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Tramp Shipping Optimization

Promote Tea Tourism Destination

Highlights

Exploring Tourism Facilities

Use on Public Transport Services

Discovering Thoughts, Inventing Future

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Tramp Shipping Optimization: A Critical Review

By Said El Noshokaty

Abstract- The purpose of this review is to summarize the existing literature on tramp shipping as to explain the current state of understanding on the optimization approaches adopted in such discipline. The review comes with critics to the current literature of tramp shipping optimization to guide the researchers where to go. One such critical review is in the operational planning of cargo mix selection. Currently, the optimal cargo mix is the one who contributes more to a gross-profit objective, assuming deterministic cargo transport demand. Since time varies considerably from one alternative ship voyage to another, a research work now exists which considers this objective less profitable than gross - profit - per - day objective, assuming both deterministic and stochastic cargo transport demand. The cargo mix should be selected because of the higher gross profit it is expected to yield and the less number of days it takes to generate such profit. Another critical review is in the tactical planning of allocating ships to cargo trade areas. A research work now exists which considers the optimally allocated fleet to cargo trade areas as representing the cargo transport demand in these areas. Planner of utilities in a cargo trade area such as ports, canals, and straits can re-optimize this allocation in different what-if scenarios to fix prices of utility services; e.g., different cargo freights and quantities. A third critical review is in the strategic planning of appraising new ships. A research work now exists which considers the new ship as a fleet unit when the fleet is optimally allocated to cargo trade areas.

Keywords: optimal cargo mix; transportation scheduling; transportation routing; transportation allocation; transportation appraisal.

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Said El Noshokaty

Abstract- The purpose of this review is to summarize the existing literature on tramp shipping as to explain the current state of understanding on the optimization approaches adopted in such discipline. The review comes with critics to the current literature of tramp shipping optimization to guide the researchers where to go. One such critical review is in the operational planning of cargo mix selection. Currently, the optimal cargo mix is the one who contributes more to a gross-profit objective, assuming deterministic cargo transport demand. Since time varies considerably from one alternative ship voyage to another, a research work now exists which considers this objective less profitable than gross-profit-per-day objective, assuming both deterministic and stochastic cargo transport demand. The cargo mix should be selected because of the higher gross profit it is expected to yield and the less number of days it takes to generate such profit. Another critical review is in the tactical planning of allocating ships to cargo trade areas. A research work now exists which considers the optimally allocated fleet to cargo trade areas as representing the cargo transport demand in these areas. Planner of utilities in a cargo trade area such as ports, canals, and straits can re-optimize this allocation in different what-if scenarios to fix prices of utility services; e.g., different cargo freights and quantities. A third critical review is in the strategic planning of appraising new ships. A research work now exists which considers the new ship as a fleet unit when the fleet is optimally allocated to cargo trade areas. The gross profit and other cash flow items of the new ship can then be identified for each year of its lifetime. Three net present values can be generated: one for optimistic, most likely, and pessimistic cargo-transport demand forecast.

Keywords: optimal cargo mix; transportation scheduling; transportation routing; transportation allocation; transportation appraisal.

I. Introduction

If compared to other businesses, cargo transportation in tramp mode has three distinctive characteristics. The first characteristic is that its *production cycle* (ship voyage) passes through different economic systems which cause uncertainty and create unstructured decision situation (Fields and Shingles, 2016). In an unstructured decision situation, solution steps are usually not known beforehand. The second characteristic is that *production time* (voyage time) varies considerably from one alternative *production cycle* to another. The *production cycle* is said to be time-sensitive because of this variation in time. The variation is mainly caused by the alternative cargo mixes available for transport in competition with other ships, the alternative shipping routes the ship may follow towards the same cargo mix, and the alternative ship speeds at which the ship may sail. In comparison, the *production cycle* in liner shipping is not sensitive to time since *production time* is fixed where the ship sails per a predetermined itinerary (see El Noshokaty (2013)). Likewise, crop harvesting in agriculture, car manufacturing and assembly lines in industry and road paving in construction are all time-insensitive. Time-sensitivity is known to the ship-owner when he hires his ship as a time charter for a better hire per-day. Main while he ignores it when he does not hire his ship as a voyage charter for a better gross profit per day (Time Charter Equivalent rate in voyage charter is not the gross profit per day as been defined in this paper). However, the ship owner shows awareness of time sensitivity when he puts in the voyage charter party a clause specifying a minimum cargo loading and discharging rate. His intention is to minimize the voyage time. This action influences few cost and revenue items plus cargo handling days, while a gross-profit-per-day objective influences all cost and revenue items plus all voyage days, including sailing and waiting days. The gross-profit-per-day objective is more described afterward. The third characteristic is that transportation unit calls at a variable number of stops and follows many calling sequences among these stops. In other words, a transportation unit does not operate on a published schedule but serves different stops in response to tenders of cargo. It runs like a taxi cab in private transport if compared to a bus in public transport. This mode of operation requires, in model terminology, many variables and constraints which in turn requires the use of mathematical models (Christiansen and Fagerholt, 2014).

If one thinks of a solution methodology to solve tramp transportation problems, he must overcome three main problems; one for each business characteristic mentioned earlier. The first problem is the uncertainty or randomness in factors affecting the business. There should be a stochastic formulation by which one can explore future cargo transport demand. Knowing this demand will help owners of transportation units making more sound unstructured operational decisions. It might be better to consider a cargo expected to be offered rather than one that is offered if the former will most likely contribute more towards gross profit (the term 'offered' refers to a confirmed shipping proposal, while 'not-yet-offered' refers to unconfirmed shipping proposal). The second problem is the use of a gross-profit-per-day objective, rather than a gross-profit one;

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since time varies considerably from one alternative ship voyage to another. Gross-profit-per-day objective cares for the higher gross profit it yields and the less number of days it takes to generate such profit. To explain, assume there are two cargoes and one must choose only one: cargo A which yields a gross profit of $ 2 million in 200 days ($ 10,000 per day), and cargo B which yields a gross profit of $ 1.5 million in 100 days ($ 15,000 per day). Although cargo B generates less gross profit, it causes the transport-unit owner to get $ 3 million in 200 days instead of $ 2 million, if the owner highly expects that shippers will offer B-like cargo after the 100 days. To account for such expectation, the gross-profit-per-day objective must have a stochastic formulation to incorporate future transport demand as what has been mentioned earlier. In comparison, the current practice of ship owners is to choose cargo A with a Time Charter Equivalent rate of $ 10,000 per day. The third problem is the need to explore massive alternative solutions before reaching the optimal solution. Fortunately, Operations Research (OR) techniques provide such solution methodology. The impact of the optimal solution provided by OR on any logistics and supply chain system is that it maintains the shortest possible transportation time owners of transport units can afford. The challenge in using OR models is in including all the necessary parameters and business rules that represent a real cargo transport problem. And, because some of these parameters are fixed, they need to be checked for validity. Also, OR models have to be incorporated into a decision support system to allow non-OR users to deliver model parameters, and to run and interact with these models.

II. Review Summary

The introduction in Section one lays the ground needed to establish the review elements needed to evaluate the papers in the current tramp shipping literature. In the operational planning, the current research papers are used to select the cargo mix based on the contribution it adds to the gross-profit of each transport unit, assuming deterministic transport demand for each cargo, while the gross profit per day and randomness of cargo demand are two important issues in tramp shipping not to ignore. The models in such papers do not present real shipping elements and rules; 20 such elements and rules, all affect profitability, are discussed in El Noshokaty (2017a). If these research papers use OR-based models, users of these models must acquire additional skills related to OR. In contrast, decision support systems have OR models built-in. Finally, current research papers usually do not check for validity of model parameters, especially cargo quantity and freight, cargo handling rate and charges, and ship speed and fuel consumption. Sensitivity and what-if analysis, which are usually used to check such validity, do not appear in any of these research papers.

In the tactical planning, the current research papers are used to allocate the fleet units to cargo trade areas based on an objective function of cost items only with restricting assumption on a) cargo transport demand to be large enough, b) restricting assumption on ship working condition to be limited to one area, and c) restricting assumption on shipload to be limited to one cargo. An innovative research work now exists which uses the optimal gross profit generated for each ship voyage completed on each trade area to allocate the fleet units to trade areas. The calling frequency can then be specified for each unit on each trade area. While the operational planning cares for the alternative *production cycles* caused by the alternative cargo mixes ready to be transported within a short-term planning period, the tactical planning cares for the alternative *production cycles* caused by the alternative trade areas ready to be serviced within a long-term planning period. Each trade area has its characteristics of commodity type, quantity and freight of cargo, service cost, and sailing distance. Several applications of this allocation now exist in the literature. One useful application of this allocation is to consider the frequency of calls as representing the demand for services rendered by utilities operating in each trade area. Another useful application is to include, in a competitive environment, the new ships along with the old ones in the allocation plan to find the share each new ship adds to total gross profit each year. The new ship gross profit can be used along with other cash flow and cost of investment, to calculate the net present value of this new ship. Three net present values can be generated: one for optimistic, most likely, and pessimistic cargo-transport demand forecast.

The term 'tramp shipping optimization' refers to the use of OR to maximize revenue or minimize the cost of a tramp shipping problem, subject to the limited shipping resources. In the following sections, the current research papers are critically reviewed. Section 3 reviews the papers classified as 'optimization of the ship voyage,' Section 4 reviews the papers classified as 'voyage sensitivity and what-if analysis,' Section 5 reviews the papers classified as 'optimization of the ship allocation,' and Section 6 reviews the papers classified as 'new ship appraisal.' Section 7 concludes the review and brings some suggestions for the future research work.

III. Optimization of the Ship Voyage

One tramp shipping problem exists when there are some ships and some cargoes, and it is required to find out the cargo mix assigned to each ship voyage which maximizes total gross profit per day for all ships, subject to ship capacity and cargo time window (lay can). To give more details on this research area, consider the following facts. Unlike 'optimization in liner shipping,' both ports of call and port calling sequence

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are here assumed optional. Charter party, signed by the ship owner and the charterer, usually specifies terms and clauses to be followed by both parties. Non-demise voyage charter parties are assumed here. Terms include the following items: calling ports, calling sequence, cargo freight, cargo time window (lay can), permissible cargo handling time (lay days), dispatch count if actual days are less than lay days, and demurrage count if more. Loading and discharging lay days may be considered in reversibly or irreversibly manner. If reversible, lay days are specified for loading and discharging collectively. If irreversible, lay days are specified for loading and discharging separately. The gross terms of voyage charter party are here assumed unless otherwise specified. Before cargoes are being fixed by the ship owner, 'optimization of the ship voyage' helps in proposing a voyage plan suggesting an optimal cargo mix for each ship. This mix maximizes the sum of voyage gross-profit-per-day for all ships, subject to ship capacity, cargo lay-can, and other voyage charter party terms. In the cargo mix selection, the random nature of sea transport demand has to be considered.

What is mentioned above describes the original problem in tramp shipping. In turning some or all the characteristics of 'optimization of the ship voyage' referred to in this problem into an OR model, the following research efforts were cited. A general review is given by Christiansen *et al.* (2004), Christiansen *et al.* (2013), and Christiansen and Fagerholt (2014). Appelgren (1969, 1971) addressed the problem of tramp shipping for a fleet of cargo ships. The problem of these research papers is to assign an optimal loading sequence of cargoes to each ship during a given time. Each cargo has a loading time window, size, type, port of loading, port of discharge, and cargo handling time in these ports. Each ship has its operational characteristics of the initial position and the expected daily marginal revenue of optional cargoes which may become available during the planning period. All contracted cargoes must be loaded, whereas optional cargoes may be accepted or rejected. A ship may carry only one cargo at a time. The objective is to maximize the revenue of optional cargoes minus cargo handling and fuel cost. The review of these research papers is reported in the follows items. The first is that their research model is most useful for bulk carriers since it assumes only one cargo to be loaded at a time. The second is that the problem known in the literature as the 'fixed-charge problem' is not addressed. In this problem, fixed charges; such as port dues, are to be paid no matter how many cargoes ship selects in each port. The third is that the objective does not consider the time taken to earn revenues. In tramp shipping, revenue or gross profit per day is a common objective.

Bauch, Brown, and Ronen (1998) and Bremer and Perakis (1992a, 1992b) have put emphasis on application and implementation using an OR model not much different than that of Appelgren. The authors have captured raw data about cargoes, ships, ports, and distances and use it to generate all possible schedules for each ship. Each schedule identifies several cargoes to be transported, arranged and put in a predetermined sequence. Data about these schedules is input to an integer programming package as package parameters. The package was run to select the set of schedules that gives an optimal solution. The same review mentioned about Appelgren also applies here, plus the fact that the generation of all possible schedules is not guaranteed.

Fagerholt (2001) has developed an optimization model for tramp shipping, where cargo time window (lay can) may be violated to a certain extent with a penalty cost in return. That is why cargo time window was given the name *soft time window,* and penalty cost was given the name *inconvenience cost*. The model designs a predetermined set of schedules for each ship to follow. In each schedule, there is a predetermined route with cargo pick-up and delivery nodes along with soft time window for each node and a predetermined ship speed on each sailing leg. The model objective is to find the schedule for each ship which minimizes total operating and penalty cost. The review of this model is reported in the follows items. The first is that the number of schedules of each ship is too small to represent all candidate schedules. The second is that even if the number of schedules is large enough, the way the schedule is designed does not generate a right mix between low and high-cost schedules. The right mix has to be the one that leads to a globally optimal solution. The third is that the model does not use gross profit or gross profit per day as a criterion for selecting optimal schedules, which limits the use of the model to only the industrial mode of transport. The fourth is that transport demand is assumed fixed.

Fagerholt (2004) has also developed a computer-based decision support system for fleet scheduling based on heuristic algorithms. Fagerholt *et al.* (2010) have presented a decision support methodology for strategic planning in tramp and industrial shipping. The proposed methodology combines simulation and optimization, where a Monte Carlo simulation framework is built around an optimization-based decision support system for short-term routing and scheduling. Although these research papers have developed algorithms which are flexible, allow interactive user interface, and save time, their exact optimal solution is not guaranteed.

Brown *et al.* (1987) have developed a scheduling model for ocean transportation of crude oil. In this model, a schedule represents a ship when assigned the transportation of cargo between its loading port and discharging port. The model aims at minimizing total cost of schedules for all ships. It uses an Elastic Set Partitioning algorithm. The review of this model is reported in the follows items. The first is that cargo

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loading or discharging time window is not considered. The second is that ships are assumed to have similar capacity. The third is that full ship loads are assumed. The fourth is that consecutive loads are not allowed because the planning period is too short to accommodate more than one ship voyage. The fifth is that the model does not use gross profit or gross profit per day as a criterion for selecting optimal schedules. The sixth is that transport demand is assumed fixed. Kim and Loe (1997) have developed a decision support system for ship scheduling in industrial bulk trade. The solution method is similar to what is given by Brown *et al.* (1987).

Lin and Liu (2011) have considered the ship routing problem of tramp shipping and proposed a combined mathematical model that simultaneously takes into account the ship allocation, freight assignment and ship routing problems. To solve this problem, they have developed an innovative genetic algorithm. The review of this model is reported in the follows items. The first is that multi-commodity concept considered by this model is reduced to maximum one primary cargo, and one spot cargo was taken one after the other by any ship voyage. The second is that the model does not use gross profit per day as a criterion for selecting an optimal solution. The third is that transport demand is assumed fixed.

Laake and Zhang (2013) have developed a model to determine the best mix of long-term and spot cargo contracts for a given fleet. The model finds the optimal fleet size and a mix for a set of cargo contracts or a mix of both. The model assumes that transport demand is sufficiently large on each route. Each ship takes full loads and does not mix cargoes from different cargo contracts, which is standard practice in the coal/iron ore trade. The review of Lin and Liu paper applies here also.

It was found that the OR model of Osman *et al.* (1993) and Christiansen *et al.* (2007) holds characteristics close to the tramp shipping characteristics mentioned at the beginning of this section. The model of either research is based on a network of multiple cargo flows. Each network node either represents a load or a discharge event for each cargo. Ships are competing in carrying cargoes by following selected arcs in the network, beginning with a start node and ending with an end node. If a network arc is used by a ship, this arc is restricted for use by other ships. An arc is used by a ship if lay can of each arc node be met and load available in each arc node is within remaining ship capacity. The model assigns network arcs to ships in an attempt to maximize total voyage-gross-profits for all ships. Both models are nonlinear. Hemmati *et al.* (2014) and Christiansen and Fagerholt (2014) have presented better tramp shipping characteristics. The former have used a linear objective but used heuristic algorithms to solve their problem. The latter have presented some linear and non-linear models; some handle flexible cargo sizes of what is called 'more or less owner's option,' some handle splitting of cargo loads, and some others handle varying ship speed. Most of these models use heuristic algorithms to solve the problem of concern. Flexible cargo sizes, splitting of loads, and different ship speed, although they have been formulated within the models; they could have been handled via sensitivity and what-if analysis after solution. This arrangement might help other important shipping elements to be formulated as well. Sensitivity and what-if analysis are necessary validation tools in tramp shipping to handle possible changes in cargo quantity and freight rate, cargo handling rate and charges, and ship speed and fuel consumption. Instead of full ship loads assumed in Brown *et al.* (1987) and Laake and Zhang (2013), Vilhelmsen *et al.* (2015) have developed a linear model to handle the case where multiple cargoes can be carried simultaneously on board each ship. The review of the previous models is reported in the follows items. The first is that the model objective maximizes voyage gross-profit, while in tramp shipping the objective has to maximize gross profit per day. The second is that transport demand is assumed deterministic. In shipping, some cargoes may have random demand. The third is that the model with non-linear objective or/and constraints call for software solutions usually less reliable and inefficient. The fourth is that the authors brought no evidence on the possibility of solving large problems when more cargoes and ships are added.

Bakkehaug *et al.* (2016) and Vilhelmsen *et al.* (2017) have developed a similar model to schedule the voyages of a fleet of ships considering a minimum time spread between some voyages. The former has used the Adaptive Large Neighborhood Search (ALNS) heuristic to solve the problem, while the latter has used a Decomposition approach with Dynamic Programming algorithm for column generation. Their model focuses on the time spread between voyages in response to a charter party clause which requires the voyages to be 'fairly evenly spread.' This requires the voyage to become the model decision variable with a predetermined route and full-load cargo to be transported in each voyage. This situation might be true for some contracted cargoes, but not true otherwise. Therefore, these two research papers cannot stand as 'optimization of ship voyage' research area as defined earlier.

There are three additional review items which cut across all research papers mentioned so far. These items can be summarized as follows:

a) Model parameters are not verified for validity, using sensitivity and what-if analysis, especially for cargo quantity and freight, cargo handling rate and charges, and ship speed and fuel consumption.

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b) Many shipping elements and charter party terms and clauses are not considered. Twenty of such elements and terms are shown in El Noshokaty, (2017a).
c) Models need OR skills to use them. In shipping, most users lack such skills.

This review of the literature on 'optimization of the ship voyage' and the review items brought about it reveals the fact that research papers are in common attempting to solve the original problem mentioned at the beginning of this section but with different review comments. Review comments can be summarized in using a model with deterministic gross profit objective, with little shipping elements and rules, with no checks for validity, and with no facilities for non-OR users to deliver data and to run and interact with the model. This review gives rise to the contribution made by El Noshokaty (2017a, 2017b), namely, the development of an OR-based decision support system which can optimize the ship voyage outcome considering all possible shipping elements and charter party clauses, gross-profit-per-day objective, deterministic and stochastic cargo transport demand, and sensitivity and what-if analysis. The use of gross-profit-per-day objective under deterministic and stochastic cargo transport demand, assuming multiple ships carrying various cargoes simultaneously along with realistic and validated shipping elements and rules, is presented in these papers. The state-of-the-art *Block-Angular Linear Ratio programming* methodology (El Noshokaty, 2014) is used to solve the problem. El Noshokaty (1988) has first developed a shipping model with gross profit per day objective for only one ship using *Fractional* programming methodology.

The following is a basic version of the linear optimization model of tramp shipping developed by El Noshokaty (2017a). The model contains the objective function, flow constraints, capacity constraints, time constraints, and non-negativity and integrality constraints. The objective function is expressed in a total voyage-gross profits-per-day for all ships. The flow constraints connect selected cargo transport links of each ship from voyage beginning to voyage end. They also ensure the flow of at most one transport link towards each cargo. The capacity constraints ensure the ship capacity; expressed in weight, is not violated by the cargo mix selected in each transport link. The time constraints ensure the time window allowed for loading or discharging of each cargo is not violated by the time spent in ports and sailing towards the cargo. They also calculate the ship waiting time spent before the opening time of each cargo time window. The non-negativity constraints ensure the model variables do not go negative. The integrality constraints turn the variables, dedicated for the transverse of transport links to yes-or-no decisions.

