INTERCULTURAL ISSUES OF THE TOURIST OFFER

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"Studying culture without experiencing culture shock is like practicing swimming without experiencing water."

Geert Hofstede

Abstract: *Tourism is an opportunity for people from different cultures to meet and interact, to exchange ideas, traditions and ways of thinking. In this industry it is very easy to judge a person just after taking an overall look and studying her general behavior. The aim of this article is to determine the intercultural issues that can show up during the tourist act, while people belonging to different cultures interact. The research method used for creating this article is documentary study. The tourist offer shall be adapted to different types of tourist, taking into consideration some aspects as tourists' behavior, the type of tourism they prefer and, most of all, the culture they belong to and the culture of the people from the place they visit. Despite the immense diversity of our minds, there is a structure that can serve as a basis for mutual understanding.*

Introduction

The world is full of confrontations between people, groups and nations who feel, think and behave differently. At the same time, these people, these groups and nations are faced with mutual problems that require cooperation to be resolved (Hofstede *et al.*, 2010, p.15).

Ecological, economic, political, military, health and climatic transformations do not stop to the national or regional borders. In order to solve these problems it is mandatory for the opinion leaders from many countries to cooperate. In turn, they need the support of large groups of followers to implement the decisions taken. Understanding the differences in the way these leaders and their supporters think, feel and act, is a condition for finding global viable solutions. One of the reasons that so many solutions are ineffective or cannot be implemented is that these differences of thinking were ignored. However, despite the immense diversity of our minds, there is a structure that could be used as a basis for mutual understanding.

We can say that this is happening and where tourism often see problems between the interaction between different people in terms of nationality, behavior, culture from which they come. Thus, in the offers' design should consider issues such as tourist destination, the interaction between the local population and tourists (only if there is this iterative, because are some tourist destinations which isolates the local population from tourists just because they do not want the tourist to have a culture

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shock and change the impression of that destination), travel behavior of tourists (alone, with family, friends), forms of tourism (cultural tourism, religious tourism, business tourism, sport tourism etc.) and, not least, the culture from which the tourists belong.

1. Tourist Offer - General Aspects

Tourist offer is characterized by a variety of elements that are constantly changing. This change is determined by adjusting to tourists' requirements, reflecting the need for customization, in fact customization of offer's items (Manolescu, 2006, p. 72). From another perspective, the tourist offer of a country represents all the elements that can be valued in a certain period of time to stimulate the tourists' interest to purchase and consume certain products and tourism services (Butnaru, 2012, p.53). The tourist offer represents all the attractions that may cause tourists' interest, together with potential tourist establishments serving network (hotels, restaurants, infrastructure) focused on meeting the demand of potential tourists (Ferent, 2007, p. 69).

Considering the three definitions above, we conclude that the tourist offer should focus on:

- adjusting to tourists requirements;
- existence of elements of attraction for tourists;
- existence of a diversified material base (hotels, restaurants etc. of different classifications, to address to more categories of customers).

Tourism components can be classified as:

- *infrastructure*: it plays a key role because it can provide or restrict access to certain tourist areas. There are certain categories of tourists who refuse to travel, for example, in some rural tourist destinations because of the infrastructure deficiency.
- *accommodation*: it must be as diversified in terms of classification, in order to address all categories of tourists, depending on their income level or desired comfort level. Also, some tourists choose luxurious accommodation just to draw attention to their own image or to impress.
- *catering establishments:* include all kinds of places where tourists can purchase or consume meals or beverages. In recent years these have become very popular all-inclusive deals that provide different menus every day which could be adapted to customer preferences with all services provided, that means less stress for the client.
- *natural tourism potential*: includes those natural elements, landscapes, reserves, protected areas, which attract tourists to their destination – natural attractions plays sometimes a

decisive role in attracting tourists to a certain area; lack of them can cause the losing tourists' interest in that place (for example, the Danube Delta - the only delta in the world declared a biosphere reserve – wouldn't be visited annually by lots of foreign tourists if there were no unique elements of flora and fauna);

- *anthropic tourism potential*: all sights of interest reflects the cultural, historical, religious, ethnographic and folklore potential that attract tourists to a certain destination.

