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Media on Tourism during Lebanese Crisis

Job Creation in the Cameroonian Economy

Highlights

E-Tourism & Digital Marketing in Africa

Convention Bureau Competitiveness

Discovering Thoughts, Inventing Future

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Impact of Broadcast Media on Tourism during Lebanese Crisis

By Rasha Faraj, Hussein Chible & Jad Abou Arrage
Lebanese University

Abstract- Tourism has been affected terribly by several crises, especially when it comes to lebanon. Tourists are always affected by what they see as this will develop into damaging the tourism sector at a country. This research aims on showing how broadcast media can affect the Lebanese tourism sector during political instability and terrorism crises. An analysis of the impact of the broadcast media on society is carried out. The research is directed through qualitative sources analyzed and results were observed and deducted. The study shows that broadcast media has a direct impact on people's decision-making when consider visiting any destination.

Keywords: *broadcast media, tourism, political instability, terrorism.*

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IMPACTOFBROADCASTMEDIAONTOURISMDURINGLEBANESECRISIS

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Impact of Broadcast Media on Tourism during Lebanese Crisis

Rasha Faraj [α], Hussein Chible [σ] & Jad Abou Arrage [ρ]

Abstract- Tourism has been affected terribly by several crises, especially when it comes to lebanon. Tourists are always affected by what they see as this will develop into damaging the tourism sector at a country. This research aims on showing how broadcast media can affect the Lebanese tourism sector during political instability and terrorism crises. An analysis of the impact of the broadcast media on society is carried out. The research is directed through qualitative sources analyzed and results were observed and deducted. The study shows that broadcast media has a direct impact on people's decision-making when consider visiting any destination.

Keywords: broadcast media, tourism, political instability, terrorism.

I. Introduction

Vacationer explorers and travelers are being impacted by various kinds of appealing shows or reports through specific TV slots, magazines, newspapers and social media. Gradually, every one of these media types is making an image of a place and its travel industry in the tourist's perception and mind for choosing a destination. Lebanon has faced strikes, political and social instability, bad infrastructure, and security problems that led to a decrease in the number of tourists coming to Lebanon. These crises have affected tourism and damaged the positive image the country used to have before. The Lebanese media helped in devastating the image of the country and worked in an opposite direction on the development of tourism that led to tourist avoidance from coming to Lebanon. Moreover, the absence of the public sector's development and promotion strategies and their lack of cooperation with the Lebanese tourism stakeholders also worked on destroying the tourism industry since no strategies or any plans were shaped in order to avoid the damage that faced the tourism sector.

As a result, Lebanon has to work on developing and promoting a better image for the country through the help of broadcast media and the participation of different tourism stakeholders, so the main aim of this paper is to see how broadcast media has impacted the tourism industry in Lebanon during political instability and how to find ways to better promote this sector through broadcast media in specific. So, this paper attempts to answer the following research questions:

- Is there an effect of media on tourist's perception during a destination selection?
- How do media deliver the news to its audience during political crises?

This work is part of a general work that focuses on media and marketing effect on tourism during Lebanese crises (Faraj, 2020). The effect of Social Media on Tourism during Lebanese Political Crisis is published in (Faraj and Chible, 2020), while this paper handles the impact of broadcast media. The figure below summarizes the general work, which is composed of three main points, which are tourism, crisis, and media, as they are dependent on one another. The media during a crisis can lead to tourism recession, where at this stage, some actions should be taken. These actions will be based on those steps: travel motivators (push/pull), marketing mix (8Ps), SWOT analysis, and then a marketing campaign. After applying these suggestions or strategies, we can set a plan to build new recommendations for avoiding future media crises.

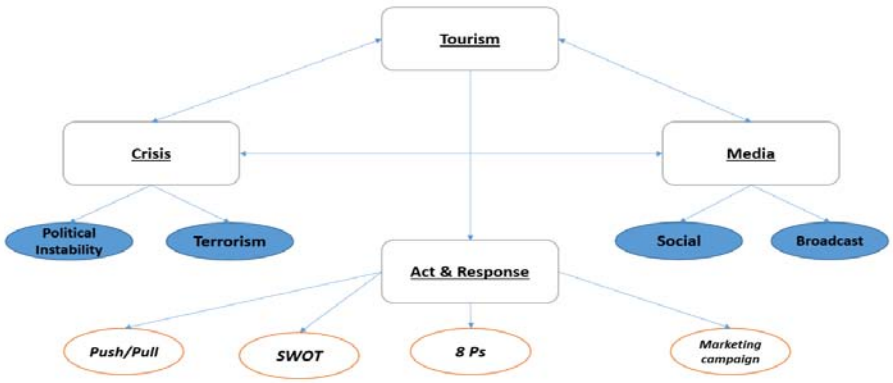


Figure 1: Conceptual framework illustrating the general work

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This paper is organized as follows: the literature review that is presented in section 2, methodology is explained in section 3, results and analysis illustrated in section 4, and the conclusion and recommendations represented in section 5.

II. Literature Review

In the literature review, discussing about the media, its types, functions, and how it can affect tourists perception for visiting a country are considered in order to go into details on how to achieve and develop a better image.

a) Types of Media

It is important to focus on the major types of media, and in order to do that, four types were mentioned:

1. Printed media can include books, newspapers, magazines, journals, etc. (Borja, 2018). Some of these types of media can be printed daily, weekly or even monthly, not to mention that it is a major source of information as it offers detailed messages for its readers (BBAMANTRA, 2019).
2. Broadcast media and it can be illustrated and summarized into 2: radio and television. Broadcast media helps spreading the news faster than printed materials and reaches wider audience (Ross, 2020).
3. New Media which includes the internet, online shopping, e-book, etc. (Borja, 2018). This new type of media can be referred to as well as digital media, it is the future of media, easy and simple for the news to be spread, however, sometimes fake news can be misleading (Ross, 2020).

b) Importance of Media

Media can influence on people in different ways. Several tasks media can offer to its audience, of these are:

- ✓ Media can help in changing people's minds: By this it means that media can play a major role in giving more knowledge about an issue through multiple ways. This can be either through broadcast media, print-based media, or also through social and online media. Sometimes, change would be for the better when giving the essential information to the audience.
- ✓ Closer and smaller world: The internet has developed to reach the globe. The news has become available all over the world as the speed of delivering the information have promoted in bringing people together and closer.
- ✓ Mass media as a marketing tool: The media have been used by industries in order to market their products or goods, as this will help people know about the products and would let them get interested in trying and buying them. This led to making mass media as a whole a good marketing tool to advertise consumer goods (Iblasi, Bader, & Al-Qreini, 2016).
- ✓ Link between people and government: Media is the main way to let people know about the country they are living in. The government gives all the information about the situation of the country to the community through the media, so that means illustrates all the issues about the government through broadcasting the news to the public (Goodluck, 2015).

c) Fake News and their Impact on the Tourism Industry

Fake news can be defined as the false information distributed as being part of news reporting (Fedeli, 2019). "Fake News" in tourism can be in several forms, whether in publishing false ones when a crisis hits a destination, or through exaggeration on social media platforms. Based on the ethical aspects of journalism, journalists work according to the code of ethics when publishing any news, yet when websites, blogs, and social media platforms started the work of announcing "fake" news, the ethical part has went down the road. Moreover, how would such news impact people's perceptions in relation to tourism? Most people believe the news they are watching or hearing as this might destroy the tourism sector easily. Adding to all of this, tourism organization (whether public or private) must take actions in facing the "fake news" problem by showing what real tourism exists at a country (Wingfield, Isaac, & Benner, 2016). So, in order to avoid any misleading information that could affect the tourism industry, it is highly recommended to :

1. Always make several reseraches before saying that the information is correct.
2. Report any fake news that is seen on social media, blogs, or websites.
3. Refer to the authentic media, which can researches to almost broadcast media.
4. Stop posting rumors (whether posted by viewers or business companies) (Singh, 2017).

Well, these steps can eliminate the Fake news crisis a little bit, however, for tourism organizations, travel companies, tour operators, hotel, and car rentals must work on gaining customers and turning them into becoming loyal, and to achieve this target, they have to:

5. Inform their customers about the company's culture on their website, Facebook, etc.
6. Always be accessible so that their customers can reach them easily and have fast contact.
7. Highly important to work on Fact Check, which means that anything they put should be real and correct so that their customers can trust them and ensure their loyalty in the future.
8. Be open to criticism, so that whenever a customer has a problem with the company, their reflection to cristicism should be observed, and procedures to

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avoid such problem must be considered in the future.

9. And finally try to gain some honest and real reviews so that these ones would help others to become your new customers (Kennett, 2019).

d) Tourist Perception about Terrorism

The tourist is the main target for either promoting or damaging tourism. His/her reaction creates a tourism crisis (Sonmez, Apostolopoulos, & Tarlow, 1999). As an example, in the US in 1985, millions of Americans have gone abroad, and less than 200 have been killed by terrorist attacks. Despite this result, over 7% of them changed their touristic plans because of what happened in the previous year (Stohl, 1987). Tourism can inspire terrorism through religious, political, cultural, social, and economical resentment and can be a way to deliver a message about political opposition for not only the country or region but also to the world. Therefore, many factors are vital on affecting the image of the destination on travel decisions. Therefore, perception may be a handle that individuals make and construct an image around the goal by their own. Be that as it may, these perceptions cannot be made without at slightest highlight the tourist has been taking from a source. This source would come from either word of mouth than can be exceptionally successful in building or destroying a tourist image or through media by showing real info through social and broadcast media (Sonmez, Apostolopoulos, & Tarlow, 1999).

e) Examples of Some Countries (Put all References from the Thesis to all of these Cases)

Several case studies in different cities or countries had been considered for their relative problems faced just like Lebanon, and how they handled such crisis. These cases were taken in order to perceive what has and has not been researched. It is established to distinguish information sources that different analysts have utilized. Two cases about different countries have been chosen to add in this paper to see how media helped or destroyed their tourism sector when crisis have hit them. Summary for the cases:

- ✓ The 9/11 attacks in the US and how this has affected tourism globally and how the media reacted. It was announced that TV's coverage during the 9/11 attack had "Apocalyptic consequences" which means exaggerating the attack and its immense consequences (Kellner, 2007). As for the government, it took legislation and security procedures after the 9/11 attack to avoid as much as possible terrorism crisis. The US government established a new department DHS (Department of Homeland Security) in which its main role is to protect the country from any extremist attacks and to decrease US's vulnerability during such crisis. The government also enhanced the visa entry procedures which expressively changed the entrance regulations measures (Hedrich, 2008).
- ✓ Greece and the economic crisis and how it affected their tourism sector. At the beginning of the Greece crisis, the media barely affected the country's image until the interference of the international channels by creating special talk shows about the financial crisis. This procedure helped to make the government act fast on better solving the problem by giving a vent to solve the conflicts surrounding the crisis (Papathanassopoulos, 2015). So Greece had to take some actions to solve its crisis. Regarding tourism, it was being advanced through participations in Worldwide Travel Fairs, which are coordinated to both exchange and public. Cooperation with tour operators and travel agencies offer Greece as a goal is another figure of advancing. The significance is based on great relations with the media and organizing press trips to different goals.

f) Summary

As a summary, Tourism and crisis always go in opposite direction whenever you think about them. Leisure, entertainment and fun are part of tourism, whereas fear, worry and stress belong to crisis. However, crisis can directly affect the tourism sector easily as the travel and tourism industry is highly vulnerable to any disaster or issue that might happen at a place. Nevertheless, travel and tourism are highly dependent on media broadcasting because the majority of travel decisions are made by people who have never seen the destination for themselves but listening about it through TV or newspapers or searching for it online. It is important to mention that an operative use of communication techniques can remove obstacles and stimulate better uses of sharing message design which combines both broadcast and social media. In other means, media can work in a positive way to promote the tourism sector. However, when a crisis hit, media will switch to become the main enemy for tourism through broadcasting the problems faced at the country and destroying its image in which shifting tourists to choose other destinations. In other means, media is directly related to a crisis. Whenever a crisis occur, media starts to broadcast news about it whether inside a country or even at a global level disregarding what might happen to the tourism sector leading sometimes to tourism crisis and losing tourists coming to the country.

III. Methodology

a) Research Approach & Design

To understand the conditions influencing broadcast media and the travel industry during crisis, the paper begins with a descriptive study has been held

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in the literature review in order to show what has been studied in relation to the title of the thesis. Later on, talking about qualitative data information that are interrelated to this topic. Qualitative research had been applied since qualitative techniques help getting close to participants and understand how they view the world. Interviews with Press representatives have been applied. The interviews collected from a set of seven TV stations, one online newspaper, and one online website news agency. The participants were reporters, producers, editors, and press presenters. The interview was taken into consideration in order to see whether marketing tourism on media is noted, and if not how to change such an irony. The researcher's goal was to see if TV stations and online news agencies work on promoting tourism during a Lebanese crisis, and how to solve political crisis through the interviewer's opinions and ideas. The interview consisted of ten questions that focused mainly on four issues: how they transmit the news to the audience (in a subjective or an objective way), if they follow any regulations, if they have considered any programs or articles that talk about tourism, and what ideas they believe can be adapted to promote tourism in Lebanon. Nonetheless, some interview questions have been transferred into numbers through graphs in order to show their results better to the reader.

b) Data Analysis

The analysis was taken from the interviewee's given data. It was descriptive and all the data taken was transcribed with evidence, such that every written information has its own referral.

c) Participants

For the interview, it was defined to include nine different so the population are the media key person such as reporters, press, media representatives, and editors in Lebanese and Arab TV channels, and online news agencies and newspapers. The targeted interviewees were as such for they are the only ones who can help by getting information about how TVs work and act whenever a crisis occurs and if they consider tourism during any incident or not.

d) Time Preparation and Collection

The interview process, between acquiring the first interview to the final interview, began in January 2018 and ended in November 2018. The actual time for obtaining the interviews did not vary that much. Most of the interviews were to the point, taking around 20 minutes. Only one interview took more than 40 minutes due to some interruptions during the interview.

IV. Results & Analysis

Ten questions were proposed and asked to 9 interviewees:

1. What is the visual program you have that brings the highest number of audience?
2. Do you consider yourself as subjective or objective in transferring the news to the audience?
3. Do you make sure that you are publishing the information correctly? In addition, through what procedures?
4. What are the limits in giving info's to the audience?
5. Are there any regulations to be considered for broadcasting the news?
6. Are there any programs that show the importance of tourism in our country?
7. Why have we never seen a project on TV that shows the good image of Lebanon rather than terrorism and political instability?
8. When announcing about a crisis, do you take into consideration the foreign audience? Moreover, if yes, do you think about how it can affect the tourism industry in Lebanon or not?
9. Regarding terrorism that has faced Lebanon, why are not you announcing them internally rather than internationally?
10. Do you think that more events and activities related to tourism should be more highlighted and promoted on mass media more occasionally?

After making nine interviews with different TV stations and online websites, mostly Lebanese ones, each question has been analyzed and the results were summarized. However, more details have been noticed. At first, five Lebanese TV stations, one online Lebanese newspaper and one online Lebanese news website, and two Regional TV stations were taken and the results and their analysis were based on them. It has been evaluated that 77.7% of the answers focus on News as the most visual program on TV. From the seven interviewees who answered this, one of them also added Talk shows as a main target for viewers. Two of the interviewees said that programs which talk about the society are getting people's interest as well. Nevertheless, another two interviewees assured that people are getting bored from News and politics and they are transferring to some programs that will make them laugh and get entertained.

As for the information transferred to the audience whether being transferred in an objective or subjective way, 44.4% said that they deliver the news as it is without any change of its content, which means they deliver it in an objective way. However, 55.5% of them said that it is not easy to deliver the news as it is especially when something humanitarian is focused on, yet others said that they follow the policy of the TV station as most of the Lebanese TVs are owned by politicians and what their owners want to announce is the target they look for.

For the question whether there are limits in delivering the information to the audience, all Lebanese

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TV stations agreed on that there are no limits eventually, however, ethics do exist, and most of the reporters and presenters believe that every announced news will create its own limit. As it was noticed, each Lebanese TV station follows a certain rule based on a policy created by the same station and limits only occur for preventing insults or abuse. It has been deducted that most of the regulations that would be measured by the online websites is the Publication law and should be adapted yet not truly applied. Moreover, any news published on the website is the responsibility of the owner not the publisher, so it will not be easy to control any news announced online. For the TV stations, it seems that all TVs have their own policies and rules. However, as per the Law 382, issued on 04/11/1994 (latest law update), under the General Provisions in chapter Two, for article number three, it is written that audio visual media is free. Therefore, by this, it has been concluded that there are truly no limits for media in Lebanon and all TV stations are working under the Lebanese Publication Law.

Regarding the information given to the audience, all the interviewees confirmed giving the right information to the audience. Their way for checking and receiving the information is through two-way communication. When someone informs about news, the reporters work on checking if that information is true or not either by asking other sides or by checking with the parts related to the information and when getting the final info, it will be announced to the public.

As for the question "Are there any programs that show the importance of tourism in our country?" most of the interviewees said that TV stations might show some reports from time to time about tourism in Lebanon, whether it was a touristic destination or marketing some tourism type. On the other side, one TV station appears to be the only regional TV station that has a specialized tourism program broadcasted every week and promotes tourism worldwide. Moreover, after checking the Lebanese publication law number 382, mentioned under article number 30 "TV and radio institutions must broadcast hourly programs each week of national guidance, education, health, cultural and tourism programs free of charge at the request of the Ministry of Information". Therefore, Lebanese TV institutions should promote tourism through broadcasting on a weekly basis and this is not what is in reality.

It has been concluded that most of the TV institutions concentrate on politics and prime news as their foremost programs for their viewers as they believe they are their main interest. Moreover, few institutions highlight on showing a good image of Lebanon rather than showing always the problems that Lebanon face since they think that creating tourism programs needs budget or sponsors. But in order to show the opposite, also, referring to law number 382 with article number 30, where at the end of the article it is said that the programs whether about tourism, heritage, or anything educational, should be free of charge. This means it is the institution's job to create a program weekly, for an hour, in order to show the importance of good image of the country with no cost. This work should be reached with the help of the ministry of information, as its job is to assist the TV with the materials required to broadcast tourism in Lebanon. Therefore, we can create a program with less cost and less effort on the TV.

Based on the answers for question eight, we can say that most of the interviewees said that they consider foreign audience when announcing the news on TV, yet they all agree that it is not their authority to take actions for elimination of information delivered to them, as it is the institution's power. Moreover, they all agree that any negative news about the country will directly affect the tourism sector leading to a decrease in the number of foreign visitors. As for the question that talks about whether we can announce the news internally rather than internationally, all the interviewees said that it is not feasible. Moreover, for the regional TV stations, they are primarily not Lebanese stations, then we cannot control their broadcast, second they are also Satellite TVs and they cannot change their news for only one location, which is Lebanon.

In the end, several suggestions have been taken on how to market and promote tourism in the country. These suggestions combine work of the government and media to reach the final market who is the audience, in which will be later a tourist. These recommendations were taken from all the interviewees and listed as shown below:

- Local authorities

They must take actions for promoting tourism on televisions. For example, the government should make small sketches or Ads from time to time in order to promote tourism by reaching the public through television.

- Short programs

Creating half to one-hour tourism program on the television showing the beautiful attractions in the country and what ruins and religious sites Lebanon has. Moreover, most of the interviewees focused on promoting new types of tourism like eco-tourism and rural tourism.

- Reportage

Making small reportage about a destination in Lebanon, posted through Prime Time news.

- Promoting tourism on social media.

Reporters or media presenters can help market this sector through social media as they have many followers and can reach a huge number of people.

- Competitive Programs

Making programs not specific for tourism yet can be useful for marketing it like "competitive

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programs" captured each time in a rural area and this can help market the region indirectly.

- Promoting tourism through movies and TV series

This is easy to apply since when making a movie or any Lebanese series, the filmmaker can show some of the attractions the country has with the least cost. This actually helped Turkey promotes tourism since viewers get attracted to the locations where each series is captured at and started travelling more to Turkey and discovering the sites.

The following illustration was shown through graphs. Only five questions were drawn due to their most vital answers needed for this study.

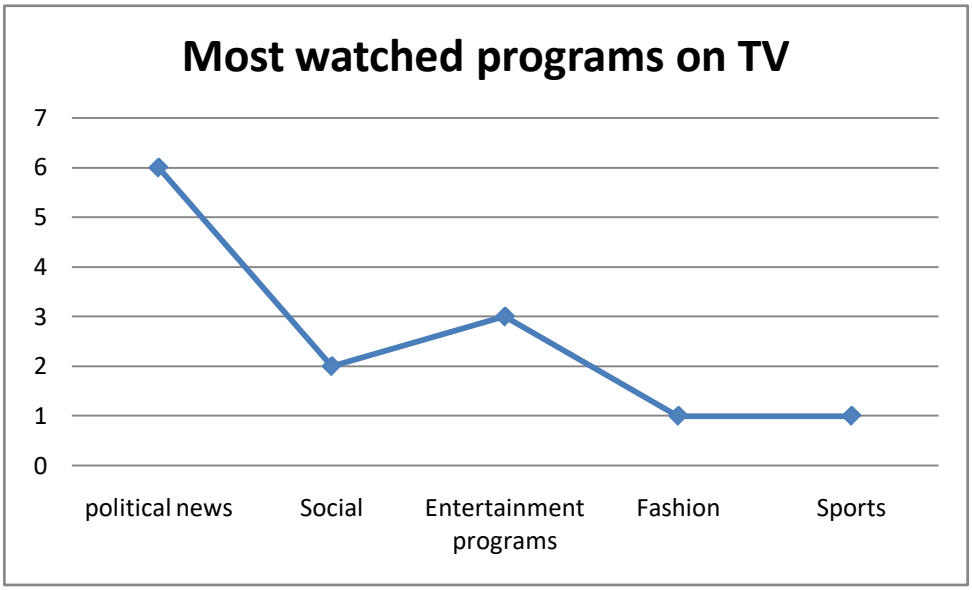


Figure 2: The Most Watched Programs on TV

As for the above figure, it was analysed that the most watched programs on Lebanese TV stations are the political news (6 answered out of 9), while entertainment programs took the second most interested programs (3 out of 9). On the other hand, social news has some interest while fashion and sports took the least interest. In is important to add that the total number of answers are more than 9 since each one can choose more than one choice.

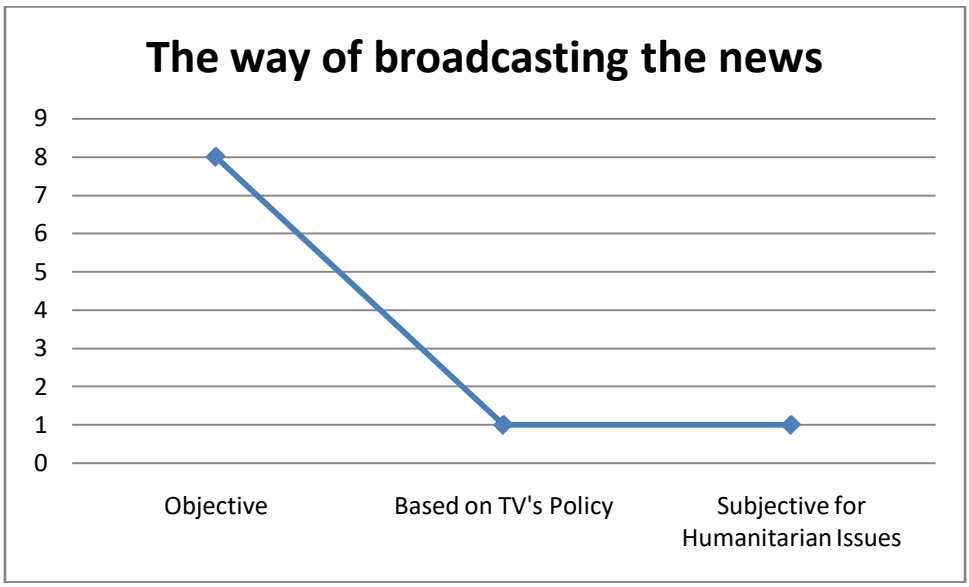


Figure 3: The Way of Broadcasting the News

Most of the TV interviewees agreed on their objective way in publishing the news, while one answered that their political news are published based on the TV's policy, and one said that whenever humanitarian issues occur, their publishing method becomes subjective.

