

Lecture Note

Course Title: ITM 2301 Sustainable Tourism Management

Credits: 3(3-0-6)

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Program: Tourism Management

Week 2

Unit 2: The Jafari's 'platform' model

Topic

- The Jafari's 'platform' model
 - Advocacy Platform
 - Cautionary Platform
 - Adaptancy Platform
 - Knowledge-Based Platform

Objectives

After the completion of this unit, students should be able to:

- Explain what Jafari's platform model is.
- Explain each 4 platforms.
- Discuss how each Jafari's 4 platforms' perceives tourism in terms of its potential impacts and sustainability.
- Explain why the destination life cycle model can be regarded as the climax of the Cautionary Platform.

1. The Jafari's 'platform' model (2001) and impacts

The Jafari's 'platform' model provides a useful framework for understanding the emergence and development of sustainable tourism in particular, bearing in mind that each platform builds on its predecessors. The Jafari's platform emphasizes that all four platforms coexist within the contemporary tourism sector.

1.1 The first platform: Jafari's Advocacy Platform (developed during 1950s/1960s or post-war period)

This platform is characterized by strong support for tourism as it has positive & uncritical attitude toward tourism. *The platform sees that tourism always has benefits to various regions of the world and emphasizes on market-product equation vs. host communities.* The appearance and dominance of this pro- tourism perspective (platform) in the 1950s and 1960s reflected the convergence of several facilitating factors during that era. These included:

- The emergence of a strong middle class in the more developed world with a growing tendency to travel for recreational purposes (search for foreign culture, search for nature/ naturalism, wild & escapism, social esteem/ ego-enhancement)—travel is a form of consumption;
- The return of peace and stability to much of the world after World War II and the Korean War;
- The introduction of technological innovations that reduced the real cost of travel, making more destinations accessible to a larger market. Tourism, especially for the newly independent but impoverished (poor) countries of the South, was touted as a benign avenue to economic development that would be sustained by an unlimited supply of tourism resources such as beaches, local culture and scenery.

(1) Economic benefits

The broad economic arguments for tourism that dominate the advocacy platform literature are summarized in Table 1.1. These include the generation of direct revenues, but also substantial indirect revenues realized through the subsequent dynamic of the multiplier effect as other local economic sectors, such as agriculture, respond to tourism's demand for an extensive array of affiliated products and services. A parallel effect is argued with respect to employment, wherein the labor-intensive tourism industry would provide a

large number of direct and indirect jobs suitable particular for largely unskilled labor forces. Tourism is additionally regarded as a stimulus of economic development in peripheral regions experiencing stagnation or decline in the primary sector but lacking the potential to accommodate large scale industrialization or other alternatives. Conversely, tourism is thought to provide a way of revitalizing declined industry cities such as Lowell, Massachusetts (USA) through the presentation of its industrial heritage as tourist attractions.

In the context of modernization theory, tourism serves as an activity which is growing and stimulates economic growth. This stimulus would be sustained by tourism's record of robust growth.

Table 1: Contrasting tourism contentions (controversy) of the advocacy and cautionary platform

Advocacy Platform	Cautionary Platform
Generates direct revenues	Direct revenues eroded by seasonality and costs (marketing, administration, public in infrastructure, incentives)
Generates indirect revenues (multiplier effect, linkages to other sectors)	Leakages created by importation of goods and services and profit repatriation
Creates employment (labour intensive, unskilled)	Employment is low- paying, seasonal, part-time, low benefit
Stimulates regional development	Not necessarily best alternative (see problems)
Strong global performance	Performance fluctuates at national and local level (global curve cannot be extrapolated to local level)
Promotes cross- cultural understanding	Promotes cross- cultural conflict due to disparities (inequality), congestion
Provides incentive to preserve culture, natural environment	Culture is commodified, crime is stimulated and environment is degraded by development and tourist activities, as well as induced effects

(2) Socio- cultural and environmental benefits

Purported social and cultural benefits augment the economic arguments that dominate the Advocacy Platform. One of these is the idea that tourism promotes cross cultural understanding and, ultimately, world peace, through direct contact between host and guest. Moreover, tourism provides an incentive to

preserve a destination's unique environmental, cultural and historical assets, from which a portion of the revenue can be allocated for ongoing restoration and maintenance purposes. By this logic, iconic heritage sites such as the Great Wall of China, the Egyptian pyramids and the Civil War battlefields of the UK and USA would be seriously compromised in the absence of tourist-related interest and revenue.

