

RESORT GROWTH IN KODAIKANAL: ENTREPRENEURIAL CHALLENGES AND RECOMMENDATION STRATEGIES

L. Chandni

Research scholar, Dept., of Tourism and Hospitality Management
Bharath Institute of Higher education and Research (Chennai)
chandni.veronika@gmail.com -

Dr. V. Anu Rangjani

Associate professor, Dept., of Tourism and Hospitality Management
anurangjani@gmail.com

ABSTRACT— Entrepreneurship is an important factor and dependent on the development and expansion possibilities of all nations. Holiday business commerce in Kodaikanal is one of the most important divisions in terms of contributing to the country's growth. Great demand from the tourism business has enthused the development of many minor and medium-sized hotels, resorts, and holiday homes in Kodaikanal. Conferring to the literature, minor and medium-sized resorts are an allowance for the entrepreneurial character of hotel owners/managers. At Kodaikanal, little attention is being paid to small and medium-sized hotel businesspersons. To address this gap, this study aims to deliver essential results for resort entrepreneurial issues. The key purpose of this work is to investigate the features of small and medium-sized resort owners/managers and the challenges they face in relative to their viability in the business. Finally, this study will assist in improving resorts with limited resources, increasing resort earnings, and providing recommendations to stakeholders for improving the service quality. The data was gathered using an established and authorized questionnaire and interview methods. The data collected were analyzed using percentage analysis, Likert scale and mean-variance methods. The results are displayed and interpreted in tabular format.

KEYWORDS—Entrepreneurial challenges, resorts, tourism, Kodaikanal, Likert scale questionnaires

I. INTRODUCTION

Nowadays, with the fast expansion of our world, private enterprise has developed one of the utmost dynamic services in the budget. It drives a technology affluent, which by chance drives much of the world's financial development. These characteristic brands are very significant from a commercial macro point [1] of view. These effects will be handled more as the economy [2] globalization progresses. Entrepreneurship [3] involves entrepreneurs being highly capable of pursuing their goal line in the face of difficulties, resistance, obstructions, and failures. A country, no matter how wealthy in physical resources are, cannot grow if it is not used productively, but it needs dynamic entrepreneurs who can effectively donate to the prosperity of the country. Successful entrepreneurs are usually unrealistic, experienced, self-determining, behavioral, zealous [4], self-confident, good individuals, and rational to achieve their goal line. They will be passionate about reality. Therefore, entrepreneurs aspect many challenges when

opening a resort. This comprises monetary, government, production, and labor-related issues. As a result, it was found that the popularity of small and medium-sized hotel owners have male, middle-aged, secondary, and high school education. Education, and its previous discipline or knowledge, were not associated with the holiday business [5]. Resort administration is one of the utmost exciting and motivating businesses in the lodging sector. The resort is a multi-faceted procedure and it is a residence where travelers can relish all kinds of leisure happenings underneath one ridge. Resorts tend to accommodate travelers with diverse hobbies and finances. Tourism is an income-resilient action, so increased income has allowed Indians to travel further on and custom resorts on the relaxation market. Kodaikanal (Princess of Peaks) is recognized as the coolest summer resort in South India. It is the home to many resorts with money-making than other types of accommodation. Kodaikanal's economy relies heavily on tourism. In 2022, 300 million tourists visited Kodaikanal. The majority of tourists come from the area and neighbouring states such as Kerala and Andhra Pradesh. Hundreds of foreign tourists visit Kodaikanal each and every year. This paper's objectives are to clarify tourists' perceptions of the amenities and facilities of Kodaikanal resorts seeking to make improved suggestions for the development of tourism. The main income of summer resorts is contingent on the tourism industry, and most of the income comes from the lodging subdivision. Entrepreneurs are seeing agility [6] challenges and sustainable resort growth as needed at mountain stations. An advertising channel that resorts possessors depend on endure in a highly viable corporate world. The key objectives are as follows,

- To classify each and every resort in Kodaikanal built on parameters such as star rating.
- To provide stakeholders with actionable recommendations for refining the quality of facilities and services.
- To use the available resources to suggest resort development ideas.
- To propose the simple percentage analysis, Likert scale, and mean-variance methods to raise the profitability of the resort and also analyze the administration approaches that can generate vigorous and good-looking resorts.

The rest of the paper is organized as follows: The earlier efforts are briefly explained in Section II. Section III summarises the approaches employed, whereas Section IV covers results and discussions, and Section V wraps up the paper with the conclusion and their future improvements.