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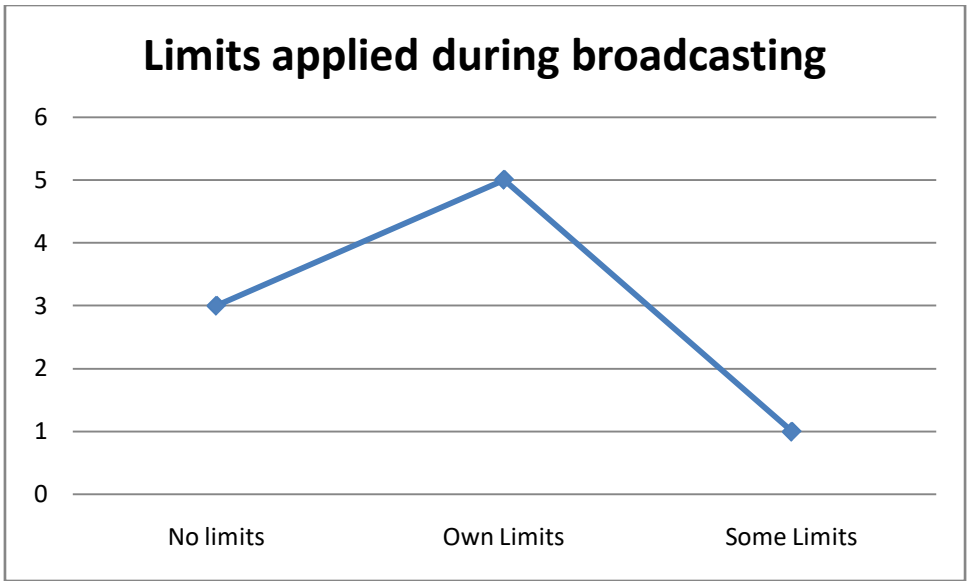


Figure 4: Limits Considered during Broadcasting

Based on the answers of the interviewees, it seems that the TV stations follow mostly their own limits, as it means what each station has a policy, their employees has to follow. On the other hand, three interviewees said there are no limits when announcing the news, while one answered that there are some limits based on each case.

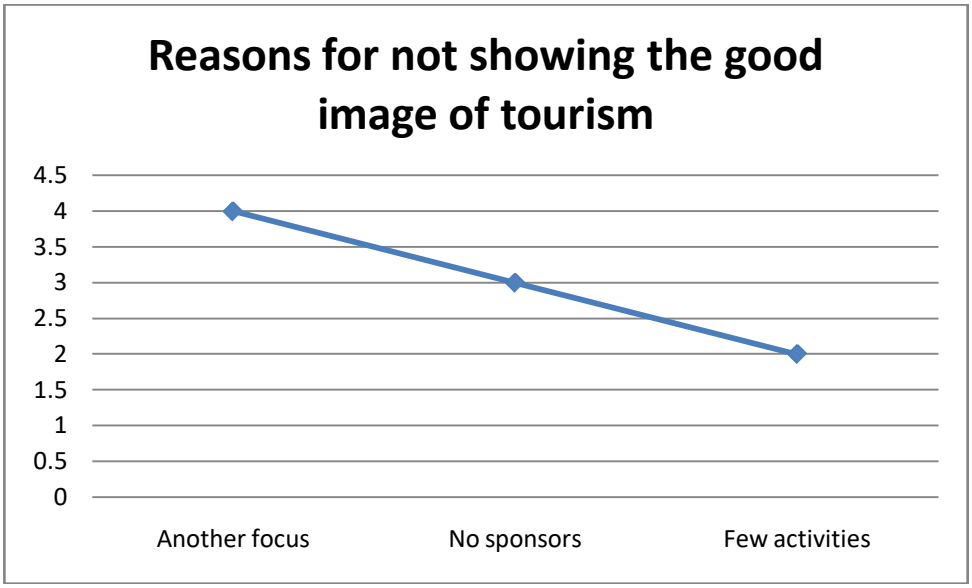


Figure 5: Reasons for not showing the good image of tourism in Lebanon.

It has been deducted that tourism isn't the TV's main concern, and their main focus is the political issues in the country. On the other hand, three interviewees said the reason for not promoting tourism is the lack of fund and sponsors, while only two interviewees said that their TV stations have made few activities regarding tourism from time to time.

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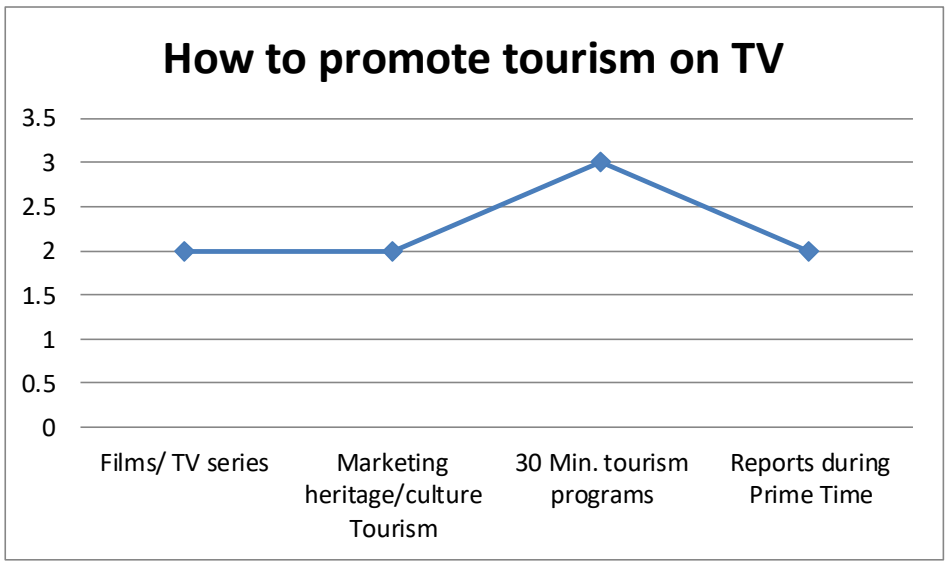


Figure 6: Ways for Promoting Tourism on TV.

One of the major suggestions for promoting the tourism sector in Lebanon is creating short programs for around 30 minutes to show the most attractive destinations in the country. However, three more suggestions were taken into account for building better tourism image are through creating TV series or films showing parts of beautiful Lebanon during the filming, or creating reports during prime time and marketing in focus the heritage and culture of Lebanon.

V. Conclusions and Recommendations

After analyzing the results collected through interviews, several analyses were concluded. For broadcast media, it was confirmed after the interviews that all of the interviewees agreed that any negative news about the country will highly affect the tourism sector. Moreover, TV stations have the interest in promoting tourism in Lebanon, however, they need funding and that was not easy to get, as it turns out that Lebanese broadcast media stations are more interested in announcing about a crisis and being competitors with each other for whoever broadcast the news first, as this won't help in protecting the tourism industry from falling down during a crisis.

Most of the TV organizations focus on governmental issues and prime news as their premier projects for their audiences as they consider them their principle intrigue. That is why, promoting tourism on television is mandatory in order to shift from having a negative image into a better one. This can be done through creating a small reportage about tourism during prime time news, or through a TV show that is specific for marketing tourism destinations in Lebanon. It has been deducted that tourism isn't the TV's main concern, and their main focus is the political issues in the country. On the other hand, one of the reasons for not promoting tourism is the lack of fund and sponsors, while the other is that TV stations have made few activities regarding tourism from time to time.

Some limitations during the study were observed during the interviews, in which not all TV channels accepted to make an interview with, as some of them kept pushing the author away from making the interview and avoided answering either the calls or the emails sent to them, while regional TV channels assumed that they are not a Lebanese TV channel and they believe they are not considered in such a study.

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Eldercare in the Singapore Real Estate Market – An Emerging Perspective

By Tee Meng Tan
Swiss School of Management

Abstract- Aging has become one of the primary concerns of the world in the present time. The proportion of people in society at extreme old age is higher compared to the last decades (World Health Organization, 2011, p. 1). According to the United Nations, by 2050, the number of people above 60 will double, and there is a high chance that it will increase three times by 2100 (United Nations, 2015, p. 1). Hence, with the increasing number of older adults, the demands to address their needs in healthcare and real estate will increase as well – both quantitatively and qualitatively. This situation prompted the author to ask the following questions: What are the characteristics of real estate that address the needs of the aging society? Which Singaporean mechanisms can amalgamate the healthcare domain requirements and create a market and robust solutions for eldercare in real estate? In this paper, the author analyses various research overviews and case studies from past decades which discussed older people's environment and policies designed by public authorities. In addition, the author used the United Nations Economic Commission for Europe variables to project the real estate market prospective for senior people in Singapore.

Keywords: *aging, healthcare and real estate needs, real estate market, adaptation.*

GJMBR-F Classification: *JEL Code: R30*

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Eldercare in the Singapore Real Estate Market – An Emerging Perspective

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Abstract- Aging has become one of the primary concerns of the world in the present time. The proportion of people in society at extreme old age is higher compared to the last decades (World Health Organization, 2011, p. 1). According to the United Nations, by 2050, the number of people above 60 will double, and there is a high chance that it will increase three times by 2100 (United Nations, 2015, p. 1). Hence, with the increasing number of older adults, the demands to address their needs in healthcare and real estate will increase as well – both quantitatively and qualitatively. This situation prompted the author to ask the following questions: What are the characteristics of real estate that address the needs of the aging society? Which Singaporean mechanisms can amalgamate the healthcare domain requirements and create a market and robust solutions for eldercare in real estate? In this paper, the author analyses various research overviews and case studies from past decades which discussed older people's environment and policies designed by public authorities. In addition, the author used the United Nations Economic Commission for Europe variables to project the real estate market prospective for senior people in Singapore. The results of the study can also be utilized to enumerate assumptions on various factors that may impact future development; among these include the urbanisation process, global climate changes, deterioration of air quality, poor accessibility to open areas, and other factors related to adaptation. Thus, the author lays out the assumption that the elderly population will be provided with relocation measures and benefits in housing in the future the real estate market will have to cope with the challenges related to relocation in the future. This warrants further discussion on new trends and future investments related to eldercare in the real estate market.

Keywords: aging, healthcare and real estate needs, real estate market, adaptation.

I. Introduction

The Aging population has been recognized as an emerging social challenge in several parts of the world, with the majority of studies and literature focusing on diverse topics such as labour impact on economic growth and supportive systems to support the elderly such as pension plans, healthcare, insurance, retirements policies, housing, urban planning and settlement, and real estate concerns (Kudo, et al., 2015, p. 941). Aside from accelerating the aging process, aging issues have gained popularity and interest due to the following issues: increased in the dependency ratio, increased expenditures on healthcare and pensions, labor market shortage, bigger market for goods and services linked to older people such as retirement homes (Pettinger, 2019). Globally, countries respond to the needs of aging population differently. Aging has been treated as an opportunity to improve elderly care in the Western Pacific region, but it has been shown to negatively affect economic consumption and cost of social security system services; meanwhile, Singapore's Gan Kim Yong actively took the initiative in developing elderly policies and strategies to cover needs in long-term care, employment, learning, and retirement (World Health Organization, 2019). Singapore has one of the highest life expectancies globally, and in 2035, there will be approximately 32% of Singaporeans over the age of 65 (Hirschmann, 2020). By this time, Singapore will face challenges related to decreased number of working populations while supporting the needs of the aging population.

People who are 65 years or older are usually included in the aging population. When people reach this age, they usually withdraw from the labor force, otherwise known as the effective retirement age. According to the OECD (2021), most countries' normal retirement age for men is 60; the retirement age for Portugal, Ireland, Denmark, Iceland, and Switzerland is 65; while that for Japan and Korea is close to 70 (OECD, 2021). However, the normal retirement age across the globe continues to rise from 55 years in 1950 to 65 years in 2018. This is equivalent to an increase of 7.7% seniors in 1950 to 17.8% seniors in 2018 due to re-employment programs geared towards the welfare of seniors and a better health care system (OECD, 2021). By 2050, the proportion of seniors still in the workforce are expected to increase to 25%, or approximately 143 million seniors (OECD, 2021). Evidently, in Singapore, when the re-employment age in 2017 was raised from 65 to 67 years, an addition of 145,000 employed residents were deployed in silver industries (Hirschmann, 2020). Coupled with that, the median age of the working population in Singapore was 36.7 in 1993 and jumped to 42.9 years in 2013 - a staggering increase in a decade (Hirschmann, 2020). Keeping these statistics under consideration, there is a dire need to engineer aging-friendly societies, communities, cities and consider local circumstances to understand aging and its effects on society. Considering the senior citizen's better healthcare status and rise in re-employment age, it is imperative to assume that most of

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the elderly population own houses. In an article from Lin (2021), she stated that 86% of Singaporean elderly residents owned a house and intended to continue and age in place. These data, along with the other arguments presented, highlight the importance of analysing the context of real estate demands among the elderly, especially elderly preferences, current demographic situation, pension, healthcare, and retirement accommodation.

II. Housing for Senior Citizens and the Real Estate Market

The evolving demographic dynamics globally concerning the aging population highlights the need for senior co-living options in housing and the development of modern retirement communities (Alomary, 2020); thus, the real estate sector could offer an extensive range of pretty similar properties in terms of a particular feature. In addition, there is a trend for real estate products that are elderly-friendly, thus shifting the direction of investments (Worzala, et al., 2020). Real estate markets are generally classified according to the type of traded estate, parties to the transaction such as third-party involvement of an escrow company or a collecting agency, types of real estate, and geographic reach (Renigier-Biłozor, 2017, pp. 443-444). Real estate markets according to the type of traded estate include apartments, land plots, and buildings, whereas parties to the transaction may not only involve a company or a collecting agency but also local and central governments and private individuals. The classification to use among Singapore eldercare in real estate depends upon the purpose or use among these potential customers, users, or buyers. In this case, taxonomy and segmentation, which use basic criteria, could be applied to increase real estate market awareness (Renigier-Biłozor, 2017, p. 444).

Considering the senior citizen's better healthcare status and rise in re-employment age, it has been mentioned in the introduction that most of the elderly population own houses (86% of Singaporean elderly residents) (Lin, 2021). Lin (2021) also stated that the elderly wanted to practice 'aging in place' or continue living at their present houses due to the strong emotional attachments to their homes They want to spend their years in a known setting because this could affect their self-confidence and sense of independence.

According to the National Institute on Aging (2017), 'aging in place' is a common concern among the elderly which requires preparation in terms of cost, support groups or institutions, activities of daily living, food, finance, healthcare, neighborhood, etc. As these factors are being considered, not all older adults can remain living in their homes. This happens when the older adults are alone in their homes, living with chronic diseases which require frequent monitoring, immobile or have difficulty moving around, or have problems with access to transportation. Hence, it is essential to consider eldercare and analyze existing buildings and architectural procedures in real estate that could allow them to age in place. Moreover, making individual houses aging-friendly should also be made a priority and this can be done by looking out on the architectural strengths of nursing homes and adopting these to individual houses.

III. Characteristics of Real Estate for the Aging Population

The age of the person does not determine frailty or dependency on others for activities of daily living. However, there are some health and functioning issues that older adults are more prone to. Examples of these include natural changes affecting vision, hearing, muscle and bone mass, and memory which could put them at an increased risk for fall and injury (Center for Aging with Dignity, 2011, p. 1). Another is age-related conditions such as arthritis, dementia, heart disease, and stroke which could impede the performance of activities of daily living and make them vulnerable to danger (Center for Aging with Dignity, 2011, p. 1). These conditions of the elderly have molded not only their healthcare needs but also the requirements, conditions, and policies related to the market and task of public housing.. Singapore government has recognized that its population is aging thus it has taken a multifaceted, integrated, and holistic approach to maximize opportunities for older adults and minimize the adverse effects of aging. Singapore's long-term care of the elderly ensures an age-friendly and enabling environment addressing issues in income, environment, health, and social issues. Policies and strategies enabled elderly integration in the community, betterment of health and wellness, allocation of funds to social services, and evaluation and research for the future welfare of older adults (Asian Development Bank, 2020, pp. 21-22). Highlighting Singapore's long-term care of the elderly to ensure an age-friendly and enabling environment, supporting changing needs in terms of housing is one of the most interesting concepts among seniors as most of them prefer to be independent of their children. According to the Ministry of Health (2016), Singapore's elderly prefers safe and senior-friendly housing options with integrated health and social services, as well as retrofitted features such as wheelchair-level light switches, manageable clothes drying system, emergency alert system, and unhazardous fire stove (p. 18). These are some of the conditions and examples in which Singapore's long-term care and aging in place can be realized.

Over the years, the Housing and Development Board (HDB) introduced several housing modifications to build senior-friendly housing in Singapore. One of the

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earliest modifications made by HDB in 1985 is the barrier-free design (Ministry of Health, 2016, p. 71). HDB also introduced new and upgraded lifts, highly subsidized retrofit features (e.g., slip-resistant bathroom tiles or grab bars) to ensure safety in HDB flats (Ministry of Health, 2016, p. 71). Other options offered by HDB are co-habiting of multi-generation families to sustain care and support of the elderly and purchase of two-room Flexi-flats (Ministry of Health, 2016, p. 71). Overall, there are almost 70,000 applications for home improvement programs that address the needs of Singapore eldercare in real estate (Ministry of Health, 2016, p. 71).

Currently, existing reforms and programs related to the long-term care of the elderly in Singapore are being polished to make new initiatives aligned with better healthcare and public housing. Co-location in nursing homes, aging hubs, 'smarter homes', and senior-friendly towns are some of the innovations in housing that Singapore has started (Ministry of Health, 2016, p. 71). Towns are expected to have smooth pathways, rest stops, less slippery metal drain covers, and contrasted colors on uneven surfaces.

IV. Issues Faced by Family Caregivers Concerning Housing

Taking good care of the elderly is not an easy task, especially among family caregivers. Caring for an invalid elderly demands a lot from the caregivers but the interest and welfare of caregivers are often neglected. Studies revealed that most of the caregivers caring for older adults are also old and are experiencing chronic diseases such as heart problems, diabetes, arthritis, and even depression (Tan, 2017). Besides, caregivers are also obliged to adapt to the elderly housing modifications, and this, in turn, affects the quality of life. Moreover, the caregivers may need support themselves and may request modifications in the environment that facilitate supportive care.

A few nationally published article provide family caregivers with data on making environmental modifications at home. These include Ontario, Canada, and the Netherlands Ministry of Community and Social Services. Usually, technology is considered an effective solution for supporting aging in place. Specific devices can be used to improve mobility. However, the complex use of technology at home highlights the disabling repercussions of modern technology. But the fact that technology provides support cannot be ignored. Many new technologically advanced solutions such as home automation systems and several others are becoming increasingly popular in the healthcare industry. Some solutions include cost-effective support systems that allow people to provide care and healthcare facilities to help their clients remotely. Still, there are a few questions regarding the efficiency and acceptance of cost-effective support systems, especially for older adults with disabilities.

V. Methodology

The primary purpose of this research is to define a real estate sector that is aging-friendly with technological and architectural features that need to be included. The study consists of a literature review of scientific outcomes from the previous years presented in other sections. The prospective assessment of senior citizens' independent living was based on data acquired from the United Nations Economic Commission for Europe. All information was covered with the Active Aging Index (AAI). To date, the indicators for 2010, 2012, and 2014 have been prepared. It comprises 22 variables that describe factors such as independent living, employment rates among different age groups, a fraction of the population aged above 55 years that are participating in voluntary work, for example, care of older people, healthy lifestyle options, safety conditions, and others that affect the quality of life.

Public statistics, surveys, and interviews were used to measure all the AAI indicators depending on the variable that was being measured. The same data sources were utilized for the comparison of data across all countries. The primary datasets used for determining active aging indicators were Household Income by the Department of Statistics Singapore, the Labor Force Survey by the Ministry of Manpower Singapore, and the Quality-of-Life Survey by EDB Singapore. Most of the data obtained were from the years 2008, 2010, and 2012. Coupled with that, the sample size for any country was not defined beforehand. There were a few critiques and limitations of AAI as well. For example, it is stated that AAI is an insufficient tool because AAI does not determine the aging population's capabilities in a particular field.

Consequently, we do not know whether any actions will impact a change as standards for every country might not be the same. However, the author used the AAI because of its comparability between the countries, mainly because of the current circumstances among those countries, which could allow real estate industry professionals to focus on specific customers. Literature and scientific papers supported all the variables presented in this paper through the existence of the cause-effect relationship. The variable related to physical exercise indicates the fraction of the senior people who regularly participate in sports or regularly undertake physical exercise. Hence, this means that positive physical condition allows individuals to be mobile and independent in their social environment.

In 2016, Floegel and Perez identified the positive relationship between physical activity and the different factors of quality life. They state that senior people with chronic heart issues can improve their

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health by increasing their fitness level, reducing mortality. Sports and physical exercises can be the main element that can satisfactorily aid wellbeing while improving aging people's mental skills. Likewise, it has been noted that inactivity among senior people predisposes them to chronic illnesses. To have an active and healthy independent life, it is imperative to have excellent and regular access to health and dental care. Senior citizens who have more chronic health problems usually undergo more healthcare inequalities and acts of discrimination than individuals who do not have chronic diseases. Moreover, residence in remote and rural areas also complicates things as people have limited access to healthcare institutions.

Transportation accessibility further exacerbates geographical discrimination, and financial issues complicate the situation even more. Senior people with meager resources and low incomes typically experience high healthcare bills. Hence, the relative median income, absence of material deprivation, and the risk of poverty are the main factors that determine independent living. Designed to measure economic independence, these variables form the health profile baseline and quality life indicators in the absence of the risk for poverty. Lack of worries or fear of becoming a victim is one of the significant indicators of quality life. For the wellbeing and health of the aging population, neighborhood safety is of immense importance. The stronger the cohesion in a society, the better is the mental health and wellbeing of aging adults. Hence, these systems affect the quality of life of the aging population. Relying on individuals' competence and knowledge, society is more inclusive and cohesive when the people are competent. Hence essential indicator used in this situation is lifelong learning. All the AAI variables discussed above have implications on the chances of successfully aging in place and thus impact the decisions regarding continuing living in one's own house. The Pearson correlation coefficient (r) was used to test the correlation between seven factors describing the living conditions and to identify and highlight which factors have the most significant impact on senior people's independent living.

VI. Results

The living environment and the conditions of the aging population differ across countries. To observe the differences, the United Nations Economic Commission for Europe started AAI calculations. Independent Living Arrangements were assumed as the reference variable. Other than where the senior people had been living for several years, a few cases of seniors are living in a single or a two-member house. However, the author's primary purpose is to view the possibility of real estate for an aging population; it was assumed that independent living is relevant. From the group of independent, healthy, and seniors with secure living, seven variables were highlighted, and the correlation between every variable was divided into the following years: 2010, 2012, and 2014.

The relative median income showed the most apparent results. It is essential to mention that the three years are not statistically significant, and no positive r results were observed. Hence, aging in place across countries remains unaffected by the income. The most considerable correlation magnitude was observed between independent living arrangements with physical exercise and lifelong learning. The range of the r value was from 0.65 to 0.69. This shows that the results are statistically significant and have a strong correlation. However, it does not answer the cause-effect relationship between those factors. It is possible that physical and mental activities influence older people, affecting their health condition. Hence, this helps them to fulfill their everyday chores and remain independent.

Further research can be done to verify that suitable physical and mental abilities are the primary drivers of aging. Multiple regression analysis was utilized for deriving the coefficient of multiple correlations (multiple R). A value of 0.809 of multiple R was derived that highlights the relationship between the variables calculated using the combined data from all the years. The obtained statistics also highlight that physical exercise, lifelong learning, and accessibility to health and dental care services are independent variables that must be used in another multivariate regression modeling. Using this model, an estimated 0.6761 coefficient of determination and residuals will be normally distributed. The k-means algorithm was used for grouping all countries. Lloyd's algorithms with squared Euclidean distances to calculate k-means clustering for every k were used. It was applied to all eight independent variables. Three was the optimal number of classes. There were 18 items in the first cluster, six items in the second cluster, and three items in the third one.

There was only a single outlier. To calculate the differences between clusters, the values of the between-group sum of squares and within-group sum of squares were used.. The value of the former was 5.4507 and for the latter was 6.2285. Regardless of the determining factors impacting aging in place, the state of people aged 65 and more living in a single- or two-member home was critically evaluated. It was observed that this value is not the same for all the counties - from almost 69.2% in Malaysia to 99.5% in the Philippines. The range of figures across all countries was divided into thirds. A business intelligence system, Tableau, was utilized for data visualization. The ranking does not vary significantly over the years. All countries that joined the European Union in the 21st century have either a medium or a low fraction. In future research projects, it can be analyzed whether different socio-cultural factors

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also impact the differentiation or not. Despite several reasons for the diversity of factors, it is imperative to state that majority of the population lives independently. Therefore, there is a considerable need for the development of real estate properties and projects according to the requirements of the older adults regardless of the decision to give up living in their own homes or not. Developing houses that are more aging-friendly, accessible, and technologically equipped for improving the functionality and keeping in mind the increasing expectation of real estate owners, will give the senior population an opportunity to age in place and enhance the quality-of-life fraction of the Singapore population.

VII. Discussions and Conclusions

There is no doubt that maintenance, development, and occupancy of buildings are not an easy process. The complexity of these processes increases when facilities cater to specific user classes such as aging adults, as discussed in this research. The design process involves several professionals who work together and create buildings and are incumbent for the design, construction, maintenance and operation of the building. Everyone contributes during the process of designing in which they may do what they are familiar with.

