

WILEY AUSTRALIA TOURISM SERIES

# TOURISM MANAGEMENT

FOURTH EDITION



DAVID WEAVER LAURA LAWTON



# TOURISM MANAGEMENT

FOURTH EDITION

DAVID WEAVER | LAURA LAWTON



WILEY

John Wiley & Sons Australia, Ltd

Fourth edition published 2010 by  
John Wiley & Sons Australia, Ltd  
42 McDougall Street, Milton Qld 4064

First edition published 2000  
Second edition published 2002  
Third edition published 2006

Typeset in Berkeley LT Book 10/12

© David Weaver & Laura Lawton 2000, 2002, 2006, 2010

The moral rights of the authors have been asserted.

National Library of Australia  
Cataloguing-in-Publication entry

---

Author:	Weaver, David B. (David Bruce)
Title:	Tourism management / David Weaver, Laura Lawton.
Edition:	4th ed.
ISBN:	978 0 470 82022 3 (pbk.)
Notes:	Includes index. Bibliography.
Subjects:	Tourism — Australia — Marketing. Tourism — Australia — Management. Ecotourism — Australia.
Other Authors/Contributors:	Lawton, Laura.
Dewey Number:	338.4791

---

### **Reproduction and Communication for educational purposes**

The Australian *Copyright Act 1968* (the Act) allows a maximum of one chapter or 10% of the pages of this work, whichever is the greater, to be reproduced and/or communicated by any educational institution for its educational purposes provided that the educational institution (or the body that administers it) has given a remuneration notice to Copyright Agency Limited (CAL).

### **Reproduction and Communication for other purposes**

Except as permitted under the Act (for example, a fair dealing for the purposes of study, research, criticism or review), no part of this book may be reproduced, stored in a retrieval system, communicated or transmitted in any form or by any means without prior written permission. All inquiries should be made to the publisher at the address above.

*Cover and internal design images:* © Corbis Royalty Free/Copyright 1999 Corbis Corporation.

Typeset in India by diacriTech

Printed in China by  
1010 Printing International Limited

10 9 8 7 6 5 4 3 2 1



## PREFACE

As this book came to press, the authors were informed by a newly released UNWTO bulletin that the number of international stayover tourists in 2008 was estimated to have increased by 2 per cent over 2007, from 908 to 924 million. This would appear, at first blush, to affirm international tourism's status as a juggernaut soon to approach the one billion stayover mark. The remainder of the bulletin, however, made for more sobering reading. The 2 per cent rate, for example, is the summary of robust growth during the first half of 2008 followed by a decline during the second half. Consumers around the world know that 2008 was an exceptionally turbulent year on multiple fronts, including the global financial crisis and credit crunch, and the soaring cost of oil. That cost fell considerably near the end of 2008 and during early 2009, but few expect those decreases to last. At the same time, the financial situation around the world continued to deteriorate in early 2009, with one sensing a snowball effect as the growing legions of the unemployed, underemployed and debt-ridden help to pull the economy further into recession (or even into depression). The societal anxiety that was generated by the terrorist attacks of 2001 and its aftermath now appears very far away indeed, while the 2004 Indian Ocean tsunami that killed an estimated 180 000 people and devastated the tourism industry in much of South-East and South Asia now feels like a distant memory. Of course, incidents of similar magnitude are possible at any time, and one can only speculate on the impact they would have on an already reeling industry. UNWTO prognosticators speculated in their bulletin that tourism numbers in 2009 would be flat 'at best' and 'a few per cent down at worst', but we wonder if they are being overly optimistic.