II. LITERATURE SURVEY

Salinas et al. [7], say that there is a consensus in the holiday business division academic literature stated that it is problematic to describe and lay down the idea of holiday business affordability due to the impact of various aspects that affect the achievement of the destination. It is one of the major commercial resources of each country in the world, which brings financial firmness from the viewpoint of tourism in the world. Tourism is one of the utmost important economic sectors in many developing countries and ranks 3rd in the world's distribution after oils and chemicals. Conferring to Amara D et al. [8] deals with the intercontinental traveller advents and revenue growth continue to overtake the world economy, with both developing and advanced financial prudence profiting from increased holiday business revenue. Carvache et al.

[9], 75% of SMEs in the Australian vacation industry business end within the first 5 ages of operating. Low barriers to entry into holiday business and hospitality businesses constrain the finances and data of SME proprietors [10]. Furthermore, the new nature-oriented holiday business is in operation by owners/operators who do not have official professional or advertising background in the holiday business and have no previous experience. Domingo et al. [11] state that the Israeli crib and mealtime department workers have slight contextual knowledge and business knowledge. In addition, Drakulic et al. [12], have identified many possible details for a company's failure Lack of knowledge and sufficient professional skills, and inadequate resources to endure. Elrahem et al. [13], state that many tourism businesses are undercapitalized and poorly managed. Resistant to changes and assistance approve many minor and medium-sized holiday business industrialists are doing commercial. Individuals who want administration skills and data prevent from selling their products well using National Heritage Board (NHB).

Fedeli et al. [14], claim these difficulties donate to the employ of untrained people contribute to a bad reputation among workers and also in the industry in terms of pressure on the company's development. In addition, many government-related issues arise from the holiday business commerce. Several Canadian administrators criticize the lack of tourism promotion and tourism financing by the Ontario Government and Financial Institutions (Lu). Though, problems related to the financial problems facing SMEs in this context Sector. Lack of money and lack of facts about how to proceed with the contact with the financial institution. In addition, they point out that backing is linked to Small and Medium-sized Enterprises (SMEs). Tourism is not enough and the backing mechanism is not synchronized. Backing agencies consider holiday business in a dangerous way. Due to numerous details, such as the deficiency of government assurance to holiday business, security and safety, and the fact that it is a moderately new business. As external financing plays a significant part in the resorts. In auxiliary the performance of the holiday business. On the contrary, the government's optimistic [15] action against the resort. The Australian coast has emerged as the perfect place for entrepreneurs. Activities that help promote holiday business development.

Friedrich J et al. [16], stated that there are two contrasting perspectives on the resort entrepreneurship training programs. Some contend that proprietors/administrators do not involve in training because they are the specialists in their business. They are aware of extremely particular gaps in their area of interest. Participation in advance programs relating to the holiday business is rather little. The majority of defendants decided that their capability to lever present processes had now content the essential information level. Giao et al. [17], say that like other for-profit companies, resorts aspect several issues and challenges. They are a delicate area as utmost vacationers use them as a place of rest and relaxation, and are therefore subject to minor variations. The public who visits the resort can choose from many options, and the people who manage them need to have the precise criteria to attract customers. Criteria are determined, amongst other effects, by the interaction between staff and customers, the safety of services, and affordability. Goffi et al. [18], propose that tourist employability is one of the driving forces that motivate the public to travel to the tourist journey's end. Individuals with

higher revenue groups often visit destinations with high purchasing power.

Happ. E [19] investigated the economic challenges facing inner-city entrepreneurs in the context of liberalization of the financial subdivision. Entrepreneurship is the progression of generating some degree of worth by spending the essential services, time, and determination, and accepting the financial, and in some cases corporal and communal risks that come with it. Entrepreneurship is fetching more and more important today. Personal, communal, and conservational features have a straight impact on the entrepreneurs' progression, motivations, innovations, and the steadiness and development of resort business. The biggest challenge for city entrepreneurs is accessing inexpensive acclaim over a practical period of time. To overcome these challenges, business owners need to achieve their records in a real way. In addition, the accessibility of security progresses admission to official credit. However, as the accessibility of savings opportunities increases, the availability of entrepreneurial credit [20] becomes even less. identified the problems handled by entrepreneurs. Some of the challenges addressed are financial shortages [21], mobility restrictions [22], less education, work problems, and the deficiency of willingness to achieve.

