theory encourages individual responsibility, which speaks for this theory.
5. Corporate social responsibility curtails the freedom of society by assuming commitments deforming the pluralistic clash of pluralistic interests.

*1.2. Stakeholder Theory*

A response to the preceding classical view and natural development in corporations was the theory of stakeholders. According to it, a firm should not be exempt from the requirement of moral responsibility. This principle after Freeman came to give birth to an increasingly popular theory of participating groups or stakeholders:

According to this theory, none of the groups such as the owners should be favoured at the expense of others such as managers, employees, customers, suppliers, and local community). These groups cannot serve as a means for other people to reach their goal (this would contradict Kant's categorical imperative - in Bohatá 1995.

In their paper, A Stakeholder Theory of the Modern Corporation: Kantian Capitalism, Evan and Freemen proposed a mere framework of the theory of stakeholders (Evan & Freeman; In Bauchampt & Bowie, 1993). But as soon as 1980, Fama formulated the concept of a company as a set of contracts including the way a firm is interrelated through inputs and outputs. In this connection, ownership is subdued as an irrelevant concept (in Cohran 1996).

This view led to a stakeholder model, in which a firm is part of a network of commitments between "participating groups". In this theory, Evans and Freemen propose a concept in which the simple responsibility of the managers to the stockholders should be replaced by a "broader responsibility" of the managers to all the "participating groups".

According to Evan and Freeman, firms are in fact governed in the interest of "participating groups" and by no means of the stockholders only. The managers of a firm do not represent the interests of only the owners, but also those of employees, customers, and other groups related to the firm. They are responsible for maintaining social peace.

It is a certain paradox of today's world that most of the stakeholders are stockholders, too – directly or indirectly. An average American, for instance, has a pension fund or funds that have portfolios of corporate stock, which is reflected in the stock exchange. As a result, all employees of such firms are primary or secondary stockholders. This means that they own shares or right to shares of the firm that employs them. This also applies to the customers – the bulk of the customers of major firms directly or indirectly holds stock of firms that manufacture products that they buy – as well as to some stakeholder groups.

The stakeholder theory makes an attempt at explaining the functioning of a firm in the modern world. Firms are objects of the demand of various stakeholders. Their values and decision-making, however, are weakened by mutual, often contradictory acting of the "players". As can be seen, the stakeholder theory is still subject to development. Even if not all of the principal questions have been answered such as the question of specifying the rights and obligations of each participating group, this theory is gaining new sympathizers and supporters.

*1.3 Three pillars of CSR*

The generally accepted CSR doctrine is based on three pillars: economic, social and environmental.

***The economic pillar*** in the concept of corporate social responsibility represents

drawing up an ethical code of conduct for firms
adopting corporate governance principle (see OECD directive)
transparent conduct
continual dialogue with the stockholders
anti-corruption policy
protection of intellectual property
defining relationships to customers, investors, and suppliers

***In the social area,*** corporate social responsibility involves

continual dialogue and cooperation with the stakeholders
development of human resources to ensure health and safety of employees
taking care of the employees' work life balance
equal opportunities (not just for men and women but also for other handicapped groups)
observance of human rights in the workplace
ban on child labour
development of human capital
firm's charity

***Environmental activities*** *focus on*

framing the firm's environmental policy
environment-friendly production, products, and services
protection of natural resources
activities towards reducing negative impacts on the environment

## 2. CSR and related concept

As mentioned above, CSR is not a single globally accepted concept, but rather a dynamically manifested process reflecting the current business and socio-economic environment, which overlaps or complements a number of existing concepts of corporate social responsibility. Some of the concepts related to corporate social responsibility are presented in this chapter:
Corporate Governance
Corporate Citizenship
Corporate Social Performance
Socially Responsible Investment

*2.1. An organization's vision identified with CSR*

The CSR concept should be based on an **organisation's vision and its values.** The first step towards CSR implementation is the identification of major areas in which an organisation wishes to change. In large corporations, these objectives are defined by values or visions.

Although values as abstract notions do not exist, they do determine the behaviour of people and the generation of both tangible and intangible assets.

Values are also major social regulators.
They also have a significant role in cultural heritage and interpretation of history.
Each new generation is again spiritually engaged in accepting or refusing the values inherited.

Values of everyday life
Family, solidarity

Personal responsibility – individualism, patriotism
Necessary condition:
Credibility of both ideas and the people representing them.

In society, values have a cultivating role in defining the acceptability or non-acceptability of behaviour. This applies to both individuals and corporations. Business entities should have their value priorities clearly defined. Well-defined values should become the backbone of corporate culture improving the relations with all stakeholder groups.

Figure 1: Values and stakeholders

| area of CSR | Stakeholders | values |
|---|---|---|
| **business** | • owners and investors | • transparency |
| | • customers | • personal approach |
| | • business partners | • quality |
| | • suppliers | • reliability |
| | • competitors | • honesty |
| | • governmental institutions | • transparency |
| **social** | • employees | • education, training |
| | • trade unions | • communication |
| | • public | • support |
| | • non-profit organisations | • active support |
| | • media | • objectivity |
| | • educational institutions | • education |
| **environment** | • non-profit organisations | • environment protection |
| | • governmental institutions | • environment protection |
| | • public | • environment protection |

Source: Steinerová (2008)

*2.2. Possibilities and degree of stakeholder involvement*

The choice of instruments depends on the degree of a particular stakeholder's involvement. Instruments used to obtain feedback are different from those used to get stakeholders involved in the decision-making process or in other case

Table 1: Stakeholder involvement

| **Feedback** | **Dialog** |
|---|---|
| Survey<br>questionnaire enquiry<br>online form<br>telephone support<br>Help desk<br>Box for suggestions and comments<br>Form for voicing an opinion | • forum of representatives<br>• advisory board<br>• individual interviews<br>• work group<br>• participation in decision-making process<br>• organisation of joint projects |
| market survey<br>interview<br>discussion<br>working meeting<br>online forum<br>informal meeting | |

Source: Steinerová (2008)

S. Smith (2004) gives the following answers to the question of why stakeholders should be involved:

*Environment of forecasts and innovations*

Systematic dialogue with the parties involved, especially those well informed on the far-reaching effects of business projects may be a sophisticated instrument for envisaging new trends and problems.

*Risk management*

A dialogue with external entities may enable early detection of the risks involved in a commercial enterprise.

*Mutually beneficial relationships*

Often, personal interactions and the capability of establishing individual relationships are the most effective approach to building confidence and company's credibility.

