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# Real estate, Event and Tourism Management



The Context of Tourism

Tourism Promotional Dimension

Highlights

Sales Executive Perspective

Tradeshow & Exhibition Industry

Discovering Thoughts, Inventing Future

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# Increasing Tradeshow & Exhibition Industry Competitiveness through Competency-Based Hiring and Promotion: A Sales Executive Perspective

By Nuttapong Jotikasthira

*Rangsit University, Thailand*

*Abstract-* As a component of MICE industry, Exhibition and Tradeshow industry yields both economic and social benefits to Thailand in forms of direct foreign income, improved destination image, wealth distribution, and employment. Albeit its success in hosting endless list of world renowned tradeshows and exhibitions, the country is still considered less productive as compared to other leading MICE destinations in the region. Among other factors, human resource is one of the competitiveness components that need an urgent intervention not only to make the industry competitive vis-à-vis other rival destinations but also to keep pace with directionless and unpredictable changes. Competency based human resource management is now replacing its task-based counterparts for its adaptability and versatility to changes in industrial practices and market demands.

*Keywords: exhibition, sales executive, competency-based hiring.*

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# Increasing Tradeshow & Exhibition Industry Competitiveness through Competency-Based Hiring and Promotion: A Sales Executive Perspective

Nuttapong Jotikasthira

*Abstract-* As a component of MICE industry, Exhibition and Tradeshow industry yields both economic and social benefits to Thailand in forms of direct foreign income, improved destination image, wealth distribution, and employment. Albeit its success in hosting endless list of world renowned tradeshows and exhibitions, the country is still considered less productive as compared to other leading MICE destinations in the region. Among other factors, human resource is one of the competitiveness components that need an urgent intervention not only to make the industry competitive vis-à-vis other rival destinations but also to keep pace with directionless and unpredictable changes. Competency based human resource management is now replacing its task-based counterparts for its adaptability and versatility to changes in industrial practices and market demands. Language of Work Model has been partially adopted to identify competencies which were categorized into three groups namely "know-why", "know-whom", and "know-how" competencies. Instead of identifying threshold competencies for task completion sufficiency, and differing competencies that distinguishes top from average performers, the researcher added ideal competencies to spare the room for human resource development for top performers. This approach is to make sure that competency model to be identified is in line with lifelong learning approach and organizational talent management. Structured in-depth interview was conducted with five groups of stakeholders namely job incumbents, job supervisors, colleagues, suppliers, and customers nominated by the most prominent tradeshow association in Thailand. Focus group interview was conducted with tradeshow professional association committee to verify the content validity of the finding. The finding revealed that "know-why" and "know-whom" competencies outweighed the importance of "know-how" competencies. Besides, the former two were believed to precursor the latter suggesting that "know-why" and "know-whom" should be predominant when performing HR decision tasks. Recommendations were made for both academia and practitioners at the end.

*Keywords: exhibition, sales executive, competency-based hiring.*

## I. Introduction

Thailand's reliance on tourism and hospitality industry is significant in that 16.9 percent of its gross domestic products is yielded from tourism economy representing 11.9 percent of total employment of the country (Blanke & Chiesa, 2013). The sector has witnessed a continual growth with the expected growth rate of 6.4 percent from 2012 through 2022. Despite its 43rd rank in overall travel and tourism competitiveness, various sub-indicators have indicated its higher potential. Its government has prioritized this sector (ranked 27th) and succeeded in marketing campaigns to attract visitors to the country (ranked 11th). Thailand has good tourism and infrastructures as well (ranked 13th for airline seats per kilometers for international tourists and 31st for travel and tourism infrastructure) (Blanke & Chiesa, 2013). The aforementioned ranks showed that Thailand has greater potential than its overall ranks if it manages travel and tourism sector well.

Facing an ever intense competition and fluctuating, price sensitive, and seasonal demand of leisure market, Thailand and other established tourism destinations have diversified its marketing focus towards other lucrative markets including business travel, MICE, and other markets. Despite priority given by the government and high potential, Thailand's meeting and exhibition industry is still relatively less competitive as compared to other countries in the region. Table I reported the performance of Thailand vis-à-vis its major ASEAN neighboring countries.

*Author : College of Tourism and Hospitality, Rangsit University, Patumthani, Thailand. e-mail: jotikasthira@gmail.com*



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*Table I :* Thailand's Comparative Performance of Meeting and Exhibition Sub-MICE Industries

| Country | Sales/ Employee | PPP Ratio | PPP Sales/ Employee | Efficiency Ratio |
|---|---|---|---|---|
| Singapore | 340,631 | 1.377 | 469,048.89 | 18.08 |
| Malaysia | 15,191 | 1.966 | 29,865.51 | 1.15 |
| Thailand | 12,551 | 2.067 | 25,942.92 | 1.00 |
| Indonesia | 8,084 | 1.769 | 14,300.60 | 0.55 |
| Philippines | 4,601 | 2.006 | 9,229.61 | 0.36 |

*Depicted from: (Barnes Report, 2010)*

Table I reported the performance of Meeting and Exhibition sub-industries of Thailand and other ASEAN neighboring countries depicted and adapted from Barnes Report (2010) using sales per employee as the performance indicator. As the five available countries have different levels of cost of living making sales per employee incomparable, purchasing power parity has been adopted to convert the per employee sales of these countries more comparable (Barnes Report, 2010). Despite the fact that Thai meeting and exhibition sector is on par with those of Malaysia and superior to Indonesia and Philippines in regards to productivity, the country still lagged behind the performance of Singapore (18.08 times less productive), the most prominent MICE destination in the region. Should Thailand aim to excel MICE market, it should strive on increasing its competitiveness in this regard.

The comparatively inferior productivity of Thai Meeting and Exhibition sectors as compared to Singapore and Malaysia can be attributed to several factors. One undeniable underlying factor is employees' competence and productivity. Heightening the performance standard and productivity of employees in the industry would surely increase the competitiveness of the country's MICE industry as a whole. This article explores the minimum standard performance and its associated competencies of sales executive in exhibition industry. The standard performance and competency set will be used as the basis for competency-based hiring in order to make sure that truly competent and productive to perform the tasks up to the expected level of stakeholders while being competitive to other MICE destinations.

In the near future where conditions of ASEAN Economic Community- AEC will fully be enacted, it is expected that there will be both threats and opportunities present to Thai MICE business operators both regarding to market opportunities, threats, potential hostile merger and acquisitions (Economic Ingelligence Center: Siam Commercial Bank, 2011). In such lights, productivity of firms partially derived from employee's performance is highly critical.

In the new environment where uncertainties become normalcy of business operation (The ASEAN Secretariat: Public Outreach and Civil Society Division, 2012), organizational competitiveness and adaptability to changes need to be the core of business decision and planning. Recruiting and developing organizational talents to fit to the competitive landscape is highly important for modern organizations (Kotler, Kartajaya, & Huan, 2007). Organizational talents which are contributively and synergistically aggregated from individual employees need to be planned, managed, nurtured, and enhanced in order to assure its fit to the fast changing and volatile business environments, especially in tourism and hospitality labor markets (Baum, 2008). Hiring process to ensure that individuals with desired talents are hired is highly important.

In tourism and hospitality industry, it is hard to recruit, train and retain employees with right talents due to several factors including the lack of hiring standard, multiple points of entry to the industry, low skill specificity, variance of pay differential and flexible roles and responsibilities (Baum, 2008). Coupling with more volatile and less predictable business environments, these factors have commanded hospitality firms to revisit the task-based human hiring process to competency based hiring (Soderquist, Papalexandris, Ioannou, & Prastacos, 2010). There are a number of reasons justifying the need for human resource management paradigm shift. First, job specification of a position can easily be obsolete due to fast moving external environments and business practices. Second, employees need to be ready for position and functional mobility in order to keep pace with the fast moving competitive landscape. Competency-based hiring is undoubtedly a tool to increase a firm's competitiveness in the present environment. The question that still needs to answer is how an exhibition firm can adopt competency based hiring in such a manner that optimally strengthens its fit to the competitive landscape.

This paper aims, therefore, 1) to explore the competency sets necessary for sales executives in



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exhibition firms in Thailand to perform their jobs effectively, and 2) to propose the a method for competency based hiring. Next part of this paper addresses exhibition business as well as the concepts of competency and competency based hiring.

## II. Related Works

To address research objectives mentioned in the previous part, conceptual frameworks related to the context of the study, exhibition business, as well as the parent disciplines, competency and competency-based hiring, is hereafter discussed.

## III. Exhibition and Tradeshow

Tradeshow and exhibition is another section of MICE industry. It is, in fact, a marketing communication tool available for both trade and consumer firms to communicate, sell, and negotiate with clients, buyers, and other trade partners through direct interaction without interruption(Blythe, 1999; Herbig, O'Hara, & Palumbo, 1998). As there is no clear measurement of the effectiveness of exhibition and tradeshow, companies might be reluctant to pour in their marketing budget in participating and decorating their exhibition booths (Blythe, 1999). Besides, the tendency for companies to invest in tradeshow participation is proved to be cyclical depending on the economic cycle of particular markets (Herbig, et al., 1998). It is the duty of exhibition and tradeshow sales executives to convince potential exhibitors of the benefit of tradeshow and exhibitions especially in the time of economic slowdowns.

Benefits of tradeshow and exhibition are varied. First, Tradeshow helps promote new products to pre-screened audiences without interruption from other stimulus. Second, it allows firms to uncover new prospective customers who self-screen to attend the tradeshow and to discover potential trade partners, suppliers and buyers. Third, it yields several benefits to the host destinations in forms of local spending, distribution of wealth, attraction of foreign income, stimulation of local business, and destination image. Fourth, exhibition and tradeshow help enhancing image of exhibitors in regards to their respective technological breakthroughs, good causes or other aspects of corporate image. Fifth, it helps manage and strengthen relationship between trade partners. Finally, it serves as additional selling opportunities for firms (Blythe, 1999; Firoiu, Dodu, & Patrichi, 2011; Herbig, et al., 1998). From the benefits as stated, tradeshow and exhibition are evidently important for hospitality industry, local economies, and host destinations alike.

Despite these benefits, certain firms still hesitate to participate in tradeshows and exhibitions due to their unrealistic and short term oriented expectations. The unmatched expectations of exhibitors and tradeshow attendees tend to be the most critical factors that make firms reluctant to participate in tradeshows. While attendees update themselves about players in the market, technological breakthrough, and information gathering forum for further purchase decisions, exhibitors tend to focus on sales and order taking (Blythe, 1999). Sales executives of exhibition companies who can realistically shape expectation of exhibitors should not only increase sales of the exhibition space but also assure satisfaction and repeated participation in the future.

Considering the semi custom-made nature of exhibition and tradeshow, exhibition firms can maximize the value of each client by selling largest exhibition space as well as other services to them including venue decoration and other supporting services. Sales executives' skills in selling and managing the project are crucial for a firm's success and competitiveness.