We can say that the tourist offer of a country, zone, destination or a company consists of: natural and human potential of the territory, production equipment for tourist services in the tourism facilities, material goods for tourist consumption, the number and qualification services specialized staff in serving tourists, the density and quality of the tourism infrastructure as well as general infrastructure available to tourists.

From another perspective, we can mention that the tourist offer consists of (Butnaru, 2012, p. 54):

- attractiveness of tourism heritage elements existing in a certain moment: they focus primarily on attracting tourist in a particular area or what the tourist wants (for example: the 3 "S": sea, sun, sand);
- services offer: it highlights elements of the existing heritage tourist attraction in the area. Without the services we couldn't talk about a tourism offer in its true sense.

The offer of tourism products and services are customized with a number of features such as:

- *complexity and heterogeneousness:* this refers to tangible and intangible elements for consumers to meet their needs.
- *seasonality* refers to the fact that the supply of products and services may be permanent or seasonal, in the latter case being conditioned by the existence of seasonal fluctuations; many tourists choose to travell off-season in some tourist destinations due to a very attractive, complex and advantageous financially offer.
- *transiency* is the fact that tourism services that are part of the tourist offer can be consumed to the extent of their provision, it exists as long as there is demand for tourism products and services.
- *stiffness* is determined by the size of available capacities of tourism structures, transforming the services' offer into capacities' offer.
- *inelasticity* stems from two characteristics of services, as immaterial, intangible and unable to storage services.

- ▪ *dynamic* means that some elements of tourism offer remain relatively unchanged for long periods of time (such as tourism potential natural and man-made), while others evolve both qualitatively and quantitatively.
- ▪ *unable standardization* is given by the diversity and heterogeneity of tourism services.
- ▪ *presence* o*f substitution effect* refers to the fact that market tourism products and services, the offer may be substituted with another only if it satisfies tourists' motivations to consume. Currently, tourists are assailed by a wide range of travel offers that focus on a variety of tourist destinations very convenient from a financial standpoint.

Corresponding characteristics of tourism products and services offer can be visualized in the following figure.

Figure 1 – Characteristics of supply of tourism products and services

Source: Personal construction after Butnaru, G.I. (2012, p. 55)

2. Types of Tourists

In the tourism marketing there are some common following criteria for the classification of tourists: age, motivation, tourist behavior, lifestyle, revenue earmarked for tourism and nationality (Lupu *et al.*, 2010, pp. 5-12). There are two main segmentation criteria used in tourism:

- *sociological criteria*: these criteria relate to tourists' personal matters - age, sex, origin, religion, social status, profession, marital status, income, cultural level;
- *behavioral criteria in tourism* (travel habits): this refers to the tourist preferences regarding the type and destination of the trip, voyage reason / purpose of the visit, the degree of fidelity to a particular tourist destination, number and type of the regions visited, period of staying, costs structure, travel time, type of accommodation chosen, mode of transportation used, forms of tourism, forms of leisure in the the place of accomodation etc.

Following market research there were identified the following categories of tourists reflected in the table below (Coita *et al.*, 2008, pp. 88-91):

Table 1 – Tourists' type and their characteristics - I

Tourists' type	Characteristics
sedentary tourist-retired	- its main motivations are primary - sea, sun, beach; - income levels is low; - during his stay seeks to preserve habits; - attaches importance souvenirs as proof of making the voyage.
sedentary-mobile tourist	- combines tourism with the rest of discovery; - has a medium or high level of income; - during his stay seeks to practice various sports; - during the voyage is interested in contact with the local population and cultural sightseeing.
itinerant traveler	- seeks, first, cultural and social escape; - belongs to an elite high-income enabling him to travel; - visits everything outlined in guidebooks; - loves photography, folk activities and exotic souvenirs.
nomadic traveler	- seeking direct contact with nature and the local population; - has a high level of preparation (sometimes self).

