

**SUSTAINABILITY  
PROFITABILITY  
AND  
SUCCESSFUL  
TOURISM**

Edited by  
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## **“Small is Successful”: The Lure of Small-Scale Tourism Development and Transnational Networking**

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### **Introduction**

Tourism is a complex global phenomenon that has grown exponentially to become one of the most significant economic sectors in terms of employment and investments (UNWTO, 2004). Although domestic tourism still accounts for approximately eighty per cent of all activity (Ghimire, 2001; UN, 1999), international tourism has gradually become a key dimension of global integration (UN, 1997, Chapter X). The opening up of the world to travel was made possible by the increased speed and ease of transportation, by new information and communication technologies, and by the control of infectious and other diseases (mainly monitored by the World Health Organization). Tourism is, without doubt, one of the important vehicles of expression and beneficiaries of the ongoing process of globalization (Reid, 2003).

Given the massive expansion in tourism over the last decades, the public as well as the private sector are pouring resources into the industry and infrastructure, hoping to reap economic and other benefits. In fact, the World Travel and Tourism Council (WTTC) claims that travel and tourism is already the world's largest industry, and that it still has an enormous potential of economic growth and employment. The WTTC (2005), a lobby group for the industry, points out that, despite recent human and natural disasters, travel and tourism activity generates more than ten per cent of global economic output (GDP) and more than eight per cent of global employment. The United Nations World Tourism Organization (2001) predicts that international arrivals will reach 1.56 billion by the year 2020, pushing revenues to \$1,550 billion, nearly four times more than the current earnings. With an infrastructure valued in excess of \$3 trillion, the tourism sector can certainly be viewed as one of the most significant contributors to the global economy.

The statistics mentioned above are reproduced in many tourism reference works. It is no surprise that, given its monetary value and financial impact, tourism has traditionally been considered from a mainly economic perspective. Large companies as well as small and medium sized enterprises (SMEs) have provided the force for, and thus the focus of, tourism development worldwide. However, global tourism is more than an ensemble of economic practices driven by capitalist interests; it is also

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a dynamic socio-cultural phenomenon (Meethan, 2001). The current situation of growing global interconnectedness and interdependency is opening up the cross-cultural production of local meanings, self-images, representations, and modes of life typical of various groups and individuals (Appadurai, 1996). To a considerable extent, the globalization of tourism involves the construction of increasingly differentiated and distinct consumers, or the creation of new consumer traditions (Munt, 1994). This goes hand in hand with global marketing strategies that rely on the philosophy that diversity sells.

Whereas marketers, developers, and policy makers have lauded tourism for its economic potential in terms of employment, income, and foreign exchange, most scholars have tended to emphasize the negative implications and impacts of tourism development. Since the first anthropological analyses in the 1960s (e.g. Nuñez, 1963), researchers studying the socio-cultural aspects of tourism have relied on the so-called "host-guest paradigm", mainly focusing on local impacts (De Kadt, 1979; Smith, 1977; 1989; Smith & Brent, 2001). Favouring a static and exclusionary vision of cultures and localities, this model does not fully address the complex interactions between people and their globalized environments (Aramberri, 2001; Franklin & Crang, 2001; Sherlock, 2001). Wood was among the first to criticize researchers for using a "billiard ball model" (1980, p. 565) of cultures as separate, uniform, and passive units being changed by tourism. Instead, he argues that global tourism is often appropriated by locals in their symbolic constructions of culture, tradition, and identity (Wood, 1993). These insights led some scholars to shift from impact studies to the analysis of models of 'good practice' (or 'tourism that works'). Much of this work is about so-called "alternative forms of tourism" (Smith & Eadington, 1992).

According to the Oxford English Dictionary, 'success' means the favourable achievement of something attempted; often used with particular reference to the attainment of wealth or position. The word 'story' has multiple meanings: it can be a narrative, true or presumed to be true, relating to important events and celebrated persons; more often, however, it is a tale of real or, more usually, fictitious events, designed for the entertainment of the hearer or reader. A success story, then, is an account of a presumably successful undertaking. The tourism industry highlights success stories by handing out prestigious 'good practice' awards and prizes. Marketers eagerly use these stories as strategic tools to promote and sell destinations. There are dozens of manuals explaining how to emulate success in management and hospitality careers (usually at local levels). Practitioners, however, rarely reflect on the underlying assumptions that underpin the idea of a 'tourism success story'.

Most social scientists, on the other hand, remain cautious about classifying tourism development as 'successful' (a quick comparison between contributions to the top journals *Annals of Tourism Research* and *Tourism Management* is illustrative here). Long and Wall (1996) give a nice summary of some of the academic concerns:

"It is very dangerous to call something a 'success'... The choice of criteria for evaluation will influence the outcome of that evaluation and, even in an

intervention which is deemed successful overall, there may be losers as well as winners. What is successful from one perspective may be unsuccessful from another. Furthermore, there are many aspects of a project or business that one might evaluate: the underlying philosophy, the process of development, the operational performance, and the consequences for people and places among other things. In addition, there are short-term and long-term perspectives and the full implications of an initiative may not become apparent for many years. Thus, a cautionary note is appropriate to warn against the possibility of false or premature claims" (Long & Wall, 1996, pp. 43-44).

While successful tourism is usually measured in terms of visitor arrivals, receipts and trade balance, there are actually multiple criteria to determine whether tourism is successful or not. The standards used are based on different underlying philosophies and values. As a result, success might be something different for the stakeholders involved at local, national, regional, and global level: communities, service providers, public authorities, developers, marketers, tourists, scholars, etc. Moreover, what is successful in one place will not necessarily work in another. If we want to talk about successful tourism development, we need to delineate clearly the parameters of success and how they will be measured. In the context of this chapter, I conceive of successful tourism development as tourism that brings sustainable long-term economic, socio-cultural, and environmental benefits for as many stakeholders as possible on local, national, regional, and global levels, respecting different viewpoints and interests (Porter & Salazar, 2005; Salazar & Porter, 2004).

Once it is clear what is understood under successful tourism, the next step involves finding out how to develop successful tourism projects. Since global tourism is highly dynamic, a successful project can carry the seeds of its own destruction. As argued above, tourism is a multifaceted phenomenon involving the provision of a range of interrelated goods and services by both public and private sectors. Identifying and understanding the interplay and interrelationships between these different elements and sectors is essential for successful planning. Substantial financial backing coupled with well-planned mixed development often help to assure sustainability. In addition, constant monitoring is needed to assure the right balance between the conservation of natural and cultural heritage and openness for socio-economic development and cultural change. The right external conditions need to be in place as well: successful tourism requires political stability and the absence of war, terrorism, and internal strife.

The second part of this chapter describes and analyses an exemplary case study in which there is a preponderance of mutual benefits for the stakeholders involved, at the cost of only some minor problems. The case involves a tourism-related network that started in Belgium in the 1970s and has now become a successful model of an integrated local-global network. However, before zooming in on this network and its activities, it is important to embed it within the larger framework of contemporary global tourism.