*Defining objectives and performance monitoring*

Meeting a number of stakeholders may help develop meaningful objectives and assess the actual performance.

*Information*

In today's business environment, access to information and relations exceeding the traditional resource may bring a competitive edge. An organisation receives this information from the stakeholders (Černohorská, Putnová, 2012).

## 3. CSR related standards

According to the Institute for Social and Ethical Accountability, about 300 instruments exist – norms, standards, and framework requirements – to control business and the non-profit sector. Such a great number of measures exist because the law does not stipulate specific conditions of inspection. The below table shows the most noted systems.

System of CSR inspections

| | |
|---|---|
| Normative framework (what is to be done) | OECD: Principles of managing global corporations<br>UN Conventions and Declaration: sustainable development |
| Process guidelines (which communication criteria and methods should be chosen) | AA 1000 standards<br>Global Reporting Initiatives (GRI): sustainable development reporting<br>ISO 14 001 |
| System of management (how these criteria should be incorporated) | Social Accountability SA 8000<br>Sigma guidelines |

Source: http://www.globalreporting.org

ISO 26 000. Despite the activities of a number of institutions, the general awareness of the CSR concept is still insufficient. This should be improved after the adoption of ISO 26 000. The completion of a proposal of this standard has already been postponed three times. The reasons for this procrastination may be given by the different cultural backgrounds and efforts to balance the interests of stakeholder groups.

In 2004, the International Organisation for Standardisation (ISO) announced the enactment of a new ISO 26000 standard on social responsibility. Started in 2005, the development process was facilitated by the ISO/TMB/WG SR working group consisting of about 300 experts nominated by 54 ISO member countries and 33 contact organisations representing the six main participating parties (industry, government, users, labour, non-governmental organisations and services, support, research, and others). It is one of the largest and most diversified working groups created by the International Organisation for Standardisation.

### *3.1. How should CSR be applied*

At present, corporate social responsibility is seen as a voluntary commitment of firms. Three degrees of voluntariness can be distinguished:

1. Full discretion is supported mostly by representatives of firms and employee unions. Any enforcement would curtail creativity and enthusiasm. This approach is also supported by international organisations.

2. Non-profit organisations, however, call for strict legal regulations to enforce commitment. They want to avoid a situation of CSR being only a part of promotion and show good examples of countries in which a certain form of CSR regulation has brought good results.

3. A system of smart regulation, sometimes called the middle way, that consists in setting legally minimum standards. The firms would also be left sufficient leeway to design their own original approaches (Trnková, 2004)

*3.2. Questions related to CSR regulation*

As mentioned above, CSR is a concept that, although of a voluntary nature, has become a regular part of companies' policies.

Some basic questions remain, however, that had better be answered by the academic sphere within the coming decade.

Will the voluntary character of CSR adoption also entail an arbitrary choice of the criteria to be met by a CSR policy? If so, will this mean, for instance, that charitable activities will be sufficient for a company to be regarded as socially responsible? To what extent must a company meet the non-binding criteria?

Will the fulfilment of certain binding criteria be required? Will we settle for CSR being just a PR instrument as is often the case today?

How will the criteria change over time? Which authority will decide about introducing new criteria?

These are highly topical questions. Paradoxically, in the 21st century, we are facing slave and children's labour, misuse of the immigrant labour force, and environment protection issues. This does not apply only to developing countries or countries with cultures different from that of the western Jewish and Christian tradition.

CSR may well serve as the basic differentiation tool on a global scale.

Here the need appears of good reporting. From a number of standards, a company may choose one that best fits its size, objects, and cultural background.

Below are listed the basic reporting types:

4. CSR reporting

If firms voluntarily avowed their commitment to social responsibility, this logically entailed their commitment to reporting and documentation in this are

**Framework for CSR evaluation**

| Objectives | Norms of plans |
|---|---|
| Internal logic | Allocation of the planned activities is in harmony with the current objectives |
| Qualitative characteristic | Scope of the achieved selected and desirable information characteristics and their communication |
| Effects | Current or future effects of this activity |

Source: Gray, R., Owen, D., Maunders, K.: Corporate Social Reporting: accounting and accountability. Prentice Hall, London 1987

Large firms have already started to publish annual reports concerned with CSR such as Coca-Cola: http://citizienship.coca-cola.co.uk/corporate_responsibility/cr_review.asp
In this way, they leverage their effort put in when building CSR and improve their image.

## SUMMARY

Corporate social responsibility has become a suitable instrument for the effectiveness and harmony of economic, environmental, and social factors. In the author's opinion, for CSR to be a real, fully-fledged policy, regulation will be necessary. She believes that the choice of standards should be arbitrary but their fulfilment required if a company wishes to be seen as socially responsible.

While this may seem to be at variance with the voluntary nature and the considerable leeway to choose the CSR parameters, the author is convinced that, for a company to be characterised as responsible, certain standards must be met even if this will be a more cumbersome and costly way.
Despite this, it seems to be the way to protect the CSR concept against formalism and efforts to make it a mere promotion tool.

Without a regulatory framework, we are not in a position to objectively judge the quality of the concept.

The author even believes that this is just the first step to be followed by the measurement of CSR efficiency within a given regulatory framework.

The academic sphere is expected to tackle the unresolved issues and improve the theoretical background. CSR Europe is expected to be an authority in the European space on the definition of requited and new criteria. The author thinks that CSR conceived in this way may help companies improving the quality of life.

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## BY APPLYING NEW LITERACIES IN THE ENGLISH LANGUAGE ARTS CLASSROOM

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**ABSTRACT**

The study-in-progress examines the influence of a New Literacies English Language Arts (ELA) curriculum on student literacy achievement. We intend to answer the following question “What are the perceptions of public school teachers regarding the use of New Literacies in their classrooms”? A review of ELA research shows that New Literacies pedagogy is rooted in socio-cultural theory. The current research explores and examines teacher perceptions regarding the frequency of use of New Literacy skills in pre-selected elementary classrooms where the majority of students are African American.

