

TOURISM MANAGEMENT

One of the leading texts in the field, *Tourism Management* is the ideal introduction to the fundamentals of tourism as you study for a degree, diploma or single module in the subject with a global focus.

It is written in an engaging style that assumes no prior knowledge of tourism and builds up your understanding as you progress through this wide-ranging global review of the principles of managing tourism. It traces the evolution and future development of tourism and the challenges facing tourism managers in this fast-growing sector of the world economy. This book is highly illustrated with diagrams and colour images, and contains short case studies of contemporary themes of interest, as well as new data, statistics, weblinks to key reports and industry studies.

This 6th edition has been revised and updated to include:

- new content on: sports, festivals and event tourism, including the impact of the Olympic Games, social media impacts on tourism and the growth of medical tourism
- contemporary issues affecting businesses, such as disruptive technology, the rise of Airbnb, the impact of terrorism on destination instability and safety, and the potential effect of BREXIT
- updated case studies on BRIC markets and an enhanced focus on Asia as well as emerging markets such as the Middle East and South America
- enhanced sustainable development coverage highlighting the challenge of climate change and future tourism growth, including new debates such as Last Chance Tourism and overtourism
- a transport section with more international perspectives from China and South America and globalized transport operators, and a case study on using taxation to limit air travel behaviour
- an updated companion website with: additional case studies, quizzes, PPTs, further reading, web reading and video links.

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Praise for the 5th Edition

'Anyone interested in tourism management will value this book because of its breadth and scope. If you are concerned with the heated issues of managing visitors and their impact as well as the future range of management problems that the tourism industry need to address, this is the book you cannot afford to miss.'

Barry Mak, PhD, Associate Professor, School of Hotel and Tourism Management, The Hong Kong Polytechnic University, Hong Kong

'The newly revised 5th edition of *Tourism Management* is an excellent textbook, comprehensive and easy to read, that covers the fundamentals of tourism management issues with appropriate resources; much more than a general academic treatment of the topic of tourism management. It is a multi-purpose book, serving as classroom textbook, reference book and business guidebook for practitioners and professionals in the field of tourism.'

Muzaffer Uysal, Professor of Tourism and Hospitality
Management, Virginia Tech, USA

'Tourism Management is an ideal text for students who are either embarking on tourism studies as a field of study or for students taking a one-off "expedition" into tourism studies. Extensively updated with a more focused emphasis on sustainability, many additional case studies and an expanded global coverage this text certainly meets the needs of the contemporary student.'

Bruce Prideaux, Professor, Marketing & Tourism, College of Business, Law & Governance, James Cook University, Australia

TOURISM MANAGEMENT

STEPHEN J. PAGE



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Preface

This book is written as a simple, plain language introduction to tourism and assumes no prior knowledge of what tourism is and how it affects our everyday lives. To read it you need to ask one question: Why is there so much interest in tourism? If you are inquisitive about tourism and how it has developed as a business then read on. This is a book that looks at what the tourism industry is and does, and why it is such an important global business. In simple terms it shows how tourism is organized, run and managed – and how our desire to take holidays and use our leisure time creates an industry that is expanding and is sometimes seen as out of control. This book does not pull any punches: it is not full of jargon, buzzwords and academic gobbledegook – there are far too many books like that which fail to convey the excitement that tourism engenders. It tells a story chapter by chapter about how tourism has developed, what tourism is and how specialist businesses meet the insatiable demand for holidays and travel. Where technical terminology is used, it is explained in lay terms for the general reader. The book offers many insights into a fascinating business that is changing so fast that even commentators find it hard to keep abreast of it.

The book takes a global look at what tourism is with examples from various countries and places, and asks: *If tourism is so important to our economies and society, what can we do to manage it? Whose responsibility is it? Is it too late to control it?* Such questions can only be answered after explaining how the tourism industry exists as a large unwieldy set of interests that are united by one key principle: making money from the visitor and their pursuit of pleasure or travel. The book is comprehensive in the way it treats the different elements of the tourism sector and questions what the challenges of managing tourism are.

Tourism Management will be essential reading for anyone interested in tourism – including tourists – and who wants to understand how the business works, how it makes profits and what are the effects of its activities on destinations. The book examines all the key trends now affecting the tourism industry from the impact of technology to the way low-cost airlines have transformed the market for leisure travel.

