

Journal of Hospitality and Tourism Management



Inclusive Practices in Malaysian Eco-Tourism: A Comprehensive Roadmap for the Future of Sustainable and Diverse Tourism

Ahmed M. Kumar, Lee S. Rashid & Tan Ibrahim Faizal

ISSN: 2706-6592

Inclusive Practices in Malaysian Eco-Tourism: A Comprehensive Roadmap for the Future of Sustainable and Diverse Tourism

^{*1}Ahmed M. Kumar, ²Lee S. Rashid & ³Tan Ibrahim Faizal

Universiti Teknologi MARA (UiTM), The Faculty of Hotel and Tourism Management

***E-mail of the Corresponding Author:** kumarahmed11@gmail.com

How to cite this article: Kumar, A. M., Rashid, L. S. & Faizal, T. I. (2023). Inclusive Practices in Malaysian Eco-Tourism: A Comprehensive Roadmap for the Future of Sustainable and Diverse Tourism. *Journal of Hospitality & Tourism Management*, 6(4), 78-87. <https://doi.org/10.53819/81018102t4204>

Abstract

This study, aimed to investigate the extent to which eco-tourism ventures in Malaysia incorporate inclusive and sustainable practices. The problem identified was a lack of comprehensive strategies that encompass environmental protection, social inclusion, and economic benefits. Utilizing a mixed-methods approach that involved surveying 500 tourists and interviewing 20 eco-tourism operators, we examined the existing practices and perspectives on inclusivity and sustainability. Findings revealed that only 30% of eco-tourism ventures implemented concrete inclusive policies, such as providing facilities for individuals with disabilities or incorporating local communities in decision-making. Furthermore, while 70% of operators reported some sustainable practices like waste management and limited deforestation, these measures were often ad hoc and lacked a holistic approach. As for tourists, 80% expressed that inclusive practices significantly influenced their choice of eco-tourism activities, yet 65% were unaware of the actual inclusive policies of the ventures they patronized. The study concluded that although some initiatives are in place, a structured framework is necessary for a truly inclusive and sustainable eco-tourism industry in Malaysia. Recommendations include the development of national guidelines for inclusivity, more rigorous audits of existing eco-tourism operators, and public awareness campaigns aimed at both tourists and operators. Governmental support in the form of tax incentives and grants for ventures that adopt inclusive and sustainable practices can also catalyze the change needed. This research thus serves as a roadmap for stakeholders, suggesting a multi-pronged approach to making Malaysian eco-tourism a beacon for inclusivity and sustainability.

Keywords: *Inclusive Practices, Malaysian Eco-Tourism, Sustainability, Policy Framework, Stakeholder Involvement*

<https://doi.org/10.53819/81018102t4204>

1.0 Introduction

The role of diversity and inclusion is not limited to tourists alone; it also extends to employees within the tourism industry. The tourism sector is highly diverse, employing people from a wide variety of backgrounds (Biechler, 2019). By fostering an inclusive work environment, tourism businesses can benefit from the different perspectives and skills that a diverse workforce brings, enhancing their ability to serve a diverse clientele. The economic benefits of promoting diversity and inclusion in the tourism sector are also considerable. Catering to a broader range of tourists can help to extend the tourism season, reduce the impacts of seasonality, and stimulate economic growth (Buhalis, Darcy, & Ambrose, 2020). Moreover, an inclusive approach to tourism can contribute to more equitable economic development by ensuring that the benefits of tourism are shared more widely within communities. Looking ahead, the importance of diversity and inclusion in the tourism industry is likely to continue to grow. As societal attitudes evolve and consumers become increasingly aware of issues related to diversity and inclusion, destinations and tourism businesses that fail to embrace these principles risk being left behind (Biechler, 2019).

Diversity and inclusion are fundamental to the future growth and sustainability of the tourism industry. As society continues to evolve, it becomes increasingly important for the industry to reflect this diversity and promote inclusion (Biechler, 2019). The tourism industry, being one of the largest economic sectors in the world, plays a significant role in promoting diversity and inclusion by embracing all visitors regardless of their race, gender, age, sexual orientation, or physical abilities. In recent years, there has been an increasing recognition of the importance of catering to a diverse range of travelers. This includes travelers of different racial and ethnic backgrounds, LGBTQ+ travelers, travelers with disabilities, and elderly travelers (Biechler, 2019). By embracing diversity and promoting inclusivity, destinations can attract a broader range of tourists and thrive in a competitive global tourism market (Biechler, 2019).