Critical success factors of a tradeshow highly depend on sales executives' performance especially in regards to expectation shaping and persuasive communication (Friedman, 2002). From the beginning of sales process, sales executives must shape the most realistic expectation to exhibitors and inform them of what to be expected and what is not. Consultative dialogue about how to increase exhibition effectiveness in regards to relationship management and marketing communication also helps increase per transaction sales of exhibition as well as strengthening long-term relationship (Friedman, 2002). It is clear that sales executives play an important role in making a tradeshow successful. Hiring sales executives with competencies that allow high performance is, therefore, highly critical for its competitiveness.

## IV. Competency

For decades, the concept of competency has gained recognition from both human resource practitioners and academics due to its role as underlying enabling factors of expected performance (Melaia, Abratt, & Bick, 2008). Using competency as the core of human resource decision also allows firms to better embrace changes and adapt themselves successfully(Baum, 2008). Competency can be defined as allied inherent and developed skills, knowledge, and other attributes that allow a job incumbent to perform his/her tasks adequately or superiorly within a working context (Baum, 2008; Bhatawdekar & Bhatawdekar, 2012; Soderquist, et al., 2010). It can be seen from the definition given that competency must be set against certain set of standard either for job adequacy or task superiority. Besides, competency sets should be adjusted according to each firm's working environment. One can assume, therefore, that there is no universal set of competency standard that fit in all organizations in an industry.



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Competency can be approached from different angles. Certain scholars divide competency into categories namely hard and soft skill competencies (Weber, Finley, Crawford, & Rivera Jr., 2009). While hard skills are important for technical aspect of task performance, soft skills are precursors high performance of individual employees(Testa & Sipe, 2012; Weber, et al., 2009). Despite its indirect relevance to task completion, soft skill competency which covers four aspects namely relationship skills, management and organization, communication and cognition skills, are indispensable for a firm's competitiveness and productivity(Weber, et al., 2009). From this approach, it can be argued that individuals need to possess soft skill competencies to master well the hard skills.

Competency can also be approached from a more function oriented perspective. Testa and Sipe (2012) categorized competency into three groups namely business savvy competencies, people savvy competencies, and self-savvy competencies. Business savvy competencies concern mainly skills and thinking process that allow employees to make astute business decisions such as number wise, planning, strategic decision, system thinking (Testa & Sipe, 2012). People savvy competencies mainly deal with interpersonal skills that allow individuals to create positive and constructive rapports with others (Testa & Sipe, 2012). This competency is highly important for hospitality industries due to high contact nature of the industry (Kay & Rusette, 2000; Lovelock, Patterson, & Walker, 2001). Self-savvy competencies deal with ethics, disciplines, self-locus of control, accountability, professionalism, time and change management (Testa & Sipe, 2012). It can be seen, here, that self-savvy competencies make an employee an organic member of the organization. Other two types of competency help ensure high performance and organizational competitiveness.

Cappallen, and Jassens (2008) group competencies into three categories namely know-why competencies, know-how competencies, and know-whom competencies. Know-why competencies concern mainly personal identification to the profession, motivation to work, and the match between the organizational and personal goals of employees(Cappellen & Janssens, 2008; Defillipi & Arthur, 1994). Know-why competencies determine how devoted an employee is. Without this quality, an organization cannot be assured that employees put their maximum efforts to the work assigned. Apart from the job identification, know-why competencies also include other transferable skills that allow a person to be better motivated and identify him/herself to the profession while making more astute decisions.

Know-whom competencies reflect career relevant networks inside and outside a firm(Defillipi & Arthur, 1994). This type of competency is highly important for sales and marketing functions due to the high contact nature of the functional area(Melaia, et al., 2008). It is also related to certain inherent qualities such as personal traits and social skills as well as work experience (Asree, Zain, & Razalli, 2010). Consequently, know whom competencies in this particular study also embrace knowledge, skills, and other attributes that allow better network enhancement and development. Therefore, a sales executive in exhibition business needs to possess know-whom competencies in order to close sales and make things possible for the project.

Know-how competencies concern task completions according to what specified in the job description (Cappellen & Janssens, 2008). This type of competency is highly technical by nature. However, employees need to possess other transferable skills ensure high performance of this competency (Koenigsfeld, Perdue, Youn, & Woods, 2011). This particular study will use know-why, know-whom, and know-how competencies to group the competency.

## V. Competency Model

To identify competencies required in a job position, competency model must be developed. Competency models conventionally used now in most industriesare models and matrices that overstress technical skills while downplaying the importance of know-why and know-whom competencies (Langdon & Marrelli, 2002; Testa & Sipe, 2012). While certain models identify competency for expected performance, others identify competencies in forms of knowledge, skills, and attributes that underlie superior performance (Duad, Ismail, & Omar, 2010; Purdue, Ninemeier, & Woods, 2002). Good competency models must, hence, include both soft and hard skills while giving more weight to soft competencies (Chapman & Lovell, 2006).

To identify a competency model, job descriptions must be first studied and analyzed. Unfortunately, most job descriptions are vaguely written with debatable loopholes and do not specify the task standard. Like competency models, job descriptions tend to over-stress the importance of technical part of job fulfillment. Therefore, they cannot serve as a salient basis for recruiting, appraising, and developing the job incumbents(Soderquist, et al., 2010). Despite such flaws, job description is a starting point of a competency model development as it specifies that is expected from an employee assuming a job position given an organizational context (Soderquist, et al., 2010).

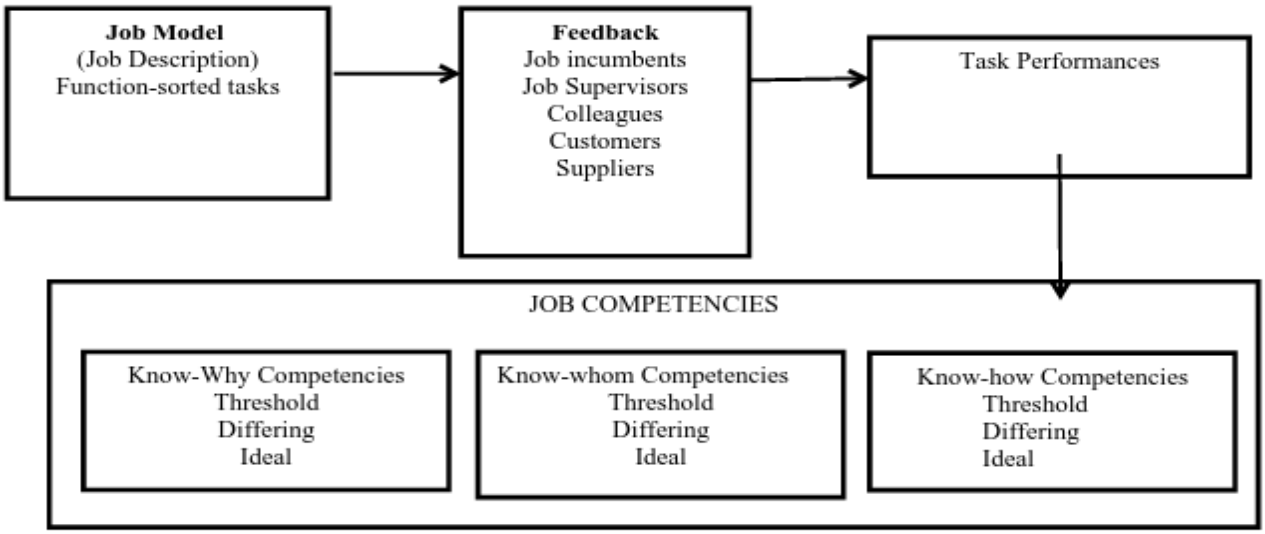
Another problem with conventional competency models is that they are developed from data collected from only one group of job stakeholders which might not cover all angles of the job. A good competency should, therefore, be developed from data collected from various stakeholders to the job position both inside and outside an organization (Langdon & Marrelli, 2002). Given the fact that changes are fast and unpredictable,

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a good competency model must also embrace competencies that allow job incumbents to be adaptive to change (Rowe, 1995). Ideally, competency models developed for several positions in an organization should be based on organizational strategies and their required competency to ensure that they have developed and recruited employees with needed competencies for competitiveness (Hamimi Abdul Razak, Kamaruddin, & Abdul Azid, 2012).

As for this particular study, the competency model to be used is adapted from "Language of Work-LOW" model developed by Langdon and Marrelli (2002) due to the context of the study which aims to set competency-based hiring criteria for sales executive position for the whole Thai exhibition and tradeshow industry. It, consequently, excludes organizational factors out of the consideration. Figure I illustrates competency development model to be used in this particular study.

*Figure I :* Competency Model of Thai Exhibition Sales Executives




*Adapted from : (Defillipi & Arthur, 1994; Langdon & Marrelli, 2002)*

From Figure I, job descriptions from various tradeshow and exhibition firms in Thailand were combined, analyzed and grouped into functional areas. After grouping and sorting tasks, data from informant groups including persons assuming sales executive position in the tradeshow and exhibition themselves, job supervisors, colleagues, suppliers, and customers, were collected about their expected performance of tasks included in the job description. Associated to the performance standard, they were also asked to report their believed underlying competencies in the forms of knowledge, skills, and other attributes. Competencies reported were further sorted into three groups namely know-why, know-whom, and know-how. The competency set acquired from this model will be used as the basis for competency-based hiring for this particular position.

## VI. Competency-based Hiring

Due to volatility of the work environment as well as fast borderless and directionless external environment, mobility of career path and change adaptation becomes the core of the human resource decision (Asree, et al., 2010; Baum, 2008). Consequently, the conventional task-based human resource management is now being replaced by its competency-based counterpart (Soderquist, et al., 2010). Competency-based human resource management is beneficial for business organizations for several reasons. It creates culture that inspires and empowers employees to optimally contribute to organizational goals. It also helps pinpoint organizational and individual training need guidance while identifying needed organizational supports to increase organizational competitiveness. It provide guidance for decision makers to recruit, evaluate, promote, and solve human resource related problems for higher competitiveness (Bhatawdekar & Bhatawdekar, 2012).

As human resource is now an integral part of an organization's strategy (Jain & Haley, 2009), all firms should identify the gap between their current organizational competencies and the needed competencies given the strategies stated (Soderquist, et al., 2010). The gap identified can actually assure the alignment of firms' strategies and their human capital



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(Priyadarshini & Dave, 2012). As this present study does not study one particular exhibition firm, the proposed competency set should be adapted to each organization's working environment and strategies.

As certain competencies tend to precursor the mastery of others, recruitment, interview, hiring, compensation, and development policies and practices should be based on competencies not the performance of tasks included in a job description (Chapman & Lovell, 2006; Testa & Sipe, 2012). However, employers should place more importance on less observable and inherent skills than technical ones (Chapman & Lovell, 2006). Besides, as certain competencies are inherent to individuals while others can be developed, hiring practices and policies should focus on the former while HRD policies should focus on the patter (Bhatawdekar & Bhatawdekar, 2012; Chapman & Lovell, 2006). Consequently, the hiring policies of exhibition sales executives should focus on know why and know whom competencies than know how competencies.