We are all living in an age of major social and economic transformation, and tourism is part of that transformation. Reading this book will at least help you understand what is driving these changes in tourism and what is likely to stimulate future changes. For the tourism manager, the book will undoubtedly spell out a few home truths. For the general reader, it will show how difficult being a manager in tourism actually is – and the problems that we, the travelling public – *the tourists* – actually pose for businesses – as well as the opportunities and the challenges.

I hope you enjoy reading this book. It is certainly not the largest book ever written on tourism, but it is a clear, lucid and frank assessment that is easy to follow and above all shows how everything fits together – since tourism is not a simple business, all about holidays – or is it? Why not read on and find out! Happy reading.

New to the sixth edition

This edition has been completely rewritten, updated and revised to refocus the book's key messages on the management of tourism with a stronger focus on sustainability. As a result, the following new features have been developed:

- new case studies throughout, with other case studies updated
- a greater focus on concepts and ideas being represented in a visual or graphical format
- a greater global focus throughout the book both at the general level through trends and developments and with a greater geographical spread of case studies derived from developed, developing and emerging countries as tourism destinations
- new PowerPoint slides that make the book's visual and graphical material more accessible, with a new website with online questions and links
- an expanded format and extended discussion of key themes of current interest in global tourism, including the growing importance of social media and how both tourists and the tourism sector are harnessing its power.

Companion website information

A companion website accompanies this book at www.routledge.com/cw/page/ and includes additional resources for both students and lecturers.

Student resources

- · Suggested further reading for each chapter.
- Supplementary readings and indicative questions that extend and develop key themes in each chapter.
- · A case study archive.
- Further web reading.
- Links to a selection of multi-media resources.
- A test bank of multiple choice questions for each chapter for students to test their understanding.

Instructor resources

PowerPoint slides with line figures, illustrations and photographs from the book.





Tourism today

Why is it a global phenomenon embracing all our lives?

Learning outcomes

This chapter provides an overview of tourism as a subject of study and after reading the chapter you should be able to understand:

- why tourism has emerged as a major leisure activity
- how tourism can be defined as a human activity
- how to distinguish between domestic and international tourism
- why tourism has to be measured and the importance of tourism statistics
- the scale and importance of tourism at a global scale and some of the reasons for its growth
- why tourism is a difficult activity to manage.

Introduction

The new millennium has witnessed the continued growth of interest in how people spend their spare time, especially their leisure time and non-work time. Some commentators have gone as far as to suggest that it is leisure time – how we use it and its meaning to individuals and families – that defines our lives, as a focus for non-work activity. This reflects a growing interest in what people consume in these non-work periods, particularly those times that are dedicated to travel and holidays which are more concentrated periods of leisure time. This interest is becoming an international phenomenon known as 'tourism': the use of this leisure time to visit different places, destinations and localities which often (but not exclusively) feature in the holidays and trips people take part in. The World Travel and Tourism Council (WTTC) estimates that travel and tourism as an economic activity generate around US\$8.3 trillion. At a global scale, travel and tourism supports around 1:10 jobs globally and generates 10.4 per cent of world GDP. The growing significance of tourism according to WTTC, is in the contribution to new job creation globally, that is estimated to be around 1:5 of all new jobs created.

Therefore, the growing international significance of tourism can be explained in many ways. In an introductory text such as this, it is important to stress at the outset the following types of factors and processes in order to illustrate the reasons why tourism assumes an important role not only in our lives but also globally:

- *tourism is a discretionary activity* (people are not required to undertake it as a basic need to survive, unlike consuming food and water)
- *tourism is of growing economic significance* at a global scale, with growth rates in excess of the rate of economic growth for many countries
- many governments see tourism as offering new employment opportunities in a growing sector that is focused on service industries and may assist in developing and modernizing the economy
- tourism is increasingly becoming associated with quality of life issues as it offers people
 the opportunity to take a break away from the complexities and stresses of everyday
 life and work it provides the context for rest, relaxation and an opportunity to do
 something different. This is increasingly being associated with notions of well-being
 and how holidays assist with relaxation, recuperation and personal goals outside of
 work
- tourism is becoming seen as a basic right in the developed, Westernized industrialized countries and it is enshrined in legislation regarding holiday entitlement the result is that many people associate holiday entitlement with the right to travel on holiday
- in some less developed countries, tourism is being advocated as a possible solution to poverty (described as 'pro-poor' tourism)
- holidays are a defining feature of non-work for many workers
- *global travel is becoming more accessible* in the developed world for all classes of people with the rise of low-cost airlines and cut-price travel fuelling a new wave of demand for tourism in the new millennium. This is potentially replicating the demand in the 1960s and 1970s for new popular forms of mass tourism. Much of that earlier growth was fuelled by access to cheap transport (i.e. the car and air travel) and this provided

