



..... Susan A. Weston

Commercial Recreation & Tourism

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An Introduction to Business Oriented Recreation

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DEDICATION

This book is dedicated to the memory of my mother.

Marie R. Weston 1920–1970

I make this dedication, not so she will see it and be proud, but so that you will understand the power that this book and all books can have on your life.

My mother did not have an easy life. Yet, like every mother she wanted a better future for her children. She knew that education was the tool that allowed people to see the possibilities that existed beyond the walls of their world. She instilled in me a love of learning and of books. She made me understand that ultimately I was responsible for what I learned and that this process involved work on my part. She also taught me to reason and to question what I learned and what I read.

While you read this book remember that every book contains both truth and folly. Your job is to use your intellect to sort them out and embrace the former while questioning the latter. Above all, **read** this book and your other textbooks as well, and use them as a platform to expand the walls of your world.

FOREWORD

Writing this book has led me to confer with practitioners and academics in many areas discussed to this text. The results of these exchanges have been revealing and are best reflected in this poem by John Godfrey Saxe.

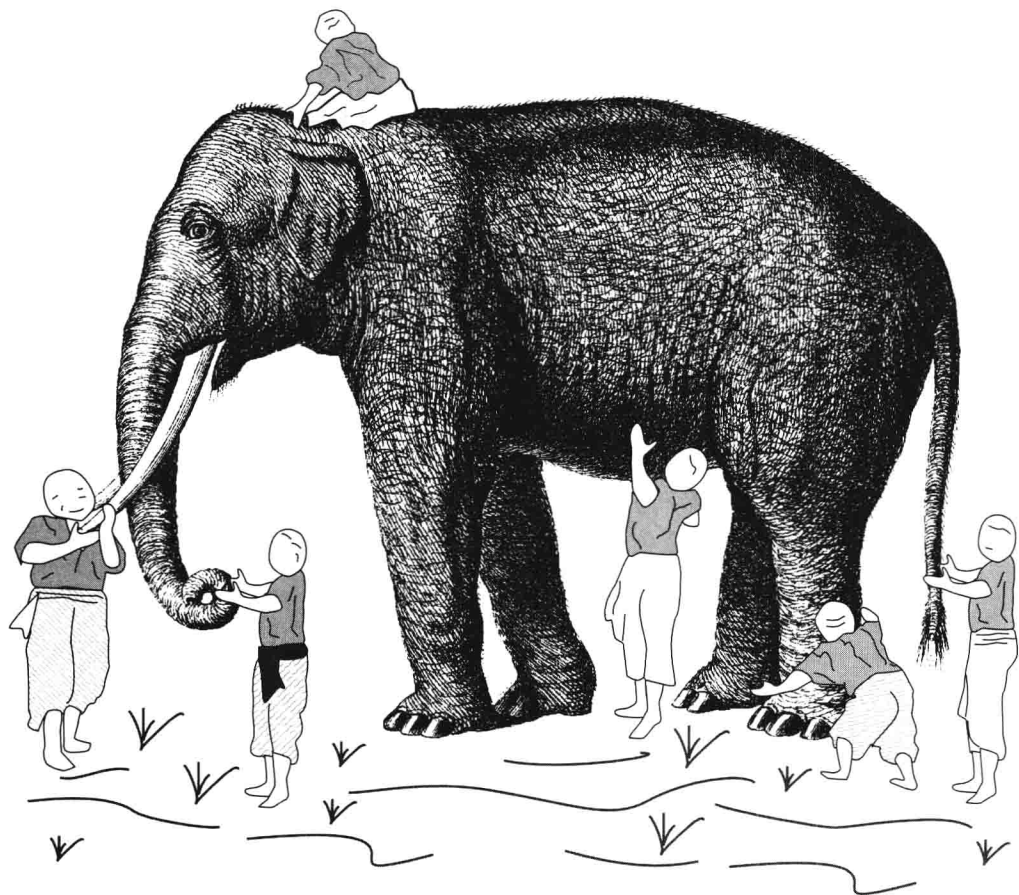
The Blind Men and the Elephant

It was six men of Indostan
To learning much inclined,
Who went to see the Elephant
(Though all of them were blind),
That each by observation
Might satisfy his mind.

The *First* approached the Elephant,
And happening to fall
Against his broad and sturdy side,
At once began to bawl:
"God bless me! but the Elephant
Is very like a wall!"