Tourism may well be in for its 'roughest ride' since the first global tourism statistics were released in 1950, and a good argument can therefore be made that the time has never been better for the management, planning and marketing of the tourism industry to be informed by concerted scientific investigations and a solid understanding of global tourism systems. As consumers cut back their discretionary travel or alter their travel patterns, it is the most knowledgeable, adaptive and innovative destination and business managers that will be best positioned to weather the storm, and perhaps even benefit from the opportunities that are inherent in any threat. This fourth edition of *Tourism Management* was written with such assumptions in mind, and serves as a platform from which qualities of innovation, flexibility, adaptability, broad thinking and research rigour can flourish, so that destinations and businesses can prosper in bad as well as good times. The authors are grateful to the numerous colleagues who volunteered suggestions and feedback for improvement. We especially appreciate the input of Dr Justine Digance of Griffith University, whose 'coalface' efforts in the classroom and finely tuned radar to tourism developments in Australia and beyond have yielded particularly insightful comments. The anonymous feedback of numerous textbook adopters has also proven extremely valuable. We also thank Carolyn Gibson, communication manager at Qualmark (New Zealand) for her careful read of the Qualmark case study and helpful suggestions for improvement. With regard to the publisher, John Wiley & Sons Australia, the authors continue to be privileged to work with a team that exemplifies the qualities reflected in this textbook. We especially thank Dan Logovik, the content editor, and Nina Sharpe, associate publishing editor (Higher Education), for their professionalism, encouragement, and friendship which have greatly facilitated the timely production of this new edition.

Dr Dave Weaver  
Dr Laura Lawton  
June 2009

# ACKNOWLEDGEMENTS

The authors and publisher would like to thank the following copyright holders, organisations and individuals for their permission to reproduce copyright material in this book.

## Images

• © Neil Leiper: **21** (top)/Adapted from Tourism Management, by Neil Leiper, RMIT, 1995 included with permission of Neil Leiper; **22** (top)/From Tourism Management, RMIT, 1995 © Neil Leiper included with permission of Neil Leiper • © John Wiley & Sons UK: **56** (middle)/From: 'An Historical Geography of Recreation and Tourism in the Western World 1540–1940' by John Towner © John Wiley & Sons Limited. Reproduced with permission • © Australian Bureau of Statistics: **67** (bottom)/ABS data used with permission from the Australian Bureau of Statistics • © Digital Vision: **67** (top) • © Gold Coast Tourism Bureau: **94** (middle), **94** (top)/Gold Coast Tourism [www.verygc.com](http://www.verygc.com) • © AAP Image: **101** (bottom)/AFP/AAP; **202** (bottom)/AAP Image/Tim Cole • © Viewfinder Australia Photo Lib: **118** (middle)/© Viewfinder Australia Photo Library • © Colonial Williamsburg Foundation: **126** (top)/The Colonial Williamsburg Foundation • © iStockphoto: **165** (top)/© iStockphoto.com/Simon Gurney; **223** (middle)/iStockphoto.com/Nuno Silva; **274** (bottom)/iStockphoto.com/Jaime Roset • © Copyright Clearance Center: **172** (top)/From: Martin Opperman, *Journal of Travel Research* 33 (4) pp 57–61 fig. 1. Reprinted by permission of Copyright Clearance Center; **351** (middle)/'Visa-free Travel Privileges: An Exploratory Geographical Analysis' Brendan Whyte, *Tourism Geographies*, Vol. 10, 5 Jan., 2008, Taylor & Francis Group. Reprinted with permission of Taylor & Francis Group, [www.informaworld.com](http://www.informaworld.com) • © Pacific Yurts Inc: **191** (bottom), **191** (top)/© 2009 Pacific Yurts Inc., Cottage Grove, Oregon USA • © Araluen Cultural Precinct: **241** (bottom)/Courtesy of Araluen Cultural Precinct. Photo by Claire Ashard • © Canadian Association of Geographers: **268** (middle)/Reprinted from The Canadian Geographer, Vol 24, Issue 1, 1980 article by RW Butler included with permission • © PATA: **308** (top)/© Asia Pacific Economic Corporation/Pacific Asia Travel Association • © Dept of Environment & Conservation: **316** (top)/Department of Environment and Conservation • © Elsevier: **320** (top)/Reprinted from *Tourism Management Journal*, Vol. 21, Weaver, A Broad Context Model of Destination development scenarios, pp. 217–24 © 2000 with permission from Elsevier.