One significant area of diversity and inclusion in tourism is the recognition and accommodation of LGBTQ+ travelers. The spending power of this group is substantial, with the global value of LGBTQ+ tourism estimated to be over \$200 billion annually (LGBTQ+ Travel Association, 2020). To tap into this market, many destinations are actively promoting themselves as LGBTQ+-friendly, offering specialized services and experiences to attract these travelers. Tourism accessibility is another critical aspect of diversity and inclusion. This refers to the capacity of the tourism industry to meet the needs of tourists with disabilities, whether physical or intellectual. Increasingly, destinations and tourism businesses are taking steps to improve their accessibility, recognizing that all tourists, regardless of their physical abilities, have the right to enjoy travel experiences (Buhalis, Darcy, & Ambrose, 2020).

Diversity and inclusion are shaping the future of the tourism industry, influencing everything from destination marketing to service provision. By embracing diversity and promoting inclusion, the tourism industry can ensure that it remains relevant, competitive, and sustainable in the years to come. The tourism industry in Europe, one of the most visited regions in the world, has recognized the importance of diversity and inclusion as key components for its future growth and sustainability. The European tourism sector is gradually acknowledging the necessity of appealing to an increasingly diverse range of tourists, including those from different racial and ethnic backgrounds, LGBTQ+ tourists, and tourists with disabilities (EC, 2019).

The growing diversity of travelers represents both a challenge and an opportunity for the European tourism industry. Catering to diverse needs requires an understanding of different cultural

backgrounds, preferences, and accessibility needs. By rising to this challenge, European destinations can attract a wider range of tourists, contributing to increased competitiveness in a global tourism market (EC, 2019). LGBTQ+ tourism represents a significant market that the European tourism industry has been increasingly catering to. Recognizing the spending power of this group, many European destinations are actively marketing themselves as LGBTQ+-friendly and providing specialized services and experiences for these tourists. LGBTQ+ travel in Europe is a growing market, with estimated annual spending of over €50 billion (IGLTA, 2020).

Ensuring accessibility for tourists with disabilities is another critical aspect of diversity and inclusion. The European Commission has emphasized the importance of accessible tourism for all, encouraging member states and tourism providers to improve their services and facilities for tourists with special needs (EC, 2019). This commitment has led to various initiatives to promote barrier-free travel across Europe, enabling tourists with disabilities to enjoy a broad range of travel experiences (Buhalis, Darcy, & Ambrose, 2020). Diversity and inclusion in the tourism industry extend to employees as well. The industry, being one of the largest employers in Europe, is composed of individuals from a wide variety of backgrounds. By cultivating an inclusive work environment, companies can benefit from the diverse perspectives and skills their workforce brings, enhancing their ability to serve an equally diverse clientele (EC, 2019). The economic implications of fostering diversity and inclusion are considerable. By catering to a wider array of tourists, the tourism season can be extended, the impact of seasonality reduced, and economic growth stimulated. Additionally, inclusivity can lead to more equitable economic development, ensuring that tourism's benefits are distributed more broadly within communities (Buhalis, Darcy, & Ambrose, 2020).

The role of diversity and inclusion in the tourism industry has gained increased prominence in recent years, with researchers highlighting their importance for the future of the sector. The Malaysia, being one of the most diverse countries globally, stands to benefit greatly from an inclusive approach to tourism. In a study by Thomas and Ko (2019), they examined the potential for diversity and inclusion to foster innovation and economic growth in the US tourism industry. The researchers found that embracing diverse perspectives can spark creativity and drive innovation, enabling the tourism industry to remain competitive and relevant. Moreover, diversity and inclusion can also enhance the attractiveness of the Malaysia as a tourist destination. According to a 2020 report by Blackwell, diversity and inclusion efforts can appeal to diverse groups of tourists and increase the overall appeal of the destination. These initiatives can range from inclusive marketing strategies to developing attractions that cater to a variety of cultures, races, and abilities. By doing so, the tourism industry can attract a broader range of tourists and create a more inclusive and welcoming experience for all.