1.2 The second platform: Jafari's Cautionary Platform (developed during late 1960s/1970s)

Several factors contributed in the late 1960s and early 1970s to the emergence of the Cautionary Platform. This platform argues that unregulated tourism development eventually culminates in unacceptably high environmental, economic and socio-cultural costs (ต้นทุน) for the residents of destinations, who have the most to lose as a result of these costs. A major factor was the intensification of tourism development in many places (assisted by planners and officials supportive of the advocacy approach) and within less developed regions in particular to a level where the negative impacts became increasingly evident. Concurrently, 'dependency theory' and other neo Marxist commentaries provided a convenient framework within which these impacts, and the international tourism system in general, could be contextualized. Focusing especially on the pleasure periphery, the dependency theories argued that tourism, like plantation agriculture in a previous area, was a means through which the developed core regions continued their exploitation and domination of the 'underdeveloped' periphery. It is through this logic that Finney and Watson (1975) consider tourism as 'a new kind of sugar', while Harrigan (1974) accuses tourism of perpetuating the master-slave relationships of slavery.

An additional factor was the emergence of the environmental movement and its popularization through such breakthrough works as *Silent Spring* (Carson, 1962), *Small is Beautiful* (Schumacher, 1973) and *Gaia: A New Look at Life on Earth* (Lovelock, 1979). Therefore, this platform emphasizes negative destination impacts especially on wildlife and natural environment. Budowski (1976) was the one who maintained that the relationship between tourism and the natural environment was mostly one of neutral 'coexistence' that was, however, moving toward 'conflict' as tourism continued to expand haphazardly into relatively unspoiled areas. Moreover, in this platform, tourism is seen as potential danger to host communities, a threat to culture, and leakage of

economic benefits. In management perspective, tourism development should be controlled or avoided.

(1) *Economic costs*

While the supporters of the Advocacy Platform said that tourism generates revenue, the supporters of Cautionary Platform raise an issue about economic costs in that in tourism industry, multiplier effect* (to learn in later unit) is minimal or non-existent due to revenue leakages associated with local economies too weak to generate meaningful linkages with tourism. Moreover, tourism employment is criticized as constantly

- *low wage*
- *part-time*
- *seasonal*
- *lack of employee benefits*
- *lack of opportunities for upward mobility (better social status and living quality)*

And while a long-term pattern of sustained growth exists at the global scale, individual destinations are subject to unpredictable and potentially devastating fluctuations due to competition from other tourism destinations and products as well as the sensitivity of tourist markets to political and environmental instability. Moreover, the seasonal nature of tourist demand tends to create a regular 'drought-deluge' (flood) cycle that respectively induces periods of under-capacity and over-capacity. These factors ultimately combine to reduce the effectiveness of tourism as a way to developing economies in peripheral or depressed regions.

(2) *Socio-cultural and environmental costs*

In the socio-cultural arena, supporters of the Cautionary Platform contend that tourism is just as likely to foster misunderstanding and conflict, rather than harmony and world peace, due to the cultural divide and disparities (gap) in wealth that often occur between host and guest and to the in situ nature of tourism consumption (i.e. tourism products are 'produced' and 'consumed' at the same location). Frustration over congestion and the diversion of services and resources to tourists may also increase the likelihood of conflict. The incentive effect may be offset (= made up for) by the commodification effect

as residents adapt products and services to the demands of the tourist market rather than the needs of their own community (Cohen, 1988). Increased tourism activity is also associated with increased crime in destinations, in part because the tourist is an attractive target and in part because some tourists intend to engage in illegal or criminal activity.