Source: Personal construction after Coita *et al.* (2008, pp. 88-91)

American Plog has identified two psychological dimensions according to which tourists may vary: psychocentric tourists and allocentric tourists. Thus, psychocentric tourists have concerns especially as regards themselves, being fearful about the outside world, believing that they can not

control, while allocentric tourists are curious and very concerned about the outside world, being rather independent; they seek experiences and destinations.

Americans Nickerson and Ellis have combined psychocentric and allocentric features with introverted and extroverted individual features (Nickerson *et al.*, 1998, pp. 26-31). Introverts are quiet, reserved, cautious, based especially on their knowledge, not wanting to meet other people, they are studious, slow or do not hurry and have some special friends with whom are traveling. In contrast, extroverts are very big fans of fun, not very concerned about their safety, are spontaneous, love to meet other people and are able to easily establish relationships with foreigners; they feel very comfortable in group.

From the combination of those two psychological dimensions psychocentric - allocentric and introverted-extroverted, other authors have identified four suggestive categories of tourists: explorer, adventurous, guided and grouped (group addicted) whose features could be seen below (Jackson *et al.*, 2001, pp. 177-184):

Table 2 – Tourists' type and their characteristics - II

Tourists' type	Characteristics
Explorer	▪ is flexible; ▪ he is organizing alone, is exclusive uncontrollably and avoid crowds; ▪ is quite silent group sets its own program;
Spontaneous Adventurous	▪ innovative and curious in terms of cultural; ▪ traveling with friends or with the unknown tourists; ▪ loves to meet new people; ▪ not organized travel; ▪ avoid boredom by exploring different cultures, destinations and places.
Guided	▪ is prone to isolation, likes to be alone or in a discrete group; ▪ sometimes travels only with husband / wife or a special friend; ▪ wants everything to be arranged to avoid additional costs; ▪ visits several times his favorite destinations.
The grouped (Group addicted)	▪ traveling in a group or take part in other organized groups of people that they did not know before; ▪ attend places and activities that attract tourists; ▪ is a pretty active person looking crowded and action.

Source: Personal construction after Jackson *et al.* (2001, pp. 177-184)

So there are different types of tourists each characterized by specific features on how they travel, favourite destinations, the forms of tourism, the degree of socialization they want during the stay. Of course, these categories of tourists cannot be generalized or assigned directly, as each person is unique in its own way. Therefore, we often found tourists with features that might classify them into several types, not just in one.

3. Intercultural Issues in Tourism

The term *culture* is often used in everyday language in a specific way to describe a conceptual area rather diffuse using the common point of these concepts qualification culture as an abstract entity that involve a number of artifacts collectively-shared, behavioral patterns, values or other artificial concepts which, taken together, form a whole cultural ensemble (Gavreliuc, 2011, p. 24).

The word *culture* usually refers to something that is created by human intervention, or resulting from human activity: culture is grown in this way. Based on this definition, culture is often used to describe something refined or to evoke a number of valuable artifacts selected and cultivated by a society, focusing on the aspect of heritage (works of art, literary and artistic products of elite people, architecture monuments etc.).

At the basic level, the term *culture* was used to describe the operating mode of a group of people, like the one suggested by organizational culture, plus the common values which underlying operating mode. E.T.Hall regards culture as "an unconscious acquisition, comparing it with an invisible control mechanism operating in our thoughts". According to the American anthropologist, we are becoming aware of this control mechanism only when challenged, for example, by exposure to a different culture. If we look at all these aspects, we can mention that tourism obviously facilitates a contact between people from different cultures. Also, tourism contributes to the personal development of each person, through the experiences they take part in various tourist destinations through contact with places full of history, traditions or special people who live their lives in a completely different way than tourists.

Therefore, more and more people are changing their way of thinking in terms of tourism, preferring to invest money in traveling, in visiting new cultures, than in acquisition of material things. As the old saying goes, "Do not tell me how educated you are, tell me how much you have travelled". Contact with other cultures are changing the way of tourist perception, contributing to spiritual enrichment. For this reason some people prefer to get rich through cultural journeys undertaken by

many destinations as possible, having these memories for life, than investing in tangible things that wear out and disappear with time.