In this model let:

$S = \{1,2,3, \dots , s_0\}$ be the set of ships,

$P = \{1,2,3, \dots , p_0\}$ be the set of ports of a working trade area,

$Q = \{1,2,3, \dots , q_0\}$ be the set of cargoes available for transport between ports of this area. It is assumed that cargoes are compatible with the ship carrying them and can be mixed together on board the ship with ship stability maintained. Each cargo $r \in Q$ has a loading event and a discharging event,

$L = \{1,2,3, \dots , l_0\}$ be a set of loading events, one for each cargo,

$D = \{1,2,3, \dots , d_0\}$ be a set of discharging events, one for each cargo,

$F = \{f\}$ be a one-element set of open event f,

$G = \{g\}$ be a one-element set of close event g,

$E = L \cup D$ be the set of load and discharge events, combined,

$E_f = E \cup F$ be the set of open, load, and discharge events, combined,

$E_g = E \cup G$ be the set of load, discharge, and close events, combined,

$E_{fg} = E_f \cup G$ be the set of open, load, discharge, and close events, combined

p_i be port $p \in P$ identified at event $i \in E_{fg}$,

p_{ij}^k be the gross profit earned by ship $k \in S$ on transport link *ij*. Gross profit equals freight plus demurrage (based on reversible or irreversible calculation), minus cooling/heating cost of cargo $r \in Q$ at $i \in L$, minus handling cost of cargo $r \in Q$ at $i \in E$, minus dispatch (based on reversible or irreversible calculation), minus port dues of port $p \in P$ at $i \in E_f$, where $p_i \neq p_j$, and minus canal/strait dues and fuel consumption of main engine when sailing transport link *ij* where $p_i \neq p_j$,

T_g^k be voyage close day of ship $k \in S$,

C_0^k be voyage fixed cost of ship $k \in S$, not considered elsewhere,

x_{ij}^k be the problem decision variable. It equals 1 if ship $k \in S$ sails transport link ij, and it equals zero otherwise. If $x_{ij}^k = 1$ and $i \in E$, cargo $r \in Q$ is loaded on board ship k, where i is its loading port, or discharged from the ship if i is its discharging port. Likewise, if $x_{ij}^k = 1$ and $j \in E$, cargo $r \in Q$ is loaded on board ship k, where j is its loading port, or discharged from the ship if j is its discharging port,

It is required to maximize sum of voyage gross profit per day for all ships, given by:

$$G_3 = \Sigma_{k \in S} (\Sigma_{i \in Ef} \Sigma_{j \in Eg} \; p_{ij}^k \; x_{ij}^k - C_0^k) / T_g^k \qquad (1)$$

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Flow Constraints

Using the above-mentioned denotations, the flow constraints can be formulated as follows:

- The flow constraints which restrict the flow of transport links for each ship originating from open event to only one link at most, given by:

$$\sum_{j \in Eg} x_{fj}^{k} \leq 1, k \in S, \quad (2)$$

- Flow constraints which restrict the flow of transport links for each ship towards event $e \in E$ to be equal to the flow of transport links outward from this event, given by:

$$\sum_{i \in Ef} x_{ie}^{k} = \sum_{j \in Eg} x_{ej}^{k}, e \in E, \text{ and } k \in S, \quad (3)$$

- Flow constraints which restrict the flow of transport links for each ship towards load event $l \in L$ of cargo $r \in Q$ to be equal to the flow of transport links towards discharging event $d \in D$ of same cargo, given by:

$$\sum_{i \in Ef} x_{il}^{k} = \sum_{i \in E} x_{id}^{k}, l \in L, d \in D, l \text{ and } d \text{ are of same cargo } r \in Q, \text{ and } k \in S, \quad (4)$$

- Flow constraints which prohibit the flow of transport link of each ship in two opposite directions, given by:

$$x_{ij}^{k} + x_{ji}^{k} \leq 1, i, j \in E, \text{ and } k \in S, \quad (5)$$

- Flow constraints which restrict the flow of transport links of all ships towards loading event $l \in L$ of cargo $r \in Q$ to only one at most, given by:

$$\sum_{k \in S} \sum_{i \in Ef} x_{il}^{k} \leq 1, l \in L, \quad (6)$$

Capacity Constraints

Let:

w_i be weight of cargo $r \in Q$ at event $i \in E$, in mt,

W_i^k be the remaining dwt capacity of ship $k \in S$ after load or discharge of cargo $r \in Q$ at event $i \in E$, in mt,

W^k be the dead weight capacity of ship $k \in S$,

Using the above-mentioned denotations, the capacity constraints can be formulated as follows:

- Load remaining weight constraints which restrict remaining weight on board each ship at end event $j \in E$ to be at least equal to remaining weight at start event $i \in L$ of any transport link minus weight of cargo $r \in Q$ at $i \in L$, given by:

$$W_j^k \geq W_i^k - w_i x_{ij}^k, i \in L, j \in E, \text{ and } k \in S, \text{ where } x_{ij}^k = 1, \quad (7)$$

Constraints (7) can be re-written as follows:

$M(1 - x_{ij}^k) + W_j^k \geq W_i^k - w_i x_{ij}^k$, $i \in L$, $j \in E$ and $k \in S$,

where M is a big number. So $W_j^k \geq W_i^k - w_i x_{ij}^k$ will hold true only when $x_{ij}^k = 1$.

- Discharge remaining weight constraints which restrict remaining weight on board each ship at end event $j \in E$ to be at least equal to remaining weight at start event $i \in D$ of any transport link plus weight of cargo $r \in Q$ at event $i \in D$, given by:

$$W_j^k \geq W_i^k + w_i x_{ij}^k, i \in D, j \in E, \text{ and } k \in S, \text{ where } x_{ij}^k = 1, \quad (8)$$

- Weight capacity constraints which restrict remaining weight on board each ship after discharge of all cargoes at end event $g \in G$ so that it does not exceed ship dwt capacity, given by:

$$W_i^k \geq W^k, i \in D, \text{ and } k \in S, \text{ where } x_{ig}^k = 1, g \in G, \quad (9)$$

Time Constraints

Let:

a_i be lay can open day of cargo $r \in Q$ at event $i \in E$,

b_i be lay can close day of cargo $r \in Q$ at event $i \in E$,

t_i^k be the number of days taken to handle cargo $r \in Q$ at event $i \in E$ by ship $k \in S$ plus waiting days at port $p \in P$ at event $i \in E$,

t_{ij}^k be the number of days taken to sail the transport link from event $i \in E_f$ to event $j \in E_g$ by ship $k \in S$ plus waiting days at sea, where $p_i \neq p_j$,

T_i^k be the arrival day of ship $k \in S$ at event $i \in E_{fg}$, assuming $T_f^k = 0$,

T_0^k be voyage fixed days of ship $k \in S$, not considered elsewhere,

T_s^k be voyage slack days of ship $k \in S$, if it arrives earlier than a_{ri}, aggregated for all $r \in Q$ and $i \in E$,

Using the above-mentioned denotations, the time constraints can be formulated as follows:

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- Event arrival time constraints which restrict arrival day at end event $j \in E_g$ to be at least equal to arrival day at start event $i \in E_f$ of any transport link plus handling days of cargo $r \in Q$ at $i \in E_f$, waiting days in port $p \in P$ at $i \in E_f$, sailing days on link ij, and waiting days at sea, given by:

$$T_j^k \geq T_i^k + t_i + t_{ij}^k \; x_{ij}^k \;, i \in E_f \;, j \in E_g \;, \text{and} \;\; k \in S \,, \text{where} \;\; t_{if}^k = 0 \,, \text{and} \;\; x_{ij}^k = 1, \qquad (10)$$

- Event time precedence constraints which control arrival times so that arrival day at discharge event $d \in D$ succeeds arrival day at load event $l \in L$ of cargo $r \in Q$, given by:

$$T_d^k \geq T_l^k, \; l \in L, d \in D, \; l \text{ and } d \text{ are of same cargo } r \in Q \,, \text{ and } k \in S, \text{ where } \sum_{i \in E} x_{id}^k = 1, \qquad (11)$$

- Time window constraints which restrict the ship arrival day at event $j \in E$ so that it does not violate cargo lay can open and close days at this event, given by:

$$T_j^k \geq a_i, j \in E, \text{ and } k \in S, \text{where} \sum_{i \in Ef} x_{ij}^k = 1, \quad (12)$$

$$T_j^k \leq b_i \;, j \in E, \text{ and } k \in S, \text{where } \sum_{i \in Ef} x_{ij}^k = 1, (13)$$

- Closing time constraints which restrict final closing day for each ship so that it equals total cargo handling days and waiting days in port, sailing days and waiting days at sea, waiting days before cargo open day, and voyage fixed days, given by:

$$\sum_{i \in Ef} \sum_{j \in Eg} (t_i^k + t_{ij}^k) \; x_{ij}^k + T_s^k + + T_0^k = T_g^k \,, k \in S \,, \qquad (14)$$

Non-Negativity and Integrality Constraints

- Non-negativity constraints of continuous variables, given by:

$$W_i^k, T_i^k \geq 0 \,, i \in E_g \,, k \in S, \; T_s^k \geq 0 \,, k \in S, \quad (15)$$

- Integrality constraints of integer variables, given by:

$$x_{ij}^k = 0 \,, 1 \,, i \in E_f \,, j \in E_g \,, k \in S \,, \quad (16)$$

The chance-constrained (stochastic) version of the above-mentioned model can be described using the following simple denotations, assuming one ship and one cargo. The transport demand of this cargo is unconfirmed, assumed to be random variable having a known probability distribution. The probability distribution is the *marginal* distribution of demand.

Let:

d be the deterministic cargo transport demand, expressed in quantity units,

D be the random cargo transport demand, expressed in quantity units,

P be the least probability ship owner stipulates to transport cargo within D,

y be the quantity of cargo to be transported.

Transport demand constraint implied by the model is given by:

$$y \leq d, \qquad (17)$$

In chance-constrained model this constraint reads: the probability of transporting cargo within demand; Prob. $\{y \leq D\}$, has to be greater or equal to P, as indicated by:

$$\text{Prob. } \{y \leq D\} \geq P, \qquad (18)$$

Constraint (18) is called 'chance-constraint'. If at $D = d$ the descending cumulative probability of transport demand of cargo has a value just greater or equal to P, then (18) in this case implies:

$$y \leq \underline{d} \qquad (19)$$

Constraint (19) is the deterministic-equivalent constraint to (18). It is different from constraint (17) in that d is the quantity of cargo *r* confirmed offer, while $\underline{d}$ in (19) is a deterministic-equivalent quantity of cargo random demand, as described earlier. To illustrate, assume for discrete cargo demand D, Prob. $\{D < 5$ units$\} = 0.0$, Prob. $\{D = 5$ units$\} = 0.2$, Prob. $\{D = 10$ units$\} = 0.5$, Prob. $\{D = 15$ units$\} = 0.3$, and Prob. $\{D > 15$ units$\} = 0.0$. According to the additive rule of the probability theory, the demand descending cumulative probability distribution reads: Prob. $\{D \geq 5$ units$\} = 0.2 + 0.5 + 0.3 + 0.0 = 1.0$, $0.8 \leq$ Prob. $\{ D \geq 10$ units$\} < 1.0$, and $0.3 \leq$ Prob. $\{ D \geq 15$ units$\} < 0.8$. Now suppose $P = 0.9$. This value falls in second class, which implies a deterministic-equivalent demand value of 10 units (neither 5 nor 15 units), i.e. at $\underline{d} = 10$.

As defined earlier, the chance-constrained model is exactly (1) to (16) after converting implied constraint (17) to (19).

The model may be solved by *Block-Angular Linear Ratio Programming* (El Noshokaty, 2014). For more details about the model, methodology, and case

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study, the reader may refer to (El Noshokaty, 2017a). Details include more on sensitivity and what-if analysis, more realistic shipping elements and charter party clauses, and the interactive sessions between the model and the ship owner.

IV. Voyage Sensitivity and What-if Analysis

Unlike other research papers, the programming algorithm used to solve the optimization model in El Noshokaty (2017a), permits the user to change the model parameters after optimization without the need to re-optimize it from the beginning. This option permits the ship owner to easily change parameters such as cargo freight rate and quantity, cargo handling rate and charges, and ship speed and fuel consumption, in an attempt to see the effect of this change on the optimal solution. This option also permits the user to validate the model parameters. In the sensitivity analysis, series of changes are given to the model to see how far these changes are effective. In what-if analysis, a single change, in an interactive mode, is input to the model to see the effect of this change on the objective function. Speed sensitivity or what-if analysis may be applied to all transport links collectively, or to selective transport links separately.

V. Optimization of the Ship Allocation

Another problem in tramp shipping also exists when there are some ships and some trade areas, and it is required to allocate these ships to these trade areas, in an attempt to identify which trade area best fits the characteristics of each ship. The objective would be to maximize fleet gross-profit, subject to available cargo demand in each trade area and yearly working days for each ship. It goes without saying that this area of research is of a tactical planning nature, compared to the research area of Section 3 which is of an operational planning nature. On 'optimization of the ship allocation' research area, the following research efforts were cited. Tsilingiris (2005) addressed the problem of optimal allocation of ships to shipping lines in liner shipping, which is applicable also to tramp shipping. Two models, published by Jaramillo and Perakis (1991a, 1991b) and Powell and Perakis (1997), were used by Tsilingiris to allocate numbers of ship types to the routes developed in his model. The objective is to find the optimal allocation of ships to routes that minimizes total operating and lay-up cost. There are two review items on these research papers. The first is that voyage revenue is assumed fixed, either because cargo mixes are not considered, or cargo transport demand is assumed deterministic. This means that revenue is supposed to have no effect on the ship voyage and the allocation of ships to lines, which is not true. The second is that allocation is done to the number of ships of each ship type, rather than the number of voyages of each ship. Allocation by the number of ships does not permit a ship to work on different lines.

Christiansen *et al.* (2007) and Fagerholt and Lindstad (2000) discussed an allocation model to allocate voyages of heterogeneous ships to shipping routes. The objective is to find the optimal allocation of ships to routes that minimizes total operating cost plus fixed cost. There are three review items on these research papers. The first is that voyage revenue is not included in the model objective, ignoring the effect of revenue on the allocation. The second is that ship fixed cost is associated with the use of the ship. If the ship is laid up (not used), its fixed cost is going to disappear from the objective function. The third is that the model puts a maximum number of voyages for each ship in the planning period. This number is put on the total number of voyages completed by the ship on all routes. Since voyage days are not equal among routes, this number is difficult to calculate.

Vilhelmsen *et al.* (2015) explore the tank allocation problem in bulk shipping and devise a heuristic solution method that can find feasible cargo allocations. The method relies on a greedy construction heuristic for finding feasible allocations and local search for improving initially constructed allocations.

The above-mentioned review of the literature on 'optimization of the ship allocation' and the review items brought about it give rise to the contribution that has been achieved by El Noshokaty (2017a). That is, the development of a decision support system which can optimize ship allocation with an objective function of profit items rather than cost items only and without the following limitations: a) restricting assumption on cargo transport demand to be large enough, b) restricting assumption on ship working condition to be limited to one area, and c) restricting assumption on shipload to be limited to one cargo. It is important at this point to differentiate between the tramp-problem names used in this research paper; namely 'optimization of the ship voyage' and 'optimization of the ship allocation,' and the name used in tramp shipping literature as 'tramp ship routing and scheduling problem.' The former names represent an arbitral breakdown of the planning process when compared with that of the latter name. The name 'optimization of the ship voyage,' which implies both the scheduling and routing processes, cares for the alternative *production cycles* of the same ship caused by the alternative cargo mixes available for transport. It is given to cargo mix selection made in a short term plan, say three to four months at most (as in any ship voyage). Whereas the name 'optimization of the ship allocation,' which implies the routing process only, cares for the alternative *production cycles* caused by the alternative trade areas available for service. It is given to allocating ships to trade areas in a long-term plan, say one year at least as in budgeting). 'Optimization of the

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ship voyage' for a long-term plan is not advised, where scheduling process is practically impossible to realize. The reason is that short-term plans, overlapped dynamically, care for varying and detailed shipping elements and rules. Long-term plans, like macro plans, care for aggregated elements and rules. These plans enable handling of many ships and cargoes, which short-term plans with detailed elements and rules cannot accommodate without too many complications. And if accommodated, optimization cannot be done in a reasonable amount of time.

The following is a basic version of the linear optimization model of ship allocation developed by El Noshokaty (2017a). The model allocates existing ships to cargo trade areas and to determine the yearly frequency of calls each ship completes in each area and the ship lay-up days if there is an over capacity. The model contains an objective function, time constraints put on total days spent by each ship each year on all trade areas, quantity constraints put on total weight of cargoes carried by all ships in each trade area each year, and non-negativity and integrality of model variables. The objective function equals to yearly fleet gross profit minus cost of fleet lay-up days. The gross-profit-per-day objective is not considered here because the planning period is fixed for one year.

In this model, let:

$L = \{1,2,3, \dots , l_0\}$ be the set of shipping trade areas. A trade area describes a sea trade between ports in a given geographical place,

$S = \{1,2,3, \dots , s_0\}$ be the set of ships of single ship type, or multiple ship types if more than one type competes in carrying same cargo,

t_{ij} be the number of days spent in a most-likely voyage completed by ship $i \in S$ in trade area $j \in L$,

$$x_{ij} \geq 0, i \in S, \text{ and } j \in L, \text{ where } x_{ij} \text{ is integer, and } y_i \geq 0, i \in S \quad (23)$$

The model may be solved by the well-known *Mixed Integer Continuous Linear Programming* algorithm.

The contribution made in this model is in the formulation of the objective function so that it represents a gross profit rather than mere cost items. The contribution is also in the use of gross profit generated from another integrated system dedicated for the optimization of the ship voyage, assuming realistic cargo transport demand, deterministic or stochastic, available on each cargo trade area. In this model, each ship can work on more than one trade area and load more than one cargo. The model may always roll back to the optimization-of-the-ship-voyage model in case its parameters are subject to change. In this case, another session of the optimization-of-the-ship-allocator model is tried. It goes without saying that the more model parameters are truly representing all possible maritime logistics, the more rigorous is the demand assess on

w_i be the deadweight of ship $i \in S$, in metric ton (mt),

C_i be the fixed cost per day of ship $i \in S$,

D_i be the yearly working days available for ship $i \in S$, in number of days,

Q_j be the yearly max quantity available as cargo demand (including contracted cargoes) on trade area $j \in L$, in mt,

q_j be the yearly min quantity available as contracted cargoes on trade area $j \in L$, in mt,

g_{ij} be the most-likely voyage gross profit ship $i \in S$ earns on trade area $j \in L$ (provided by SOS Voyager),

x_{ij} and y_i be the problem decision variables; x_{ij} be the frequency of calls to be completed by ship $i \in S$ on trade area $j \in L$ per year, and y_i be the lay-up days of ship $i \in S$ per year.

It is required to find the values of x_{ij} and y_i, where $i \in S$ and $j \in L$, which maximize total gross profit, given by:

$$G = \sum_{i \in S} \sum_{j \in L} g_{ij} x_{ij} - \sum_{i \in S} C_i y_i \quad (20)$$

Subject to the following constraints:

- Time constraints put by ship yearly working days on total days spent by each ship on all trade areas, given by:

$$\sum_{j \in L} t_{ij} x_{ij} + y_i = D_i, i \in S, \quad (21)$$

- Quantity constraints put on total weight of cargoes carried by all ships in each trade area each year, given by:

$$q_j \leq \sum_{i \in S} w_i x_{ij} \leq Q_j, j \in L, \quad (22)$$

- Non-negativity and integrality constraints, given by:

port services. Model validity is guaranteed by the sensitivity and what-if analysis used by the optimization-of-the-ship-voyage model.

VI. New Ship Appraisal

The third problem in tramp shipping also exists when there is a need to appraise a new ship; a ship to be built, purchased, or chartered-in. This area of research is of a strategic nature if compared to the two areas mentioned under sections 3 and 5.

The new-ship-appraisal model aims at discounting ship gross-profit plus other cash flow data obtained throughout ship lifetime and comparing the discounted value with the price of the ship. The model contains the Net Present Value (NPV) formula, which unlike other NPV formulas can produce three net present values. This is attributed to the fact that cargo transport demand in tramp shipping is considered stochastic for many cargoes if compared to liner

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shipping. For stochastic cargo transport demand, the optimization-of-the-ship-voyage model can calculate a voyage gross profit corresponding to demand upper limit (best case scenario), deterministic-equivalent value (most likely case), and lower limit (worst case). The three values of gross profit are passed to the optimization-of-the-ship-allocation model and then to the new-ship-appraisal model to calculate the three net present values.

The optimization-of-the-ship-voyage model permits the ship owner to change model parameters after optimization without the need to re-optimize it from the beginning. This arrangement allows the ship owner to validate the model by changing parameters such as cargo freight rate and quantity, port cargo handling rate and charges, and ship speed and fuel consumption, to see the effect of this change on the optimal solution. When a new ship is appraised, the model calculates the gross-profit-per-day for each voyage completed on each trade area, along with sensitivity and what-if analysis of cargo quantity and freight. Since new-ship appraisal model cares for futuristic values of its parameters, stochastic rather than deterministic cargo transport demand is considered, especially in the case of tramp shipping. Three sensitivity and what-if analysis levels are identified for the stochastic cargo transport demand: an upper limit, a deterministic-equivalent value, and a lower limit.

The following is a basic version of the new-ship-appraisal model developed by El Noshokaty (2017a). In this model, let:

$N_0 = \{1,2,3, \dots, n_0\}$ be the common set of years of any new ship life time,

$S = \{1,2,3, \dots, s_0\}$ be the set of new ships,

$J = \{1,2,3\}$ be the stochastic cargo transport demand index, where J = 1 if net present value is based on upper limit, J = 2 if based on deterministic-equivalence, and J = 3 if based on lower limit of the stochastic cargo transport demand.

g_{in}^{j} be the gross profit ship $i \in S$ earns in year $n \in N_0$ based on $j \in J$ cargo transport demand index, where ship depreciation is not included. This parameter is provided by both SOS Voyager and SOS Allocator,

c_{in} be the net cash of ship $i \in S$ flows in year $n \in N_0$. Cash flow items, other than that related to gross profit, include loan installments, loan interest, tax, tax relief, and grants,

c_{i0} be the cost of investment of ship $i \in S$,

r_i be the risk-based rate of return on investment for ship $i \in S$, e be the rate of economic inflation. The net present value; V_i^j, is equal to the discounted net cash flow of ship $i \in S$ based on $j \in J$ cargo transport demand index, as shown by:

$$V_i^j = \sum_{n \in N_0} G_{i\,n}^{j} R_i^{-n} - c_{i0} \quad , i \in S, j \in J, \quad (24)$$

where:

$$G_{in}^{j} = g_{in}^{j} - c_{in}, \text{ and } R_i = 1 + r_i + e$$

The model contribution is in the formulation of its objective function as it includes a gross profit generated from integrated systems like the one for the optimization of the ship voyage and the other one for the optimization of the ship allocation. The former creates input voyage parameters needed by the latter, and then the latter generates the yearly gross profit based on the trade area allocated to new ships in fair competition with already existing ones. The contribution is also made by the calculation of three net present values based on three levels of the stochastic cargo transport demand; one optimistic, one most likely, and one pessimistic.