With regard to the natural environment, foundation assets such as beaches, forests and lakes become congested and polluted due to pressure arising from tourism- related construction, waste generation and visitor activity. Indirect construction and waste, often on a much greater scale, is also associated with the need to provide housing and services for workers in the tourism industry and their dependents. It is argued that these cultural and environmental modifications ultimately give rise to a homogeneous ‘international’ tourism landscape that destroys the destination’s unique ‘sense of place’.



Pre- tourism development: the ideal paradise

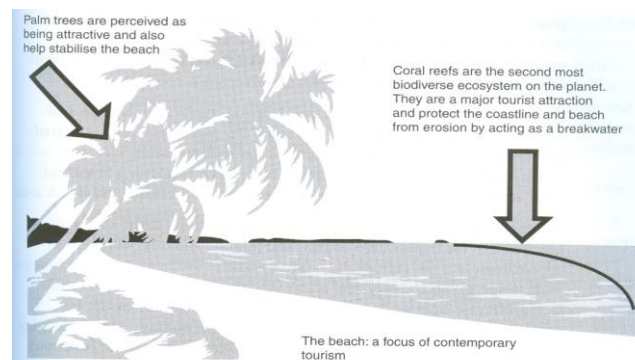
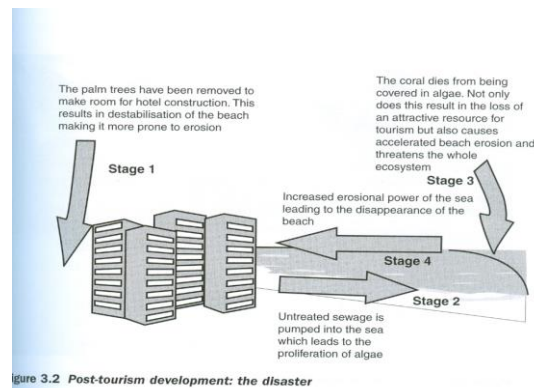


Figure 3.1 Pre-tourism development: the ideal paradise

Post- tourism development: the disaster



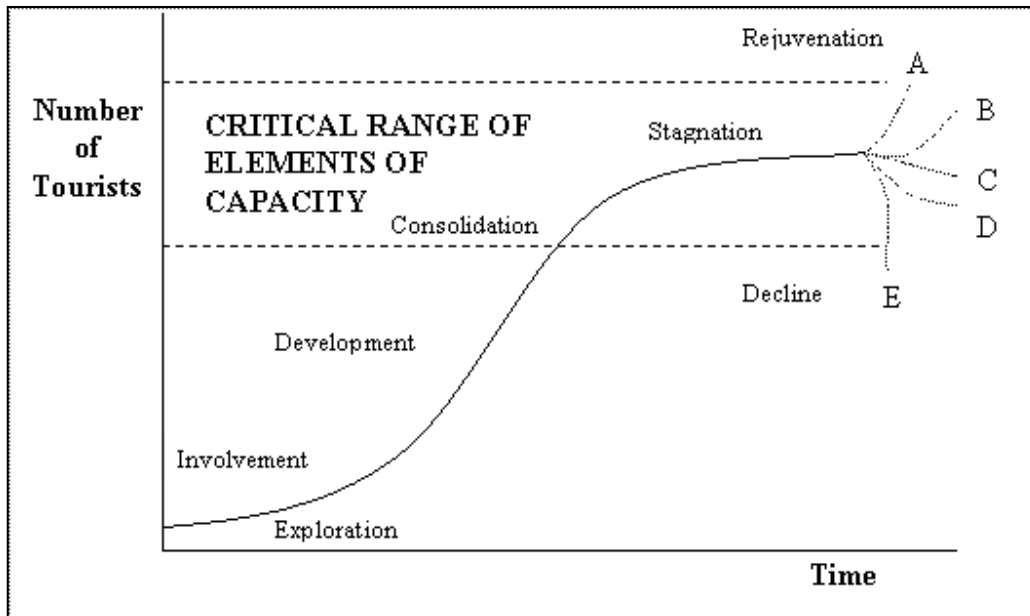
(3) Destination life cycle model

The well-known destination life cycle model of Butler (1980) may be regarded as the culmination of the Cautionary Platform given its contention that unregulated tourism development eventually undermines the very foundation assets that