Candidate screening process based on competencies that underlie the expected performance became a challenge to employers given the conventional recruitment practice where candidates are selected from their curriculum vitae and job interview which are short and parsimonious in nature (Cappellen & Janssens, 2008; Jauhari, 2006). These practices do not allow employers to observe qualities that are inherent to the candidates such as observance, ethics, attitudes, and work disciplines. Besides, candidates can fake their qualities to appear more desirable for job interviewers as well. Alternative forms of job interview should be used such as case studies that simulate real working situation of a position should be used in order to observe and evaluate how effective a candidate perform in such a situation (Bleedorn, 1993). Apart from case study base screening, it is advised for employers to assign as much work to newly recruited employees during probationary period as well in order to assess the inherent qualities that are important for the positions.

Fortunately, there are a myriad of aptitude and evaluation scales commercially available for a number of skills including thinking, social, communication, interaction, and cross-cultural skills (Bhatawdekar & Bhatawdekar, 2012; Jauhari, 2006; Riggio & Reichard, 2008; Van Der Zee, Van Oudenhoven, Ponterotto, & Fietzer, 2013). Employers should invest or adapt the test tools of transferable skills to assess the candidate. Of course, all these measures make recruitment harder and time-consuming. However, it better ensures the success of recruitment and hiring of employees who would finally contribute their respective talents to the organizational effectiveness.

Compensation policies of most firms tend to be based on the job experience the candidate has in the industry and other qualifications such as education, proficiency of English etc. Taking a long-term perspective to human resource management where an employee hired must progress along the managerial path and mobile across functional areas, compensation must also be based on the competencies or potential of a person in the future as well(Bhatawdekar & Bhatawdekar, 2012).

## VII. Methods

To come upsets of competency necessary for hiring a sales executive in exhibition and tradeshow business in Thailand, a qualitative research design is adopted for two reasons. First, there are a very limited number of studies conducted in the area of competency in exhibition business. Inductive approach to fact finding is, thus, warranted (Hennink, Hutter, & Bailey, 2011; Neuman, 2011).Second, the researcher aimed to capture richness of information (Hennink, et al., 2011).This empirical study follows the model stated in Figure I. To start, interview question is developed from job descriptions of selected exhibition firms that were member of Thai Exhibition Association- TEA. Data collection was discussed followed by data analysis.

*a) Development of Interview Frame*

As discussed in the previous section, this study followed the competency model stated in Figure I. Job descriptions of 4 selected Professional Exhibition Organization Firms –PEO who are members to Thai Exhibition Association- TEA were combined. TEA has given job descriptions of its prominent members in the position of Sales Executive or Customer Service Agents depending on how the organization calls the position. Tasks included in the job descriptions were combined, collapsed, and grouped and sorted. Figure II reported the job description of Sales Executive for Exhibition and Tradeshow in Thailand.



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*Table II :* Job Description of Sales Executives in Thai Exhibition and Tradeshow Business

| Functional Areas | Tasks |
|---|---|
| Sales and Marketing | Help plan, acquire insights, provide input and help team members in planning and implementing tasks |
| | Make sales call with current and new clients |
| | Follow up with unclosed sales and negotiate the best deal |
| | Cross-sell/ up-sell where possible and appropriate |
| | Prepare bidding proposal |
| | Coordinate and follow-up the bidding procedures |
| | After confirmation from clients, conduct service level agreement with all concerned |
| | Assist the site inspection and report to sales |
| | Search, acquire information and specification about services needed by customers from 3rd party suppliers |
| Operation | Coordinate with relevant departments internally and external partners |
| | Co-develop the action plan and timeline of the function throughout the process |
| | Be the center of coordination throughout the project implementation |
| | Verify the project readiness before show days |
| Finance and budget | Verify bills and approve payment |
| | Follow up payment from clients according to the contracts and policies |
| Administrative | Prepare and coordinate all job relevant documents |
| | Rank and riles |

Figure II reported tasks included job descriptions of sales executive from three Thai PEOs selected by Thai Exhibition Association based on business standard and reputation in the industry. To facilitate the data collection process, tasks were combined into mutually exclusive items, deleted in case of redundancy, and finally sorted into functions. The job description was the basis for the in-depth interview which is the major data collection method of this study. During the interview session, informants were asked to report their expectation of the performance of a sales executive for particular task at the threshold level. Following the report of performance, they were also asked to report the competencies that underlie such a performance in terms of knowledge, skills, and attributes. The researcher moved to differing performances and the underlying competencies. Differing performances referred to the differential performance of high performers from average performers. Finally, informants were asked to report their believed ideal performances for particular tasks and the associated competencies.

*b) Research Design*

i. *Recruitment of Participants*

According to the model stated in Figure I, data in regards to the performances of tasks included in the job description of sales executives in Thai exhibition and tradeshow businesses as well as their underlying competencies were to be collected from five groups of feedback providers. To ensure the comprehensiveness of the competency model to be developed, five groups of feedback providers were included in this study. The feedback provider groups were job incumbents, their supervisors, colleagues, suppliers, and customers.

Purposive recruitment of informants was adopted to ensure the eligibility of the informants in providing data (Hennink, et al., 2011). As there are five groups offeedback providers or participants, TEA, the



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most recognizable exhibition and tradeshow professional association in Thailand agreed to be the gatekeeper for this present study. It helps pick five of its members who are leading exhibition firms. With the assistance from gatekeeper, the researcher reached job incumbents and job supervisors. Additional participants were recruited using snowball recruitment method via the network of job incumbents and job supervisors (Hennink, et al., 2011).

ii. *In-depth Interview as Major Data Collection Method*

Due to the exploratory nature of this study, in-depth interview which allows the participants to freely report their respective perception of threshold, differing and ideal performances as well as the associated competencies, standardized open-ended interview was selected as the major data collection method (Patton, 2002). The interview sessions were conducted according to the principles of Payne (1951); being single, being clear, being truly open-ended, and being neutral.

Participants were contacted by gatekeepers to request their permission for the interview appointment. The interview appointments were reconfirmed by the researcher before sending the interview frame to them beforehand. The objectives, nature of questions, length of time, natures of questions, statement of confidentiality, the freedom to withdraw, and voluntary participations were informed to the informants (Bouma, 2000).

iii. *Validation of Finding Using Group Interview*

The initial finding from in-depth interview was validated by triangulations of measures and observers (Neuman, 2011). The former refers to the collection of data from the same group of participants but using different methods of data collection. The latter refers to the collection of data from different groups of participant. The competencies reported by participants from in-depth interview sessions were further discussed in the group interview session.

Focus group interview is a qualitative method with primary goal of making attitudes, beliefs, behavior, attitude about particular issues in an informants explicit knowledge and is normally used in exploratory research to test ideas, solving specific problem and evaluation (Ezzy, 1999). Panelists who are board members of TEA were recruited for group interview. TEA Board Members were entrepreneurs and high rank executives in tradeshow and exhibition businesses in Thailand. Therefore, the eligibility of finding acquired from group interview can be assured.

In the group interview, panelists were given with the performance standard for three levels of performance and their respective underlying competencies. The researcher who acted as group moderator asked them to discuss that appropriateness, and the completeness of the task performances as well as the competencies. After the group interview, the competency set was adjusted accordingly. The finding from group interview will be analyzed using the priori theories.

iv. *Data Analysis*

The competencies reported and adjusted from in-depth, and group interviews were sorted into know-why competencies, know-whom competencies, and know why competencies as follows:

1. Competencies that lead to self-identification with the profession and motivation, transferable skills, and ethical considerations were coded into know-why competency.
2. Competencies that underlie the relationship management, enhancement and retention of professional network, and interpersonal interactions were grouped into know-whom competency
3. Competencies that are directly related to technical aspect of task completion were coded into know-how competencies

The aim of this study is to develop a competency-based hiring guideline for the sales executive position in Thai exhibition and tradeshow business. Only competencies that are antecedents of threshold performance were included into the hiring set. Developable competencies were also excluded from the competency-based hiring criteria set as they can be trained and developed in a short period of time.

## VIII. Results

In-depth interview sessions were conducted with 21 participants who recruited from purposive recruitment and snowball recruitment methods. Among the 19 participants, 5 were job incumbents and another 5 were job supervisors. Four of them were colleagues to sales executives who work in other department yet had regular contact with them. Three of them were suppliers or representatives from third party service providers for exhibitions and tradeshows. Only two customers were recruited in the sample. They reported three levels of performance as well as their respective competencies. Due to the tightly scheduled obligations of participants, the in-depth interview sessions were conducted from March to October 2013.

After the in-depth interview sessions were completed, panels were recruited. Eight panelists who sat in the board of Thai Exhibition Association- TEA were recruited. Three of them were owners of major Professional Exhibition Organizer firms while other 5 were high ranked executives in large exhibition firms. During the group interview, panelists requested the researcher to move the level of performances. Most items were moved downward from differing performance to threshold performance. The same was done for competency as well. Table II reported



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competency set for sales executive in Thai exhibition and tradeshow business.

*Table III :* Sales Executive Competencies in Thai Exhibition and Tradeshow Business

| Competency | Sources of Competency | Component | Level of Performance | Types of competency |
|---|---|---|---|---|
| Knowledge about characteristics, natures, and operation parts of different types of exhibition and tradeshows | Developable | Knowledge | Threshold | KNOW-HOW |
| Knowledge about customary procedures and practices in the country | Developable | Knowledge | Threshold | KNOW-HOW |
| Knowledge about customary procedure and practices in international markets | Developable | Knowledge | Differing | KNOW-HOW |
| Customer knowledge about their business, goals, needs about tradeshows and exhibition, their critical success factors and past events | Developable | Knowledge | Threshold | KNOW-HOW |
| Knowledge about logistical limitation and safety requirements of the venues and exhibits | Developable | Knowledge | Threshold | KNOW-HOW |
| Product (components) knowledge with regards to capacity, quality, cost, and availability | Developable | Knowledge | Threshold | KNOW-HOW |
| Comparative product (components) knowledge (with competitors) | Developable | Knowledge | Differing | KNOW-HOW |
| Knowledge about local current affairs | Developable | Knowledge | Threshold | KNOW-WHY |
| Knowledge about international socio-economic current affairs | Developable | Knowledge | Differing | KNOW-WHY |
| Market intelligence about customers and competitors | Developable | Knowledge | Threshold | KNOW-HOW |
| International market intelligence | Developable | Knowledge | Differing | KNOW-HOW |
| Accounting, costing, and pricing skills | Developable | Knowledge | Threshold | KNOW-WHY |
| Knowledge about suppliers with regards to quality, preparation time, working styles, and cost | Developable | Knowledge | threshold | KNOW-HOW |
| Knowledge about working process within the organization | Developable | Knowledge | Threshold | KNOW-HOW |
| Relationship management skills with quality suppliers and trade partners | Developable | Skill | Differing | KNOW-WHY |
| Knowledge about working process of other departments in the organization | Developable | Skill | Differing | KNOW-HOW |
| Communication skills (Concise, Precise, Logical idea organization, Audience Appropriate) | Developable | Skill | Threshold | KNOW-WHY |
| Sensitive to body language, facial expressions and other non-verbal cues | Developable | Skill | Threshold | KNOW-WHOM |
| Thinking skills (Logical, Systematic, Analytical, Critical, Conceptualization) | Inherent | Skill | Threshold | KNOW-WHY |
| Thinking skills (Creative, Synthetic, Comprehensive) | Inherent | Skill | Differing | KNOW-WHY |
| Project management skills according to the contract and operational budgeting plan | Developable | Skill | Threshold | KNOW-HOW |
| Comprehensive understanding of the project and ability to anticipate problems | Inherent | Skill | Threshold | KNOW-HOW |
| High level of English proficiency | Developable | Skill | Differing | KNOW-WHY |
| Problem solving skills and accurate anticipation of further effects of the problems | Developable | Skill | Threshold | KNOW-WHY |
| Problem solving skills on an unplanned basis | Developable | Skill | Differing | KNOW-WHY |
| Comprehensive problem solving skills | Developable | Skill | Ideal | KNOW-WHY |
| Negotiation skills | Developable | Skill | Threshold | KNOW-WHOM |
| Comprehensive negotiation skills that balance between long-term relationship | Developable | Skill | Differing | KNOW-WHOM |
| Charismatic negotiation skills | Developable | Skill | Ideal | KNOW-WHOM |
| Strategic questioning skills | Inherent | Skill | Threshold | KNOW-WHY |
| Cost management and control skills | Developable | Skill | Threshold | KNOW-WHY |
| Business instincts especially with regards to cost and | Inherent | Attribute | Ideal | KNOW-WHY |