- new leisure opportunities in the Western world and more recently in the developing world and newly industrializing countries
- consumer spending on discretionary items such as travel and tourism is being perceived as a
 less costly item in household budgets. It is also much easier to finance tourism with the
 rapid rise in credit card spending in developed countries, increasing access to travel
 opportunities and participation in tourism
- technology such as the internet and the growing importance of social media has made booking travel-related products easy and placed travel within the reach of a new generation of computer-literate consumers who are not necessarily going to a physically located travel agent to book the annual holiday. Such technology now opens many possibilities for national and international travel at the click of a computer mouse and to check-in for a flight via a mobile phone. Technology is also enhancing the way travel experiences are promoted, created, consumed and instantaneously shared.

It is evident that tourism is also becoming a powerful process affecting all parts of the globe. It is not only embraced by various people as a new trend, a characteristic or defining feature of people's lives, but is also an activity in which the masses can now partake (subject to their access to discretionary forms of spending). This discretionary activity is part of wider postwar changes in Western society with the rise in disposable income and spending on consumer goods and services. These changes have, since the 1990s, also spread to non-Western nations. Yet tourism is not just a post-war phenomenon as it can be traced back through time as shown in Further Web Reading 1. This highlights how important tourism was in past societies as well as the historical processes of continuity and change which help us to understand tourism development throughout the book. The first major wave of growth in consumer spending was in home ownership, then in car ownership and then in accessing tourism and international travel. In fact international travel (and domestic travel, i.e. within a country) is a defining feature of the consumer society. Whilst the car has given more people access to tourism and leisure opportunities within their own country, reductions in the price of aeroplane tickets has made international travel and tourism products and services more widely available. For example, the number of air travellers in the UK is expected to rise to 475 million by 2030. This is not without its environmental cost.

Travel and sustainability

There is a growing global concern about the ability of the earth's environment and resources to sustain the continued expansion of economic activity, including tourism. Whilst scientists have pointed to these concerns since the 1960s, these environmental issues have only really begun to permeate government and people's thinking since the rise of global concerns over climate change, the international Kyoto Treaty seeking to address greenhouse gas emissions and the Stockholm Conference in 2013. Tourism is centre stage in these concerns because travel for leisure purposes is not a fundamental necessity, and it contributes to CO_2 emissions through the consumption of fossil fuels used to transport people on holiday, at the destination and in the accommodation they use. Transportation causes around 75 per cent of the CO_2 emissions generated by tourism, with aviation responsible for around 40

per cent of these emissions. Improving energy efficiency in transportation may be expected to generate a reduction of 32 per cent in the emissions per passenger kilometre between 2005 and 2035. However, the quantity of emissions varies depending on the mode of transport used, with long-haul travel the greatest contributor to highly emission-intense trips.

The issue of tourist travel and its global environmental effect through pollution is a thorny one since tourism is internationally significant and has an important role in society, as we have already seen. There is an almost unanimous reluctance among government policy-makers to directly limit or restrict tourist travel due to its economic effects on destination areas. Consequently, many prefer to adopt the politically acceptable and palatable adaptation strategies – seeking to adapt human behaviour and destinations to the effects of climate change (see Case Study 1.1). Many people openly admit to being supportive of 'green' and 'sustainable' principles but are unwilling to sacrifice their annual or additional holiday to reduce carbon emissions: likewise, few are willing to sacrifice an overseas destination for a less carbon-consumptive and polluting domestic holiday. This assumes a more interesting dimension when one sees some sections of the tourism industry responding to consumer interest in green issues, by offering more 'green' and 'sustainable' holidays, recognizing a business opportunity. Critics have labelled this harnessing of green issues as one way of gaining a competitive edge without a complete commitment to implementing sustainability principles in their business practices as 'greenwash' (see Table 1.1).