To study teacher perceptions of New Literacies practice on Black Male English Language Arts achievement a mixed-method design will be used to gather and analyze data. In addition to quantitative analyses, a qualitative research design will be applied to triangulate educators’ perceptions. Analyses that control for initial student differences will also be examined. Our goal is to determine whether there are significant differences in the relationship between teacher perceptions of the use of New Literacy practices and Black male student literacy achievement outcomes. Results will be used to inform future interventions that expand the curriculum from one that marginalizes young men of color to one that promotes equal access and empowers these students.
Keywords- Black Male Success, Discourse, New Literacies

### INTRODUCTION

On July 26, 2012, *The White House Initiative on Educational Excellence for African Americans* was instituted to improve access to educational opportunities and to ensure that all African American students are well-prepared for college, careers, and life (U.S. White House, 2012). In February 2014, President Obama expanded his focus by unveiling *My Brother’s Keeper*, an initiative to investigate programs, policies, and strategies that are successful and increase community and government supports for this work (U.S. White House, 2014). Researchers from eight universities joined forces with a neighboring public school district and community service providers, located in Southeast Florida, to create a collaborative research team. Four of the university researchers in the South Florida Education Research Alliance (SFERA) have undertaken evaluating and studying current initiatives and future interventions to alleviate marginalization of students, specifically young men of color. The tiered-research team at one university has decided to study the prevalence of New Literacies skills and strategies being used in the classrooms of Black male students and whether they affect achievement in English Language Arts (ELA).

The ELA curriculum in US schools has been accused of failing minority students. Current ELA standards and standardized tests have been charged with perpetuating inequality and causing a spiral of marginalization to continue for these learners (Allington, 2004; Ravitch, 2010). It is believed that the conceptualization of ELA linked to current standards does not reflect the complex set of diverse social, cultural, and linguistic dynamics inside and outside the classroom that influence the curriculum (Toldson & Morton, 2012). There is a need for an ELA curriculum that responds to the synergy between language, identity, and power in order to combat barriers to the educational success of diverse learners.

The literacy curriculum should mirror changes in the world. The concept of literacy has changed from simply being able to read and write to being able to communicate meaning through different modes and perspectives. Educators need to recognize that literacy practices shape and are shaped by social, economic, political, and socio-cultural influences. Different communities have different ways of knowing and using language that influences literacy learning. The ways we work, play, communicate, and represent ourselves to others are all part of our developing literacies (Gee, 1996, 2001; Street, 2005). Given the social, situated nature of multiple literacies both in and out of school (Coiro, Knoebel, Lankshear, & Leu, 2008; Lankshear & Knobel, 2007) literacy learning pedagogy and andragogy must incorporate both social interaction and personal reflection (Lave & Wenger, 1991).

Progressive educators are moving away from the traditional model of focusing on isolated literacy skills to a reading model that recognizes literacy practices appropriate to each setting, and the expertise to handle the "discourse" of identity that each evokes (Gee, 1996). Gee defines discourses as ways of being in the world, which integrate words, acts, gestures, attitudes, beliefs, purposes, clothes, bodily movements and positions and so on. Discourses also integrate identities in the sense that through their participation in discourses, individuals are identified and identifiable as members of socially meaningful groups or networks (Gee, 1996).

An alternative to the traditional ELA curriculum is based on New Literacies theory. There is a range of terms used when referring to New Literacies, including multiliteracies and digital literacies (Coiro et al., 2008). The teacher education community continues to be engaged in an ongoing dialogue and debate regarding conceptions of New Literacies as well as the implications for effective interventions in educating English Language Arts teachers (NTCE, 2005). A basic framework for studying New Literacies theory includes the following three components: critical literacy, multimodal texts, and social action (Lapp, Moss, & Rowell, 2012; Leu, et al., 2004).

New Literacies theory recognizes that new technologies and a shrinking global community require new forms and functions of language. New Literacy skills include critical literacy as well as reading, writing, and literacy as social practices. Critical literacy is a tool for becoming more socially-perceptive (Gee, 2001) and providing students with the skills needed for social change. This theory conceptualizes literacy as social and cultural practice, digitally mediated and utilizing multimodalities and multiliteracies (Lapp, Moss, & Rowsell, 2012). Multiliteracies include but are not limited to cultural literacy, environmental literacy, social literacy, political literacy, visual literacy, and emotional literacy (Lankshear & Knobel, 2007).

The study-in-progress is surveying county teachers in order to inform future research and the development of a teacher training intervention that will employ New Literacies, encourage multiliteracies, and critique the discourse of the schools to change the negative perception of Black male students created by years of educational research. Historically, social and educational research on Black males has contributed to the current ELA curriculum that has marginalized this demographic of students. It is our thesis that research on curriculum changes based on the reality of the myriad discourse of Black males is needed instead of the "history of deficit and difference that has polluted educational research" (Brown, 2011, p. 26).

## LITERATURE AND THEORY

### Educational Research on Black Male Students

Brown examined how Black males have been represented in educational literature and research from the 1930s to present day. His investigation revealed a narrative of Black males as being "absent and wandering, impotent and powerless, soulful and adaptive, and endangered and in crisis" (2011, p.1). His review of past educational research found the Black male conceived as "absent and wandering" based on the Black family's struggle to assimilate into mainstream culture. Research on the educational development of the Black male youth in the 1960s was based on these previous theories. Research in the 1960s characterized Black male behaviors as powerless, castrated, and emasculated. Finally, research from 1980 to the present time finds the Black male as being "in crisis" and "endangered" (Gibbs, 1988).

Brown purports that how Black males have been negatively represented in the past, influences present educational research, curriculum, and programs. Educational and behavioral issues continue as evidence in the current literature supports Brown's claims that Black male students face the stigma and frustration of being characterized as an endangered social group (Gibbs, 1988; Omi & Winant, 1994). The following review of this literature takes on Brown's (2011) challenge of conducting research that will change these "stories" and pointing out the limitations of previous ELA educational research.

**ELA Research: Theoretical Beginnings of New Literacies**

New Literacies theory originates in socio-constructivist theory and the move towards interaction and social practice in the classroom (Gee, 2001). Vygotsky's research on thinking and language as being tools provided by a child's culture reinforced this need for socio-linguistic classroom activities (1978). Paulo Freire's educational theory emphasized the need for teachers to critique both primary and secondary discourses in schools and to challenge traditional notions of literacy instruction. His approach to literacy pedagogy emphasized that texts are situated as part of larger sociopolitical systems and conceptualizing reading as going beyond reading the word, to reading the world (Freire**,** 1970).