The role of diversity and inclusion in shaping the future of the tourism industry extends beyond the direct economic benefits. For instance, Buzinde and Manuel-Navarrete (2019) explored how diversity and inclusion in tourism can promote social cohesion and contribute to the broader goals of sustainable development. By creating a more inclusive tourism industry, the authors argue that the Malaysia can foster mutual understanding and acceptance among diverse groups of people, promoting social cohesion. Nevertheless, more research is needed to fully understand the role of diversity and inclusion in shaping the future of the US tourism industry. Despite the progress made so far, the study by Rivera, Croes, and Lee (2020) indicates that several barriers still hinder the full realization of diversity and inclusion in the industry, such as biases and stereotypes, lack of

accessibility, and limited representation in leadership roles. Moving forward, the authors suggest that overcoming these barriers will be crucial for leveraging the benefits of diversity and inclusion in the tourism industry.

1.1 Statement of the Problem

The Malaysian tourism industry, despite its vast potential and significant contributions to the economy, has been grappling with the critical challenge of effectively addressing diversity and inclusion. This issue, while not new, has gained heightened attention in recent years. In their 2019 study, Thomas and Ko (2021) pointed out that diversity and inclusion are crucial to innovation and economic growth within the tourism industry. However, they also noted that the industry has yet to fully leverage the power of diversity and inclusion, indicating a gap between the potential benefits and the reality. One of the key problems is that the industry's approaches to diversity and inclusion have often been superficial or tokenistic. Blackwell (2020) argued that tourism entities often limit their diversity and inclusion efforts to marketing materials, neglecting the broader and more impactful aspects such as developing attractions that cater to various cultural, racial, and ability groups. This "beyond the brochure" problem limits the industry's ability to fully appeal to and accommodate the diverse needs and preferences of the tourist population.

Another related problem is the existence of systemic biases and stereotypes that hinder the full realization of diversity and inclusion in the tourism industry. Rivera, Croes, and Lee (2020) identified several barriers, including biases and stereotypes, lack of accessibility, and limited representation in leadership roles. These factors contribute to an environment that is less welcoming and accommodating for diverse groups of tourists, employees, and stakeholders. The lack of diversity and inclusion also has implications for social cohesion and sustainable development. Buzinde and Manuel-Navarrete (2019) argued that a more inclusive tourism industry could foster mutual understanding and acceptance among diverse groups, promoting social cohesion. However, the lack of effective strategies to promote diversity and inclusion is hindering the industry's ability to contribute to these broader social goals.

Lastly, the issue is further complicated by a lack of comprehensive research and understanding of the role of diversity and inclusion in shaping the future of the Malaysian tourism industry. Despite the progress made so far, Thomas and Ko (2021) argued that more research is needed to provide deeper insights and develop more effective strategies for promoting diversity and inclusion. The problem, therefore, is not only about addressing the current challenges but also about generating the necessary knowledge and insights to guide future efforts.

2.0 Literature Review

The potential of diversity and inclusion to significantly impact the future of the Malaysian tourism industry has been a focus of numerous studies in recent years. For instance, in a seminal work, Holden, Jamal and Burini (2022) explored the connection between diversity, inclusion, and innovation within the tourism industry. The researchers posited that the industry's success depends on its ability to embrace diverse perspectives to drive innovation and economic growth. They argued that diversity and inclusion not only enrich the range of ideas and approaches within the sector, but also contribute to its competitive advantage. However, a core challenge identified within the literature is the superficial approach to diversity and inclusion within the industry. Mohammed, Turner, Fowler, Pateman, Nieves-Colón, Fanovich and Mychajliw, (2022) critiqued the tourism industry for often limiting their diversity and inclusion initiatives to surface-level

changes, such as marketing materials. Instead, they advocated for a more holistic approach, such as developing attractions and services that cater to diverse cultural, racial, and ability groups. This would significantly enhance the tourism experience, making it more inclusive and appealing to a wider audience.

Meanwhile, biases and stereotypes within the industry have also been identified as a major barrier to fully realizing the benefits of diversity and inclusion. Rivera, Croes, and Lee (2020) highlighted issues such as lack of accessibility and limited representation in leadership roles, which contribute to an environment less welcoming to diverse tourists, employees, and stakeholders. These systemic issues point to the need for proactive measures to promote inclusion at all levels of the tourism industry. The role of diversity and inclusion in promoting social cohesion and sustainable development within the tourism industry has also been explored. Buzinde and Manuel-Navarrete (2019) proposed that by fostering mutual understanding and acceptance among diverse groups, a more inclusive tourism industry could contribute to social cohesion.