The *Second*, feeling of the tusk,
Cried, "Ho! what have we here
So very round and smooth and sharp?
To me 'tis mighty clear
This wonder of an Elephant
Is very like a spear!"

The *Third* approached the animal,
And happening to take
The squirming trunk within his hands,
Thus boldly up and spake:
"I see," quoth he, "the Elephant
Is very like a snake!"



The *Fourth* reached out an eager hand,
And felt about the knee.
"What most this wondrous beast is like
Is mighty plain," quoth he;
"Tis clear enough the Elephant
Is very like a tree!"

The *Fifth* who chanced to touch the ear,
Said: "E'en the blindest man
Can tell what this resembles most;
Deny the fact who can,
This marvel of an Elephant
Is very like a fan!"

The *Sixth* no sooner had begun
About the beast to grope,
Than, seizing on the swinging tail
That fell within his scope,
"I see," quoth he, "the Elephant
Is very like a rope!"

And so these men of Indostan
Disputed loud and long,
Each in his own opinion
Exceeding stiff and strong,
Though each was partly in the right,
And all were in the wrong!

Moral

So oft in theologic wars,
The disputants, I ween,
Rail on in utter ignorance
Of what each other mean,
And prate about an Elephant
Not one of them has seen!

The Oxford Book of Childrens Verse in America—Ed. by Donald Hall NY: Oxford University Press, 1985.

From talking to others it has become clear to me that there is an enormous profit-oriented industry at work that is based on our need for recreation and leisure. The fuel for this industry comes from our desire to experience and purchase recreation and leisure products, and services.

I have also come to believe that, like the poem, many of us see only the parts of the industry that directly relate to us and that we see neither the interrelatedness of the parts nor the whole. It is my hope that by reading and discussing the parts of the whole presented in this textbook, we will all arrive at a better understanding of our entire industry.

PREFACE

This book is different from previous texts written about profit-oriented recreation businesses (commercial recreation) and tourism. Other textbooks have emphasized this field as an entrepreneurial career choice that falls mainly outside the boundaries of traditional and corporate business. This is not the focus of this book.

Past texts, in an effort to define what professionals in commercial recreation and tourism do, have incorporated chapters exploring topics such as management, budget and finance, marketing, and other recognized business subjects. There are no chapters on these topics in this text. Instead, there are chapters exploring the different industries that comprise the total industry of commercial recreation and tourism and a look at the career options that await students who study this area. Management, marketing, program planning, budget and finance, and the other courses needed to acquire the competencies necessary to be successful in the field should be studied in separate courses that are part of the total curriculum.

When using this book, chapters 1 and 2 should be read first. Chapter 1 introduces the reader to the industry and presents a brief overview of how commercial recreation and tourism has been defined by different authors. This chapter also explores the variety of names and titles used to describe the commercial recreation and tourism industry and discusses career opportunities by function.

Chapter 2 explores the origins of commercial recreation and tourism and identifies six major factors that have helped to shape the industry over time. Although this chapter offers information that is more comprehensive than what has been included in most previous texts, it does not come close to covering the amount of historical material available in this area. Volumes have been written on such topics as the history of aviation, the carousel, and historical travel, making it impossible to cover to everyone's satisfaction these topics within the confines of a chapter.

Chapters 8, 9, and 10 should be read last and in order. Chapter 8 discusses the allied industries that support and influence commercial recreation and tourism and aspires to define the scope and importance of

these often forgotten industries to the total industry. It also points out that career opportunities are available in this area for those who are drawn to this field but who do not feel fully connected to the career options and areas discussed in the first part of the book.

Chapter 9, on career management, has been added so that individuals can start to identify their interests, talents, and skills, and to think about how they might integrate these attributes with the career options discussed in the text. This chapter is also designed to alert individuals to the support services that may be offered by colleges or universities and to get them to take personal responsibility for their own careers.

Chapter 10 looks toward the future and discusses the process of prediction. While indulging in some future speculation, it also tries to identify those trends and movements that are currently in force and that will influence the future of our industry and our lives. It is meant to be a serious yet fun chapter for both student and instructor. After all, as the chapter points out, another word for prediction is guess.

The remainder of the chapters, 4 through 7, could probably stand alone and do not have to be read in order (although they would probably make more sense if they were read that way). Readers may have difficulty with chapters 5 and 7.