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**Studying Up: The Global Tourism-Industrial Complex**

A brief outline of the size and organizational structure of global tourism is important because, as well as being the world's largest economic sector, it is also highly fragmented and diverse. The so-called 'tourism industry' is composed of several branches: tour operators; travel agents; accommodation providers; carriers; tourism associations (both NGOs and market-oriented associations); destination organizations (e.g. tourism chambers of commerce); and consultancies. Each of these can be further subdivided. The power held by the different branches varies with size and scale.

While tourism has certainly aided the spread of globalization, it has done this more by reflecting the characteristics of the external system of which it is part, rather than by itself creating globalizing processes. Tourism is being driven by the worldwide trend towards economic integration, even given the fact that it is made up of large numbers of small and individually owned businesses (SMEs) alongside the mega-corporations and that it is divided into specialized areas of business such as transport, marketing, and accommodation, which tend to be regarded and studied as discrete entities. In other words, tourism acts both as a barometer of the global economic system and a means by which it is perpetuated (Mowforth & Munt, 2003; Reid, 2003).

In the paradigm industries of cars, oil, and finance, one of the identifiers of globalization is locational, the corporate establishment of subsidiaries or satellite operations (productive, distributive, or administrative) in countries outside the parent country, each of which may be supported by regional promotional activities. There is only a partial equivalence to this situation in tourism. At the top end of the market, large hotel and restaurant organizations, operating as chains and franchises, may have a physical presence in many countries through their product portfolios, but the vast majority of them do not. Most hospitality organizations are small-scale, domestically located with no physical presence abroad at all. For most travel agencies it is unusual to have their own dedicated operations abroad. Destination agencies also tend to have a limited locational presence internationally. The norm tends to be for big countries to have satellite offices in a few, often capital, cities of high generating countries, and none elsewhere. Finally, international airlines have a limited presence, usually confined to offices in or near the main hub airports from which they operate.

Nevertheless, tourism, like many other areas of economic activity, is thoroughly shaped by the dominant socio-economic order. Consequently, most tourism is currently organized by a few large transnational companies, which exert great influence at the regional, national, and local level. The three main branches of the industry - hotels, airlines, and tour companies - became increasingly transnational in their operations in the 1970s and 1980s, to the point where large transnational companies (TNCs) now dominate all others. Economic globalization hands power to transnational corporations by engaging countries in a continuous game of global competition. Tourism companies are especially complicit in this process by constantly creating new destinations. However, as potential sites become ever fewer worldwide, the balance of power between the transnational companies and nation-states may



change in favour of the latter (Reid, 2003). Now, an unhealthy relationship exists between these two actors, producing high levels of exploitation of labour and substantial offshore leakage of receipts (Mowforth & Munt, 2003).

One of the consequences of tourism going global is the opportunity of service providers to work with other organizations to pool resources, overcome limitations of resources, and thus to gain competitive advantage in a fast-changing environment (Crotts, Buhalis & March, 1999). This opportunity applies to SMEs as well as larger corporations (Go & Appelman, 2001; Smeral, 1998). Seven of the largest transnational tourism companies in the world have enormous influence within the industry, and upon many of the countries in which they operate (see Table 24.1).

Table-24.1  
Financial Analysis of Tourism TNCs (Reid, 2003, p. 50)

	2000	1999	1998
<i>Hilton Hotel Chain</i>			
Revenue	3,451	2,150	1,769
EBITDA	1,271	695	596
Operating income	830	495	464
Cash earnings per share	1.32	0.81	
<i>Marriot</i>			
Revenue	19,781	17,864	16,000
EBITDA	1,052	860	
Operating income	922	830	736
Cash earnings per share	1.89	1.51	1.46
<i>Four Seasons Hotels and Resorts</i>			
Revenue	2,821	2,370	2,271
EBITDA	139	97	88
Operating income	103	86	69
Cash earnings per share	2.98	2.52	2.06
<i>Carnival Corporation</i>			
Revenue	3,779	3,497	3,009
EBITDA			
Operating income	965	1,027	836
Cash earnings per share	1.6	1.66	1.4
<i>Club Mediterranean</i>			
Revenue	1,889	1,477	1,278
EBITDA			
Operating income	103	71	59
Cash earnings per share			
<i>Starwood</i>			
Revenue	4,345	3,829	3,281
EBITDA	1,573	1,352	1,111
Operating income	403	303	1,302

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	2000	1999	1998
Cash earnings per share	1.96	1.54	1.05
<i>Canadian Pacific Hotels and Resorts</i>			
Revenue	1,628	1,181	802
EBITDA	197	169	115
Operating income	94	77	83
Cash earnings per share			
Total Revenue	37,693	32,188	28,409

These companies provide a glimpse of the performance of a handful of the tourism TNCs operating worldwide. What is evident from the table is that revenues and shareholder equity have increased substantially over the three-year period reported. Perhaps more important is the financial size, and hence the influence, of the industry worldwide. Of course, these seven companies only account for a small amount of the receipts generated by the industry worldwide and only a small amount to what airlines generate.

Whereas horizontal and vertical integrations in the industry started in the 1960s and were intensified throughout the 1970s, the globalization era is mainly characterized by diagonal integration (Wahab & Cooper, 2001, p. 13). This diagonal integration is meant to get closer to the consumer and reduce costs through economies of scope, system gains, and synergies. Companies utilizing this diagonal integration strategy establish operations to offer products or services which tourists commonly purchase but which are not directly part of the tourism product (UNWTO, 2001), for example airline companies offering insurance.

One of the biggest fully integrated tourism companies in the world is Thomas Cook (Fayos-Solà & Bueno, 2001; Reid, 2003, p. 44), providing an example of just how large individual firms can become. In the 2003-2004 fiscal year, the company generated sales of more than 7.5 billion euros and provided services for more than 13 million tourists worldwide. The Thomas Cook group currently includes 37 tour operators, more than 2,400 travel agencies worldwide, 75,000 controlled beds, a fleet of 75 aircraft, and a workforce of 24,600 people. The group includes well-known European brand names such as Neckermann, Condor, Neilson, and Pegase. The corporation operates in Germany, the UK, Ireland, France, Belgium, Luxemburg, the Netherlands, Austria, Hungary, Poland, Slovakia, Slovenia, Egypt, India, and Canada. As an integrated leisure group, it works right across the travel 'value chain', encompassing airlines, hotels, tour operators, travel and incoming agencies. By any standards, Thomas Cook is a major tourism TNC operating on the world scene.

In the discourse of TNCs such as Thomas Cook, success stories are found virtually everywhere. However, their high level of integration demonstrates the problem of leakage. More accurately, the money spent for the individual tour package purchase remains in the home country of the travel corporation, and does not reach the

destination community where the activity takes place. Despite this, tourism has increased in economic importance for most countries over the last decade (Fayos-Solà & Bueno, 2001; UNWTO, 2004). However, according to the standards I outlined above, this can hardly be called successful tourism development. Are small-scale transnational networks any better than these powerful giants? What are their advantages and drawbacks in the current context of global(ized) tourism? In what follows, I present a detailed picture of what I would call an example of successful tourism development in progress.