Moreover, the complexity also increases due to the users' increased demand for functionality such as improved care and wellbeing support, including having sufficient space for easy mobility. Coupled with that, design complexity also increases over time due to requirements that emerge from varying performance levels. It can also be attributed to the increased awareness in terms of quality among the users and from having advanced general understanding. The designing, operating, and maintenance processes of healthcare institutions are particularly complex as the standards are constantly changing. Talks regarding the relevance of built environments for promoting healthcare extend almost as back as Hippocrates in 400 BC. In today's world, climate change affects decisions when it comes to the relocation of people. For instance, the aging population is forced to move from apartments in the top building floors to lower floors due to rising temperatures that exacerbate the heat risk. In healthcare and medicine, professionals' work includes evidence-based practice, and that the interventions and solutions picked are the best answers for the problem identified. Hence, building designs should be based on evidence-based practices, as well as the real estate housing facilities for individuals with dementia. Healthcare, along with medicine, is currently taking the direction of evidence-based design. Numerous research has been conducted to establish the relationship between the physical environment and resident outcomes and create a healthier and safer environment. The primary concern of different studies is to monitor the design and improve decision-making in the future (Brawley, 2005). This also calls for a mechanism that can amalgamate the healthcare domain requirements with robust solutions from the real estate sectors. The real estate industry plays a vital role in identifying solutions regarding aging adults' housing needs. Hence, it is imperative to identify which environmental solutions impact aging in place and senior citizens' wellbeing to enhance independence for a long period. According to the AAI data, older individuals in Singapore live independently. This establishes the need to visualize and develop real estate properties and projects that are accessible, technological, and functional in fulfilling the requirements of their users in the future. In most countries, the real estate sector's potential for the aging society is high in the modern era than it was in the 20th century. Enhancing the mental and physical abilities and capabilities of older people may significantly affect the power of senior citizens to live independently. This may need flexible as well as robust solutions from the real estate industry for the aging population.

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E-Tourism and Digital Marketing in Africa: Opportunities and Challenges

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Abstract- *Purpose:* This paper examined e-tourism and digital marketing focusing on the opportunities and challenges in Africa using the social media marketing in relation to international tourist influxes, with particular reference to Nigeria. The study is stimulated by the increase of tourist's influxes and digital statistics specifically in the advancement of technological age.

Design/Methodology/Approach: Theoretical framework of the study was reviewed through literature review and web base method for data collection using the content analysis with particular reference to opportunities and challenges. through combining the theoretical framework and content analysis techniques.

Findings: The study demonstrated that digital media, content and mobile promotion have significant impact on the trending of digital marketing apparatus supporting African digital marketing prospects for both domestic and international tourism events.

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GJMBR-F Classification: *JEL Code: R39*



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Maryam Abdullahi [α], Rukiye Kilili [σ] & Tuğrul Günay [ρ]

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Research Limitations/Implications: The results suggested that future research should employ both qualitative and quantitative methodology in order to understand the framework of African tourism as its relates to digital marketing.

Practical Implications: This study gives valuable insight into digital marketing where online destination marketers can adopt similar digital marketing skills and innovative content in order to adequately utilize the new technology in marketing leisure and tourism sector.

Originality/Value: The result of the study will benefit policymakers in designing e-tourism and digital marketing strategies as a program for enhancing tourist influx and growth in the African tourism industry and particularly Nigeria.

Keywords: social media, opportunities, challenges, africa, e-tourism, digital marketing.

I. Introduction

The term digital marketing and e-tourism can be described as the process of production and communicating the tourist experiences via the media, telecommunication, information, show biz technologies in the tourism destinations (Benckendorff, et al, 2014). The digitalization of tourist experience in the tourism industry is often referred to as E-tourism. (Buhalis, 2011). The logical application of digital media activity has transformed the management of art and science in the tourism industry (Buhalis & Law, 2008), because in the last decade e-tourism marketing have witness tremendous influence in the marketing of all e-tourism products. (Whitelaw, 2008).

Recent findings have confirmed that the essential feature in the production and consumption of online tourism experience is derived from the digital technology. Hence, most remote tourism destinations have now shown increased interest in technology related resources, knowledge and capabilities (Benckendorff, Sheldon & Fesenmaire,2014; Werthner et al., 2015). Therefore, tourism in Africa is one of the top export sectors in the emerging countries and its ranks third after petroleum, chemicals and automobile supplies as documented by (UNWTO, 2017). Previous research recognized that the world's foremost tourist arrivals are mostly in Africa which represent the main growth area for leisure and tourism with high economic advancement due to its position as the source of foreign exchanged earnings in export diversification for Africa. (UNWTO, 2017).

The African Travel and Tourism Association (Atta) and World Travel and Tourism Council (WTTC) in their contribution to the growth of International tourist's arrival in Africa revealed astonishing results with 62.7 million increase in tourist's arrival in 2017. Likewise, UNWTO, (2018, 2019) reported an upsurge of 67 million growths in 2018. So therefore, it can be deduced that Africa has recorded worth $36.2 billion upturn in the global tourism receipts in 2016 (African Development Bank, 2018). Additionally, statistical findings also revealed that about $194.2 billion was realized in African Tourism which indicated the growth of nearly 8.5 percent as the gross domestic product (GDP) in 2018 (Atta, 2019; WTTC,2018).

Accordingly, 10.2 million was realized as tourist's influx from South Africa in 2017. While 11.3 billion was recorded by Morocco and 28,000 was recorded by Comoros as revealed by (UNWTO, 2018; Azeez, 2019).

WTTC, (2019) also revealed some of the African countries that recorded a high GDP growth in the World Travel and Tourism, these countries include: Ethiopia which recorded (+48.6 percent) in 2018. It has been established that Egypt has recorded approximately +16.5 percent of international tourist's growth. Consequently, the aggregate numbers of tourist influx

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has created huge opportunities for Africa and managing strategic marketing technological advancement has accounts for 45% market share indicating that tourism arrivals are significantly higher than the 31% market shared realized in 1990.Based on this progress, the UNWTO predicted that tourism destinations in Africa will grow in astonishing rate far more than those of the developed nations (UNWTO, 2018, 2019).

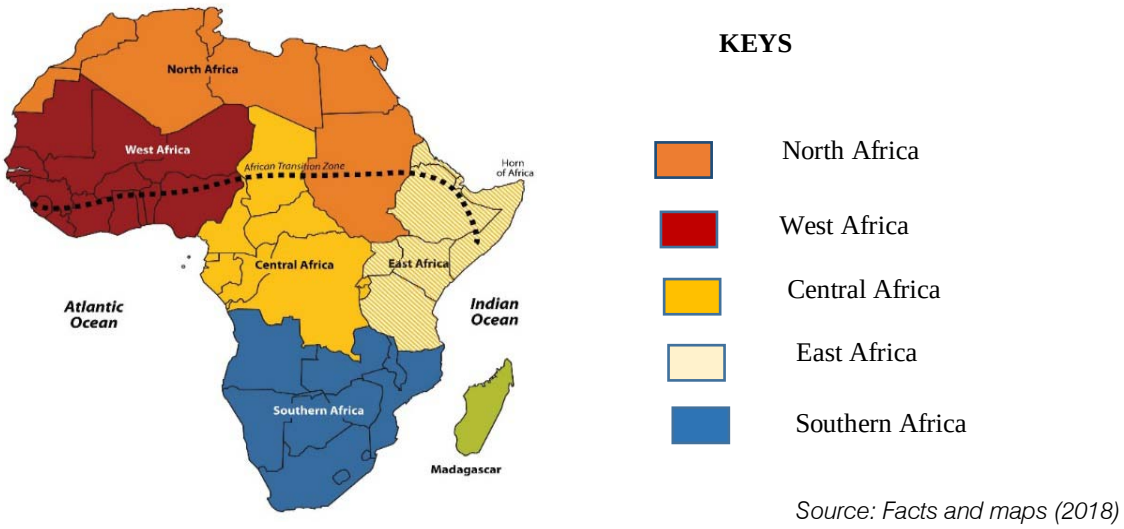
According to Yasmin et al (2015) the promotion of e-tourism in relation to marketing of products and services is supported by computerized media. Digital tourism marketing in Africa has been recognized as an information channel for the *internet users* and *Facebook platforms usage*; (Internet World Stats, 2019). Findings in relations to digital marketing statistics reveals that South Africa has recorded 28.6 million representing 52 percent used the internet, while 15 million users were using the social media platforms which represents approximately 70 percent on a weekly basis on social media platforms. Consequently, findings also revealed how crucial the social media marketing promote digital tourism products (Digital Statistics in South Africa, 2017).

Hence, digital marketing technology performance a vital role in sustaining the competitive advantage of new digital field in promoting tourism product online. The integration of mobile phones, internet websites and augmented reality experience in the marketing of e-tourism products are becoming a global positioning systems among the forms of digital marketing technologies cutting-edge as a dominant digital element for suppliers, tourism intermediaries, tourists and online destination promoters (Benckendorff, Sheldon, & Fesenmaier, 2014). This is also true with local tourism marketers whose interest is to work together and increase awareness in the promotion of online tourism marketing technique (Morrison, 2013).

One of the present area of discussion in the development and ongoing field of tourism marketing is the digital technology in Africa (Kuflik, Wecker, Lanir, & Stock, 2014) The positive application of digital technologies is crucial tourism industry especially in disseminating valuable information regarding international tourist's arrival in Africa specifically in the digital era (Merinero-Rodríguez & Pulido, Fernandez, 2016 Camisón et al., 2016;). Thus, literature on e-tourism and digital marketing has continued to be associated to the concept of Small Medium Enterprise (SME). For example, Pradhan, Oh & Lee, (2018) conducted a study in India which revealed the need for African countries to examine the prospects that can be derived from digital tourism marketing. This research was designed following the outcome of Pradhan et al. (2018). Similarly, Yamen also advised that e-tourism marketers should acknowledged the efficiency of digital marketing in the challenging age Yasmine et al, (2015). This research explores e-tourism and digital marketing with particular focus to opportunities and challenges in Africa. The study will enhance the body of literature in e-tourism and online marketing by improving the marketing competencies of destination marketing organizations and e-tourism managers in Africa by provide relevant information updated in e-tourism products, since many tourism organizations promote their products and services via digital marketing.

a) Area of Study

This study examined e-tourism and digital marketing in Africa: opportunities and challenges by focusing on the statistical growth of international tourist's arrival as compiled by the United Nation World Tourism organizations (UNWTO), stating from 2015 – 2019. However, the study is limited to only five African regions which include Northern Africa, Eastern Africa, Western Africa, Central Africa and Southern Africa AS depicted in Figure 1. The study is limited to only five top selected African regions as mentioned earlier for the purpose of this research.



Source: Facts and maps (2018)

Figure 1

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II. Literature Review

a) Conceptual Clarifications

i. *E-tourism*

E-tourism has been defined as a 'travel technology' or "e-travel" in tourism activities. In other words, e-tourism denotes a phenomenon in the study area that embraced the information and communication technology (ICT) by business travelers, tourists and other value chains in the tourism sector. This progress has no doubt altered the process within which organizations reconfigure the landscape of marketing (Buhalis 2003).

ii. *Digital Marketing*

Digital marketing is referred as the marketing of tourism products and services via the electronic media with the sole aim of capturing customers to interact with the tourism product through digital media (Yasmin et al., 2015). One of the most significant method in Social media marketing is the application of online marketing (Chaffey, 2011). The marketing of tourism product online through via online websites, opt-in, interactive Television, interactive Kiosks, mobile phone or online advertisement (Chaffey and Smith, 2008).

Mandal, Joshi & Sheela, (2016) described digital marketing as a brand advertising through the application of available types of publicity through the media t-in order to stimulate prospective marketing segment. This study explores e-tourism and digital marketing in Africa: opportunities and challenges, which essentially means the promotion of online tourism products and services via digital publicity media like the Facebook, often referred to as the social media.

b) The Competitive Advantage theory (Porter, 1990)

The theory of competitive advantage was employed in order to gained strategies of developing or acquiring a set of qualities that can furnish tourism organization with the appropriate strategy to outperform its competitors. The theory of competitive advantage was formed by Porter, (1990) and he presumed that a nation can be successful if it shaped by organizations that has achieved profitable marketing expertise throughout the world market, which is rest on the ability to transform and improvement their market talents (Porter, 1990; Gupta, 2015).

Past studies have revealed the important opportunities that can be derived from as a +-9advantage through the application of new technological strategies (Porter & Millar, 1985). *-Yasmin, Tasneem, & Fatem, (2015) specified that digital marketing signifies the numerous advertising techniques designed to reach consumers through the internet for marketing tourism product. The internet platform can generate a good strategic means of boosting trade and competitive advantage (Mandal, Joshi, & Sheela, 2016).

For easy comprehension the researchers tried to explained in a tabular representation previous scholar that employed the competitive advantage theory in table I to support their claims as a crucial element of e-tourism and digital media marketing in Africa (Elly & Boter, 2014; Dirsehan, 2015; Jani & Minde, 2016). The study summarized the findings of various researchers by identifying some vital key areas such as: authors involved in the research, type of study employed, country where research is conducted and the outcomes of the study.

Table I: Past Tourism Studies that Utilized Competitive Advantage Theory in E-tourism & Digital Marketing

Past Tourism Studies that Utilized Competitive Advantage Theory in E-tourism & Digital marketing			
Authors (Year)	Types of Study	Research Country	Outcome of the Study\Findings
Adeleye, (2015)	Examined the social media marketing challenges	Africa	He projected that marketing intelligence can be utilized by marketers as a passive marketing advert to serve as a promotion means for brand awareness.
Jani & Minde (2016).	They explored the theory of competitive advantage in tourism destination in East Africa	Tanzania & Uganda,	Findings revealed the competitive advantage for Uganda was visitors service and accommodation and visitor services While transport system and Travel motivation was identified as advantage for Tanzania.
Odyssey (2019)	Investigated the opportunities of Digital statistics	Nigeria	Found that Nigeria has been identifies having 17 million social media active users and tag among the best trending digital marketing medium in 2019. This signifies that there are many business potential marketing opportunities to explore. Hence, there are high population of smart phones users in Nigeria

Source: By Authors

The vivid explanations listed about smartphone and internet users in a tabular representation in table 1 clearly shows that the development of marketing using digital media innovations via social media podiums such as Facebook can provide enormous advantage in terms of competing with order firms in order to extend ideal

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tourism industries for tourism managers who need to understand information that relates to statistical influx of tourists.

c) Theoretical Underpinning

i. *E- tourism and Digital marketing*

Previous research findings about e-tourism and digital marketing has been investigated by Chaffey, (2011) Waghmare (2012), Gangeshwer (2013), Kumar and Jincy (2017) Yasmin et al. (2015), and Lies (2019).

Yasmin et al. (2015) also carried out a research to understand the efficacy of digital marketing and the challenges that surrounding the digital age. Correlation analysis was used and was found to be appropriate in evaluating online digital marketing and social media marketing as a high means of connecting with audience and boosting sales. In addition, Yasmin et al. (2015) pointed out that there are several advantages that online marketing can deliver to consumers who have updated knowledge on products or services, increased engagement, good communication, and easy comparison with others, in terms of the content shared for shopping of products and service 24/7 which enables apparent pricing and instant purchase. Accordingly, Yasmin et al. (2015), further categorized digital marketing into seven elements which includes social media marketing, text messaging, affiliate marketing, search engine optimization, online advertising, e-mail marketing, and pay per click.

Bang and Roos (2014) in their own contribution surveyed digital marketing concentrating on digital marketing approach paying attention on industrialized industries by applying the qualitative methodology and established that small- and medium-sized businesses regularly apply online digital marketing through the homepage sites. This research lay emphasis on e-tourism and marketing using digital means to evaluating the influx of tourists. Table I: presents the influx of tourist's growth in Africa starting from 2000, 2014, 2017 and 2018 respectively.

Thus, Bala and Verm, (2018) carried out critical evaluation of e-tourism and digital marketing in Africa to determine the present and future trend in marketing e-tourism products specifically in the India environment. The findings of this study shows strong reform regarding digital marketing which gives customers who are searching for internet information about tourism activities. However, successful online marketing is guided by key factors that gives customers assurances to utilizing social media sites as advised by tourism organizations (Bala and Verm, 2018). Further, some researchers identified that the nature of tourism marketing via social media was time-consuming for most owners including emotional benefits of social media which include social, and economic reason (Canovi and Pucciarelli, 2019).

Information about the diffusion of internet penetration rate in terms of population percentage in in Africa as of June 30, 2019 specified that 525,148,631 user representing 39.8 percent of the global internet users worldwide. In addition, the Facebook subscription realized from this estimates have revealed numerous Facebook subscribers in the month of December 2018. However, the global distribution records have shown a significant penetration of 57,3 percent which is equivalent to 4,422,494,622 users and 2,199,428,570. (Internet World Stats, 2019).

According to Digital Odyssey (2019) Digital statistics by Digital Odyssey (2019) show that one the statistics of top digital marketing in Africa revealed that one of the trends in Nigeria for 2019 has been recorded potential business users to reach 17 million energetic mobile social.

Within the Nigerian population about 50 percent of the population are using smartphone. This is a great opportunity for Nigeria to explore consumers using mobile marketing known as smartphones. Past research findings has demonstrated the significance of mobile technology and its role in allowing consumers relates with their service providers such as hotels through the websites using different kinds of device (Murphy et al., 2016; Smith, 2017; Ukpabi and Karjaluoto, 2017). Stringam & Gerdes (2019) highlighted the significance of improved load times in capturing prospective customers who contact hotel websites so that they can access time easier and faster. In addition, about 80 percent of Africans used mobile phones as revealed by internet statistics (The Global Digital Report, 2019). Tables I, II and III demonstrate the internet statistics in terms of population and penetration rate. Hence, subscription was also selected and used as a platform for product awareness and the communication with consumer, upgrade response tool. Equally, Begho (2019) revealed five (5) African products in 2019 by forecasting the product through online digital marketing which include: integrated marketing through strong communications, user experience, creative content, customer capital and block chain technology.

Table II: Showing Tourist Influx in Africa

African	2000	2014	2017	2018
International tourist arrivals	26million	56million	62.7million	67million

Source: UWNTO (2015, 2018, 2019)

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Table III: Statistics of Internet users in Northern and Eastern Africa

African Countries by Region	Population (Million)	Internet Users in December 2000	Internet Users in June 2019	Facebook Subscribers
Northern Africa				
Libya	6.5	10, 000	3, 800, 000	3, 500, 000
Algeria	42.6	50, 000	21, 000	19, 000, 000
Tunisia	11.7	100, 000	7, 898, 534	6, 400, 000
Egypt	101.1	45, 000	11, 192, 827	35, 000, 000
Morocco	36.6	100, 000	22, 625, 872	15, 000, 000
Eastern Africa				
Tanzania	60.9	115, 000	43, 662, 499	6, 100, 000
Kenya	52.2	200, 000	43, 329, 434	7, 000, 000
Uganda	45.7	40, 000	18, 502, 166	2, 600, 000
Burundi	11.5	3, 000	617, 116	470, 000
Rwanda	12.7	5, 000	5, 981, 638	490, 000
Ethiopia	110.1	10, 000	20, 507, 2554,	500,000

Source: Compiled from internet World Stats (2019)

Table IV: Statistics of Internet users in Western, Central and Northern and Eastern Africa

African Countries by Region	Population (Millions)	Internet Users in December 2000	Internet Users in June 2019	Facebook Subscribers
Western Africa				
Ghana	30.1	30, 000	11, 400, 732	4, 900, 000
Nigeria	200.9	200, 000	119, 506, 430	17, 000, 000
Burkina Faso	20.3	10, 000	3, 704, 265	840, 000
Cote d'Ivoire	25.5	40, 000	11, 192, 827	3, 800, 000
Central Africa				
Cameroon	25.3	20, 000	6, 128, 422	2, 700, 000
Central Africa Republic	4.8	1,500	256, 432	96, 000
Chad	15.8	1,000	1, 027, 932	260, 000
Congo Dem Republic	86.7	500	5, 301, 224	2, 100, 000
Southern Africa				
Zambia	18.1	20, 000	7, 248, 773	1, 600, 000
Angola	31.7	30, 000	7, 078, 067 27	400, 000
Zimbabwe	17.2	50, 000	8, 400, 000	880, 000
South Africa	58.1	2, 400, 000	32, 615, 165	16, 000, 000

Source: Compiled from Internet World Stats (2019)

d) Opportunities and Challenges of E-tourism and Digital marketing

Digital marketing is widely used as a means of marketing that promotes e-tourism products and services to reach consumers using digital channels. However, marketers are continuously confronted with new challenges and opportunities specifically in this digital era as shown in Table V as follows: -

Table V: Tabular representation of Opportunities and challenges of e-tourism and digital marketing

S\N	Opportunities	Challenges
1	*Empowering Effect:* One of the prospects of digital marketing is related to special influence in enabling small businesses flourish on the internet as it extents rapidliy to reach large group of audience as well as efficiently reach small and medium enterprises (SMEs) (Dholekia & Kshetri, 2004). In fact, online marketing create a kind of democratized environment in which	*Problem of Integrity:* Digital marketing has been an essential theme of the profession (Clow & Baak, 2013). One of the challenges with digital marketing promotion is that they use several numbers of offline and online advertising networks such as brochures, newspapers, press media as marketing frameworks. Each item is used in isolation and accomplished as a

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	marketing has been restructured in such a way that even small businesses are given a good chance to promote their products on a more larger scale (Tapp, 2008)	different task not as an element of a combined marketing campaigned designed at creating awareness of definite purpose (Bostanshirin, 2014)
2	*Eliminates Geographical Impediments:* Using digital marketing has the advantage of reaching unlimited global audience in practices of buying and selling, thereby eliminating the burdens that geographical locations could impact in marketing medium reach (Sigala, 2008).	*Lack of Face-to-Face Contact:* One of the key problem in e-tourism and digital marketing is the deficiency of lack of personal. These difficulties have been criticized specifically in digital marketing competencies (Goldsmith & Goldsmith, 2002). Most consumers prefer face-to-face marketing which is known as personal interaction, this is because consumers believe that they can talk to store personnel selling the product (one-on-one) through personal contact and this will give them the opportunity to touch and feel the product with hands. Hence, this will build customer relationship management (CRM) between the buyer and seller (Kiang &Chi, 2001). they can touch and feel the products with their hand, because this act will build a personal relationship between the buyer and the seller (Kiang & Chi, 2001).
3.	*Available 24 hours\7 days:* Digital marketing furnished the consumer with timely information because it operates 24 hours in a day, and 7 days a week (Lane, 1996). There is no time limitation in opening or closing time in digital marketing business, thereby overpowering the geographical obstacles. Therefore, tourism and hospitality marketers can distributes products for different market segment of the market with no conditions *(Mohammed, 2010).*	*Security & Privacy:* In today's involving world digital marketing needs information to be shares with utmost privacy in the electronic world. It is very clear nowadays that customers top personal details are share with other companies without asking for their opinion or permission. In addition, other vital personal data such as users name and passwords are easily high jacked by internet scammers (Lantos, 2011).
4.	*Cost- Effective:* IT can be deduced that compared with traditional marketing, which is the old-style way of advertising media channels, digital marketing is very resourceful. Distribution of products and services via internet is evidently cost-effective and can accomplished its objectives at a very little cost (Poon & Jevons, 2010).	*Lack of Trust:* Trust is defined as an online consumer perception of how a website would delivers expectation, believable information's and how confidents the websites commands its image (Bart et al, 2005) the problem of insecurity is mostly derived from the absence of trust. Customers need trust to help them eradicate challenges in the parts of customers which has been acknowledged as a huge challenge in digital marketing growth. This why digital marketing expectation in relation to trust is increasingly growing in importance in tourism and hospitality study (Urban, et al, 2009).
	Source: Authors	

III. Method

This exploratory research is limited specifically to Africa as a case study. Content analysis was employed to reviewed literature in this research. The reviewed literature approach employed what is characterized as integrative literature review procedure. Review literature has been recognized as research method by which the past and current scholars used in qualitative research (Torraco, 2005, 2016; Snyder, 2019). The integrative literature reviewed articles applied in this research includes reports, online publications, conference papers, and journals that acknowledge e-tourism and digital marketing with reference to opportunities and challenges in Africa.

According to Torraco (2005) integrative literature is defined as a desktop study that analyzed criticisms and synthesizes representative literature on a topic in a much-integrated manner given way to new framework and viewpoints on the topic are produced. In addition, Torraco (2016) refer to integrative literature assessment as a unique form of research that applies existing literature in new knowledge creation. Equally, Snyder (2019) emphasized in the promotion of literature review as a new kind of research method in tourism and business studies

Other prominent researchers such as Babori et al., (2019) joined thematic content analysis and literature review approach to carryout research specifically on the role and place of content for massive open online educations. Consequently, this research used the integrative literature review approach and the content analysis to review literature in relation to e-tourism and

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digital marketing in Africa with the aim of exploring e - tourism and digital marketing with particular reference to opportunities and challenges in Africa, by paying specific attention on testing social media marketing examining international tourist's influx in five (5) African regions as mentioned earlier.

IV. Discussions

The literature reviewed and content analysis in table I signifies that the use of competitive Advantage Theory in Digital marketing has been recognized by past and current tourism scholars. Likewise, Table II, III and IV reveals the enormous expansion in digital marketing in Africa. Furthermore, Africa also recorded the sum of 26 million in the year 2000, and 67 million in the year 2018 which indicates that there is a stable growth in the number of international tourist influx in Africa as specified by the UNWTO, (2015, 2018 & 2019). Accordingly, the results have also shown that there is clear development in digital marketing in Africa mainly in the in area of mobile promotion and internet users in as established by (The Global Digital reports, 2019; Internet World Statistics, 2019). The application of digital marketing in the content of mobile and mobile publicity has made African to record remarkable opportunities social media. E-tourism development encompasses noble marketing strategies as a key element for improving international tourist's influx in Africa (Internet World Statistic, 2019).

