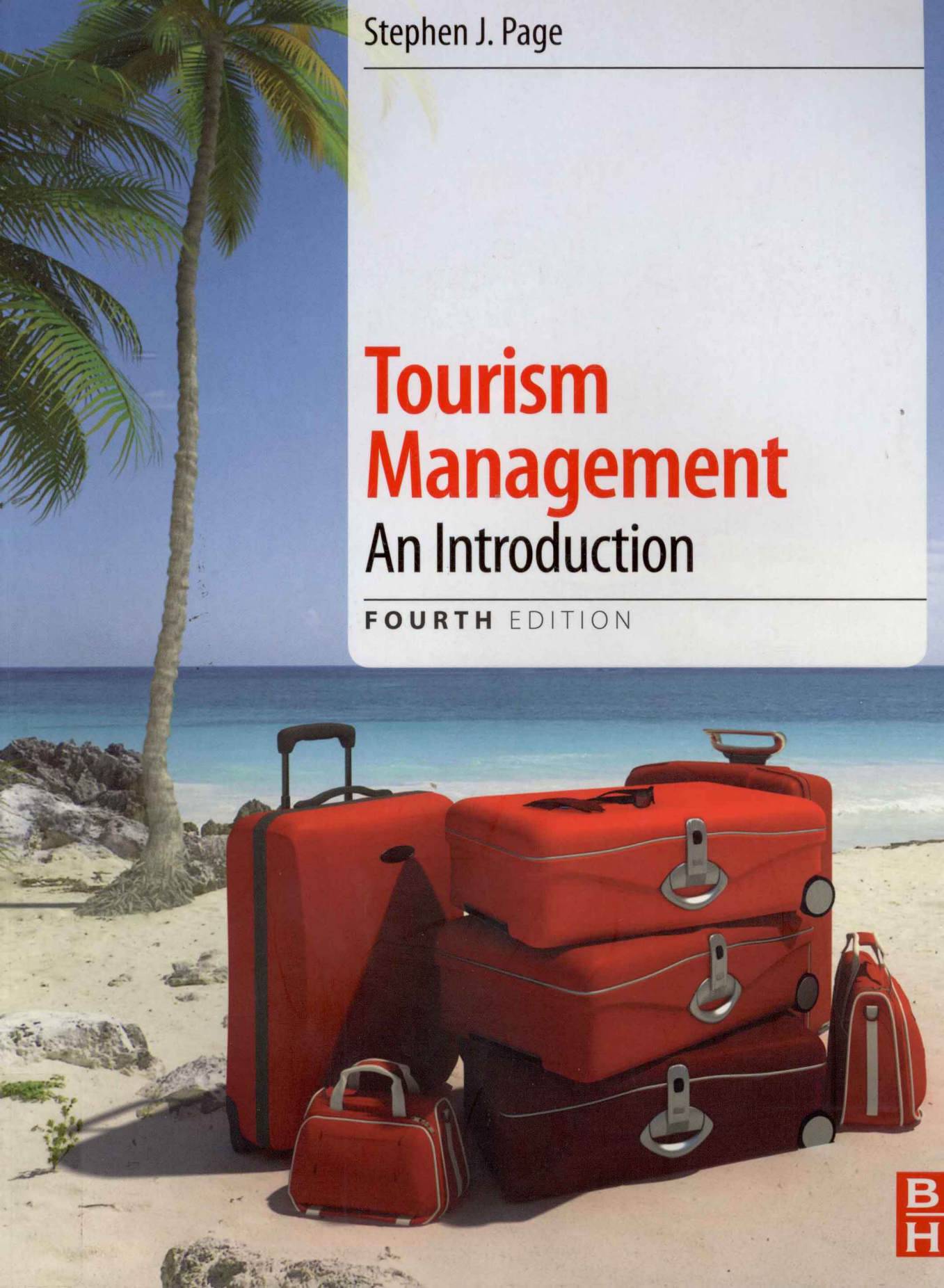


Stephen J. Page

Tourism Management

An Introduction

FOURTH EDITION





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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 which 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 which 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 which 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: Managing for Change will be essential reading for anyone interested in tourism – including tourists – and who want 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 which 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.

