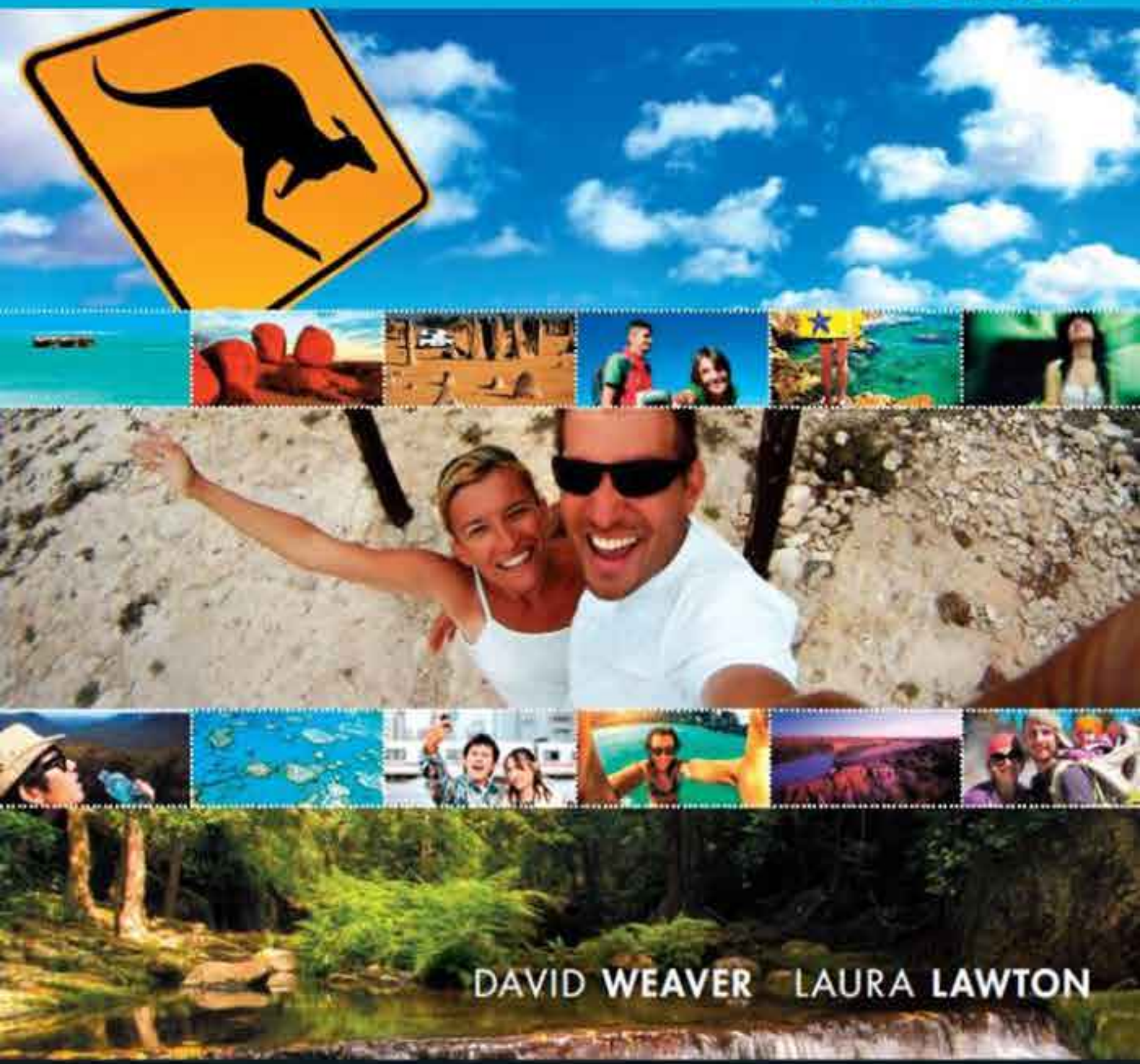
TOURISM MANAGEMENT

FIFTH EDITION



DAVID **WEAVER** LAURA **LAWTON**

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DAVID WEAVER | LAURA LAWTON

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PREFACE

In early 2013, the UNWTO, with much fanfare, reported that more than one billion international overnight tourist trips occurred globally during the previous year. Aside from the symbolic power of this impressive number, the achievement was even more remarkable given the lingering effects of the global financial crisis — proof indeed of the tourism sector's great resilience as well as the continuing explosive growth of mass tourism markets in China and other parts of Asia. We described tourism as a 'juggernaut' in the preface to the fourth edition, and see no reason to reconsider this characterisation. At the same time, we remain cautious against any sense of complacency. The ongoing civil war in Syria has devastated the tourism industry in that country and threatens to engulf other parts of the Middle East. In the Philippines, it was a natural crisis, Typhoon Haiyan, that pummelled that country's tourism sector in November of 2013. So even though the trend of worldwide growth has been remarkably consistent, individual destinations can experience extreme and often unanticipated decreases in visitation that can endure for years. We can therefore say that managers *must strive for destination and product resilience* so that declines in visitation after such tragedies are as small as possible and recoveries are as quick as possible at all levels.

Of course, this aspiration is easier said than done given the complexity of tourism and its myriad and often subtle connections with other natural and human systems, but it is our hope that this new edition will continue to equip aspiring managers and planners with the broad cutting edge knowledge and mind-set conducive to resilience and innovation in the tourism sector. We continue to emphasise the paramount importance of sustainability, not only in the narrow social and environmental sense, but in a 'triple bottom line' sense that concurrently acknowledges the legitimacy of economic or financial