## Text

• © Commonwealth Copyright Administration: **35**/© Commonwealth of Australia reproduced by permission • © Tourism Australia: **116**/Tourism Research Australia, 'International Visitor Survey' 2008 Tourism Australia reproduced by permission • © Hotels Magazine: **141**/Hotels Magazine • © David Weaver: **149–51**/ 'Not just surviving, but thriving: Perceived strengths of successful US-based travel agencies', by D. Weaver & L. Lawton, *International Journal of Tourism Research*, Vol. 10, pp. 41–53. Reproduced with permission from the authors • © Copyright Clearance Center: **164**/From: Lawson, *Journal of Travel Research*, 1991, 30 (20) p. 14 reprinted with permission of Copyright Clearance Center • © John Wiley & Sons, Inc.: **169**/Leisure Travel: *Making it a Growth Market Again!* by Stanley C Plog 1991, with permission of John Wiley & Sons, Inc. • © Elsevier: **170**/Reprinted from *Global Tourism*, 3rd edition, Theobald (ed), p. 281 © 2005 with permission from Elsevier • © World Tourism Organization: **300–1**/Indicators of Sustainable Development for Tourism Destinations: A Guidebook', 2004 © UNWTO, 9284402109. • © Pearson Education US: **337**/Adapted from: 'Social Research Methods: Qualitative and Quantitative Approaches 4e' by W. Lawrence Neuman, 2000, Allyn and Bacon, Boston, MA © Pearson Education.

Every effort has been made to trace the ownership of copyright material. Information that will enable the publisher to rectify any error or omission in subsequent editions will be welcome. In such cases, please contact the Permissions Section of John Wiley & Sons Australia, Ltd who will arrange for the payment of the usual fee.

# REAL-WORLD EXAMPLES AT A GLANCE

Chapter	Managing tourism	Breakthrough tourism	Technology and tourism	Contemporary issue	Case study
2	Cruise ship excursionists in the South Pacific	Cultivating smart Australian travellers through smartraveller.gov.au	A clearer picture of domestic tourism in Australia	Health concerns about medical tourism in India	A perfect storm in Australian tourism
3	Spa experiences in modern hotels	Waiting for the train in the Alpine Pearls	War as an innovation stimulant	Backpacking: the modern Grand Tour?	Behold the boomer
4	3S tourism development in Hainan province, China	Exceeding expectations in Dubai	Australia's National Visitor Safety Handbook	America's war on tourists?	Attracting Chinese tourists to Australia
5	Declining attendance at Colonial Williamsburg	In the lap of luxury at the destination club	Getting to know 'the hood'	Fighting for water in Spain and Australia	US travel agencies that are not just surviving but thriving
6	Gay and lesbian tourists in the Cayman Islands	The influence of face and harmony on loyalty in Chinese customers	Differences between females and males in online travel information search	Tourism websites and persons with disabilities	Identifying the green consumer
7	Intangibility in the hotel sector	Spreading the word digitally through eWOM	The case for object-oriented database marketing	Reducing demand by demarketing	What the bloody hell is happening to Australia's destination brand?
8	Seasonality through VFR tourism	Garden path to rural development in north-eastern England?	An Encore performance for festivals and events	International tourism students and part-time employment	Government give and take in Australia
9	The sand on Australia's Gold Coast	Celebrating Aboriginal art at Desert Mob	The real cost of admission	Deportation and crime in the Caribbean	Pushing the boundaries of indigenous tourism
10	The tourist area life cycle in a Chinese protected area	From setting to sightseeing in Iowa, USA	Seeing Norway through the tunnels	Indigenous people and 'pre-exploration dynamics'	Bali on the brink?
11	Volunteer tourism	A collective approach to corporate sustainability	Above the tree tops and beneath the waves	Morally obligated Australian tourists	Towards quality tourism in New Zealand
12	Web-based survey responses	Accessing tourism data in New Zealand	Using GPS to track tourists in Germany	An inductive model of indigenous tourism development	Pursuing research on climate change and tourism in Australia