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| Competency | Sources of Competency | Component | Level of Performance | Types of competency |
|---|---|---|---|---|
| revenue | | | | |
| Social Skills appropriate for people from broad backgrounds | Inherent | Attribute | Threshold | KNOW-WHOM |
| Stay neutral in conflict situations and reserve negative opinions | Inherent | Attribute | Differing | KNOW-WHY |
| Social acumen | Inherent | Attribute | Ideal | KNOW-WHOM |
| Systematic planning skills | Developable | Skill | Threshold | KNOW-WHY |
| Planning Skills (Anticipate potential problems) | Developable | Skill | Differing | KNOW-WHY |
| Planning Skills (With contingency plans) | Developable | Skill | Ideal | KNOW-WHY |
| Correspondence preparation appropriate for document recipients | Developable | Skill | Threshold | KNOW-HOW |
| Interpersonal skills | Inherent | Skill | Threshold | KNOW-WHOM |
| Work experience in tradeshow and exhibition business | Inherent | Attribute | Threshold | KNOW-HOW |
| Work experience in both tradeshow and exhibition as well as other related businesses | Inherent | Attribute | Differing | KNOW-HOW |
| Acumen | Inherent | Attribute | Threshold | KNOW-WHY |
| Agreeable personality | Inherent | Attribute | threshold | KNOW-WHOM |
| Compromising | Inherent | Attribute | Differing | KNOW-WHOM |
| Charisma | Inherent | Attribute | Ideal | KNOW-WHOM |
| Goal oriented attitude | Inherent | Attribute | Threshold | KNOW-WHY |
| Optimism towards problems and obstacles | Inherent | Attribute | Differing | KNOW-WHY |
| Persistence | Inherent | Attribute | Ideal | KNOW-WHY |
| Personal network and professional network in exhibition and tradeshow business | Inherent | Attribute | Threshold | KNOW-WHOM |
| Personal network and professional network in related industries | Inherent | Attribute | Differing | KNOW-WHOM |
| Emotional stability | Inherent | Attribute | Threshold | KNOW-WHOM |
| Emotional locus of control | Inherent | Attribute | Differing | KNOW-WHOM |
| Responsibility and devotion | Inherent | Attribute | Ideal | KNOW-WHY |
| Look and manner that command trust | Inherent | Attribute | Threshold | KNOW-WHOM |
| Self-esteem and confidence | Inherent | Attribute | Differing | KNOW-WHY |
| Good memory | Inherent | Attribute | Differing | KNOW-WHY |
| Observance and detail oriented | Inherent | Attribute | Threshold | KNOW-WHY |
| Meticulous and neat working style | Inherent | Attribute | Differing | KNOW-WHY |
| Scrutinizing for perfection | Inherent | Attribute | Ideal | KNOW-WHY |
| Service minded | Inherent | Attribute | Threshold | KNOW-WHOM |
| Enthusiasm when encountering with others | Inherent | Attribute | Differing | KNOW-WHOM |
| Work disciplines | Inherent | Attribute | Threshold | KNOW-WHY |
| Well-preparedness | Inherent | Attribute | Threshold | KNOW-WHY |
| Patience and ability to work under pressure | Inherent | Attribute | Threshold | KNOW-WHY |
| Fairness | Inherent | Attribute | Threshold | KNOW-WHY |
| Adaptive to change | Inherent | Attribute | Threshold | KNOW-WHY |
| Honesty | Inherent | Attribute | Threshold | KNOW-WHY |
| Business etiquette | Developable | Attribute | Threshold | KNOW-WHOM |
| Sacrificing | Inherent | Attribute | Threshold | KNOW-WHY |

From the above table, it can be seen that for a sales executive in exhibition and tradeshow to perform the tasks included in the job description. They, hence, rely on knowledge about exhibition and tradeshow businesses as well as market intelligence and customer knowledge. Product knowledge and knowledge about other tradeshow components as well as their logistical and safety requirements are indispensable for effective sales performance as well. These competencies were categorized as "Know-how" competencies that are directly related to technical part of the task completion.

For exhibition firms to optimally utilize the know-how competency, its sales executives rely on "know-why competencies" and "know-whom competencies" to



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master the job completion and know-how competencies. Know-why competencies are self-identification to the profession, motivation and other factors that other transferable skills that allow better astute decision making (Defillipi & Arthur, 1994).

For threshold performance of exhibition sales executives, sales executives depend on their respective thinking skills in the most logical, systematic, analytic, and critical manner to capture the situation. They also need to be able to pose questions strategically to get the information needed. To make a sales dialogue and to develop a sales proposal that intrigue clients' decision, they rely very much on problem solving, systematic planning skills, communication skills and acumen. To ensure the profitability of the project, sales executive also needs to have cost management skills. However, sales executives will only exert their maximum level of effort to work according to the job description, sales executives need right attitudes and approach to work. Goal oriented attitudes, honesty, adaptation to change, fairness, sacrificing, patience, and persistence all contributively make sales executive an organic member of the organization who tend to ethically work extra miles for the organizational success.

Know-whom competencies are not less in importance in making a sales executive successful in their task completion at the threshold or expected level from the stakeholders. Apart from communication skills at the verbal level, sales executives must be sensitive to all the non-verbal communications from both clients and colleagues. Interpersonal skills that are highly associated to their respective personalities (agreeableness and emotional stability), looks, manner, and business etiquette are also an indispensable part of sales executives to maintain, create, and enhance relationship with clients, colleagues, and suppliers. It can be seen that without Know-whom competencies and Know-why competencies, sales executives cannot perform their tasks according to what specified in the job description (Table II).

Considering that most "Know-how" competencies for the threshold level of performance are knowledge about exhibition and tradeshow as well as other related knowledge which can be acquired once sales executive are already in the industry, the screening process of candidates for the position should focus on qualities that are inherent to them or take time to develop (Bhatawdekar & Bhatawdekar, 2012; Chapman & Lovell, 2006). Hiring policies for sales executives in Thai exhibition and tradeshow industry should focus on inherent qualities of candidates such as thinking, communication and interpersonal skills as well as other qualities such as acumen, personality, professional network, look and manner, observance, and other ethical qualities. Table IV demonstrated inherent qualities for entry level sales executives of Thai exhibition industry.

*Table IV :* Inherent Qualities for Entry Level Sales Executives for Thai Exhibition Industry

| Competency | Types of competency |
|---|---|
| Thinking skills (Logical, Systematic, Analytical, Critical, Conceptualization) | KNOW-WHY |
| Comprehensive understanding of the project and ability to anticipate problems | KNOW-HOW |
| Strategic questioning skills | KNOW-WHY |
| Social Skills appropriate for people from broad backgrounds | KNOW-WHOM |
| Interpersonal skills | KNOW-WHOM |
| Work experience in tradeshow and exhibition business | KNOW-HOW |
| Acumen | KNOW-WHY |
| Agreeable personality | KNOW-WHOM |
| Goal oriented attitude | KNOW-WHY |
| Personal network and professional network in exhibition and tradeshow business | KNOW-WHOM |
| Emotional stability | KNOW-WHOM |
| Look and manner that command trust | KNOW-WHOM |
| Observance and detail oriented | KNOW-WHY |
| Service minded | KNOW-WHOM |
| Work disciplines | KNOW-WHY |
| Well-preparedness | KNOW-WHY |
| Patience and ability to work under pressure | KNOW-WHY |
| Fairness | KNOW-WHY |
| Adaptive to change | KNOW-WHY |
| Honesty | KNOW-WHY |
| Sacrificing | KNOW-WHY |



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From Table IV, it can be seen that candidate screening process should not limit itself to job-interview which normally lasts 30 minutes to 2 hours (Cappellen & Janssens, 2008; Jauhari, 2006). Several skills and qualities can be observed, despite the fact that they can also be pretended, during the interview sessions including communication skills, acumen, thinking skills, and other attitudes. Others such as attitudes, problem solving, cost management, honesty, interpersonal skills, sensitivity, work disciplines, and network in the industry tend to be hard to assess and verify during a short interview session. Case studies that simulate the real life situation of sales executives in exhibition and tradeshow industry should be developed to assess all aspects of inherent qualities required(Bleedorn, 1993). Along with case studies, employers in exhibition and tradeshow industry should invest in aptitude tests commercially available to test crucial transferable skills namely communication, thinking, social, and intercultural skills (Bhatawdekar & Bhatawdekar, 2012; Bleedorn, 1993; Jauhari, 2006).

The above table also showed that all inherent qualities desired in an exhibition and tradeshow sales executive in Thailand are "Know why" and "Know-whom" competencies. Therefore, it can be assumed that know-how competency mastery depends on the possession of know-whom and know-why competencies. Considering that know-how competencies which are usually knowledge that can be taught or trained in schools and on-the job, they can be developed after hiring. On the contrary, know-whom and know-why competencies which are mostly skills and other attributes which are precursors of high performance tend to be inherent or hard to develop. Therefore, human resource management decisions should focus on know-why competencies, and know-whom competencies.

Considering the critical success factors of tradeshow and exhibitions, the threshold competencies seem not to lead to such factors. Communication skills at this level, for example, would not lead to a sales dialogue with prospective customers that shape a realistic expectation or maximize sales value through cross-selling and up-selling. Competencies that support superior performance (differing performance) tend to be more valid in such as case. Table V reported competencies that support high performance of a sales executive in Thai exhibition and tradeshow industry.