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**The Living Stone Group: "Encounters with a Living World"**

The Living Stone Group (LSG) is a transnational tourism-related network with roots in Belgium. Founded in 1971 by a small group of volunteer tour guides, it has grown to become a multilayered organization with wide local and global connections. The self-identified aim of LSG is to facilitate encounters between the different cultures of the world, or to remove existing boundaries between peoples or cultures. The group's philosophical vision is based on four pillars: (1) wonder, (2) openness, (3) contact, and (4) respect. This organically developed travel philosophy shows remarkable similarities with scholarly reflections on responsible and sustainable tourism (Harris, Griffin, & Williams, 2002; Harrison & Husbands, 1996; Reid, 2003; Ritchie & Crouch, 2003). It is LSG's conviction that, as knowledge about and contact with 'the Other' increase, so do comprehension and tolerance. This allows people to detach themselves from old-fashioned thinking patterns and stereotypes and gives them a broader view on the world. This idealistic vision is concretized in the diverse member organizations that make up the group. The different entities, representing an interesting mix of profit and non-profit interests, are not mutually exclusive and can be situated in four major fields of operation (see Table 24.2). Although the member organizations each have their own way to realize contacts between cultures, they all share the basic vision described above.

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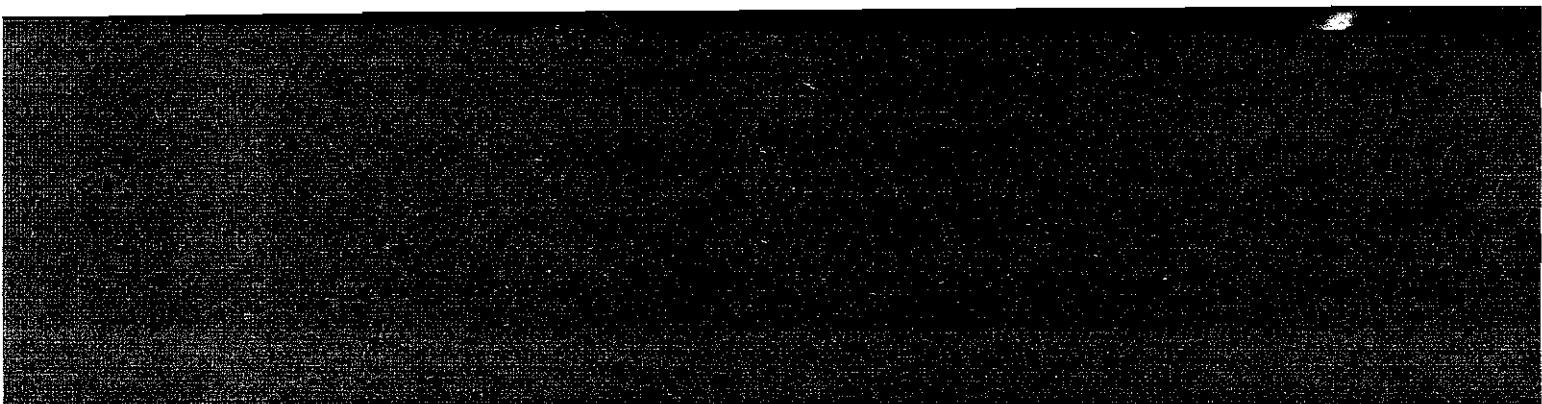
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**Tour Guiding: Karavaan**

In 1971, a small group of passionate Belgian globetrotters founded the non-profit organization *Jeugd en Studententoeerisme* (JEST; "Youth and student tourism"). JEST was the brainchild of young people who wanted to travel around the world in a way that reflected their own (alternative) vision on life. Undoubtedly, the idea of travelling as a way to have closer contact with other peoples and cultures was influenced by the hippie-movement of the 1970s. In 1975, the organization was recognized as a National Youth Service by the Ministry of Culture. One year later, the name was changed into *JEST Animatie* ("JEST animation"), reflecting the fact that the founding members were increasingly taking other young people on their trips and were 'animating' them in their new role as volunteer tour guides. In 1982, the organization was renamed *Pik-Nik reisanimatie* ("Pik-Nik travel animation"), this time indicating that young people and students were not longer the only target group. Another name change in 1988, this time to *Pik-Nik reisbegeleiding* ("Pik-Nik travel stewardship"), reflected the change in role from tour guides to tour leaders. Finally, in 2001 the

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**Table-24.2**  
**Structure of the Living Stone Group (Source: LSG Website)**

<i>Living Stone Group</i>			
<i>Tour guiding (since 1971)</i>	<i>Tour operating (since 1981)</i>	<i>Development aid (since 1991)</i>	<i>Travel cafés (since 1995)</i>
		The Project Fund (International)	Leuven (Belgium) Yogyakarta (Indonesia) Dakar (Senegal) Copán (Honduras)
	Joker	Nusa Indah (Indonesia)	Antwerp (Belgium) Cataluña (Spain)
Karavaan	Go Minus 26	Umubano-Bisa (Rwanda)	Arusha (Tanzania) León (Nicaragua)
	Anders Reizen	Living Stone Dialogue (International)	Zanzibar (Tanzania) Kathmandu (Nepal) Buenos Aires (Argentina) Mopti (Mali)
Non-profit	Profit	Non-profit	Profit/Non-profit

current name *Karavaan* ("Caravan") was adopted, recognizing that the organization has grown substantially (now having around 500 members) and can be characterized as a diverse group of people all travelling along in the same caravan – an allusion to the traditional company of merchants, pilgrims, and others travelling together through the Sahara desert for the sake of security.

The Karavaan guides are non-professional volunteers who organize and guide trips for small groups throughout the entire world. Apart from guiding, other regular activities include: (1) offering training courses for tour and expedition guides; (2) developing and conceptualizing sustainable tourism; and (3) organizing activities that stimulate and facilitate contacts between different cultures, both in Belgium and abroad. Of course, each tour leader adds a unique personal touch to the organization's general philosophy. The Karavaan tour leader is not a tour guide in the classical sense of the word. His or her task is mainly to organize tours and to monitor the dynamics within the group. Although tour leaders are expected to prepare themselves on the cultural and content side of the trip, they do not have to function as a 'guide' when visiting sites. In these cases, Karavaan relies on local guides. Of course, the difference between tour leaders and tour guides is a gradual one, and much depends on the destination, the personality of the leader/guide, and the dynamics of the group.

Around fifty experienced tour leaders are active as trainers for the newer members of the organization. A special task force of twenty of these trainers constantly monitors the contents and quality of the training. Five other committees control the contents and quality of the tours that Karavaan tour leaders are involved in worldwide. For each destination, a 'destination expert' prepares tour leaders for the destination. A

special committee is the one on sustainable tourism, which monitors the sustainability of tourism within the organization's own projects and on a broader scale. There is regular interaction between these different committees. These constant loops of feedback allow Karavaan to improve its services continuously.