# CONTENTS

Preface .....	x
Acknowledgements.....	xi
Real-world examples at a glance.....	xii
 CHAPTER 1 Introduction to tourism management .....	 1
Introduction .....	2
The phenomenon of tourism .....	2
Definition of tourism .....	2
<i>The importance of tourism</i> .....	3
Tourism as an academic field of study .....	3
<i>Obstacles to development</i> .....	4
<i>Indications of development</i> .....	7
<i>A sequence of tourism platforms</i> .....	10
<i>Universities and community colleges</i> .....	12
Characteristics, outline and structure .....	13
<i>Chapter outline</i> .....	14
<i>Chapter structure</i> .....	14
Chapter review .....	16
<i>Summary of key terms</i> .....	16
<i>Questions</i> .....	17
<i>Exercises</i> .....	18
<i>Further reading</i> .....	18
 CHAPTER 2 The tourism system .....	 19
Introduction .....	20
A systems approach to tourism .....	20
<i>The basic whole tourism system</i> .....	20
The tourist.....	22
<i>Spatial component</i> .....	22
<i>Temporal component</i> .....	24
<i>Travel purpose</i> .....	26
<i>Major tourist categories</i> .....	30
<i>Data problems</i> .....	32
Origin region.....	33
<i>Origin community</i> .....	33
<i>Origin government</i> .....	34
Transit region .....	36
<i>Management implications of transit regions</i> .....	36
<i>Effects of technology</i> .....	37
Destination region .....	38
<i>Destination communities</i> .....	39
<i>Destination governments</i> .....	39
The tourism industry.....	40
Chapter review .....	42
<i>Summary of key terms</i> .....	42
<i>Questions</i> .....	43

Exercises	44
Further reading	44
Case study	45
<b>CHAPTER 3 The evolution and growth of tourism</b>	<b>47</b>
Introduction	48
Premodern tourism	48
<i>Mesopotamia, Egypt and the Indus Valley</i>	48
<i>Ancient Greece and Rome</i>	49
<i>The Dark Ages and Middle Ages</i>	50
Early modern tourism (1500–1950)	52
<i>The Grand Tour</i>	52
<i>Spa resorts</i>	53
<i>Seaside resorts</i>	54
<i>Thomas Cook</i>	55
<i>The post-Cook period (1880–1950)</i>	57
Contemporary tourism (1950 onwards)	57
<i>The world's biggest industry?</i>	59
Factors associated with increased tourism demand	59
<i>Economic factors</i>	59
<i>Social factors</i>	61
<i>Demographic factors</i>	63
<i>Technological factors</i>	68
<i>Political factors</i>	70
Australian tourism participation	71
Future growth prospects	72
Chapter review	73
<i>Summary of key terms</i>	73
<i>Questions</i>	76
<i>Exercises</i>	76
<i>Further reading</i>	77
Case study	77
<b>CHAPTER 4 Destinations</b>	<b>80</b>
Introduction	81
Global destination patterns: MDCs and LDCs	81
<i>Tourism market share and growth</i>	81
<i>Reasons for the emergence of the LDCs as destinations</i>	82
Pull factors influencing a destination	86
<i>Geographical proximity to markets</i>	87
<i>Accessibility to markets</i>	88
<i>Availability of attractions</i>	89
<i>Cultural links</i>	90
<i>Availability of services</i>	91
<i>Affordability</i>	91
<i>Peace, stability and safety</i>	91
<i>Pro-tourism policies</i>	95
Regional destination patterns	95
<i>Europe</i>	96
<i>Asia-Pacific</i>	98



<i>The Americas</i>	99
<i>The Middle East</i>	100
<i>Africa</i>	102
<i>Australia</i>	102
Internal destination patterns.....	104
<i>The Australian pattern</i>	106
Chapter review .....	108
<i>Summary of key terms</i>	108
<i>Questions</i>	109
<i>Exercises</i>	110
<i>Further reading</i>	110
Case study .....	111
 CHAPTER 5 The tourism product	 114
Introduction .....	115
Tourist attractions .....	115
<i>Natural sites</i>	115
<i>Natural events</i>	122
<i>Cultural sites</i>	123
<i>Attraction attributes</i>	132
The tourism industry.....	136
<i>Travel agencies</i>	136
<i>Transportation</i>	137
<i>Accommodation</i>	140
<i>Tour operators</i>	141
<i>Merchandise</i>	143
<i>Industry structure</i>	143
Chapter review .....	146
<i>Summary of key terms</i>	146
<i>Questions</i>	148
<i>Exercises</i>	148
<i>Further reading</i>	149
Case study .....	149
 CHAPTER 6 Tourist markets	 152
Introduction .....	153
Tourist market trends.....	153
<i>The democratisation of travel</i>	153
<i>The emergence of simple market segmentation and multilevel segmentation</i>	153
<i>Niche markets and 'markets of one'</i>	154
The destination selection process .....	155
<i>Multiple decision makers</i>	156
Tourist market segmentation.....	157
<i>Geographic segmentation</i>	158
<i>Sociodemographic segmentation</i>	160
<i>Psychographic segmentation</i>	167
<i>Behavioural segmentation</i>	170
Chapter review .....	175
<i>Summary of key terms</i>	175
<i>Questions</i>	176