VII. Concluding Statement

This concluding statement is to bring about the contribution made in the literature which announces a new policy to all systems which are sensitive to time. In tramp cargo transportation, as an example, the current policy is to select for each transport unit the cargo mix which contributes more to a gross-profit objective, assuming deterministic cargo transport demand. Since tramp cargo transportation system is sensitive to time, where time varies considerably from one alternative ship voyage to another, a new policy introduced in Section 3 and Section 4 would consider this objective as less profitable than gross-profit-per-day objective, assuming both deterministic and stochastic cargo transport demand. Owners of tramp transportation systems should worry not only about gross profit they expect to earn but also about the time taken in earning this profit. To introduce this new policy, a suite of decision support systems is developed by El Noshokaty (2017a) to optimize tramp shipping operations using a stochastic gross-profit-per-day objective. The analysis given by El Noshokaty (2017a) demonstrates the case where the deterministic gross-profit objective is considerably less profitable for tramp shipping than that given by the stochastic gross-profit-per-day objective.

Therefore, the following new management policy is set:

a) Use a gross profit per day objective, rather than a gross profit only.
b) Consider a deterministic and stochastic cargo transport demand, rather than a deterministic demand only.
c) Apply optimization methods and use sensitivity and what-if analysis to validate the optimal solution.

In other words, old management policy of using gross-profit objective is not advised anymore, even if stochastic transport demand is absent. In case the probability distribution cannot be identified for cargo transport demand, sensitivity and what-if analysis of cargo quantity and freight can be used with the gross-profit per-day objective.

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The impact of the new policy on any logistics and supply chain system is that it maintains the shortest possible transportation time the transportation system can afford. Findings of this new policy can easily be extended to transportation systems other than cargo ships; namely cargo airplanes, trucks, and trains.

In Section 5, it was shown that the optimal gross profit generated for each ship in each trade area could be used to allocate ships' voyages to world cargo trade areas within a long-term planning period. One useful application of this allocation is to consider the frequency of calls allocated in each trade area as representing demand of services provided in this area and use this demand to assess the competitiveness of utilities in cargo trade areas. Ports are taken as an example for such utilities, and the frequencies of call of a fleet of tankers are used to represent the demand for services rendered by these ports. The analysis given by El Noshokaty (2017a) demonstrates the case where an optimal trade area improvement is advised by the optimization-of-ship-voyage model and the optimization-of ship-allocation model so that all calling frequencies in this area are serviced and ship layups are avoided while maintaining maximum revenue of area ports. Sensitivity and what-if analysis described in Section 4 is the tool to reach this optimal trade area improvement. Findings of this analysis can easily be extended to other ship types, other port services and other utilities; namely canals and straits.

Another useful application of the optimization-of-the-ship-allocation model is that it calculates the gross profit of the new ship each year of its lifetime when it is added to old fleet units in the allocation plan. The new-ship-appraisal model, as described in Section 6, can then calculate three appraisal values, corresponding to three levels of stochastic cargo transport demand: an upper limit, deterministic equivalence, and lower limit. El Noshokaty (2017a) can calculate the three net present values for an oil tanker to be purchased for tramp shipping service and demonstrates how the deterministic-equivalent value represents the most likely value in a range of values bounded by lower and upper limits.

Future work is suggested to go further in adding more shipping elements and rules, so that tramp shipping models become more realistic. Elements such as flexible cargo sizes, splitting of loads, and different ship speed, although they affect profitability if formulated within the models, they can be handled instead by sensitivity and what-if analysis, giving other elements the chance to be formulated. Stochastic and profit-per-day-objective models need to have more attention. Cargo transport demand needs more study on the construction of probability distribution of the transport demand for main types of cargo. OR-Based Decision Support Systems are used to integrate OR models into database management systems. It is highly recommended to build such systems for shipping, so that OR methodologies become transparent to ship owners while being supportive at the same time. Moreover, these systems have to interact with the ship owner in friendlier sensitivity and what-if analysis sessions. Because the speed of computer hardware represents the principle limitation of the algorithms adopted in nowadays' research papers, faster computer hardware, and communication equipment must be used to enable ship owners to take their decisions in the right time. Ship owners, operators of utilities, and researchers are encouraged to meet somewhere to discuss problems of mutual concern. It is highly recommended that workshops are to be considered as the places where all should meet to discuss case studies. It is the role of international conferences to arrange such workshops in different places worldwide. The future work on tramp shipping should result in an impact on the logistic system in which transportation by ship is part of. Finally, the stochastic gross profit-per-day objective may be used in other time-sensitive production cycles. Examples are crop charts in agriculture, customized production line in the industry, product maintenance schedule in services, project plan in construction, and logistics network in trade. It may be used as well in fixed-time production cycles, before time being fixed, to determine the optimal amounts of factors of production employed in a multiple-products multiple-systems investment plan. Examples are crop harvesting in agriculture, car manufacturing and assembly lines in the industry, port cargo handling in services, road paving in construction, and market control measurements in trade.

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Exploring Tourism Facilities in Dinajpur District of Bangladesh: A Study on Ramsagar National Park

By Abul Kalam, Rafia Akhtar & Dr. Md. Jamal Uddin
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Abstract- This study is to examine the factors influence to the tourists to select the particular tourism spot. All the responses are recorded by the Ramsagar a tourism event to the Dinajpur district of Bangladesh. Some important attributes that affect the satisfaction of tourists have identified where tourists give priority to visiting the place. There are seven factors out of fifteen have been considered for the convenience of the study. An interview technique conducted on the 50 respondents who have visited at least two times to the Ramsagar, and it measured their expectation and satisfaction level towards the tourism facilities in Ramsagar. The test result proved that the tourists are not satisfied towards the existing tourism facilities in the stated spot. The aspired facilities assessed so that the visitors would like to select the location for tourism.

Keywords: *exploring, tourism facilities, ramsagar national park, dinajpur district.*

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Abul Kalam [α], Rafia Akhtar [σ] & Dr. Md. Jamal Uddin [ρ]

Abstract- This study is to examine the factors influence to the tourists to select the particular tourism spot. All the responses are recorded by the Ramsagar a tourism event to the Dinajpur district of Bangladesh. Some important attributes that affect the satisfaction of tourists have identified where tourists give priority to visiting the place. There are seven factors out of fifteen have been considered for the convenience of the study. An interview technique conducted on the 50 respondents who have visited at least two times to the Ramsagar, and it measured their expectation and satisfaction level towards the tourism facilities in Ramsagar. The test result proved that the tourists are not satisfied towards the existing tourism facilities in the stated spot. The aspired facilities assessed so that the visitors would like to select the location for tourism.

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I. Introduction

Tourism involves the actions of person's peripatetic to and residing in locations outside their usual permanent places of home for not more than one consecutive year for leisure, business and other purposes (Dabour, 2003). Bangladesh is one of the emerging economies in the globe with some natural as well as artificial attractions. It is full of rivers, coasts, and beaches, archaeological sites, religious places, hills, forests, waterfalls, tea gardens, etc. However, the shocking thing is that only around half a million etc tourists visit the country every year. Therefore it can easily imagine the contribution of this sector to the country's GDP. Over the years, economists, hence, are urging to take a look at this promising sector. The good news is that more recently, it got serious attention by the policymakers at the national level, possibly because of the pressure to achieve SDGs by 2030. The outcome of this increasing attention culminates in some initiatives such as promoting and maintaining the tourism destinations, developing infrastructure such as accommodation, eateries, communication and transportation, parking facilities, etc. As the initiation attempted by the policy makers of Bangladesh, we intended to work on this particular tourism spot like Ramsagar in Dinajpur district of Bangladesh. There is no literature worked specifically on this spot. Ferdaush and Faisal (2014) conducted a study on the tourism spots in Netrokona districts of Bangladesh, Rahman and Kalam (2014) worked on various locations in Rangpur and Dinajpur district, Masud (2015) did the study on the overall tourism marketing in Bangladesh. But none accomplished a research by considering this particular study acutely. In this study, the tourism amenities and expected facilities by the tourists are assessed in this tourism spot of Bangladesh. This study focused the very precise problems and prospects and provided guidelines to improve the tourism facilities of this place. In this study, the tourism practioners for this blemish got the suggestions to attract the massive tourists and enhance earning from this field. It also assists to contribute more to the GDP of Bangladesh by this tourism sport in Dinajpur district.

II. Briefing of Ramsagar National Park

Between 1750 and 1755 the Ramsar was built by a kind Hindu king Ram Nath and the big lake named in honor Ram Nath. During that century, the region was ruled by 11 Kings lead by Shukh Dev. Among them, Pran Nath and Ram Nath were the best and innovative. During their ruling, huge palaces, temples, etc. built, and lakes dug for the public interest. The water reservoir Ramsar was made to provide local inhabitants with safe drinking water. Its construction initiated by King Ram Nath involving lakhs of people's labor. The tank named after Raja Ram Nath who excavated it on the eve of the battle of polashi. At that time Alivardi Khan was the Nawab of Bengal. The tank was excavated to supply drinking water to the people living in the surrounding villages. It said that there were a continuous drought and famine in this part of the country from 1750 to 1755 AD. Perhaps Ram Nath initiated to dig the tank by 'food for work' and help to survive the famine-stricken people. By investing 30,000 Taka for the about 1.5 million labors, the Ramsar burrowed. The total size of Ramsar in its water area is 1079m the length of north-south and 192.6m by the side of east-west. The depths of the

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cistern are about 9.5m. There was a ghat in the middle of the western bank, and the remains of it still exist. Made of sandstone slabs of different sizes, the structure measured about 45.8m by 18.3m. The tank surrounded by 10.75m high mound. Beyond the edge the surrounding is a plain area having some undulating landscape. Ramsagar is the attractive tourist spot cared by the Bangladesh Parjatan Corporation (BPC). There are some initiative has been taken by the BPC to enhance the beautification of this spot. The new rest house constructed on the western side of the tank and some small recreation spots for the children on the four sides of the huge water body are the results of those initiatives.

III. The Objective of the Study

The objective of this study is to explore the tourism facilities in Dinajpur district of Bangladesh. With the light of the main goal, we also considered the following specific purposes for the study:

a) To know the offered tourism facilities in Ramsagar.
b) To measure tourist satisfaction level towards the tourism facilities in Ramsagar.
c) To analysis tourist expectation about the tourism facilities in Ramsagar.

More specially, the hypothesis of the study is as follows:

H_0= Tourists are satisfied towards the current facilities of Ramsagar.

H_1= Tourists are not pleased towards the present attributes of Ramsagar.

IV. Research Methodology

This study utilized a survey instrument to address the research question. Convenience and judgment sampling techniques are used to collect the primary data. There are 50 respondents were interviewed who have visited at least two times in this spot to collect the data. According to Rosco, sample size > 30 and <500 are appropriate for most research (Sekaran, 2003). All the questions are asked only for this particular research area. Factors related to the tourist's satisfactions and expectations are passed by the pre-testing procedure. Five-point Likert scales were developed on the attributes of this tourist location for collecting data matching with the research question. The method of frequency distribution, mean and standard deviation are applied to analyze the data.

V. Result and Discussion

a) Characteristics of Respondents

Table 1

Demographic variables		Number	Percentage
Gender	Male	27	54
	Female	23	46
Age	18-24	11	22
	25-31	13	26
	32-38	15	30
	39-45	6	12
	46-above	5	10
Level of Education	Undergraduate and Below	30	60
	Masters	15	30
	PhD	5	10
Marital Status	Single	35	70
	Married	25	50
Profession	Business person	12	24
	Student	7	14
	Teacher	7	14
	Housewife	7	14
	Employee	17	34
Income Level	Below-Tk.10,000	13	26
	Tk.10,000-Tk.20,000	17	34
	Tk.20,000-Tk.30,000	12	24
	Tk.30000-Above	6	12

The table showed that 50 respondents were considered to collect the primary data where 54% were male, and 46 % were female. Most of the tourists more than 68% were young while only 10% were more than the age 46. There are 60% respondents were undergraduates and below undergraduate and 70% were unmarried while 70% is having monthly income more than Tk.10, 000.

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b) Factors Influenced to Select the Particular Location

Table 2

S.L	Factors	Total Respondents	Actual Respondents	Percentage
1.	Adequate Information	25	25	100%
2.	Likable Place	25	25	100%
3.	Low Cost	25	25	100%
4.	Security and Safety	25	25	100%
5.	Food and Beverage	25	25	100%
6.	Accommodation	25	24	96%
7.	Easy Transportation	25	24	96%
8.	Available Guide	25	20	80%
9.	ATM Facility	25	20	80%
10.	Available Rides	25	19	76%
11.	Medical Facility	25	18	72%
12.	Boating and Fishing	25	18	72%
13.	Cooking	25	17	68%
14.	Parking Facility	25	16	64%
15.	Gardening	25	15	60%

The above table is the result of pre-testing procedure. There are 25 respondents (tourists) were interviewed to diagnose the factors motivate to choose the particular location for visiting as a tourist. Mainly, the top seven features marked 96% considered for analyzing genuinely.

c) Top Factors for Choosing a Location

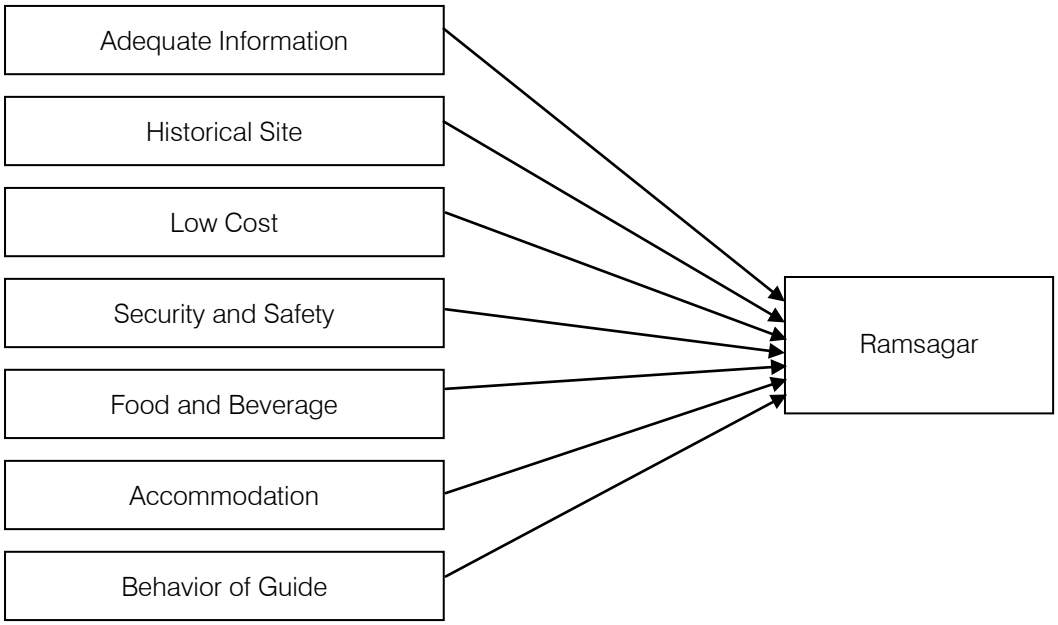


Figure 1

The model shows that the seven factors enticed to desire the Ramsagar a tourism spot in Dinajpur district of Bangladesh.

VI. Tourism Facilities in Ramsagar

The main attraction of this spot is pool contains about 80 acre water land. Its length is 3,399 feet and width is 998 feet. The visitors can boat on this lake and sometimes enjoy for catching the fish. Also, there are about 68.54 acre parklands with various beauty sites and natural arrangement with some rides for the children. Moreover, a mini zoo with different animals enhanced the attraction of this spot. There is a rest house for the tourists with cooking arrangement and recreation. There are assortments of indigenous foods and beverages are available in this position. The surroundings of this lake have sundry rare plants and trees beatified the place and added value of this tourist spot.

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a) Satisfaction Level of Tourists towards the Existing Tourism Facilities in Ramsagar

Table 3

Factors	Level of Satisfaction					Mean	SD
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied		
Adequate Information	7	8	13	9	13	2.74	1.38
Historical Site	9	9	9	13	10	2.88	1.41
Low Cost	15	12	10	12	1	3.56	1.21
Security and Safety	5	7	5	20	13	2.42	1.30
Food and Beverage	9	10	10	11	10	2.94	1.41
Accommodation	8	14	7	13	8	3.02	1.36
Behavior of Guide	4	10	14	9	13	2.66	1.29
Overall Satisfaction	10	5	10	12	13	2.74	1.47

Source: Field Survey, 2018

Visitors' satisfaction measured on the mentioned seven factors like adequate information, historical side, security and safety, food and beverage, accommodation and behavior of the guide. Tourists were satisfied towards the cost of entry and other items and accommodation facilities provided by the spot. They were neither satisfied nor dissatisfied towards the adequate information about the spot, historical side of the place, food and beverage and behavior of the guide. Finally, overall, the satisfaction level of the visitors was not in a good position. Basically, they were neither satisfied nor dissatisfied towards the tourism facilities of Ramsagar.

b) Tourist's Expectation about the Tourism Facilities in Ramsagar

Table 4

Factors	Level of Expectation					Mean	SD
	Highly Expected	Expected	Neutral	Unexpected	Highly Unexpected		
Adequate Information	12	17	10	5	6	3.48	1.30
Likable Place	10	19	9	4	8	3.38	1.34
Low Cost	17	19	5	4	5	3.78	1.28
Security and Safety	18	15	4	7	6	3.64	1.41
Food and Beverage	25	17	5	2	1	4.26	0.94
Accommodation	16	18	6	5	5	3.70	1.30
Easy Transportation	15	20	4	7	4	3.70	1.27
Overall Tourism Facilities	10	15	7	10	8	3.18	1.34

Source: Field Survey, 2018

The above results mentioned in the table proved that the visitors were more conscious about the food and beverage. They also expected low-cost facilities, security and safety, accommodation, and simple transportation system. They are neither expected nor unexpected about adequate information about this spot and likable place. Finally, their expectation is not up to the mark on the reveal factors.

c) The problem faced by the tourists to visit the Ramsagar

Table 5

Sl. No	Name of the problem	Frequency	Percentage
1	Security problem	50	100%
2	Accommodation problem	50	100%
3	Transportation problem	48	96%
4	Food problem	47	94%
5	Information problem	47	94%
6	Medical service	47	94%
7	Money withdrawal facilities	47	94%
8	Scarcity of Guide	45	94%
9	Kids Park	44	88%
10	Price / Entry Fees	40	80%
11	Others	35	70%

Source: Field Survey, 2018

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The above table showed that security and accommodation are the main problems almost all are coded to visit the Ramsagar tourist spot in Dinajpur district of Bangladesh. Transportation problem is also high with the high-quality food, information, medical service and immediate cash management problem by the ATM, etc. The tourists also mentioned about the tour guide limitation and scarcity of enough rides for the kids so that they are encouraged to the visit this spot.

d) Testing Result

Table 6

Attributes	Critical Value	Calculated Value	Result
Adequate Information	1.96	6.97	H0 = Rejected
Historical Side	1.96	7.35	H0 = Rejected
Low Cost	1.96	13.74	H0 = Rejected
Security and Safety	1.96	6.09	H0 = Rejected
Food and Beverage	1.96	7.65	H0 = Rejected
Accommodation	1.96	8.64	H0 = Rejected
Behavior of Guide	1.96	7.53	H0 = Rejected

The result indicated that all the variables rejected. That means the visitors were not satisfied towards the existing tourism facilities in Ramsagar of Dinajpur district in Bangladesh.

VII. Conclusion and Recommendation

The objective of this study was to explore the tourism facilities in the tourist spot of Ramsagar in Dinajpur district of Bangladesh. We also diagnosed the factors influenced to choose this spot for exploring the tourism facilities for this side. We found seven issues enticed to visit this place. But the visitors were not satisfied to the entire factors related with the tourism facilities of this location. Sometimes tourists were contented with the particular things and sometimes they were somehow neutral towards the aspects available to the mentioned location. We also assessed the aspired benefits by the visitors to visit this spot and made them category as the level of expectation of the tourists. We also unearthed the problems so that the visitors were of interest to stopover this place. Security and accommodation were the problems visitors quoted to select this position. Transportation, food, and beverage, medical and ATM were also mentionable. The table mentioned somehow visitors were satisfied and neutral on the specific issues, but the test result proved that they were not happy at all towards those things related to the satisfaction of the tourists. As a result, the authority of this spot should take necessary initiatives to improve the stated issues recounted the satisfaction of the tourists. Especially, security, accommodation and transportation problems should be solved immediately. New sorts of rides for the kids and young should add to the existing amenities of this spot. Additional toil should deploy for maintaining the sites. A record book should keep for making available of information about this place. Ultimately these actions would be obliged to attract the more tourists and enhancing more earrings from this spot.