A discourse is a way of knowing and using words, which Gee equates to an "identity kit" (1986). Through discourses individuals are identified as members of socially meaningful groups or networks (Gee, 1986). Discourses are ways of being in the world, integrating words, acts, gestures, attitudes, beliefs, purposes, clothes, bodily movements, and positions. Recognizing the secondary discourse of the schools and ignoring the primary discourse of the home is oppressive to those from diverse communities (Gee, 1996; Freire & Macedeo, 1987). This belief is also supported by Piaget who believed schema, prior knowledge, and experiences of the student, to be the link between life and learning thus reinforcing the importance of including a student's home-based literacy practices in the ELA curriculum (1970).

In past ELA research, cultural difference theory and discourse discontinuity, or the difference between a student's home language and the discourse of the schools, has also been accused of contributing to difficulties in classroom (Gee, 1986). Sociocultural theorists would argue that discourse is the central means through which new understandings are negotiated among participants. However this theory was misinterpreted to support programs for diverse learners that contain more stringent standards, scripted instruction, and standardized tests. Cultural mismatch ideology supposes that words and thinking that are different at home than at school create a dissonance between the discourse of student homes and the public schools. Cultural and discourse discontinuity between teacher and student influences the interpretation, shaping, and evaluation of oral and written texts often causing students to be misunderstood and misevaluated by teachers. Ways of using words and thinking that are different at home than at school (Heath, 1983).

Freire's theory can be seen in what is currently recognized as critical literacy. Freire's approach to literacy education employed reading strategies meant to empower groups of oppressed people (1970). Education became meaningful to those communities because he taught reading using authentic materials and had his students examine, critique, and act upon issues affecting the lives of his students.

Critical literacy exposes students to a variety of literacy practices and teaches them to critique their primary and secondary discourses (the discourse learned at their mother's knee and the discourse of the institutions). Critical literacy recognizes the social relevance of various texts and that reading is a social and cultural practice in which texts are situated as part of larger sociopolitical systems (Laman et al., 2005). Critical literacy practices and reading strategies are used within a context of empowering students and advancing society in equitable ways (Cummins, 1996).

**New Literacies**

New Literacies theory expands on the concept of classroom interaction, expression and learning about the world through a variety of ways in and outside of school (Lankshear & Knobel, 2007). While some define New Literacies as new forms and functions of language as a result of the Internet and other information and communication technologies, others define New Literacies as a focus on local knowledge of power relations and literacies (Street, 2005, p. 132). Teaching through multimodal representations of meaning includes linguistic, visual, audio, spatial, and gestural (New London Group, 1996). New Literacies pedagogy in the ELA classroom go beyond the traditional notion of reading, writing, listening, and speaking to include opportunities for learning from the everyday literacies that students engage in, from gaming to social media to creating their own electronic media (Friese, 2008). This is especially important to our study of Black male students since expanding on the capabilities of multimodalities and multimedia allows for meaning-making using multiple sign systems utilizing social media tools to allow diverse groups of people to interact (Gee & Hayes, 2011).

The teacher education community is engaged in an ongoing dialogue regarding conceptions of New Literacies (NCTE, 2005). In a world of exploding technologies and literacy practices, it becomes increasingly difficult to think of literacy as a singular construct that applies across all contexts (Coiro et al., 2008, p. 41). Multiple, multifaceted and multimodal literacies are central to full civic, economic, and personal participation in our global community. New technologies create new possibilities and potentials for literacy tasks. New Literacies include cultural literacy, environmental literacy, social literacy, political literacy, visual literacy, and emotional literacy (The New London Group, 1996). The attention paid through a New Literacies pedagogy to multiple abilities to read certain types of texts, in certain ways or at certain levels is significant to the study-in-progress because it recognizes a consideration of how "people are socialized to use literacy in different contexts for different purposes" (Refaie, 2009, p. 185). New Literacies' socio-cultural orientation sees literacy as "situated within a range of socially patterned and goal-directed ways of getting things done in the world" (Lankshear & Knobel, 2003, p. 8). Literacy is seen as inseparable from social identities since the varying social contexts of literacy imply different ways of doing life (Lankshear & Knobel, 2003, p. 8).

New Literacies in the ELA classroom requires 21st Century learning skills such as critical thinking, collaboration, communication, global connections, local connections, and technology skills (Ravitz, Hixson, English & Mergendoller, 2012). New Literacies skills include being able to locate information, identify important questions, synthesize information to answer those questions, critically evaluate the usefulness of that information, and then effectively communicate the answers to others. New Literacies pedagogy includes a balanced classroom design of situated practice, overt instruction, critical framing, and transformed practice. Situated practice refers to learning opportunities that connect new concepts to students' everyday lives. Overt instruction allows students to learn new concepts through explicit instruction. Critical framing encourages students to search for implicit meanings linked to socio-cultural and political contexts of texts. Finally, transformative practice is when students create new innovative representations from a previous context (Cumming-Potvin, 2007, p. 495). New Literacies also use multiple learning modes to support comprehension such as visual, auditory, kinesthetic and technology-based.

Characteristics of New Literacies classrooms include: a) Multimodal teaching (print, visual art, sound, motion pictures, advertising); b) Daily work featured in multiple forms of representation; c) Explicit discussions of the merits of using certain symbol systems in certain situations with much choice; d) Meta-dialogues (think-alouds) used while modeling problems using certain symbol systems; e) Mix of individual and collaborative activities; f) Classrooms are places of student engagement in which students report achieving a "flow" state; g) Numerous instructional tools and strategies for using New Literacies in content areas; h) Critical thinking demonstrated in a multimodal environment; i) Struggling readers use on demand resources in a hypertext environment (pronunciations, definitions, and explanations of keywords and terms, audio versions of the text, video recordings, video files, photographs, graphics, interactive exercises, and student-centered projects); and j) Students fully realize the interactivity of the internet (Kist, 2000, 2003, 2005).

**Research Hypotheses**

Based on a review of the literature on New Literacies practices there is a need for research on the relationship between teacher self-perceptions of the frequency of New Literacies skills observed in their classroom. Furthermore, it is predicted that there is a positive relationship between teacher self-perceptions of the frequency of New Literacies skills observed in their classroom and Black male achievement in literacy. It is also predicted that there is a positive relationship between perceptions of frequent use of New Literacy practices and the following teacher demographics: more experienced teachers, teachers with advanced degrees, teachers receiving their degrees after 1999, and teachers with more reading courses; and student reading achievement. Finally, we expect that there is a positive relationship between teachers with advanced degrees and teacher self-perceptions of the frequency of New Literacies' skills observed in their classroom.