Exercises	177
Further reading	177
Case study	178
<b>CHAPTER 7 Tourism marketing</b>	<b>181</b>
Introduction	182
The nature of marketing	182
Definition of marketing	182
Services marketing	182
Intangibility	183
Inseparability	184
Variability	184
Perishability	185
Managing supply and demand	185
Daily variations in demand	187
Weekly variations in demand	187
Seasonal variations in demand	187
Long-term variations in demand	187
Supply/demand matching strategies	188
Market failure	192
Destination tourism organisations	192
Strategic tourism marketing	194
SWOT analysis and objectives	194
Objectives	195
Control/evaluation	196
Marketing mix	197
Place	197
Product	197
People	198
Price	199
Packaging	200
Programming	201
Promotion	201
Partnerships	205
Chapter review	206
Summary of key terms	206
Questions	208
Exercises	208
Further reading	208
Case study	209
<b>CHAPTER 8 Economic impacts of tourism</b>	<b>212</b>
Introduction	213
Economic benefits	213
Direct revenue	213
Indirect revenue	218
Economic integration and diversification	220
Employment (direct and indirect)	220
Regional development	220

Formal and informal sectors	222
Economic costs	223
Direct financial costs	224
Indirect financial costs	225
Fluctuations in intake	226
Competition with other sectors	230
Employment problems	230
Chapter review	232
Summary of key terms	232
Questions	233
Exercises	234
Further reading	234
Case study	235

## CHAPTER 9 Sociocultural and environmental

### impacts of tourism 238

Introduction	239
Sociocultural benefits	239
Promotion of cross-cultural understanding	239
Incentive to preserve culture and heritage	240
Promoting social wellbeing and stability	242
Sociocultural costs	242
Commodification	242
The demonstration effect revisited	244
The relationship between tourism and crime	245
Factors contributing to the increased likelihood of sociocultural costs	247
Resident reactions	251
Environmental benefits	252
Environmental costs	252
Environmental impact sequence	253
'Permanent' environmental restructuring	253
Generation of waste residuals	256
Climate change	256
Tourist activities	257
Indirect and induced activities	257
Ecological footprinting	258
Management implications of sociocultural and environmental impacts	259
Chapter review	260
Summary of key terms	260
Questions	261
Exercises	262
Further reading	262
Case study	263

## CHAPTER 10 Destination development 266

Introduction	267
Destination cycle	267
The Butler Sequence	268
Critique of the Butler sequence	276



Factors that change the destination cycle .....	282
<i>Internal-intentional actions</i> .....	283
<i>External-unintentional actions</i> .....	283
<i>Internal-unintentional actions</i> .....	283
<i>External-intentional actions</i> .....	283
National tourism development .....	284
<i>Spatial diffusion</i> .....	284
<i>Effects of hierarchical diffusion</i> .....	285
<i>Effects of contagious diffusion</i> .....	285
<i>Model of national tourism development</i> .....	287
Chapter review .....	289
<i>Summary of key terms</i> .....	289
<i>Questions</i> .....	290
<i>Exercises</i> .....	291
<i>Further reading</i> .....	291
Case study .....	292
 CHAPTER 11 Sustainable tourism .....	 294
Introduction .....	295
A paradigm shift .....	295
<i>Dominant Western environmental paradigm</i> .....	295
<i>Contradictions in the dominant Western environmental paradigm</i> .....	296
<i>Towards a green paradigm</i> .....	297
Sustainable tourism .....	299
<i>Indicators</i> .....	300
Sustainability and mass tourism .....	302
<i>Reasons for adoption</i> .....	302
<i>Practices</i> .....	306
<i>Quality control</i> .....	307
Sustainability and small-scale tourism .....	310
<i>Alternative tourism</i> .....	310
<i>Manifestations</i> .....	312
<i>Critique of alternative tourism</i> .....	312
Ecotourism .....	314
<i>Soft and hard ecotourism</i> .....	316
<i>Magnitude</i> .....	317
<i>Location</i> .....	317
Destination sustainability .....	319
<i>Extending the Butler sequence</i> .....	319
Chapter review .....	322
<i>Summary of key terms</i> .....	323
<i>Questions</i> .....	324
<i>Exercises</i> .....	325
<i>Further reading</i> .....	325
Case study .....	326