viability. Such holistic thinking, transcending narrow ideological dogma, needs to be deeply embedded in the deliberations of all tourism planners and managers. Special features in each chapter also continue to emphasise how innovative technologies can be utilised in the interests of resilient and sustainable tourism. Social media, for example, has attained a degree of importance as a democratic marketing vehicle that we could not have foreseen even a few short years ago. The democratisation of tourism, and continued efforts to have it enshrined as a fundamental human right, furthermore, reflect the need to incorporate diversity and inclusivity into the managerial mind-set — old assumptions about wealthy white tourists and poor non-white hosts simply do not capture any longer the realities of contemporary tourism. Any manager of a Gold Coast theme park or marquee hotel will attest to this as they attempt to capitalise on the incredible opportunities afforded by this unfolding Asian Tourism Century. We invite the reader to embrace these challenges as well and to see tourism for what it truly is, one of the most important, widespread and fascinating forces of the modern era. As with its predecessors, the fifth edition of *Tourism Management* has benefited enormously from the professionalism and enthusiasm of the publishing team at John Wiley & Sons Australia. In particular, we acknowledge Terry Burkitt (Publishing Editor), Dan Logovik (Content Editor), Tara Seeto (Publishing Assistant), Kylie Challenor (Managing Content Editor), Delia Sala (Graphic Designer) and Tony Dwyer (External Composition Coordinator). Like them, we are proud and excited about this new edition, which reflects Wiley's long-standing commitment to tertiary level tourism education in Australia and beyond.

Dr Dave Weaver
Dr Laura Lawton
March 2014

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adopted and signed by the APEC Chairperson and the PATA Chairperson at a meeting of the APEC Tourism Working Group and at the 50th PATA Annual Conference in Kuala Lumpur, Malaysia, in April 2001. The Code was developed as a reflection of both organisations' strong commitment to sustainable tourism development across the Asia–Pacific region.