From another perspective, culture is an unclear set of attitudes, beliefs, behavior norms, assumptions and core values that are shared by a group of people and influence the behavior of members and their own interpretation of meaning of the behavior of others (Spencer-Oatey, 2000, p. 4). Often our behavior copy a pattern from which we hardly give up, because we were thus taught. For this reason, behaviors different from ours are considered odd, not recommended, even harmful (not that the behaviors would be dangerous, but because they are not common to our minds).

There is a bilateral influence between man and culture: our culture shapes us but also we reshape our culture; we are not passive recipients, but build environment according to our interests and values (Gavreliuc, 2011, p. 28). In this sense, tourism has an important impact on some tourist destinations by contact between tourists and local people from different cultures. The presence of tourists for a long time in a certain tourist destination may cause that the local population gradually copy their behaviors; therefore occurs gradually changes in culture of the local population. Of course, this can take place in a long time and only if local culture is not deeply rooted (people who followed certain rules for lifetime and complied certain traditions will not easily give up their behavioral habits).

We can say in this regard that it is limited, often because of the to communication problems. This can be approached from four points of view:

- first, we consider communication differences that occur at the level of tourism enterprises (hotel, restaurant) when it is made up of employees who come from different cultures; in this regard, reaching common ground can be an extremely difficult process, each person is tempted to defend its point of view without giving up. For this reason, tourism agencies managers must have a flexible, open mind and be able to settle conflicts between employees, making them to respect each other and to find effective solutions together.

- second, we must take into account the communication problems that may arise between employees and tourists. From this perspective, people working in the tourism industry must be highly trained professionally in order to be able to satisfy the most demanding types of tourists. In tourism industry, the empathetic character of employees plays a crucial role in relation with the tourist, because only in this way the staff can understand what kind of services really wants the tourist.

- thirdly, we refer to possible incidents that may occur between tourists with different nationalities or religions who spend their holidays in a particular tourist destination. Their perception of the local population is totally different if we consider, for example, Romanian

tourists visiting Egypt and Moroccan tourists who choose the same tourist destination. In the first case, there will be a culture shock manifested mainly by the difference of religion that leaves its mark on Egyptian clothing (women who are almost entirely covered in Islam, which is considered taboo by most Orthodox countries). We can say that such stereotypes are born - by associating a country with how most people choose to dress in that country. In the second case, Moroccan tourists will feel comfortable in Egypt, mainly because they share the same religion, which contributes to better communication. Of course, we can analyze the perception of the local population on the two types of tourists, perception which will focus on religion rather than nationality.

- fourthly, the local population from a given tourist destination can help attract tourists or can send away tourists. When the local population is willing to live with tourists, to share its customs and traditions, to communicate with them, the tourists will be very pleased with the hospitality are treated. Otherwise, in the future, tourists will avoid that destination, especially when they feel they are not well regarded or treated in that area. This will have a negative financial impact on the destination, the lack of tourists means that low-income tourist area.

The manner of living and how to use time make the cultures be different. According to the American anthropologist Edward Hall cultures can be monochronic or polychronic. In monochronic cultures, man strives to do only one thing at a time, in situations where others feel the need to fulfill multiple tasks (Fayard, 2007, p. 15). It is said that Northern Europe would be stronger monochronic, while, as it descends to the south and to Latinity, polychronicity becomes the rule. Ignoring these specificities lead to misunderstandings and confusion, when everyone thinks that acting in the fairest way possible, from the point of view of their mono- or poly- mentality.

This is also reflected in the tourism industry where we find differences in behavior among tourists of different nationalities. For example, Europeans focus more on culture, on discovering new information, on visiting historical places. Americans are oriented on adventure tourism, sports tourism and to visit those sites to where legends are to be told. Asians (especially Chinese, Japanese and Koreans) put emphasis on capturing all the visited places, photographing almost everything. During the tour, each person has a specific purpose which it pursues: sightseeing, socializing with people from other countries, experiencing specific foods from the visited regions etc.