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Factors Determining Tourism: A Framework to Promote Tea Tourism Destination in Chittagong

By Sharmin Sultana & Rehnuma Sultana Khan
Southern University

Abstract- Tea tourism is a form of nature tourism. In Bangladesh Sylhet is the most popular and big Tea tourism destination. Chittagong Tea Estates can be another tea tourism destination in Bangladesh if proper promotional tools are used to conscious tourists and steps are taken to develop the destination. Moreover, the destination can shift the demand from Sylhet to Chittagong at some extent and protects the tourist carrying capacity in Sylhet. The objective of the paper is to recognize the potential Tea Tourism destinations in Chittagong and promote those areas. This study is based on qualitative research method with primary and secondary data. The first section of the paper deals with introduction followed by an overview of Chittagong Tea Estates. It then presents the probable destination attributes and promotional tools to be used to highlight the destination. Finally, the findings of the study are discussed to develop some policies based on the study.

Keywords: *tea tourism, promotional tools, chittagong.*

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Sharmin Sultana [α] & Rehnuma Sultana Khan [σ]

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I. Introduction

Bangladesh is a country of natural beauty, hilly mountains, longest beach, warm climate, seven seasons which are the key factors to develop eco-tourism, sustainable tourism and rural tourism. Bangladesh has many archeological and historical sites too. And the hospitality of people and local culture, life style is a unique selling point. Tourism is a growing industry in Bangladesh. It generated 1, 25,000 international tourists in 2014 and international tourism generated US$ 1.5 trillion in export earnings and international tourist arrivals grew by 4.3% in 2014 to 1.133 billion. According to WTTC direct employment support by travel and tourism is forecast to rise by 2.9 percent per annum to 1,785,000 jobs or 1.9 percent of total employment in 2023.

Bangladesh has many developed natural tourists destinations like Cox's bazar, Sudarban, Sylhet, Kuakata, Chittagong Hill Tracts area like Rangamati, Khagrachari, Bandaraban. These destinations generate large numbers of domestic and international tourists yearly. Chittagong is a green city and it has many potentialities in Tea Tourism. There are many small and big Tea Estates in near Chittagong like Fatikchari, Rangunia, Potia, Bashkhali and Kaptai. The promotion of these places can motivate tourists towards the natural beauty, green leaf, hilly mountains in Chittagong district.

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Tea tourism, though a new concept, is fast catching on with more and more tourists making their way to the lush green tea estates. Developing tea states as tourist destination can helps to develop an alternative revenue stream. Tea, being an agricultural commodity, is subject to cyclical fluctuations and there are times when the gardens are hard hit by falling international prices, vagaries of weather and labor troubles and various other factors and experience shows that in such difficult times, the promotion of tourism helps gardens overcome their crisis, if not wholly, at least partially.

II. Literature Review

In many countries, tourism is an industry for earnings revenues and foreign exchange (Hossain, 2007). Many businesses that grow concurrently with the development of tourism include airlines, shipping, hotels and restaurants, finance companies, tour operators, travel agents, car rental firms, caterers and retail establishments and together, they contribute significantly to the overall development of a country's economy and to its cultural diversification and adaptation (Islam, 2009). Tourism in its modern sense is a relatively recent phenomenon, and it has been begun in the present Bangladesh area only during the 1960s. Tourists from abroad came to see and enjoy the beaches, the scenic beauty of the landscape covered with lavish greens and the web of rivers, tribal culture, religious rituals, historical places, forests, wild life and hill resorts (Hasan, 2006).

Tea tourism is one of the alternative forms of tourism which is being operated in the tea growing regions in the world. (K. C. Koththagoda and S. C. Thushara 2016)

Tea is a social custom and as such is part of many celebrations that tourist could experience (Jolliffe, 2007).

Tea tourism is "tourism that is motivated by an interest in the history, traditions and consumption of tea." (Jolliffe 2007)

Tea trails have been included in most of the tour packages offered by the travel agencies in their tour itineraries. Currently tea plantations, tea culture and tea production have been interacted by the tourism industry in the country (Indrachapa Weerasingha)

Tea Tourism is a contemporary concept researched and talked about since the beginning of the 21st century. It is a wonderful tourism concept

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associated with tea gardens. The tea gardens, the process of tea plucking, tea producing, cultural festivals of the tea tribes and staying at the tea bungalows are part this tea tourism. This is a kind of unique tour experience connected to nature. Tea tourism is already popular in countries like China, Srilanka, Kenya and India (Sanjiv and Suvamay 2016)

Tea related tourism has parallels with food related tourism such as wine tourism, which has been investigated by many researchers (Dembardt, 2003; Williams and Dossa 2003; Brown et al 2007). As pointed out by Jolliffe (2007) that tea tourism has a lot in common with wine tourism in terms of its history and the connections with travel. In the industry, it has already become a niche tourism programme in many regions in China, such as Hangzhou, Wuyi Mountain area, Wuyuan and Xinyang etc (Shen, 2005; Huang and Wang, 2005; Shen, 2007).

Worldwide, tea related tourism develops well in many countries such as Thailand and Sri Lanka (UNWTO, 2005; Kolkata, 2005; Gursahani, 2007; Jolliffe, 2003). However, the academic research of tea tourism falls behind the industry, and it is an under-researched area.

Zhang (2004) indicates that tea tourism has developed to showcase tea planting areas with beautiful natural environment or special historical heritage. Tea culture (local tea customs) is conveyed through a variety of activities promoting sightseeing, learning, shopping and other forms of entertainment and tourism experiences.

Ji (2006) demonstrated that tea tourism in China was developed in the forms of tea museums, tea gardens, tea related activities, tea shops, tea events, tea folk performance, and tea related products.

According to Jolliffe and Aslam's (2009) research in Sri Lanka, tea tourists had expectations concerning the relaxation, homely environments, and tea plantations when visiting a tea destination.

Shao-wen Cheng, Fei-fei Xu et al. (2001) investigated that tea tourists are mainly tea lovers between the ages of 31 and 40, and tea drinking habits had significant influences on people's attitude towards tea tourism.

Horen and Dhurbojyoti (2011) studied that, SWOT analysis (acronym for strengths, weakness, Opportunities and threats) and problem and prospect of tea tourism sector in Assam based on interaction with the visitors, concern departmental officials, tour organizers, accommodation units and other private stake holders in the state.

Indrachapa Weerasingha analyzed that, Tea products and plantations have been identified as primitive attraction by travel agencies and tour operators for promoting both nature and cultural tourism. Brochures and websites of the travel agencies have been designed with tea culture while the hospitality industry (accommodation units) offers another kind of warm welcome with tea service for their guests such as High Tea.

Katuse, Paul; Mwenda, Nicholas (2011), established that the major challenges that faces adoption of tea tourism in Kenya is lack of information on tea tourism issues, lack of cooperation amongst the stakeholders, lack of government support to the tea tourism stakeholders

K. C. Koththagoda and S. C. Thushara (2016) identified that, tea tourism in Sri Lanka must consider all influential factors including customer loyalty and customer satisfaction together with the six dimensions of Keller's brand equity model in order to gain brand equity. The proposed model emphasized how marketers should design and implement the effective marketing programs to empower Sri Lanka as a tea tourism destination.

Mahua and Parthajoy (2015) studied that, Sustainable Rural Tourism will also help in the development of the socio-economic condition of the local community as well as contribute to the cause of sustainability of the unique eco-system.

Mi Zhou, Yuchin and Bonnie (2012) discovered that, demographic factors were associated with tea tourism expectations. Thus, in designing market segmentation and making marketing strategies, tea tourism marketing should take into account tourist age, gender, and cultural background.

According to Jolliffe and Aslam's (2009) research in Sri Lanka, tea tourists had expectations concerning the relaxation, homely environments, and tea plantations when visiting a tea destination.

Tasnuba and Shamsuddoha (2011) aimed to picturize the scenario of Bangladesh tea in the context of world tea, export and import scenario of tea and consumption of tea products in different countries in the world.

Prasanta & Horen (2014) highlighted the prospects and challenges associated in the promotion of tea entrepreneurship amongst the women through examining their present situation in the tea sector.

Jiban Kumar Pal, Muhammed Muazzam Hussain (2016) studied that, the poor hygiene situation of tea garden areas in Sylhet district is mainly responsible for present health status and hygiene of older people.

Medhi, Hazarika et al. (2006) identified that, health status of the population can be ameliorated through better hygiene practices, environmental sanitation, creating health awareness, nutritional intervention and overall improvement of socio-economic condition.

Anurag, Mandal et al. (2016) founded out various reasons for the unique growth of STGs such as favorable climate and soil, infrastructures like technology, labor, market, government support etc. For

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these reason, farmers have opted for tea cultivation because it has limited risk for the factors like climate change, crop failure, dearth of markets etc.

Besides the works by Hall et al (2003) and Boniface (2003), the most impressive works on tea tourism in English may be the monograph of 'Tea and Tourism: Tourists, Traditions and Transformations' (Jolliffe, 2007), which is a composition of tea-related papers by various authors. In this work, Jolliffe defined tea tourism as 'tourism that is motivated by an interest in the history, traditions and consumption of tea' (Jolliffe, 2007 p9). She then defined tea tourists as 'a tourist experiencing history, culture and traditions related to the consumption of tea' (Jolliffe, 2007, p10). Jolliffe also commented on the wide range of experiences and opportunities which tea can provide for travelers, including tea shop trails the partaking of the tea ceremony and visits to tea gardens or museums.

From the foregoing review of literature it can be understood that though many studies have been conducted on different aspects of tourism in Bangladesh and even in foreign countries, a study specifically for tea tourism in Chittagong is missing in literature. Hence, the study will make an attempt to examine present scenario of tea tourism and how can we promote tea tourism. The area of study is only the tea states located in Chittagong region.

III. Rational of the Study

Bangladesh is a nature-based tourist attraction country. It is enriched with hilly mountains, longest sea-beach, lakes, rivers, mangrove forests, fountains a combination of green destination. Tea tourism destination is a familiar concept in Bangladesh. Many people visit Sylhet every year to enjoy the hilly tea garden. This destination is already attained its brand image. But there are many small tea gardens situated in Chittagong district which can be promoted as tea tourism destination. Lack of awareness, lack of promotion, lack of support and lack of facilities are the main reason behind the negligence of the development of this destination. The present study will show the potentialities of the tea gardens as destination in Chittagong district. This study will also suggest the ways to promote Tea Tourism in Chittagong district and to protect its natural and biodiversity. Finally, this paper will show the ways of making Chittagong as demanding tourism destination not only for Cox's bazar, Rangamati, Khagrachari, Bandarban but also for Tea Tourism destination.

IV. Research Objectives

The aim of this study is to find out the possible ways to develop and promote Chittagong Tea Estate as a tourism destination by identifying the potentialities of that area. Furthermore, the study aims to highlight the promotional tools through which Chittagong Tea Estate can be differentiated as a tourism destination.

1. To highlight the scope of tourism in Tea Estates in Chittagong.
2. To promote the Tea Estates as a tourist destination in Chittagong.
3. To provide some policy recommendations.

V. Research Design

This study is based on qualitative research method with various data collection procedures .The research is mainly based on conceptual ideas and secondary information. The secondary information is collected through a survey of literature, relevant internet based websites, journal articles, and academic books were used to conduct the study.

VI. Limitations of the Study

This study was limited to secondary sources of data. Some secondary data and authors ideas, concept are used in this study. Future studies can be conducted by using primary data among potential tea tourists or tea tourism experts.

VII. Tea States as a Great Destination for Tourists

The inflow of tourists is increasing every year in Bangladesh. That is why the tea states of Chittagong need to draw an aggressive campaign plan to attract more tourists. And the important aspect of the study is to develop the promotional strategies to motivate tourist to undertake a travel trip to different tea states in Chittagong. In Chittagong, greater part of the tourists have positive experience on natural beauty where as tea tourism is not popular among travelers in respect to sea beaches and hill tracks . This is mainly because of lack of awareness and publicity of tea tourism in Chittagong. So the study has attempts to provide some guidelines that can help to promote the tea tourism in Chittagong.

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a) Potential Tea Estates in Chittagong

Sl. No.	Name of the Tea Estates	Upazilla	District
1.	Aasia	Fatikchari	Chittagong
2.	Agunia	Rangunia	Chittagong
3.	Andharmanik	Chikancherra	Chittagong
4.	Naseha	Dantmara	Chittagong
5.	Ellahinoor	Fatikchari	Chittagong
6.	Haldavalley	Fatikchari	Chittagong
7.	Kaiyacherra-Dalu	Fatikchari	Chittagong
8.	Kodala	Rangunia	Chittagong
9.	Kornofuli	Fatikchari	Chittagong
10.	MaaJaan	Fatikchari	Chittagong
11.	Mohammadnagar	Fatikchari	Chittagong
12.	Dantmara		Chittagong
13.	Narayans Hat	Chittagong	Chittagong
14.	New Dantmara	Chittagong	Chittagong
15.	Oodaleah	Fatikchari	Chittagong
16.	Panchabati	Fatikchari	Chittagong
17.	Potiya	Potiya	Chittagong
18.	Ramgarh	Fatikchari	Chittagong
19.	Rangapani	Fatikchari	Chittagong
20.	Thandacheri	Rangunia	Chittagong
21.	Baramasia	Fatikchari	Chittagong
22.	Chandpur-Belgaon	Bashkhali	Chittagong
23.	Waggachara	Kaptai	Chittagong

b) Marketing Model for Tea Tourism

Tourism in Bangladesh faces a very challenging marketing environment today. The consumer is becoming more technologically-savvy, distracted and consequently more demanding. Disturbance is fast becoming the millennial norm and yet there is a rapidly growing grey segment, resulting in a dichotomy of worlds and explosion in developments.

In approaching marketing strategy, we have considered the following factors:

1. Customer Profile
2. Motivational Factors
3. Destination Attributes
4. Promotional Tools

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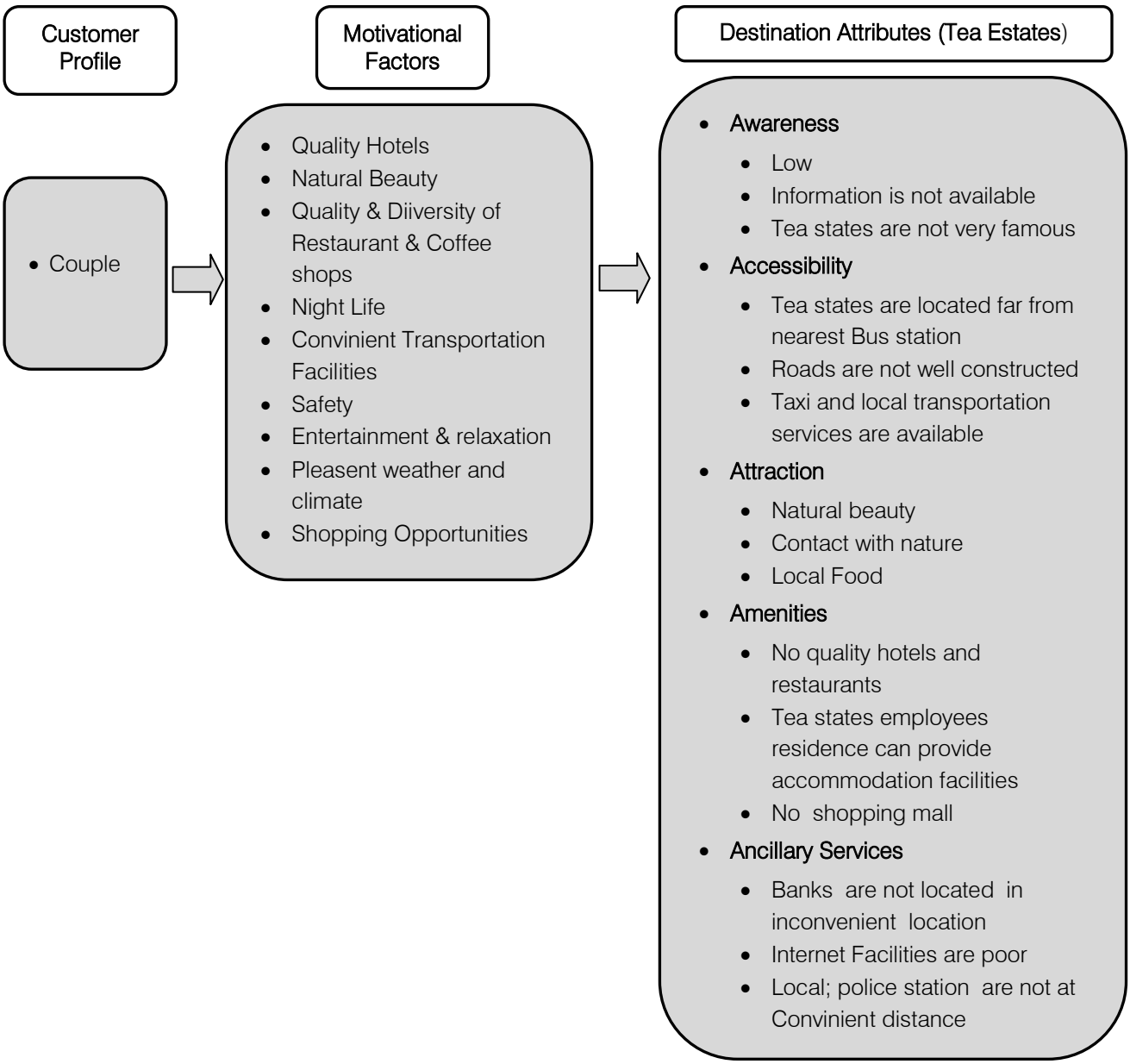


Fig. 1: Comparison between couple's motivational factors and expected attributes towards destination (Author)

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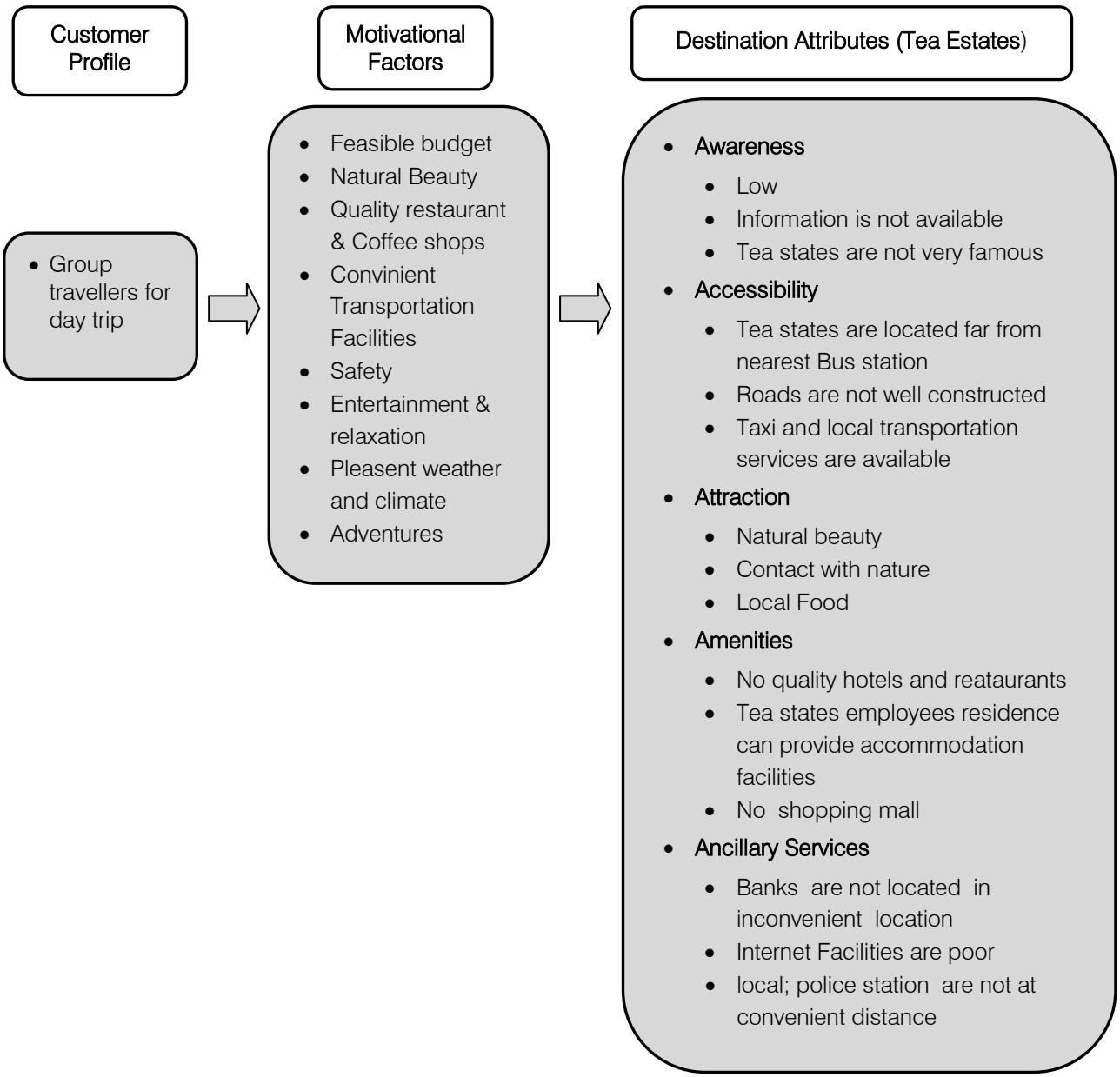


Fig. 2: Comparison between Group traveler's motivational factors and expected attributes towards destination (Author)

