THE IMPACT OF COVID-19 ON GROUP TOUR OPERATORS AND THE IMPLICATIONS FOR OVERTOURISM

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Author Biography:

Previously, Karl had a varied 25-year corporate career including time working in Zimbabwe and South Africa. Having studied marketing and business studies prior to moving into tourism, he has worked for several travel companies within a product, commercial and marketing role including working for First Choice, Nielsen, Flight Centre and Explore. Karl has also managed numerous departments including leading product, contracting, customer service and marketing teams. His wealth of industry experience enables him to relate the lecture content into real life scenarios which assists student learning. He has consequently been nominated for lecturer of the year at university institutions in the 2018/19 and 2919/20 academic years.

ABSTRACT:

This chapter sets out to analyse the impact of the Covid-19 virus on the holidays provided by UK group tour operators and the implications for over tourism. With tourism arrivals expected to fall by up to 30% in 2020 and a slow return to pre-Covid-19 levels for 2021 and beyond, the industry is possibly suffering the loss of up to 100 million travel-related jobs (World Travel and Tourism, Council 2020). Group tour operators will need to assess and possibly change the way they do business to initially survive and subsequently build up tourism numbers in the coming years.

This chapter identifies how group tour operators could alter their holiday proposition to reassure travellers including; the challenges of operating international tours when airlines have reduced capacity, the need to consider alternative age demographics who are more likely to travel and assessing existing itineraries to visit rural or small town locations rather than cities where numerous itineraries travel to now.

Finally, the chapter discusses and describes the significance of the findings with insights about possible opportunities based upon the approaches taken by various countries to target potential holidaymakers and the need to create a 'crisis management plan' for current and future countries. This may result in operational adjustments to meet these new requirements including; the changing outlook of potential customers and the possibility of offering domestic tours to meet the current demand.

KEYWORDS:

(Please supply up to 6 keywords for your Chapter)

- Over-tourism
- Covid-19
- Group tour operators
- Tours
- Social distancing
- Coach tours

Main Body:

1. Introduction to the impact of Covid-19 on the tourism industry

This chapter analyses the impact of Covid-19 on holidays provided by UK group tour operators (GTO) as well as identifying how specific countries have managed the pandemic well and the lessons that can be learned from these strategies to manage future pandemics. The chapter then suggests how GTO could alter their holiday proposition to be able to reassure potential holidaymakers to travel and ensure they operate within government guidelines. These recommendations could result in operational and business approaches being adjusted to manage these challenges now and in the future. The chapter also discusses the environmental, cultural and economic impacts of tourism as part of a discussion regarding over-tourism issues as well as identifying a ‘Capacity Management Model’ for tourist boards and travel managers to manage these challenges.

It is important to define what a tour operator is before continuing with the recommendations. **Tour operators** arrange, assemble and operate tours on a set itinerary which usually incorporate; transportation, accommodation, food, tour guides, and attractions for groups of between 4-50 people and can be inbound, based at the destination, or outbound, with operators offering itineraries to numerous countries (Tourism Notes 2018).

The research involved undertaking **secondary research** during 2020 incorporating collecting, summarising, and analysing information including; data and theories from textbooks, tourism organisation’s websites such as ABTA and IATA, travel and consumer media and published journal articles (Brunt et al., 2017). Additional information was added to the chapters content in April 2021 as the impacts of Covid 19 on tourism continued to evolve. As the consequences and impacts are being updated constantly, collecting secondary data is an ongoing process and further research would be necessary to update this chapter’s future recommendations.

The World Travel and Tourism, Council (2020) has estimated **international tourism has fallen** by 30% in 2020 due to Covid-19 with $450 billion in tourism receipts being lost, equivalent to seven years of growth. This compares to a 4% reduction in 2009 after the global recession and a 0.4% drop in 2003 after the SARS outbreak. The industry could lose 100 million travel-related jobs with Asia losing 63 million positions. The pandemic has cost the world economy USD 2.7 trillion of GDP as at the end of 2020 as tourists decide not to travel (WTT Council 2020) and as travel restrictions continue to be imposed, these initial figures are likely to rise (Fox 2020).

2. <u>How countries have managed the pandemic</u>

This section assesses the study's findings and provides an analysis of solutions including how Chinese travel operators, who have been able to promote holidays since 2020, have approached these challenges. Consequently, GTO can learn from Chinee operators when making strategic decisions on future holiday offerings.