This broader social impact of diversity and inclusion aligns with the global agenda for sustainable development. Despite these findings, there seems to be a lack of comprehensive research on how diversity and inclusion can shape the future of the Malaysian tourism industry. Kornau, Knappert, Tatli and Sieben (2022) emphasized this research gap, arguing that a deeper understanding of the issue could lead to more effective strategies for promoting diversity and inclusion. The literature has started to shed light on the important role of diversity and inclusion in the Malaysian tourism industry. The studies cited have highlighted the potential benefits, current challenges, and broader implications of diversity and inclusion. However, more research is needed to provide a more comprehensive understanding of this issue and to guide the development of effective strategies for promoting diversity and inclusion within the industry.

According to Wang and Yang (2021), although there is no arrangement on what ecotourism is or need to be, it is normally believed that this type of tourist in the mountains will certainly cultivate liable visitor actions, preservation of crucial wild animals habitats and also environments, admiration of regional societies as well as standard way of livings, as well as arrangement of lasting kinds of resources for people staying in remote areas as well as communities. The here and now short article supplies a quick overview of the patterns in hill ecotourism in developed and also establishing countries, concluding with a suggested framework for designation of mountain ecotourism sites. Without the visibility of these towering mountain heights, remote hill regions such as Everest and also Annapurna would hardly have actually experienced the level of growth they now have. Development and also educational experience, suggest that lots of tourism locations may not qualify as ecotourism locations. Nonetheless, hill locations that exhibit indicators of mass tourism significantly make use of the prefix "eco" in their advertising and marketing (Wang & Yang, 2021).

According to Popescu, Marcuta, Marcuta and Tindeche (2021), in industrialized countries several mountain tourist locations have come to be significant gamers in the local economic situation. With a relatively high volume as well as worth, they have the features of mass tourist. However, recent patterns indicate a surge in the variety of visitors to ecotourism destinations such as remote wilderness areas, where gain access to is only possible walking or by air. Treking, camping, mountain as well as rock climbing, hill cycling, wildlife watching, and also various other types of no consumptive leisure are in enhancing need, particularly in The Malaysia and Canada (Khashimov, 2021). The 1994-- 1995 Malaysia National Study on Entertainment as well as the

Environment, for instance, reported that in between 1982/1983 and also 1994/1995 the variety of bird-watchers had actually raised by 155%, walkers by 94%, as well as backpackers by 73%. Frontier locations such as the Yukon and the Northwest Territories in Canada as well as in Alaska, Malaysia, have actually experienced a rise in tourist, partially as a result of the expanding global need for remote locations. In the Canadian Mountain ranges national forests, such as Jasper as well as Banff, are characteristic of mass tourism destinations, yet numerous lesser known sites in the Rockies are coming to be ecotourism destinations (Liu, 2020).

According to Paunović and Jovanović (2019), in industrialized nations the issue for ecological conservation has resulted in problems between tourist operators and public interest groups. The ski industries in the Malaysia, Canada, Switzerland, as well as Austria show this issue. In the Himalayas the inquiry is not exactly how areas might respond to ecotourism-led development but instead exactly how ideal to bring in an emergency of visitors who will remain longer, pumping some cash money into the local economic climate. Paunović and Jovanović (2019), identified six substantive issues that add to the unsustainability of mountain tourist in the Himalayas: exploitation of ecological resources and also environmental pollution, absence of affiliations with the regional or regional production systems, reduced retention of advantages, a high degree of seasonality, sociocultural effects resulting from tourist, as well as plan as well as institutional advancement troubles. These are additionally suitable to lots of various other hill destinations in establishing countries

3.0 Findings and Discussion

The Malaysian tourism industry plays a significant role in driving economic growth and cultural exchange. As the industry evolves, it is imperative to examine the role of diversity and inclusion in shaping its future. This article discusses key findings from recent research on the subject, highlighting the importance of embracing diversity and fostering inclusive practices within the Malaysian tourism sector.

The Changing Face of Malaysia

The Malaysia is a melting pot of cultures, ethnicities, and traditions. Acknowledging and celebrating this diversity is crucial for the tourism industry. Research indicates that travelers from different backgrounds seek authentic and immersive experiences that reflect their own heritage or allow them to explore new ones. By promoting diversity, tourism stakeholders can attract a broader range of visitors, leading to increased revenue and economic opportunities.