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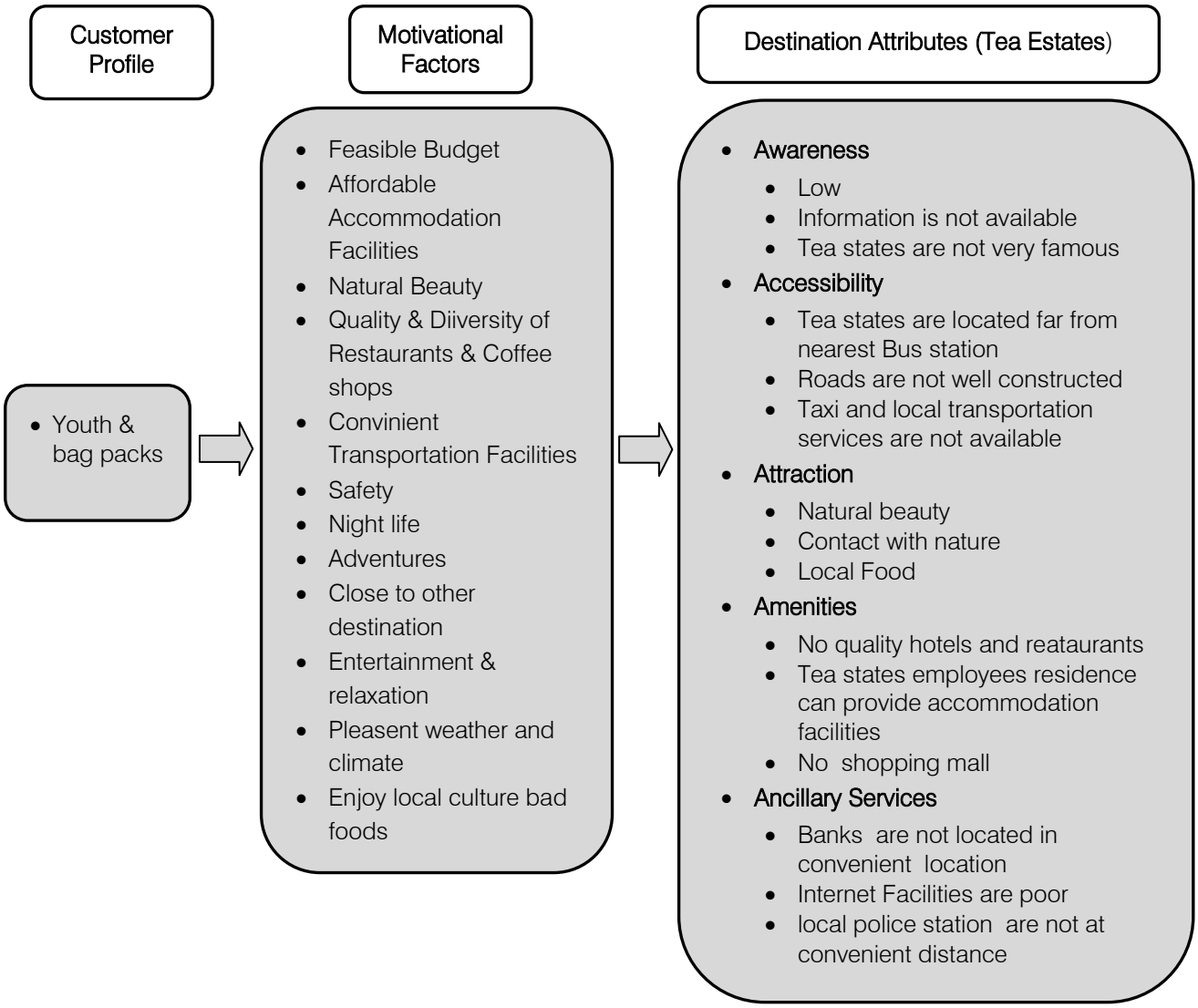


Fig. 3: Comparison between Youth and bag pack's motivational factors and expected attributes towards destination (Author)

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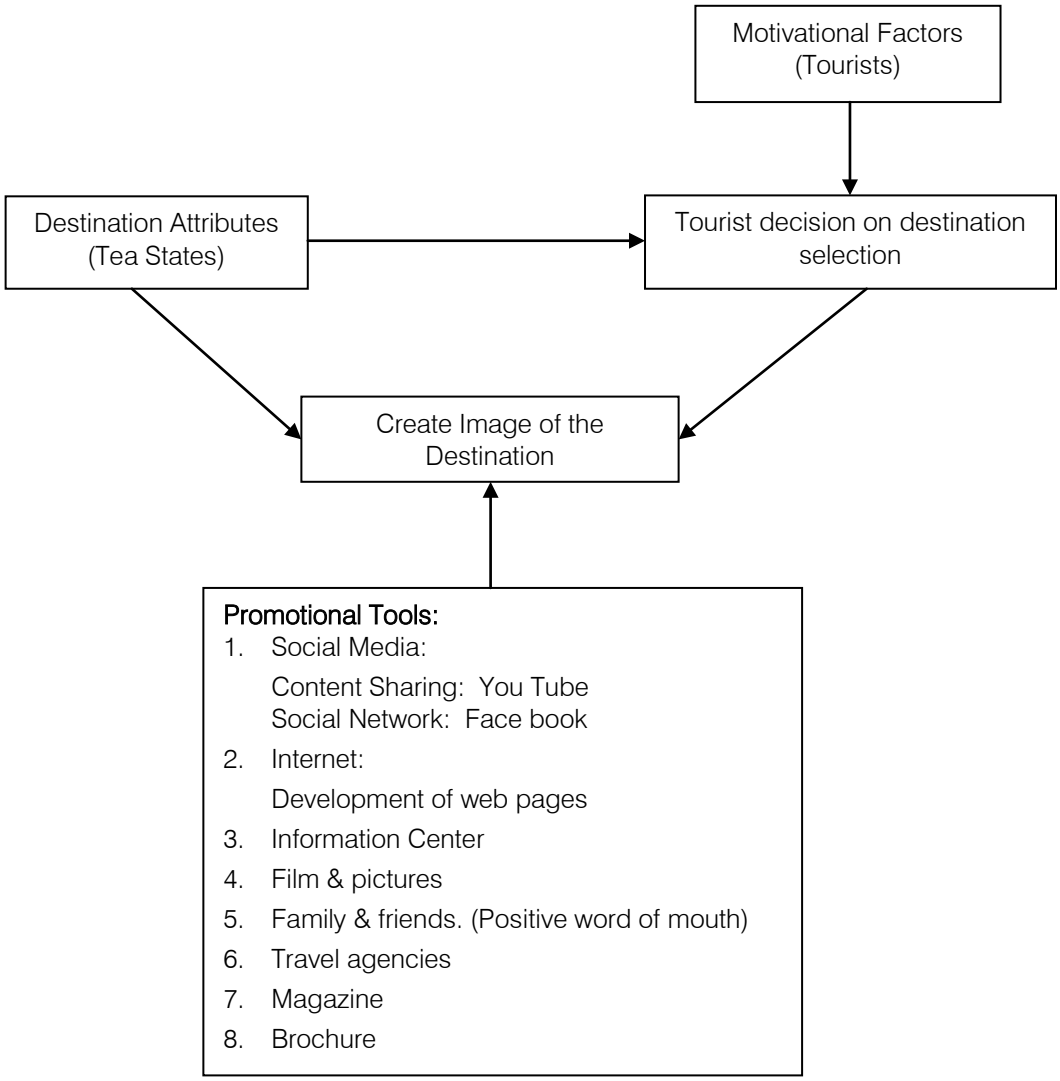


Fig. 4: Key indicators influencing tourist travel decision towards destination (Author)

VIII. Findings

The study has tried to establish a relationship among individual customer, their preferences while selecting a destination for travel and attributes provided by tea states in Chittagong. Every consumer or tourist is distinct and their expectation from travel destination also very depends on purpose of travelling. The study identified that our selective tourists or consumers expectation from travel destination be different from each other. Like: Couples are look for natural beauty, quality accommodations & restaurants, night life and budget are not considered by them while selecting a travel destination. On the contrary, Youth and bag pack travelers look for affordable accommodation and feasible budget while selecting a travel location. In our model, an attempt has been taken to match individual consumers' expectation along with destination attributes of tea states in Chittagong. According to the model, tourists' decision regarding destination selection for traveling depends on three important factors: Expectation from destination, Destination Attributes and the image of the destination itself. Selected promotional tools like: Social media, internet, travel agent can be used to create the awareness as well as promote the tea states To explore the potentiality of tea tourism, the tea states has to offer the adequate attributes expected by the individual travelers.

IX. Recommendations

a) Raise awareness and promotion

Tourists are unaware about the beauty of the tea estates in Chittagong. They don't have the idea that these tea estates can be easily visited by everyone to reduce boredom of life. So more promotional tools like social media, magazine, and newspaper can be used to promote these tea estates.

b) Enhance accessibility

These tea estates are nor accessible by everyone without permission of authority as security issues can be raised. So accessibility can be enhanced

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by proper establishment of security system and ways of arranging tours in these tea estates.

c) Develop infrastructure and superstructure

Accommodation, roads and other communication, transport, information guides should be upgraded and constructed. To attract tourists, there must be information centre, superstructures like good hotels and tourist lodges, system, clean and hygienic food and accommodation, shopping malls, banks, police station.

d) Ensure support from concerned authority

The concerned authority such as the owners of the tea estates should be supportive and cooperative to develop a good destination image of tea tourism in Chittagong. They can formulate different strategies to preserve these estates environmental balance as well as tourism potentialities.

e) Involvement of host community and government

Different NGOs, other stakeholders; like-tour operators, travel agents, suppliers, local people can be aware and cooperative to make the destination as a potential tea tourism destination in Bangladesh. Government should pay some attention towards developing this new destination.

X. Conclusion

Chittagong has lots of tourist potentialities because of its natural beauty, hilly regions, beach and whether. Tea tourism can unlock a new dimension of tourism in Chittagong. This research is conducted to propose a marketing model for Tea tourism in Chittagong as a tourism destination. Tourists always look for some key factors to visit any destination. And a destination tries to provide those to tourists to create an image and to attract more tourists. This model has identified some promotional tools to be used to promote tea tourism in Chittagong. Through the promotional tools the potentialities of tea tourism in Chittagong will be highlighted. Further research scope is acknowledged on tea tourism destination branding.

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Investigating the Barrier Factors of Seat - belt use on Public Transport Services in Selected City Administrations in Amhara Regional State, Ethiopia

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Abstract- The objective of this study was to investigate the barrier factors of seat belt use on public transport services in selected city administration in Amhara regional state. This study used simple random sampling technique to select 223 samples whereas data was collected with the help of questionnaire and personal observation. In order to analyze data, descriptive statistics with the help of SPSS 16.0 version were used. The findings of the study show that more than 83.5% of the drivers are using seat belt with different reasons. Furthermore, there is a significant relationship between perceived susceptibility and severity of road traffic accident, perceived benefits of seat belt use and cues to action with seat belt use. On the other hand, drivers' demographic factors have no significant relationship with seat belt use. Moreover, due to unavailability of functional seat belts, negligence of drivers, poor enforcement of laws on seat belt use, discomfort and lack of awareness on the importance of using seat belts are the major barrier factors that discourages drivers to use seat belt. As a recommendation, the concerned government offices should develop and implement strong enforcement law and change the attitude of drivers on seat belt use.

Keywords: *seat belt use, health belief model, psychological factors.*

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Desalegn Tesfaw Abate

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Keywords: seat belt use, health belief model, psychological factors.

I. Introduction

According to European Transport Safety Council (ETSC) (2006) seat belt use rates from different countries perspectives are varied. For example, seat belt use rates in European Union countries varied from 59% to 96% for front-seat occupants and from 21% to 90% for rear-seat occupants, with lower seat belt use rates in Southern (e.g., Greece) and Eastern European countries (e.g., Poland), compared to Northern (e.g., Sweden) and Western European (e.g., France) countries. Compared to the developed countries; however, developing countries where seat belt laws mostly came into effect more recently have considerably lower seat belt use rates. For instance, in Argentina after the seat belt law in 1992, seat belt use was reported to be 32% for drivers and 30% for front-seat passengers in the city of Buenos Aires. Similarly, in Saudi Arabia where a seat belt law came into effect more recently in 2000, an average seat belt use rate of 60% for drivers and 22.7% for front seat passengers was reported in two suburbs of Riyadh (Bendak, 2005).

When we come to Africa, Ethiopia as a country implements seat-belt law which is less than 20%. So, from this one can understand that Ethiopia is implementing seat belt poorly (WHO, 2009). As more countries begin or continue to take steps towards addressing their national road safety problem, it has become apparent that regular global assessments of road safety are needed. These are required not only to measure global progress, but also to enable countries to compare their road safety situation with other countries. Such a global assessment requires a standardized methodology that can provide governments, donors, practitioners, planners, and researchers with the information that they need to make evidence-based decisions (WHO, 2009). According to WHO, 97% of the world countries have incorporated seat belt law into the road safety program, but Ethiopia as a big country which has more than 83 million people has adopted seat belt law at sub national level. In order to improve the behavior of vehicle occupants to use seat belt different social change campaigns have devoted their time and effort like Medias-Ethiopian Radio and Television and traffic police programs. Thus, the purpose of this study is to investigate barrier factors of seat belt use in selective city administrations.

II. Statement of the Problem

In Ethiopia there is ministry office, Transport Minister, which focused on road and transportation issues. This office also has several regional, zonal, "Woreda" and city administration branch offices. These branch offices' responsibility is to develop and maintain a long-term and sustainable road and transportation programs which will keep the safety of drivers and passengers. In addition to developing and maintaining sustainable road and transportation programs, respective branch offices have been trying their best to change the behavior of the drivers and passengers, and traffic polices through social marketing, the systematic application of marketing along with other concepts and techniques, to achieve specific behavioral goals for a

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social good. Social marketing can be applied to promote merit goods or to make a society avoid demerit goods and thus promote society's well being as a whole (Kotler, 2005). However drivers are not willing to use seat belt (Dessie Road & Transport Office, 2013). According to Abbas (2011), seatbelts were designed to prevent injury to the restrained passengers during Road Traffic Collision (RTC) by preventing the occupant from hitting the vehicle components or being ejected from the vehicle. Moreover, seat belts protect people from needless death and injury.

According to WHO report traffic accident is the third leading cause of death in most countries. As a developing country Ethiopia implements seat-belt law less than 20% (Federal Police Commission, 2007). Given this chronc problem to the country, Ethiopia, there is no research on this issue. There is no doubt that traffic accidents cause social and economic problems and leave a direct impact on people (Shaaban, 2012). Although seatbelts were recognized as an important safety measure, it still remains underused in many countries (Abbas et al, 2011). 97% of the world countries have incorporated seat belt law into the road safety program, but Ethiopia as a big country, which has more than 83 million people, has adopted seat belt law at sub national level (WHO, 2009). As more countries begin or continue to take steps towards addressing their national road safety problem, it has become apparent that regular global assessments of road safety are needed. So, the purpose of this study is to investigate the barrier factors of seat belt use on public transport services.

III. Research Questions

This research is expected to address the following questions;

- What is the relationship between socio-demographic factors of the drivers and seat belt use?
- What is the relationship between the likelihood of perceived susceptibility and seat belt use?
- What is the relationship between the likelihood of perceived severity and seat belt use?
- What are the major perceived benefits of seat belt use?
- What is the association between seat belt use and cues to action to wear a seat belt?

IV. Objectives of the Study

The general objective of this study is to describe the barrier factors of seat belt use in public transport services in selected city administrations, Amhara regional state.

The specific objectives of the study are stated below:

- To determine the relationship between socio-demographic factors of the drivers & seat belt use?
- To measure the relationship between the likelihood of perceived susceptibility & seat belt use?
- To see the relationship between the likelihood of perceived severity & seat belt use?
- To identify the major perceived benefits of seat belt use?
- To describe the association between seat belt use & cues to action to wear a seat belt?

V. Review of Related Literatures the Health Belief Model (HBM)

The HBM is a social cognition model that refers to the way individuals make sense of social situations. Such approach to a study of human behavior focuses on individual's cognition or thoughts as processes which intervene between observable stimuli and responses in situation. By using social cognition approaches, social behavior is described as subjective perceptions of reality rather than a function of objective description of reality (Conner and Norman, 1996).

Mostly, HBM is practiced in highly developed countries like on the issue of smoking, Tuberculoses, dietary behavior and etc. Indeed, there is very little research evidence of implications for the HBM components in health behavior from developing countries like Ethiopia.

The model assumes that people are rational decision makers whose desire is to avoid a negative health consequence as the prime motivation. The HBM is based on the understanding that a person will take a health-related action (such as using a seat belt when driving a car) if that person feels chances of negative health condition (such as likelihood of road accident related injury or death) and that such a negative health conditions has severe outcomes. Thus, the HBM is based on sex key concepts namely perceived susceptibility, perceived severity, perceived benefits, perceived barriers, socio-demographic characteristics, seat belt use and cue to action.

a) Seat belt use

Several studies have been studied to assess the pattern of seat belt use among different countries. However, most of the studies were conducted in developed countries, especially in western countries and few are in developing countries. For instance, in the U.S. from 1994 to the 2008 seat belt use rates have increased steadily, with 90% seat belt use on expressways in 2008 (NHTSA, 2008). A study conducted in Saud Arabia using observations, an average seat belt use of 60% for drivers in the first few months after enactment of seat belt laws (Bendak, 2005)and later on decreased to 27% (Bendak, 2007). Similarly, a study done in Israel among teenagers reported that 64% of teenagers used front seat belts all of the time whereas only 8% used the rear seat belts of all of the time

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(Knishkoey, 2002). Some of the factors that have been found to be associated with increased seat belt use are older age (Bendak, 2007), education (Shinar, 2001), married drivers (Bendak, 2007), and long distance driving experience. In the continebt of Africa, very few studies on seat belt use have been conducted. For instance, a South African study conducted in several provinces showed that seat belt use for the front seat passengers (45-61%), and back seat passengers (1-16%) were much lower than for drivers 975-88%). The national figure for seat belt use for drivers in 2002 was 81% (Olukoga, 2005). In Ethiopia, however, studies to asess the pattern of seat belt use among drivers have not been done.

b) Perceived susceptibility to road traffic accident related injury or death

Perceived Susceptibility is one's belief of the chances of getting a condition. A few atudies have investigated perceived susceptibility to road traffic accidents. A study conducted among African-American and Caucasian boys and girls in USA found that the boys and girls believed that they were at the greatest risk of being injured in a motor vehicle accident (Ey et al, 2000). In a study done in Turkey, it was found that risk perception was not a good predictor of seat belt use. Betl use was mainly influenced by individal factors such as gender, perceived frequency of an accident and age (Calisar, 2002).

c) Perceived benefits of seat belt use

Perceived benefit to health action denotes one's belief in the efficacy of the advised action to reduce risk or seriousness of impact. Several studies have been conducted to examine beliefs about the effectiveness of the seat belt. A prospective study was carried out between December 1991 and October 1992 to assess the knowledge, attitudes and practices of hospitalized drivers regarding seat belt usage in United Arab Emirates (UAE). It was observed that the majority of patients stated that seat belts are the best protective measure against all injuries and severe injuries of road traffic accidents. There was also a strong support for the mandatory use of safety seat belts (56%) (Bener et al 1994). Another study in Saudi Arabia found that 89% of the drivers knew the importance of wearing seat belts (Bendak, 2007). Moreover, in Spain, undergraduate students were of the opinion that seat belts are more effective for avoiding injuries or death when driving at higher speeds than when traveling at lower speeds (Cunill, 2004).

d) Perceived barriers to use seat belts

Perceived barrier refers to individual's opinons of the tangible and psychological costs of the advised action. Fhaner et al (1974) asked drivers in UAS why they did not wear seat belts. Reasons given varied from difficulty to unlock or fasten the belts, feeling of discomfort, restraint harming the driver's image and providing in a sense of insecurity. Some respondents felt was wearing a seat belt might cause accidents because the driver might feel "too secure" and drive less carefully.

e) Cues to use seat belts

Verbal and verbal cues may act as reminders to activate readiness to take a healthy action. Adolescents in the USA reprted higher safety belt use during the time the mandatory safety belt use law was in effect, and those who learned to drive that period reported higher safety belt use law was in effect, and those who learned to drive during that period reprted higher safety belt use than those who learned to drive when no law was in effect. Parents' and friends' safety belt use and perceived benefits of safety belt use were positively correlated with adolescents use (Riccio-Howe, 1991).

VI. Methodology of the Study

This study was conducted by using descriptive type of research design. The population of this study is taxi drivers in Dessie, Kombolcha and Hayik, and Mini bus drivers who work from Dessie to Kombolcha, and Dessie to Hayik routes. The size of this study population was 598. The size of the sample is 223 whereas the sampling technique used was simple random sampling. In order to collect data questionnaire and personal observation were employed. To determine the relationship between dependent and independent variables, Pearson correlation coefficients were employed. In order to check whether the measuring instruments are valid or not, they were evaluated by panel of experts at departmental level. Thus, because of these concerned experts the content, criterion related and construct validity were checked. Whereas to check the reliability of data collection instruments questionnaires were tested in the form of pilot test on selected study participants. Once the researcher has conducted pilot test questionnaires were reviewed and modifications were made. In addition to this, the Chronbach alpha test result of the instrument is 0.76. Therefore, the reliability of the items in questionnaire is more than average.

VII. Research Result and Discussion

This section contains the result of the research which was analyzed from self administered questionnaires. From the total samples 98% of them involved in this study and this much percent of the questionnaires were returned back for analysis purpose.

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Table 1: Respondents' Demographic Characteristics

Drivers' age	Frequency	Percent	p-value
Age below 25	33	15.1	p-value=0.724
25-32 years	113	51.6	
33-37 years	38	17.4	
38-42 years	13	5.9	
43-47 years	7	3.2	
48-52 years	11	5.0	
Age above 52 years	4	1.8	
Educational Status			
Uneducated	4	1.8	p-value=0.595
Primary school completed	71	32.4	
Secondary school completed	88	40.2	
Certificate holder	25	11.4	
Diploma holder	23	10.5	
First degree holder	8	3.7	
Marital Status			
Single	78	36.3	p-value=0.187
Married	137	63.7	

As table 1 revealed that, majority (51%) of the respondents' age is found between 25 and 32 years. Thus, one can understand that majority of the drivers are found in young age group. Whereas majority (40.2%) of the respondents' educational status is secondary school completed. Thus, it is possible to say that more than 98% of the respondents' minimum educational status is primary school completed. Moreover, 63.7% of the study participants are single. However, the relationship respondents' age, educational status and marital status with seat belt use is not significant.