The impact of the pandemic can be compared to the SARS epidemic in Asia which reduced tourism arrivals by 12 million within the affected 23 countries and particularly in China, Hong Kong, Vietnam and Singapore. These countries learned from this experience and subsequently implemented a 'Disaster Management Plan' which resulted in collaboration between government departments, industry and the population from the beginning of the crisis (Yeh, ~~S.~~ 2020). It is estimated that in China's case, this quick and **strict lockdown** from the beginning of the pandemic, which included suspending public transport, health checkpoints, school closures, volume testing, contact tracing, mask wearing and COVID 19 hospitals, have all prevented 2 million infections and 56,000 deaths as well as minimising its economic impact. In comparison, the UK allowed 150,000 people to attend Cheltenham Horseracing Festival in March 2020 and 460,000 Americans attended a motorcycle rally in August 2020 which were both held on dates that were close to the respective national lockdowns (Burki, 2020).

China's lockdown restrictions began to ease throughout 2020 with normal life returning to most areas. The result was a rise in consumer confidence and subsequently domestic tourism. The countries hotel sector occupancy rates improved gradually throughout 2020 and 2021 with a reported 35% load factor in May 2020, compared to 80% in 2019. Economy hotels outperformed luxury accommodation which experienced a 15% occupancy during the same period due to these hotels having been additionally affected by reduced international business and conference visitors as these market segments tend to use premium hotels. Also, hotels have closed buffets, increased restaurant table distances, encouraged staff to wear masks and switched the hotels air conditioning off. Also, tourist attractions have reduced capacity by up to 50% and use preregistration schemes to identify exposure to the virus (Enger et al 2020).

Chinese tourists travel **buying behaviours** have altered due to pandemic concerns. For example, this market historically travels on large group tours but are now more attracted to domestic package holidays with small groups of less than ten people (31% of interviewees wanted this type of holiday compared to 11% who requested this in 2019). Also, train travel has become more popular compared to flying, especially when travelling to regional destinations. Furthermore, tourists' preference has been to avoid crowded areas and to choose to holiday in outdoor scenic expanses (Enger et al 2020). Chinese travel companies are having to instigate marketing promotions during 2020 to stimulate demand including airline fares being 30% lower than in 2019. Furthermore, younger people are more interested in travelling than the over 50-year olds as they feel that they are less affected by the virus. This has resulted in an increase in the use of marketing channels such as TikTok as well as travel managers offering their services as 'advisors' via livestreaming platforms to target this demographic (Hsiao-I, et al 2006).

As travel restrictions are reduced within countries around the world, the demand for holidays, especially to nearby countries, and domestic travel, should initially return, with international travel, especially if involving flying, taking longer to recover Mayling (2021). Furthermore, the wider implications include; international governments need to create plans for future challenges, acting immediately with strict lockdowns and clear communication during future challenges. This approach is essential to manage future pandemics and allow the economy and tourism to recover quickly.

3. **How group tour operators can alter their holiday proposition**

This section of the chapter discusses the significance of these findings, suggests recommendations for travel companies to market themselves and identifies industry trends and its wider implications.

The market segment of **Baby boomers** (56-75 years old people born between 1946 and 1964) is an important customer demographic for numerous GTO, be it adventure companies such as Exodus and Headwater to culturally focused operators such as Titan, Trafalgar and Travelsphere (Whitley 2019). However, this demographic could be nervous to travel, compared to Generation Z (under 24 years old and born between 1997 and 2015) and Millennials (25-40 years old and born between 1981 and 1996) who could be first to holiday again in volume. Research by Costin et al (2020) identified Baby boomers are least likely to travel to an urban area, with 32% stating 'nothing can make it more appealing' and this age group also wanted to avoid public transport and busy places (Hotel Solutions 2020).

Further research by Sawday's identified **self-catering** holidays will be popular when travel restrictions are lifted as travellers want their own space, good hygiene standards and the ability to amend bookings (Hotel Solutions 2020). Also, properties, including villas and cottages that are in small towns and rural areas or hotels with private beaches will be popular. Hoteliers will need to consider beach plots and systems to accommodate social distancing such as erecting Perspex glass barriers, sun loungers being spaced out and time slots to use this facility. Spain has already employed wardens to police social distancing along with restrictions in the numbers allowed on beaches (Urwin et al 2020).

Transport carriers may insist that facemasks are worn by passengers while travelling with Tui and Eurostar already implementing this approach (Clatworthy 2020). Emirates decided to leave the middle seat free to encourage social distancing which may result in increased fares with reduced capacity on flights. However, Ryanair's boss, Michael O'Leary, stated this is pointless as passengers pass each other in the isle (Arlidge 2020).

Holidaymakers are more likely to scrutinise **sanitation procedures** and information including; health situations of areas travelled too, travel insurance cover and social distancing practices on transport, restaurants and attractions (Costin et al 2020). Several tourist boards have published guidelines for hotels and these protocols can be used to reassure travellers (Clatworthy 2020). For example, Expedia have highlighted these practices on their website and Marriott, Hilton and Accor have created standardised cleanliness and hygiene policies (Scott et al 2020).