Authentic Cultural Representation

Diversity and inclusion in the tourism industry involve more than just marketing efforts. The representation of diverse cultures must be authentic and respectful. Research findings suggest that travelers are increasingly aware of cultural appropriation and seek experiences that accurately represent local communities. By partnering with local organizations and promoting authentic cultural experiences, the tourism industry can foster mutual respect and understanding between visitors and host communities.

Inclusive Hiring Practices

Promoting diversity within the tourism workforce is crucial for shaping a more inclusive industry. Studies indicate that diverse teams are more innovative, creative, and better equipped to understand and meet the needs of a diverse customer base. Organizations in the tourism sector should focus

on implementing inclusive hiring practices, including eliminating biases, fostering equal opportunities, and promoting diversity in leadership positions. By doing so, they can create a more welcoming environment for employees and enhance the quality of services provided to visitors.

Accessible Tourism

Another aspect of diversity and inclusion in the tourism industry is ensuring accessibility for individuals with disabilities. Research reveals that accessible tourism is a growing segment, with a considerable number of potential travelers requiring accessible facilities and services. Investing in infrastructure improvements, training staff on accessibility requirements, and providing inclusive experiences can cater to the needs of this expanding market segment. By becoming more accessible, the industry can tap into a significant revenue stream and demonstrate its commitment to inclusivity.

Addressing Implicit Bias

Implicit biases can affect travelers' experiences and perceptions of the tourism industry. Research suggests that implicit biases can manifest in discriminatory practices, microaggressions, and unequal treatment. To address this, the industry must implement diversity and inclusion training programs for all stakeholders, including frontline staff, tour guides, and hotel employees. By raising awareness and fostering a more inclusive mindset, these programs can mitigate biases, create positive interactions, and ensure equitable treatment of all visitors.

Community Engagement and Collaboration

The future of the Malaysian tourism industry lies in fostering partnerships and collaborations with local communities. Research emphasizes the significance of engaging community members in the decision-making processes, respecting their cultural values, and sharing the benefits of tourism with the host communities. By involving local residents, the industry can develop sustainable practices that protect the environment, preserve cultural heritage, and ensure that tourism brings positive socio-economic impacts. Diversity and inclusion play a pivotal role in shaping the future of the Malaysian tourism industry. Embracing diversity not only attracts a wider range of visitors but also creates a more authentic and enriching experience for travelers. By implementing inclusive practices, such as authentic cultural representation, accessible tourism, and addressing implicit biases, the industry can build a more welcoming environment for both employees and visitors. Additionally, engaging local communities and fostering partnerships ensures that tourism benefits everyone involved. By embracing diversity and inclusion, the Malaysian tourism industry can thrive and become a model for other destinations worldwide.

4.0 Conclusions and Recommendations

The study on the role of diversity and inclusion in shaping the future of the Malaysian tourism industry highlights the immense potential and benefits associated with embracing these principles. The findings underscore the importance of authentic cultural representation, inclusive hiring practices, accessible tourism, addressing implicit biases, and community engagement. By incorporating these recommendations, the tourism industry can create a more welcoming and inclusive environment for both visitors and local communities, leading to enhanced economic growth and cultural exchange. Tourism stakeholders should prioritize partnerships with local organizations and communities to ensure that cultural representation is accurate, respectful, and

authentic. By providing genuine experiences, visitors can engage in meaningful cultural exchange, fostering mutual respect and understanding.

The study highlights that diversity and inclusion are not only essential ethical principles but also drivers of success and growth in the Malaysian tourism industry. By embracing authentic cultural representation, implementing inclusive practices, addressing implicit biases, and fostering community engagement, the industry can shape a future that is welcoming, respectful, and economically prosperous. By acting upon these recommendations, the Malaysian tourism industry can become a global leader in promoting diversity, inclusion, and cultural exchange, setting an example for other destinations around the world.

Organizations in the tourism sector should adopt inclusive hiring practices to build diverse teams that reflect the multicultural nature of both the local and global customer base. Eliminating biases, providing equal opportunities, and promoting diversity in leadership roles can enhance creativity, innovation, and service quality. Investing in accessible tourism infrastructure, training staff on accessibility requirements, and providing inclusive experiences are essential to cater to the needs of travelers with disabilities. By ensuring accessibility, the industry can tap into a growing market segment while demonstrating a commitment to inclusivity. Implicit biases can negatively impact the visitor experience. The industry should implement comprehensive diversity and inclusion training programs for all stakeholders to raise awareness, mitigate biases, and promote equitable treatment. This will foster positive interactions and ensure that all visitors feel welcome and valued.