CHAPTER 12 Tourism research	330
Introduction .....	331
Types of research.....	331
<i>Basic research</i> .....	331
<i>Applied research</i> .....	334
<i>Cross-sectional research</i> .....	335
<i>Longitudinal research</i> .....	336
<i>Qualitative research</i> .....	336
<i>Quantitative research</i> .....	337
<i>Primary research</i> .....	338
<i>Secondary research</i> .....	343
The research process .....	345
<i>Problem recognition</i> .....	345
<i>Question formulation</i> .....	346
<i>Identification of research methodology or methods</i> .....	348
<i>Data collection</i> .....	349
<i>Data analysis</i> .....	350
<i>Data presentation</i> .....	350
<i>Data interpretation</i> .....	350
Chapter review .....	352
<i>Summary of key terms</i> .....	352
<i>Questions</i> .....	353
<i>Exercises</i> .....	354
<i>Further reading</i> .....	354
Case study .....	355
Appendix 1.....	357
Appendix 2.....	359
Appendix 3.....	363
References.....	370
Glossary.....	391
Index .....	407

# 1

## INTRODUCTION TO TOURISM MANAGEMENT

### LEARNING OBJECTIVES

After studying this chapter, you should be able to:

1. define tourism 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 theory is important in the development of an academic discipline
4. identify the contributions of each the four 'platforms' to the evolution and maturation of tourism studies
5. outline the growth of tourism as a university-based field of study
6. explain why the growing number of refereed tourism journals is a core indicator of development in the field of tourism studies, but also a potential danger
7. compare and contrast the distinctive and mutually reinforcing roles of universities and community colleges in the provision of tourism education and training.



## ■ INTRODUCTION

Tourism is increasingly widespread and complex, and sophisticated management is therefore required to realise its full potential as a positive and sustainable economic, ecological, social and cultural force. Complicating this task is its particular vulnerability to uncertainty, which is dramatically demonstrated by contemporary concerns about dramatically fluctuating energy costs and the role of tourism in both affecting and being affected by climate change. This textbook, informed by the two 'mega-themes' of complexity and uncertainty, 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 managers.

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. Finally, we consider 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 and simplistic perception of tourism focused around an image of people travelling for recreational purposes. But how far from home do they have to travel before they are considered to be tourists, and for how long? And what types of travel qualify as tourism? Most people would agree that a family vacation trip qualifies a form of tourism while the arrival of an invading army or the daily commute to work does not. But what about attendees at a business convention, Muslims embarking on the pilgrimage to Mecca, a group of international students, or participants at the Olympic Games? All qualify as tourists, but challenge our sense of what it means to be a tourist. We therefore need to establish definitional boundaries. The questions posed here are complex ones 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** (see chapter 2).