Interesting is the combination of local and international activities. In both, Karavaan members accompany people in their search for worthwhile meetings and exchanges between cultures. All activities allow Karavaan to check its philosophical vision against the living diversity they encounter. The focus on events in Belgium is rather new and can be directly linked to the intense public debate in the 1990s about the future of the country's multicultural society. Based on the experiences with different cultures around the globe, Karavaan tour leaders develop activities to let people discover cultural diversity at home as well. These events focus on leisure, encounter, and learning: from parties to city walking trips, from educational events to bicycle tours, from mosque visits to outdoor weekends.

As befits a grown organization, Karavaan is well networked. Currently, it has ties with the following Belgian partners:

1. *Zuiderpershuis*: This intercultural centre for performing arts in Antwerp invites artists from all over the world in an effort to promote cultural exchanges and enhance artistic communication between different societies and cultures.
2. *Atlas and Zanzibar*: This is an alternative travel bookstore in Ghent with a philosophy very similar to the one of *Karavaan*.
3. *Gezamenlijke Actie Duurzaam Reizen* ("Joint Action Sustainable Travel").

This is a collaboration between three Belgian non-governmental organizations (*Vredeseilanden*, *Mensenbroeders*, and *KWIA*), *Karavaan*, and *Joker* (see below). The purpose of this partnership is to build structural networks around the theme of sustainable tourism. In Belgium, the network focuses on sensitization, education, and animation. In developing countries, the network tries to develop sustainable projects that are also involved in sensitization and formation, and that use tourism to sustain local economies. Mutual exchange of people and information is seen as necessary to be successful. I discussed this collaboration in some earlier writings on non-governmental organizations and tourism (Salazar, 2002, 2004).

In order to assure continuity and to share the vision with as many people as possible, *Karavaan* regularly organizes trainings in volunteer tour leadership. This training, open to everybody between 23 and 40 years, involves participation in ten weekends spread over a two-year period. Themes covered are travel-technical aspects, organizational aspects, and communication skills and group dynamics. *Karavaan's* own members organize the whole program. The main aim is to instruct others the way of contact-oriented travelling, respecting cultural and natural heritage.

Another way to maintain contact with its members is through the bi-monthly magazine *De Karavaan* ("The Caravan"), which contains articles about cultures, travel tales, timely themes, book reviews, and an agenda mentioning all local and

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international activities. All contributions are written by Karavaan members. Karavaan is also the Belgian distributor of the Dutch book series *Te gast in* ("Visiting..."). This series is meant to introduce readers to countries worldwide, through the means of travel stories, practical tips, and background information about people, traditions, and customs. Finally, Karavaan makes a lot of information available on its website, including articles and a discussion forum.

**Tour Operating: Joker, Go Minus 26, Anders Reizen**

Virtually all of the tours led by Karavaan tour leaders are organized by *Joker Tourism*. This Belgian tour operator and travel agency (member of the International Air Transport Association) was founded in 1981 by Karavaan members. In line with the LSG general philosophy, Joker claims to promote a 'sustainable' form of 'adventurous' tourism that brings tourists into contact with other cultures, and at the same time with themselves and their own cultural background. The idea is to break down boundaries, both literally and metaphorically. Joker endorses an open and flexible way of travelling, respecting natural and cultural heritage. In order to do so effectively, Joker opts for small, accompanied group tours (rarely more than 15 people). This way of travelling has been a studied decision, because in this way LSG hopes to increase the possibilities of establishing more personal contacts while travelling. Such contact-driven trips - whereby the budget for transport, accommodation, and meals is spent locally - are meant to benefit local communities. Joker offers yearly more than 250 accompanied group tours. For 90 per cent of its tours, it relies on the service of Karavaan tour leaders.

In 2004, Joker developed *Roots*, a new experiential travel concept characterized by a much slower travel rhythm than the usual rush from one sightseeing place to the other. During a *Roots* trip, the focus is on experiencing and understanding other cultures, while at the same time enjoying being on holidays. Every tour is organized along a certain theme that connects the various places visited, the contacts made, and the type of activities (see Table 24.3). The main stress is on meeting with local people.

**Table-24.3**  
**'Roots' Tours in 2005-2006 (Source: Joker's Website)**

<i>Destination</i>	<i>Theme</i>
Argentina	Tango, rhythm, and colours (music)
Ghana	A confrontation with simplicity (family)
Honduras	More than bananas and coffee (diversity)
India	Spiritual adventure (spirituality)
Indonesia	Living with the ghosts (animism)
Mexico	One for all, all for one (connectedness)
Mongolia	As troubadours wandering over the steppe (music)
Namibia	Coming home in silence and natural beauty (nature)
Spain	From dream to reality (dreams)
Tanzania	The chimpanzees of Jane Goodall - A trip to our roots (wildlife)

In Belgium, Joker has become the outspoken specialist in contact-oriented, adventurous tours in small groups and cheap flights (and it currently is one of the biggest tour operators). Joker now has eleven travel agencies, spread over the country. Apart from their own, Karavaan-led, trips, Joker also sells English-guided packages of seven like-minded foreign tour operators: *The Imaginative Traveller* (UK), *Intrepid* (Australia), *GAP* (Canada), *Trek America* and *Let's Trek Australia* (USA), *Acacia Africa* (UK), and *Exodus* (UK). There is further international networking with *Sunny Cars* (Germany) for car rentals and with *Bookings* (The Netherlands) for hotel reservations.

*Go Minus 26* is a travel concept developed by Karavaan and Joker, in collaboration with *Cultureel Jongeren Paspoort* ("Cultural Youth Passport"), the Belgian branch of the *EURO<26* youth discount and advantage card (issued in 35 European countries). *Go Minus 26* offers tours designed for anyone who is between 18 and 25 and who loves to travel with people their age. Packages include adventurous small group travels, sports tourism, and individual trips. One could see *Go Minus 26* as the LSG philosophy of tourism packaged for young travellers. In 2001, *Anders Reizen* ("Travelling differently") became part of LSG. *Anders Reizen* is a small Belgian tour operator organizing walking tours, hiking trips, and alpinism for both small groups and individual travellers. Here again, the concept of sustainable tourism is promoted. The fact that *Anders Reizen* has a similar travel philosophy made the merger with the large LSG family relatively easy.

#### Development Aid: The Project Fund, Nusa Indah, Umubano-Bisa, Living Stone Dialogue

Over the years, several Karavaan tour leaders became involved in development and socio-cultural projects in the countries they visited. In response to this trend, Joker and Karavaan set up a Project Fund on their 10/20th anniversary (in 1991). Some examples of supported programs include an educational project in the slums of Calcutta (India), a literacy program for mineworkers' widows in Potosí (Bolivia), the building of schools in Shiraza (Kenya) and Chiapas (Mexico), the support of young artists in Yogyakarta (Indonesia), and a training program for local tour guides in Arusha (Tanzania). The hope is that, after a first phase of intensive aid by the Project Fund, these programs will become self-sufficient and continued by local communities and organizations.