## METHODOLOGY

**Design & Data Analysis Procedures**

The research team felt that an online survey and follow-up focus groups would be the least obtrusive approach to collecting data from elementary school teachers. Data regarding New Literacies from the online survey will be collected on a Likert scale. Our methodology for analyzing data resulting from this protocol is a mixed method design. In addition to quantitative analyses a phenomenological method of qualitative research design was chosen to study educators' perceptions of New Literacies use in the classroom. Quantitative Data from Likert scale surveys will be analyzed using descriptive statistics such as frequencies, modes, means, and standard deviations. An analysis of variance will also be conducted based on selected categories (i.e. race, type of teacher preparation, percent FRL lunch at school, innovation zone, etc.). Researchers will ask the teacher participants to think about their own classroom as they answer questions about New Literacies practices in their classroom. Lincoln and Guba's (1985) qualitative research method will be used to analyze focus group interviews and results. The following research questions will guide this study:

1) What are teacher self-perceptions of the frequency of New Literacies skills observed in their classroom?
2) What are the perceptions of public school teachers regarding the usefulness of New Literacies and how it impacts minority student motivation and engagement?

**Quantitative Data**

Quantitative data will be collected using items from International Innovative Teaching and Learning (ITL) Study (Shear, Novais, Means, Gallagher, & Langworthy, 2010). The survey's measures of 21st century skills teaching were highly reliable (all alpha > .90) and are available by request for use in other studies (Ravitz, et al., 2012). This survey will ask teachers to consider their own teaching related to frequency of skills used in their classrooms that fall under the fallowing constructs: critical thinking skills, collaboration skills, communication skills, and information and communication technologies.

The conceptualization of the survey constructs and items came from our review of literature on New Literacies as well as the ITL study (Shear, et al., 2010). Having classroom teachers observe the frequency of these constructs currently in use in their elementary classroom will allow us to gather data that goes beyond conceptual knowledge of New Literacies to perceived application of New Literacies.

**Qualitative Data**

Qualitative strategies will consist of analysis of recorded transcripts from focus groups. Focus group questions designed by investigators will triangulate data collected from the survey through open-ended engagement, exploration, and exit questions. Researchers will ask for elaboration based on survey questions (What has made it difficult to engage students in critical discussions?). The sensitizing concepts include teachers' knowledge levels regarding New Literacies, Critical literacy, discourse, and socio-cultural literacies in each data chunk or paragraph. Furthermore, chunks of data will be coded in relation to how they may relate to the research questions, which were also developed based on the theoretical frameworks and their associated sensitizing concepts (Merriam, 2009). Researchers will aim for maximum number of ideas and opinions in a 45-90 minute period of time where saturation is the goal (stop when we hear "nothing new").

**Sample**

The sampling plan for the online survey will include at least 42 county elementary staff from 8 preselected schools. The sample will be stratified according to grade level with additional data being collected through follow-up focus group interviews with no more than five participants per group. The study-in-progress will involve the elementary instructional staff in a large, urban public school district and will be identified for inclusion based on county as employer, year, assignment (elementary grade level). The sampling plan for the online survey is at least 42 participants (Confidence Level=95%, Confidence Interval=15 and Population= 7,000). The maximum number of participants in this study's online survey equals the total number of instructional staff at the elementary school level, approximately 7,000 active elementary teachers.

The potential benefit for teachers participating in this research study is the satisfaction of knowing that they are helping to provide insight regarding the perspectives amongst English Language Arts educators' understandings regarding and use of New Literacies in their classrooms. The estimated duration of participation of teachers is one 30-minute online survey on "New Literacies" Pedagogy.

**Anticipated Findings**

The importance of the Black male discourse for teacher training of ELA teachers is clear throughout the literature. Researchers will be collecting data to find out the needs of elementary public school teachers in respect to expanding the discourse of identity in the literacy curriculum for these diverse learners. This study-in-progress is exploring relationships between teacher perceptions of application of New Literacies and 21$^{st}$ century literacy skills with reading outcomes of Black male students.

Results are predicted to show a wide range of scores on the teacher surveys, indicating a need for some of the participant teachers to improve their knowledge of New Literacies use in the ELA curriculum to expand the discourse of identity in the ELA classroom to include this student demographic. In addition, teacher knowledge of New Literacies will be compared to student outcomes and the significance of these relationships is also expected to vary. When controlled for initial student differences, we expect significant positive relationships between teacher application of New Literacies classroom practices and student reading achievement.

**Implications for Future Research**

This study will provide insights regarding the perceptions of New Literacies use in the ELA classroom and will be especially useful for pre-service and in-service teacher training relevant to New Literacies. Survey results from this research-in-progress will inform district staff and stakeholders of teacher reflections on New Literacies instruction in their own classrooms. The relationship between teacher perceptions of New Literacies ELA practices and student achievement in reading will inform the development of future teacher training intervention meant to change the "same old stories" that pervade educational discourse through the use of New Literacies in the English language arts curriculum.

**Conclusions and Recommendations CONCLUSIONS AND RECOMMENDATIONS**

"The research-in-progress will be used to inform literacy researchers, administrators and educators in regards to: a) ELA research and education that goes beyond remediation practices based on deficit and difference theories; b) Adopting a critical stance and employing Critical literacy to critique and transform traditional and existing literacy curricula; c) Developing an understanding of multiliteracies and New Literacies that enable equal access and empower discourses from diverse communities.

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# ASSESSMENT OF NATURAL TOURISM IN THE KERMANSHAH PROVINCE

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**ABSTRACT**

Kermanshah province Due to the characteristics of the environment and natural attractions such as climatic and topographical features, pasture and forest cover, water resources and protected areas too numerous to be important in the planning and management of tourism in the region. In this study, using TOPSIS model after defining the parameters and options to check the status of the 14 touristic city of Kermanshah Province are the priorities we have identified the development of the natural. Our options include the city and its indicators in order of importance are: climate, ecosystems, water, vegetation, geomorphology and environmental hazards. Evaluation criteria using AHP[1] method shows that the most important climatic factor weighing 0/423 Tourism is an effective natural agent. According to this model city of Javanrood, Paveh and Ravansar (with highest similarity to the positive ideal), most natural potential in attracting tourists and city Ghasreshirin (the lowest level of similarity to the positive ideal) end to Priority is allocated. The findings show that the TOPSIS model is a very powerful technique for prioritizing decision by places like the ideal solution.

**Keywords**: natural tourism, TOPSIS model, Kermanshah Province.

Abbreviation:1. Analytical Hierarchy Process, 2. Technique for order preference by similarity to ideal solution.