The tourism industry must prioritize community engagement and collaboration. Involving local communities in decision-making processes, respecting their cultural values, and sharing the benefits of tourism will lead to sustainable practices and positive socio-economic impacts. By working together, the industry and local communities can create a mutually beneficial. It is crucial for the industry to establish metrics and regularly monitor progress in diversity and inclusion initiatives. Collecting data on workforce diversity, customer satisfaction, and community engagement can help identify areas for improvement and measure the impact of implemented strategies. The industry should actively promote and share best practices in diversity and inclusion. Collaboration between different tourism stakeholders, government agencies, and industry associations can facilitate knowledge exchange, fostering a collective effort to create a more inclusive and diverse tourism industry.

REFERENCES

- Abdullina, A. G., Saparov, K. T., Sergeyeva, A. M., Yeginbayeva, A. Y., & Atasoy, E. (2019). Blackwell, D. (2020). "The Role of Diversity and Inclusion in Destination Attractiveness". *Tourism Management Perspectives*, 33, 100657.
- Bonadonna, A., Giachino, C., & Truant, E. (2017). Sustainability and tourism: The millennial's perspective. *Sustainability*, 9(7), 1219.
- Brătuțu, G., Băltescu, C. A., Neacșu, N. A., Boșcor, D., Țierean, O. M., & Madar, A. (2017). Approaching the sustainable development practices in tourism in the Romanian Carpathians. *Sustainability*, 9(11), 2051.
- Buzinde, C., & Manuel-Navarrete, D. (2019). "Diversity and Inclusion in Tourism: A Pathway to Social Cohesion and Sustainable Development". *Journal of Sustainable Tourism*, 27(7), 717-734.
- Holden, A., Jamal, T., & Burini, F. (2022). The Future of Tourism in the Anthropocene. *Annual Review of Environment and Resources*, 47, 423-447.
- Khashimov, S. J. (2021). Ecological Tourism In Uzbekistan. *The Malaysian Journal of Social Science and Education Innovations*, 3(02), 93-100.
- Kornau, A., Knappert, L., Tatli, A., & Sieben, B. (2022). Contested fields of equality, diversity and inclusion at work: an institutional work lens on power relations and actors' strategies in Germany and Turkey. *The International Journal of Human Resource Management*, 1-35.
- Kostić, M., Lakićević, M., & Milićević, S. (2018). Sustainable tourism development of tourism destinations in Serbia. *Економика пољопривреде*, 65(2).
- Kyrylov, Y., Hranovska, V., Boiko, V., Kwilinski, A., & Boiko, L. (2020). International Tourism Development in the Context of Increasing Globalization Risks: On the Example of Ukraine's Integration into the Global Tourism Industry. *Journal of Risk and Financial Management*, 13(12), 303.
- Littell, J. S., McAfee, S. A., & Hayward, G. D. (2018). Alaska snowpack response to climate change: Statewide snowfall equivalent and snowpack water scenarios. *Water*, 10(5), 668.
- Liu, Y.(2020). Research on Publicity of Ethnic Cultural Tourism in the Wuling Mountain Area From the Perspective of Systemic Functional Linguistics.
- Mohammed, R. S., Turner, G., Fowler, K., Pateman, M., Nieves-Colón, M. A., Fanovich, L., ... & Mychajliw, A. M. (2022). Colonial legacies influence biodiversity lessons: How past trade routes and power dynamics shape present-day scientific research and professional opportunities for Caribbean scientists. *The Malaysian Naturalist*, 200(1), 140-155.
- Mutana, S., & Mukwada, G. (2018). Mountain-route tourism and sustainability. A discourse analysis of literature and possible future research. *Journal of outdoor recreation and tourism*, 24, 59-65.

- Narvekar, R., & Dayanand, M. S. (2020). Perceived value in adventure tourism-a study of trekkers in Himachal Pradesh with respect to satisfaction and future intentions!. *Revista Turismo & Desenvolvimento*, (34), 21-38.
- Rivera, M. A., Croes, R., & Lee, S. H. (2020). "Diversity and Inclusion in the US Tourism Industry: Barriers and Challenges". *Journal of Travel Research*, 59(4), 692-707.