According to Internet World Statistic, (2019) there are five (5) top countries in African that have been users identified in terms of internet which include: Nigeria which registered 119.5 million, Egypt has (49.2 million), Tanzania with roughly (43.6 million), Kenya having (43.3 million) while South Africa registered (32.6 million) respectively. Similarly, the top 5 African countries in terms of Facebook subscription include: Egypt (35 million), Angola (27.6 million) Algeria (19 million), Nigeria (17million) and, South Africa with (16 million).

Furthermore, the top five (5) African countries in terms of population are: Nigeria (200.9 million), Ethiopia (110.1million), Egypt (101.1 milllion) Congo Democratic Republic of Congo (86.7 Million) and Tanzania (60.9 million) internet World statistic, (2019).

In addition, findings of the research also identified three (3) potentials challenges in digital marketing by practitioners:

- The lack of ability to generate and stimulate deep consumer awareness.
- the deficiency in skills to properly manage brand's position in a marketing platform where social media plays important role and
- Evaluating the competence of digital marketing.

A consideration in addressing these challenges reveals that there will be biggest improvement opportunities for digital marketing in Africa to create a positive international tourist flow and digital metrics.

V. Conclusion

Conclusively, this study focused on exploring digital marketing and e- tourism in Africa as a case study. Social media marketing has amazing opportunities in terms of marketing using mobile and content marketing. Recent findings about mobile marketing in Nigeria reveals that about 50% of the population has registered substantial number of smartphone users as well as Facebook subscribers in the social media marketing. These interprets clearly that digital marketing requires, innovative\content marketing and mobile promotion to developed online promotional trends marketing trends that can boost and increase of international tourist influxes in Africa tourism.

VI. Implications for Tourism and Hospitality Industry

Implication for knowledge and practice revealed that, for digital marketing strategy to progress, stakeholders in the tourism industry must think digital act digital by using social media marketing through the innovation of novel skills in using content and mobile promotion as the new technology in focus for marketing tourism in Africa.

The theoretical implication of this study has demonstrated that Nigeria as a country will have remarkable competitive advantage compared to other African countries. Nigeria has registered strong presence and leading capacity in promoting tourism growth by the using the digital media to market tourism and hospitality product. The application of mobile promotion and text messages will inspire the sharing of tourism contents by most internet to enhance the digital marketing of domestic and international tourists influx in Africa.

Similarly, Egypt has shown great competitive advantage skills with high number of Facebook subscribers over other African countries using social media marketing. Egypt has recorded A tremendous opportunity specifically in utilizing high rate of digital marketing through the application of social media marketing to increase the development of tourism. Additionally, African statistical records in e-tourism and digital marketing have also presented that the second largest country in terms of internet user is Ethiopia. However, the country is not listed among the best top five (5) internet users in Africa.

This study suggests that countries like Ethiopia should be encouraged to embrace the light of social media marketing by using the internet in cutting-edge for the advancement of tourism industry in their country. Further Tanzania came fifth in the lists of African with high population and ranks third as the highest internet

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user. This implies that, compares to other African countries like South Africa, Uganda, Kenya and Tanzania has by clear miles' act as a leading country with great potentials and competitive advantage in population and internet users.

VII. Limitations of the Study

This study is limited to literature review and content analysis technique as a research method. Future studies should employ both qualitative and quantitative methods to have deeper understanding of the digital marketing phenomenon in managing and advancing tourism trades.

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Towards a Model of Convention Bureau Competitiveness

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Abstract- Convention bureaus play a pivotal role in bidding for destination events such as international congresses and conventions. Although competition to host business events is increasing from a growing number of rival destinations, there has been very limited research to date exploring the determinants that contribute to the efficacy of a convention bureau. This investigation adopts a qualitative exploration of the elements of convention bureau effectiveness. Interviews with twenty-five meeting planners and senior convention bureau staff has revealed that having core resources but also additional support with visa applications can give convention bureaus a competitive advantage. Additionally, bureaus that have access to a range of destination stakeholders to include business leaders, and can demonstrate that they are experienced and trustworthy are considered to be more competitive. The results of this investigation are presented in the first model of convention bureau competitiveness which is a tool that can be used to underpin business tourism policy and strategy in the management of destinations.

Keywords: *convention bureau, destination management, convention bureau competitiveness, policy, business tourism.*

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Towards a Model of Convention Bureau Competitiveness

Emma Delaney

Abstract- Convention bureaus play a pivotal role in bidding for destination events such as international congresses and conventions. Although competition to host business events is increasing from a growing number of rival destinations, there has been very limited research to date exploring the determinants that contribute to the efficacy of a convention bureau. This investigation adopts a qualitative exploration of the elements of convention bureau effectiveness. Interviews with twenty-five meeting planners and senior convention bureau staff has revealed that having core resources but also additional support with visa applications can give convention bureaus a competitive advantage. Additionally, bureaus that have access to a range of destination stakeholders to include business leaders, and can demonstrate that they are experienced and trustworthy are considered to be more competitive. The results of this investigation are presented in the first model of convention bureau competitiveness which is a tool that can be used to underpin business tourism policy and strategy in the management of destinations.

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I. The Introduction

Convention bureaus are an example of a destination management organisation (DMO) and function to promote a particular destination in order to attract business events and therefore business tourists. Convention bureaus play a significant role in the lengthy and complex bidding process for events such as national and international conventions and congresses. In recent years, competition to host such events has intensified (Park *et al*., 2014) and although these are events typically held by not for profit organisations (e.g. social, military, educational, religious, fraternal (SMERF) groups) they attract large delegate numbers and therefore generate significant economic spend in the destination (Rogers, 2013). As such there are a growing number of convention bureaus specifically targeting international association conventions (Nolan, 2020). This sector of the events and tourism industry is robust, and pre-Covid-19 had demonstrated exponential growth over the last decade (Nolan, 2020). In particular, the International Convention and Congress Association (ICCA, 2015) suggest that non-traditional destinations (second tier cities) are poised to take over from the current leaders. As the events industry recovers from the global pandemic caused by Covid-19, venues are seeing an increase in bookings for in person events (Russell, 2021) and research indicates that the events industry will continue to expand year on year (Surplice, 2021). Consequently destinations have found, and will continue to find it increasingly challenging to attract the attention of meeting planners (Chiappa, 2012) yet despite this, there has been limited research to date exploring the role of DMOs in this process or in defining the attributes of an effective convention bureau (Volgger & Pechlaner, 2014, Bornhorst, Ritchie & Sheehan, 2010).

Most convention bureaus are at least partially state funded and many operate in accordance with a national business tourism policy (Reinhold, Beritelli & Grünig, 2018). Yet although tourism policy has been identified as the mechanism to move the events sector toward a more stable and profitable future (Spiller, 2002) governments lack a framework of analysis which will determine the level of support required within a policy (Dwyer *et al..*, 2000). This paper will explore the development of convention bureaus and the literature on the role of DMOs in attracting association meetings, conventions and congresses. This paper presents the results of interviews with senior convention bureau staff and meeting planners from around the world and concludes with the development of the first model of convention bureau competitiveness. This model makes a significant contribution to knowledge of the role of convention bureaus in attracting events to destinations. Furthermore, this research illustrates how this new model can be applied to convention bureau benchmarking and policy related decisions for business tourism organisations.

II. Context

The interrelated private and public stakeholders who jointly serve the needs of business events (conventions, conferences, exhibitions etc.) can be grouped into physical attractions, sociocultural attractions, infrastructure (event venues, transport providers, restaurants etc.) and accommodation providers (Caber, Albayrak & İsmayıllı, 2017). As a whole, this cluster of suppliers form a destination which is then marketed to both leisure and business tourists and meeting and event planners through a DMO who manage and coordinate the overall brand of the destination. A DMO or a destination management company (DMC) may be any private or publicly funded organisation that has responsibility for officially

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representing an area as a tourism destination (Rogers, 2013). These terms have evolved from the previously established phrase 'destination marketing organisation' and the change reflects the contemporary role of the organisation which extends far beyond just marketing the location (Reinhold, Beritelli & Grünig, 2018). There is also a general consensus that a DMO or a DMC is a privately-owned organisation whereas a convention bureau or a convention and visitor bureau, carries out the same function but is, at least in part, state funded (Lee, Kim & Kang, 2019, Aureli & Del Baldo, 2019).

Historically, most established destinations have had a national as well as several regional and city convention bureaus, all funded through central and/or local government (Reinhold, Beritelli & Grünig, 2018). However, funding for tourism has been reduced or cut altogether in many parts of the world in recent years as governments have had to tighten their belts and prioritise spending. This has resulted in the creation of wholly or partly privatised organisations tasked with the management of the destination and thus many bureaus are now semi-public organisations that partner up with both private sector companies as well as local or regional authorities (Raj, Rashid & Walters, 2013). Given their links to state funding, convention bureaus are thought to be impartial organisations, serving the destination stakeholders equally, whereas DMOs and DMCs are profit driven which may influence how they work with clients and their destination stakeholders (Aureli & Del Baldo, 2019, Rogers, 2013).

A recognisable convention industry emerged in the nineteenth century in the US and it continues to grow exponentially. The Professional Convention Management Association (PCMA) are predicting that the industry will change but thrive post Covid-19 (PCMA, 2020). Most conference and exhibition venues are now operating in line with Covid safe policies and are ready to welcome back large business events. Although the pandemic instigated wide global embracing of virtual event technologies (Russell, 2021) which continues to fuel the appetite for hybrid meetings, the interest in face to face MICE events is returning (Wood, 2021) and destinations are already showing signs of recovery (ICCA, 2021).

The promotion of convention destinations is a challenge as it requires a particular approach that involves condensing the many identities that the destination may have, created by its diverse stakeholders, into one that is makes it identifiable as business city (McCartney, 2008). Convention bureaus will spend much of their marketing budget focusing on attracting meeting planners to include placing adverts in trade journals, direct mail campaigns and running familiarisation visits in order to win lucrative meetings, conventions and congresses (Opperman & Chon, 1997). In a number of destinations worldwide, the main convention and exhibition center is also owned and operated by the convention bureau. The prevailing trend in destination management is to combine the sales function of both the bureau and the principal event venue as this attracts association meeting planners looking for a one stop shop style of service in the destination (Fenich & Bordelon, 2008). Other standard services offered by convention bureaus to meeting planners include sourcing additional venues, providing an accommodation booking service to delegates as well as a range of marketing support services to promote the conference. The bureau will also connect planners to relevant suppliers (e.g. AV providers, caterers, florists etc.) and they provide help and advice on transport to and within the destination.

Given the scope of competition for conventions and congresses, bureaus also offer a number of financial incentives to encourage bookings. This can range from providing discounts for delegates (accommodation, transport, entrance to attractions etc.) to substantial financial support for the organisation of the event, often referred to as subvention. Subvention can take the form of discounted venue hire, a contribution to marketing costs, a company loan, the provision of an event (e.g. a civic reception) or simply a donation (Davidson & Rogers, 2016). Subvention is usually funded through central or local government budgets and as such it is generally available to convention bureaus but not to DMOs (Nolan, 2020). It is generally administered by the convention bureau and offered to not for profit organisations and although the practice is much disliked by industry professionals it is widely used, particularly in destinations where the bureau owns the main convention center (Davidson & Rogers, 2016). A number of traditional convention destinations offer subvention including Vienna and Barcelona and there is much evidence of newer destinations such as Singapore, Jeju (South Korea) and Tallin actively promoting their subvention fund as part of aggressive campaigning to win association congresses (Spalding, 2017). Furthermore, as Nelson & Rys's (2000) and Weber & Chon's (2002) investigations discovered, meeting planners have identified a number of benefits of working with second tier destinations, which includes affordability, generous incentives and exceptionally proactive convention bureau staff. This is strong evidence that in order to survive, convention bureaus must now compete with an increasing list of powerful, rival destinations (Jiang *et al.,* 2016, Chiappa, 2012, Park *et al.,* 2014). Yet despite the multifaceted, significant role of the convention bureau in bidding for and securing destination events, to date there has been very limited scholarly research to conceptualise the important topic of convention bureau competitiveness, which this paper seeks to address.

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III. Literature Review

It is a logical assumption that the competitiveness of a convention bureau will be largely determined by the attractiveness of the destination. In terms of identifying and assessing the components of becoming a successful destination for attracting congresses, Crouch and Ritchie's (2003) model of destination competitiveness synthesises the apposite literature and research and it is illustrated in figure 1.

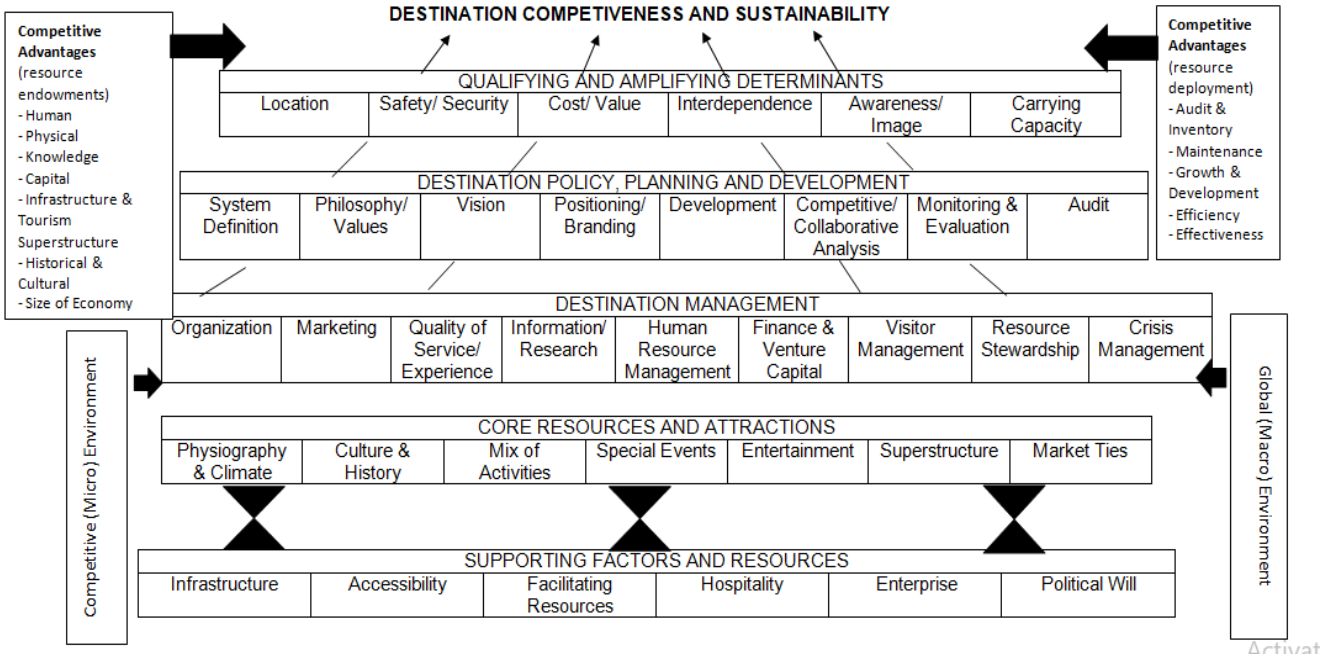


Figure 1: Crouch and Ritchie's (2003) Conceptual Model of Destination Competitiveness

This is a comprehensive model as it is underpinned by theories of competitive and comparative advantage including Porter's (1991) five forces, illustrating the affect of existing and new competing destinations, the power of suppliers to the industry, the power of associations and the meeting planners that work for them, and the threat of substitutes (e.g. virtual conferencing). The model points to the fundamental aspects of a destination in 'qualifying and amplifying determinants' such as the need for the destination to be known, to have resources such as infrastructure and (road and/or air) accessibility. Of particular note, is that the model draws attention to how the destination is managed and indicates that destination policy can significantly impact the competitiveness of a destination.

There is no single definition of what is meant by destination policy, but this generally refers to the process of setting and developing rules and regulations, guidelines and strategies for destination success (Gursoy, Saayman & Sotiriadus, 2015, Ritchie & Crouch, 2003). Although it would appear that tourism policy is still developing (Dredge, 2014), Ritchie and Crouch (2003) suggest that policy formulation should ensure that a destination remains sustainable (it must retain and protect its resources) and competitive (be able to compete effectively within the marketplace). There is also evidence to suggest that a policy for business tourism should be determined at a national rather than a regional level in order to set the tone for the country's industry, mitigate against internal competition for events and ensure its long-term sustainability (Jones & Li, 2015, Weber & Chon, 2002). Such a suggestion was endorsed at the IMEX Policy Forum in 2018, where a national policy was determined to be important as:

> an integrated approach [helps] to avoid conflicts with other areas of government policy and regulation [plus] immigration, taxation and security policies support a meetings strategy (Cameron, 2018, p.2)

In terms of competing for conferences, destinations must also consider that a competitive advantage is gained not just through resources but also through the capacity to deploy them (Crouch, 2011). It can therefore be concluded that the competitiveness of a destination is centred on adding value to the products available, much of which is achieved through an appropriate policy (Zehrer & Hallmann, 2015). Therefore, investment in infrastructure but also in bidding capabilities (such as subvention) have a pivotal role to play in destination competitiveness (Getz & Page, 2015). Additionally, Treacy and Wiersema's (1995) value positioning strategy could also be applied to destination competitiveness. This strategy suggests that to prosper a business must match its competitors in

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two key areas and outperform them in one other with the areas being: organisational competence; operational excellence, product leadership and customer intimacy (Treacy & Wiersema, 1995). Applying this to Crouch and Ritchie's (2003) model would suggest that for destinations to survive they must have a range of resources which are managed by a competent team and they must have strong relationships with customers and clients (e.g. meeting planners).

Despite the attention given to destination competitiveness, there has been extremely limited research exploring what makes a convention bureau competitive, yet it is clear that the performance of a DMO is inextricably linked to the success of the destination. Bornhorst, Ritchie and Sheehan (2010) noted this gap in literature and developed the first conceptual model of DMO success. This was subsequently updated by Volgger and Pechlaner (2014) into a model that identifies four determinants of DMO success: resources, networking, transparency and professionalism as illustrated in figure 2.

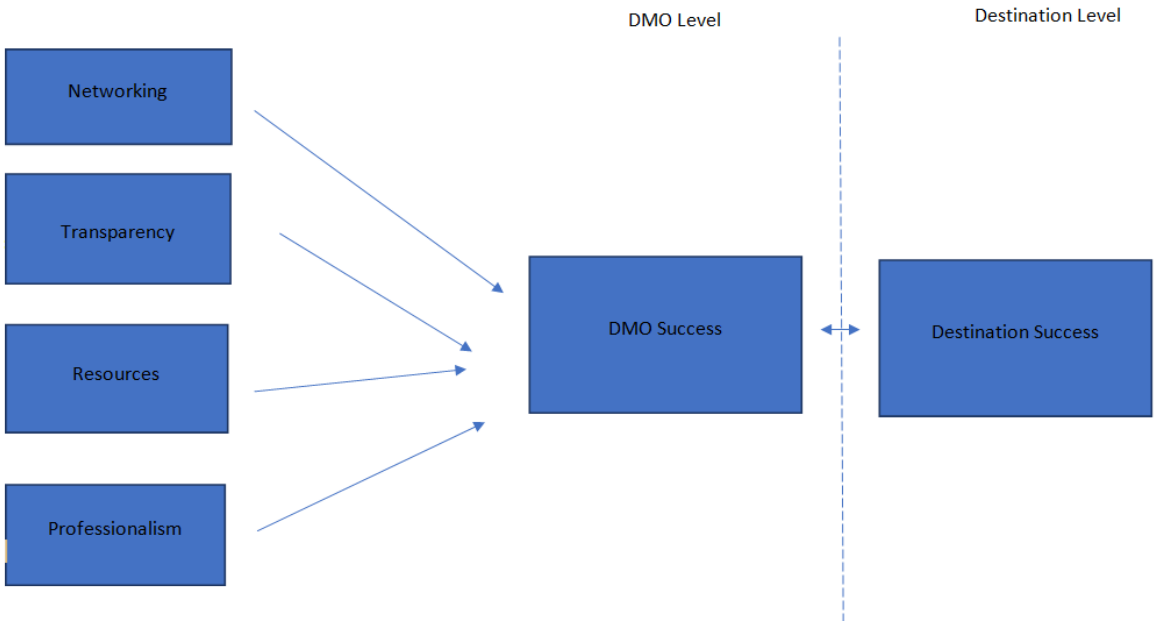


Figure 2: Determinants of DMO Success (Volgger & Pechlaner, 2014, p.66)

The discussion of these determinants in these two articles is very limited. Resources is likely to refer to the essential elements of DMO services, as outlined by Weber (2000) as including information about products and services within the destination, marketing materials (e.g. destination images), a venue finding service, an accommodation booking service (e.g. for delegates) and staff to support advance promotion of the congress and delegate registration at the event. Networking may refer to a DMO's relationship with destination stakeholders such as venues, accommodation providers, attractions, transport operators and event suppliers (caterers, florists, photographers etc.). Transparency and professionalism are, however, more oblique terms and more difficult to understand. These terms could refer to the DMO's experience and the trust placed in them by meeting planners.

Although Volgger and Pechlaner's (2014) model of DMO success has begun an important discussion on the determinants of a convention bureaus ability to operate effectively, there is clearly much scope to conduct further research to explore and expand on the terminology in this model. Furthermore, there have been a number of barriers to successful policy development for the tourism and events industry felt across the globe, identified by Weber and Chon (2002) as the fragmented nature of the events industry, and by Jones and Li (2015) as a lack of evidence-based decision making. There is however scope to develop such a framework which could be informed by competitive theory and this could influence future policy decisions that underpin business tourism. The starting point for such a framework could lie within a model of DMO competitiveness. Therefore, this investigation has been designed to test and explore Volgger and Pechlaner's (2014) model. Given the level of influence of government policy over convention bureau operations in particular (as opposed to privately owned DMOs), this investigation will focus on convention bureaus. As such, the results of this investigation will culminate in the first model of convention bureau competitiveness. The model has the potential to inform policy makers as well as provide a benchmarking tool for convention bureaus that will enable them to identify areas for development that will increase their effectiveness in an increasingly competitive arena.

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IV. The Methodology

A key challenge of social science research is choosing appropriate techniques from the myriad of options now available (Arksey & Knight, 1999) and both qualitative and quantitative methods offered plausible options for this investigation. Both Clark and McCleary (1995) and Crouch (2011) have suggested future research should adopt qualitative methods to look at the broad concept of destination competitiveness. Furthermore, qualitative research has been described as the better approach to capture the 'soft core concepts' that are to be found in organisations that have strategic relationships within a tourism environment (Pansiri, 2005, p.193).

As such, a methodology was developed to entail semi-structured interviews with twenty-five elite professionals; a mixture of senior convention bureau managers and leading meeting planners that use convention bureaus when organising association conferences. The target population for this research is extremely large as, based on ICCA league tables, the number of convention bureaus actively competing for association congresses is more than three hundred (ICCA, 2015) and the number of meeting planners operating worldwide is incalculable with global membership of MPI (Meetings Professionals International) totalling more than 60,000 (MPI, 2020). Therefore, interviewees were sourced using industry databases (e.g. ICCA members) and LinkedIn and selected based on their role and experience. Participants were deemed suitable if they had at least ten year's experience in the sector and either led a national or regional convention bureau or worked as a meeting planner in the association conferences sector. Convention bureaus in first and second tier destinations were selected from across Europe, North America, Asia, Africa and Australasia and meeting planners were also based across the globe, working on both domestic and international association conferences. Although this research has no geographic aims or boundaries, a variety of participants was deemed appropriate as this can strengthen the generalisabilty of results (Easton, 2010). Construct validity was addressed by using multiple sources of evidence (Yin, 2014) and a percentage of participants read the transcript of their interview (which was conducted via telephone or Skype) to check, and verify, the content thereby ensuring ecological validity, or communicative validity which authenticates the data (Flick, 2006).

The coding of the data was broadly conducted through content and domain analysis. This was done first to determine commonalties in data based on semantic relationships (Savin-Baden and Major, 2012) and then to reduce the data into relevant and noteworthy categories (Flick, 2006) and to create categories based on substantive statements (Gillham, 2000). Data was analysed by using Saldaña's (2016) two-cycle, seven-step approach. First cycle coding was used primarily to breakdown the large quantity of data and second cycle coding was used for meta coding, clustering and annotating key themes. The analysis of the data confirmed the four key determinants of DMO competitiveness (core resources, additional services, trust and experience and a network of relationships). Furthermore, the detailed and rich data has provided a much more explicit discussion of these terms, and in particular has drawn attention to the key role of additional services. The data suggests that convention bureau competitiveness is underpinned by these determinants and this has resulted in the creation of the first model of convention bureau competitiveness.