As it was mentioned above, in designing tourism products, companies must take into account what the tourist wants, the chosen tourist destination but also the tourist's culture and that of the country which is to be visited. There are some tourist destinations where a certain behavior may be considered

offensive and it can lead to serious repercussions for the tourist who was not informed in advance about the customs of that country (an example is Dubai, a luxury destination visited annually by over 6 million tourists- kissing in public is punishable by imprisonment followed by expulsion and restriction for visiting the country for life). Ignoring the specificity of others culturey makes us blind and deaf both to them and to ourselves, to our own strength and weaknesses and to our abilities to learn and to improve. Therefore, it is very important for tourist to adapt to cultural customs of destination, to inform about dress and about behavior in public to avoid various troubles.

3.1. Mental Software

Each man carries patterns of thought, feeling and potential action learned during its life. Many of them were drawn from childhood because it is the most favorable period of learning and assimilation (Hofstede, 2010, p. 16).

Once printed these patterns of thinking, feeling and action in the mind of a man, he must unlearn them to be able to learn something different, and it's harder to unlearn than to learn for the first time. Such patterns of thought, feeling and action can be called *mental programs* or *mental software*, which means that the behavior of a man's is predetermined by his mental programs. He holds elementary ability to deviate from them and to react in a new, creative, destructive or unexpected way. Mental software only shows that reactions are probable and explicable, taking into account man's past.

The sources of mental programs of a man are in social environments where he grew and accumulated life experience. The programming begins in the family; it continues in close friends circles, at school, youth groups, at work and in the community in which he lives. Mental programs differ as much as social environments in which they were acquired. In social anthropology, culture includes all those patterns of thought, feeling and action; includes not only those activities that supposedly refine the spirit, but also ordinary and mundane aspects of everyday life: greeting, feeding, exposing or hiding feelings, keeping a physical distance from others etc.

Figure 2 – Three hierarchical levels of the mental software
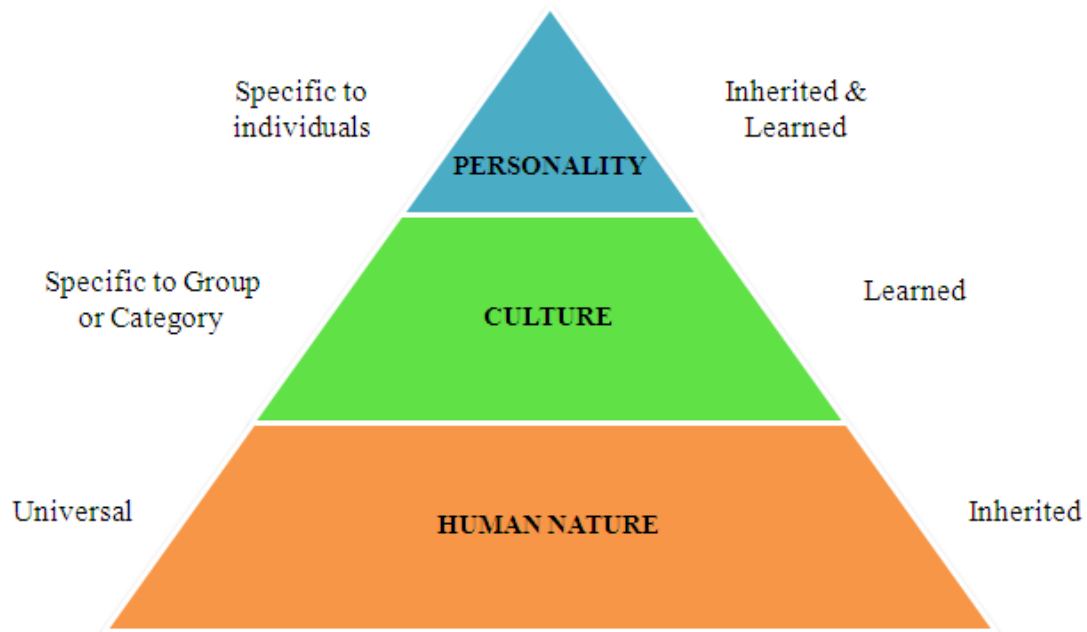
Source: Personal construction after Hoftede, G. *et al.* (2012, p. 17)

Culture is always a collective phenomenon that is shared by people who live or have lived in the same social environment, where it was accustomed. Culture is made up of unwritten rules of the social game. Collective programming of the mind is what distinguishes the members of one group or one category from other people.