III. METHODOLOGY

The data are collected in the Dindigul district among the resort stakeholders, residential community, and local government. Qualitative research is carried out in this research. Kodaikanal resort entrepreneurs were selected and respondents were randomly selected. Data are collected through questionnaires and interview methods. The questionnaires are divided into the resort's stakeholders, resort administration, and the local community. The first part deals with profiles and entrepreneurial characteristics following the respondents, and the administration features of the resorts. The last part deals with corporate problems and limitations faced. Interrogations about entrepreneurial features were taken as a basis for a Likert scale of 5 points. The next part was engrossed in queries related to the economic and advertising aspects, and the latter part dealt with the difficulties they face. Detailed resort entrepreneurial measures are shown in section 4. Interview questions are answered from the questionnaire survey. The question was considered to get a comprehensive description of a particular topic using semi-structured interviews [23]. Each interview lasts from 25-45 minutes. The interview was recorded and analyzed in the background. The demographic [24] profile is surveyed to 10 resorts with 600 individuals related to the resorts. The problems faced by resort entrepreneurs are analyzed through simple percentage analysis [25] and mean standard deviation values [26].

IV. RESULTS AND DISCUSSIONS

Table 1 summarizes the respondents' profiles. The major respondent's position is a supervisor (200 or 33.3%), Managers (130 or 21.6%), resort stakeholders (120 or 20%), and all others (150 or 25%). The male responders (450 or 75%) are more than the women (150 or 25%) since it is a resort business. The women don't prefer to work in the hotel industry because of time constraints. Related to the age factor, data displayed a circulation of diverse stages of age. Most of the people involved in this resort business are aged between 30-50 (64.3%) and 51-60 (120 or 20%). With respect to proper education, respondents completed majorly diploma (198 or 33%) and schooling (156 or 26%), and the discipline also not related to tourism or hotel

management. Few respondents said anyone can participate in this business. A person's lack of education, discipline and associated work knowledge is the most important thing to be interested in. But ten of them emphasize the benefits of the hotel-related training sector. Conferring to them, "education is not vital [27]. Yet, if you have previously been involved in the hotel industry is better than the sector".

Table 1 Demography of respondents on resorts owners/managers in Kodaikanal using percentage analysis

Description of specifics	Measures	Occurrence	Percentage (%)
Respondent's Position	Resort stakeholders	120	20
	Managers	130	21.6
	Supervisor	200	33.3
	Front office executives	99	16.5
	others	51	8.5
Gender	Male	450	75
	Female	150	25
Age	Less than 30	80	13.3
	31-40	220	36.6
	41-50	166	27.6
	51-60	120	20
	Above 60	14	2.3
Qualification	Graduates	138	23
	Post graduates	78	13
	Diploma	198	33
	Schooling (primary /Secondary)	156	26
	Others	30	5
Experience	Tourism Management	167	27.8
	Resort Management	156	26
	Administration /Supervisor	134	22.3
	Hotel Management	87	14.5
	Others	56	9.3
Resort Business Management (in years)	0-5	190	31.6
	6-10	180	30
	11-20	78	13
	Above 21	32	5.33
	Does not know	120	20
Ownership	Self	230	38.3
	Partner	200	33.3
	Others	170	28.3
Entrepreneurship in resorts is affected by a lack of education.	Yes	480	80
	No	120	20
Undergone entrepreneurship training or not	Yes	350	58.3
	No	250	41.6
Other sources of revenue/income	Other businesses	190	31.6
	Government Job	170	28.3
	None	240	40

4.1 COMMON CHALLENGES IN RESORT ENTREPRENEURSHIP

In the hotel industry, specifically resorts, operating costs, employee's costs, are constantly high. This is moderately due to the large number of workers who need to perform diverse tasks. In detail, paying wages is the largest single cost for most resorts, and financial records for the majority of the resort's functioning costs. Many talented and motivated staffs are needed to operate the resort effectively. Resorts continue to face high labor costs as many of the facilities accessible at the resort, such as food service, tour guides, massages, and other relaxation services, will not be automated. Other operating budgets are in the system of secured foodstuffs and recurring invoices for customers. Safety is another major task facing in the resort business. Most customers staying at diverse resorts can come from outdoor where the resort is located. Consequently, when deciding to official visit a specific resort, safety considerations are a major factor in making such a choice. In the area, where there are security issues, the number of visitors is low, especially for those who want to have fun. In modern periods, the worldwide terrorist issue [28] is affecting many recreational zones and facilities. If a zone is measured vulnerable to terrorist attacks, travel warnings will be dispensed and vacationers will be required to move away. Dindigul district with established resorts often remains unvisited when safety issues arise. Intensifying rivalry or the invasion of the resort and ancillary services has significantly undermined the industry. This indicates an increase in the number of resorts, as various resorts report fewer customers serving than them, so some current customers lose to new customers. Table 2 describes the entrepreneurial challenges faced by the resorts located in Kodaikanal. The entrepreneur's interview questions and answers give the mean and standard deviation through the Likert scale (1 = completely disagree, 2= disagree, 3= neutral, 4=agree, 5 = completely agree). The questionnaires help to determine the challenges faced by the resort owners.