V. Results

The twenty-five interviewees, all elite professionals and either professional conference organisers or senior convention bureau staff, were asked to articulate the services provided by convention bureaus that they consider to be integral to their effectiveness. The detailed responses confirm that a convention bureau's core resources include being able to provide meeting planners with destination information and the opportunity to attend familiarisation visits. It includes helping them to find suppliers in the destination and in particular liaising with the principal venue and providing a delegate accommodation booking service. Core resources also includes providing staff to promote the conference and support registration at the event. The results very much endorse Weber's (2000) list of convention bureau services and can be used to annotate the determinant of 'core resources' on Volgger and Pechlaner's model (2014).

Every participant also made reference to subvention, which is the provision of financial incentives such as a venue discount, which is typically available to not for profit congresses and administered by a convention bureau. Meeting planners discussed how they will generally ask for subvention, but not always receive it. As one planner explained:

> "subvention is a great help. It's not something that's routinely offered I've noticed, it tends to be for bigger events. I don't know that it makes a difference as to whether we will or won't go (to a destination) but it's definitely a factor, it's nice to have rather than a decider, it's added value".

Similarly, some convention bureaus confirmed they offer subvention, while others do not. Those that do not identified this as a barrier to winning bids with one bureau commenting:

> "it's very difficult to compete against destinations that offer subvention. We've lost a lot of bids because of it".

Interviewees also discussed the significant issue of visa requirements and how convention bureau

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support for the process of securing visas (e.g. for delegates and speakers) is rare but much sought after.

One meeting planner described visa requirements as "a big issue" while another confirmed that:

> "most countries have a visa problem, so if the convention bureau is there…fast tracking visas for the registered delegates, fast tracking the immigration once they enter the city… these are very important things".

One planner stressed the importance of the convention bureau being able to accurately advise on visa regulations, stating:

> "otherwise what happens is people are groping about in the dark as the first time they're entering a country, they have no clue. They go by what's on the internet, and many a time the internet is not right".

Four of the convention bureaus confirmed that they offer support with visa applications. One bureau in Australasia has direct links to government departments to fast track visa applications which in terms of giving them a competitive advantage, they described as making a "massive amount of difference" when bidding for conventions. Another bureau in North America offer a comparable service, stating that this level of support is something "only a destination can do, it can't be done by an individual hotel, it can't be done by a standalone convention center, it really has to be from a destination". This once again suggests that offering support with visas can give convention bureaus a competitive edge. Therefore, subvention and visa support are additional services, not always available through the convention bureau, but nonetheless a distinct and valued resource. As such, a model of convention bureau competitiveness could include core resources but also additional resources.

As anticipated, a convention bureau's ability to connect meeting planners with local venues and suppliers was mentioned throughout the interviews. Additionally, both sets of participants discussed the importance of a bureau being able to introduce planners to leading industry professionals and academics in the destination. With one bureau confirming that having strong links with government and access to industry leaders "is key" to winning bids for association conferences. Another European city convention bureau explained:

> "We are very much part of that host partnership across the city and we work very closely with all of our industry whether that be with venue *X* or with our universities. The package of support…the way we all work together…makes it a very attractive destination to association meetings".

An Australasian city bureau commented that:

> "we have a very close collaboration with them (convention center) which works well… What they (meeting planners) love to see is a very joined up approach within a city. So rather than people operating in silos, it's operating in collaboration. It's very much appreciated that we can make those introductions and facilitate those collaborations".

Similarly, five other convention bureaus cited their connections to business leaders and universities (for potential keynote speakers) as a strength of their organisation. Furthermore, the head of one regional convention bureau discussed his senior role in a local trade organisation gives him access to 330 organisations based around the globe which he uses as a gateway to sourcing exhibitors and delegates for meeting planners. He described this convention bureau service as:

> "unique to our destination because we are part of *X* (trade organisation) and because I am the Executive Director".

Finally, the head of a North American city convention bureau indicated that having such relationships has given them a competitive advantage, stating that their strategy to work with their government and develop partnerships with leading businesses and academics in the destination put them "really ahead of the game in terms of what other destinations were doing and now other destinations are starting to catch up".

This all points to the determinant of networking as being the convention bureau's ability to connect meeting planners with venues, suppliers, business leaders and academics. It also confirms the importance of the bureau's connections to government.

Finally, throughout the ensuing discussions with participants, many strong references to trust and experience were discussed as being an integral component of the meeting planner/convention bureau relationship. One bureau commented:

> "we succeed by being able to empathise with a client, which is a much-overlooked aspect of the sector"

While another confirmed that they are not promoting any one venue or supplier and as such they see themselves as:

> "a very unbiased, service orientated sales team".

One city bureau articulated this in detail, describing the organisation as:

> "a safe pair of hands. I think the team are very established here. We're lucky that the average length of service for the city with our sales team is about ten years so they're incredibly experienced".

She also went on to say:

> "I think that there are some conference organisers that have worked with convention bureaus and realise there is this ream of impartial advice available, and they've had a good experience so they will always use a city bureau".

Another European city bureau made comparative comments, describing their organisation as "a very well-oiled machine" later adding:

> "it's all about reliability and continuity…and my team has been here a long time".

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Experience, as a part of why convention bureaus can be trusted, was also mentioned by national bureaus with one stating:

> "we've been in business for twenty-two years…we've done many, many, many events in the past so it's quite reassuring for the meeting planner".

And a regional bureau adding:

> "we're in our twentieth year which means we've been doing this a fair amount of time".

Meeting planners also discussed the importance of being able to trust an experienced bureau as this impacts client relations, with one confirming:

> "we will put forward a destination that we've worked with before (to clients) and had a good experience of. If they are a convention bureau owned by a council or similar, then you gain a bit more trust with them (clients)".

Another planner explained:

> "I would say that we almost exclusively involve convention bureaus because when it comes to associations, they like that reassurance that the city's behind it and it's a team effort".

Another planner commented on how a convention bureau will "handhold" their client, providing much needed reassurance during the planning of the congress. This was reiterated by the least experienced planner interviewed who explained that the last bureau she worked with provided "advice…understanding...and sort of just guided me and I can't explain how helpful that actually was". The data collected clearly illustrates that meeting planners value experienced convention bureaus and trust is an integral element of their relationship. Therefore, the terms "trust" and "experience" merit an entry on a model of convention bureau competitiveness and succeed the comparatively unclear terms "transparency" and "professionalism" on Volgger and Pechlaner's (2014) conceptual model of DMO success.

The results of the interviews, and the subsequent analysis, has resulted in the creation of the first model of convention bureau competitiveness, as illustrated in figure 3.

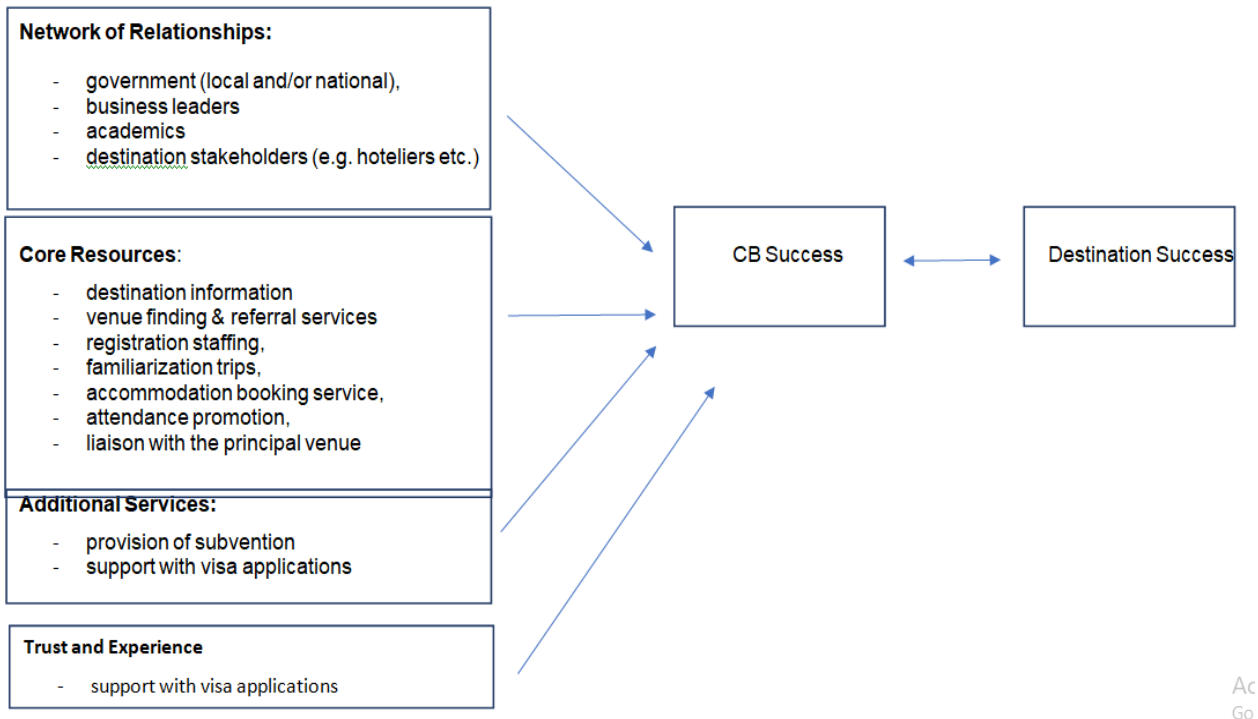


Figure 3: A Conceptual Model of Convention Bureau Competitiveness

This conceptual model of convention bureau competitiveness represents a reworking of Volgger and Pechlaner's model, using more detailed terminology that can be applied to convention bureaus. This, the first model of convention bureau competitiveness demonstrates that there are four key elements of success: a network of relationships, core resources, additional services and trust and experience. The model is underpinned by Weber's (2000) list of convention bureau services, which are represented here in "core services". This is comparable with the term "resources" used by Volgger and Pechlaner (2014). The data collected in this investigation corroborates this literature which points to these various fundamental elements of convention bureau services as including providing destination information and an accommodation booking service, offering venue finding and referral services, organizing familiarization trips and staffing promotional events and delegate registration.

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The "additional services" entry on the model represents the findings from the research which shows that the provision of subvention and support with visa applications are distinct elements of convention bureau support but can be considered to be additional rather than core services. They are clearly an element of support that meeting planners value but as they are not routinely expected or offered, they warrant a specific segment on the model.

The section of the model called "network of relationships" represents the results of the interviews which have clearly shown that a bureau's relationship with external agencies, notably business and academic leaders, are valued by meeting planners and are key to the competitive strategy of a number of convention bureaus operating around the world. The bureau's links to government, academics and industry leaders is significant. As such, the "network of relationships" section of the model takes into account a convention bureau's connections to all of these, individually named, external bodies.

Trust and experience is the final element of convention bureau competitiveness on the model. Most of the convention bureaus interviewed have all been in operation for more than twenty years and they all commented on their length of experience as a significant factor of why they are successful. It may be logically concluded that as the competition to host association conventions has intensified in recent years, these bureaus have drawn on their experience to remain competitive. It may be suggested that the entry on Vollger and Pechlaner (2014)'s model entitled "professionalism" is comparable to trust and experience. Although there is no discussion of this term in their work, or in that of Bornhorst, Ritchie and Sheehan (2010), upon which their model is based, it may represent the importance of the bureau having experienced staff and being able to build a relationship with meeting planners based on trust. Finally, in line with Volgger and Pechlaner (2014)'s model, Bornhorst, Ritchie and Sheehan's (2010) study, this new conceptual model of convention bureau competitiveness also reflects the strong interrelationship between bureau success and destination success.

Applying Treacy and Wiersema's (1995) theory of competitive advantage to the conceptual model of convention bureau competitiveness, it can be logically concluded that for a bureau to survive it must have a core competence (in this case core services) or a unique resource (in this case a network of relationships, additional services or be trustworthy and have experience). In order to prosper, a bureau must excel in one area and match the competition in the other three. This suggests that a convention bureau could outperform the competition by, for example, offering subvention or visa support. Equally, a bureau that offers both could gain a competitive advantage by developing its relationships, particularly with government, business and academic leaders.

VI. Summary

As destinations emerge from the global disruption caused by the Covid-19 pandemic, convention bureaus will once again face increasing competition when bidding for international association conferences. To date there has been some scholarly investigations of destination competitiveness but very limited research exploring the closely related topic of convention bureau competitiveness. This paper provides a significant step forward in terms of progressing the academic narrative on the role of the CB in site selection. This new conceptual model of convention bureau competitiveness, which has emerged from the data collected through this qualitative enquiry, illustrates the application of Treacy and Wiersema's (1995) theory of competitive advantage within the context of the PCO/CB dynamic. The model is a tool that can be used to identify ways in which a convention bureau can gain a competitive advantage and it can be used to benchmark the performance of DMOs. Although ICCA rankings are widely used by convention bureaus to gauge and monitor destination performance, there is no such system in place to measure their own performance. This model of convention bureau competitiveness now facilitates this by providing DMOs with criteria by which they can assess their performance as well as that of their competitors. As such the model can also be used to guide capital investment in destinations and their management organisations and can be used to direct convention bureau operations and underpin future policy and strategy for destination management.

The limitation of this investigation is the small number of participants and there is certainly scope to continue to test and develop models of convention bureau, DMO and destination competitiveness. However, as this is the first model of its kind, it represents an initial synthesis of our collective knowledge of convention bureau competitiveness and represents a substantial development to the very underexplored area of destination management for business events. Furthermore, as convention bureaus re-establish their post-pandemic role in promoting their destination for face-to-face events, such new insight is potentially of great value and significance to academia and industry.

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Le Tourisme Et La Création D'emplois Dans l'Economie Camerounaise: Analyse De La Contribution

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Abstract- The objectif of this article is to analyse the contribution of tourism to job creation in the Cameroonian economy. To achieve this, we used the hypothetico-deductive method which consisted of browsing the literature and research works carried out on the problem of job creation by the tourism sector in Cameroun. These various studies have shown that tourism in Cameroun has contributed to job creation despite economic and security obstacles. The outlook for the sector shows an evolution in job creation if investments are made in particular in hotel infrastructure and parks.

Keywords: *tourism, job creation, obstacles and infrastructures.*

GJMBR-F Classification: *JEL Code: L83*



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Le Tourisme Et La Création D'emplois Dans l'Economie Camerounaise: Analyse De La Contribution

Hamadama Nana

Résumé- **L'objectif de cet article est d'analyser l'apport du Tourisme à la création d'emplois dans l'économie camerounaise. Pour y partir, nous avons utilisé la méthode hypothético-déductive qui a consisté à parcourir la littérature et les travaux de recherche effectués sur la problématique de la création d'emplois par le secteur du Tourisme au Cameroun. Ces différentes études ont montré que le Tourisme au Cameroun a contribué à la création d'emplois malgré les obstacles d'ordres économiques et sécuritaire. Les perspectives du secteur montrent une évolution de la création d'emplois si les investissements sont réalisés notamment dans les infrastructures hôtelières et les parcs.**

Mots clés: tourisme, création d'emplois, obstacles, infrastructures.

Abstract- **The objectif of this article is to analyse the contribution of tourism to job creation in the Cameroonian economy. To achieve this, we used the hypothetico-deductive method which consisted of browsing the literature and research works carried out on the problem of job creation by the tourism sector in Cameroun. These various studies have shown that tourism in Cameroun has contributed to job creation despite economic and security obstacles. The outlook for the sector shows an evolution in job creation if investments are made in particular in hotel infrastructure and parks.**

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I. Introduction

A partir du début de la décennie 1950, Le tourisme connait un développement remarquable dans les pays développés lui assurant une des premières places dans le commerce international. En 1970, il connait une croissance qui porte ses exportations mondiales à 6,5% contre 3,4 % en 1950 (Diamond, 1977). Au début des années 1990, avec la reprise de la croissance économique mondiale en 1996, il est enregistré 592 millions de touristes internationaux. Les recettes issues des arrivées touristiques sont passées de 371 milliards de dollars en 1995 à 423 milliards de dollars US en 1996 selon l'Organisation Mondiale du Tourisme (OMT). La création d'emplois générée par cette industrie se chiffre au cours de l'année 1993 à 213 millions représentant 10,2% de l'emploi mondial (World Tavel & Tourism). Et selon la même source, la création d'emplois dans ce secteur d'activité passe à 385 millions en 2006.

Cette performance notable du tourisme au niveau mondiale reste marquée par une forte inégalité au niveau de la répartition des flux selon les pays et les continents. Les pays industrialisés, principalement les pays européens reçoivent près de 60% du total mondial des arrivées touristiques internationales avec autant de création de richesse et d'emplois ( ). Les Pays en Développement (PED) qui reçoivent un peu plus du tiers de l'effectif mondial des touristes sont ceux principalement de l'Asie du Sud-est et du Pacifique qui enregistrent par ailleurs une croissance rapide des recettes (Vellas, 1996).

L'Afrique, bien que disposant des potentialités énormes avec la réputation d'être un continent qui offre dépaysement et exotisme à la clientèle en raison de la richesse de ses ressources naturelles et socioculturelles (nature, paysage, faune, flore, safari, soleil et plage), amorce tardivement le développement de l'industrie touristique. En 1996, les arrivées touristiques internationales et les recettes représentent respectivement 3.5% et 1.9% du total mondial selon l'OMT (1998). Les arrivées touristiques augmentent de 2.9% entre 1995 et 1996, passant de 19 millions à 19.6 millions, et les recettes qui sont de 6,980 millions de dollars US progressent de 9,2 % pour atteindre 7,621 millions de dollars US durant la même période (Vellas, 1996). Une décennie plus tard, entre 2018 et 2019, l'OMT montre que les arrivées touristiques passent de 67 millions à 81,3 millions. Selon World Travel and Tourism Council (2019), il est prévu dans les dix prochaines années 32,9 millions de création d'emplois.

S'étant rendu compte du rôle socio-économique pouvant jouer l'Industrie touristique dans son développement, le Cameroun fait de ce secteur d'activité un des leviers d'entrée des devises et de la lutte contre le chômage. A cet effet, un Département Ministériel est créé en 1991 et le tourisme s'inscrit dans toutes les politiques économiques élaborées par le Gouvernement (Ministère du Tourisme du Cameroun, 1994). Depuis lors, l'industrie touristique s'inscrit dans une phase de croissance portant le nombre de touristes à plus de 1 093 000 de visiteurs en 2016, contre 500 000 en 2013 selon Jumia Travel Report (2017). La même source indique qu'entre 2015 et 2016, le Cameroun crée 140.000 emplois dans le secteur du tourisme. L'emploi à l'actif de ce secteur représente 2,7 % de l'ensemble de la création d'emplois au niveau national. Bien qu'inscrite dans une phase de croissance, l'industrie touristique au Cameroun reste confrontée à des difficultés de différentes natures. Le problème de transport notamment l'absence de compagnie aérienne, le déficit infrastructurel, la faible

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promotion de la destination du Cameroun, l'insuffisance d'infrastructures hôtelières et l'insécurité constituent les principaux éléments d'obstacles auxquels le secteur du tourisme du Cameroun est confronté. En plus, l'insécurité persistance dans l'Extrême-nord du pays qui est une région touristique riche en diversité faunique et dans la région du Sud-ouest qui offre des plages et des sites magnifiques fait réduire la capacité du Cameroun à accueillir des touristes. Ceci étant, l'on peut se poser la question de savoir quel est l'apport de l'industrie touristique à l'Economie camerounaise en termes de création d'emplois ?

a) Objectif de la recherche

Cet article a pour objectif d'analyser la contribution de l'industrie touristique à la création d'emplois dans l'Economie camerounaise dans le contexte actuel marqué par une insécurité persistante dans les régions à fortes potentialités touristiques. Il cherche à montrer si la tendance à la création d'emplois dans ce secteur d'activité s'est poursuivie ou au contraire certains facteurs dont le phénomène d'insécurité dans les trois régions du pays a un impact sur cette activité en termes de création d'emplois à l'échelle nationale. En d'autres termes, ce travail permet d'appréhender l'évolution de la création d'emplois par le secteur du Tourisme au Cameroun afin de redéfinir la politique de développement de ce secteur d'activité.

b) Bases d'hypothèse

Les opinions concernant la création d'emplois par le secteur du Tourisme sont divergentes. Pendant que certains travaux de recherche dont celui de ( ) montrent que le niveau d'emplois créés par le secteur touristique international des pays du Tiers-monde reste faible pour la plupart des pays. D'autres analyses en revanche dont celle de ( ) montrent que les Pays En Développement (PED) notamment africains enregistrent une croissance des effectifs employés dans le secteur du Tourisme malgré les obstacles divers et variés.

C'est ainsi qu'au Kenya, une des plus grandes destinations touristiques du Continent, le tourisme a, en 1988, généré plus de 9.0 % du total des emplois du pays. L'ensemble des emplois directs et indirects du tourisme est estimé à plus de 100, 000 dont 60% d'emplois dans l'hôtellerie et 20% d'emplois dans les Tours Opérateurs et Agences de voyages (N. Visser et Njuguna, 1992). En Gambie, ce secteur d'activité a créé en 1989, près de 7, 000 emplois directs et indirects dont 4, 000 dans l'hôtellerie et la restauration (Dieke, 1993).

Les expériences des pays de l'Afrique du Nord montrent également que le secteur touristique est d'un grand apport en termes d'entrée des devises et de création d'emplois. En 2017, le Maroc est le pays le plus visité en Afrique avec plus de 11,35 millions de touristes, suivi de l'Egypte avec plus de 8,3 millions de visiteurs en 2017, et la Tunisie qui a compté plus de 7 millions de touristes en 2017 (wiki, 2017). Le tourisme est développé dans certains pays du Continent avec une création d'emplois qui se chiffre à des millions offrant des avantages économiques énormes. Mais seuls huit pays du Continent s'illustrent dans la réussite du développement de ce secteur d'activité. En Afrique subsaharienne, le Tourisme emploie un peu plus de 4 % de la population active selon la Banque Mondiale (2018). Selon le rapport de la CNUCED (2017), le tourisme africain est en plein essor et représente plus de 21 millions soit un emploi sur 14 sur le Continent. Durant les deux dernières décennies, l'Afrique a affiché une croissance dynamique pendant la période 1995-2004. Le nombre d'arrivées des touristes internationaux a augmenté de 6% et les recettes touristiques de 9%. Le même rapport montre que le nombre d'arrivées des touristes en Afrique est passé de 24 millions à 56 millions entre 1998 et 2014. Le tourisme représente 8,5% du Produit Intérieur Brut (PIB) du Continent. Pour maintenir la tendance de croissance, l'Union africaine porte un projet de développement de ce secteur qui vise à doubler la création de richesse et d'emplois dans les deux prochaines décennies.

Pour Cazes (1992), les emplois directs, indirects et induits créés par le tourisme international dans les PVD sont relativement importants. Cependant, seuls les emplois issus de l'hôtellerie peuvent permettre de dresser un état des lieux sur le niveau de la création d'emplois. Pour la moyenne des pays du Tiers-Monde, 75% des emplois résultant de l'hôtellerie internationale ne sont pas ou sont peu qualifiés (Cazes, 1992). Les postes élevés sont occupés par les expatriés qui bénéficient des traitements privilégiés et des salaires élevés par rapport aux employés locaux (H. Green in De Kadt, 1979). Selon l'OMT (2003), le Tourisme est aujourd'hui une des premières sources de recettes d'exportations et un levier de création massive d'emplois.

c) Hypothèse Principale

Dans cette perspective, nous pouvons considérer que le secteur touristique contribue à la création d'emplois dans l'Economie camerounaise malgré de multiples obstacles.

II. Démarche Méthodologique

Pour mener cette étude, la méthode hypothéticodéductive nous semble appropriée car elle tente d'apporter des éléments de réponse à la question principale de recherche posée plus haut. Elle consiste d'une part à construire à partir des réponses théoriques au phénomène étudié et d'autre part à donner les informations sur le phénomène à partir des travaux empiriques menées sur ce secteur d'activité.

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III. Les Canaux Par Lesquels le Tourisme Impacte la Création D'emplois

Le tourisme constitue un puissant outil de création d'emplois et une force motrice de la croissance économique donc du développement. Selon les données du Conseil mondial du tourisme et des voyages (WTTC) en 2015, le tourisme a créé plus de 284 millions d'emplois soit 3,6 % de l'emploi total et 3% du PIB mondial, l'équivalent d'un emploi sur onze dans le monde. En 2026, les prévisions montrent que ce chiffre pourrait atteindre respectivement 370 millions d'emplois, soit un emploi sur neuf à l'échelle mondiale. Durant cette période, le Cameroun a également enregistré une croissance des effectifs employés dans ce secteur d'activité (Nkafu Policy Institute, 2016).

Parmi les pays du G20 qui se distinguent des autres Pays en Développement, la Chine, l'Inde, l'Indonésie, le Mexique et l'Afrique du Sud figurent parmi les destinations touristiques et de voyages qui se développent le plus vite. Le Kirghizistan, le Myanmar, la Tanzanie, le Vietnam et la Zambie devraient afficher également une bonne performance avec une forte croissance du secteur.