Culture is learned, it's not innate. It comes from the social environment, not from genes. Culture must be distinguished from human nature and personality of the individual, with no exact boundaries between nature and culture or between culture and personality.

Cultural experiences can be satisfactory and provide a win, but they can be also unpleasant and they even can generate stress and conflict. The more the demand for international tourism grows, the more the opportunities for contact with different cultures appears, but also a higher potential for cultural conflict. Consequently, there is a necessity for learning and understanding the impact of cultural differences on the tourists' behavior.

The study of cultural differences is important for the tourism industry for several reasons. First, the travel and tourism industry has increased internationalization in the last decade. Special attention was paid to cultural diversity and its importance in tourism. Contemporary tourism and increased mobility people exposed them to different cultural societies. It is imperative for the industry representatives working in international business, to understand the influence of national cultures on their customers to be competitive on the market. Many people are visiting foreign destinations to

experience different ways of life, traditions and customs. Tourism is also a part of the service industry where people from different nationalities meet - the quality of their interactions contribute to their vacation experiences and perceptions about the destinations visited.

This software helps us make mentally involuntary associations between destinations, people, customs, according to the way we are used to react on certain issues.

3.2. The Cultural Shock

Cultural shock refers to the emotional and intellectual experience that occurs at who, placed accidentally or through specific activities outside of its intially sociocultural context felt a strong discomfort and existential stress (Cucos, 2000, p. 131).

The experience of integration in a new environment can trigger different reactions:

- *frustration or rejection:* when you reach a certain tourist destination that is not comfortable, probably due to behavior or habits of the local population from that area.
- *riot and rage*: in some cases, tourists may feel angry when they realize that what they wanted to do during their stay is not posible, thus their stay is destroyed (these are the tourists who choose to spend their holidays at sea but the weather issues make this impossible).
- *generalized fears*: that feeling can occur, for example, when staying in a certain place some terrorist attacks or threats could appear and could make tourists be frightened and worried for their lives.
- *surprise or even fascination facing new cultural context*: some tourists are very open to everything that means interaction with new people in different places, wanting to know more about the culture of the destination visited, to be actively involved in local customs. These are people passionate about culture, people who want to know before judging.

There are several cultural shocks, starting in different registers of relations with each other:

- shocks of different perception of space and time;
- shocks due to the differences in role and relationship within the family group (the role of spouses, parental system, type of family, communication and control ways, attachment styles etc.);
- shocks of different types of sociability (hospitality, interchange features);
- shocks resulting from different reactivity to requesting aid;
- shocks due encounter with magic and religious rites and different beliefs;

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▪ shocks due of different representations on cultural exchange.

Seen as limit experiences which induce powerful affective experiences, cultural shocks can contribute to a faster insertion into the society of destination (Gavreliuc, 2011, p. 58).

3.3. Stereotypes in Tourism

British writer Aldous Huxley noted that "To travel is to discover that everyone views are wrong about other countries." This is closely related to stereotypes.

A stereotype is a cognitive generalization of a particular social group bringing together members of a group with a specific attribute. These cognitive associations can form anytime they need without relying on a specific culture (Miller *et al.*, 2012, p. 1364).

A stereotype is a set of images necessary to meet the information issued by our environment. These are determined by the information we receive from the environment, as a mean of ordering and simplification of the reality in which we live. It is much easier to generalize and to automatically assign a number of characteristics to a person belonging to a particular group, rather than to treat it as an individual and to try to know her.