The option to sell **Long-haul destinations** that GTO traditionally offer, such as South America and Africa, may need to be reassessed with more focus on European, American and Asian trips in the short term. With an 82% reduction in flight demand in 2020 and lost revenues of £250 billion, airlines have decided to cut capacity and abandoned routes which provides added challenges for GTO when offering worldwide destinations (IATA 2020). However, GTO could promote tours to countries which have managed the virus well, allow tourists to travel and have fewer general travel restrictions such as Oceania, Asia and the Caribbean (Fox 2020).

GTO usually contract various **hotels** including meals at the establishment. However, these stakeholders need to consider operational approaches including; face masks worn in communal areas, replacing buffets with table service, creating designated 'bubble' areas and one way systems of pathways, welcome kits of masks and sanitisers, apps for contactless check-in, temperature checks for staff and holidaymakers and a 24 hour period between stays allowing for deep cleaning (Hotel Solutions 2020). This trend will no doubt continue and consequently the travel industry needs to reassure travellers that guidelines are adhered too. However, there are wider implications of these approaches including; additional costs with increases in staff to manage the above systems and challenges to maintain profits and lower prices when making changes to the infrastructure. Furthermore, smaller hotels and self-catering units may need to be considered within the itinerary, which are not necessarily the traditional form of accommodation used on tours, and demand for such lodging may cause challenges with availability and increased prices.

Operators who traditionally promote **larger group sizes** of 30-50 holidaymakers, such as Trafalgar, Titan and Collette may need to rethink their business model with tourists concerned about travelling in larger groups (Hotelmize 2019). This industry trends could result in the demise of these type of holidays. Tour operators who do currently operate smaller group tours of 10-20 people, such as Back-Roads and Intrepid, have an opportunity to promote the concept of smaller 'bubbles' of tourists travelling which may be of interest to tourists. The wider implications of this approach could be more expensive tours as the fixed costs of a tour (coach transport and guides) being divided amongst fewer people and consequently higher costs per person.

The **domestic holiday** market could benefit from the pandemic with ABTA's "Travel Trends Report" identifying 35 million overnight UK holidays were taken in 2019 and 56% of residents planning a UK break in 2020 and 2021 (ABTA 2020). GTO may not traditionally include the UK within their portfolio of destinations, but this industry trend offers an opportunity to promote potential popular new trips.

4. **Is over-tourism still relevant post the pandemic?**

Over-tourism can be defined as 'The impact of tourism on a destination that influences perceived quality of life of citizens and/or quality of visitors experiences in a negative way' (UNWTO 2019). With the decline of tourist numbers, as described above, there may be an argument to state that large crowds and the circumstances of over-tourism could be a thing of the past. However, many countries have restricted travel abroad, which has funnelled volumes of tourists to a smaller choice of locations, especially domestic holiday regions. With countries such as Spain, which attract 18 million British tourists annually, not being able to be offered widely as a choice of holiday location, holidaymakers have headed to UK beauty spots which has created traffic congestion, increased prices for accommodation and created over-tourism. For example, Durdle Door beach in Dorset attracted 500,000 visitors over a weekend in the summer of 2020 resulting in the emergency services declaring the scene a major incident and tourists leaving 33 tons of waste within the area. The coastal resort of Brighton suffered a similar fate and even though the local council warned UK residents not to travel to the city, trains from London where overcrowded with little social distancing and crowd control measures were necessary at the train station (Minihane 2020). Also, travel companies will need to consider social distancing and how to manage crowds better with tourists possibly happy to pay for experiences that consider these approaches (Rotondo 2020).

However, the various lockdowns have allowed some governments to maintain infrastructure and nature to rehabilitate. For example, the Abbey Road crossing in London, made famous by the Beatles, has been repainted, dolphins have returned to Venice’s canals and the coral reefs of Australia’s Great Barrier Reef are recovering. As Koh (2020) identifies, historically, various city infrastructures have been under considerable strain as a consequence of large volumes of tourists but the pandemic has allowed these areas to recover and locals to enjoy their place of residence again. Additionally, the air quality in major cities such as Bangkok, Paris and Barcelona have improved with, for example, reduced airline traffic. Furthermore, tourism facilities and infrastructure have been converted to be used for the local population during the pandemic. For example, the Singapore Convention Centre venue has been converted into a community care facility and hotels in many countries are now being used for quarantine procedures which provide revenue opportunities when occupancy rates have been low during 2020 and 2021. Tourists should return in small numbers initially throughout the world which provides an opportunity for governments and authorities to incorporate smarter and more sustainable tourism strategies into future planning.