CASE STUDY 1.1 THE MALDIVES, TOURISM AND SEA LEVEL CHANGE

Climate change has become a dominant theme in the analysis of the future for small island nations which are little more than a metre above sea level. This has become a major problem for governments when the scale of sea level change is set against natural changes in the land level which is sinking at a rate of around less than a centimetre per year. However, this means that in less than 100 years some island states such as the Maldives may be flooded and therefore uninhabitable. The Maldives is a collection of 1200 small islands (198 of which are inhabited) and it is dependent upon tourism as its main source of external earnings, accounting for over 28 per cent of GDP and almost 60 per cent of foreign earnings receipts. The dependence upon tourism has meant that the country's 600 000 international visitors each year are a key source of revenue for the country's economy and, should climate change combine with sea level rises to accelerate the pace of change, the country's tourism industry could be completely eradicated. Therefore in spite of the country's natural beauty, and 80 tourist resorts located across 80 different atolls (i.e. small islands that are just above sea level), its competitiveness as a destination may well be threatened by natural environmental changes. To address these threats, the capital Male has built a 3m sea wall for just one island, while other islands in the Maldives suffer periodic flooding. Despite these major challenges the country's government is seeking to try and mitigate the worst impacts of climate change. However, its resources are very limited and the scale of the problem huge. It is a story that can be repeated across many similar island archipelagos across the South Pacific where climate change may accelerate the pace of sea level rises, putting the livelihoods and entire destination in peril for the future.

Table 1.1 Key studies on tourism and sustainability

Tourism and its ability to be sustainable as an activity have been major growth areas of research since the 1990s. The guiding principles of sustainable tourism are based on the management of resources, the environment, the economy and society/its culture for the long term so that they are not compromised or damaged by tourism development. A number of key studies exist which provide a very wide-ranging overview of the subject's development:

• Krippendorf, J. (1987) The Holiday-Makers. Oxford: Butterworth-Heinemann.

This landmark study questioned the necessity of long-haul travel and the impact of tourism, including the damage it caused to the environment.

Connell, J. and Page, S. J. (eds) (2008) Critical Concepts in Sustainable Tourism, Vols 1–4.
 London: Routledge.

This extensive review of the landmark studies published on sustainable tourism charts the development of research in the area and navigates the reader through the 40 years of research in the area.

 Mowforth, M. and Munt, I. (2008) Tourism and Sustainability: Development, Globalization and New Tourism in the Third World. London: Routledge.

This is a complex but critical review of the sustainability debate which challenges current thinking and many of the conventional ideas that tourism can easily be translated into a sustainable activity, particularly in less developed countries.

 UNWTO/UNEP (2005) Making Tourism More Sustainable, A Guide for Policy-Makers. Madrid: UNWTO.

This report outlines many of the principles which can be harnessed to try and make tourism sustainable.

This reflects the fact that tourism in this respect is a phenomenon that is constantly evolving, developing and reformulating itself as a consumer activity. Tourism, as a consumer activity, is constantly being developed by the tourism industry and individual businesses, as marketing is used to develop new ideas, products and services, and destinations. The challenge for the tourism industry is in adopting new ideas developed in research, such as service-dominant logic (i.e. where the prevailing focus is on the exchange of service from the provider to the consumer rather than a passive provision of service – see the discussion in Chapter 9), which may also assist, with the use of social marketing techniques, in adapting human behaviour so that people extend the daily activities that embrace sustainability ideals (e.g. recycling, reuse and minimizing the use of natural resources) to their holidaytaking behaviour. Of course, the cynic may argue that the most sustainable form of tourism is none at all if you are serious about your own footprint on the planet.

The tourism sector has embraced new ideas (including in some cases sustainability) and pursued strategies focused on developing niche products reflecting the way that tourism

Table 1.2 Niche forms of tourism

Tourism is a dynamic phenomenon and a highly trend-driven activity in a post-modern society where travellers constantly seek new and diverse experiences. This has led the tourism sector to harness marketing techniques to create different products and experiences for very specific market segments based on consumers' interests and values. A range of some of the key trends and developments in recent years are listed below with a brief explanation of their underlying philosophy and examples.