TEXT

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FEATURES AT A GLANCE

Chapter	Managing tourism	Breakthrough tourism	Technology and tourism	Contemporary issue	Case study
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3	Are Egypt's pyramids forever?	Getting a break through social tourism	New ways to see old Olympia	No leave, no life	Managing with Generation Y
4	Visiting the neighbours	Rwanda on the threshold?	Getting mended in Malaysia	What makes a successful tourist shopping village?	The domestic pleasure periphery in Brazil
5	Building social capital with the Gympie Music Muster	Adventure tourism and rush	Making big decisions in small businesses	Experiencing a different China in Yunnan Province	Contemporary tourism heritage as heritage tourism: Evidence from the Gold Coast and Las Vegas
6	Catering to people with disabilities	Obesity as a tourism issue	Introducing the flashpacker	Travelling with my best friend	Understanding Chinese outbound tourists
7	Getting them to visit after the bushfire	Going full circle with roots tourism	E-helping small businesses with the Tourism e-kit	Good reviews = higher prices	Middle-earth and New Zealand — An enduring fellowship
8	A magnet for migrants?	Faster multiplier effects through slow tourism	Brave new world of RFID	Making South Australia a lifestyle destination	A natural alternative for Tasmania?
9	Behold the voluntourist	Gross national product or gross national happiness?	Coping with sharks in Western Australia	Resilient rural renegades in northern Vietnam	Cruising for trouble?
10	Two-track tourism in Iraq?	Come and see it before it's gone . . .	Technology cycles	Resilience and adaptability in a mature destination	East Asian destination cycle dynamics in rural Korea
11	Global observatories of sustainable tourism	Biofuel takes off	Using social media to gauge resident perceptions	Geopolitical sustainability and the quadruple bottom line	Certifying the certifiers through the Global Sustainable Tourism Council
12	Visitor tolerance levels at Victorian zoos	Interrogating yourself with autoethnography	SurveyMonkey	Qualitative reinforcement	Building knowledge capacity through Tourism Research Australia

1 Introduction to tourism management

LEARNING OBJECTIVES

After studying this chapter, you should be able to:

1. define tourism from a holistic perspective and appreciate its status as one of the world's most important economic sectors
2. critique the factors that have hindered the development of tourism studies as an academic field
3. explain why tourism is currently a field of study rather than an academic discipline
4. understand the differences between the multidisciplinary, interdisciplinary and postdisciplinary approaches
5. identify the contributions of each the four 'platforms' to the evolution and maturation of tourism studies
6. explain why the growing number of refereed tourism journals is a core indicator of development in the field of tourism studies
7. compare and contrast the distinctive and mutually reinforcing roles of universities and vocational education and training providers in the provision of tourism education and training.

INTRODUCTION

Tourism is widespread and complex, and sophisticated management is required to realise its full potential as a sustainable economic, ecological, social and cultural force. Complicating this task is its vulnerability to uncertainty, which is demonstrated by contemporary concerns about the global economy and the role of tourism in both affecting and being affected by climate change. This textbook gives students an introductory exposure to tourism that provides a foundation for further informed engagement with the sector, first in the remainder of their tertiary studies and then in their capacity as decision makers. Four themes that inform this textbook under the overarching themes of sustainability and management are:

1. crisis management/resilience
2. technology and innovation
3. inclusivity and diversity
4. the **Asian Century**.

This opening chapter introduces the text. The following section defines tourism and emphasises its global and national economic importance. The section 'Tourism as an academic field of study' traces the development of tourism studies as an academic focus and considers the factors that have hindered its evolution as such, as well as current indications of its maturation. Finally, we present the themes, outline and structure of the book.

THE PHENOMENON OF TOURISM

This book is about tourism management, and it is therefore important to establish what is meant by the term **tourism**. Most people have an intuitive perception of tourism focused around an image of recreational travel. But how far from home does one have to travel before they are considered to be tourists, and for how long? And what types of travel qualify? Most people would readily appreciate that a family holiday trip qualifies as a form of tourism while the arrival of a boat of asylum seekers does not. But what about academics attending a conference, a Hindu pilgrimage, a group of international students living on the Gold Coast, or participants at the Commonwealth Games? All qualify as 'tourists', but challenge our perceptions of what it means to be a tourist. We therefore need to establish definitional boundaries. The questions posed here are beyond the scope of this introductory chapter, but it should be apparent that the definition of tourism depends largely on how we define the **tourist**, the central actor in this phenomenon (see chapter 2).