Table 2 Entrepreneurial Challenges by resorts in Kodaikanal

CHALLENGES	FACTORS	Mean	S. D
Financial Resources	Inability to secure internal funds.	2.90	1.15
	Unable to keep track of the present market and economy.	2.87	1.14
	The expense of continuous product enhancement is high.	2.78	1.13
	Financial management abilities are lacking.	2.45	1.05
	The lack of a loan. Inability to obtain financial assistance from friends and relatives.	2.56	1.08
Employers' knowledge and skills	Less coaching resources.	2.78	1.13
	Insufficient tools to acquire the necessary skills and expertise.	1.34	0.79
	Missing business goals Specific	1.57	0.85
	lack of knowledge-skill gap.	2.23	0.99
	Less willingness to promote learning	2.45	1.05
Resort functioning challenges	Under developed resort ambiance	2.74	1.12
	Uncleanliness	2.56	1.08
	Fewer visitors due to cost	2.49	1.07
	Lack of hospitality	2.76	1.13
	Lack of resources	2.95	1.16
	Housekeeping problems	2.67	1.10
	Lose loyal customers	1.89	0.93
	Changes in visitor potentials	2.44	1.04
	Work on star rating	3.33	1.21
Entrepreneur challenges	Recruiting and retaining resort workers	2.98	1.17
	Changing marketing trends and dynamic forces	3.13	1.19
	Unbalanced cash inflow	2.52	1.07
	Increased price of daily necessities	2.45	1.05
	Intensifying competition	2.46	1.06
Security challenges	Area of the remote / city	2.70	1.11
	Place safe to stay	2.98	1.17
Government related	Less marketing support from government	2.87	1.14

challenges	Less financial support	2.34	1.03
	Less Tourism planned from government	2.39	1.32

The Scale denotes less than 1.49 = completely disagree; 1.5–2.49 = agree; 2.5–3.49 = neutral. The mean and standard deviation for the challenges faced by entrepreneurs is pointed through the respondent [29] survey. Financial resources challenges are in demand and are factorized as the inability to secure internal funds (Mean 2.90, S.D 1.15), unable to keep track of the present market and economy (Mean 2.87, S.D 1.14), the expense of continuous product enhancement is high (Mean 2.78, S.D 1.13), financial management abilities are lacking (Mean 2.45, S.D 1.05), the lack of a loan (Mean 2.56, S.D 1.08). The employee’s knowledge and skills challenge deals with insufficient tools to acquire the necessary skills and expertise (Mean 1.34, S.D 0.79), missing business goals Specific (Mean 1.57, S.D 0.85), lack of knowledge-skill gap (Mean 2.23, S.D 0.99), less willingness to promote learning (Mean 2.74, S.D 1.12), uncleanliness (Mean 2.56, S.D 1.08), fewer visitors due to cost (Mean 2.49, S.D 1.07), lack of hospitality (Mean 2.76, S.D 1.13), lack of resources (Mean 2.95, S.D 1.16), housekeeping problems (Mean 2.67, S.D 1.10), lose loyal customers (Mean 1.89, S.D 0.93) and work on the star rating (Mean 3.33, S.D 1.21). The entrepreneurial challenges faced by resorts are recruiting and retaining resort workers (Mean 2.98, S.D 1.17), changing marketing trends and dynamic forces (Mean 3.13, S.D 1.19), unbalanced cash inflow (Mean 2.52, S.D 1.07) Increased price of daily necessities (Mean 2.45, S.D 1.05), and intensifying competition (Mean 2.46, S.D 1.06). Some of the recommendations are

- Every resort in Kodaikanal based on the star rating of the customer.
- Challenges faced are determined by this scale to use and avail the resources for quality services and development of resorts.
- Financial support is very less from the government
- Security of the resort is majorly considered by tourists.
- The ambiance of the resort is taken into account very largely.
- Cost-effective resorts are preferred.