Table 2: HBM Components

HBM Components	Items	Likely (%)	Indifferent (%)	Unlikely (%)	p-value
Perceived susceptibility to road traffic accidents	Perceived susceptibility of being involved in a road traffic accident	91.5%	1.9%	6.6%	0.042
	Perceived susceptibility of being injured in a traffic accident	92.42%	2.37%	5.21%	
	Perceived susceptibility of being becoming permanently disabled in a road traffic accident	89.52%	4.76%	5.72%	
	Perceived susceptibility of dying during a road traffic accident	91.39%	3.83%	4.78%	
Perceived severity of road traffic accidents	Perceived severity of getting a road traffic accident would be so dangerous	91.16%	2.79%	6.05%	0.000
	Perceived severity of getting injured in a road traffic accident would be dangerous	87.38%	4.67%	7.95%	
	Perceived severity of being permanently disabled in a road traffic accident would also be dangerous	86.92%	3.74%	9.34%	
	Perceived severity of dying in a road traffic accident would be dangerous	81.95%	3.24%	14.81%	
Perceived benefits of seat belt use	Prevents driver from crash's injury	93.87%	0.46%	5.67%	0.000
	Reduces worries of getting an accident	68.72%	4.27%	27.01%	
	Helps one not to leap forward when breaks are engaged abruptly	90.1%	2.35%	7.55%	
	Prevents driver from crash's death	77.36%	3.31%	19.33%	
Barrier factors of seat belt use	Unavailability of functional seat belts	71.56%	4.27%	24.17%	0.109
	Negligence of drivers	78.6%	1.40%	20.00%	
	Poor enforcement of laws on seat belt use	60.57%	5.16%	34.27%	
	Discomfort when using seat belts	60.75%	6.07%	33.18%	
	Lack of awareness on the importance of using seat belts	70.67%	3.85%	25.48%	
Cues to action	Seeing a billboard	56.08%	4.67%	39.25%	0.019
	Witnessing a road traffic crash	55.87%	5.63%	38.50%	
	Seeing fellow drivers using a seat belt	55.92%	4.27%	39.81%	
	Seeing a traffic police officer	70.42%	3.29%	26.29%	
	Remembering about strict penalty	66.51%	4.65%	28.84%	
	Anticipating death because of crash	71.76%	4.17%	24.07%	

Source: survey (2014)

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As table 2 revealed that, it is possible to say that more than 89% of the study participants believed that they perceived themselves to be at risk of being involved in a traffic accident. Furthermore, it was also noted that majority of drivers (91%) perceived the likelihood of being injured or dying in a vehicle crash accident. This result also supported by Armogaston (2007). Therefore, majority of drivers are using seat belt to reduce the perceived susceptibility of road traffic accident. A correlation analysis was used to examine the relationship between the perceived susceptibility of drivers to injury and seat belt use habit. The correlation result was found to be statistically significant, r (209) = .141, p= .042, two-tailed. It is a positive relationship which means when respondents perceiving as they are susceptible to road traffic accident their tendency to use seat belt will increase. Therefore, as drivers' perceived susceptibility to road traffic accident and tendency to use seat belt have a linear relationship.

According to table 2, majority of the study participants (81.95%) believe that perceived severity of the traffic accident is dangerous and may results for the death of the crash's victims. In general, more than 86.92% of the study participants believe that perceived susceptibility of getting a road traffic accident, getting injured in a road traffic accident, and being permanently disabled in a road traffic accident would be also dangerous. Therefore, drivers are using their seat belt by perceiving the severity of road traffic accidents.

A correlation analysis was used to examine the relationship between the perceived severity of drivers to injury and seat belt use habit. The correlation result was found to be statistically significant, r (209) = .277, p=.000, two-tailed. It is a positive relationship which means when respondents' perceived severity increases their tendency to use seat belt will increase. Therefore, taxi and minibus drivers are using their seat belt by perceiving the severity of road traffic accident. This result is also supported by Armogaston (2007), who concluded that as drivers perceived severity of road traffic accident increases the tendency to use seat belt also increases.

As it is presented table 2, the study participants was agreed (93.87%) that using seat belt prevents drivers from crash's injury. In addition to this, study participants also (68.725%) believe that using seat belt also reduces the worries of getting an accident because of traffic crash. Not only this taxi and mini bus drivers also believe that using seat belt helps one not to leap forward when breaks are engaged abruptly and also prevents a driver from crash's death. Furthermore, majority of the study participants also agreed that using seat belt while driving prevents driver from traffic crash's death. Thus, most of the respondents are aware about the benefits of seat belt i.e. to prevent driver from crash's injury, to reduce worries of getting an accident, to help a driver not to leap forward when breaks are engaged abruptly, and to prevent driver from crash's death.

A correlation analysis was used to examine the relationship between the perceived benefits of seat belt use and seat belt use habit. The correlation result was found to be statistically significant, r (201) =.264, p=.000, two-tailed. It is a positive relationship which means when drivers understanding about the benefits of seat belt increases drivers' tendency to use seat belt will increase. Thus, perceived benefits of seat belt and the tendency of drivers to use seat belt have a linear relationship.

The study participants also were asked about the reason behind why they are not using their seat belt. Accordingly, majority of the respondents (71.56%) were agreed that because of the unavailability of functional seat belts installed on the vehicle. In addition to this, more than 80% of drivers are not using their seat belt because of drivers' negligence which results for adverse effect on driver and also on the life of passengers and also on the property. Furthermore, 60.57% of the study participants are agreed that they are not using their seat belt because of poor enforcement of laws on seat belt use. Finally, 60.75% and 70.67% of the study participants agreed that they are not using the installed safety belt because of discomfort when using seat belts and lack of awareness on the importance of seat belts, respectively. Thus, majority of the respondents have the stated barriers to use their seat belt.

A correlation analysis was used to examine the relationship between the barrier factors of seat belt use and seat belt use habit. The correlation result was found to be statistically insignificant, r (200) =.114, p=.109, two-tailed. This implies that there is no significant relationship between barrier factors to use seat belt and seat belt use habit.

With regard to actions that would make someone remember to use seat belt, majority of the respondents agreed that, (56.08%) seeing a billboard, (55.87%) witnessing a road traffic crash, (55.92%) seeing fellow drivers using a seat belt, (70.42%) seeing a traffic police officer, (66.51%) remembering a strict penalty, and (71.76%) anticipating death because of crash. Among the given alternatives remembering the death because of the crash are the most influential cues to action of to use seat belt. Therefore, majority of the respondents' cues to action to use their seat belt is anticipating death because of crash, seeing a traffic police officer and remembering a strict penalty.

A correlation analysis was used to examine the relationship between the perceived cues of action and seat belt use habit. The correlation result was found to be statistically significant, r (203) =.164, p= .019, two-tailed. It is a positive relationship which means when respondents understand and observe the cues to use

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seat belt drivers' tendency to use seat belt will increase. Therefore, cues to action to use seat belt and drivers' tendency to use their seat belt have a linear relationship.

Table 3: Respondents' patterns of seat belt use

Items	Always	Often	Rarely	Never
Using seatbelt during driving on asphalt	74.8%	13.6%	8.9%	2.8%
Using seatbelt during driving on rough road	65.6%	19.3%	9.0%	6.1%
Using seatbelt during driving at night time	67.0%	14.2%	10.4%	8.0%
Using seatbelt during driving at a high speed	72.2%	15.1%	8.0%	4.7%
Using seatbelt during driving at day time	71.2%	19.8%	6.1%	2.8%

Source: survey (2014)

Table 3 revealed that on average 70.16% of the total respondents are using their seat belt always while they are driving on asphalt and rough road as well as driving at night and day time with a high speed. Therefore, drivers are using their seat belt while driving on asphalt and rough road as well as driving at night and day time with a high speed

VIII. Conclusion

This study was focused on associated factors of seat belt use in case of taxi and mini-bus drivers who are serving community from Dessie to Kombolcha, and Haik and also in Dessie in Taxi services. Among the sampled drivers more than 83.5% are using safety belt while driving. This result is comparable to those reported from various districts in South Africa where safety belt use for drivers ranged between 75%-88% (Olukoga, 2005). The result of this study also matches with Western countries' research result like USA where more than 80% of the drivers have used their seat belt properly. However in other countries like Scotland, among the taxicab drivers only 11% are using their seat belt (Campbell, 1993). The differences among countries may be employing different methodologies and influenced by different factors. Drivers' age featured as one of the factors associated with seat belt use. As previous research result like, Bendak (2007) when the age of drivers increases there is high tendency of seat belt use. However, in this study the association between age and seat belt use is insignificant. Though the correlation result shows as insignificant, those drivers whose age is greater than 38 years use seat belt than drivers whose age is below 38 years. The level of education of taxi and min buses' drivers was considered as a factor associated with seat belt use. The result shows that there is no significant relationship between drivers' educational status and seat belt use habit.

As a third factor the relationship between drivers' marital status and seat belt use was also investigated. Previous studies have found that married individuals reported that using seat belts more usual that single/unmarried drivers (Chaudhary, 2004; Bendak, 2007). However, in this study the result shows that there is insignificant relationship between drivers' marital status and seat belt use.

In this study, majority of the respondents were using their seat belt while they perceive the susceptibility and severity of road traffic accident. So, this study confirmed that there is a strong relationship between perceived susceptibility and severity of road traffic accident and seat belt use. In the same fashion perceived benefits of seat belt use and cues to action to use seat belt have a significant relationship with seat belt use. On the contrary, perceived barrier factor to use seat belt and seat belt have insignificant relationship.

In this study it was observed that taxi and mini bus drivers perceived that unavailability of functional seat belts, negligence of drivers, poor enforcement of laws on seat belt use, discomfort when using seat belts and lack of awareness on the importance of using seat belts are considered as barrier factors that inhibit drivers to use seat belt. This study result also supported by previous studies like Armogaston (2007). In addition to this the study done in USA among drivers found that reasons for not using seat belts include difficulty to unlock or fasten the belts, feeling of discomfort or restraint harming the driver's image and providing a sense of insecurity (Fhaner, et al 1974 sited in Armogaston, 2007). From this study it was observed that respondents are using seat belt whie they are seeing a billboard, seeing fellow drivers using a seat belt, witnessing a road traffic crash, seeing a traffic police officer, remembering about strict penalty, and anticipating death because of crash.

IX. Recommendation

According to this research result the following possible recommendations are forwarded. The government first should create intensive awareness about the benefits of using seat belt while driving a car. In addition to this there should a strong enforcement law to use seat belt in order to keep drivers and passengers life and prevent property devastation because of crashes. As per this research result majority of the drivers are using their seat belt while they are seeing traffic officer and remember the penalty because of seat

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belt use failures. So, the government and the owners of vehicles should emphasize on drivers attitudinal changes with the application of social marketing. In addition to this drivers are not using seat belt because of availability non-functional seat belt. So, the concerned body should have intensive follow up whether the belt is functional or not. Furthermore, if the belt is not functional the concerned office should ban the vehicle from serving the community. As the research result shows divers are using their seat belt while they perceive the susceptibility and severity of road traffic accident is high. So, the concerned body should give due emphasis to the vehicles susceptibility to road traffic accident and its chronic severity up to the loss of humans life. In general, different concerned offices should focus on the attitude of drivers rather than assigning different traffic patrols on the street.

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The Toledo Branding as Touristic Promotion Example of Heritage Cities

By Marta Rico Jerez, Ph.D

Abstract- The main purpose of this research was to analyse how branding affects the promotion of Heritage Cities, taking Toledo as an example. In order to reach this objective, the specifics goals were: To know how the city of Toledo creates its branding, to determine how the communication influences the city's international positioning and to explain why branding is a basic instrument for attracting tourists to one World Heritage City. These goals were achieved through a qualitative methodology and with exploratory, explanatory and content analysis. At the same time, this methodology allowed us to conclude that the city of Toledo added event management as a communication tool, hence organized different events in accordance with values such as culture, gastronomy, religion and leisure. These events were spread, fundamentally, in social media and in international tourism exhibitions. Thanks to this reinforcement, Toledo has overcome a classic problem, the few overnight stays due to its nearness to Madrid and, above all, it has reached an international positioning.

Keywords: heritage cities, toledo brand, touristic events, international positioning, touristic communication, place branding, place marketing, touristic promotion.

GJMBR-F Classification: JEL Code: L83, M10



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I. Introduction

The Spanish Group of World Heritage Cities (SGWHC) was founded in 1993 in order to safeguard the History, culture and nature of its members. Now a days, the Group is composed by the following cities: Alcalá de Henares, Ávila, Baeza, Cáceres, Córdoba, Cuenca, Ibiza, Mérida, Salamanca, San Cristóbal de La Laguna, Santiago de Compostela, Segovia, Tarragona, Toledo, Úbeda and Medina Azahara. The latter is the most recent incorporation, since its endorsement by UNESCO took place on July 1st, 2018.

This group is very important for Spain´s tourism because it counteracts the Sun - and - Beach industry as the centre of Spain's touristic Brand. It has added value to other attractive resources for tourists by participating in international tourism exhibitions, organizing competitions and congresses. Thanks to that, as Alameda (2007: 57-73) says, between 2003-2005, the overnight stays increased:

Table 1: Overnight stays in SGWHC (2003-2005)

	2005	2.004	2.003
Ibiza	1.169.888	1.208.142	1.163.825
Santiago	1.119.393	1.309.233	899.015
Córdoba	1.110.474	1.0-10.316	932.289
Salamanca	922.574	892.802	780.905
Toledo	677.065	639.269	57:5.804
Tarragona	418.873	372.955	307.004
Ávila	349.340	331.252	289.484
Caceres	374.069	331.004	303.361
Cuenca	335.417	327.912	286.530
Mérida	278.340	270.354	258.070
Segovía	238.088	252.400	274.919

Sources: INE/Alameda, 2007

Equally, and according to the same author, the average per day stay in that period also increased:

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Table 2: Average per day stay in SGWHC (2003-2005)

	2005	2004	2003
Ibiza	4,46	4,49	4,59
Santiago	2,09	2,12	2,04
Tarragona	2,14	2,06	1,94
Salamanca	1,67	1,69	1,66
Cuenca	1,66	1,62	1,64
Caceres	1,66	1,6	1,61
Mérida	1,63	1,6	1,5
Toledo	1,56	1,55	1,53
Segovia	1,48	1,5	1,5
Córdoba	1,52	1,49	1,48
Ávila	1,55	1,49	1,48

Sources: INE/Alameda, 2007

In order to reach those results, a couple of tools were implemented: a management team and a group branding. Regarding the first issue, and according to what Troitiño wrote in 2002, one goal of the SGWHC in these years was to create a joint planning of touristic policies and to disseminate a common image. Thus, they decided to create a brand based on the fact that all these places are cultural symbols and touristic models.

Before explaining how Heritage Cities create their brands, we must explain what we mean by branding. For us, branding is the brand description seen as a customer experience and represented in a collection of images and ideas. Thus, in this study, the Spanish Group of World Heritage Cities considered that all its members have urban landscapes with big cultural value because of their History, their architecture and other innumerable things (Brandis in Troitiño, 2008:75).

Specifically, for historical reasons, Mérida, Tarragona, Córdoba, Toledo or Salamanca should stand out. All of these cities synthesise the Spanish History, from the Roman Period until nowadays, including Medieval, Renaissance and Baroque (Trotiño, 2002).

However, regarding their landscape, Aranjuez, Segovia, Toledo, Cuenca and Granada should be mentioned, because they are perfectly integrated in their locations.

The rua Villar of Santiago de Compostela, the plaza Mayor of Salamanca, the Jewish quarters of Toledo and Córdoba, the San Cristóbal de la Laguna group, the walled precinct of Ávila, and the cornice over the Húecar river at Cuenca should appear within the urbanistic examples of Heritage Cities.

In relation to the architecture, the Roman Theatre of Mérida, the Mosque of Córdoba, the Alhambra of Granada, the Cathedral of Santiago, the Aqueduct of Segovia, or the historic centre of Toledo are some of the most significative places.

Those were the reasons why these cities decided to promote their cultural tourism. They also fostered the profitability of their heritage without losing the independence of each territory. This way, they created their brand according to their cultural offer.

But, how did they create their brands? Fundamentally, through events. So, next we will describe some of the most recent events organised by the SGWHC in which a management team and branding group were combined:

- 5th Season "Chamber music in Heritage Cities of Spain" (April-June 2018): It was celebrated in the more significative historic places of the 15 cities: theatres, palaces, churches, cathedrals and museums. It was inaugurated by Queen Sofia at Córdoba.
- Congress "Heritage Cities for all people" (Cuenca, May 2018): People from private and public entities talked about accessible tourism in World Heritage Cities. It was held at Auditorium Theatre.
- Conference about Sustainable Tourism and World Heritage (Segovia, March 2018): The goals were to analyse and to evaluate how the Public Administration, the Catholic Church, some universities and private companies developed their strategic lines regarding tourism. It was celebrated at Real Casa de Moneda.
- Photographic Exhibition on facade of Culture State Secretary (Madrid, February 2018): The goal was to reinforce Spain's Brand.
- Photographic Award "Paradores" in social media (December, 2017): The participants had to send a photo with Christmas decorations from some Heritage City of Spain. The winner obtained a double room night stay at a "Parador" of Tourism located in any of the Heritage Cities.
- Conference about Management Plans of Heritage Cities (Santiago de Compostela, November 2017): The issues treated were the situation and evolution of management programmes, apart from citizen participation within the SGWHC selection process.
- II European Meeting of World Heritage Associations (Segovia, October, 2016): The topics were mainly the participatory process and management of the World Heritage, World Heritage as a creator of social ties and the World Heritage properties. It was celebrated at Real Casa de la Moneda.
- Gastronomic Event "Pillars of Taste" (June, 2015): A tasting of traditional food from 15 Heritage Cities. It took place at Palacio de Cibeles's restaurant.

It is good to note that the Branding Group has been reinforced with an event brand, particularly, during the 25th Anniversary of the group's foundation in 1993. For this commemoration several actions were taken: a video, a popular racing circuit, a classical music season and sessions about heritage were carried out.

On the other hand, the teamwork management can be seen during these meetings, since they used to be celebrated on different cities of the Group

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(Salamanca, March 2018, Córdoba, November 2017, Ibiza, September 2017, Alcalá de Henares, March 2017, Cáceres, November 2016, Cuenca, March 2016...). But not all meetings were in Heritage Cities, since Madrid was another place, exactly at the Casa Árabe and Secretariat of State for Culture.

To strengthen the teamwork, every year the Group gives an award to one of its members. For instance, in 2016 the winner was the Real Fundación Toledo "for its trajectory and contribution to maintain and revitalize Toledo" with activities, studies.

Besides, as one of the Group's goals is to foster the economy, a joint Annual Action Plan is set with Turespaña, Paradores and Iberia. Specifically, in 2017 the agreement with Iberia for the international promotion of heritage routes in these cities was renewed. In the same way, they signed another agreement with Paradores to encourage cultural tourism and to publicize the heritage of every member of the group.

In the case of Paradores, we should point out the organization of a trip for journalists and tour operators.

In 2017, a third agreement was reached with Turespaña for the international promotion through joint actions. In fact, the Group participated in international tourism exhibitions (Hamburg, Utrecht.

Brussels, Paris, Berlin, Tokyo, London, Shanghai, Singapore, Sao Paulo and Madrid). Furthermore, an event was organized in each exhibition. Thus, in 2016 the photographic exhibition "World Heritage Cities. 15 jewels of Spain" was organized at Instituto Cervantes in Hamburg, and the 1st European Meeting of World Heritage Associations was held at Strasbourg. We must explain that there were only 15 jewels at the time because Medina Azahara did not belong to the Group yet.

But not only was the Group interested in an international positioning, events for Spaniards were organized too, such as photographic competitions in Christmas and during the summer, by publishing pictures in social media with Christmas or summertime motives, respectively.

Apart from spreading these activities through social media and international tourism exhibitions, the Group participated in events organized by other entities as PREDIF (A Spanish platform which includes several associations and federations for people with all kinds of disabilities). Specifically, at the International Conference, the SGWHC have a speaker who talked about Inclusive and Accessible Tourism, and "Heritage for all people".

In the other hand, the SGWHC has as purpose to educate children from the cities belonging to the Group so that they learn to know and to value the implications of the titles granted by UNESCO. For this reason, training courses for children were carried out.

Also, in 2015 a training course for firefighter chiefs was organized in Ibiza and one for tourism technicians in Madrid. The first of them had as goal to teach emergency protocols for historical cities in the case of big catastrophes. However, the second of them had as objective to teach as to treat to the Chinese target.

All the activities explained in the previous paragraphs have brought important data regarding the touristic impact on members of the Group of World Heritage Cities. Next, we can see the total of overnight stays from 2014 to 2017 in some Spanish World Heritage Cities:

Table 3: Total of overnight stays in SGWHC (2014-2017)

	2107	2016	2015	2014	2014 - 2017 (%)
Córdoba	1.998.261	1.933.906	1.848.041	1.721.745	16,06
Granada	5.910.780	5.793.265	5.597.865	5.291.611	11,7
Ávila	610.201	524.601	578.568	471.529	29,41
Salamanca	1.695.688	1.663.243	1.656.960	1.538.976	10,18
Segovia	816.332	752.667	688.052	599.335	36,21
Cuenca	519.271	514.715	456.985	423.836	22,52
Toledo	1.285.571	1.261.469	1.157.467	1.244.895	3,27
Tarragona	11.082.299	10.288.468	9.544.439	9.621.196	15,19
Cáceres	1.227.122	1.240.993	1.118.706	1.009.733	21,53

Sources: INE/Own elaboration

In this table we can verify as the overnight stays increased in all places, being significant the 36,21% of Segovia, 29,41% of Ávila, 22,52% of Cuenca or 21,53% of Cáceres.