support the growth of a tourist destination in the first instance. The S- curved model begins with a low- level equilibrium 'exploration' stage during which the impacts of the embryonic tourist flow or low number of tourist, either positive or negative, are negligible. Local responses to the incipient tourist traffic eventually give rise to a transitional 'involvement' stage, which is soon in turn superseded by a period of rapid tourism 'development' as the destination experiences and responds to accelerated demand. It is during this stage of mass tourism onset that the problems cited above become significant and eventually cause the critical environmental, socio-cultural and economic carrying capacities of the destination to be breached. 'Consolidation' and 'stagnation' and then 'decline' successively occur if industry or government undertakes no remedial intervention. Alternatively, 'rejuvenation' is possible if such measures are implemented. The assumptions of the destination life cycle model, like the Cautionary Platform in general, are not inherently hostile to tourism, but contend that unregulated tourism contains within itself the seeds of its own destruction. Hence, it is assumed that a high level of public sector intervention is necessary to ensure that deterioration does not occur.

Butler's Destination Life Cycle Model



1.3 The third platform: Jafari's Adaptancy Platform (developed during early 1980s)

The Cautionary Platform identified the potential negative impacts to tourism, but did not articulated models of tourism that would avoid these effects and actually realize the array of benefits described by the supporters of the Advocacy Platform. In the late 1970s and early 1980s, there were discussions on perceived solutions that marked the beginning of the Adaptancy Platform. The platform suggests one of the adaptations, which is 'alternative' modes of tourism activities that are positive for host communities (alternative tourism) (e.g. home stays). Alternative tourism means that it is alternative to mass tourism. Alternative tourism characteristics, accordingly, are distinguished by the degree to which they contrast with mass tourism, as for example in supporting locally owned small- scale enterprises rather than those that are externally owned and large- scale. Ecotourism notably first appeared in the mid-1980s as a manifestation of alternative tourism that emphasizes attractions based on the natural environment. In conclusion, alternative tourism is presented as 'good' tourism, and mass tourism is seen as 'bad' tourism.

1.4 The fourth platform: Jafari's Knowledge-Based Platform (developed during 1990s to present)

According to Jafari (2001), several factors gave rise in the late 1980s and 1990s to what he terms the 'Knowledge- Based' Platform. One of these was the growing realization among tourism stakeholders that the sector had evolved into an enormous global industry and that the alternative tourism promoted by the Adaptancy Platform is not a practical or even appropriate option since the many destinations were already dominated by mass tourism. This platform presents that all scales of tourism have positive and negative impacts. This platform was inspired by emerging notions of sustainable development where a holistic, systematic approach is needed in order to utilize rigorous scientific methods to compile the knowledge needed to properly assess (evaluate) and manage the tourism sector.

Conclusion

Jafari argues that tourism stakeholders, and academic in particular, have started to pursue the 'scientification' of the field and that this is increasingly manifest in the introduction of tourism into university curricula, increased funding of tourism- related research and the proliferation of peer- reviewed tourism and hospitality journals. In this context, we cannot argue that small-scale tourism is inherently superior (or in this meaning= sustainable) to large- scale tourism or vice versa. Rather, the decision as to what mode (s) of tourism is best for a particular destination should be based on a sound scientific analysis of its characteristics and the subsequent implementation of appropriate planning and management strategies.

Learning Activities and Medias

- Lecturer gives introduction to the Jafari's Platforms.
- Student- centered activity: Students gather in groups in order to discuss different platform which will be assigned by the lecturer. The discussion is to cover (1) what does each platform explain about tourism?; (2) how does each platform view impacts caused by tourism?; (3) based on the students' experience in travel and tourism, can they visualize tourist destinations in Thailand which may reflect each platform? What are they and why?
- Lecturer reviews impacts of each platform.