DEFINITION OF TOURISM

There is no standard definition of tourism. Many definitions have been used over the years, some of which are universal and can be applied to any situation. Others fulfil a specific purpose. Local tourism organisations, for example, often devise definitions that satisfy their own circumstances. The universal definition that informs this text

builds on Goeldner and Ritchie (2012), who place tourism in a broad stakeholder context. Additions to the original, indicated by italics, further strengthen this holistic perspective:

> Tourism may be defined as the *sum of the* processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting, *transporting*, hosting *and management of tourists* and *other* visitors.

'Surrounding environments' include the governments in origin regions, tertiary educational institutions (universities and vocational education and training (VET) providers) and nongovernmental organisations (NGOs), all of which are important tourism stakeholders. Figure 1.1 depicts these stakeholders as components of an interconnected network, with possibilities for interaction among any combination of members. Also notable in the expanded definition is the extension of the tourism dynamic to include transportation as well as the management process.

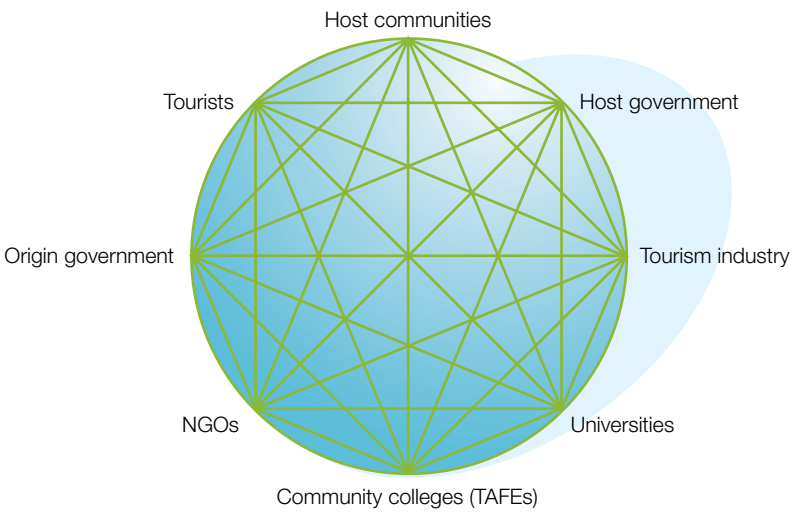

FIGURE 1.1 The tourism stakeholder system

The importance of tourism

The importance of tourism as an economic, environmental and sociocultural force will be detailed in later chapters, but it is useful at the outset to convey a sense of its economic significance. Tourism evolved during the latter half of the twentieth century from a marginal and locally significant activity to a ubiquitous economic giant. In 2014 it directly and indirectly accounted for more than 10 per cent of the global GDP, or approximately $7.0 trillion. This places tourism on the same global scale as agriculture or mining. According to the World Travel and Tourism Council (WTTC) (www.wttc.org), the major organisation representing the global tourism industry, 255 million jobs were dependent on the 'tourism economy' in 2012. During that year, for the first time, more than one billion international tourist trips of at least one night were undertaken (UNWTO 2012). Many tourism experts, moreover, believe that the global incidence of domestic tourist travel is anywhere from four to six times this volume. Such

figures attest to the massive economic impact of tourism and its status as a primary agent of globalisation that involves billions of host–guest contacts and the incorporation of most of the world into an integrated global tourism network.