In tourism, stereotypes are used to describe tourists and locals. Stereotypes can influence perceptions of tourists and hosts that they have about each other. Positive stereotypes can attract tourists, while that the negative stereotypes can remove them. (Reisinger, 2009, pp. 192-194).

Stereotypes allow us to distinguish different categories of tourists, directing the interaction between hosts and tourists, explaining thus their behavior. In many destinations, residents have developed specific stereotypes of tourists by nationality. For example, American tourists are stereotyped as being cautious, calculated, practical and careful with money and French and Italian tourists have high demands.

People from different cultures could do or buy the same things or travel to the same destination for various reasons. For example, Chinese and Germans traveling to Thailand for various reasons: Chinese visiting Thailand for business / meetings, while Germans prefer relaxing in this country.

If only the stereotypes appeared and then sat quietly in our minds, it would be absolutely no problem. Stereotypes are not just some ideas that our mind comes to possess; they are ideas that, once formed, reach to possess our mind. In fact, the main reason that scientists devote so much attention to these concepts is that their functioning has often negative social consequences. (Cernat, 2005, p. 143).

When studying the functioning of stereotypes, psychologists are interested primarily in how these mental constructs affect our interactions with members of stereotyped groups. Researchers have identified the following steps which mark such events:

- categorial identification - this step is not necessarily required;
- activation of stereotypes: for example, observing of persons of a certain race or color is their activation of stereotypes, often only for individuals who are not in that category.
- application of stereotypes: since stereotype was activated, the behavioral change towards that person starts; this behavior may reflect repulsion, avoiding contact etc.
- correcting stereotypes: stereotypical concepts can activate social groups, especially when these categories are prototypical for that behavior.

Contact with the person from the stereotyped group may produce, once the person is identified as belonging to the that class, group stereotypes associated to it come into the mind, and our impression of the person is influenced by stereotypes activated and possibly corrected later (you can not judge people only by appearances). Stereotypes can be corrected first of all, through information and by knowing and understanding each other's culture.

When tourists and hosts will recognize and accept each others' uniqueness and individual differences, then they will be less reluctant to follow common patterns of behavior and thinking. They will be able to create their own ideas, without taking into account the group'/culture's ideas from which they belong to, they will be more careful when they are talking with others from other cultures, they will be encouraged to listen carefully, to study, analyze and evaluate the perceptions of each other. Thus the intercultural communication will be effective.

Conclusions

Contemporary tourism and increased mobility exposed people to different cultural societies. It is imperative for tourism representatives working in international business, to understand the influence of national cultures on their customers to be competitive in the market. Many people visit foreign destinations to experience different ways of life, traditions and customs.

Nowadays it is characteristic to human nature to categorize people, products and brands in different stereotypes. People are stereotyped because of race, ethnicity, sexual orientation, gender and even the types of products they buy or the clothes they wear. Stereotyping should not be used because it is wrong to assign an individual's personality, opinions based on their appearance, or clothing or

products they buy. Even if stereotyping is not something recommended by society, people still do that and make superficial observations.

Many cultural mistakes can be avoided if the tourists, locals and firms are made aware of the cultural differences between them. Since the quality of social contact between customers and employees influence customer perception of service quality and satisfaction in terms of product, representatives of the tourism and hospitality should pay more attention to cultural differences administration of cultural differences in interpersonal relations between suppliers and customers. Being aware of cultural differences and learning how to cope and manage, operators will use this key to create a developed tourism market.

Culture offers tourists the opportunity to experience a different nation, thereby contributing to the economy of that community. However, tourism can affect the location and its inhabitants by adopting a new lifestyle and assimilation of different features in order to live together with foreign tourists who invade their territory.

Tourism can also help to close two peoples, cultures, religions and traditions. But there may be situations where extreme differences of wealth, lifestyle, concepts, causing resentment on both sides, resulting in certain stereotypes. Therefore, it is imperative that these things should be taken into account when making a tourist offer for each category of tourist, whether it comes from the same country, different cultures, different countries etc.

Acknowledgement

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