| Trend | Explanation |
|-----------------------------------|---|
| Slow travel | Travel to a destination and savouring the journey by not flying, such as taking the train or bicycle so that the rush and stress is taken out of the trave experience and it is slowed down |
| Low-cost travel | Travel by budget carriers which provide very cheap tickets for those who can book a long way in advance |
| Volunteer tourism | Travel to destinations to volunteer one's services to help with community or environmental projects (e.g. rebuilding a community after a natural disaster) |
| Sport tourism | Travel to watch or participate in sport such as to visit the Olympic Games |
| Health and well- being tourism | Travel to improve one's quality of life and health with treatments at spas or health resorts |
| Medical tourism | Travel overseas to get low-cost medical treatment in countries such as India |
| Film tourism | Travel to a location or fictitious area popularized in a movie or television programme (e.g. New Zealand and the <i>Lord of the Rings</i> trilogy) |
| Dark tourism | Travel to a location or locations that have been associated with death, disaster or macabre events, such as prisons or sites of torture (e.g. Auschwitz concentration camp) |

has developed a more specialist focus (see Table 1.2). Tourism appeals to the human imagination. As an activity it knows no bounds: it is global and it affects the environment it occurs in, the people who host it, the economies it seeks to benefit and the tourists who consume it as an experience, product and an element of their lives. With tourism having this all-embracing role, it is no surprise that many commentators, researchers and governments have agreed on the need to manage it as a process and activity, especially since it has the potential to snowball and grow out of proportion if it is not managed. Therein lies the basic proposition of this book – tourism needs managing if it is to be successful and beneficial rather than a modern-day scourge. For this reason, sustainability has a key role to play in helping to transform the very damaging and resource-consumptive nature of tourism activity.

Yet one of the fundamental problems in seeking to manage tourism is in trying to understand *what it is*: how it occurs, why it occurs where it does, the people and environments

INNOVATION IN SUSTAINABILITY 1.1 SUSTAINABILITY AS A PHILOSOPHY TO TRANSFORM THE IMPACT OF TRAVEL AND TOURISM

Sustainability as a concept is becoming more embedded into mainstream tourism thinking as it moves from a niche concept to a way of thinking or philosophy that should underpin all areas of tourism activity and behaviour. Despite the many barriers that exist in promoting sustainability to make holidays and tourist behaviour less environmentally damaging, at an operational level the tourism sector is increasingly showing signs of embracing and implementing sustainability ideals. In recognition of this, and to demonstrate how organizations and businesses are innovating in the field of sustainability, this new edition will illustrate how innovations have been developed and implemented to showcase examples of best practice, new policies or approaches that have been developed and challenges which sustainability faces.

The sustainability concept

As Page and Connell (2010) argue, *sustainability* is now a commonly used term in everyday use which arose from a growing consensus during the 1980s over concern with environmental issues and the impact of different forms of economic development, particularly its link to climate change and global warming. This international growth in environmentalism has meant that there is a greater emphasis on the protection, conservation and management of the environment as a natural and finite resource (although some elements are renewable such as water, with the ability to replenish itself).

This concept of sustainability has been refined within the public sector, particularly in the planning profession, to sustainable development which highlights the vulnerability of the environment to human impacts and the need to consider its long-term maintenance. As Page and Connell (2014) illustrate, much of the initial stimulus to a global awareness of sustainable development can be traced to the influential 1987 World Commission on Environment and Development (WCED) report, Our Common Future (WCED 1987), which asserts that 'we have not inherited the earth from our parents but borrowed it from our children'. In other words, sustainable development is based on the principle of 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' (WCED 1987). Translating these principles into practice has been a major challenge for policy-makers and governments as it requires changing existing ways of doing things and people's attitudes, and a new way of thinking about how human activity impacts both the resources of the planet that are finite (i.e. cannot be replenished such as oil or coal) and those that are infinite (those that can be replenished such as water), which can be adversely affected by pollution from human activity related to tourism or directly compromised by the pressures from tourism (see Case Study 1.2). For this reason, where sustainability is championed by the public sector it will often require a range of tools that can transform our thinking and behaviour in the form of specific interventions as illustrated in Figure 1.1, where excessive levels of conspicuous consumption associated with tourism may need to be curtailed or modified (i.e. controlled or adapted). This underlines what many commentators argue, that sustainability really needs to be at the heart of all tourism activity to reduce the consumption of carbon and associated pollution arising from tourism.