TOURISM AS AN ACADEMIC FIELD OF STUDY

Tourism has an enormous impact on host destinations as well as transit and origin regions. How much this impact is positive or negative, however, depends on whether tourism is appropriately managed. For a destination, management and planning imply deliberate efforts to control the development of tourism to help fulfil the long-term economic, social, cultural and environmental aspirations and strategic goals of the people living in that destination. This is the essence of the concept of sustainability. If, in contrast, tourism is allowed to develop without formal management, experience tells us that the likelihood of negative outcomes is greatly increased, as later chapters will illustrate. The tertiary education sector has much to contribute to the evolving science of tourism management and planning, and the ongoing evolution of tourism studies is an important development that has paralleled the expansion of tourism itself.

Obstacles to development

The emergence of tourism as a legitimate area of investigation by university academics is a recent development, and one that has encountered many obstacles. It can be argued that this field, like other non-traditional areas such as development studies and feminist studies, is still not given the respect and level of support that are provided to the more traditional disciplines. Several factors that help to account for this situation are outlined here.

Tourism perceived as trivial

Many academics and others in positions of authority have regarded tourism over the years as a nonessential and even frivolous activity involving pleasure-based motivations and activities. Hence, it is not always given the same attention, in terms of institutional commitment, as agriculture, manufacturing, mining or other more 'serious' and 'essential' pursuits (Davidson 2005).

Most tourism researchers can relate tales of repeated grant application rejections, isolation within 'mainstream' discipline departments and ribbing by colleagues who believe that a research trip to Bali or Phuket is little more than a publicly subsidised holiday. These misperceptions still occur, but there is now more awareness of the significant and complex role played by tourism in contemporary society, and the profound impacts that it can have on tourists, host communities and the natural environment. This growing awareness is contributing to a 'legitimisation' of tourism that is gradually giving tourism studies more credibility within the university system in Australia and elsewhere.

Large-scale tourism as a recent activity

Residual tendencies to downplay tourism are understandable given that large-scale tourism is a relatively recent phenomenon. In the 1950s, tourism was a globally marginal economic activity. By the 1970s, its significance was much more difficult to deny, but specialised bodies such as the World Tourism Organization (UNWTO) were not yet large or well known enough to effectively spread awareness about the size and importance of the sector. The number, size and sophistication of these organisations have now increased greatly, but most people even today still do not appreciate the actual size or economic influence of tourism.

Bureaucratic inertia and echo effects

Even where there *is* respect for tourism and an appreciation of its magnitude, the administrative structures of tertiary institutions often make it difficult for new programs and research priorities to be introduced. Universities are bureaucratic institutions characterised by inertia and reluctance to change entrenched structures. When significant change does occur, it is as likely to be as much the consequence of government or legal pressure, interest from large donors, or the arrival of a new vice-chancellor wishing to make their own mark on the institution, as any well-considered examination of societal trends. This has resulted in an 'echo effect' whereby universities only started to offer specialised tourism programs in the 1980s, at least decades after its emergence as a major global industry. Even today, many universities are still trying to assess if, where and how tourism should be accommodated within their institutional structures.

Tourism perceived as a vocational field of study

To the degree that tourism in the past was accepted as a legitimate area of tertiary study, it was widely assumed to belong within the vocational education and training system. This reflected the simplistic view that tourism-related learning is only about applied vocational and technical skills training, and that relevant job opportunities are confined to customer service-oriented sectors such as hotels and restaurants. It has historically been easier therefore to incorporate emerging elements of tourism-related learning (such as managerial training) into existing and receptive VET structures than to 'sell' them to resistant or sceptical university administrators. Fortunately, TAFE (technical and further education) colleges and universities are now both widely recognised as important tertiary stakeholders in the tourism sector, each making distinctive but complementary contributions to its operation and management.

Lack of clear boundaries and reliable data

The development of tourism studies has been impeded by unclear terms of reference. Aside from the lack of consensus on the definition of tourism, the term is often used in conjunction or interchangeably with related concepts such as 'travel', 'leisure', 'recreation', 'holiday', 'visitation' and 'hospitality'. The focus of tourism and its place within a broader system of academic inquiry is therefore not very clear. A similar lack of precision is evident within tourism itself. It is only since the 1980s that the UNWTO has succeeded in aligning most countries to a standard set of international tourist definitions. Yet, serious inconsistencies persist in the international tourism data that are being reported by member states. Attempts to achieve standardisation and reliability among UNWTO member states with domestic tourism data are even more embryonic, making comparison between countries extremely difficult (UNWTO 2012).