*Table V :* Differing Competencies of Sales Executives in Thai Exhibition and Tradeshow Industry

| Competency | Types of competency |
|---|---|
| Knowledge about customary procedure and practices in international markets | KNOW-HOW |
| Comparative product (components) knowledge (with competitors) | KNOW-HOW |
| Knowledge about working process of other departments in the organization | KNOW-HOW |
| Work experience in both tradeshow and exhibition as well as other related businesses | KNOW-HOW |
| Knowledge about international socio-economic current affairs | KNOW-WHY |
| International market intelligence | KNOW-WHY |
| Relationship management skills with quality suppliers and trade partners | KNOW-WHY |
| High level of English proficiency | KNOW-WHY |
| Problem solving skills on an unplanned basis | KNOW-WHY |
| Planning Skills (Anticipate potential problems) | KNOW-WHY |
| Stay neutral in conflict situations and reserve negative opinions | KNOW-WHY |
| Optimism towards problems and obstacles | KNOW-WHY |
| Self-esteem and confidence | KNOW-WHY |
| Good memory | KNOW-WHY |
| Meticulous and neat working style | KNOW-WHY |
| Thinking skills (Creative, Synthetic, Comprehensive) | KNOW-WHY |
| Comprehensive negotiation skills that balance between long-term relationship | KNOW-WHOM |
| Compromising | KNOW-WHOM |
| Personal network and professional network in related industries | KNOW-WHOM |
| Emotional locus of control | KNOW-WHOM |
| Enthusiasm when encountering with others | KNOW-WHOM |



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From Table V, it can be assumed that only high performers can contribute to an organization's competitiveness through the achievement of key success factors in the industry. Charismatic communication and high level of negotiation skills, for example, can shape realistic expectation of prospective exhibitors and cross-sell the products. Know-why, and know-how competencies reported in the above table should also be used in screening candidates to ensure high level of performance. However, it might be hard to find candidates that meet all these competencies in the labor market. Therefore, the differing competencies should be used together with threshold competencies in an additive fashion. All candidates should meet all the inherent competencies for threshold performance (minimum acceptable performance as reported by participants- Table IV)to be included in a short list of candidates. Final decision should be based on the "know why" and "know-whom" competencies for differing performance. Recruitment and hiring for the position of sales executive in exhibition and tradeshow industry becomes more difficult, complex and time consuming. However, the result should be beneficial for the whole organization in the long run.

*c) Competency-based Hiring Methods for Sales Executive in Thai Exhibition and Tradeshow Industry*

Both in-depth interview and group interview have revealed competency set necessary for hiring a sales executive in Thai exhibition and tradeshow businesses. From the discussion in the previous section, transferable skills related to decision making, communication, relationship management, and especially thinking as well as work and life values determine how a sales executive in tradeshow and exhibition industry in Thailand use their knowledge to perform their tasks effectively. Sales executives on "know-why" and "know-whom" competencies to perform the tasks according to the expected level from stakeholders' perspectives. However, empirical data showed that competencies for threshold performance do not support the critical success factor of exhibition and tradeshow business. Differing competencies should, therefore, be brought into hiring consideration for this position. Hiring methods for the sales executive position can be proposed as follows;

1. Before job interview, employers should assess candidates for transferable skills namely communication, social, thinking, and intercultural skills using commercially available aptitude tests
2. Candidates should be evaluated using simulated case studies with situation complexities. Candidates must be observed through critical observation and interviewed for their decision justification
3. Job interviewers must ask questions that require candidates to use their acumen and skills to answer. Non-verbal communication should also be critically observed.
4. The decision process should be two folds. First, candidate shortlist should be developed by screening candidates with threshold "know-why" and "know-whom" competencies. Second, the final decision should be based on differing "who-why" and "know-whom" competencies.
5. Newly hired sales executives must be critically observed for their competencies during the probationary period by focusing on their "know-why" and "know-whom" competencies
6. Human resource development programs for newly hired sales executives should aim to develop "know-how" competencies or competencies that allow the mastery of technical part of the job
7. Compensation decision should be based on "know-why" and "know-whom" competencies

## IX. Conclusion and Future Work

Exhibition and tradeshow industry is undoubtedly important for Thai tourism and hospitality sector and Thai economy overall, the sector still needs tremendous improvement to increase its productivity. Sales executives play crucial roles in the success of an exhibition and tradeshow firm in several regards including shaping realistic expectation, maximizing per transaction sales, and profitability. Hiring right sales executives can contribute greatly to a firm's competitiveness. Amid unpredictable changes and formless competition, competency-based hiring must be adopted. Competencies are underlying factors performances. They comprises three components namely knowledge, skills, and attributes. Some competencies are inherent to individuals or take long time to develop; others can be developed through human resource development and on the job training. Hiring decision should focus on inherent competencies of candidates while training decision should focus on developable competencies.

A qualitative study through in-depth interview with 19 participants who are stakeholders to the "sales executive" position in Thai exhibition and tradeshow industry was conducted with the assistance from exhibition professional association- Thai Exhibition Association, who acted as the gatekeeper to explore the competencies for three levels of performance-threshold, differing, and ideal performances. Focus-group interviews with panels comprising TEA board members were conducted to triangulate the finding. The finding showed that "know-why" and "know-how" competencies were more in number and underlie the mastery of "know-how" competencies which covers the technical part of the job description. Hiring sales executives for Exhibition and Tradeshow industry should, therefore, be based on "know-why" and "know-



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whom" competencies. However, when matching the competencies that support the threshold performance with key success factors of the industry, it was found that they did not support one another. Employers should use threshold competencies to create short list while making a final decision using differing competencies. Hiring practices were proposed in this study as well.

Scholars and practitioners in the field interested in this topic should complete the study by developing evaluation tools for "know-why" and "know-whom" competencies that are practical for employers with limited access to aptitude tests that might be costly. Case studies should also be developed to support a hiring decision as well. Longitudinal studies that track the actual performance of sales executives recruited by competency-based method should be undertaken to validate the merit of competency-based hiring approach.

## X. Acknowledgement

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# Tourism Promotional Dimension on Bangladesh Prospective

By Md Moniruzzaman & Md Zainal Abedin

*World University of Bangladesh, Bangladesh*

*Abstract-* This paper examines the tourism prospective atmosphere of Bangladesh. Here trying to explore the real picture of the tourism sector by using the primary and secondary data. Objectives of the study are tourism marketing development trends in Bangladesh and identify the barrier and obstacle in marketing activities. It is assumed that the findings and analysis of this study would be appropriate steps for enhancement measure to develop the tourist industry in Bangladesh and that way expected foreign tourist can come to Bangladesh and by that way country can earn the foreign currency. Simultaneously those are policy maker in this sector they can put more attention to attract this tourist market.

*Keywords:* *tourism, marketing, development, growth, prospective, attract.*

*GJMBR - F Classification :* *JEL Code : L83*




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# Tourism Promotional Dimension on Bangladesh Prospective

Md Moniruzzaman [α] & Md Zainal Abedin [σ]

*Abstract* - This paper examines the tourism prospective atmosphere of Bangladesh. Here trying to explore the real picture of the tourism sector by using the primary and secondary data. Objectives of the study are tourism marketing development trends in Bangladesh and identify the barrier and obstacle in marketing activities. It is assumed that the findings and analysis of this study would be appropriate steps for enhancement measure to develop the tourist industry in Bangladesh and that way expected foreign tourist can come to Bangladesh and by that way country can earn the foreign currency. Simultaneously those are policy maker in this sector they can put more attention to attract this tourist market.

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## I. Introduction

Tourism is the most fast growing industry in the Bangladesh like some other country. The World Tourism Organization forecasted that in the year of 2010, the total world tourist arrivals will be 1,006.4 million and it will increase to 1,561.1 million in 2020 and according to WTO forecast the earnings from tourism will rise to US$ 2 trillion a year by 2020 (www.globalworld.com.bd)

The tourism industry of Bangladesh can play a vital role to participate to the total economy of the country. Bangladesh tourist industries have failed to take the corrective action to promote the tourist industry by giving the suggestion, guideline, reduce the barrier and constrains etc.

## II. Objectives of the Study

a) To view of tourism marketing development trends in Bangladesh
b) Find out the barrier and obstacle in tourism marketing activities
c) Recommend some necessary steps in the tour operating management system in Bangladesh tourism industries.

## III. Methodology

Both primary and secondary data have been used in this research. This is an exploratory research on Bangladesh Tourism Industry.

*a) Primary Sources of data*

Interviews were conducted to various tour operators in the capital city of Bangladesh.

*b) Secondary Sources of data*

Annual report of BPC
Tourism related Journals
Newspapers
BPC web page
Internet and some other materials also.

## IV. Bangladesh Tourism Industries

*a) Sea Beaches*

i. *Cox's Bazaar*

It is almost 120 km longest sea beach in the world. This sea beach fully covered by the golden sands, soaring cliffs, surfing waves, and rare conch shells etc. Cox's bazaar called tourist capital of Bangladesh which is very rear in any other country. Because of these reasons cox's bazaar is most attractive destination sport in the world.

ii. *Kuakata*

Another largest sea beach name is Kuakata in the country. Almost 18 km long and 2 km wide it is in the district of Pautuakhali.

In addition to that, there have some other beaches also like *Inani beach, St. Martin Island, Patenga beach* which may attract local as well as foreign tourist also.

*b) Archaeological Places*

Among the Archaeological Places in the country there may found:

i. *Mainamati* - It is famous for Buddhist culture which is situated in west part of comilla town.
ii. *Paharpur*- It is another Buddhist seat of learning located at Rajshahi.It is world Heritage site declared by UNESCO.

Apart from these some other oldest archaeological site is Mahasthangarh which is situated in north part of Bogra and Sitakunda is also attractive place especially for Hindu and Buddhists temple which is situated 37km far away from Chittagong.

*c) Historical Places and Cultural Heritage*

i. *Historical Places*

*Sonargaon:* Folk-arts and craft museum is speciality for sonargoan.

*Natore:* An old seat of the Maharajah of Dighapatiya,

*Author α σ : Senior Lecturer, Department of Business Administration, World University of Bangladesh. e-mails: mm.monig@gmail.com, asimdu999@gmail.com*



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*Sagordari, Jessore:* It is the birth place of Bangla Literature poet Michael Modhusudan Dutta

*Mujibnagar Memorial, Meherpur:* Here first declared revolutionary government of Bangladesh during the liberation war of Bangladesh in 1971.

*Trishal, Mymensingh:* This is the boyhood place of national poet Kazi Nazrul Islam.

*Gandhi Ashram:* At Jayag in Noakhali was built in the memory of historic visit of the Mahatma Gandhi to that place in 1946-47 and devoted to his ideology and deep respect to the unique memories of the great soul.

ii. *Monuments*

*National Memorial:* It is located at Saver, Dhaka.Dedicated to millions of unknown freedom fighters.

*Central Shahid Min:* It is the symbol of honor for those who dedicated their lives for bengoli language in 1952.
Some other major monuments are Lagbagh fort, National Poet's graveyard, World War II cemetery and many more.

iii. *Museums*

*National Museum:* It established by four departments like-national history, history and culture art, ethnography and decorative art and contemporary art and civilization in 1913.

Some other museums are Ahsan Manzil, Folk Art Museum, Science Museum, Shilaidaha Kuthibari Museum, Ethnological Museum and Court Building Museum.