In 1992, several tour leaders specializing in Indonesia set up the socio-cultural non-profit organization *Nusa Indah* ("Beautiful island"), in cooperation with the Indonesian Embassy in Brussels. This organization aims to promote Indonesia's cultural richness and enhance culture contacts between Indonesia and Belgium. To further this goal, it organizes language courses in Bahasa Indonesia, promotes concerts and exhibitions, sensitizes schoolchildren through course packages about Indonesia, and provides travel information. Since 1998, another subgroup of Karavaan members have been active in the non-profit organization *Umubano-Bisa* ("Living together"), which supports relief and humanitarian aid for Rwanda (collecting clothes, food, drugs, financial aid, etc.). In line with LSG's general philosophy, also this organization

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aims at breaking the barriers between people and cultures in a spirit of openness and solidarity.

In recent years, more and more people confront LSG with requests for local control over tourism development. To answer these needs, the Living Stone organizations Karavaan, Joker, and the Via Via Travel Cafés (see below), have joined their many years of expertise. In 2001, they set up the non-profit organization *Living Stone Dialogue* (LSD). This organization develops multicultural cooperation and training programs abroad as well as in Belgium. LSG sees this as a logical expansion of previous work: the training and ideas passed on to the Karavaan members can also help communities in controlling the sustainability of tourism development. Interesting is the stress on constant feedback between development work abroad and the projects in which LSG is involved at home.

### **Travel Cafés: Via Via**

The *Via Via Travel Cafés* are vibrant meeting places that stimulate intercultural contacts between travellers, expatriates, and locals. Apart from serving an eclectic mix of local and international food and drinks (usually on the tunes of world music), the bars provide a variety of tourism-related services, like reading corners with books and documentation folders on local culture and attractions. Many offer short local language and crafts courses, giving tourists multiple opportunities to interact with locals. In most *Via Via*'s guests can also stay overnight. In June 1995, the first *Via Via Travel Café* opened its doors in Leuven (Belgium), followed by Yogyakarta (Indonesia), Dakar (Senegal), Antwerp (Belgium), Catalonia (Spain), Copán (Honduras), Arusha and Zanzibar (Tanzania), León (Nicaragua), Kathmandu (Nepal), Buenos Aires (Argentina), and Mopti (Mali). Partly because of the positive evaluation they receive in popular travel guides such as the *Lonely Planet* and the *Rough Guide* and because they can rely on Joker connections with international tour operators, most *Via Via*'s have become extremely fashionable 'places-to-be'.

### **An Exemplary Case Study: LSG in Indonesia and Tanzania**

In order to understand how LSG's travel philosophy is translated into concrete actions on the ground, I spent the summer of 2003 in Yogyakarta, Indonesia (Salazar, 2005), and the summer of 2004 in Arusha, Tanzania (Salazar, 2006). I selected these two destinations in particular because LSG has a well-established relationship with them, involving all four activity fields. Both places are popular Joker destinations and yearly receive multiple Joker tours with Karavaan tour leaders. First in Indonesia, and later in Tanzania, LSG became involved in and committed to several initiatives of bilateral exchange, mainly in the areas of tourism, culture, and education. The Project Fund has provided financial support for a young artists' project in Yogyakarta and a training program for local guides in Arusha. Both destinations also have a *Via Via Travel Café*: the one in Yogyakarta became operational in 1995 and the one in Arusha in the year 2000.

There is an additional reason that makes the study of LSG activities in Yogyakarta and Arusha compelling. In 2002, the local guides working for the *Via Via*'s in these



destinations were selected to take part in one of the first Living Stone Dialogue projects: *De Dialogreis* ("The Dialogue Journey"). The guides were invited by the LSG headquarters in Belgium for a one-month visit to Western Europe. During this period, they underwent an intense two-week experience as international tourists – a kind of role reversal exercise or 'inverted Joker tour' – and participated in a two-week interactive course on guiding and intercultural communication, together with Belgian Karavaan volunteers. The aims of the course were plural: (1) to increase insight in other cultures, in one's own culture and in the interactions between the two; (2) to improve intercultural communication skills; (3) to develop cultural sensitivity; and (4) to acquire job skills. The whole project received a lot of attention in the Belgian press at the time.

### Yogyakarta, Indonesia

In Yogyakarta, most of LSG's activities are channelled through the Via Via – the first one set up outside Belgium. The restaurant-bar is located south of the city centre in an old middle-class neighbourhood that has become the more up-market backpacker's enclave. Since its opening in 1995, the café has been run by a Belgian expatriate and a yearly growing team of local collaborators. Recently moved a few meters behind its old location, it is still one of the most frequented places in the Prawirotoaman area. This Via Via has official Indonesian restaurant and tour operator licenses and, apart from serving meals and drinks, offers a wide range of activities: cultural tours in and around the city, courses in batik painting, the art of making silver jewellery, a brief introduction to Indonesian, cooking, dance, and a treatment in a traditional beauty salon (Chin, 2002; Webb, 2004). These activities are open to the visiting Joker, Go Minus 26, and Anders Reizen groups (see Table 24.4) and all other interested parties. Through its website and a newsletter, the Via Via in Yogyakarta maintains contact with its wide base.

**Table-24.4**  
Joker Tours Including a Stay in Yogyakarta (Source: Joker's Website)

Type	Tour packages	Participants	Frequency
Joker Adventure	Java and Bali (22 days)	Min. 6/Max. 11	8/year
Go-26:			
The Asian Continent	Java and Bali (20 days)	Min. 6/Max. 11	2/year
Anders Reizen Adult	Java, Bali, and Sulawesi (23 days)	Min. 7/Max. 13	2/year
Anders Reizen Youth	Java and Bali (22 days)	Min. 7/Max. 13	1/year

The Via Via in Yogyakarta employs around eighteen people, most of them natives, and most of them women. The women working in the Via Via are very lucky in the sense that the owner of the bar, herself a woman, highly values feminism and fair business. Consequently, all employees have fixed contracts and salaries and good

working conditions. The owner regularly organizes meetings with the whole team in order to discuss their work and evaluate their professional progress. This is important because many employees have not received much training in hospitality or tourism. By sharing responsibilities (e.g. the planning of the week, bookkeeping, the planning of tours, or managing the restaurant), the owner tries to give the women more confidence and sense for initiative. During the summer, the Via Via also takes in students from various tourism programs in Yogyakarta to do their internship.

The Via Via village tour, the most fashionable among tourists and the first of its kind in Yogyakarta, was conceptualized in 1998 in collaboration with Indonesians working in the local tourism industry. Villages around the city were chosen primarily because of their location (proximity to the bar) and after reaching an agreement with the village communities. The home industries visited during the tours receive a small financial reward from the guide after each visit (to compensate for the time lost while explaining and demonstrating their work). The fact that there is no fixed circuit allows the guides to create multiple tours by visiting different families and villages. This helps to distribute the little extra income more evenly among villagers. On top of this, a delegation of the Via Via pays a yearly visit to all villages included in the tours during the Muslim celebration of *Eid Al-Fitr* (the end of Ramadan), in order to give presents to the villagers.