The drop-in visitor arrivals allow tourist boards and governments to reassess their approach to tourism and perhaps alter their approach to develop strategies to manage over tourism in future years (Koh 2020). Government bodies and private enterprises can use this opportunity to reconsider if the growth of tourism within their area, region or country is desired and perhaps to reconsider the decision to target additional tourism growth. Relevant stakeholders can compare the economic benefits of tourism against the challenge of managing the impacts of tourism on the ecological systems, community well-being such as increased living costs, crime rates, traffic congestion and general pollution and the protection of cultural traditions (Higgens-Desbiolles 2021).

5. <u>**The impacts of overtourism on a host destination**</u>

International **tourism has grown** from 200 million tourists in the 1960's to 1.4 billion in 2018 (UNWTO 2019). As Sezgin and Yolal (2012) highlight, this growth has been stimulated by package beach, cruise, ski and cultural tour holidays. Also, new source tourist markets, such as China, which accounted for 12% of tourist arrivals to Europe in 2019, has additionally driven this growth. This development can affect the host destination and its natural environment, culture and economy, subsequently influencing resident attitudes towards tourists. For example, the Thailand government stopped holidaymakers visiting the beach at Maya Bay, the location for the film 'The Beach', which attracted 2.5 million annual visitors due to the popularity of the film which affected its natural habitat (Associated Press 2018). Infrastructures are also placed under strain resulting in locals being excluded from using facilities, as is the case in Mexico's Cancun resort where residents are prohibited from using the hotels beaches (Martínez et al 2013).

The World Travel and Tourism Council (WTTC 2017) report identified five impacts of over-tourism which are discussed below;

Firstly, residents can feel a sense of **being alienated** if their local community does not benefit from tourism or if they feel an imbalance between tourisms rewards and over-tourisms impacts. This can influence local's toleration of travellers with residents even protesting against tourism numbers in cities such as Venice, Dubrovnik and Barcelona (Gonalez 2018). Furthermore, research by Kuscer and Mihalic (2019) identified Ljubljana residents had negative feelings towards visitors due to pollution, overcrowding and traffic which resulted in residents wanting to leave Slovenia's capital city.

Coldwell (2017) identifies ‘ice cream tourists’ for example which are day trippers or cruise passengers provide limited economic contribution but add towards increasing urban congestion. Also, some city centres have experienced a change in the retail landscape with businesses emerging to serve tourists, such as restaurants, souvenir shopping and boutique clothing stores, rather than for the needs of the local population (Koens 2018).

Secondly, over-tourism can **degrade the overall visitor experience** as tourist volumes congregate in specific ‘hot spot’ areas. For example, the waiting times to climb the Eiffel Tower can be 3 hours and many holidaymakers are crowded together to see famous sites such as the Louvre’s Mona Lisa. Shelby and Haberleins’ (1986 cited by Gonzalez 2018) research identified that if 66% of tourists stated they felt they were in a crowded area; it is likely that the capacity has been exceeded. Furthermore, the increased desire to experience the ‘authentic’ daily life of locals such as the ‘Slumdog’ tours of Mumbai's slums, results in tourists visiting historically non-touristic areas that are unused to dealing with tourism (Koens et al 2018).

Thirdly, the **destinations infrastructure** can struggle to cope with over-tourism as the 850,000 Amsterdam residents can testify with 20 million tourists annually descending upon the capital. The locals are tired of ‘partying’ visitors and subsequent strains on infrastructure which has resulted in authorities stopping the marketing of the city and the council not authorising the construction of additional hotels (Fes 2020). The Philippines has also experienced challenges with power failures, water shortages and overcrowded roads resulting in the government now limiting holidaymaker arrivals (WTTC 2017).

Fourthly, over-tourism can **damage the natural environment**, increase pollution and consume scarce resources such as water and food; especially when considering that 10% of destinations that attract holidaymakers account for 80% of total tourism arrivals. This strain and the fact that global tourism is responsible for 5% of all greenhouse gas emissions highlight the need to manage visitor impact. Few locations are immune, for example, 3,000kg of rubbish has been collected from Mount Everest and 80% of the Koh Khai islands coral reefs in Thailand are damaged because of over-tourism (WTTC 2017).

Fifthly, over-tourism can bring threats to **the local culture and heritage**. For example, holidaymakers have vandalised sites such as China's Great Wall and large volumes of visitors diminish the destination's spiritual integrity as is the case with Cambodia's Buddhist temple complex at Angkor Wat. Also, the heritage of a city can be affected, as is the case with the Boqueria food market in Barcelona, which, for 180 years has been selling traditional Spanish food but has now banned tourist groups due to overcrowding.