*Mosques:* Dhaka is a called city of mosque. More than hundred historic mosques are available here. Some of the well known mosque name in the country is Baitul Mukarram, Seven Domed mosque, Star mosque.

In addition apart from these there are so many mosque has scared across the country like Chawkbazar Mosque, Huseni Dalan Mosque, Shait-Gambuj Mosque, Bagerhat Chota Sona Mosque at Chapai Nababgonj Small Golden Mosque at Gaur in Rajshahi Bagha Mosque and Kusumba Mosque at Rajshahi, the Shahi Jama-e-Masjid and Qadam Mubarak Mosque in Chittagong, Begum Bazar Mosque, Khan Muhammad Mirdha Mosque,Saat Gambuj Mosque etc.

*d) Forest, Gardens and Parks*

i. *Forest:* Sundarban is the most beautiful mangrove forest in the world.World Heritage Committee of UNESCO kept in list the Suudarban name in their 21st session in 1997 as World Heritage list.This mangrove approximately 6216 sq km longest in Bangladesh territory and about 4800 sq km in south west part in India.

ii. *Gardens and Parks:* Some well known garden are namely Suhrawardy Uddayan, Modhupur National Park, Ramsagar National Park, Baldha Garden National park, Botanical Garden, National Zoological Garden, Sitakunda Botanical Garden and Eco-park Madhabkunda, Eco-park, Dulahazra Safari Park etc.

*e) Hills, Rivers, Lakes and Island*

Among the many more hills some famous one are in Khagrachari, Bandarban, Rangamati and most of the hills are located in greater Chittagong district in Bangladesh. Some more attractive hills are located in Khasia and Jaintia in Sylhet territory.

Bangladesh is called a river oriented country. Some important river name is the Padma, Jamuna, and Brahmaputra.

Some other also Sonadia Island, Kaptai Lake Cox's Bazar, Foy's Lake Chittagong. Rangamati is popularly known as the Lake District.

## V. Theoretical Overview

*a) Defining Tourism and Related Terms*

The definition of Tourism given by the Swiss Professor Hunziker and Krapt is considered to be the International Association of Scientific Experts in Tourism (AISET) Business of providing Travel accommodation, food entertainment for the people who are on travel, tours, trade etc.

Tourism as the act of travel for the purpose of recreation and business, and the provision of services for this act. It also included a more comprehensive definition which would be that tourism is service industry comprising a number of tangible and intangible components. According to this definition, the tangible elements include transport systems- air, rail, road, water and now space; hospitality services- accommodation, foods and beverage, tours, souvenirs; and related services such as banking, insurance and safety and security and the intangible elements in include rest and relaxation, culture, escape, adventure, new and different experiences.(according to Wikipedia)

*b) Features of tourism*

The following are the five main features of tourism:

1) Tourism arises from a movement of people to and their stay in various destinations.
2) There are two elements in all tourism: The journey to the destination and the stay including activities at the destination.
3) The journey and the stay take place outside the normal place of residence and work, so that tourism gives rise to activities which are distinct from those of the resident and working population of the places, through which tourists travel and in which they stay.
4) The movement to destination is of a temporary, short-term character is of an intention to return within a few days weeks or months.
5) Destinations are visited for purposes other than taking up permanent residence or employment remunerated from within the places visited.



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*c) Geographical Components of Tourism*

1) Accessibility and locations
2) Space
3) Scenery
4) Climate - E.g. Sunshine, Temperature conditions etc.
5) Animal life
6) Settlement Features
7) Culture - E.g. Way of life, Tradition, folklore, Arts & crafts etc.

*d) Factors influence in Tourism*

Tourism in the state can flourish with the satisfaction of the demand for the following factors that have real effect on tourism.

- Accommodation
- Food & Beverage
- Purchase
- Sight Seeing & Amusement
- Local Transport

*e) Different Types of Tourism*

i. *Adventure Tourism:* Especially Adventure Tourism are travel in remote areas where they expect unexpected things.

ii. *Agro-tourism:* A Here tourist is mingle with village farmers and have the opportunity to pick up fruits and vegetables, ride horses, get a touch with domestic animals, taste honey, learn about local and regional hand crafted gifts. Spend the memorable experience with farmer's family.

iii. *Ecotourism:* Those are travel in ecological areas, various cultural environment, wilderness adventure, volunteering are called a ecotourism.

iv. *Heritage Tourism:* Visiting in old historical or industrial areas, old battle ground, old building are called heritage tourism.

v. *Sex Tourism:* Adult those want to have legal consensual sexual relations with other adult gender spend by money. Most sex tourist is male very rare female also.

Some other type's tourist may have also like space tourist, cultural tourist, religious tourist etc.

## VI. Analysis Measurements of Bangladesh Tourism Marketing

*a) Tourists' Impressions*

*Table1 :* Tourists impressions on the prices of some important tourism component

| Tourism Components | Don't Know Frequency | Highly Reasonable (5) | Quite Reasonable (4) | Fairly Reasonable (3) | Quite Unreasonable (2) | Highly Unreasonable (1) | Mean Score |
|---|---|---|---|---|---|---|---|
| Food & Drinks | 6 (5.94) | 7 (6.93) | 23 (22.77) | 48 (47.52) | 16 (15.84) | 1 (0.99) | 3.2 |
| Accommodation | 13 (12.87) | 5 (4.95) | 16 (15.84) | 41 (40.59) | 18 (17.82) | 8 (7.92) | 2.91 |
| Transport | 12 (11.88) | 5 (4.95) | 46 (45.54) | 32 (31.68) | 6 (5.94) | 00 (00) | 3.56 |
| Guided Packaged Tours | 62 (61.38) | 4 (3.96) | 7 (6.93) | 13 (12.87) | 12 (11.88) | 3 (2.97) | 2.92 |
| Information materials | 48 (47.52) | 21 (20.79) | 19 (18.81) | 9 (8.91) | 4 (3.96) | 00 (00) | 4.08 |
| Shopping Items | 26 (25.74) | 27 (26.73) | 25 (24.75) | 20 (19.80) | 3 (2.97) | 00 (00) | 4.01 |

*Source: Bangladesh Bank and BPC Web site*

*Interpretation: Tourist impressions are below(less than 4) in the component of food & drinks, accommodation, transport guided package on the other hand tourism impressions are above (greater than 4) which is arrangement by the Bangladesh tourism.*



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*b) Promotional Activities Used for Tourism Marketing*

Tourism marketing promotion means massive advertisement through various media, personal selling, sales promotion, publicity etc.BPC use web site but that is not up dated. They didn't put current information for potential tourist. So that it is difficult to gather information for both domestic as well as international tourist.

*Table 2 :* Foreign exchange earnings, promotional budget & promotional expenditure of BPC

| Year | Earnings from Tourism (TK. in Million) | Promotion Expenditures (TK. in Million) | % of Promotion Expenditures on Earnings |
|---|---|---|---|
| 1991-92 | 391.3 | 2.965 | 0.76% |
| 1992-93 | 448.3 | 5.363 | 1.20% |
| 1993-94 | 607.1 | 8.065 | 1.33% |
| 1994-95 | 823.6 | 7.143 | 0.87% |
| 1995-96 | 1125.4 | 7.935 | 0.71% |
| 1996-97 | 1799.7 | 10.391 | 0.58% |
| 1997-98 | 3086.9 | 9.058 | 0.29% |
| 1998-99 | 2370.1 | 8.096 | 0.34% |
| 1999-00 | 2582.7 | 10.147 | 0.39% |
| 2000-01 | 2638.1 | 10.834 | 0.41% |
| 2001-02 | 3087.1 | 7.399 | 0.24% |
| 2002-03 | 3207.4 | 10.06 | 0.31% |
| 2003-04 | 3782.7 | - | - |
| 2004-05 | 4203.25 | 10.413 | 0.25% |

*Source: Bangladesh Bank and BPC Web site*

*Interpretation: It is found that BPC spend very less amount of total earning for the purpose of promotional activities. In the period of 1991-92 they spend only i 2.965 million which is 0.76% on total earning. For the same purposes in the period of 2004-05 promotional expenditure increased i.e. Tk 10.413 million but promotional expenditure on earning is decreased i.e. 0.25% only.*

*c) Tourists' Expenditures*

| Year | Amount(Million Tk*) | Growth Rate (%) |
|---|---|---|
| 1990-91 | 267.7 | |
| 1991-92 | 391.3 | (+) 46.17 |
| 1992-93 | 448.3 | (+) 14.57 |
| 1993-94 | 1607.1 | (+) 35.4 |
| 1994-95 | 823.6 | (+) 35.66 |
| 1995-96 | 1125.4 | (+) 36.64 |
| 1996-97 | 1799.7 | (+) 59.92 |
| 1997-98 | 3086.9 | (+) 71.52 |
| 1998-99 | 2370.1 | (-) 23.22 |
| 1999-00 | 2582.7 | (+) 8.97 |
| 2000-01 | 2638.1 | (+) 2.15 |
| 2001-02 | 3087.1 | (+) 17.02 |
| 2002-03 | 3207.4 | (+)3.90 |
| 2003-04 | 3782.7 | (+) 17.94 |
| 2004-05 | 4203.25 | (+) 11.12 |
| Average Growth Rate | | (+) 24.12 |

*Source: Bangladesh Bank and BPC Web page*

*Interpretation: Though the earning was poor in 1990-91 just only Tk 267.7 million but it increased to Tk 4203.25 million in 2004-05.Every year growth rate was positive except 1998-99.Because of heavy devastating flood all over the country and this was lasted near about two months.*

From the above table, comment can be made that though Bangladesh does not have a good position in world tourism, but the trend of growth rate in the earnings is encouraging.

## VII. Problems of Tourism Marketing in Bangladesh

Negative Impact of Security and Country's Poor Image
Underdeveloped accommodation and other facilities
Lack of Infrastructure and Government Support



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Ineffective marketing strategies and poor promotional activities
Insufficient fund and government support
Unavailability of updated information

## VIII. Findings of the Study

- International media focuses negatively to attract the tourist in Bangladesh. Because of this international tourist don't like to visit Bangladesh often. Bangladesh has the great potentiality to receive the huge amount of tourist and can earn good amount of earning from to tourism sector. About Tk 391.3 million was in 1991-92 which is increased to Tk 4203.25 million in 2004-05.
- On the other hand growth rate also gradually increased day by day. Foreign tourist average growth rate has increased 7.19% from the period of 1991-2004 and the same in earning is 24.12% from 1990-91 to 2004-05.
- Bangladesh unable to secured the required infrastructural facilities like hotel, motel, and transportation adequate security for the potential tourist.
- Bangladesh is unable to take promotional measure activity like any other country.
- A promotional activity undertaken by Bangladesh tourism sector is not effective.
- The WTO Tourism 2020 Vision forecasts that the average growth rate in tourism industry for South Asia will be 6.1% during 1995-2020. The present trend in tourist arrivals in Bangladesh indicates that the average annual growth rate in tourist arrivals to Bangladesh 7.19% which is above the WTO estimates.
- Near about 3,150,000 tourist arrived in South Asian countries in 1990 which is increased to 7,501,000 in 2004 even though same increased in Bangladesh also i.e. From 115,000 to 271,000 in the same period.
- Most of respondents are believed that need to increase the promotional activities. But because of shortage fund they are fail to do that.
- Domestic as well as potential international tourists face the difficulties to access the information regarding Bangladesh tourism and its facilities.