Village tours in Indonesia are exceedingly popular (Bambang, 2004; Directorate General of Tourism, 1999; Kartana, 2001). They give tourists a chance to 'experience' several aspects of the 'traditional' Javanese daily life (as described in classic ethnographies): the cycle of a *padi* (rice field); the making of clay bricks; the functioning of a village school; the village cemetery; home industries producing local food such as *tempe* (fried fermented soybean cakes) and *krupuk* (shrimp wafers) or *jamu* (medicinal drinks); and craftsmen making *batik* (textile designs), silverware, *wayang* (puppets), or other crafts identified as typical for the Yogyakarta region (Salazar, 2005). Young tourists do the tour on bicycle while older tourists are transported from one site to the other in an *andong* (a traditional Javanese horse cart). Using these means of transport gives the tourists many opportunities to stop whenever and wherever they like to take pictures. Apart from the planned attractions and activities, tourists sometimes have special requests (e.g. to visit a village school).

Although the Via Via in Yogyakarta is registered as a for-profit organization, it is also involved in non-profit activities. Thanks to tight connections with the local art scene, for example, it regularly hosts exhibitions of young artists and financially supports modern art projects. These activities have received a lot of attention in the Indonesian press (e.g. Brands, 2001; Ep, 1999; Fadjri, 1997). During the summer I was in Indonesia, the Via Via was actively involved in organizing an international art exchange between a group of American mural painters from San Francisco and a group of young artists from the region (Wahyuni, 2003). The bar recently started offering a mural tour, showing tourists various mural paintings around the city and explaining their socio-political significance. In response to the increasingly negative Western imaging of Islam after September 11 and the Bali bomb blast, the Via Via

team—consisting of both Muslims and Christians—developed a religious tour, showcasing the city's religious plurality and ethnic diversity (Tanesia, 2003). This unique tour includes visits to different places that have a religious meaning for Muslims, Christians, Buddhists, Hindus, Confucianists, and *Kejawen* (Javanese spiritualists). A new community outreach tour combines a visit to a social project run by an Indonesian social worker with a small trekking on the slopes of the Merapi volcano.

New projects are constantly being developed. The most recent one, in October 2005, was in collaboration with Go Minus 26 and was called *12 jongeren, 12 stielen in Indonesië* ("12 youth, 12 occupations in Indonesia"). Twelve young Belgians between age 20 and 25 with twelve different professions—architect, beauty specialist, blacksmith, cabinet maker, construction worker, cook, designer, electrician, nurse, pharmacist, photographer, and teacher—won a two-week trip to Indonesia. In Yogyakarta, each one of them was paired with a young Indonesian having the same profession. The aim of the project, in line with the general LSG philosophy, was to enhance cultural exchange. The whole trip was covered in the Belgian media by accompanying radio and newspaper journalists (the participating radio station and newspaper were co-sponsors) and through a regularly updated blog on the Go Minus 26 website. In 2006, the plan is to send twelve young Indonesians to Belgium. Another planned project involves an environmental cleaning up and awareness program, in collaboration with the schools of the villages visited during the village tours.

#### Arusha, Tanzania

The LSG activities in Arusha are very similar to those in Yogyakarta but are embedded in and adapted to different local organizational structures. Here again, the Via Via acts as the connecting node between the various programs. In 1996, the Belgian non-governmental organization TRIAS (now ACT) initiated, in collaboration with the European Union, the Brussels Capital Region, and the Arusha Region, the renovation of the National Natural History Museum, housed in a beautiful German colonial administrative compound in the centre of Arusha. In order to make the renovation project more sustainable, TRIAS inquired whether LSG was interested in starting up a Via Via Travellers Café on the premises of the museum and whether they wanted to collaborate in a local training program for tour guides. The LSG leadership accepted both offers.

Using local building techniques, a Via Via restaurant-bar was built in the garden of the museum, in the style of an African village with little huts. The unique location created the opportunity for an ongoing cultural collaboration between the Via Via café and the museum. Since early 1999, both have been organizing various cultural activities. "Via Via The Meeting Place" was officially registered as a Tanzanian NGO by three Belgians and one Tanzanian partner. Its main targets are: (1) to stimulate cultural exchange; (2) to promote and stimulate Tanzanian art and artists; (3) to promote the National Natural History Museum of Arusha; and (4) to stimulate awareness of cultural identity (e.g. through the support of cultural tourism). The Via

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Via in Arusha regularly organizes exhibitions and workshops, giving local artists the opportunity to show or to perform their artwork while interacting with other artists, community members, and visitors. The bar-restaurant generates modest working means, enabling the NGO to become more independent from external sponsoring and assuring its long-term financial sustainability. Especially the lunch service for the UN International Criminal Tribunal for Rwanda staff working in the adjacent Arusha International Conference Centre proves to be popular. Other returning customers include expatriates working or volunteering for international NGOs, the local middle class (many of them involved in the tourism industry), and tourists.

Since 2000, the following activities have been developed: city-walks in Arusha (including an exploration of the local nightlife); daytrips to Maasai settlements and markets, and various nature walks to the lakes and hills surrounding the city; Swahili for beginners; courses in cooking, batik painting and African drumming; a drum making workshop; and a weekly program of performances at the big open-air stage next to the bar-restaurant. As in Yogyakarta, the cultural events attract a lot of local press attention (e.g. Masare, 2004; O'Neal, 2004). All activities are open to the visiting Joker, Go Minus 26, and Anders Reizen groups (see Table 24.5) and other people interested. The Via Via mainly communicates its activities through *Via Via Time Out!*, its bimonthly cultural newsletter, and through its website.

**Table-24.5**  
**Joker Tours Including a Stay in Arusha (Source: Joker's Website)**

<i>Type</i>	<i>Tour packages</i>	<i>Participants</i>	<i>Frequency</i>
Joker Adventure	Tanzania (23 days)	Min. 5/Max. 9	
	■ Climbing Kilimanjaro		7/year
	■ Hiking through Maasailand		3/year
Go-26: L'Afrique	Tanzania & Kenya (21 days)	Min. 6/Max. 9	2/year
Anders Reizen Youth	Natural Parks and Kilimanjaro (18 days)	Min. 8/Max. 13	1/year

The guides for the Via Via tours are students or alumni from the Professional Tour Guide School (PROTS). This is the result of Karavaan's involvement in training local tour guides (TRIAS's second request). In January 1998, an experienced Karavaan instructor spent one month in Arusha, collaborating with Environmental Management and Consultation (EMACO) in a 'Train the Trainers' program for teachers in tourism. The woman immediately noticed that there was a great need to improve the quality of the existing programs. At that time, virtually everybody who wanted was allowed to set up a school or a course in Arusha and hand out degrees. The original Karavaan training program was extended to include the development of a national curriculum for the training of tour guides. In June 1998, the same Belgian instructor returned to Arusha for a longer period, after the Belgian Ministry for Development Cooperation was found willing to provide funding for the development of a syllabus for the training of Tanzanian guides. From October 1999 through June 2000, a local team

was assembled to create the syllabus and try it out in PROTS. During this trial-out, two Karavaan instructors gave some courses. EMACO and Karavaan coordinated this process and a draft of a one-year course syllabus was realized by June 2000. The ingredients of the course (instructed in English) are the following: general information on the country, tourism, customer care, ecology, and instructions on how to deal with cultural differences.