V. CONCLUSION AND FUTURE SCOPE

This paper classifies all resorts in Kodaikanal based on parameters such as star rating only. Some of the positive recommendations to stakeholders are to improve the quality of our facilities and services. Through the available resources, resort development ideas are suggested. We proposed a simple percentage analysis, Likert scale, and mean-variance method to increase the profitability of the resort. Also, We analyzed the management approach that can create a lovely resort. This study proved the relative importance of education and Industry-related knowledge to support the feasibility of resort operators in the tourism sector. Security issues, environmental issues, entrepreneurial issues, and financial challenges are identified and given a solution. The main limitation of this research is the survey focused only on 10 resorts. Technological issues are not identified in this paper. In the future, the data can be collected in many other resorts in Kodaikanal with more respondents to the survey. The technological issues can be determined from the clear findings of the entrepreneurs.

REFERENCES

- [1] Barnes, D. C., Kraemer, T., Gouthier, M. H. J., Ludwig, N., & Giese, A. (2020). After-service gifts: Evaluating how presence, context, and value impact customer satisfaction and customer delight. *Journal of Marketing Theory and Practice*, 1–15. <https://doi.org/10.1080/10696679.2020.1842769>
- [2] Cabal, E. M., Villarín Sr., P. T., & de Guzman, M. F. D. (2021). Experiences on extreme weather events and promotion strategies of resort business owners in Zambales, Philippines *American Journal of Humanities and Social Sciences Research*, 5(5), 112-121.
- [3] Almeida-García F., Domínguez-Azcub J., Mercadé-Meléc P., & Pérez-Tapia G. (2020). Can a destination really change its image? The roles of information sources, motivations, and visits. *Tourism Management Perspectives*.34. 2020,100662. <https://doi.org/10.1016/j.tmp.2020.100662>.
- [4] Department of Tourism. (2021). Tourism industry hikes share in GDP to 13%; Puyat sees strong recovery from pandemic. Retrieved February 20,2021, from <http://www.tourism.gov.ph>.
- [5] Ahn, J., Back, K.-J., & Choe, Y. (2019). Customers' needs satisfaction: A scale validation with refinement in the integrated resort setting. *International Journal of Hospitality Management*, 82, 39–47. <https://doi.org/10.1016/j.ijhm.2019.03.028>
- [6] Albayrak, T., Caber, M., Rosario González-Rodríguez, M., & Aksu, A. (2018). Analysis of destination competitiveness by IPA and IPCA methods: The case of Costa Brava, Spain against Antalya, Turkey. *Tourism Management Perspectives*, 28, 53–61.
- [7] Salinas Fernández, J. A., Serdeira Azevedo, P., Martín Martín, J. M., & Rodríguez Martín, J. A. (2020). Determinants of tourism destination competitiveness in the countries most visited by international tourists: Proposal of a synthetic index. *Tourism Management Perspectives*, 33, 100582.
- [8] Amara, D. (2017). Egypt wedding tourism destinations: A new tourism demand motivator, the case of El Gouna. <https://doi.org/10.21608/thalexu.2017.47783> mix model. *Journal of Hospitality & Tourism Research*, 10(1), 26-32.
- [9] Carvache-Franco, M., Carvache-Franco, O., Carvache-Franco, W., Villagómez Buele, C., & Arteaga Peñafiel, M. (2018). The tourist demand from the perspective of the motivation, assessment and satisfaction in a sun and beach destination: The Manta Case, Ecuador. *GeoJournal of Tourism and Geosites*, 22(2), 561-572. <https://10.30892/gtg.22224-311>.
- [10] Cimbajević, M., Stankov, U., & Pavluković, V. (2018). Going beyond the traditional destination competitiveness – reflections on a smart destination in the current research. *Current Issues in Tourism*, 1–6.
- [11] Domingo, E. J. S. (2019). Marketing practices of resorts in Cuyapo, Nueva Ecija: Implications to business and social studies. *International Journal of Advanced Engineering, Management and Science*. 5(11), 580-586.
- [12] Drakulić Kovačević, N., Kovačević, L., Stankov, U., Dragičević, V., & Miletić, A. (2018). Applying destination competitiveness model to strategic tourism development of small destinations: The case of South Banat district. *Journal of Destination Marketing & Management*, 8, 114–124