## IX. Conclusion and Recommendations

Tourism is more fastest and growing industry in the world. All the countries trying their level best to attract the tourist from many points of views. The importance of tourism may consider from many angles like- economic, social, cultural, political etc.All most all the countries developing their marketing policy to attract the tourist. Rate of growth of tourism is positive in worldwide but in Bangladesh is the same. Not because of eye-catching tourists attraction rather it is the result of inadequate promotional measures. With the increases of facilities government should plan to direct its promotional activities at new market segments. Though the Government has taken many steps to develop this sector but it will take a time to be a execute.The effective implementation of all these steps will help Bangladesh tourism industry to experience development to a greater extent and will emerge as a major contributor to the national economy with in a very short period of time.

*a) Improve the image of the country*

Bangladesh need to create a positive image on international prospective. Because some international media has highlighted Bangladesh negatively as a result some potential foreign tourists have misconception about Bangladesh tourism industries.

*b) Security of the tourists*

The entire tourist do expect high security in everywhere every country. So that Bangladesh government should improve the security in all prime major areas.

*c) Information Technology in promotional activity*

To develop the tourism industry Bangladesh tourism authority must consider effective use of the technology. An internet can play a vital role as a information technology to spread out information in domestic as well as internationally.

*d) Promoting to some specific regions*

Bangladesh should target some specific country where maximum number of tourist have a probably to visit this country.

*e) Allotment of more promotional funds*

If the country considers tourism industry as a earning sector then they must increase the promotion budget for that sector

*f) Use of foreign tour operators to promote Bangladesh*

Foreign tour operators have a vital role to motivate and can send maximum number of tourists to Bangladesh. Therefore BPC and private tour operators of Bangladesh may talk and contact with foreign tour operators for influence them.

*g) Developing infrastructure facilities*

Need to develop and build up more attractive hotels, motel restaurant, road, vichele etc.Which is not up to the level at present.

*h) Encourage more private sector to invest*

Since government alone is not position to heavy investment to develop infrastructure facilities and promotional measures. So that they may allow and encourage the private sector from both domestic as well as foreign investors to invest more in this sectors



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# Processes of Territorial Revindication in the Context of Tourism: The Conflict of "Cerro *Chapelco*" (San Martin De Los Andes, Patagonia Argentina)

By Impemba Marcelo & Maragliano María Graciela

*Universidad Nacional del Comahue, Argentina*

*Abstract-* The present work and the themes expressed here are the result of experience plus studies done in different research projects and extra-curricular university activities, in which have been addressed the tourism development and its socio-cultural and economic impact on mapuche communities of the Patagonian region in the provinces of Neuquén and Río Negro.

With the support of qualitative methods, such as the ethnographic records, the axes that have guided the field work over the last decade and a half were: characterize and explain the historical and social processes that shaped mapuche communities, their vindictive and concrete actions, plus representations and stigmatization of the rest of society in tourism contexts.

*Keywords: tourist development - mapuche communities - territorial revindication.*

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# Processes of Territorial Revindication in the Context of Tourism: The Conflict of "Cerro *Chapelco*" ( San MartinDe Los Andes, Patagonia Argentina)

Impemba Marcelo [α] & Maragliano María Graciela [σ]

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As a result of the so-called *"Campaña del Desierto"*, these background move across time-space categories, setting up a complex social space that allows us to study and analyze, critically, the different forms that exchange strategies can take - submission - survival, and the building of inter-ethnic relations crossed by the reality of tourism.

From a tourism field perspective, the town of San Martin de los Andes has been taken as a case study, which is the most important tourist center of the Province of Neuquén and one of the most recognized of the Patagonia at both, national and international levels, particularly for its winter season and the activities developed in its *Cerro Chapelco* Ski Center.

*Keywords: tourist development - mapuche communities - territorial revindication.*

## I. Touristic Appropriation of the Mapuche Culture

As a result of the appropriation and distribution of territories in valley of *Lácar* done by the Federal Government, plus successive military consolidation of National Parks in the '30s of the next century, mapuche populations, who lived there prior to the arrival of the army and the settlers, were assigned with those leftover or marginal territories to develop subsistence productive activities. Examples of them are: the rugged coast of the Lacar Lake of glacial origins, or the slopes of the hills of *Chapelco´s* bead.

This region, located in southwest of the present Province of *Neuquén*, it is characterized by transverse valleys to The Andes Mountains, product of glacial action, leaving a series of lakes, including *Lácar*, and crossed by numerous streams and low steps. These conditions enabled social exchange for more than 10,000 years and a natural environmental unit formed by the *Bosque Andino Patagónico*, a territory that has provided with knowledge, wisdom, food and life to indigenous people.

In the second half of the 20th century, after the territory of Neuquén became a Province in 1958[1], especially since the early ´70s, Neuquén State intervention became sustained in this town and in the region by implementing developmentalism public policies, while transforming San Martín de los Andes City in a touristic place. These policies orientated to promote tourism were mainly supported by important infrastructure work, from state and central planning through centralized state planning, as a tool for consolidating this service center, based in an enclave economy[2].

Consequently, the territorial spaces that were assigned to the mapuche people, previously conceived as unproductive by the State, began to have a great landscape and natural value and, therefore, a touristic one - real-estate - becoming the nature and the

*Author α: Ph. D in Anthropological Sciences, Faculty of Philosophy and Letters at the University of Buenos Aires. A bachelor's degree in Tourism, Lecturer in the Faculty of Tourism, National University of Comahue. G. Miciu 408 cab. 1 (8370) San Martín de los Andes. Neuquén Argentina. e-mail: impemba@smandes.com.ar*
*Author σ : University of Tourism Guide- Professor of the instrumental area in Faculty of Tourism, National University of Comahue . G. Miciu 408 cab. 1 (8370) San Martín de los Andes. Neuquén Argentina. e-mail: maragliano@smandes.com.ar*

[1] The sanction of law 14.408, by which the territories until that moment of Neuquen, Rio Negro, Chubut, Santa Cruz and Formosa was passed to province on 15 July 1955, but newly come into effect in 1958, as a result of the self-styled Revolución Libertadora that in the month of September of the same year overthrew the general Juan Perón.

[2] With the creation and institutional consolidation of a provincial government, regions were defined different socioeconomic areas that persist until today. Divides the province into poles of economic enclave on the basis of specialization, San Martin de los Andes has the pole of tourism development throughout the southern region.



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landscape, together with its inhabitants, in touristic attractions and economic resources.

This territory, that for decades was limited by aspects especially related to the production, governance and the distribution of resources (agricultural, forestry and others), acquires a new "value" and linking from the development of the tourism activity.

Since the social shaping of borders in this region of Argentinean Patagonia, which occurred at the end of the 19th century, inhabitants of mapuche origin are denied as members of the society. As a consequence, they have been suffering an immersion to an inter-ethnic system that has been subordinating them during the past 120 years.

San Martín de los Andes is the county town, in this economic and political center relations between mapuche social sectors and not mapuche people were built on the basis of group homogenization, based on domination in its commercial, educational and touristic aspects.

Members of almost all the indigenous communities in the south of the Province of Neuquén have a work relationship with the nearby urban centers, while this represents a major source of income the majority of these off-farm jobs[3] are precarious. The community members incorporate to the labor market of San Martin de los Andes as paid employees and/or independent workers, jobs that are generally informal[4].

Also, members of the mapuche communities maintain relationships with certain social sectors of this locality due to the need for food and everyday supplies, plus those exchanges as a result of handicrafts sales to various businesses dedicated to this type of "regional" products.

Despite of its proximity to the town center, the mapuche villager's are not part of everyday life in this city when it comes to shaping, participating or integrating those political bodies - economic or administrative- of San Martin de los Andes.

Although there is a daily human movement of residents in various urban journeys, when they "*come down*" -as it is used in everyday language, because they live in the nearly foothills- for administrative proceedings before government agencies, medical care, attending schools, visiting relatives or even for their participation in the labor market and in the economic life of the town as products suppliers and crafts sellers at craft shows; persist an *invisibility* towards the "other", in this case the Mapuche people.

Being outside the social reality of this frontier society -transformed into a tourist mountain range town during the 20th century, under a tourist model of European villages- enable the indigenous being part only as another landscape feature of excursions, adding an exotic touch when circulating near the properties of mapuche people.

When mapuche attributes become a tourism resource, it indicates that there are fragments making reference to a culture of the past, placed on the market to be consumed for their folk and traditional features. This reduction does not include conflicting aspects, such as the cultural and territorial claims of the last decade.

This Patagonian town, which has built a pro-European tourist image, has been gradually and steadily incorporating "the mapuche" as a tourist resource, appropriating this culture from an "a-historical" vision, deprived of any social and political connotation.

Then, under such conditions, the visibility or invisibility of the mapuche people, mediated by the field of tourism, depends on the dimensions and characteristics of the economic and symbolic dispute at stake. This aims, among other purposes, to sustain the own history of San Martín de los Andes, - 'whites and Europeans´ hard-working pioneers who have lived with the primitive Mapuche, a sort of peaceful coexistence with mutual benefits, in a remote village of border-.

When in the fields of tourism they talk about *valuing* [5], in this case an ethnic tourism product[6] of mapuche origin, they are trying to turn it into an economic resource to be placed on the market. In this way, the cultural is defined by its monetary value: by adapting the product to tourists' tastes and needs, the ways to expose a heterogeneous group of people called mapuche community there are finally established.

With its ethno-political and social repositioning since the end of the last century, and in favor of greater acceptance of difference like gender, sexual, religious and ethnic diversity, indigenous communities, in our case mapuche people, have obtained a more assertive presence and recognition in the territorial-cultural area and visibility, product of the expansion of tourism on

[3] Those jobs, salaried or not, are made outside the community and the majority of these are temporary jobs in urban areas.

[7] Men hold most jobs in construction and women in domestic service, category extending to gastronomic sectors, especially tourist accommodation. During the peak season, a higher percentage of workers are hired, particularly for rooms and cabins cleaning. Besides being employed in hotels and restaurants, a large number joined the State as public employees.

[5] *"This usually requires, at least, the conservation of these elements and provides, moreover, to political power, fast and secure way to consensual action. Activation, rather than the enhancement is related discourses "(Prats,* Ll. 2005: 3).

[6] It is understood by Tourism Product the set of natural, cultural and human resources with the ability to attract visitors that an area can offer supplemented by infrastructure and support equipment, promoted by a sales organization. Tourism in mapuche communities is a tourist product within the classification of Cultural Tourism. (Plan Maestro de Turismo 2003-2007: 21).



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their territory and the dispute over the ownership of the tourism general incomes.