6. Strategies to combat over-tourism

Tourism organisations can work together to govern the economic, cultural and environmental impacts of over-tourism as discussed below;

Firstly, as Darrell Wade of Intrepid Travel highlights, travel companies and tourist boards can **spread tourism incomes** more evenly throughout the hosts economy with the marketing of a wider range of experiences and tourist attractions (Taylor 2018). For example, dining in independent restaurants instead of chains and offering alternative attractions such as Iceland's Seljavallalaug hot spring rather than the Blue Lagoon can ease the strain on iconic visitor 'hotspots' plus provide opportunities to connect with a wider range of local people, their customs and cuisine.

Furthermore, governments such as in Bhutan and Botswana have chosen a **low-impact and high-yield tourism policy** through their pricing and quality holiday offering. Holidaymakers are still contributing to their economies but, with fewer travellers, there is less impact on the environment and culture. Also, tourists are willing to pay for higher value experiences, such as smaller groups paying $125 to watch the sunrise at Chichen Itza in Mexico compared to the 5,000 daily visitors who watch a similar scene at Angkor Wat in Cambodia for $37 (Lonely Planet 2020).

Secondly, socio-cultural impacts can be managed by **incorporating local expertise** into tourism plans, understanding cultural values and gaining residents cooperation and support. Gonzalez (2018) identified citizens' willingness to accept further tourism development is influenced by how tourists currently impede residents' daily life, especially in shared spaces and how tourism impacts local prices. For example, the housing rents in Lisbon have increased as landlords prefer to advertise their properties to tourists through hosting sites such as Airbnb rather than offer them to locals which subsequently reduces the number of residents dwelling in the centre and impacts the city's social makeup and living standards. The outcome of this lack of consideration can result in negative publicity as was the case with Cornwall's 'Wish you weren't here' media coverage which represented a manifestation of local's frustrations (O'Connor 2002).

Thirdly, appropriate strategies can reduce the **impact on the environment** by limiting permits or daily numbers of tourists at attractions. For example, since 2002, Inca Trail permits have been limited to 200 per day compared to 1,600 permits previously which resulted in excess rubbish, unauthorised camping areas, erosion and pollution (Coldwell 2002). As Gonzalez et al (2018) highlights, residents themselves can participate and influence how sustainable tourism can develop by acting as a cultural agent and social group. For example, Bermuda and Ibiza have applied a cap on the building of hotels and the Galapagos Islands have limited cruise ship numbers to reduce pollution and impact on its natural environment with the blessing of locals.

Staggering tourism flows can assist in reducing environmental impacts. As Adam Goldstein of RCC highlights, cruise ships dock into Dubrovnik only in the morning and only on three days a week which causes pollution and overcrowding on these days. The ships could arrive throughout the week and in the afternoon, which would increase the destinations ability to manage this volume without exacerbating environmental impacts (Taylor 2018). Also, destinations such as Venice are now using technological solutions to manage tourism volumes such as installing turnstiles that restrict entry at specific times to reduce overcrowding, rubbish and erosion (Fes 2020).

7. Metrics to understand potential risks of overtourism

As Salli Felton, the Chief Executive of the Travel Foundation stated, 'we've created over-tourism together and the only way to solve it is together' (Taylor 2018). It is therefore important to establish the varying aims of both government organisations, such as tourist boards, and privately owned travel companies, such as tour operators. This will establish if there are competing interests and identify a common framework to manage the governance of the environmental, cultural and economic impacts as well as create tourism growth.

There are several examples of localised strategies, such as the Gonzalez et al (2018) work on heritage towns and Koens et al (2018) over-tourism research within cities which identifies how cities benefit economically from tourism and also how tourists may overwhelm this space based upon the population and size of the city.

However, the enclosed '**Capacity Management Model'** (Table 1) is appropriate to a wider range of tourism circumstances including; resorts, venues, regions, urban areas, natural attractions and historical sites. The model identifies the maximum tourism capacity that each can handle, still maintain enjoyable visitor experiences and reduce the environmental and cultural impact. The model uses the spider diagram approach to modelling with each aspect of over-tourism being graded between one and five (five being negative) and the cumulative score identifying the potential level and risk of over-tourism.

The first aspect of the model identifies 'Planning capabilities of travel organisations and government bodies' as an important element of the over-tourism planning process. This considers how existing approaches to tourism development in terms of planning regulations and general governance can assist in managing tourism development. This is also combined with the speed and volume of tourism development as well as the physical area that tourists are placed in within the host destination in comparison to locals. For example, if tourism volume, as is the case with Amsterdam as discussed above, is far higher than the host population and the tourists are staying in central areas where locals live and work, this may cause challenges with too many visitors. Additionally, if the growth is sudden and/or constant, and the host planning has not considered the impact of tourism, this growth is not managed well. In Amsterdam's case, it is only after large numbers of tourists have visited the city that governments are now restricting infrastructure development such as hotels.