Le tourisme contribue grandement à la création d'emplois, en particulier pour les femmes, les jeunes, les travailleurs migrants, les communautés rurales et les populations autochtones et permet de créer de nombreux liens avec d'autres secteurs d'activités notamment le secteur artisanal. Et en conséquence, il permet de réduire la pauvreté et de promouvoir le développement socioéconomique en proposant des emplois décents. Cependant, si le tourisme ne respecte pas les cultures locales, c'est-à-dire s'il n'est pas contrôlé sur le plan social, il peut avoir un impact négatif sur les populations locales, leur patrimoine et leur environnement et exacerber les inégalités. L'OIT (1995) appuie la promotion d'un tourisme durable et socialement responsable qui propose un travail décent. Cet Organisme montre le Cameroun a accueilli cinq cents mille touristes en 2010 (Nkafu Policy Institute, 2016) qui ont contribué à la création d'emplois et de richesse.

En renforçant les liens du secteur avec d'autres secteurs de sa chaîne d'approvisionnement tels que l'agriculture, l'artisanat, le transport, les infrastructures, tout en soutenant une approche intégrée et en favorisant l'approvisionnement local, les initiatives dans ce secteur permettront de promouvoir la création d'emplois au niveau local et de contribuer à la réduction de la pauvreté, à l'insertion sociale, à l'intégration régionale et à l'épanouissement des populations locales.

En investissant dans le développement des compétences et en améliorant les conditions de travail en vue de rehausser l'image du secteur et la qualité du service, le secteur touristique peut apporter de l'amélioration des niveaux de vie des populations locales et à la création de nouveaux emplois décents et durables.

Vu la forte croissance du secteur touristique en termes de création d'emplois et de contribution au PIB au fil des dernières décennies, la réunion des ministres du Tourisme du G20 survenue en 2010 s'est fixé l'objectif d'inscrire ce secteur d'activité parmi les priorités mondiales et de débattre des atouts et des difficultés sous-jacents. En Afrique, 32,9 millions d'emplois seront créés grâce à l'industrie du tourisme et du voyage, d'ici les dix prochaines années. C'est ce qu'a annoncé le World Travel and Tourism Council (WTTC) dans son édition 2019 de l'impact économique du tourisme. Cette prévision vient confirmer la tendance en hausse des performances de l'industrie du tourisme en Afrique. D'après le rapport du WTTC, le secteur comptait environ 24,3 millions d'employés en 2018. Ce chiffre représentait 6,7% de l'emploi total du continent l'année dernière. L'organisation indique également qu'en 2019, l'Afrique attirera 81,3 millions de touristes internationaux. A titre de comparaison, l'Afrique n'avait enregistré que 67 millions d'arrivées touristiques en 2018, d'après l'OMT.

Les Economies africaines devraient continuer à bénéficier de l'afflux financier qu'entraine l'arrivée des touristes internationaux. Près de 58,5 milliards $ ont également été dépensés par ces derniers, ce qui représente 9,6% des exportations du continent en 2018. Le WTTC indique que 70% de ces dépenses ont été enregistrées dans le tourisme de loisirs, tandis que 30% concernaient le tourisme d'affaires. Le Cameroun, comme les autres pays africains a investi notamment dans les infrastructures hôtelières notamment dans les grandes métropoles de Douala et Yaoundé (Minresi, 2015) et continue de recevoir les touristes malgré les obstacles auxquels ce secteur fait face notamment la crise sécuritaire.

Ce nouveau rapport intervient alors que le continent connaît une vague d'investissements publics et privés dans le secteur touristique. La mise en œuvre du Marché unique du transport aérien africain (MUTAA) de l'Union africaine est d'ailleurs l'un des projets les plus attendus pour le développement du secteur. Au total, le WTTC indique que le secteur du tourisme et du voyage a enregistré une croissance de 5,6% en 2018. Il a contribué à hauteur de 8,5% du PIB du continent. En 2018, les arrivées touristiques mondiales ont crû de 6% pour atteindre 1,4 milliard selon l'Organisation mondiale du tourisme (OMT). Cette performance qui fait de l'année 2018 la deuxième plus performante depuis 2010, a été tirée par les arrivées touristiques au Moyen-Orient et en Afrique qui ont respectivement crû de 10% et de 7%, bien au-dessus de la moyenne mondiale.

En Afrique, c'est l'Afrique du Nord qui s'en sort avec la plus forte croissance (+10%) contre 6% pour l'Afrique subsaharienne, portant ainsi le nombre

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d'arrivées touristiques du continent à 67 millions sur l'année écoulée. Grâce à ces performances record, l'OMT indique que le tourisme mondial a dépassé les prévisions réalisées dans son étude prospective à long terme publiée en 2010, qui prévoyait un franchissement du cap de 1,4 milliard de touristes pour 2020. La croissance du tourisme observée ces dernières années confirme que le secteur est aujourd'hui l'un des moteurs de la croissance économique et du développement selon Zurab Pololikashvili, le Secrétaire général de l'OMT (2015).

Pour les prochaines années, l'institution table sur une amélioration continue des performances du tourisme mondial, notamment en Afrique, alors que le continent connaît une vague d'investissements publics et privés dans le secteur touristique, qui devrait être boosté par le projet de Marché unique du transport aérien africain (MUTAA) de l'Union africaine. Pour 2019, l'OMT prévoit une augmentation de 3 à 4% des arrivées touristiques internationales.

Les investissements dans les infrastructures (hôtels, routes, parcs et loisirs…) permet au secteur du tourisme de contribuer davantage à l'augmentation du produit intérieur brut, à la création d'emplois et au développement du commerce notamment dans les pays africains où ce déficit est criant d'autant plus que sa croissance est due en grande partie aux touristes originaires du Continent. Mais la plupart des pays africains désireux d'exploiter le potentiel des services touristiques dans le commerce et le développement économique doivent faire face à des entraves et à des contraintes. Le Rapport 2017 sur le développement économique en Afrique montre que ce secteur d'activité enregistre une croissance inclusive et met en relief le rôle que ce secteur peut jouer dans le processus de développement du Continent. Pendant que l'Afrique renforce ses capacités productives, elle renforce également son intégration régionale et poursuit sa diversification économique. Afin de mieux exploiter la contribution potentielle du secteur touristique à une croissance inclusive, à la transformation structurelle et à la réalisation des objectifs de développement durable, les pays africains adoptent des politiques qui consolident les liens intersectoriels, stimulant ainsi le tourisme intra régional. Dans cette perspective, le Cameroun œuvre pour l'intégration de la région Afrique Centrale afin de faciliter le flux et par ricochet attirer les touristes.

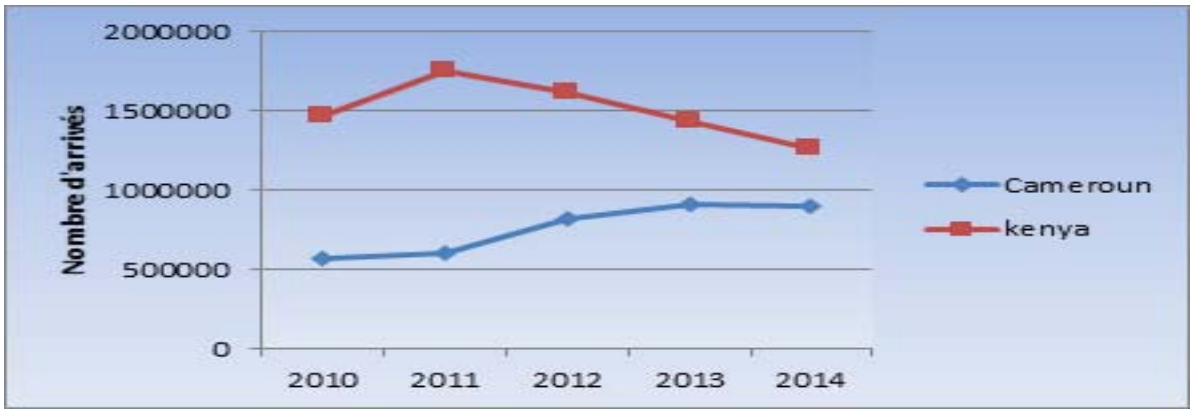


Figure 1

L'Organisation des Nations Unies a proclamé 2017 Année internationale du tourisme durable pour le développement. Le secteur touristique a été distingué en raison de sa capacité de stimuler la croissance économique en attirant les investissements en créant des emplois et en favorisant l'entreprenariat. Il contribue s'il est bien géré, à préserver les écosystèmes et la biodiversité, à protéger le patrimoine culturel et à promouvoir l'autonomisation des communautés locales.

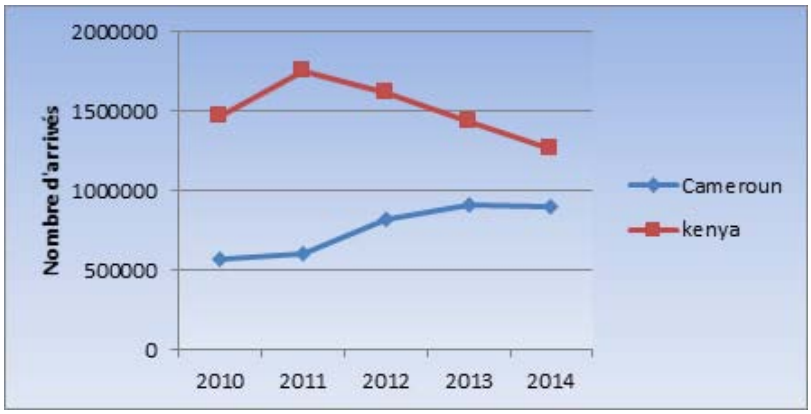
Le tourisme peut être le moteur d'une croissance inclusive et d'un développement économique durable. Depuis les années 1990, il contribue de plus en plus à la croissance, à l'emploi et au commerce en Afrique. Entre 1995 et 2014, les arrivées de touristes internationaux sur le continent ont augmenté de 6 % en moyenne par an et les recettes d'exportation du tourisme de 9 % par an. La contribution totale moyenne du tourisme au produit intérieur brut (PIB) y est passée de 69 milliards de dollars en 1995-1998 à 166 milliards de dollars en 2011-2014, soit de 6,8 % à 8,5 % du PIB. En outre, le tourisme a créé plus de 21 millions d'emplois en moyenne en 2011-2014, ce qui équivaut à 7,1 % de la totalité des emplois en Afrique. Pendant la période considérée, 1 emploi sur 14 provenait du secteur touristique. La contribution potentielle du tourisme, qui a été reconnue par les décideurs aux niveaux national et international, est de plus en plus prise en compte dans les politiques socio-économiques. Au niveau mondial, les objectifs de développement durable soulignent le rôle central que le tourisme joue dans la création d'emplois, la promotion locale de la culture et le développement économique. Toutefois, comme le tourisme couvre plusieurs secteurs

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et revêt une dimension transversale, son expansion influe sur de nombreux objectifs de développement durable, par exemple la pauvreté, le travail décent, l'égalité des sexes et le développement de l'infrastructure.

Au niveau du continent, l'Agenda 2063 de l'Union africaine et le Plan d'action pour le tourisme s'inscrivant dans le cadre du Nouveau Partenariat pour le développement de l'Afrique reconnaissent que le tourisme joue un rôle important en stimulant le développement socioéconomique et la transformation structurelle par la création d'emplois, la croissance dans les autres secteurs productifs et la participation des femmes et des jeunes aux activités du secteur. Au niveau régional, le Protocole sur le tourisme de 1998 de la Communauté de développement de l'Afrique australe, le Cadre de développement du tourisme durable du Marché commun des États de l'Afrique de l'Est et de l'Afrique australe et le Plan-cadre pour le tourisme durable, 2013-2023, de l'Autorité intergouvernementale pour le développement, illustrent la mobilisation autour du secteur touristique dans la perspective du développement socioéconomique des pays. C'est ainsi que la plupart des pays africains possèdent un plan national de développement qui ébauche une stratégie pour l'avenir et définit les mesures prévues et les priorités sectorielles, illustrant l'importance du tourisme. Le Cameroun, conscient de l'importance de ce secteur d'activité crée un Ministère auquel plus tard il ajoute l'activité de loisirs.

En 2010, le Cameroun a accueilli plus de 500 000 touristes, ce qui lui confère ainsi une destination touristique. Selon l'Organisation Mondiale du Tourisme (OMT), pour devenir une destination touristique un pays doit recevoir au moins 500 000 visiteurs internationaux. Le graphe ci-dessous montre le nombre de touristes que le Cameroun a accueilli depuis 2010. De 2010 à 2013, on observe une augmentation importante du nombre de touristes et cette tendance décroit les années suivantes à cause de certains obstacles notamment la crise économique et l'insécurité dans la partie septentrionale du pays. Le Kenya, qui est l'un des pays d'Afrique qui a su mettre en place les stratégies les plus hardies pour développer le tourisme a accueilli un nombre de visiteurs considérable par rapport au Cameroun malgré le rapprochement de leur niveau de vie. On constate également dans ce graphique que le nombre de visiteurs au Kenya a chuté ceci à cause des attaques terroristes causés par Al Shabab depuis 2011. Le Cameroun a rencontré également les mêmes problèmes de sécurité causés par Boko Haram depuis 2013. Mais comparé au Cameroun, le Kenya réussit tout de même à maintenir un nombre élevé de touristes comme le montre le graphique ci-dessous.



Source: Banque mondiale

Graphe 1: Nombre de touristes arrivés - Comparaison entre le Cameroun et le Kenya

Le Rapport 2017 sur le développement économique de l'Afrique montre que le tourisme permet une croissance inclusive pouvant jouer un rôle important dans le processus du développement du Continent. Il montre que le tourisme est non seulement un facteur de croissance, mais également une stratégie qui vise à favoriser la diversification économique et la transformation structurelle. Le tourisme peut un rôle important dans la réduction de la pauvreté, dans développement du commerce, dans la promotion de l'intégration régionale et dans la transformation structurelle. Le Cameroun, ayant pris conscience du rôle important que peut jouer ce secteur, s'est attelé à sa promotion en diversifiant les investissements. C'est ainsi qu'en 2018, ce secteur a drainé un nombre important des touristes permettant de créer plus de richesse et d'emplois de l'ordre de 150 000. ( ). Au regard de tout ce qui a été mentionné dans notre recherche, nous pouvons valider notre hypothèse c'est-à-dire admettre que la performance du tourisme en Afrique et particulièrement au Cameroun malgré les obstacles amène à affirmer que ce secteur d'activité *a un effet positif sur la création d'emplois.*

IV. Conclusion

Le tourisme international est de nos jours, une industrie en pleine mutation dans les échanges économiques entre les nations et est l'une des

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premières industries du XX[e] siècle avec l'apport des technologies de l'information et des télécommunications selon le Forum de l'industrie touristique (1997). Sa croissance accélérée se manifeste aussi bien au niveau des visiteurs que des recettes touristiques. Le tourisme international a certes enregistré en 1991 un ralentissement de sa croissance. Mais dès la reprise de la croissance économique mondiale en 1996, il enregistre des arrivées de l'ordre de 592 millions de touristes internationaux. Selon les prévisions, ce volume franchira le cap d'un milliard en 2010 si la tendance se confirme. Les recettes touristiques quant à elles progressent plus régulièrement et plus rapidement que les arrivées. Au cours de l'année 1993 plus de 213 millions d'emplois, soit 10,2% de l'emploi total dans le monde est à l'actif de ce secteur. Les estimations du World Travel & Tourism Council prévoient que le tourisme pourra créer 385 millions d'emplois en 2006.

Sous l'impulsion de cette croissance, l'activité touristique internationale vit une réelle effervescence car la croissance intensifie la concurrence (diversification et spécialisation des destinations, produits et activités touristiques), amène à la segmentation des marchés touristiques selon les besoins variés des clientèles et de leurs nouveaux intérêts, permet la concentration et l'internationalisation des grands acteurs en tourisme, et intègre des technologies. Tous les pays visent à accroître leur part du tourisme international et tous participent à cette reconfiguration (Forum de l'industrie touristique, 1997).

Le tourisme international dans les pays du Tiers-monde, jugé par certains comme une panacée et par d'autres comme une calamité sociale, est un outil de développement économique et social s'il est utilisé à bon escient. Les exagérations de ses effets par les uns et les autres sont dues à l'analyse séparée de ses impacts, chacun essayant d'appréhender le phénomène touristique sous l'angle de sa discipline. Toutefois, l'ampleur de ses problèmes liés aux stratégies de développement tournées vers l'extérieur, justifie la thèse de l'arrêt de son expansion. En effet, le modèle de développement dominant dans les PVD est le modèle macro-économique qui a permis l'élaboration de leurs politiques touristiques.

Conscient du rôle économique important du tourisme, les pays de l'Afrique Centrale (Communauté Economique et Monétaire de l'Afrique Centrale) et plus particulièrement du Cameroun ont intégré le secteur touristique dans la politique économique lutte contre la crise économique. Le Cameroun quant à lui a créé un Ministère en 1991. La politique économique élaborée par le gouvernement camerounais pour sortir son économie de la crise, oriente les activités touristiques vers les politiques macro-économiques qu'il mène. La revitalisation du secteur touristique vise le rétablissement des grands équilibres macro-économiques affectés par la crise économique (Ministère du tourisme du Cameroun, 1994).

Cette étude nous a permis de faire une analyse sur l'apport du tourisme à l'économie des pays africains et particulièrement du Cameroun. Il en ressort que cette étude que le secteur touristique a un effet positif sur les revenus nationaux, les devises étrangères et sur la création d'emplois. Malgré le faible niveau des investissements réalisés dans ce secteur d'activité, il est noté qu'il a attiré les touristes aussi bien nationaux qu'internationaux et a participé à la création de richesse et d'emplois dans une proportion relative comparée aux pays aux mêmes réalités économiques comme la Cote d'ivoire. En somme, le tourisme au Cameroun a contribué à la création d'emplois. Mais le niveau d'emplois créés apparait en déca des capacités et potentialités du pays. Pour relever ce niveau, ne faudrait-il pas penser à investir plus et dans les parcs et hôtelleries ?

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The Appraisal and Countermeasure Analysis of the International Competitiveness of Tourism Service Trade in Henan Province

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Abstract- With the continuous development of the macro-economy and the Internet of transportation and trade worldwide, the status of trade in tourism services is getting higher and higher. Henan has a long history and rich and colorful culture. As the birthplace of Central Plains Civilization, Henan has rich tourism resources. This paper analyzes the export status of the tourism service trade in Henan Province by using relevant data and analyzes the factors influencing the competitiveness of the tourism service trade in Henan Province by using the diamond model; this paper puts forward some suggestions to improve the export competitiveness of tourism service trade in Henan Province.

Keywords: *tourism service trade, diamond model, henan province.*

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The Appraisal and Countermeasure Analysis of the International Competitiveness of Tourism Service Trade in Henan Province

Lin Zhu [α], Yuqing Geng [σ] & Heshun Zhang [ρ]

Abstract- With the continuous development of the macro-economy and the Internet of transportation and trade worldwide, the status of trade in tourism services is getting higher and higher. Henan has a long history and rich and colorful culture. As the birthplace of Central Plains Civilization, Henan has rich tourism resources. This paper analyzes the export status of the tourism service trade in Henan Province by using relevant data and analyzes the factors influencing the competitiveness of the tourism service trade in Henan Province by using the diamond model; this paper puts forward some suggestions to improve the export competitiveness of tourism service trade in Henan Province.

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Introduction

Although the development of the tourism service trade is not long in history, as an extremely important part of service trade, the market is open and close to other industries in China, which can further promote the development of the tertiary industry. People's living standards demand have changed from material demand to spiritual demand. China's tourism service trade is also growing continuously, Overused word ranking first in the service trade. At the end of the last century, China's total trade in tourism services did not exceed the US $20 billion. In 2014, it was the US $227.93 billion, and the trade volume of tourism services exceeded the US $413 billion in 2018. From the data can also be seen that China's service trade volume has a qualitative change[1]. The development of the tourism service trade has increased China's foreign exchange reserves. More income has promoted the high-quality development of China's economy.

I. Development Status of Tourism Service Trade in Henan Province

Henan has many places of interest in cultural heritage as the birthplace of Chinese civilization. Natural resources are abundant. They span four Overused word rivers and natural landscapes, magnificent, rich in tourism resources, and have broad prospects for tourism development[2]. From 2013 to 2019, the number of inbound tourists in Henan Province continuously set new records, increasing from 2073300 to 3514700, with an increase of 69.5% and an average annual increase of 11.5%. From 2013 to 2019, the foreign exchange income of tourism service trade in Henan province continued to rise in 2015, with an annual growth rate of 17.12%. After 2015, the growth rate of foreign exchange earnings from tourism decreased in a fluctuating manner, but the overall total amount of foreign exchange earnings increased. In 2019, the growth rate of foreign exchange earnings from tourism in Henan Province reached a record high, reaching 26.16%. To some extent, this reflects that under the government's policy measures of attaching importance to tourism service trade, Henan tourism service has been recognized by foreign tourists, which has promoted the significant increase of foreign tourism exchange earning scale[3]. By observing the statistical data of different prefecture-level cities in Henan Province, the number of overseas tourists in 2019 and the number of visitors across the province are uneven. Zhengzhou receives the most tourists, and Kaifeng and Luoyang around Zhengzhou are the second and third in the number of tourists, respectively. It can be seen that there are few other prefecture-level cities. Except that Jiaozuo has a famous Yuntai Mountain scenic spot in Henan Province, with a total number of foreign tourists of more than 60 million, other prefecture level cities are lower than this standard [4].

II. Analysis on Influencing Factors of Tourism Service Trade Competitiveness: Based on Diamond Model

According to Porter's diamond model. When we study industry and analyze its international competitiveness, we should analyze it from five aspects: factor conditions, demand conditions, supporting industries and related industries, enterprise strategic structure and competition, and the role of the government.

a) *Factor Conditions*

The production factors of tourism are the foundation of tourism development. The richness of resources, the level of tourism services, and whether

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they have characteristics different from other tourism products all determine the competitiveness of a region's tourism service trade to a certain extent.

In terms of supply, the supply of tourism resources mainly refers to natural resources and cultural resources. Henan Province has relatively rich tourism resources. For example, the wild Lingxia lake landscape was formed by the water conservancy project in Xiaolangdi. The Yellow River passes through six major cities in Henan, with about 800 kilometers. The distinctive Swan Lake is in Sanmenxia City. Liuyuankou, known as the hanging river on the ground, was in Kaifeng, the ancient capital. The majestic lake resources show the charm of the Central Plains. There are also the famous Zhongyue Song Mountain and other famous natural scenic spots. Henan is developing tourism resources in an all-around way. Some representative tourism projects are about to develop in northern, southern, and western Henan.

b) Demand Conditions

The level of tourist reception and domestic tourist reception in Henan Province has reached a new level. In 2019, the income of domestic tourists received reached 951.7 billion yuan, and the number of domestic tourists received exceeded 800 million. Under such influence, develop in a benign direction. From the above statistics, we can see that the tourism market in Henan Province has been continuously developing and expanding. Henan, as the center of high-speed rail network, coupled with its own natural and cultural tourism resources has a strong influence, attracting more and more domestic tourists to Henan for tourism. As the domestic tourism market matures, it will attract more foreign tourists and meet their needs.

Analyzing the tourism data of foreign tourists visiting Henan Province, we can find that from 2013 to 2019, the number of inbound tourists in Henan Province set a new record continuously, increasing from 2.0733 million to 3.514 million, an increase of 69.5%, and an average annual increase of 11.5%. However, it is affected by a series of factors such as geographical location, transportation, economic development level, and characteristic tourism resources[5], the distribution ratio of the source of tourists in Henan Province is also different, all concentrated in Zhengzhou, Kaifeng, and Luoyang.

The tourist resources of Henan Province are cultural heritages that reflect the oriental civilization and charm and show the unique scenery and customs of China. Due to these characteristic resources, there is much room for domestic and external demand for tourism commodities in Henan Province. According to the latest statistics, the number of tourists visiting both at home and abroad has continued to increase.

c) Related Supporting Industries

Industrial cluster can bring good income. At present, the tourism industry in Henan province has not formed industrial cluster effect, including hotel catering service industry, transportation industry, travel agency and many other industries related to tourism are developing, and forming industrial cluster can promote the competitiveness of tourism service trade in Henan Province. Henan Province's tourism service trade continues to increase infrastructure construction, improve traffic conditions, and optimize related supporting industries. The number of provincial hotels attracting foreign tourists increased from 502 in 2013 to 446 in 2019, a rapid increase[6].

In the development of tourism service trade in Henan province, it is also limited by the service level of other industries. In terms of financial services, big banks are less distributed outside Zhengzhou and Luoyang, foreign exchange functions are not perfect, ATM types are relatively single, and many tourist attractions are rarely equipped with ATM; Most of the bankers in Henan have low foreign language proficiency and it is difficult to communicate with international tourists, which has a serious impact on the development of tourism service trade in Henan Province. These situations have a serious impact on the development of Henan Province's tourism service trade. The hotel layout of scenic spots is unreasonable and does not combine with regional characteristics. The construction of hotels in Henan Province is also a problem that affects the competitiveness of Henan Province's tourism service trade. Most scenic spots have incomplete hotel projects, irregular accommodation facilities, unreasonable configuration, and improper management services[7].

d) Government and Opportunity

During the "Thirteenth Five-Year Plan" period, the development of the tourism industry in Henan Province is facing a rare historic opportunity, and it has steadily passed the golden opportunity period of "transformation and upgrading, sustained and rapid development." At present, through the development plan of the "14th Five-Year" tourism industry in Henan Province, the tourism system of Henan Province has been improved through project construction, aiming to improve marketing, service quality, and enterprise training. The increase in the degree of development, etc., to achieve remarkable results in the development of the tourism industry of henan province and maintain a good situation, the tourism industry is required to maintain rapid and healthy development. Comprehensively improve the quality and efficiency of tourism development, strengthen infrastructure construction, provide a guarantee for the overall improvement of the development level of the tourism industry, and create an excellent environment for the development of the tourism industry.