## INTRODUCTION

The phenomenon of tourism, in terms of its abundant income, have prompted many countries to invest more in this sector are (Tremblay, 2006, 34).Very important part of tourism activities in the world to benefit from nature-based tourism, which today is called natural. Activities related to tourism in natural tourist groups or individuals for the purpose of enjoying the natural beauty and stunning visual effects creation, to high mountain ranges, mountains, foothills, forests, deserts and deep sea travel (Taghvai, 1390, 101). Ecotourism is now one of the fastest growing sectors in the tourism industry. 2002 by the United Nations as the International Year of Ecotourism (IYE) has been announced. This indicates that it is of global importance (1, 2011, Banerjee). According to the World Tourism Organization estimates that it is expected to be another decade, seven percent of all tourists are nature tourists that now includes more than twenty percent (Rezvani, 1380: 116).Although Iran the presence of cultural and historical center of one of the world's top ten countries. But it must be remembered that the country has attracted a lot of features in a way that can not be easily passed from ecotourism and geotourism (nojavan, 1388, 48).

### 1. 1. Literature & Theory

Tourism based on natural environments is a huge international industry with major economic, social and environmental consequences at both local and global scales (markuzi, 2011). Tourism based on natural environments is a huge international industry with major economic, social and environmental consequences at both local and global scales (Buckley, 2001). Ecotourism has six main characteristics. These are: a) ecotourism involves travel to relatively undisturbed natural areas and/or archeological sites, b) it focuses on learning and the quality of experience, c) it economically benefits the local communities, d) ecotourists seek to view rare species, spectacular landscapes and/or the unusual and exotic, e) ecotourists do not deplete resources but sustain the environment or help undo damage to the environment, and f) ecotourists appreciate and respect local culture,

The Topsis model have great potential in priority area of tourism.

The mountainous areas have a higher potential for ecotourism.

### 1. 2. Related Works or Discussion

Several studies have already been done in the field of ecotourism in the world. Including the study by Banerjee (2010) noted that the identification of potential ecotourism sites using GIS and remote sensing of forests in West Bengal in India Mydnapor paid. And noted that the western region of lush forests, wildlife and rich cultural heritage is suitable for ecotourism development.

Farajzadeh asl (1387) in an article in the zone for ecotourism development in the province is about. The test results show that most of the province's ecotourism potential, but requires research and planning for the development of ecotourism.

Ashouri (1389) to assess the ability of nature to the use of multi-criteria analysis in small Lavasan villages paid And multi-criteria analysis leads to the conclusion that increasing the accuracy of the evaluation criteria for the location and quality of the out.

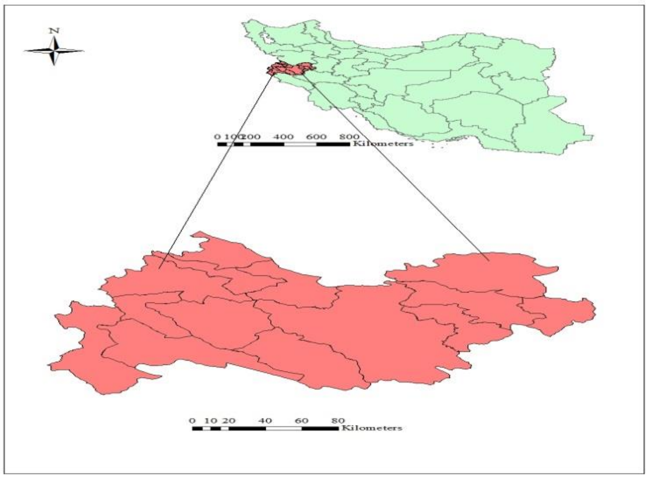
Entezary and gholami (2012) in an article on the state of the province's natural tourism using TOPSIS method and concluded that the city of Khorramabad in the best position to be able to attract tourism.

Kermanshah Province is one of the natural attractions abound, including Sirvan River, Gamasyab, Gharehsou, Alvand, etc., Mirage or of karst springs, Bistoon Mirage, Taghebostan Mirage, Nilofar Mirage and Sahneh Mirage, forest oak cave Castle and the high mountains and lush plains and diverse climates cited. The purpose of this study was to evaluate the touristic city of Kermanshah and prioritize them by considering the factors in natural tourism model is TOPSIS decision.

**1. 3. The study area**

Province of Kermanshah in western Iran and between 33 degrees and 41 minutes and 8 seconds to 35 degrees, 16 minutes and 54 seconds north latitude and 45 degrees 24 minutes 12 seconds east longitude and 48 degrees 6 minutes and 8 seconds is located. and Between the provinces of Kurdistan, Ilam, Lorestan, Hamedan and Iraq is located. The province covers an area of 24,640 square kilometers, 1.5% of the country's land area and 14 in city. Kermanshah province with the lowest point of 117 m above sea level on points West Frontier Province is located at 3354 meters the highest point in the province of Kermanshah's peaks Parav. This province has a cold climate and climate variability in the northern highlands, temperate climate in the central region of the province and the regions located in the province of West enjoys a tropical climate. The geology of the province in the Zagros folded, Zagros and Sanandaj-Sirjan located. This diversity of climate and geology has created many tourist attractions.

Figure 1 (Location of study area)




**2. Materials and methods**

In order to assess and prioritize the Kermanshah Province of natural tourism potential of descriptive - analytical use. each of these criteria is that the sum of the rating criteria for this sub scores in the matrix of the crude has. For example, criteria include three sub geomorphology slope, aspect and elevation is. Methods of TOPSIS method is used to prioritize the province. To obtain index weight by using the method of AHP Expert Choice software we use. For this comparison test of the software and its incompatibility we calculate the weight of indexes.

### 2.1 TOPSIS method

TOPSIS method is a method to evaluate and prioritize. In this way, m by n index options, are evaluated. This technique is based on the concept that the chosen alternative should have the shortest distance from the positive ideal solution and farthest away from the negative ideal solution (Momeni, 1390, 150).