The second aspect of the model includes including elements relating to the 'Level of impact on the host destination'. This involves assessing the impact of the environment, culture and society, and general living standards such as the cost of living and housing. The economic aspects are divided into the three areas to include the short-term impact e.g. employment but then medium term in terms of local business benefiting from trade and then the long term in terms of career opportunities for individuals and the prospects for local businesses to offer their services to tourism development. Finally, it is important to consider the 'Attitudes of locals to tourists. As Gonzalez et al (2018) identifies, residents goodwill is crucial to successful and sustainable tourism expansion and consequently, the model can guide tourism planners to manage future growth strategies for both developing and already developed tourism destinations. Areas to consider include how the local population benefit from tourism development in terms of the infrastructure that is built, local businesses and general employment and career opportunities as described above. This can influence how the locals perceive tourists and tourism and subsequently their behaviour towards visitors.

Conclusion

In conclusion, the travel industry is currently in testing times but if some GTO consider changing the way they operate and their itineraries content and work with tourism authorities, opportunities to target holidaymakers may arise. Tourists concern over safety could be directing holidaymakers to look for exclusive travel experiences within excursions and transportation or tours with small hotels and self-catering units.

The travel industry believes vaccine certificates are important to restore confidence with some companies, such as Qantas Airlines, introducing these measures even if governments do not (Lawson 2021).

This study has identified several impacts on the tourism industry, specifically how each affected component has changed the creation and marketing of group tours, possibly forever. These suggestions and recommendations could assist future tourism decision-makers on how to strategize and plan for future pandemics and to view the industry e.g. considering accommodation, excursions and transport providers as well as how to plan for the impacts and management of over-tourism. By considering these impacts and taking the local host population into account in tourism development, tourists and locals can live side by side in a positive and equal manner.

Further research is necessary to provide continuing guidance for GTO stakeholders and tourism orientated companies as well as to test the 'Capacity Management Model' with numerous case study examples.