Tourism-related industrial classification codes are also confusing. Finding data on the magnitude of the tourism industry in Australia and New Zealand, for example, is impeded by the lack of a single 'tourism' category within the **Standard Industrial Classification (SIC)** code used by these two countries (ABS 2006). Instead, tourism-related activities are subsumed under at least 15 industrial classes, many of which also include a significant amount of nontourism activity (see figure 1.2). This system, in turn, bears little resemblance to the North American Industry Classification System (NAICS) used by the United States, Canada and Mexico, which subsumes tourism under more than 30 individual codes. The tourism 'industry', then, loses respect and influence because of official classification protocols that disguise or dilute the sector and divide its massive overall economic contribution into relatively small affiliated industries such as 'accommodation', 'travel agency services' and 'recreational parks and gardens'. Leiper (2008) acknowledges this dilution effect and recommends the use of the plural term **tourism industries**.

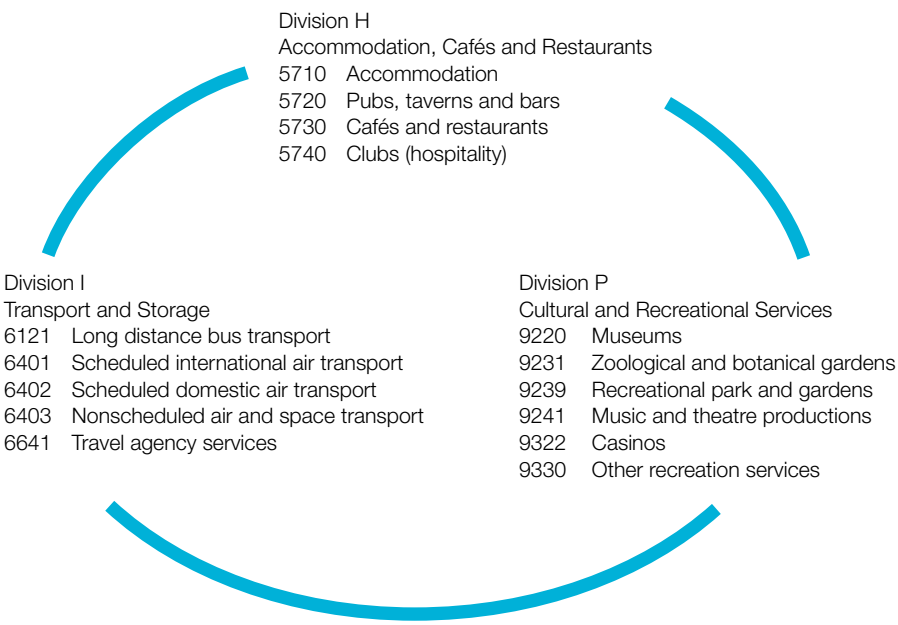

FIGURE 1.2 Australian and New Zealand SIC classes related to tourism

Current status

Fragmentation and consolidation

For all the aforementioned reasons, tourism lacks a strong academic tradition. Before the creation of specialised programs and departments, tourism researchers were dispersed among a variety of traditional disciplines, and most notably in social sciences such as geography, anthropology, economics and sociology. Isolated from their tourism colleagues in other departments, tourism researchers could not easily collaborate and generate the synergy and critical mass necessary to stimulate academic progress. However, the gathering of tourism researchers in tourism studies schools or departments has not necessarily generated a more unified approach to the subject. Tourism academics still often pursue their research from the perspective of the mainstream

disciplines in which they received their education, rather than from a 'tourism studies' perspective. Tourism geographers, for example, emphasise spatial theories involving core/periphery, regional or gravitational models, while tourism economists utilise input/output models, income multiplier effects and other econometric theories. This **multidisciplinary approach** undoubtedly contributes to the advancement of knowledge as tourism researchers come together in tourism departments, but inhibits the development of tourism as a coherent **academic discipline** in its own right, with its own **indigenous theories** and methodologies. Such fragmentation, reminiscent of the situation described earlier with respect to tourism-related industrial codes, helps to account for the continued identification of tourism by most tourism academics as a field of study rather than a discipline (Tribe 2010).