2. 1. 1 The problem solving process using the TOPSIS:
- Quantification of the scale of decision matrix (N): This stage involves the scale (dimensionless) is the scale of the decision matrix. Thus, each of the measured values (sum) vector of the same indicator (scale factor, factor) is divided.

$$R_{ij} = \frac{a_{ij}}{\sqrt{\sum_{i=1}^{m} aij^2}} \tag{1}$$

2. 1. 2. To obtain the scale weighted matrix (V): Because the index is not used with equal importance, using AHP weights are obtained by multiplying each element of the matrix scale (dimensionless) diagonal matrix of weights in the $w_{n\times n}$ (average weight obtained after paired comparisons for each factor), the scale weighted matrix is obtained.

$$V = n \times w_{n\times n} \tag{2}$$

2. 1. 3 Determine the positive ideal solution and negative ideal solutions: positive ideal solution is the best option in the later fleshed matrix (an option that is most appropriate weight) and low negative ideal solution is an option Less effective.

2. 1. 4 To determine the distance of each alternative from the positive ideal and negative ideal to do any of the following matrix elements fleshed outpositive ideal and negative ideal. Euclidean distance of each alternative , calculated with the following ($d_i^-$) and negative ideal distance to each option ($d_i^+$)from the positive ideal. formula.

$$d_i^+ = \sqrt{\sum_{j=1}^{n}(v_{ij} - v_j^+)^2}, \quad i = 1,2,\dots,m$$

(3)

$$d_i^- = \sqrt{\sum_{j=1}^{n}(v_{ij} - v_j^-)^2}, \quad i = 1,2,\dots,m \tag{4}$$

2. 1. 5 Determine the relative proximity ($CL^*$), an alternative to the ideal solution:

$$CL_i^* = \frac{d_i^-}{d_i^- + d_i^+} \tag{5}$$

2. 1. 6 Rating Options: Any option that CL is bigger, the better.

## 3. Results

### 3 .1. Classification of natural tourism Kermanshah province using TOPSIS method

The method for ranking the city of Kermanshah of five indicators of climate, vegetation, aquatic ecology, geomorphology and natural hazards have been considered in the decision matrix parameters important natural factors are effective in attracting tourism Which are generally in the matrix, which means that each of these indicators have been smaller elements and the sum of the scores points in the decision matrix. For example, geomorphological indicators, elements such as slope, aspect and elevation were studied. Options are 14 city of Kermanshah decision matrix are considered to have a closer look at the TOPSIS method. Every city has a score for each parameter according to calculations made - according to the information and knowledge of the authors of the subject and the region. Qualitative criteria for the decision matrix is transformed into quantitative measures, we work to give them small amounts of 1 to 9.

1.1.6 The decision matrix (raw matrix) is natural tourism: After a bit the set upside and downside factors (environmental hazards) and more or less than its value represents the amount that is not their importance (such as temperature), as follo

1.2.Table 1 (Decision Matrix for Kermanshah Province)

| | Climate | Aquatic ecosystems | Vegetation | geomorphology | Environmental hazards |
|---|---|---|---|---|---|
| Kermanshah | 5 | 9 | 6 | 8 | 7 |
| Sahneh | 6 | 3 | 3 | 5 | 5 |
| Kangavar | 5 | 1 | 2 | 7 | 5 |
| Sonqor and Koliaee | 9 | 5 | 4 | 7 | 3 |
| Harsin | 4 | 2 | 3 | 4 | 3 |
| Paveh | 8 | 9 | 8 | 1 | 9 |
| Javanrood | 8 | 7 | 9 | 3 | 8 |
| Ravansar | 9 | 4 | 6 | 6 | 9 |
| Salas babajani | 7 | 7 | 7 | 2 | 4 |
| Eslamabad gharb | 6 | 5 | 7 | 9 | 6 |
| Gilan gharb | 3 | 6 | 7 | 4 | 1 |
| Dalahoo | 7 | 9 | 8 | 8 | 7 |
| Sarpol zahab | 2 | 4 | 5 | 6 | 6 |
| GHasre shirin | 1 | 8 | 1 | 5 | 2 |

3.1.1. normalizing the decision matrix (the dimension of the scale):This phase consists of the scale (dimensionless) is the scale of the decision matrix. Thus, each of the measured values (sum) vector of the same indicator (scale factor, factor) is divided.

Table 2 (the following matrix)

| | Climate | Aquatic ecosystems | Vegetation | Geomorphology | Environmental hazards |
|---|---|---|---|---|---|
| Kermanshah | 0.333333 | 0.435624 | 0.324324 | 0.331126 | 0.467914 |
| Sahneh | 0.4 | 0.145208 | 0.162162 | 0.206954 | 0.334225 |
| Kangavar | 0.333333 | 0.048403 | 0.108108 | 0.289735 | 0.334225 |
| Sonqor and Koliae | 0.6 | 0.242014 | 0.216216 | 0.289735 | 0.200535 |
| Harsin | 0.266667 | 0.096805 | 0.162162 | 0.165563 | 0.200535 |
| Paveh | 0.533333 | 0.435624 | 0.432432 | 0.041391 | 0.601604 |
| Javanrood | 0.533333 | 0.338819 | 0.486486 | 0.124172 | 0.534759 |
| Ravansar | 0.6 | 0.193611 | 0.324324 | 0.248344 | 0.601604 |
| Salas e babajani | 0.466667 | 0.338819 | 0.378378 | 0.082781 | 0.26738 |
| Eslamabad gharb | 0.4 | 0.242014 | 0.378378 | 0.372517 | 0.40107 |
| Gilan gharb | 0.2 | 0.290416 | 0.378378 | 0.165563 | 0.066845 |
| Dalahoo | 0.466667 | 0.290416 | 0.432432 | 0.331126 | 0.467914 |
| Sarpol zahab | 0.133333 | 0.193611 | 0.27027 | 0.248344 | 0.40107 |
| GHasre shirin | 0.066667 | 0.387222 | 0.054054 | 0.206954 | 0.13369 |

3. 1. 2. The weighted decision matrix (Dimensionless matrix the weighty):

To form the Dimensionless matrix Should have a weight parameter for this purpose need to compare every one of the factors together and we draw paired comparison matrix. The next step is to express the importance of factors.

The next step is to express the importance of factors. To do this, each element corresponding to the element at a higher level as compared to paired and their weight to the property. In a paired comparison matrix K in K (which in this study is to compare a 5 x 5 matrix) is performed (Table 4). Weight relative to the weight of the call. By combining these weights, final weights of each option will be determined (column eigenvectors in Table 5).