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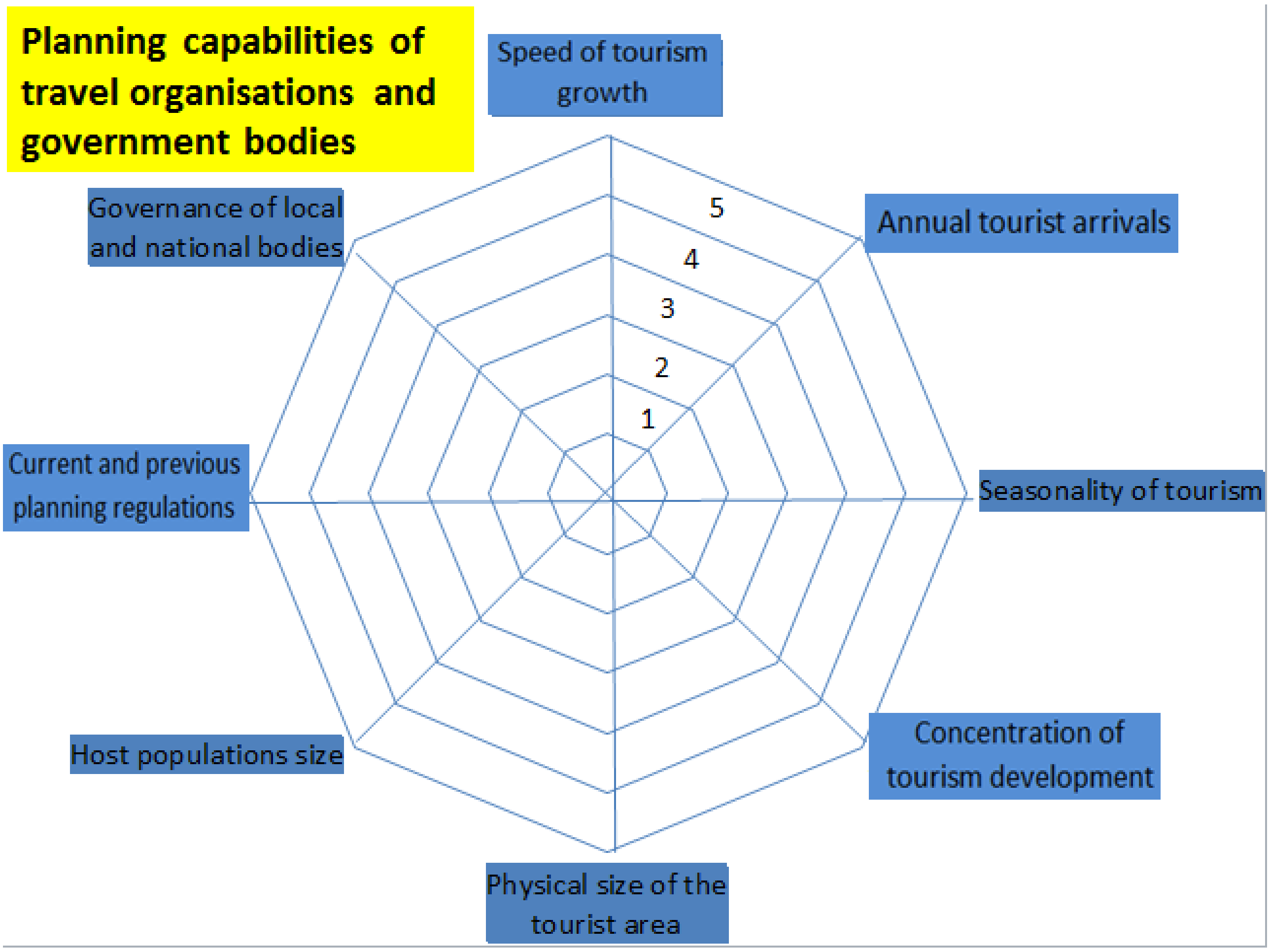
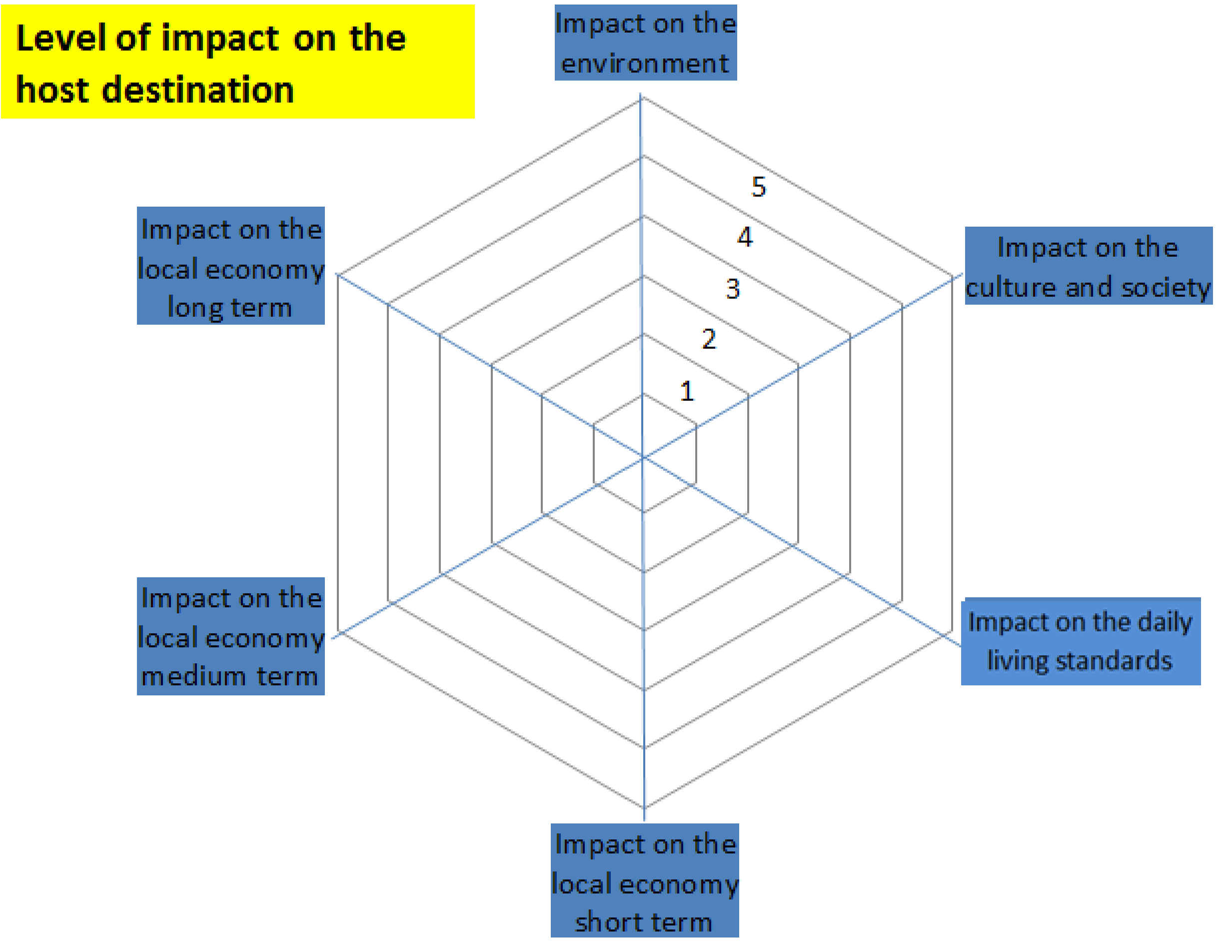
Table