Theory is essential to the development of an academic discipline because it provides coherent and unifying tentative explanations for diverse phenomena and processes that may otherwise appear disconnected or unrelated. In other words, it provides a basis for understanding, organising and predicting certain behaviours of the real world and is therefore central to the revelation and advancement of knowledge in any area. Theory often seems to be divorced from the real world, but a grasp of it is essential for those who intend to pursue tourism, or any other area of study, at the university level.

As depicted in figure 1.3, there are indications that the multidisciplinary approach is gradually giving way to a more consolidated **interdisciplinary approach** in which the perspectives of various disciplines are combined and synthesised into distinctive new 'tourism' perspectives. This dynamic is more likely to generate the indigenous theories and methodologies that will eventually warrant the description of tourism studies as an academic discipline in its own right. Others, however, argue that tourism should take a **postdisciplinary approach** that 'allows scholars to free themselves from the intellectual shackles applied by disciplinary policing' (Coles, Hall & Duval 2009, p. 87). By deliberately avoiding the disciplinary stage, researchers could focus on whatever frameworks, theories and methods best help to resolve tourism issues and problems in the real world, retaining only tourism itself as the object of unified and consolidated effort. In this case, it would be appropriate for tourism to continue as a field of study rather than a discipline.

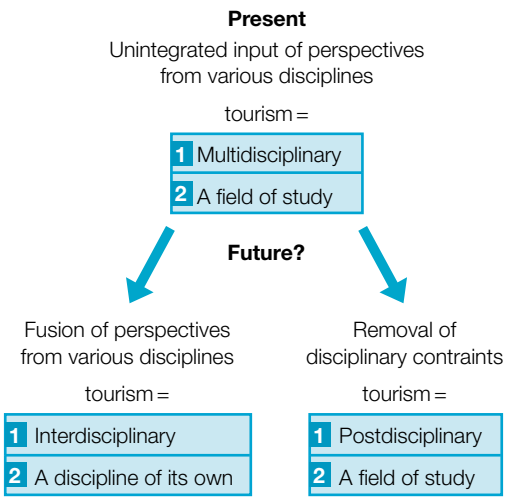

FIGURE 1.3 The evolution of tourism studies

Departments and programs

Regardless of the deliberations about theories and disciplinarity, the maturation of tourism studies is indicated by its visibility within university-level education and research in Australia and elsewhere. This is apparent in the large number of specialised departments and programs within Australian and New Zealand universities. Many tourism academics are still based in traditional disciplines such as geography and economics, but an increasing proportion are located within more recently established tourism-related entities and programs. This is extremely significant, given its impact on the field's visibility and its effect of transforming tourism into a formally recognised and structured area of investigation within the university structure. This process has also played an important role in creating the critical mass of tourism specialists necessary to progress beyond the multidisciplinary stage.

Notably, in Australia it was the newer universities (e.g. Griffith University, La Trobe University), the satellite campuses of older universities (e.g. Gatton Agricultural College of the University of Queensland) and former polytechnic institutions (e.g. RMIT University, Curtin University of Technology), that played a leadership role in the development of such units, as they were less constrained by disciplinary constraints and greater structural rigour of some of the more established institutions. As of 2014, more than half of Australia's universities hosted departments or programs with a formal tourism component, most commonly within business or management faculties. This holds true for New Zealand's universities as well. Departments within these faculties that accommodate tourism also typically house complementary or related fields such as hotel management, sport and/or leisure, thus contributing even more to the academic fragmentation and fuzzy boundaries of tourism studies.