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III. Countermeasures to Improve the Competitiveness of Henan Province's Tourism Service Trade

Through the analysis of the current stage of the development of Henan Province's tourism service trade, this kind of defect has generally existed in the market for a long time. Sustainable development in the tourism industry exists as a slogan. Usually, only care about partial short-term commercial interests, ignore long-term interests, consume resources unscientifically, destroy the environment, pay a high price for minimal gain. From the upper level to the market, participants often show blindness to this phenomenon. Government departments must play the role of coordinator in the development of tourism service trade. Apart from the government, the nature of the market determines that it is difficult to play such a role.

First, develop the government-led tourism industry. For a long period from now to the future, the government will continue to play a role that cannot be replaced by any enterprise or entity in terms of macro-control, market layout resources, infrastructure construction, and market supervision, and other safeguards and balancing measures. For example, "Jiaozuo phenomenon" in the past ten years, Jiaozuo has successfully transformed from a coal city to an excellent tourist city by developing tourism. Now, Jiaozuo has the responsibility and obligation of the government to accelerate tourism again and promote the transformation from "ticket economy" to "industrial economy", which shows the importance of developing government-led tourism industry[8]. In recent years, the Yuntai Mountain Music Festival and other cultural tourism activities that young people enjoy have the government acted as a promoter.

Secondly, Enterprises are important participants in economic activities, and travel agencies directly provide services for customers, which is the most important part of the industrial chain and an important carrier of international competitiveness of tourism service trade. Improving the overall quality of travel agencies is the biggest problem facing current travel companies. Analyzing the relevant data, the number of Henan tourism companies is not large, restricting the further improvement of Henan's tourism service trade level. In addition, there is also monopoly and unhealthy competition in the travel market. Moreover, the entry threshold of this industry is high, the demand for employment is great, the labor cost is high, and the development of small travel agencies is difficult. Rectifying travel agencies is very necessary to improve the competitiveness of Henan Province's tourism service trade export.

Finally, improve the service level of practitioners. Language is the most important bridge of communication. For tourists from all over the world, training guides who provide language services in different countries will help improve service level and customer satisfaction. Therefore, it is necessary to strengthen the training of existing staff and improve the level of foreign language service. It is necessary to adopt some preferential policies to attract some graduates of tourism-related majors, such as international trade and marketing, to engage in the international promotion of Henan's tourism service and improve the international competitiveness of henan's tourism service trade.

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Urban Housing Affordability Problem in Africa: A Search for Pragmatic Solution?

By Kwame Addae-Dapaah
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Abstract- The paper takes a holistic view of the housing affordability problem to discuss the multifaceted nature of the problem vis-à-vis the political, social, institutional, economic, and financial milieu of Africa. The paper reviews the definitions of housing and housing affordability, and analyses relevant secondary data obtained through archival research and google search to propose practical measures for resolving the problem in the context of the socio-economic, cultural, and political milieu of Africa. It concludes that the enormity of the problem is a function of the vested interest of the power brokers, the market, the unwitting application of western models to Africa, poverty, and the sheer neglect of time-tested African means of affordable housing delivery by the housing policymakers of Africa. A significant fascinating finding is that the people can build cheap houses that no one (including the government, international bodies, aid donors, and especially the market) can do for them. All they need is help with infrastructure provision.

Keywords: *africa, urban housing, housing affordability, the housing market, contextual solution.*

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Urban Housing Affordability Problem in Africa: A Search for Pragmatic Solution?

Kwame Addae-Dapaah

Abstract- The paper takes a holistic view of the housing affordability problem to discuss the multifaceted nature of the problem vis-à-vis the political, social, institutional, economic, and financial milieu of Africa. The paper reviews the definitions of housing and housing affordability, and analyses relevant secondary data obtained through archival research and google search to propose practical measures for resolving the problem in the context of the socio-economic, cultural, and political milieu of Africa. It concludes that the enormity of the problem is a function of the vested interest of the power brokers, the market, the unwitting application of western models to Africa, poverty, and the sheer neglect of time-tested African means of affordable housing delivery by the housing policymakers of Africa. A significant fascinating finding is that the people can build cheap houses that no one (including the government, international bodies, aid donors, and especially the market) can do for them. All they need is help with infrastructure provision. Therefore, the problem is not insuperable. It can be resolved if we have the will and commitment to do so by tapping on the African indomitable spirit, self-determination, and enterprise to provide a contextual African model solution for the African urban housing affordability problem. The findings could help all stakeholders to work together to resolve the problem in a meaningful practical way for the benefit of Africa.

Keywords: africa, urban housing, housing affordability, the housing market, contextual solution.

I. Introduction

The world's housing affordability problem has vindicated Abrams (1964:53) that "so far as housing is concerned, the whole world has remained underdeveloped". Housing affordability is problematic in both developed and developing countries. Given all the technological advancement, the copious housing policies that have been promulgated, and the virtues of the market economy, it is bewildering that a solution to the problem has thus far proven to be a will-o-the-wisp. The paper is therefore aimed at, firstly, conducting a review of the urban housing affordability problem of Africa to propose practical measures for resolving the problem in the context of the socio-economic, cultural, and political milieu of Africa. Secondly, it is aimed at provoking more research and debate on the issue. The key to resolving the problem could be found in the statement of the respondents to a survey for affordable housing in Lagos: "We are the answer…We can build cheap homes for ourselves" (Osunsina, 2018).

The rest of the paper proceeds as follows. The following section deals with a review (with particular reference to Africa) of the relevant literature. This is followed by the methodology, after which the results of secondary data analyses are presented and discussed. This leads to the policy discussion section. The last section is devoted to concluding remarks.

II. Literature Review

a) Housing and the Housing Problem

There is no consensus among housing experts on the definition, nature, and scope of housing, and the housing problem. The definition of housing is complicated by the fact that words like home, house, shelter, dwelling, and housing are often used interchangeably in the same context (Burn and Grebler, 1977). According to Rapoport (1980), housing has been approached as a product, as a commodity, as a process, as a place (including such concepts as the expression of identity, self-worth, and status of the inhabitants), as a territory, as private domain, as a 'behavior setting' (a unit of analysis in ecological psychology), or as the response to a set of purely functional requirements (a locus of activity). Rapoport (1980) further notes that the definition of housing has been neglected because, since we all live in housing, we feel that we know what dwellings are. According to Francescato (1993, p.37), the real reason for neglecting to define housing could be the multiplicity of meanings evoked by housing. Teymur (1988, p.19), in trying to define housing, states: "housing is a complex phenomenon… The terms and the framework which we talk and think about housing constitute a concept of 'housing' … It is an amorphous, heterogeneous, multi-media, imprecise and relativistic concept; but one which has a real existence in our lives, language and thinking". Similarly, Carter (1993, p.xi) states that "although the visual aspects of houses carry some significance, these are often masked by traditions and other social processes that add salience to the various physical forms". In effect, "housing is ethnoscapic, that is, cross-cultural and cross-disciplinary" (Carter, 1993, p.xvi). However, housing is culture-specific in its symbolism as a cultural edifice (Rapoport, 1980).

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The heterogeneity of housing stems from, among other things, the bundle of services which it renders vis-à-vis the diversity of customers involved. The mix of these services and the importance which occupants attach to each of them vary widely among and within cultures. Moreover, several people and institutions such as architects, planners, academics, environmentalists, health officers, sociologists, politicians, economists, philanthropists, financiers, builders, surveyors and the residents have vested interest in housing. Given such a complex web of inextricably intertwined issues and diverse people and institutions with conflicting interests, it is not surprising that "people would define housing, and therefore the housing problem in terms of their special fragments" (Culliton, 1975, p.1182). This implies that the definition of housing is essentially hermeneutic. Therefore, housing and any associated problem may not be amenable to a one-size-fits-all solution.

Forrest and Hirayama (2015) define housing as a consumption and investment goods. Defining housing as an investment good "de-houses" housing by prevaricating its primary use as shelter. It places housing in the market to create a problem by marginalizing all people who need housing but do not have effective demand. Furthermore, unlike the West, Africans do not acquire housing primarily for investment but as a dwelling (Gillespie, 2018). Moreover, "asset" has different connotations to the African and the Westerner. To the Westerner, an asset is an investment/economic good that is freely traded, while to the African, an asset is a treasure to be bequeathed to the next of kin, not pawned. This opposed perception of an asset implies that Western models could be a total misfit for Africa. Even placing housing in the market realm in the West to preclude the poor from accessing housing may controvert the Universal Declaration of Human Rights – UDHR - (1948, p.25) that "Everyone has the right to a standard of living for the health and well-being of himself and his family, including food, clothing, housing, medical care and necessary social services and the right to social security in the event of unemployment, sickness, disability, widowhood, old age, or other lack of lack of livelihood in circumstances beyond his control". The yawning question is, if housing is everyone's right, whose obligation is it? One cannot presumably expect one's neighbor to be responsible for one's right to housing as everyone has a right to housing too. Thus, the UDHR (1948) declaration may be construed that housing is everyone's obligation as it is everyone's right. Paradoxically, this is not the case in Western Societies where housing the majority of the population who cannot house themselves is the Government's responsibility. This is in total contradistinction to Africa, where the head of the family, usually the husband, is responsible for providing housing for his family. The practice of individual responsibility for housing himself and his family has served Africa extremely well (Amoako and Boamah, 2017). Thus the veiled imposition of state responsibility for housing on Africa by international bodies appears to be unfortunate, regrettably somewhat patronizing if not misguided, and smacks of cultural insensitivity. If the Community Land Trust in the United Kingdom insists on housing its members rather than having others to house them, while self-help housing has succeeded in Freiburg, Germany (see Benson and Hamiduddin, 2018), it would be folly for Africans to abandon the nobility and sustainability of individual responsibility for housing under any pretext.

Moreover, the market does not operate on the basis of individual's right to own (which could imply free for all) but on individual's ability (predicated on financial capability) to buy what is being sold. Thus, making housing, a basic human need, an investment good puts housing beyond the reach of the vast majority of humanity that do not have effective demand.

Another school of thought, which conceptualizes housing as a verb (e.g. Turner, 1972, 1976; Ward, 1982; Harris, 1998) defines housing and the housing problem as functions of:

- Mis-matches between people's socio-economic and cultural situation, and their housing processes and products; and
- The waste, mis-use, or non-use of resources available for housing.

This definition is the key to understanding the urban housing and the associated affordability problem of Africa, where the imposition of Western standards and models (Owusu-Ansah, Soyeh and Asabere, 2019) have created a mis-match between housing processes and products, and the people's socio-economic and cultural situation (Addae-Dapaah, 1983; Agyemang and Morrison, 2018) to lead to non-use of resources (especially, human capital and local building materials) available for housing (Ghana Statistical Service – henceforth GSS– 2014; UN-Habitat, 2012). The failure of this definition to expressly address housing quality differentiates it from the concept of housing as a noun.

From the viewpoint of housing as a noun, the housing problem is "the extent to which the quantity and quality of existing accommodation fall short of that required to provide each household with accommodation of specified minimum standard and over" (Needleman, 1965, p.18). This definition encompasses unfit, overcrowded dwellings and squatter settlements. Kirby (1979), states that the term "slum" was used in the nineteenth century to refer to an entire area of social pathology and to an individual dwelling unfit for human habitation. Mellor (1977, p.67), notes that "the slum was the locale of vice, crime, delinquency and disease, a disorderly gathering of people beyond society and without community". Therefore housing

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problems have been interpreted as pathological conditions which prevent society from functioning harmoniously. Unfortunately, the yardstick for assessing pathological conditions and harmony is a function of the ideology of the party concerned. Given this definition, about 80-90% of the housing stock of Ghana and most African countries which are self-built and have been calumniated as informal developments, slums, etc. suffer from pathological conditions, notwithstanding them being extremely socially functional and decent physical environments, albeit some lacking good access roads and drainage system. McFarlane (2012) challenges the notion that informality is illegal and belongs to the poor while formality is legal and belongs to the rich. According to O'Donnell (2010, p.3), "the problem is actually one of value, recognition, and rights of the residents of informal settlements," not pathology, while King, Orloff, Virsilas and Paide (2017) propose the upgrading of informal settlements to provide expanded opportunities for those who live there. Furthermore, just increasing the housing supply may exacerbate, rather than solve, the housing problem. For example, Cullingham (1979) reported more housing units than housing needs in United Kingdom in the 1960s. Yet, there existed a housing problem as people refused to accept the existing supplies for being a mis-match to their needs. Jenkins (2018) reports that while 58% of demand was for houses priced at below £450/ft2, only 20-25% of new homes in London were at that price to attest to a mismatch of supply to demand. Veras (2018) has documented mismatches between housing supplies and housing needs in Rwanda and Kenya. The ghost cities of Luanda (Watson, 2014) are further attestation of mis-matching housing supply to need, which exacerbates the housing and its concomitant affordability problem. Moreover, providing an "acceptable" quality housing for those beset with housing problems could compound and complicate the problem. Ferguson and Pettigrew (1954) reported that providing slum dwellers in Glasgow with relatively high-quality housing units led to high mortality rate. This resulted from malnutrition, which was the corollary to sacrificing meals to pay for the higher rental. Note that this school of thought puts the obligation for housing on the state.

In urban Africa, the supply deficit (one of the major causes of housing affordability problem) cannot be disputed. Nigeria is estimated to have a housing deficit of 17 million; South Africa, Kenya, and Angola have about 2 million each, while Ethiopia's housing deficit is about one million (Veras, 2018). The cumulated housing deficit for Ghana from 1960-2010 is estimated at 717,059 and 2,771,961 if the estimate is based on 6-persons and 4-persons per household per 2-bedroom housing unit, respectively (GSS, 2014). Ghana is supposed to require 100,000 housing units annually but production is 35% of the required estimate (GSS, 2014). According to Institute of Statistical, Social and Economic Research (ISSER) (2013), the metropolitan centers of Ghana account for 53% and 28.70%, respectively, of the 717,059 and 2,771,961 cumulative housing deficits. This is similar to Tanzania, where urban areas account for 40% of the 3,000,000-housing deficit, with Dar es Salam alone accounting for 36% of the 1,200,000 urban housing deficit (Shelter Afrique, 2012). Given the unprecedented pace of urbanization in Africa, which is fueling rural-urban migration, vis-à-vis the housing supply crunch, the dynamic disequilibrium between housing supply and demand is likely to widen over the future.

i. *Urbanization and Urban Housing Problem of Africa*

Before dealing with Africa's urban housing affordability problem, it is worth briefly discussing the contributory factors of urbanization and the urban housing problem of Africa, which include: high birth rate, rural-urban migration, expansion of urban areas through annexation, globalization, poverty (Vera, 2018; Gillespie, 2017), market-oriented approach, lack of governmental initiative (UN-Habitat, 2011), rising land cost (Yankson and Gough, 2014), proscription of indigenous building materials (Ghana Statistical Service (GSS), 2014; UN-Habitat, 2012) and land tenure/acquisition.

GSS (2014, p.69) notes that "the housing deficit…to a large extent can be described as urban phenomenon". Thus, urbanization, fostered by the market through the benefits of agglomeration, is a significant driver of the housing deficit and its corollary urban housing affordability problem. Furthermore, rising land cost and poverty are, to some extent, the creation of the market. It may be contended that high birth rate exerts pressure on housing need to increase land and house prices. However, it is the market that prices land while a significant proportion of the high birth rate do not have effective demand to affect the market pricing mechanism. This implies that the effect of high birth rate on land and housing prices may not be significant in the short to medium term. Furthermore, in most, if not all, African countries, the land is owned by the indigenous people who do not buy land for housing development. It is the migrants to the urban areas who neither have families nor friends in the urban areas to have access to rent-free accommodation, and who constitute effective demand, that affect land prices. Moreover, the same market that prices land beyond the reach of most urbanites attributes low values to labor provided by the urbanites plagued by the housing affordability problem. Thus, the urbanites beset with the housing affordability problem are hemmed in by the market's "inequitable valuation trap" – i.e. attributing high value to land and houses but relatively meager value to labor. Furthermore, the market that prices the low, and low-middle-income urbanites out of the land and housing market de- houses housing by using it for investment at

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the expense of the hapless low-income urbanites who need housing for "housing". Thus, the market appears to vindicate the Marxist's contention that the capitalist system is the problem (Engel, 1845 & 1872; Harvey, 2012).

b) Definition of Housing Affordability

The definition of affordable housing is briefly discussed to provide a suitable context for dealing with the housing affordability in urban Africa. 'Affordability' denotes the ability to meet the cost of something. Montreal (2005, p.2) defines it as 'a measure of the ability to pay'. Thus, the United Kingdom Government's definition of affordability in terms of rental that does not exceed 80% of the average market rental (Ministry of Housing, Communities & Local Government (MHCLG), 2019) masks the affordability problem. According to the Department of Housing and Urban Development (HUD) (2020), a dwelling unit is affordable if the occupant householder's total expenditure on the house does not exceed 30% of the gross household income. This definition, formally known as the housing expenditure-to-income ratio (HEIR), is the traditional meaning of affordable housing. The definition is household- specific but makes an implicit assumption that the household's gross income is high enough to meet all other expenses necessary for its survival after spending 30% of the gross income on housing (Hulchanski, 1995).

Odunsi (2018) asserts that affordable housing would be achievable and sustainable if all the major related parties - the government, private sector, professionals, the community, and the individual – could work together. However, "the concept of affordable housing means different things to various ministries and levels of government" to negate cooperation (Friedman and Rosen, 2018, p.2). The reason for this may be found in the public choice theory (see Stigler, 1971; Friedman, 1999; Felgendreher and Lehmann, 2017), which in a nutshell, states that self-interest is the common feature of all actors in the market. Readers who are interested in this theory may refer to Owusu-Ansah, Ohemeng-Mensah, and Abdulai (2017). It must be noted that throughout the world, especially in Africa, those affected by the urban housing affordability problems are disenfranchised as far as housing policymaking is concerned. They are dray horses at the mercy of the patronizing self-seeking policymakers and "stakeholders" – the financial powerhouses. Furthermore, notwithstanding that housing affordability and affordable housing are often used interchangeably, Stone (2006) and Friedman and Rosen (2018) argue a subtle but significant distinction between the two phrases. While housing affordability relates housing to people (i.e. people-specific), affordable housing implies that a specific form of housing is affordable to the target group (i.e. one-size-fits-all). Therefore, a gap will always exist between the ostensible supply of affordable housing and the affordability of the housing stock (Friedman and Rosen, 2018). Moreover Fisher (2007) argues that affordability should be measured by a comprehensive approach that captures the potential impacts of housing choices including utility efficiency, maintenance expense, accessibility to public services and community environment – This is akin to the housing as a verb concept.

Thus it is not surprising that different actors define affordable housing to suit their interests. Given this conundrum, it is not easy to measure housing affordability as different definitions require different measurement criteria. Some authors (e.g. Stone, 2010; Mulliner, 2016) commend the residual income approach index, while Jewkes and Delgadillo (2010) have classified ten affordability indices. A variant of HEIR, mortgage interest ratio (MIR) is used to measure the urban housing affordability of Africa for this paper due to the dearth of data.

III. Methodology/Data Sourcing

The paper relies on archival research to predominantly collect secondary data from publications of government and international bodies, internet sources, and the main highlights of the results of surveys conducted by two of my graduate students, Osunsina (2018) and Sanni (2018) for housing affordability of low- and middle-income groups of Ikeja and Lagos Island, and Lagos State respectively of Nigeria for the paper. The secondary data are supplemented with primary data obtained from a guided tour of Rehoboth Properties Limited residential developments in Accra, Ghana, by the Managing Director in August 2019.

The internet search was executed by using google to search for phrases like urban housing affordability of Africa, urban housing affordability of different African countries, urban housing deficit of Africa, urban housing deficit of different African countries, informal housing in Africa, informal housing in different African countries, mean household income and expenditure of urban Africa, etc.

The following monthly present value annuity factor (MPVAF), Equation 1, is used to calculate the maximum loan the mean/median household income can support at given mortgage interest rates to provide verifiable basis for analyses and discussion.

$$MPVAF = \frac{1-\frac{1}{\left(1+\frac{i}{m}\right)^{n\times m}}}{\frac{i}{m}} \qquad \text{Eq.1}$$

Where *i* is the annual interest rate, *m* is the number of months (12 for one year), and *n* is the mortgage term.

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IV. Affordability of Urban Housing in Africa

Table 1 provides data on housing affordability for five African countries. The price-income- ratio (PIR) ranges from 19.88 (Algeria) to 3.78 (South Africa). These figures, together with the MIR (Column 4, Table 1) and the affordability index (Column 5, Table 1), show that even South Africa (MIR of 45.48 and affordability index of 2.20), where housing is most affordable, is technically beset with housing affordability problem. Gloomier levels of affordability are depicted by the results in Table 2. Apart from Pretoria, which exhibits a reasonable level of housing affordability (3.47), the results demonstrate that all the remaining Cities face housing affordability problem. The PIR figures in Tables 1 and 2 imply that at least half of the population of these countries and cities are facing acute housing affordability problems.

Table 1: Africa Property Prices Index by Country 2019 Mid-Year

Rank	Country	Price to Income Ratio*	Mortgage as % of Income**	Affordability Index***
1	Algeria	19.88	175.65	0.57
2	Morocco	14.45	119.23	0.84
3	Egypt	13.60	206.10	0.49
4	Tunisia	11.46	116.57	0.86
5	South Africa	3.78	45.48	2.20

**Ratio of median apartment prices to median family disposable income*
*** Ratio of actual monthly cost of mortgage to take-home family income*
**** Inverse of mortgage as a % of income*
Source: Extracted from 2009-2019 Numbeo (numbeo.com)

Table 2: Africa Property Prices Index by City 2019 Mid-Year

Rank	Country	Price to Income Ratio*	Mortgage as % of Income (MIR)**	Affordability Index***
1	Algiers, Algeria	27.41	243.83	0.41
2	Nairobi, Kenya	20.39	311.54	0.32
3	Casablanca, Morocco	17.87	141.10	0.71
4	Alexandria, Egypt	15.21	256.24	0.39
5	Cairo, Egypt	13.10	195.02	0.51
6	Tunis, Tunisia	11.33	120.47	0.83
7	Cape Town, South Africa	7.54	89.67	1.12
8	Johannesburg, S. Africa	3.62	43.42	2.20
9	Durban, South Africa	3.47	41.51	2.41
10	Pretoria, South Africa	2.38	28.79	3.47

**Ratio of median apartment prices to median family disposable income*
*** Ratio of actual monthly cost of mortgage to take-home family income*
**** Inverse of mortgage as a % of income*
Source: Extracted from 2009-2019 Numbeo (numbeo.com)

Similarly, the results of rental affordability analyses (Table 3) confirm the housing affordability predicament of Africa's urbanites. Table 3, Column 6 shows that apart from Johannesburg (28.58%), Pretoria (26.43), and Durban (28.40%), the rental for median, 1-bedroom apartments in the city centers of the remaining cities range from 38.20% (Cape Town) to 78.65% (Nairobi) of the respective median household incomes. The situation is worse for householders living in similar apartments outside the city centers where, apart from Pretoria (25.11%), the proportion of the median household income spent on rent ranges from 43.92% (Johannesburg) to 103.34% (Algiers).

Table 3: Affordability of Monthly Median 1-bedroom Apartment Rental by City

City	1 Bedroom CC	1 Bedroom OCC	Median H/hold Income 1B CC	Median H/hold Income 1B OCC	% of Median H/hold Income CC	% of Median H/hold Income OCC
Cape Town	789.37	527.96	2066.43	1011.51	38.20	52.20

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Johannesburg	471.18	417.24	1648.64	1194.99	28.58	43.92
Nairobi	434.03	189.27	551.86	232.00	78.65	81.94
Casablanca	430.12	210.23	632.51	345.76	68.00	60.80
Pretoria	375.54	378.77	1421.13	1508.35	26.43	25.11
Durban	344.07	364.50	1211.47	1258.26	28.40	28.97
Algiers	260.61	258.33	439.60	249.99	59.28	103.34
Cairo	211.38	107.36	308.41	197.36	68.54	54.40
Tunis	183.16	138.24	393.99	275.28	46.49	50.22
Alexandria	140.68	84.61	278.00	117.86	50.60	71.79

Source: Author – Based on data from Numbeo.com and quora.com
Note: CC = City Centre
OCC = Outside City Centre
1B CC = Median household income for households in 1-bedroom apartment in City centre 1B OCC = Median household income for households in 1-bedroom apartment outside City Centre.