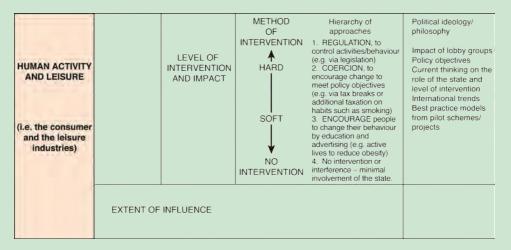


Figure 1.1
Levels of public sector intervention to regulate individual/group behaviour in society: Implications for leisure planning and sustainability

Source: Page, S. J. and Connell, J. (2010) Leisure: An Introduction. Harlow, UK: Pearson

CASE STUDY 1.2

WATER EQUITY ISSUES AND SUSTAINABILITY IN THE DEVELOPING WORLD

Water is a fundamental human need for both drinking and sanitation and, as Tourism Concern argues, water equity is concerned with ensuring that development does not infringe on the needs of local people in destination areas to gain rights to water for personal needs so that they can live in dignity. In the developed world, water is taken for granted but, in many developing countries, particularly in fragile environments where tourism has developed (e.g. in coastal communities where resort development has occurred), access to water is far from equitable. Some researchers have highlighted the conflict that exists between tourists and residents over access to water. This was embodied in a campaign by Tourism Concern in 2012: in Goa, a local resident uses 14 litres of water a day; a hotel guest uses 1785 litres of water; in Zanzibar research has highlighted that residents consume on average 93.2 litres of water a day and tourists' use ranges from 686 to 3195 litres a day depending upon the accommodation type they stay in. In the Dominican Republic, estimates of tourist use of water range from 259 to 1483 litres a day, while only 48 per cent of the population have access to potable water (which is water that is safe enough to drink or with low risk of harm). In the case of the Dominican Republic, the UN has estimated that only 10 per cent of the population has continuous access to uninterrupted water supplies. This pattern is replicated in other developing countries where mass resort-based tourism has led to overconsumption

of water supplies for tourism purposes in environments that are arid, subject to seasonal droughts and water-intensive in the products and experiences offered to overseas tourists. The unsustainability of these mass resort models has been characterized by indirect water-consumptive activities such as golf and swimming in hotel pools and by heavy consumption for direct use (e.g. toilet flushing, washing and bathing, and washing of hotel towels daily), while residents are often forced to travel long distances to seek water (where piped supplies do not exist or access to fresh supplies of water are limited).

Therefore issues of water scarcity in some developing countries with expanding tourism industries (see the discussion later in this chapter), and the prioritization of supplies for tourism and agricultural use, make both the issue of the development of tourism and identifying the unsustainable nature of its growth contentious. Whilst some tour operators have sought to address the issue by raising awareness of water use amongst tourists as consumers, this has been shown to have very little impact on consumer behaviour. This again reinforces the problem of being 'green at home' and seemingly responsible towards the environment but wishing to 'treat themselves' on holiday, which is compounded by a degree of ignorance about the scale and significance of the water equity issues in specific destinations.

Further reading

Page, S. J., Essex, S. and Causevic, S. (2014) Tourist attitudes towards water use in the developing world: A comparative analysis. *Tourism Management Perspectives*, 10: 57–67.

that are affected by it and why it is a volatile activity that can cease as quickly as it can start. These types of questions are what this book seeks to address. It will also look at why tourism as a consumer activity is built on dreams, images and what people like to do; this is notoriously difficult to understand as it involves entering the realms of psychology and the mind of the individual tourist. Furthermore, these psychological elements are bound up in notions of enjoyment, feelings, emotions and seemingly intangible and unseen characteristics. The issue is further complicated by the way in which an individual's tastes and interests change throughout their life. In other words, being a tourist is based on the principle of non-work and enjoyment of one's free time in a different locality, and results in an experience, a treasured memory and something personal that develops through our life course.

Why study tourism? Is it just about enjoyment and holidays?

Tourism and its analysis have become a relatively recent field of study among academics, researchers and commentators. Some of the very early student textbooks on tourism (see Table 1.3) can be dated to the early 1970s (although there are examples of other reviews of tourism dating to the 1930s, 1940s and 1950s), with a second wave being produced in the 1980s and then a massive explosion in the late 1980s and 1990s as tourism education and training expanded worldwide. Since the 1990s, a wide range