Refereed journals

The evolution of tourism studies can also be gauged by the increase in the number of tourism-related **refereed academic journals**, which consolidate tourism research into a single location and sometimes encourage multidisciplinary or interdisciplinary discourse, depending on the scope of the publication. Because the articles they publish are subject to a normally rigorous procedure of **double-blind peer review**, refereed academic journals are widely considered to be the major showcase of a field or discipline and the best indicator of its intellectual development (Park et al. 2011). A 'double-blind' process means that the author does not know who the editor has approached to assess the submitted manuscript, while the reviewers (two or three are usually employed) do not know the identity of the author.

Disadvantages of refereed journals include:

- the likelihood that experts who are asked to referee a submission can identify the author(s) because of their familiarity with research activity in the field, thereby compromising the objectivity of the double-blind review process
- the use of 'academic' terminology, vocabulary and methods that are not readily understood by the practitioners and destination residents who are most likely to benefit from an understanding of the material
- their location within (increasingly electronic) university library collections that cannot easily be accessed by practitioners and residents because of the 'firewalls' erected by for-profit publishers.

This latter issue is being resolved in some academic fields through the introduction of open access (or 'no cost') journals, though this trend has not yet significantly affected tourism studies. Another problem of the past was the large interval (often

several years) between the time the research is submitted to the journal and the time of publication (by which time it may no longer be relevant). This is being at least partly addressed by publishers through the increasingly widespread practice of releasing online versions long before the publication of the printed copy. These digital versions are often available just two or three weeks after the final draft of a manuscript has been accepted. The internet also allows supplementary material such as completed questionnaires to be made available to the reader in non-paper formats.

In tourism, only four 'pioneer' English language journals existed prior to 1990, three of which *(Annals of Tourism Research, Journal of Travel Research* and *Tourism Management)* are interdisciplinary outlets widely regarded as the most prestigious in the field. As of 2014, there were about 60 refereed English-language tourism journals, some of which are combined with related fields (e.g. *Journal of Sport Tourism*, *Journal of Tourism & Hospitality Research*). As the amount of tourism-related research increased, many of these journals were established to accommodate specialised topics (e.g. *Tourism Economics*, *Journal of Travel & Tourism Marketing*, *Journal of Heritage Tourism*) and geographical foci (e.g. *Journal of China Tourism Research*, *Tourism in Marine Environments*). Broadly speaking, the topical journals tend to encourage the multidisciplinary approach, while the geographic journals, like the aforementioned pioneer journals, encourage interdisciplinary engagement. It should also be mentioned that there are several hundred refereed tourism journals published in languages other than English, very little content of which is cited in the English language journals.

A sequence of tourism platforms

As tourism has become increasingly visible within the university sector, the perspectives through which academics in the field of tourism studies view the world have also evolved. Jafari (2001) identified four **tourism platforms** that have sequentially and incrementally influenced and enriched the development of the field.

Advocacy platform

The early literature of the 1960s was characterised by a supportive and uncritical attitude towards tourism, which was almost universally regarded as an economic saviour for a wide variety of communities. Although this **advocacy platform** can be seen in retrospect as strongly biased and naïve, it must be interpreted in the context of the era in which it emerged. Europe and Asia were still recovering from the devastation of World War II, and the issue of global economic development was focused on the emergence of an impoverished 'Third World'. As a potential economic stimulant, tourism offered hope to these regions, especially as there were then few examples of unsustainable, large-scale tourism development to serve as a counterpoint.

The prevalent attitude, therefore, was that communities should do all they can to attract and promote tourism activity within a minimally constrained free market environment. The primary role of government, accordingly, is to facilitate tourism growth through pro-tourism legislation and by maintaining law and order. Notwithstanding such 'anti-regulation' or 'anti-management' sentiments, the