In West Africa, the PIR for Accra, Ghana, was 14:1 in 2003 (UN-Habitat, 2003), while UNDP (2008) reported that 70.8% of Nigerians earned less than US$1 a day at the time. Table 4 (Accra, Ghana) reinforces the housing affordability problem of African urbanites. According to available information from www.quora.com downloaded on 16/06/2019, the median monthly income for workers in Accra is US$320. The average monthly income for the 75th percentile income group is US$851 compared to a national average of US$170. Assuming a mortgage term of 25 years and mortgage interest rate of 5%, 10%, 15%, and 20% per annum monthly compounding, the maximum mortgage loan that the above incomes can support based on 30% MIR, and if all the income is hypothetically used for housing expenses are calculated as:

$$\text{Maximum Loan} = \text{MMP}(\text{PVAFi\%}/12,300) \quad \text{Eq. 2}$$

Where MMP = monthly mortgage payment, and PVAFi%/12,300 = present value annuity factor at monthly interest rate of i%/12 (i.e. i% per annum divided by 12 to convert it to monthly equivalent) over 300 months (i.e. 25 years mortgage term)
The results are presented in Table 4.

Table 4: ACCRA - Maximum Mortgage Loan Analysis Results

MIR (%)	PVAF	MML Based on MMP (30% MIR Bracketed)	
		US$320 (US$96)	US$851 (US$255.30)
5	171.06005	54,739 **(16,422)**	145,572 **(43,672)**
10	110.04713	35,215 **(10565)**	93,650 **(28,095)**
15	78.00744	24,984 **(7495)**	66,441 **(19,932)**
20	59.57872	19,065 **(5720)**	50,701 **(15,210)**

Source: Author

The cheapest "affordable" 1-bedroom ($42m^2$) and 2-bedroom ($60m^2$) apartments developed by Rehoboth Propert Limited (RPL) during visit in August 2019, the cheapest on the market at the time, were selling at a discounted price of US$22,500 and US$26,500, respectively. The results in Table 4 imply that at least 50% of all workers in Accra cannot afford the cheapest "affordable" apartment even at a mortgage interest rate of 5% per annum, monthly compounding. The average income earners among the 75-percentile income group can afford the cheapest "affordable" apartments on the market if mortgage interest rates are at most 10% per annum, monthly compounding. Based on 20% mortgage rate, compounded monthly, and 30% MIR, one must earn at least US$1,259 monthly (instead of US320) to afford the cheapest 1-bedroom apartment in Accra. Moreover, the discounted monthly rental for the cheapest "affordable" 2-bedroom apartment in Accra is US$180 (56.25% of the median income of workers in Accra) to confirm the housing "affordability" predicament besetting at least 50% of the workers.

Tables 5 and 6 provide affordability indicators for more African countries from another viewpoint to complete the analyses as the numbeo.com database deals with only 5 African countries (Tables 2 & 3).

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Table 5: Affordability of Cheapest Newly Built House

Country	Price US$	% of Urban Household	
		Can Afford	Cannot Afford
Libya	49,651	7.95	92.05
Senegal	17,237	40.26	59.74
Gambia	30,185	6.04	93.96
Liberia	15,000	0.01	99.99
Mali	22,925	3.48	96.52
Nigeria	8,040	26.95	73.05
Angola	34,901	8.12	91.88
Equatorial Guinea	38,524	62.52	37.48
Gabon	148,417	11.03	88.97
Central African Republic	23,176	1.45	98.55
Chad	9,972	18.86	81.14
Congo Democratic Republic	40,000	0.58	99.42
Rwanda	19,759	4.29	95.71
Zambia	73,918	8.50	91.5
Malawi	21,045	1.91	98.09
Uganda	33,719	3.93	96.07
Ethiopia	20,702	0.42	99.58
Djibouti	30,374	47.89	52.11
Tanzania	16,509	2.25	97.75
Sudan	79,422	8.33	91.67
Madagascar	24,675	1.76	98.24
Namibia	19,111	73.90	26.1
Botswana	36,150	22.11	77.89
Lesotho	11,679	39.58	60.42

Source: Extracted and adapted from Centre for Affordable Housing Finance in Africa (CAHF) (2019)

Table 5 implies that the percentage of households who cannot afford the cheapest newly- built house on the market ranges from 26.1% (Namibia) to 99.9% (Liberia) with an average of 83.25%. Table 6 summarises the affordability problem on regional basis. The most/least affordable housing regions are North/Southern Africa.

Table 6: Regional Average Affordability Index of Africa – Price-Income-Ratio (Range Bracketed)

Region	40m² House	80m² House
North Africa	1.9 (1.0-2.7)	3.3 (2.0-5.0)
Southern Africa	17.7 (15-21)	55.7 (35-82)
Central Africa	11.3 (5.0-17)	24.5 (10-40)
East Africa	9.3 (3.0-13)	22.3 (5.0-33)
West Africa	8.2 (4.0-19)	21.6 (10-43)

Source: Based on Bah, Faye and Geh (2018)

Before discussing what could be done to resolve the problem in a meaningful African way, the main highlights of the psychographic study by Osunsina (2018) and Sanni (2018) on housing affordality of the low-income group of Lagos State, Nigeria (68% of the population) are presented below to complement the above discourse.

a) Relevant Highlights of Housing Affordability – Lagos State, Nigeria

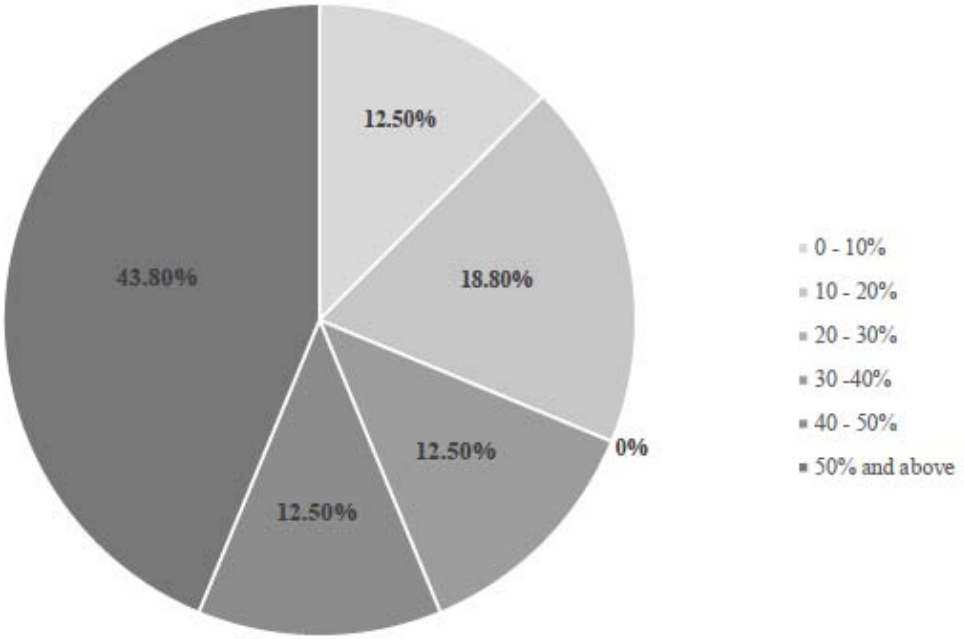
The study by Osunsina (2018) and Sani (2018) were aimed at ascertaining the people's perception of housing affordability, and how to resolve the problem. Overall, the findings focus on the economy, high construction and maintenance cost, market-oriented

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housing policies and a total distrust of the government, and self-reliance as the solution to the urban housing affordability problem.

About 69% and 44% of the respondents spend more than 30% and 50% of their incomes respectively on housing (Figure 1). Paradoxically, about 80% of the respondents claim that they do not face housing affordability problem to imply that their conception of housing affordability is at variance with conventional definition and perception. This may be attributable to the fact that about 88% of the respondents own their houses (Osunsina, 2018).

Given that the ascendancy of home ownership is priceless among Africans, the percentage of income spent on home ownership may not be conclusively probative of housing affordability. However, this argument applies only to the native urbanites and the naturalized migrants but not to migrants who are in urban areas to "get" a living.



Source: Based on data from Osunsina (2018)

Figure 1: % of Income Spent on Housing

For those in urban Africa to "get" a living, the notion that affordable housing are units that are within the financial capability of those whose income is below the median household income should prevail (Economic Times, 2019). This implies the need to differentiate between the native and the naturalized urbanites on one side and the migrant-urbanites to "get" a living when dealing with the urban housing affordability problem. This requires research to identify the urban migrants to "get" a living to facilitate housing policy initiatives to address their affordability problem.

The distrust in the government is encapsulated in the statement, "the government does not care" (Osunsina 2018,36). This results from the government's dependence on the private sector – which capitalizes on the housing deficit to maximize profit – for the provision of affordable housing. Affordable houses provided by members of the Real Estate Developers Association of Nigeria (REDAN) cost between N2.5million (US$15,151.52) and N5million (US$30,303.03) (Kalu, Agbarakwa and Oluchuku, 2014). These are affordable to only the high- income group – 3% of the Nigerian population (World Bank, 2016). This explains Osunsina's (2018) and Sanni's (2018) finding that Nigeria only caters to the rich. What else could be expected from a market-oriented approach? The market understands money. REDAN, a market institution, is in the market primarily to make money, not to solve the social problem of housing the poor. The urban poor cannot realistically survive by paying rental that predominantly ranges from 38.2% to 103.3% of median household income (see Table 3). This explains Sanni's (2018) finding that the paltry income of the low-income group puts the market off affordable housing for it not being profitable.

In view of the preceding discourse, how can Africa solve the urban housing affordability problem? The interviewees and respondents to Osunsina's (2018) survey were almost unanimous in saying: "Nigeria needs better government policies. They" (i.e., the government) "should scrap the idea of making Lagos a megacity or the new Dubai and focus on how they can make housing affordable for those who live in slums. We are the answer. They should make land cheaper and increase access to land. We can build cheap homes by ourselves".

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V. The Way Forward

A pragmatic African solution revolves around being "Africa-centric" by breaking loose from the shackles of Western market-oriented models, which lack proven record of success. The question of whether we really want a solution to the housing/affordability problem has been asked to no avail at some housing seminars in the West. Two seasoned real estate market players once gave the following answers during a small group discussion: "No, business will be over if the problem is resolved," "Property values will fall if the problem is resolved." Two successive graduate cohorts replicated the same sentiment to answer unequivocally "no!" when they were asked the same question. This goes to the heart of the problem, self-interest as encapsulated in the public choice theory briefly discussed earlier in the paper, if the two answers (concurred by about 50 graduate students) are tenable. Thus, it is in the market's interest that the problem is somehow perpetuated to ensure "business as usual" – a plausible explanation for the elusiveness of a solution over the decades – as attested by Colenutt (2020). Colenutt (2020) has documented how the property market of England (developers, landowners, investors and financiers) has, through its lobby groups – House Builders Federation, The Country Land and Business Association, UK Finance, etc., professional associations such as the RICS as well as professional advisers and consultants – received the blessing of the government to use business models to orchestrate housing shortage over the past few decades to exacerbate the housing affordability problem of the poor by mainly focusing the few supplies on high-value developments to enhance profitability.

The market is oblivious of those who are beset with the affordability problem for lacking effective demand. Moreover, the urban housing affordability problem is a function of poverty. Eradicate poverty, and the affordability problem could disappear. Unfortunately, any attempt to increase wages would be fiercely opposed by the market on the premise that business cannot afford it. To pacify the market, the urban poor is likely to be evermore caught in the "inequitable valuation trap" by the market.

Furthermore, given that urbanization is arguably one of the most potent catalyst of rural- urban migration, which is a significant contributory factor of the urban housing affordability problem as discussed earlier, the simplest solution is to stem the trend of urbanization.

However, suggesting this solution is touching the hornets' nest as urbanization is driven by economics, which has overriding supremacy over every decision in society. Thus, humanity has been, and is being regrettably made to economics as fodder is to cattle. Given this cataclysmic inversion of subjugating humanity to economics, it would be impossible to solve the urban Africa housing affordability problem through market-oriented policies. It is worth noting that the economies of almost all African nations were founded on agriculture and other rural industries. There is therefore a strong equitable basis – and even economic basis as cocoa from rural Ghana, for example, has been a backbone of the Ghanaian economy – for arguing for rural development in contradistinction to the disproportionate development of urban Africa which fuels urbanization to exacerbate the urban housing affordability problem through increased rural-urban migration. A comprehensive development of rural Africa, coupled with policies that force business to locate in rural Africa, will keep potential rural- urban migrants in the rural areas where they are already housed. This will reduce demand for urban housing to be a potent panacea for the urban housing affordability problem. It must be noted that business cannot exist without human beings but society existed before Adam Smith. It cannot be denied that business needs the poor as (if not more than) the poor needs business.

The problems emanating from making housing an investment good in Africa may be simply addressed by banning all the institutions – private equity funds, pension funds, insurance companies, corporate entities, etc. – from the housing market, and restricting them to the traditionally commercial, hospitality and industrial real estate markets. This has worked in Freiburg (Benson and Hamiduddin, 2018). Making housing to be a dwelling place, not a financial good for trading, will bring down the value of urban land and housing in a moment.

But that is the problem, economics, and therefore the market. It must be noted, however, that in Africa, housing is not traditionally acquired for investment as portrayed by economists and financial experts – It is acquired as a dwelling place with the socio-cultural attribute of being a cultural edifice and a status symbol (see Osunsina, 2018). Financialisaton of housing is a market-driven phenomenon, which is a mis-match to the socio-cultural milieu of housing in Africa and cannot be the panacea for the affordability problem. If it were a potent remedy, urban housing affordability would not have been problematic in the West, where housing has been so financialised that it is traded as a commodity and a financial asset. Moreover, reliance on the market by African governments for a solution to the housing affordability problem has yielded no dividend. ISSER (2013) argues that the private sector is unlikely to provide housing for low-income urbanites without being given appropriate incentives as the market has never played any meaningful role in the delivery of housing for the urban poor – The low income of the poor puts the market off housing delivery for the poor. This phenomenon operates in China (Cai, 2017) and the United Kingdom (Colenutt, 2020) too. Furthermore, giving the private sector incentives is a waste of public

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funds as articulated by a minister of Zambia, "Large developers attract attention but do little to solve the housing issues of the majority…Large developers are the only ones benefiting from government subsidies…" (UN-Habitat, 2012, p. 4).

Given severely constrained governments' budget vis-à-vis corrupt politicians with mis-placed housing policies, poverty, rural-urban migration that exacerbates the problem, governments that do not care or at best play politics with housing, a market that has no social scruples, does not ensure equitable distribution of wealth from the point of view of the well-being of humanity, and is there to exploit social problems to maximize profits, how does Africa realistically deal with the urban housing affordability problem?

a) Pragmatic African Solution

The symbols in Figure 2 urges us to learn and retrieve from antiquity what is best (in this case, self-built housing) to build the future. Housing has ever been the responsibility of individuals and families, not the central governments of Africa.



Source: Adinkra Design. Retrieved from https://www.ghanaianmuseum.com/adinkra- symbols-and-meanings.

Figure 2: Lessons from Antiquity

It is culturally required of a man to provide a roof for his family. The typical African man, since antiquity, embraces the challenge of having a roof over his head before contemplating marriage. The entire house may not be completed at a single period, but step by step, it will be completed at a pace suited to his financial capabilities. It neither puts undue financial burden on the people nor the national coffers. Most often, local building materials are utilized for the construction. The development from inception to completion has the impress of the personality of, and thus gratifying to, the owner-developer. It is the owner's masterpiece reflecting his personality, lifestyle, and culture – a status symbol which is priceless to him. He upgrades it over time as his finances permit with the intention of bequeathing it to his next of kin. It is meant to be his residence, but in the urban areas, any excess space may be let to a tenant(s) where possible. This meets the needs of migrants who are in the urban areas to "get a living" as the rental is far lower than private sector rental units (GSS, 2014). This is good housing as the housing procedures and the dwelling environments act as vehicles for personal fulfillment and stimulate real social and economic development (Turner and Fichter, 1972).

Although calumniated as informal housing, 90% of Africans live in it (World Bank, 2015a). The proportion is 97% in Cameroon, 65% and 80% in Urban Ethiopia and Senegal respectively, while all affordable housing in Malawi and Liberia are produced informally (World Bank, 2015b). GSS (2014) states that the self-financing housing option (housing by the people) is the most viable option for many people in Ghana.

As early as the 1950s, Charles Abrams remarked that Ghana's major resource is the number of people who can build, consequent on which the bulk of all housing is represented by self- built housing (UN, 1957). UN Habitat (2012) states that households and their informal small- scale contractors are the main source of housing provision in urban Zambia. Some of these self-built houses are of excellent material quality and belongs to wealthy people. Therefore, one may argue that self-built housing is the most pragmatic and feasible solution to the urban Africa housing affordability problem. This is supported by Osunsina's (2018) finding: "We are the answer", "make land cheaper and increase access to land. We can build cheap homes by ourselves". This accords with Grindley's (1972) conclusion that an owner-builder's savings on construction cost ranges from 22-53% of developer houses while Duncan and Rowe (1993) document savings of 20-60%. UN-Habitat (2012, p. 140), states that "the median cost (2011 prices) of dwellings built or bought in Lusaka, Zambia are US$3192 (Low-cost

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formal) and US$604 (Informal settlement)" – a saving of 81.08%.

The people are the answer to the housing affordability problem of urban Africa. They can do for themselves (build cheap homes by pre-empting whatever building materials available to them) what practically nobody – the government, the market, international bodies, etc. — can do for them. This is an ingrained African cultural heritage – self-reliance in housing oneself and one's immediate family. This is the way African villages, towns and cities were, and are still being built, albeit to the chagrin of some professionals and those who cannot see past the market.

The main problem with the self-built housing is the lack of infrastructure facilities: access roads, adequate drainage, sewage disposal systems, street lighting and potable drinking water. The governments of Africa and interested international bodies could significantly assist the urban poor by providing the needed infrastructural facilities to the informal housing environments as well as helping the migrants with access to land to enable them to house themselves in a socially, culturally, environmentally and economically gratifying manner.

VI. Policy Initiatives

To resolve the problem in the African way as discussed above, African governments and Western-trained African technocrats responsible for making housing policies, and especially foreign housing experts who significantly influence housing policies of Africa, must learn to respect, appreciate and accept the noble African heritage of individual responsibility for housing which has served Africa very well since antiquity. Even some Western countries, which rely on the government for housing provision are, to some extent, embracing self-help housing through the Community Land Trust in the United Kingdom and the US. It is time African governments and technocrats woke up to the fact that self-built housing in Africa is unstoppable – Owner-builders are survivors with a future (Grindley,1972; Duncan and Rowe, 1993; World Bank, 2015). By housing 90% of Africans (World Bank, 2015) informal settlements are producing housing solutions. It is deep-rooted in African culture. It must be nurtured, harnessed, and encouraged. How?

1. The government should work with all traditional settlements which are self-built and regrettably categorized as slums, and all other self-built housing environments in urban areas to provide them with the needed infrastructure. Money that would otherwise have been used to incentivize the market to build "affordable" housing for the poor that ends up in the hands of the rich, while increasing the profits of the private sector, should be channeled into this venture. This is supported by World Bank (2015a). In addition to proposing the upgrading of informal settlements, King et al (2017:2) conclude that "increasingly the international consensus favors in situ upgrading over relocating residents" That will change their stigmatization as "slums" to something more desirable which correlates with the inhabitants' perception as succinctly stated by an American slum dweller: "slums, they call us. That's a terrible word – these are our homes, our shrines. We live there" (Woodbury, 1953, 379). Provision of infrastructure facilities/services - responsibility of the government - will turn these settlements into "shrines" and tourist attractions. This government individual housing delivery partnership (PIHDeP) could prove to be the best ever variant of PPP in Africa in terms of human well-being. The government and the individual families and communities (stakeholders of the partnership) will see immediate and lasting tangible benefits (especially improved healthy housing environment and preservation of social capital) that will facilitate community and nation building.
2. Building and planning standards for all African countries should promote the use of local building materials (see UN, 1972) to enable the urban poor to build for themselves acceptable housing that no-one else can build for them. Strict enforcement of building codes and regulations in almost all African countries will forbid the use of many popular local building materials to risk alienating further the urban poor and many more who are without access to decent housing (see GSS, 2014). UN-Habitat (2012, p.1,3) states: "the building regulations remain too expensive to fulfill for most Zambian households to follow them…The building regulations impose standards to which the majority of households can only aspire….They are also shrouded in mystery as no one approached could find a copy. Other regional and international regulations are used". It is ludicrous that "affordable" housing in urban Ghana, for example, RPL's residential units, has imported marble-tiled flooring which significantly increases the cost beyond the urban poor's affordability and drains the already depleted foreign reserves of the country. The promotion of local building materials will facilitate the building of more houses by reducing construction cost partly by negating any exchange rate risk (through imported building materials) inflating housing prices. The additional derived benefits (which require further research) are the provision of employment for local artisans and labor as well as the promotion and development of African building technology. It provides housing solutions for the vast majority of those who work in the formal economic sector, and therefore makes significant contribution (not acknowledged by

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informal housing bashers) to the overall economy and society as a whole.

3. African governments should be Africa-centric by promoting Africa in Africa and overseas by building on Africa's unique heritage. African cities must be uniquely African. They should abandon the grandiose plans to turn African cities into New Dubais and mega-cities. Apart from the Multi-national companies and the corrupt politicians who will profit from such ventures, very few Africans may want African cities to be turned into New Dubais/Manhattans which will, apart from anything else, exacerbate the urban housing affordability problem (see Watson, 2014 and 2018). This could lead to dispossession and displacement of indigenous African urbanites of their lands for the super-rich owners of the New Dubais etc. to marginalize and impoverish the affected Africans to make them outcasts in their own countries. If Osunsina's (2018) findings could be generalized, it could be said that the idea of "New Dubais" etc. in Africa is repugnant and loathsome to most Africans. African cities must be uniquely African by building on Africa's heritage to show that Africa has something unique to offer the world. Individual responsibility for housing which is socio-culturally and financially gratifying to Africans is the way forward. It is a positive approach to normative outcomes as the houses lend themselves to incremental development and improvement in quality. This time-tested model is superior to the capitalist model of the West, which has not resolved the housing problems of Western cities. Currently CAHF (2019) and Veras (2018) are trumpeting the expandable studio ''shell finish" apartments and the 32m^2 one-bedroom semi-detached housing in Nigeria by Millard Fuller Foundation (MFF) as something novel. However, it is the same instalment/piecemeal house building that has prevailed in Africa since antiquity especially in the informal housing settlements. The main difference is quality which comes at a price that is not affordable to 73% of the urbanites (see Table 5). Notwithstanding, the buildings in the informal housing settlements are amenable to qualitative incremental improvements, which the owners undertake as and when their financial resources permit. It is time Africa capitalized on its heritage to resolve the housing affordability problem in an African way.
4. As a medium to long-term solution, emphasis should shift from urban development to rural development to reverse the unprecedented rural-urban migration in Africa, which fuels the urban housing affordability problem. In addition to reducing the urban Africa's housing need to be an effective panacea for the urban housing affordability problem, it will significantly contribute to social development for the forgotten rural Africans to advance the UN development goals.

VII. Conclusion

The urban housing affordability problem of Africa cannot be over-emphasized. However, it is human construct. Human institutions, especially the market, with the help of the governments and housing policymakers in Africa, are a significant part of the problem. Therefore, it will be naive to look to the market to solve the urban housing affordability problem of Africa. Moreover, Africans have never looked up to the market nor the central government for housing. Individual responsibility for housing is an ingrained African cultural heritage as a house is not a "traded" asset that should be subjected to mass production, but a residence and a cultural edifice, which must therefore have the impress of his personality. Given that almost all the housing stock of African villages, towns, and cities is supplied by the informal sector/self-built approach, there is no need to contemplate replacing it with a capitalist model which is incongruent to the African socio-cultural, economic, and environmental milieu, and has not proven to be a panacea for the affordability problem of the capitalist West. The solution to the problem is being Africa-centric by embracing, harnessing, nurturing, and promoting the African heritage of individual responsibility for housing, which has made the informal housing sector the main source of housing delivery for urban and rural Africa. "We are the answer...We can build cheap homes for ourselves" is the cry and plea of the African urban poor. Unleashing the latent potential of the urban poor of Africa to build cheap houses for themselves - something no one else can do for them – is the most pragmatic, socially, culturally, economically, and environmentally feasible way of solving the urban housing affordability problem.

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Certificate, LoR and Momento **2** discounted publishing/year **Gradation** of Research **10** research contacts/day **1 GB** Cloud Storage **GJ** Community Access	**Certificate,** LoR and Momento **Unlimited** discounted publishing/year **Gradation** of Research **Unlimited** research contacts/day **5 GB** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**Certificates,** LoRs and Momentos **Unlimited** free publishing/year **Gradation** of Research **Unlimited** research contacts/day **Unlimited** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**GJ** Community Access

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

1. Authors must go through the complete author guideline and understand and *agree to Global Journals' ethics and code of conduct,* along with author responsibilities.
2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
5. Authors should submit paper in a ZIP archive if any supplementary files are required along with the paper.
6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

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Plagiarism is not acceptable in Global Journals submissions at all.

Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
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- Findings
- Writings
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- Printed material
- Graphic representations
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- Any other original work

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2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

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The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.



Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

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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.

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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.

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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
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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