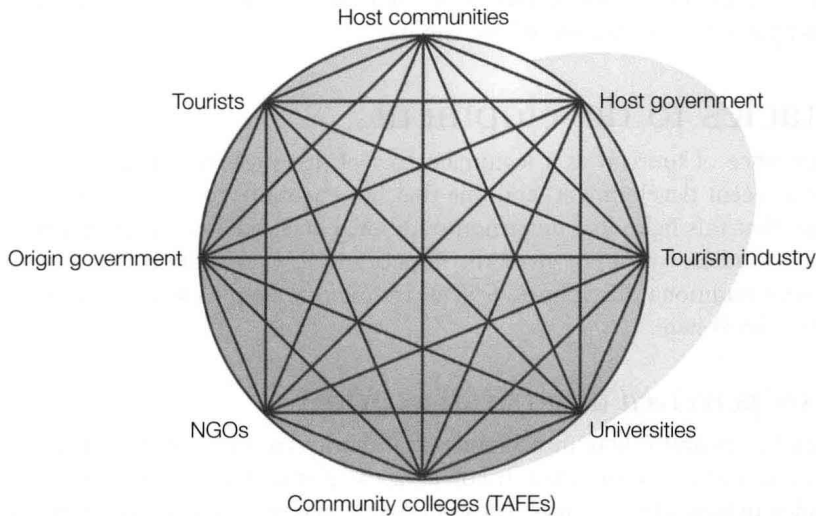
## ■ DEFINITION OF TOURISM

There is no single definition of tourism to which everyone adheres. Many definitions have been used over the years, some of which are universal and can be applied to any situation, while others fulfil a specific purpose. Local tourism organisations, for example, often devise definitions that satisfy their own specific requirements and circumstances. The more universal definition that informs this text builds on Goeldner and Ritchie (2006), who place tourism in a broad stakeholder context. Additions to the original are indicated by italics:

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 origin governments, tertiary educational institutions and nongovernmental organisations (NGOs), all of which play an increasingly important role in tourism. Figure 1.1 depicts these stakeholders as members of an

interconnected network, in which possibilities exist for interaction among any two or more components within the system. Also notable in the expanded definition is the extension of the tourism dynamic to include transportation from origin to destination as well as the management process, which is the core theme of this text.



**FIGURE 1.1** The tourism stakeholder system

## The importance of tourism

Although the importance of tourism as an economic, environmental and sociocultural force will be detailed in later chapters, it is useful at the outset to convey a sense of tourism's economic significance. Essentially, tourism evolved during the latter half of the twentieth century from a marginal and locally significant activity to a widely dispersed economic giant, which in 2008 directly and indirectly accounted for more than 10 per cent of the global GDP, or approximately \$6.0 trillion. This places tourism on the same global order of magnitude as agriculture or mining. According to the World Travel and Tourism Council (WTTC) ([www.wttc.org](http://www.wttc.org)), the major organisation representing the global tourism industry, 231 million jobs were dependent on the 'tourism economy' in 2007. During that year, more than 900 million international tourist trips of at least one night were undertaken (UNWTO 2008). Many tourism experts, moreover, believe that the incidence of domestic tourist travel is about ten 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 places into an integrated global tourism network.

## TOURISM AS AN ACADEMIC FIELD OF STUDY

The previous section suggests that tourism can exercise 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 by host governments, communities and businesses in particular. For a destination, management implies some deliberate effort to control the development of tourism to help fulfill

the economic, social, cultural and environmental aspirations and strategic goals of the people living in that destination. If, in contrast, tourism is allowed to develop without any kind of formal management, experience tells us that the likelihood of negative outcomes is greatly increased, as later chapters will illustrate. The tertiary educational sector has much to contribute to the evolving science of tourism management, and the ongoing evolution of tourism studies is an interesting and promising development that has accompanied the expansion of tourism itself.

## Obstacles to development

The emergence of tourism as a legitimate area of investigation within the university sector 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 leisure 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 a trivial activity*

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 was and still often is seldom given the same attention, in terms of institutional commitment or financial support, as agriculture, manufacturing, mining or other more 'serious' and 'essential' pursuits (Davidson 2005). Most tourism researchers, like their leisure studies counterparts, can relate to tales of repeated grant application rejections, isolation within 'mainstream' discipline departments and ribbing by colleagues who believe that a research trip to the Caribbean or some other tourist destination is little more than a publicly subsidised holiday. These problems still occur, but there is now a much greater awareness of the significant and complex role played by tourism in contemporary society, and the profound impacts that it can have on host communities as well as the natural environment. This growing awareness is contributing to a 'legitimation' 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, global tourism was a marginal economic activity that did not seem to deserve focused attention from the university community. 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 sophistication of these organisations has now improved greatly, but most people even today are still not aware that tourism is as large or economically influential as it is.

### *Bureaucratic inertia and echo effects*

Even where there is respect for tourism and appreciation for its magnitude, the administrative structures of tertiary institutions often make it difficult for new programs and curricula to be introduced. Universities, like other bureaucratic institutions, are