Chapter 5 introduces the concept of event management. Some readers will neither like nor agree with this chapter. It is hoped that they will remain open-minded and consider the possibility that besides meeting professionals, special events professionals, and other planners, there is another category of event-oriented individuals who (in this book) have been called event managers. In addition, these individuals possess their own shared, collective set of competencies, duties, and responsibilities.

The content of Chapter 7, lodging, food, and beverage, is true to the nature of the industry but has not been called hospitality. Some readers might find this upsetting. Again, it is hoped that they will remain open-minded and consider the idea that hospitality is attitude—a corporate or personal mode of conduct and behavior. It is neither an academic discipline nor is it the sole possession of one specific area of our industry or of any other industry.

Some of these issues should become a platform for discussion regarding who we are, what we do, and how we relate to one another. This is one book, an introductory book, that deals with an immense industry and it does not and cannot cover in depth the areas and issues presented. Instead it is meant to serve as the starting point for exploration of the topics introduced and to allow students, faculty, and interested readers the opportunity to bring to the book other issues, experiences, and philosophies.

To guide you in your reading of this text, chapter objectives and additional readings have been included. In addition, Appendix H contains a time line of events that have impacted on commercial recreation and tourism, and Appendix G lists professional organizations that represent different areas of the industry. Use these materials to help you sort through and understand the text.

The cooperation that I received from all of the individuals, companies, and agencies mentioned in the pages of this text was overwhelming. They promptly and cheerfully forwarded documentation, pictures, statistics, and other information. They returned my telephone calls and/or spent their valuable time meeting with me. Thank you for your generosity and help.

Two individuals deserve special thanks. The first is my friend and colleague Jerry G. Dickason, Ph.D. Jerry is the individual who is responsible for my making the decision to write this book. When I was asked to do this project, it was Jerry who sat me down and told me that I *could* and *should* go ahead with this commitment. Thank you Jerry, for believing in me.

While Jerry was the catalyst, it was my good friend Gina Balestracci who kept fanning the flames. Gina is my best critic. She read every line of this book as it was being written and not only told me what was good, but more importantly, she told me what was atrocious. When I would falter or get tangled in the complexities of this project, it was always the calm reasoning words of Gina that started me moving again. Thank you Gina for being my best critic and for telling me “gently” both the good and the bad. . . .

I would like to thank all who were instrumental in the development of this book. I am grateful to my reviewers, Sandra Little, Ronald H. Simpson, and S. Harold Smith, for their comments. Your suggestions were much appreciated, and I have tried to incorporate them into this text whenever possible. Your constructive criticism helped me work through issues, and to rethink my justification for making choices concerning content and presentation. Thank you.

Finally, I am indebted to Scott Spoolman, my editor, and his assistants, Jean Thompson and Kim Olsen, and to Heidi DiDonna. Thank you for your patience and for answering all of my questions. A special thank you goes to Rick Hecker. Thank you Rick for your expert editing skills and for correcting and improving my errors without changing my ideas. I appreciate the help, guidance, and support that all of you provided and consider myself fortunate to have worked with all of you.

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Introducing the Industry

LEARNING OBJECTIVES

1. *To introduce the variety of names and titles used to describe commercial recreation and tourism enterprises.*
2. *To describe the mission of commercial recreation and tourism services.*
3. *To explain and discuss the differences between goods and services.*
4. *To introduce sites where commercial recreation and tourism activities may take place.*
5. *To present career opportunities by function for commercial recreation and tourism graduates.*

Introduction

Have you taken a vacation recently or gone to a concert? Have you bought a new tennis racket or gone out to dinner with friends? If you have done any of these things, then you already know something about the commercial recreation and tourism industry.

Commercial recreation and tourism is a relatively new name for a rapidly growing industry. Not everyone refers to this new field as “commercial recreation and tourism”; other names include: commercial and leisure services (Bullaro and Edginton 1986); recreation business (Kelly 1895); commercial recreation (Ellis and Norton 1988); and commercial and entrepreneurial recreation (Crossley and Jamieson 1993). In colleges and universities, curricula with names such as travel and tourism, culinary arts, sport and event management, commercial recreation, and hospitality, may indicate that a recreation-oriented business program exists.

Why can't everyone seem to agree on a name for the industry? One reason is that the number and diversity of the disciplines involved in this