Regarding the overnight stays of Spaniards, the figures were:

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Table 4: Overnight stays of Spaniards (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	1.215.107	1.181.126	1.098.008	1.043.923	16,4
Granada	3.228.064	3.218.684	3.105.001	3.119.147	3,49
Ávila	522.888	451.313	481.694	397.615	31,51
Salamanca	1.241.722	1.252.938	1.254.457	1.155.090	7,5
Segovia	646.737	598.858	549.392	483.379	33,8
Cuenca	453.902	458.364	409.513	376.287	20,63
Toledo	922.795	926.776	842.153	924.610	-0,2
Tarragona	4.415.769	4.361.843	4.304.370	3.756.748	17,54
Cáceres	1.068.142	1.082.667	976.475	882.630	21,02

Sources: INE/Own elaboration

It should be pointed out that, between 2014 and 2017, the overnight stays of Spaniards increased in all cities, except in Toledo, where they decreased. However, the higher percentages were 33,80% of Segovia, 31,51% of Ávila, 21,02% of Cáceres and 20,63% of Cuenca.

With respect to the overnight stays of foreigners, the data are in the following table:

Table 5: Overnight stays of foreigners (2014-2017)

	2017	2016	2015	2014	2014 - 2017(%)
Córdoba	783.153	752.775	750.035	677.819	4,04
Granada	2.682.713	2.574.583	2.492.860	2.172.466	4,2
Ávila	87.312	73.288	96.874	73.914	19,14
Salamanca	453.967	410.308	402.505	383.885	10,64
Segovia	169.598	153.807	138.661	115.956	10,27
Cuenca	65.368	56.353	47.471	47.551	16
Toledo	362.777	334.693	315.313	320.282	8,39
Tarragona	6.666.530	5.926.624	5.240.068	5.864.447	12,48
Cáceres	158.982	158.323	142.231	127.105	0,42

Sources: INE/Own elaboration

Regarding the overnight stays of foreigners between 2014 and 2017, the figures are specially relevant, because the growth took place in all cities. We should highlight Ávila with 19,14%, Cuenca with 16%, and Tarragona with 12,48%. These percentages prove that the activities and events carried out in order to position the SWHC within the international tourism sphere were profitable.

In relation to the total travellers, we can see the data in the following table:

Table 6: Total travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	1.232.065	1.186.908	1.135.263	1.091.006	12,93
Granada	2.842.478	2.840.265	2.659.451	2.525.956	12,53
Ávila	389.297	336.303	362.103	305.929	27,25
Salamanca	993.437	965.897	948.032	863.488	15,05
Segovia	467.363	444.843	432.670	385.286	21,3
Cuenca	296.794	301.924	274.254	254.894	16,44
Toledo	828.045	803.349	760.328	810.990	2,1
Tarragona	3.084.712	2.851.904	2.665.723	2.456.157	25,59
Cáceres	687.960	677.841	647.052	579.411	18,73

Sources: INE/Own elaboration

In this table, we can see as Ávila was the city with the higher percentage, 27,25%, followed by Tarragona with 25,59%, Segovia with 21,33% and Cáceres with 18,73%.

Next, we show the numbers of travellers from Spain:

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Table 7: Spanish Travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	713.432	696.015	650.848	630.090	13,23
Granada	1.490.970	1.536.608	1.444.282	1.453.205	2,6
Ávila	332.222	292.631	308.737	259.435	28,06
Salamanca	686.520	691.248	676.212	617.945	11,1
Segovia	375.071	362.286	356.066	314.087	19,42
Cuenca	261.575	269.975	243.853	225.847	15,82
Toledo	579.961	580.570	551.709	596.411	-2,76
Tarragona	1.733.240	1.670.331	1.598.460	1.373.936	26,15
Cáceres	586.054	581.647	554.711	499.563	17,31

Sources: INE/Own elaboration

Regarding the domestic tourists in Spain, the best percentages were for Ávila with 28,06%, followed by Tarragona with 26,15%, Segovia with 19,42% and Cuenca with 15,82%. We should point out that there was a decrease of 2,76% in Toledo.

Table 8: Foreign travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	518.632	490.894	484.417	460.919	12,52
Granada	1.351.507	1.303.656	1.215.172	1.072.750	25,99
Ávila	57.076	43.672	53.367	46.493	22,76
Salamanca	306.919	274.652	271.818	245.538	25
Segovia	92.291	82.557	76.605	71.201	29,62
Cuenca	35.219	31.948	30.403	29.047	21,25
Toledo	248.084	222.780	208.621	214.579	15,61
Tarragona	1.351.471	1.181.570	1.067.265	1.082.220	24,88
Cáceres	101.905	96.194	92.344	79.848	27,62

Sources: INE/Own elaboration

The percentages of foreign travellers were quite high between 2014 and 2017. In this case, Segovia was the city with the higher percentage, 29,62%, followed by Cáceres with 27,62%, Granada with 25,99%, Salamanca with 25%, Tarragona with 24,88%, Ávila with 22,76%, Cuenca with 21,25%, Toledo with 15,61% and Córdoba with 12,52%. Again, we can see the influence of the activities and events organized to reach an international positioning.

Due to the results obtained from 2014 to 2017, we can affirm that the Spanish Group of World Heritage Cities has achieved its goal of an international positioning; we can also say that this Group does not disturb the independence of its members, as it can be seen in the different percentages reached by each city.

To conclude this section, we can say that the SGWHC has created its brand putting in value the cultural, historic and artistic qualities of its members with events focused on their monuments. This is the reason why, fundamentally, photographic exhibitions and competitions were organized in social media at Christmas and in the summer. Even more so, a classical music season and a gastronomic tasting were celebrated. However, nothing could have been possible without a teamwork based on conferences and meetings to discuss the participative process and the World Heritage management, among other topics.

Also, the teamwork could be appreciated in its 25th Anniversary and the exhibitions held for the international promotion of tourism. The latter had the objective to enhance the international positioning of the cities.

Due to everything explained in previous paragraphs, one goal of this study was to look into as the Heritage Cities managed theirs place branding both together with the Group and independently through Toledo, which their tourism figures were the lowest. This is what we are going to see in detail at the next sections.

II. Methodology

The main purpose of this research was to analyse the importance of branding in the touristic promotion of the World Heritage Cities, with the example of Toledo. Hence, to reach it, the specific goals were:

(a) To know how Toledo city creates its branding.
(b) To determine how the communication influences in the international positioning of the Toledo Brand.
(c) To explain why branding is a basic instrument to attract tourists to one Heritage City as Toledo.

Consequently, the hypotheses were:

(a) Toledo city creates its brand through several events, which are organized for all sorts of targets.
(b) Toledo Brand was spread, fundamentally, in social media and in international tourism exhibitions, which

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helped position the city in the international tourism market and started to solve the problem of few overnight stays because of its proximity to Madrid.

(c) Branding is a basic instrument to attract tourists because it is created in accordance with values as culture, gastronomy, religion and leisure. These values belong to Toledo's identity and all of them can be of interest to several types of targets.

According to these objectives and these hypotheses, we carried out a qualitative research in order to understand the effect of Toledo's branding on the growth of tourism. Particularly, we used exploratory, explanatory and the content analysis.

The exploratory analysis was used to acquaint ourselves with the branding of World Heritage Cities. However, the explanatory analysis was necessary to prove why branding is a basic instrument for attracting tourists to one Heritage City as Toledo. Finally, the analysis of content was applied to know how this city creates its brand, as well as to determine the influence of communication in the creation of that brand.

III. Results

a) The instruments used by toledo city to create its brand

Before explaining the instruments which the Toledo city use to create its branding, we are going to say what is brand for us. In consequence, first we must start talking about place marketing.

Place marketing refers to the activities carried out in order to create, maintain and modify attitudes or behaviours of specific sites (Kotler & Armstrong, 2003:285). Cities, states, regions, even whole countries compete to attract tourists through strategies with the territory brand as pillar.

Alameda and Fernández (2002) say that the territory brand is a concept based in shared perceptions by the audience about a geographic origin. That is the reason why these authors explain that place branding helps promote an added attractiveness to the territory with the creation of a brand identity.

Here, we must remember that a brand identity is formed by attributes or features which differ from others.

According to Rico and Campanero (2014,164-177), it is important to clarify the difference between brand identity and brand image. The latter is the opinion which the target audience have of a product given and this can affect to the valuation of the brand, and that, at the same time in positioning. Although, one influences in the other.

The interest in positioning has increased with globalization, which allows us to speak about different kinds of brands such as city brand or country brand.

Besides, the territory branding is an instrument to project a positive image that improves the perception of target audience and contributes in global competitive (Tresserras, 2004). In this way, the aim of branding is "to achieve a positive reputation" (San Eugenio, 2008:467-471). In fact, for getting this reputation, in the case of place brand, it is necessary to keep in mind the following requirements (Jordá, 2006:32-33):

(a) The brand must show real features.
(b) The brand must not be an one-time promotion, since it must be maintained over the time.
(c) The brand must be shared among local agents.

Consequently, we can define place brand as the bridge between the real space and the goal together with the perception (De Los Reyes, Ruiz & Zamarreño, 2007:155-174). Even more so, one of the objectives of creating a place brand is the promotion as a touristic destination, a business center, a place of residence or innovation. An example of all this is Toledo Brand. This is the reason why we are going to explain how Toledo creates its brand.

Toledo is a Spanish city in which History, art, heritage, culture, gastronomy and handicraft are blended. There are churches (Cathedral, Santo Tomé Church, Salvador Church...) synagogues (Santa María La Blanca, Del Tránsito...) and mosques (Cristo de la Luz), symbols of Christian, Jewish and Muslim historical cultures. Because of this, it is named "City of Three Cultures".

Other significant and historical monuments are the bridges Alcántara and San Martín, the first of them belonging to Roman Period and the second was built during the Medieval Period. Both were declared national monuments in 1921.

Other monuments that can be visited in Toledo are:

(a) The Alcázar, which was built as the residence for Carlos V and nowadays is the Spanish Army Museum and the Castilla-La Mancha Library.
(b) The Bisagra Door, of Muslim origin, although it was rebuilt during the reigns of Carlos V and Felipe II.
(c) The Royal College of Doncellas Nobles was an educative foundation until the XXth Century. Nowadays, it belongs to Toledo Archbishopric and to the Spanish National Heritage.
(d) Santo Domingo "El Antiguo" Convent, which has several exhibition rooms with paintings, goldsmith pieces, images, sculptures and documents.

Furthermore, there are interesting museums, and we are going to stand out some of them:

(a) Council and Visigoth Culture Museum at the San Román Church.
(b) Santa Cruz Museum, located in the hospital with the same name. It was built in the XVth Century to take in orphaned children. Exhibitions are held all year round.
(c) Greco Museum is the only one in Spain dedicated to the painter.
(d) Sephardic Museum which is located in the Transit Synagogue and has a permanent exhibition about Jewish History.

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(e) Taller del Moro Museum which was built as nobility house in XIVth Century. Nowadays, they can be seen Mudejar potteries, wood handicrafts and archaeological remains.

Here, we have just mentioned some of the interesting touristic attractions that can be found in Toledo, but it would be impossible to include in this paper everything that the city has to offer. However, it is important to say that these attractions, the mentioned and the unmentioned, were the reason why Toledo was declared Monumental Group in 1940 and World Heritage City in 1993. In other words, Toledo has been a global touristic benchmark for many years now. Nonetheless, it is insufficient for attracting tourists. An example of this is the fact that, for long years, the overnight stays were very few due to its proximity to Madrid. Some tourists just went hiking. It has been necessary to create a brand in order to change this situation.

But, how has Toledo created its brand? This is what we are going to explain in the next paragraphs.

First of all, in 2014 the Local Government approved the Action Plan called "Toledo Strategy 2020". Towards a Toledo City leader in heritage, citizenry and competitiveness". One aim of this Plan is to reach the international positioning of Toledo by including it in the target of World Heritage Cities and Cultural Tourism, while at the same time reinforcing its image as universal heritage guarantor. With this strategy, the proximity of Madrid was turned into an advantage thanks to the possibility to take a high speed train (AVE) while balancing the overbooking at the capital of Spain in some moments.

When the Local Government analysed the situation, it founded that Toledo has many opportunities to show off its many multifunctional buildings and its experience as an international touristic city thanks to its many multifunctional buildings and its experience as an international touristic city. Particularly, the Local Government decided to increase its presence in national and international networks and forums.

On the other hand, in order to reinforce its image as universal heritage guarantor, Toledo relied upon its 122 Assets of Cultural Interest, although not all can be seen and others are not included in common routes of guided visits. So, it established as goal to define an integral strategy for a managing the heritage as tourist, cultural and educative within a public and private partnership.

Specifically and, above all, different aspects of the touristic destination were considered: The technological aspect, due to the importance of social media; culture, for activities and events about its History and its art; gastronomy, for samples and tastings; and leisure, for playful events (Rico & col., 2018:149-166).

This way, a brand identity formed by cultural, religious, gastronomic and leisure tourism was born.

However, how have all these ideas been applied? Big events were organized to implement Toledo's branding, with three special commemorations:

- In 2014, The IV Centenary of the death of the painter Domenikos Theotokopoulos "The Greco". From a touristic point of view, the purpose was to turn Toledo into a reference in domestic tourism, as the Castilla-La Mancha President said during the presentation of this commemoration in Madrid.
- In 2016, the Gastronomic Capital. In this case, the goal was to incentivize tourism in general and local consumption in particular.
- Finally, in 2017 the 30th Anniversary of its designation as World Heritage City by UNESCO. This ephemeris had as an objective to reach an international positioning. Besides, as Rico & col (2018:149-166) say, a combination of different kinds of marketing was used: cultural, experiential, 2.0, 3.0, street, strategic and of destinations. All of these were complemented with some communication strategies, fundamentally, with social media and participation in international tourism exhibitions.

In the following sections, we are going to see in detail each of these issues.

b) The branding as a basic instrument for attracting tourists to one heritage city as toledo

As we have told in the previous sections, the Local Government analysed the situation and decided to use the attractiveness of Toledo's heritage to celebrate big events. Since that analysis was carried out until nowadays, three commemorations have taken place: The IV Centenary of the death of the painter Doménikos The otokópoulos "The Greco", the Gastronomic Capital and the 30th Anniversary of its designation as Heritage City by UNESCO.

According to Campillo (2012:119-129), the big event branding is much more than a visual identity, because it allows the transmission of values, benefits, attributes and a singular personality from the place, which are all spread out by the mass media. Hence its use by different cities in order to position themselves globally.

Any territory has physical, social and cultural elements which can be promoting as touristic products.

According to Troitiño (2009), Toledo is a mature touristic destination that revolves around heritage and lodging offer. Besides, this city is known by the way it uses several of its monuments for other functions. The Alcázar is a Library, Santo Domingo "El Antiguo" Convent is a Museum and the Fuensalida Palace is the headquarters of Autonomic Government, just to mention a few.

Nowadays, Toledo has 18 museums, apart from its gastronomic, culture and religious offers. Regarding

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the latter, the Easter Week and the Corpus Christi must be pointed out. All of these were used to create a special event branding.

Thus, in the commemoration of IV Centenary of "The Greco", during 2014, the focus was the culture with exhibitions, street spectacles, concerts and gastronomic samples (Rico & Campanero, 2014:164-177).

The exhibitions were the following:

- Some with paintings by the artist: "The Greek from Toledo", "The Greco: Art and Craft", "Espacios Greco", "Museo del Greco".
- Cristina Iglesias Project: formed by three sculptures, one of them located in a renovated building near the Tajo river, other in a convent situated in the City Center and another one in the Local Government Square.
- "Toledo Contemporánea": showcasing photographs by José Manuel Ballester, Philip-Lorca diCorcia, Matthieu Gafsou, Dionisio González, Rinko Kawauchi, Marcos López, David Maisel, Abelardo Morell, Vik Muniz, Shirin Neshat, Flore-äel Surun and Massimo Vitali. It compiled snapshots taken in the city during 2013.

Concerning street spectacles, it should be pointed out that all of them were united with the tag "PasaArte". There were bells concerts and fireworks, among others.

Besides, some music concerts were celebrated at San Pedro Mártir Church, nowadays headquarter of the Faculty of Social and Legal Sciences from Castilla-La Mancha University. The concerts were played by the Nereydas Orchestra, who played opera, the Zarabanda Group with sacred music from the Baroque period, and La Grande Chapelle musical ensemble whose goal is to recover and make a new reading of the great Spanish vocal works of XVIth and XVIIth centuries.

Regarding the gastronomic samples, the most relevant was "Saborea Greco", who had the participation of 55 hotel establishments. These offered a typical menu from the book titled "Cocina toledana" written by a chef, a food culture expert and a teacher from the Superior School of Gastronomy. Other events included congresses and conferences.

Relationship with the last paragraph it should be pointed out that during 2016 Toledo was Gastronomic Capital. This is an annual event organized by Spanish Catering Federation (FEHR) and by Spanish Tourism Journalist and Writer Federation (FEPT), being their aim to promote the national and international gastronomy. They decided to work together in this after Turespaña stated that 10% of tourists travel to Spain for the food.

In particular, FEHR is composed of more than 360.000 catering companies, whose jobs contribute to a 7% to PIB of the Spanish Economy.

Since the foundation of this big event, the Gastronomic Capitals have been: Logroño (2012), Burgos (2013), Vitoria-Gasteiz (2014), Cáceres (2015), Toledo (2016), Huelva (2017) and León (2018).

In the case of Toledo, this event was the reason for creating new touristic products as "Feria del Dulce", "Dinner blind", "Gastropatios" and "Gastrofuegos", which according to the Action Plan "Toledo Strategy 2020". Towards a Toledo City as leader in heritage, citizenry and competitiveness", have persisted since then.

In total, 400 events were organized in 2016 , among them: the still life exhibition, two Guinness Records, the 2nd Artisan Bread Meeting, the "Gastroledo Conference" inviting the chefs Martín Berasategui or Joan Roca, the "Degusta Toledo" programme with tastings, workshops, solidarity actions with Michelin Star menus, as well as conferences, congresses, concerts... most of which were free.

The third special big event was the commemoration of Toledo's 30th Anniversary as Heritage City. There was an offer of over 150 activities. As Rico & col (2014:149-166) say, all of them were of different kinds and following Palencia-Lefler, we can tell that according to several purposes:

- To include the tourism of Toledo in the media agenda: press releases (on the implementation of communication strategies through social networks and the mobile app, on the visits to the exhibition of Alberto Romero and the "Feria del Dulce" of the Mayor...), press conferences by different members of local corporations depending on the topic to be addressed (to thanks entities collaborators, about the impact of the commemoration on tourism, to present the Tourist Guide of the Heritage Cities...) and trips for journalists from France and Germany.
- To promote communication spaces: At the Tourist Office information points, in the city' commemoration website (www.toledo30aniversario.com), on several social networks (Facebook – Toledo30aniversario-, Twitter -@toledo30any-and Instagram-Toledo30aniversario-) and through a mobile application (free, for Android and iOS, and adapted to the needs of anyone with functional diversity).
- To promote publications and materials to reach a certain target: brochures (Toledo in 12 routes, and 30 reasons to visit Toledo), the Tourist Guide of the Heritage Cities) and merchandising (calendars, maps ...).
- To speak about topics of interest: Conferences (about other protagonists in Real Academia de las Beaux Arts and Historical Sciences of Toledo, by architect Ignacio Mendaro in San Marcos...), seminars (on invisible heritage in collaboration with Faculty of Humanities from Castilla-La Mancha University, on the Cardinal Cisneros ...) and courses (on the World Heritage Cities in historical perspective ...).

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- To entertain: Concerts (Mesías by Händel with the participation of 130 members of three vocal ensembles of the Region, a music band cycle, by David Bisbal, by the Moorish band of Andalusia...), shows ("Luz Toledo", "Gastrofuegos"...), tastings (provincial gastronomic show, "Dinner blind", international championship of ham cutters, craft beer contest, crumbs, "Gastropatios", "Sunset Wine"...), festivals (music "The Greco" in collaboration with the Real foundation of Toledo, of jazz ...), competitions (photograph "Toledo Enamora"; short films and documentaries...) and sporting events (masterclass on zumba ...).
- To get visitors: Markets (of flowers, with Roman and Medieval themes), fairs ("Feria del Dulce" and "Feria del Libro") and exhibitions (15 jewels from Spain, Firefighters 153 years, Toledo Easter Week, Strokes in Art, Alberto's Romero and Casiano Alguacil, Rocket Toledo ...).
- To evidence accessibility: Open door days celebrated at unknown heritage spaces, in San Lucas, in the Callejón de Menores, in the basements Roman and Medieval Amador de los Ríos, in the oldest and best house preserved from Toledo and at the Tavera Hospital.
- To transmit messages for specific targets: Institutional events (in the Capitular Room from the Town Hall on November 26, the ephemeris of the 30th Anniversary of its declaration by UNESCO), free guided tours around the more emblematic monuments in the city, workshops for children ("Toledo in your hands"...), exhibitions for people with different functionalities-mockup for the blinds-...) and events for people interested in the Three Cultures (Sephardic Week, Day European Union on Jewish Culture ...).
- To teach: The program for educational centers, the lighting installation carried out by the students of the School of Art, the workshop " Toledo in your hands" for children ...