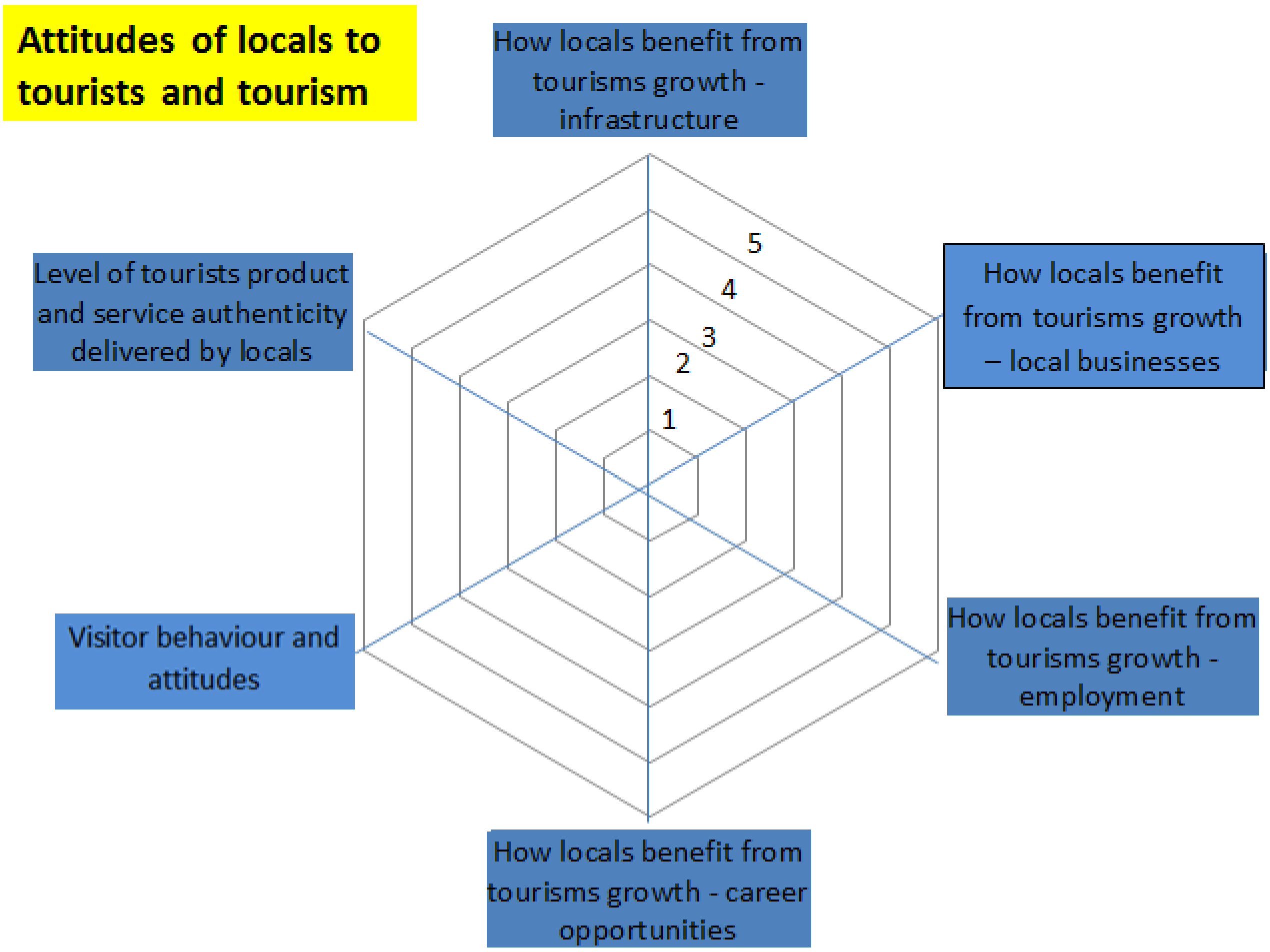
Table 1 - Capacity Management Model; score of 5 being negative



Source; Karl Bolton



Source; Karl Bolton



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