- [13] Elrahem, S. A., Elaster, A., Mohamed, A. M., & Ali, M. A. (2017). The impact of misleading marketing practices on behavioral intention of hotel customers. *Minia Journal of Tourism and Hospitality Research*, 1(2), 165-188.
- [14] Fedeli, G. (2020). 'Fake news' meets tourism: a proposed research agenda. *Annals of Tourism Research*, 80, 102684. <https://doi.org/10.1016/j.annals.2019.02.002>
- [15] Folgado-Fernández, J., Di-Clemente, E., Hernández-Mogollón, J., & Campón-Cerro, A. (2018). Water tourism: A new strategy for the sustainable management of water-based ecosystems and landscapes in Extremadura (Spain). *Land*, 8(1). <https://doi.org/10.3390/land8010002>
- [16] Friedrich J., Stahl J., Fitchett J. M., & Hoogendoorn G. (2020). To beach or not to beach? Socio-economic factors influencing beach tourists' perceptions of climate and weather in South Africa. *Transactions of the Royal Society of South Africa*, 1–9. <https://doi.org/10.1080/0035919x.2020.1716869>
- [17] Giao, H., Ngan, N., Phuc, N., Tuan, H., Hong, H., Anh, H., Nhu, D., & Lan, N. (2020). How destination image factors affect domestic tourists revisit intention to Ba Ria-Vung Tau Province, Vietnam. *The Journal of Asian Finance, Economics and Business*, 7(6), 209- 220. <https://doi.org/10.13106/JAFEB.2020>
- [18] Goffi, G., Cucculelli, M., & Masiero, L. (2019) Fostering tourism destination competitiveness in developing countries: The role of sustainability. *Journal of Cleaner Production*, 209, 101-115.
- [19] Happ, E. (2021). Tourism destination competitiveness with a particular focus on sport: The current state and a glance into the future – a systematic literature analysis. *Journal of Sport & Tourism*, 25, 66-82.
- [20] Hasanah, N., Maryetnowati, D., Edelweis, F., Indriyani, F., & Nugrahayu, Q. (2020, December 6). The climate comfort assessment for tourism purposes in Borobudur Temple Indonesia.
- [21] Heliyon, 6(12). Hjalager, A.-M. (2020). Land-use conflicts in coastal tourism and the quest for governance innovations. *Land Use Policy*, 94, 104566. <https://doi.org/10.1016/j.landusepol.2020.104566>
- [22] Hritz, N., & Cecil, A. (2019): Small business owner's perception of the value and impacts of sport tourism on a destination. *Journal of Convention & Event Tourism*. 20(3). 224-240. <https://doi.org/10.1080/15470148.2019.1635547>
- [23] Hutami, D. A., & Narottama, N. (2021). Marketing strategy for Palmilla Beach Club Tourist Attractions in Melasti Beach, Ungasan. *American Journal of Humanities and Social Sciences Research*, 5(5), 314-319.
- [24] Khan I., & Hou, F. (2020, September 20). The dynamic links among energy consumption, tourism growth, and the ecological footprint: the role of environmental quality in 38 IEA countries. *Energy*, 222. <https://doi.org/10.1016/j.energy.2021.119935>
- [25] Knollenberg, W., Duffy, L. N., Kline, C., & Kim, G. (2020). Creating competitive advantage for food tourism destinations through food and beverage experiences. *Tourism Planning & Development*, 1–19. <https://doi.org/10.1080/21568316.2020.1798687>

- [26] Kubickova, M., & Martin, D. (2020). Exploring the relationship between government and destination competitiveness: The TALC model perspective. *Tourism Management*, 78, 104040.
- [27] Paunović, I., Dressler, M., Mamula Nikolić, T., & Popović Pantić, S. (2020). Developing a competitive and sustainable destination of the future: Clusters and predictors of successful national-level destination governance across destination life-cycle. *Sustainability*, 12(10), 4066.
- [28] Aldebi, H., & Aljboory, N. (2017). The impact of the tourism promotion-mix elements on the foreign tourists' mental images of the Jordanian tourist destinations (A Field Study). *International Business Research*, 11(1), 74.
- [29] Thiel M., de Veer D., Espinoza-Fuenzalida N. L., Espinoza C., Gallardo C., Hinojosa I. A., Kiessling T. Rojas J., Sanchez A., Sotomayor F., Vasquez N., & Villablanca R. (2021, May 3). COVID lessons from the global south – Face masks invading tourist beaches and recommendations for the outdoor seasons. *Science of The Total Environment*, 786. <https://doi.org/10.1016/j.scitotenv.2021.147486>