After the syllabus was developed, the Belgian Ministry for Development Cooperation sponsored a follow-up of six months (until 2001), allowing the team to change the syllabus into a complete curriculum. To make sure that the curriculum would be implemented in Tanzanian schools for tourism, there was a direct cooperation with the Tanzanian Ministry of Natural Resources and Tourism and with the Vocational Education and Training Authority (VETA). An expert team was selected to make a draft of professional standards and, on the base of that, a curriculum. Most of the experts were from Arusha, PROTS being the most important partner. Despite the syllabus, there is still no nationally accepted and unified program. Together with the Tanzanian Association of Tour Operators (TATO), all stakeholders involved in the process are pushing the Tanzanian government to accept the curriculum on a national level. The next planned step is to develop a new and more extensive program of 'Train the Trainer', in order to prepare teachers to use the national curriculum.

The collaboration between PROTS and LSG is very beneficial for the student-guides (Salazar, 2006). As mentioned above, the Via Via contributes to the formation of advanced students by giving those selected by the school's headmaster the opportunity to gain guiding experience during their short tours. Thanks to Joker, most students also have a chance to practice their guiding skills by participating in Joker safaris as junior guides. Highly promising students are invited to do a kind of internship with Go Minus 26 groups. By becoming a full participant of a Go Minus 26 group throughout their stay in Tanzania, students can observe the dynamics of the guide-tourist interaction and experience the culture from the participating tourists from close by. The students pay part of their expenses (10.000 Tanzanian Shilling). PROTS has become a tourist attraction in and of itself as a visit to the school has been included in Via Via's new neighbourhood walk.

Since May 2002, Via Via is assisting three local NGOs in the four-year Arumeru Holistic Empowerment and Development Project (AHEAD). This income generation and poverty reduction program wants to link the Arusha platform of NGO activities to four nearby villages (selected by TRIAS and the District) and to support art and cultural activities. Every year the project operates in another village. Via Via focuses on art and crafts by organizing a theatre-for-development training, a training in performing dancing and drumming, and a batik painting training. These activities, which help villagers appreciate their own culture and stimulate creativity, directly benefit around 25 people in each village and indirectly fortify the social network of the village. It is not clear, however, what will happen once the project is finished.



**Discussion**

Tourism is more than an industry and an economic activity; it is a complex and dynamic phenomenon, present in virtually every corner of the world and affecting local populations in multiple ways. The socio-cultural effects of tourism, especially in developing countries, are probably the most worrying aspect of a global(ized) industry that offers cut-price packages to remote and exotic destinations. Tourism affects the way cultural practices and landscapes are shaped, and cultural change reflects the influence of tourism as one of the agents in place transformation (Teo & Li, 2003). Despite the fact that the global tourism-industrial complex is multilayered, scholars studying tourism continue to compartmentalize their research, failing to adjust their focus to accommodate an integrated or holistic perspective. They carry on examining the impacts of tourism as if they formed a locally controlled, isolated set of phenomena, independent of the large number of worldwide pressures and influences exerted from without. One possible explanation for this neglect is the separation of the field of tourism studies into distinct disciplinary areas of interest (Brown, 1998). However, there is an urgent need to bring such disciplines as anthropology, economics, and political sciences together in a single inter-disciplinary dialogue.

Different from other industries, many tourist services (e.g. hotels and restaurants) cannot be transferred from one country to the other. Nevertheless, tourist streams move quickly and favour places offering better conditions, even at the detriment of a balanced local development. Unfortunately, social and environmental assets are not always sufficiently protected. Moreover, the benefits from tourism do not all accrue to the place of consumption. Developing countries complain of too high a share for the operating countries of tour operators and hotel chains. On the other hand, alternative forms of tourism like eco-tourism, which have been increasing recently, seem to favour independent and small-scale tourism service providers. The Internet and other new information and communication technologies are creating a potential for those enterprises to market their product and use e-commerce to attract customers directly.

These are important elements worth considering when looking for successful models of tourism development. In the words of Long and Wall (Long & Wall, 1996):

*"Perhaps it is simplistic to categorize a complex situation as a success or failure. A complete success, whatever that is, would presumably mean that no challenges or problems exist and that little further effort to ensure and maintain success is required. However, in a situation of change, it is not possible to maximize all benefits or minimize all costs at the same time. It is likely that trade-offs will be required and that some participants will benefit more than others. Continual vigilance and management are required to anticipate issues and opportunities and to deal with challenges before they become problems. Perhaps it is time to stop assuming that impacts are, of necessity, negative and that initiatives can be termed simply as 'successes' or 'failures'. Rather, they are likely to be 'better' or 'worse' but from a diversity*

of perspectives. The implication is that it will be necessary to manage change, recognize trade-offs and monitor the consequences," (Long & Wall, 1996, p. 50).

Given these qualifications, it is interesting to note that the most successful tourism ventures are not the big projects usually highlighted by the tourism sector (which itself is in the hands of TNCs) but the myriad small-scale, highly localized enterprises where small groups of tourists spend time learning about the local natural and cultural heritage.

The Living Stone Group discussed in this chapter is a fine example of the "small is successful" principle. While the network has grown substantially over the years, the secret of its success is the fact that its member organizations remain committed to small-scale activities. There is a constant stream of new initiatives instead of the existing programs becoming bigger (and harder to manage). In general, LSG's accomplishments can be linked to the successful combination of a couple of key factors (see Table 24.6).

Table-24.6  
The Living Stone Group's 'Secrets of Success'

<i>Elements contributing to LSG's successful tourism development model</i>	
1.	A grounded vision of tourism - based on the values of wonder, openness, contact, and respect - that informs all activities.
2.	A healthy mixture of for-profit tourism business (in the form of tour operating and a growing network of bar-restaurants) with non-profit idealism (in the form of tour guiding and timely development aid initiatives).
3.	A rather intricate transnational network that allows for competition with the big tourism players, but is decentralized enough to permit autonomy and creative input from stakeholders at the lowest levels.
4.	An organic growth of tourism projects, in response to the needs of tourists and to realize a 'best fit' with the communities in which tourism activities take place.
5.	A constant preoccupation with long-term economic, socio-cultural, and environmental sustainability throughout all stages of tourism development.

These elements together guarantee that the initiatives developed under LSG's wings generally lead to 'tourism-that-works' (in the ways I defined successful tourism development in the introduction to this chapter).

Being successful, however, is not equal to being without problems. The case studies in Indonesia and Tanzania show that LSG is significantly contributing to tourism development but that its projects are posing some serious challenges as well. In Yogyakarta, the Belgian woman running the Via Via has now been in charge for almost a decade. Although she loves her job she might think of moving on with her life, passing on the Via Via to others, and start up some new projects elsewhere. However, it is not clear what would happen when she leaves. Is her team of Indonesian collaborators sufficiently well prepared to keep the Via Via as vibrant and well

connected as it is now? How would they maintain the strong transnational ties with LSG's other organizations? In other words, LSG's highly cherished principle of sustainability would be seriously tested.