In contemporary historical contexts, as Bartolomé, M (2003) notes, there are social processes of identification developing that express emerging identities (*re-ethnicisation*), related to experiences of political participation acquired in ethno-political organizations. The question that arises is: in favorable contexts of social openness to rescue and dignify ethnicity, which is the role that is going to play tourism regarding the generation and validation of these new ethnic positions, trying to modify the consolidated asymmetrical power relations.

Wracked by political and economic hegemonic structures, regarding tourism development of the culture and mapuche vision of world, traditional forms of tourism deny the status of "otherness" and the culturally contemporary social subject of mapuche inhabitant.

On the contrary, requires for its promotion based on the market, a local mapuche dweller that references constantly for a western and Christian version of the original peoples past, without questioning the reasons and consequences of a genocide and subsequent dispersion, plus cultural annihilation that lasted and was accentuated during the entire 20th century, a past that is present in every ethnic claim.

At last, the conventional and massive forms where tourism activity laid on, takes and processes the ethnic question as bounded and functional to the process of taking ownership of the tourism income, "valuing" a reinvented tradition.

## II. Ethnic and Disputed Territories in Tourist Contexts

In the present century, the tourist story built about San Martin de los Andes has been registering in the precepts of recognition, respect, diversity and integration of a locality self-proclaimed as "intercultural" in the first paragraphs of its Organic Charter[7].

However, the field of tourism continued the appropriation of isolated and striped elements of the "mapuche" -symbols, names, "myths and legends" - for promotional purposes, aiming to give native and exotic features to various ethnical products offered.

The interethnic relations, that cross social and political life of this town, hold those arguments that defined identities and otherness of indigenous groups in the last century: the homogeneous prevails over the diverse and integrates the *indigenous* - *Native* - *Mapuche* under a concept based on the submission by the different stakeholders of the public and private sectors, in this context mediated by tourism, replicating stereotypes and prejudices, that become visible in times of stress to ethnic-identity repositioning of territorial basis.

In this context, the Cerro Chapelco and its ski center [8], the most important in the province of Neuquén and one of the most recognized in Latin America, constitutes an enabling environment to discuss about the dispute over territory, where the ethnic dimension acquires a greater significance.

For 14 years now, in each winter tourist season has been renewed a controversial and conflictive situation, which requires a historical, social and political analysis about those aspects related to rights, property and usufruct of a complex territorial space, such as the one that currently represents the base of the ski resort of Cerro Chapelco.

Chapelco is a territory where the mapuche populations were relocated after the foundation of San Martin de los Andes. These lands of little or none productive value in the past, after the change in its economic logic toward tourism, currently have a very high tourist real estate value.

With the beginning of this century, first as a rejection of the extension of the skiable area on lands claimed as their own, and then by the successive complaints about discharges from the various endeavors grantees of the ski center in water courses on which they depend to survive, mapuche communities began a journey that allows us deepen the analysis on the territorial conflict derived from the territorial claims mediatized by tourism..

The last installment of this whole process, Mapuche communities named *Vera* and *Curruhuinca*, together or separately, with the Provincial Government and by extension, with the concessionaire of the ski center, are claiming portions of its territory that overlap with the base of the ski center, that is to say, the center of operations and production with the private properties located there.

During the last ski season in 2014, the news over the local and regional media emphasized the conflict on the development of a snow park by the Mapuche community *Curruhuinca* in the entrance to the winter sports center, disputing a portion of the territory and the income to the concessionary company *Nieves of Chapelco*.

[7] "To recognize the specific ethnic and cultural of the mapuche people, respecting the conservation of their traditional values, supporting their development and ensuring their rights in accordance with the provisions of article 75, paragraph 17 of the Constitution and article 53 Chapter II of the Provincial Constitution and recognizing themselves as intercultural municipality" (Point 12 of Chapter II: General Statements. Organic Charter of San Martin de los Andes - July 2010)

[8] Until the decade of the ' 70s of the 20th century, San Martín de los Andes had few communications, presented a moderate population growth and limited movement of visitors. It is based on the development of the skiing over winter season and the subsequent arrival of large contingents of tourists, when there is a significant change in the patterns and characteristics of our everyday lives, and is referenced as a tourist destination for a differential and more exclusive social sector.



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Once again, the consequences of the socio-historical process about constitution and location of the mapuche communities Post- *Campaña del Desierto* and the foundation of a military detachment undercover as a frontier town called San Martín de los Andes at the end of the 19th century are updated.

In these moments, their vindictive actions renew the outpourings of the rest of society from the perspective and look of the field of tourism, where it is expressed in a symbolic way the violence of the ethnic and class conflict.

Mapuche populations are presented before public opinion associated with situations of conflict -land takeover, territorial recovery, strikes-. Before this a-historical, and loaded with prejudice, vision on one of the marginalized sectors of their society, takes as a response to this practice of stigmatization, that mapuche populations opposed its struggle for the full recognition of their rights and autonomy.

Two realities coexist and are rejected in this tourist town. One intended to show an image free from problems, prepared to meet the visitor in harmony with nature. On the contrary, other formed by an invisible and refused social sector, belonging to the mapuche, competing for the participation and management of resources and tourist income.

The members of the first sector focused their interest on the economic consequences of a strike in the peak season, and the "other invisible" implement such a measure as a way to draw attention to their needs, making their claim effective by pressuring to be listened and have access to the media.

Now we are facing a new scenario, where the tension occurs between sectors that are vying for the exclusivity in the exploitation of a mountain range that already had an ancestral use by mapuche communities, when these social actors express their intentions to join the tourism market with equal participation.

In this regard, the conflict derived from the distribution of the tourism income acquired an ethnic dimension in San Martin de los Andes. This stigmatization of the mapuche, unknown and denies the adaptive strategies of subordinate societies, which are indispensable to survive in certain discriminatory and racist contexts like the one developed here.

The already mentioned ethno-political repositioning of mapuche communities, has promoted the inclusion of the "mapuche issue" in the political agenda. The conflicts that emerged in the various seasons in San Martin de los Andes did not impacted as much on the tourist season, as they did on the diagrams where inter-ethnic relations over the past century were consolidated, and where was evidenced the organizational capacity of the mapuche communities to use experiences of struggle carried out by indigenous communities of the country and from various points of Latin America.

The reaction through its multiple networks and folds of the political and economic power resulted in the development of complex strategies aimed at reducing the clashes and neutralize conflictive situations.

On one hand, practices vary between cooptation by political parties offering advisement, or the drafting and signing of agreements that several times has a difficult or null compliance, with the aim to postpone and delay the decision-making processes to finish each tourist season. Those strategies have also been implemented to capture some members of the mapuche communities, time-bound goals patterns and conditions to carry out activities related to the business of tourism, with the consequent discretionary funding for endeavors in their current territories or in the process of mapuche claim.

Even from an ethnical staging, one of the consequences of the tourist exploitation in indigenous territories was, on one hand to facilitate its growing visibility as social subjects, in our case of the mapuche people.

As has been happening with native peoples throughout Latin America, the conflicts resulting from disputes over access and ownership of the resources and identity resulted in the strengthening of practices of resistance that allowed them to be social, cultural, economic and politically positioned, in a process of consolidation of the ethnic identity and its political expression -ethnicity-.

The different claims and mobilizations in tourist contexts generated, directly and indirectly, the acquisition of rights from the disputes that are derived by access to resources, as well as the consequent public visibility.

Due to the increasing territories' value, product of the advance of various tourist undertakings-real estates, in the settlement and/or claim areas of these populations, has resulted in varied mobilizations and litigation, some of them still pending. This context has led to the constitution as political subjects, to the extent which allows them (and in many cases forced them) to dispute their positioning in political, economic and symbolic terms.

Indeed, from the expansion of tourism activity, there has been a greater indigenous presence and mobilization. Also it emerged the feeling of being part of a native people group (made invisible until that moment).

In this way, it turns out that the tourism represents on one hand, a factor that plays, the inevitable clash of two cultures and two classes: dominant – subordinate, as in other areas, one that is prevailing, sets out the criteria and, in the final analysis, the game rules which the others should follow. These *others* have built a Mapuche identity linked to rural life, dedicated to goats and sheep farming.



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San Martin de los Andes faces the contradiction of a marketing strategy that promotes the staging of a life built over an image of unspoiled nature, in which mapuche people is part of its tourist attractions with a landscape free of interethnic conflicts and class.

In a binding manner but at the same time competing, in this dialectical process by incorporating the image of the Mapuche peoples and ethnicity as an integral part of the landscape, at the same time and unintentionally the field of tourism gives existence to those who denied, favoring its reformulation as public group, as individuals and active subjects and contemporary.

As stated throughout this work, a social vision of tourism and the critical analysis of the structural conditions of the consequences generated by this activity in populations originating in, lets us explore and deepen a social phenomenon of multiple implications, in the framework of the development models and the resulting intervention strategies and imposed, as an extension of the relations of subordination and subjugation, contextualizing the space tourism and historically in relation to minority communities.

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1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

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**17. Never use online paper:** If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

**18. Pick a good study spot:** To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

**19. Know what you know:** Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

**20. Use good quality grammar:** Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

**21. Arrangement of information:** Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

**22. Never start in last minute:** Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

**23. Multitasking in research is not good:** Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

**24. Never copy others' work:** Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

**25. Take proper rest and food:** No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

**26. Go for seminars:** Attend seminars if the topic is relevant to your research area. Utilize all your resources.



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**27. Refresh your mind after intervals:** Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

**28. Make colleagues:** Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

**29. Think technically:** Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

**30. Think and then print:** When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

**31. Adding unnecessary information:** Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

**32. Never oversimplify everything:** To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

**33. Report concluded results:** Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

**34. After conclusion:** Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

## Informal Guidelines of Research Paper Writing

**Key points to remember:**

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

**Final Points:**

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

**General style:**

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

**Title Page:**

Choose a revealing title. It should be short. It should not have non-standard acronyms or abbreviations. It should not exceed two printed lines. It should include the name(s) and address (es) of all authors.



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**Abstract:**

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study, with the subsequent elements in any summary. Try to maintain the initial two items to no more than one ruling each.

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

**Introduction:**

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

**Procedures (Methods and Materials):**

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

**Results:**

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

**Discussion:**

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

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| Topics | Grades | | |
|---|---|---|---|
| | **A-B** | **C-D** | **E-F** |
| ***Abstract*** | Clear and concise with appropriate content, Correct format. 200 words or below | Unclear summary and no specific data, Incorrect form<br><br>Above 200 words | No specific data with ambiguous information<br><br>Above 250 words |
| ***Introduction*** | Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited | Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter | Out of place depth and content, hazy format |
| ***Methods and Procedures*** | Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads | Difficult to comprehend with embarrassed text, too much explanation but completed | Incorrect and unorganized structure with hazy meaning |
| ***Result*** | Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake | Complete and embarrassed text, difficult to comprehend | Irregular format with wrong facts and figures |
| ***Discussion*** | Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited | Wordy, unclear conclusion, spurious | Conclusion is not cited, unorganized, difficult to comprehend |
| ***References*** | Complete and correct format, well organized | Beside the point, Incomplete | Wrong format and structuring |

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