Figure 2 (Paired comparison matrix in the AHP method of natural tourism)

| | Climat | Vegetation | Aquatic ec( | Geomorphc | Environme |
|---|---|---|---|---|---|
| Climat | | 2.0 | 3.0 | 4.0 | 7.0 |
| Vegetation | | | 2.0 | 3.0 | 6.0 |
| Aquatic ecosystems | | | | 2.0 | 5.0 |
| Geomorphology | | | | | 3.0 |
| Environmental hazards | Incon: 0.02 | | | | |


Table 3 (matrix Dimensionless weighty)

| | Climate | Aquatic ecosystems | Vegetation | Geomorphology | Environmental hazards |
|---|---|---|---|---|---|
| Kermanshah | 0.141 | 0.072749 | 0.086919 | 0.032781 | 0.019652 |
| Sahneh | 0.1692 | 0.02425 | 0.043459 | 0.020488 | 0.014037 |
| Kangavar | 0.141 | 0.008083 | 0.028973 | 0.028684 | 0.014037 |
| Sonqor and Koliaee | 0.2538 | 0.040416 | 0.057946 | 0.028684 | 0.008422 |
| Harsin | 0.1128 | 0.016167 | 0.043459 | 0.016391 | 0.008422 |
| Paveh | 0.2256 | 0.072749 | 0.115892 | 0.004098 | 0.025267 |
| Javanrood | 0.2256 | 0.056583 | 0.130378 | 0.012293 | 0.02246 |
| Ravansar | 0.2538 | 0.032333 | 0.086919 | 0.024586 | 0.025267 |
| Salas e babajani | 0.1974 | 0.056583 | 0.101405 | 0.008195 | 0.01123 |
| Eslamabad gharb | 0.1692 | 0.040416 | 0.101405 | 0.036879 | 0.016845 |
| Gilan gharb | 0.0846 | 0.0485 | 0.101405 | 0.016391 | 0.002807 |
| Dalahoo | 0.1974 | 0.0485 | 0.115892 | 0.032781 | 0.019652 |
| Sarpol zahab | 0.0564 | 0.032333 | 0.072432 | 0.024586 | 0.016845 |
| GHasre shirin | 0.0282 | 0.064666 | 0.014486 | 0.020488 | 0.005615 |

3 .1.3. Determine the positive ideal solution and negative ideal:
To obtain positive and negative ideal solution should be further noted that the value of the parameter for us is more or less, If the high value of the parameter in question were more important to determine the ideal maximum positive in the matrix then fleshed out the ideal for a negative minimum In the Otherwise reverse.

Table 4 (Positive and negative ideal values (highest and lowest performance indicators)

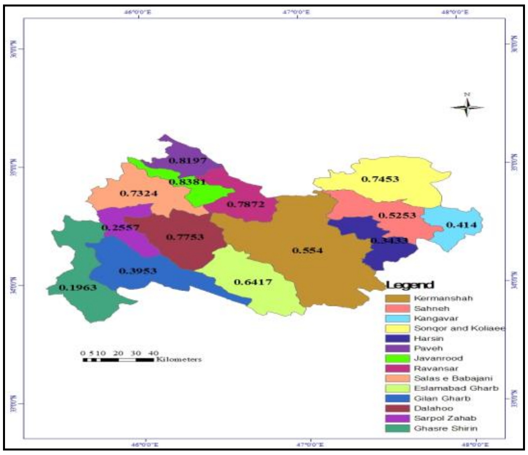
| | | | | | |
|---|---|---|---|---|---|
| Positive ideal | 0.2538 | 0.072749274 | 0.130378378 | 0.036879139 | 0.002807487 |
| negative ideal | 0.0282 | 0.008083253 | 0.014486486 | 0.004097682 | 0.02526738 |

3. 1. 4. Calculate the distance from the ideal of positive and negative:
To obtain the ideal distance is positive, the individual matrix elements normalized to minus weighty positive ideal and to be accountable 2. The sum of the final stage of their accounts and take root. To get away from the negative ideal for this kind of act.

Table 5 (distance from the ideal of positive and negative, and the degree of similarity to ideal solution (CL))

| | $D^{+}_{i}$ distance from the Positive ideal | $D^{-}_{i}$ distance from the negative ideal | degree of similarity to ideal solution (CL) |
|---|---|---|---|
| Kermanshah | 0.122119 | 0.151678 | 0.5540 |
| Sahneh | 0.132133 | 0.146207 | 0.5253 |
| Kangavar | 0.165475 | 0.116894 | 0.4140 |
| Sonqor and Koliaee | 0.079941 | 0.233918 | 0.7453 |
| Harsin | 0.17632 | 0.092178 | 0.3433 |
| Paveh | 0.050835 | 0.231153 | 0.8197 |
| Javanrood | 0.045247 | 0.234147 | 0.8381 |
| Ravansar | 0.064636 | 0.23906 | 0.7872 |
| Salas e babajani | 0.071941 | 0.196849 | 0.7324 |
| Eslamabad gharb | 0.09612 | 0.172125 | 0.6417 |
| Gilan gharb | 0.174573 | 0.114127 | 0.3953 |
| Dalahoo | 0.065417 | 0.203469 | 0.7567 |
| Sarpol zahab | 0.21049 | 0.072331 | 0.2557 |
| GHasre shirin | 0.254299 | 0.062101 | 0.1963 |

Figure 3 (ranking and weighting the city)



## 4. Conclusions and Future Work

Today, tourism is one of the main sources of income, employment and infrastructure to achieve sustainable development. Natural tourism as part of the tourism industry in the country, a large role in attracting tourists and includes travel to natural areas with minimal damage to the environment along with economic growth in the region. Identify priorities for the development of natural tourism potential due to different locations and limited financial resources of most drastic actions on the art. This requires the use of models and techniques for prioritization. Kermanshah Province, geographical and climatic diversity, due to the specific situation, there are many historical and natural attractions in all seasons can attract many tourists. We then compute the proximity switch to the positive ideal solution, according to the descending order of the options can be ranked. According to the results, the best position to attract tourism city Javanrood weighing 0.8381 and then to the County paveh, Ravansar, Dalahoo and sonqor and Koliaie are. Among the factors that could lead to Javanrood city and other towns became DA, mountain, temperate climate, forests and vegetation and numerous rivers, etc., can be named. Our experimental results show that in some cases there are beautiful natural landscapes on environmental hazards can be overcome and attract tourists. Therefore, the provision of infrastructure facilities such as roads, water, electricity, gas and telecommunications networks in many of these areas, ready to be transferred to the private sector and attracting investors. The findings suggest that TOPSIS model is a powerful technique for prioritizing locations through like an ideal solution in environmental planning .

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