In Arusha, the situation might be even more fragile, given the difficult circumstances of trying to build up tourism in one of the poorest countries on this planet. In fact, the Via Via almost closed its doors in 2004. The first owners, a Belgian couple, were getting tired of constantly have to solve problems (unreliable local staff, multiple robberies, corruption, etc.). The decentralized structure of LSG makes that the Belgian headquarters hardly ever intervene when its partners abroad are in trouble. By coincidence, an enthusiast Dutch couple was found willing to join the team. The four together are currently turning the Via Via into Arusha's coolest place to hang out. Here again, there are many questions concerning sustainability and the degree to which LSG as a whole feels responsible for what happens with all its programs worldwide and the many people involved in them and dependent on them to earn a living.

In sum, success stories in tourism might not be so hard to find. However, success should not be conceived of as a static result. The fact that external as well as internal factors can disrupt even the strongest and most successful tourism development should make us cautious. As the example of the Living Stone Group illustrates, it takes vision, planning, and a lot of work and dedication to assure that tourism projects that were successful at one stage remain so in the near future. The simple truth is that success is not possible without sustainability; both go hand in hand...

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Anders Reizen	<a href="http://www.andersreizen.be/">http://www.andersreizen.be/</a>
Go Minus 26	<a href="http://www.go-26.be/">http://www.go-26.be/</a>
Joker	<a href="http://www.joker.be/">http://www.joker.be/</a>
Karavaan	<a href="http://www.karavaan.be/">http://www.karavaan.be/</a>
Living Stone Dialogue	<a href="http://www.viaviacafe.com/lld/">http://www.viaviacafe.com/lld/</a>
Living Stone Group	<a href="http://www.viaviacafe.com/livingstone/">http://www.viaviacafe.com/livingstone/</a>
Via Via Travel Cafés	<a href="http://www.viaviacafe.com/">http://www.viaviacafe.com/</a>

#### NOTES

There are multiple descriptions of tourism. The fact that researchers have not come to a generally accepted definition is indicative of the complexity of the phenomenon. For the purposes of this chapter, I conceive of tourism broadly as 'travel-for-leisure'.

Analogous to the 'butterfly effect' – the phenomenon whereby a small change at one place in a complex system can have large effects elsewhere – globalization can best be described as the ongoing process by which events, decisions, and activities in one part of the world can come to have significant consequences for individuals and communities in quite distant parts of the globe (Giddens, 2000; Held & McGrew, 2003). One of the outcomes of this is a growing worldwide interdependence and convergence.

The WTTC includes more than just the tourism industry in its figures. Even though its claims may be exaggerated, the data are nevertheless in agreement with other sources that tourism is a large-scale and fast-growing economic sector.

The UNWTO figures do not only include tourists, but all international arrivals using tourist visas. This includes a proportion, which probably differs with space and time, of people who travel for reasons other than tourism. Nevertheless, the figures are clearly illustrative of the trend.

The former position is described by Jafari (2001) as the "advocacy platform" of thinking about tourism (stressing the good sides of the phenomenon), the latter as the "cautionary platform" (stressing the bad sides).

In Jafari's (2001) scientific model, this kind of practical thinking about tourism belongs to the "adaptancy platform".

Sustainable development can be defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are made consistent with future as well as present needs" (World Commission on Environment and Development, 1987, p. 8).

By doing so, I place my own research and theorizing within Jafari's (2001) "knowledge-based platform" which stresses a holistic treatment of tourism instead of a narrow focus on impacts or forms of tourism.

A special issue of the journal *Tourism Management* (Go & Brent Ritchie, 1990) focuses on the development of transnationalism, which is assuming a growing importance within the tourism industry. More sophisticated communication technologies and the increasing global participation in tourism puts the transnational corporations, able to reduce unit costs, in the best position to profit from the ever more globalized markets.

In US\$ million (except per share amounts). All data in this table were taken from the 2000 annual reports of each of the corporations listed. Empty cells represent data not provided in the annual reports.

EBITDA stands for 'Earnings Before Interest, Taxes, Depreciation, and Amortization'.

The huge amounts of money spent by tourists on transport does not find its way into most of the destination countries on which tourism depends; nor does it go to support employment in the airline industries of those countries. Instead, the money goes straight to the airlines themselves, most of which are based in Europe and North America.

Horizontal, vertical, and diagonal integration describe various types of ownership and control (Poon, 1993). Horizontal integration refers to cooperation between same-sector companies (e.g. a hotel with another hotel) in order to cover a bigger share of the market. Vertical integration encompasses alliances between companies across sectors (e.g. a hotel with an airline or tour operator), combining products to satisfy a common need. Diagonal integration typically involves private-public cooperation, providing new combinations of services and improving cost effectiveness.

Thomas Cook AG is currently owned by Deutsche Lufthansa AG and KarstadtQuelle AG. The acquisition of the French travel management company Havas Voyages in July of 2000 as well as the takeover of the British travel package provider Thomas Cook Holdings Ltd. created one of the leading tourism companies in the world.

Traditionally, the value chain has been seen as one in which each organization maximizes its own success across the value chain. In this model, information, strategies, and resources are not shared and the chain is inefficient. However, in a globalized world, the value chain represents the process by which organizations and enterprises are linked together to create products and services that have more value combined than separate. In other words, organizations look outside their own boundaries and aim to strengthen the whole web, not simply their own part of it.

In recent years, tourism has grown steeply worldwide. All regions of the world increased their tourism receipts substantially. Tourism in Africa and the Middle East grew the least, and this may be attributed to the political turmoil found in many parts of those regions (UNWTO, 2004).

The name 'Living Stone' is a metaphor for planet earth. However, there is also an implicit reference to Dr. David Livingstone, the legendary British missionary who explored sub-Saharan Africa at the end of the 19th century (and who became famous through the reporting of the American journalist Henry Stanley who was sent to Africa to track the whereabouts of Dr. Livingstone). The name of Livingstone became associated with romantic Western imaginaries of adventurous travel in exotic destinations (Adams & McShane, 1996).

Joker's 'Roots' tours should not be confused with what is more commonly known as "roots tourism", which is tourism centred around the desire to experience and connect with one's ancestral homeland and/or other sites that are significant in the history of one's ethnic group. The concept can be traced to Haley's (1976) novel *Roots* and the accompanying American television series, in which he traced his ancestry back to Africa. These were highly popular among African-Americans and accelerated the development of Afro-American roots tourism.

This is rather exceptional because femininity in Javanese culture is traditionally associated with the domestic sphere and women encounter ambiguous and contradictory messages as they seek employment in tourism (Kinson, 2001). As a result, women are often forced into the informal sector, where they work as casual, short-term, and seasonal wage labourers, street traders, or home workers. In particular, many women work as unpaid labourers in family businesses connected with small-scale production, as masseuses, hair braiders, beach sellers, receptionists, or they move into prostitution (Dahles & Bras, 1999).