Due to the previous explanations, we can see as Toledo create its brand with other brands such as especial events brands and smaller events. The latter are promoted as touristic products. Besides, we can confirm as it use the big attractive of heritage to celebrate any event, fact which the Local Government included in its Action Plan.

All of these events had and important impact in tourism. Let's see it in detail.

Let's start with the commemoration of the IV Centenary the death of "The Greco". In this case, according to the Foundation with the same name, the exhibition "The Greco: Art and Craft", at the Santa Cruz de Toledo Museum, received 90,063 visitors, which places it among the three or four most important exhibitions held in this museum. Specifically, "The Greco: Art and Craft" exhibition had 1,000 visitors per day for three months and "The Greek from Toledo" accounted for 250,000 visits at the Museum of Santa Cruz between March and June.

Santa Cruz de Toledo Museum has two associated venues: the Primate Cathedral and The Greco Museum. All together reached 400,000 visits. Moreover, 30,000 spectators attended the various musical shows scheduled during 2014.

In general terms, regarding travellers, these increased by 21,51% in 2014 with respect to 2013, while the overnight stays grew by 21,78% during the same period.

On the other hand, while Toledo was Spain's Gastronomic Capital, visitors raised by 24,24% in 2016 with respect to 2015. At the same time, overnight stays increased by 0,44% in relation to 2014 and by 8,8% regarding 2015. These percentages corroborate how the big events are keys for attracting tourists.

In 2017, during the 30th Anniversary as World Heritage City, the total overnight stays increased by 2% in relation to 2016, while total travellers grew by 3,07%. We should highlight that during the long weekend of March 19, 2017, the hotel occupancy reached 90,76%, which was 18% more than in the same period of the previous year. Likewise, visitors were tripled in comparison to 2016.

Other data we should consider is that in January 2017, 59.474 overnight stays were registered in hotel establishments in the city compared to 55.857 in January 2016, an increase of 6,4% over the same period of the previous year. An increase based on overnight stays of foreign tourists which raised from 12.452 in January 2016 to 18.519 in 2017. The same trend is seen in the number of visitors, which increased by almost 8%.

In February that year, tourism continued to rise in the city with an increase of 3,65% of overnight stays compared to the same month in 2016, surpassing even the national average, which was negative by two points.

To conclude this section, we can state that, since 2014, there is a rising trend in overnight stays and travellers in Toledo, thanks to all the events organized as the celebration of IV Centenary of "The Greco", the Gastronomic Capital and the 30th Anniversary of its declaration as Heritage City. Consequently, we can affirm that special big events have a positive effect on tourism.

c) The influence of communication in the international positioning of toledo's brand

As Domènec Biosca (2013:177-187) says, when the head of touristic product promotion think how they are going to do for that their targets know the privileges of their destinations, they think about advertising. However, there are others ways of communications as reportages or news in mass media, and events or marketing.

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Marketing is a social and administrative process through which people and groups obtain what they need or wish through the creation and exchange of products and values (Kotler & Amstrong, 2003:5-7).

People satisfy their needs and wishes with products or services. But these must have some value for the customer, according to what they need to satisfy. The latter depends on the customer's expectations.

Normally, everybody wishes things depending on their interests, experience and leisure. Hence, the touristic marketing must focus in products for all sorts of targets. Festivities, exhibitions, concerts, theatres, writing meetings, etc. could be a motive to participate in a particular story. Thus we can talk about cultural, experiential destination and street marketing.

Cultural marketing was used in the three big events studied above. This kind of marketing must properly select the target, so it is important to consider the following classification:

- Tourists with cultural purposes: The reason for visiting some place is to know other cultures or heritages, being their experience quite deep.
- The visitor with a touristic interest: Wishes to know others cultures or heritages, but only for entertainment.
- The casual cultural tourists: their cultural experience is superficial.
- Atypical cultural tourists: Although they do not visit the destination for cultural reasons, their experience is deep.

Hence, during 2014 Toledo made a homage to "The Greco" during the IV Centenary of his death. He was one of the most famous Renaissance painters, and although born in Greece, he lived many years in Toledo, so he had the chance to paint many landscapes and images from this city. Even more, not only is there a museum with his name in Toledo, but also other buildings showcase works by this author, and in 2014 there were some exhibitions related to his paintings at Santa Cruz Museum, i.e., "The Greek from Toledo" and "The Greco: Art and Craft". Thus, according to a research made by Rico & Campanero (2014:164-617), the messages were directed to people with a middle cultural level who had an interest in art and History. Besides, there were other exhibitions such as "Toledo Contemporánea" and the sculptures from Cristina Iglesias. Consequently, other targets were local people, Spanish and foreign tourists.

Regarding the Gastronomic Capital and cultural marketing, the events were related to traditional food and culture from Toledo. In this way, wild game recipes, saffron, marinade or marzipan among others were offered while cultural events like dinners, a congress and conferences were held during the year.

In particular, the dinners were "Cervantinas" (in April) or Corpus (in May), for mentioning some. However, some congresses or conferences were: "Gastroledo", "Odors and Flavors of Corpus" and "Savoring the World Heritage".

There were also two local film festivals -Social and CIBRA-. Both had food as a unifying thread. Besides, CIBRA is the only festival in Spain which marry film and literature through their scripts.

Afterwards, during the 30th Anniversary, the cultural marketing was implemented to promote Toledo's image as a touristic and heritage destination, highlighting its monuments, its festivals, declared of international tourist interest, its most important artistic or literary figures, its heritage of unknown routes, and curiosities about its history or legends.

Thus, for this purpose, marketing 2.0 actions were put into practice through the organization of activities and events aimed at different target audiences such as art lovers (book "Unforgettable Toledo", 30-year Toledo film, painting exhibitions ...), its inhabitants (migas contest...), archaeology admirers (archaeological guide elaboration...), photography followers (exhibition "15 jewels of Spain", contest "Toledo Enamora"...), History enthusiasts (conferences cycle of the RABACHT, Sephardic Week...), children (workshop "Toledo in your hands", program of educational centers, "Gatrofuegos", "Toledo Has Star" ...), music fans (concerts by music bands and Bisbal...), young people (Rocket festival, Youth Week...), gastronomy addicts ("Feria del Dulce", "Gastropatios"...), literature aficionados ("Feria del Libro", Voix Vives Festival ...), fashion followers (fashion shows ..), blind people (exhibition of models for them ...) and religious people during Easter Week (exhibition on imagery...)" (Rico & col. 2018:164-177).

We should point out that cultural marketing in the three big events had a common thing: music.

On the other hand, experiential marketing has been a constant tendency. In fact, in the commemoration of IV centenary "The Greco" an example is "Saborea Greco" where several restaurants included typical dishes in their menus, while during the Gastronomic Capital year this sort of marketing was used in "Taste September", in "Dinner blind" and in "Gastropatios".

During the 30th Anniversary, visitors were offered unique experiences through the generation of pleasant emotions, feelings and thoughts, as in "Dinner blind", to mention one example. Moreover, the promotional video of the commemoration had several images of Toledo illuminated under the title "Heritage of the senses".

Regarding street marketing, during the IV Centenary of "The Greco", the French Les Etoiles funambulists acted in San Juan De Los Reyes Square.

Besides, Guixot offered a review of the most outstanding sculptures of the 20th century with its show at the Transit Gardens; while the clown Leandre took the wordless improvisation with 'I do not know' at the Plaza del Salvador. Also, the Spanish company Industrial

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Teatrera brought its show 'De Paso' to the Town Hall Square.

The celebration of the Gastronomic Capital offered the opportunity to organize some food truck tastings and "Gastrofuegos" -a spectacle mixing images, music and fireworks-. Other events were the flower market, Rocket Toledo, "Gastropatios" or in the "Noches Toledanas". In particular, "Gastrofuegos" was so successful that it was repeated next year to commemorate the 30th Anniversary.

Regarding destination marketing, it should be said that all kinds of marketing in previous paragraphs are included in it, because the three big events had as goal to promote Toledo as touristic destination.

On the other hand, the main objective of all the marketing strategies mentioned was to reach an international positioning as touristic destination. That is the reason why for IV Centenary of "The Greco" not only were organized events in Toledo, since other exhibitions about the painter were held at National Gallery of Art at Washington, at The Frick Collection and at Metropolitan Museum of Art at New York.

In the same way, the Gastronomic Capital celebration was the scene to the Flavor and Music Festival; however in 2017, during 30th Anniversary, the Festival of World Music, Toledo Rocket and the International Championship of Ham Cutters took place. The Festival of World Music consisted of five concerts by artists from Mexico, Mongolia, Indonesia, Madagascar and Andalusia, whose rhythms are Intangible Heritage of Humanity, while Rocket Toledo was an exhibition of contemporary art on painting, sculpture, photography, installations, performance, sound art, dance or graffiti (Rico&col, 2018:149-166).

All these marketing strategies to reach an international positioning were complemented with communication strategies.

Specifically, during the IV Centenary of death "The Greco", as Rico & Campanero (2014:164-177) say: "tourism exploitation of cultural heritage contributes to the international notoriety of Spain's brand. Paintings by The Greco are renown around the world and constitute a powerful claim to visit and know Toledo and Castilla-La Mancha, a region with a historical legacy away from the topics that relate Spain to Sun-and-Beach tourism.

In addition, the conservation, value creation and correct dissemination of Toledo's heritage build an image of a cultured and advanced country, responsible of its historical legacy and knowledgeable about it. These values are of great importance for an international audience with the capacity and means to deepen and take an interest in Spanish culture and disseminate it later in their countries of origin".

In this case, the spread through the Internet of the events was centralized on its official website. And regarding the social media, the organization used Twitter, Facebook and Pinterest to interact with visitors for informing them of the latest news and requesting their participation with messages and photographs that reflect your experience as visitors. However, not only viral marketing was used, but also mass media, advertising and international tourism exhibitions were used. Even more, due to the importance of this commemoration, it was the focus promotion of Castilla-La Mancha in Fitur'14. In fact, as Gregorio Marañón, president of Foundation "The Greco 2014" explained, in a press conference at the end of the year, 7 million Euros were earmarked in advertising investment and communication.

To achieve an international positioning, the city was promoted as Spain's Gastronomic Capital in all those international exhibitions where the rest of the World's Heritage Cities participated: Germany, France, Brazil, Portugal. France, China, Holland, Japan, Italy, United States, England, Holland, Korea, Singapore and Canada. For the same reason, the diffusion of the brand «Toledo, gastronomic capital 2016» was also included in the magazines of the national network of Paradores and Air Europa.

Although the main goal were foreign tourists, a campaign for the domestic market was carried out too. Thus, 2016 was the first year when the city participated with its stand at Madrid Fusion, Alimentaria and Salón Gourmet. Furthermore, other spaces for promotion were the AVE stations of Atocha (Madrid), Sants (Barcelona) and Santa Justa (Sevilla) -where thousands of people pass by every day- as well as in several parking spaces in Madrid, Barcelona, Pamplona, Sevilla, San Sebastián, Bilbao and Murcia -where an advertising campaign was implemented-.

Consequently, the total impacts in mass media (press, radio, television, digital press and social media) were 251.603.617, which supposed a return valuation of 12.123.289 Euro.

One year later, the "Rocket Toledo" Exhibition, whose promoter was Lacasa Franca Association, formed by young people, obtained 15.000 views in Facebook.

Regarding the 30th Anniversary promotion, 15.000 calendars and 100.000 maps with the logo of the ephemeris were distributed, while a commemorative ONCE ticket was printed.

In relation to the Internet, it is necessary to say that a website (toledo30aniversario.com) and social media profiles (Instagram, Facebook and Twitter) were created. The last were instrument for the # Toledoenamora competition, whose aim was the joint promotion of the Commemoration with the Toledo Catering Association in February.

In the same way, two apps were created, one for accessible tourism and other for the V Anniversary of Cisneros' death. Apart from these actions on the Internet, other instruments of communication were brochures, press notes in national and international

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mass media and participation in international tourism exhibitions.

The brochures were "Toledo on 12 routes" and "30 reasons to visit Toledo", while regarding the mass media, the publications were: Paradores Magazine, Aladierno Magazine, AVE website, The Traveller of Paris, Travel of ABC, Madrid Guía del Ocio and Berlin's OIT Magazine, among others. There were also appearances in television programmes such as "Top Chef" (Antena 3), or "España Directo" (TVE). For the same reason, a partnership with Iberia Airlines and the Spanish Film Commission was established to shoot a spot for the promotion of Toledo in the Asian market and, likewise in a TVE documentary about Heritage Cities. Even more, several press trips were organized for French and German journalists.

On the other hand, regarding international tourism exhibitions, Toledo participated in the following, amongst others:

- FITUR (Madrid).
- Vakantiebeurs (Utrecht, Holand).
- Salon Des Vacances (Brussels, Belgium).
- Reisen Hamburg (Hamburg, Germany).
- SATTE (New Delhi, India).
- ITB (Berlin, Germany).
- Salon Mondial Du Tourisme (Paris, France).
- World Travel Market 'Latin America' (Sao Paulo, Brasil).
- Mundo Abreu (Lisbon, Portugal)
- City Fair (London, United Kingdom),
- Exhibition of European Tourism Association (ETOA).

But, how did all these measures influence the actual tourism figures? We are going to see it in the next paragraphs.

First, we are going to begin with the percentages of overnight stays, which are in the following table:

Table 9: Percentages of overnight stays in Toledo (2013-2017)

	2013-2014	2014-2015	2015-2016	2016-2017
Total	21,78	-7,02	8,99	1,91
Foreigners	17,59	-1,55	6,15	8,39
Spaniards	23,3	-8,92	10,05	-0,43

Sources: INE/Own elaboration

According to a chronological order, when we compare 2013 with 2014, it can be verified that total overnight stays increased 21,78%, the overnight stays of foreigners grew 17,59% and overnight stays of Spaniards raised 23,30%. However, between 2014 and 2015 there was a fall in all the percentages: the total overnight stays -7,02%, the overnight stays of foreigners -1,55% and the overnight stays of Spaniards -8,92%. Here is important to remember that in 2014 the IV Centenary of "The Greco" was celebrated, while in 2015 there was not any big event. Also, we must remember that from the touristic point of view, this commemoration had as purpose to convert Toledo into a reference for interior tourism, which explaining that overnight stays of Spaniard were higher than overnight stays of foreigners.

On the other hand, in 2016 the total overnight stays, foreigners' overnight stays and Spaniard's overnight stays were positive again, 8,99%, 6,15% and 10,05%, respectively. That year, Toledo was Spain's Gastronomic Capital, and the main goal of the promotion was to incentivize local consumption, so the bigger percentage belonged to Spaniard's overnight stays.

At the end of the period analysed, specifically in 2017, there was growth in total overnight stays by 1,91% and the overnight stays of foreigners by 8,39%, but there was a diminution by -0,43% in overnight stays of Spaniards. This was due to the fact that the promotional actions were mainly targeted for an international positioning, and the events to attract foreign tourists were the key focus, although also some events for national market were organized. In fact, this promotion was reflected at the beginning of the year, since in January the overnight stays increased by 6,4%, but 48,72% corresponded to foreigners (Rico & col., 2008: 149-166).

Particularly, in April 2017, because of the Easter Week and the "Noches Toledanas", the overnight stays increased by 17,22%, and during the long weekend of March 19, 2017, the hotel occupation was 90,76%, which represented 18% more than in the same period of the previous year.

Regarding the percentages of travellers, we can see them in the next table:

Table 10: Travellers percentages of Toledo (2013-2017)

	2013-2014	2014-2015	2015-2016	2016-2017
Total	21,51	-6,25	5,66	3,07
Foreigners	16,74	-2,78	6,79	11,36
Spaniards	23,32	-7,5	5,23	-0,1

Sources: INE/Own elaboration

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Travellers percentages raised in 2014 with respect to the previous year, while the same concepts dropped in 2015. Here, again, we can corroborate that the ephemeris of "The Greco" had a decisive influence in Toledo's tourism. And as the main objective of this commemoration was the Spanish market, this had the higher growth.

About the relationship between 2015 and 2016, once again the data show an increase with respect to the previous year in the totals travellers, in the foreign travellers and in the Spanish travellers; although not so high as in 2014. The increase was due to that this city was Gastronomic Capital in 2016.

Regarding 2017, as in the case of overnight stays, the percentages of totals travellers and foreign travellers increased, while Spanish travellers decreased. This indicates that the international positioning was reached, because it was the main focus, however national market was neglected.

That special attention to foreigners meant that French, Americans, Chinese, Italian and British visitors made consultations in tourist offices and that they visited the city during long weekend of March 19, in 2017. However, for "Noches Toledanas" celebrated in April, the foreigners came from France, Germany, Italy and USA (Rico & col., 2018:149-166). These figures reveal that the trips for French and German journalists were effective.

In general terms, the total overnight stays and the totals travellers grew in Toledo between 2014 and 2017, since the first increased by 3,27% and the latter raised by 2,10%. This increase was due to foreign tourists as it can be seen in the following table:

Table 11: Touristic percentages of Toledo between 2014 and 2017

	Overnight Stays	Travellers
Total	3,27	2,1
Foreigners	13,27	15,61
Spaniards	0,49	-0,49

Sources: INE/Own elaboration

Consequently, thanks to its international positioning, Toledo started to overcome an old problem: the few overnight stays because of its proximity to Madrid.

To conclude this section, we must explain that the communication of Toledo's Brand was carried out through marketing, participation at international exhibitions, relationship with the mass media, advertising, merchandising and brochures.

In relation to the marketing, although the cultural marketing was the focus, this was reinforced with the experiential, the street and the viral. All of them formed the destination marketing.

The events were the instruments which were used to apply all these types of marketing, and as we have seen in previous paragraphs, there were events for several kinds of targets, both national and international. For example, for the IV Centenary of "The Greco", as the objective was to promote the domestic tourism, the organizers established a national target, although they also organized certain events seeking an international positioning such as some exhibitions in museums from USA or the participation in international tourism exhibitions. Thanks to this, the percentages of Spanish tourists increased.

With reference to the 30th Anniversary of Toledo as World Heritage City, its main objective was to reach an international audience, hence the foreign target. In fact, apart from organizing events, French and German journalists were invited to trips. Besides, as in the previous year, the city participated in several international tourism exhibitions. Even more so, there were agreements with Air Europa and Iberia. Thanks to those actions, as we have explained in the previous paragraph, the percentages of foreign tourists grew too.

On the other hand, the advertising, merchandising and brochures were, above all, used for the domestic market.

However, although there were strategies for both kinds of markets, the domestic target was neglected. Maybe because in the Action Plan of 2014, one of the goals was to obtain an international positioning. At the same time, this idea leads us to affirm that the goals must be in line with the strategies. In other words, to reach the objectives requires a good marketing plan. At the same time, this success is corroborated by the decrease of all percentages in 2015, when there was not any big event.

Besides, that special interest in foreign tourists started to solve the old problem of the few overnight stays because of its proximity to Madrid.

Finally, it should be pointed out, that due to the success of some events, they are still continue organizing, as "Gastropatios" or Music Festival of The Greco, among others.

IV. Conclusion

According to everything we explained in the previous sections, we can conclude that all the hypotheses proposed were fulfilled. Let's check the details.

First: Regarding the way Toledo created its brand, we can corroborate that, effectively, events for all kind of people were used (lovers of art, lovers of archaeology, its inhabitants, lovers of photography, lovers of history, children, lovers of music, young people, lovers of gastronomy, lovers of literature, lover of fashion, blind people, lovers of Easter Week, etc). The segmentation depended on different interests. Although all of them share the love for culture. Consequently, we can say that

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Toledo created its brand around cultural, religious, gastronomic and leisure tourism.

In addition, the city complemented its marketing campaign with other types of experiential, street and viral marketing actions.

With reference to the viral marketing, we need to comment that technology has been fundamental in spreading the Toledo Brand, not only thanks to social media, but also to the website created for each big celebration and the mobile applications for certain events. Besides, these applications allowed visitors with disability to discover the routes adapted to them.

To continue with the spread, we must say that Toledo made it, fundamentally, through social media and in Tourism International Exhibitions, but as well with advertising, merchandising, brochures and fostering the relationship with journalists of mass media. However, here it is necessary to point that each of these tools were used according to the origin of target audience, national or international.

Second: With relation to international positioning, not only it was achieved, but it was also the beginning to solve the problem of Toledo having few overnight stays due to its proximity to Madrid.

Third: The interest in foreign visitors was included within Action Plan of Local Government and, also, it is a purpose of Heritage Cities Group, to which Toledo belongs.

Fourth: The figures of this research show as the big events have positive effect, since they increase visitors and overnight stays with tourists of different types and according to brand identity of the city. This fact, it is corroborated for the negative percentages in 2015, year in which there was no big event.

Fifth: Some events were so successful that they are still being celebrated. Jordá talks about this fact: "The brand must not be an one-time promotion, it must be maintained over the time".

Finally, thanks to this research we can verify the importance of adapting marketing strategies to the aims and the target audience. In other words, the importance of doing a good marketing plan for getting an effective communication and therefore to increase the number of tourists, because it will redound to economic benefits for the city.

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Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.



6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. 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 for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

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

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon 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 for 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 of 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 criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to 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 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 avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

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

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite 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 approaches 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. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a 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 limit the initial two items to no more than one line each.

Reason for writing the article—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 for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity 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 of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets 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 for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory 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 soundly written procedures segment allows a capable scientist to replicate 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 to give the least amount of information that would permit another capable scientist to replicate 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 section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show 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:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the 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—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and 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 as 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. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give 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 manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit 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 section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an 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 implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully 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 the prospect, and let it drop at that. Make a decision as to whether each premise is supported or 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 an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of 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 other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

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 Above 200 words	No specific data with ambiguous information 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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