Stephen J. Page is Senior Professor in Sustainable Tourism Management at London Metropolitan Business School and holds an Honorary Doctorate from the University of West London and is an Honorary Professor at the University of Wales and works as a Tourism Consultant with different organizations.

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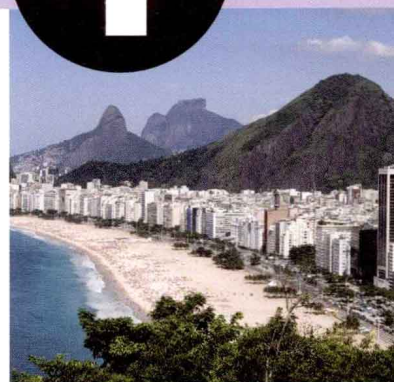
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Tourism today: Why is it a global phenomenon embracing all our lives?



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) estimate that travel and tourism as economic activities generates around US\$6 billion, which is expected to grow to US\$10 billion by 2015. At a global scale, travel and

tourism supports around 235 million jobs: this is equivalent to 8 per cent of world employment and 9 per cent of world GDP.

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
- *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 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 has made booking travel-related products easy* and placed it within the reach of a new generation of computer-literate consumers who are willing to get rid of much of the traditional ritual of going to a 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.



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 post-war changes in the Western society with the rise in disposable income and spending on consumer goods and services. Yet tourism is not just a post-war phenomenon as it can be traced back through time as shown in Chapter 2. 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 have 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 and the international Kyoto Treaty seeking to address greenhouse gas emissions. Tourism is the centre stage in these concerns because travel for leisure purposes is not a fundamental necessity, and it contributes to CO₂ 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 CO₂ 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-intensive trips.

The issue of tourist travel and its global environmental effect through pollution is a thorny issue 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 Box 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).

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 (see Shaw *et al.*, 2011 for more detail) which may assist, with the use of social marketing techniques, to adapt human behaviour so that they extend the daily activities which

Box 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 and 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, as its resources are very limited and the scale of the problem is 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 and economy and society/its culture for the long-term so 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:

Krippendorff, 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, Volumes 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 forty 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.

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

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

embrace sustainability ideals (e.g. recycling, reuse and minimizing the use of natural resources) to their holiday-taking 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.

For the tourism sector, they have embraced new ideas (including in some cases sustainability) and pursued strategies focused developing niche products reflecting the way tourism 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.

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 to 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 as the rush and stress is taken out of the travel experience so 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 Lord of the Rings trilogy)

Further Reading: Novelli, M. (ed.) (2004) *Niche Tourism*. Oxford: Elsevier.

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 that are affected by it and why it is a volatile activity that can cease as quick 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 which 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 of more specialist and niche books have been published on particular aspects of tourism research.

There are a range of commonly recognized problems in studying tourism, a number of which are important to the way in which we understand whether it is just about enjoyment and holidaytaking:

- tourism is a multidisciplinary subject which means that a wide range of other subjects, such as psychology, geography, economics, to name but a few, examine it and bring to it a range of ideas and methods of studying it. This means that there is no overarching academic agreement on how to approach the study of tourism – it really depends on how you are looking at tourism, and the perspective you adopt which determines the issues you are interested in studying
- this has led to a lack of clarity and definition in how to study tourism, something that other researchers have defined as *reductionism*. What this means is that tourism is normally defined by reducing it (hence ‘reductionism’) to a simple range of activities or transactions (i.e. *What types of holidays do people choose? or How do people purchase those holidays?*) rather than by focusing on the framework needed to give a wider perspective or overview of tourism.

Table 1.3 The evolution of the study of tourism: Key studies during the period 1930–1970s

Lennard, R. (1931) *Englishmen at Rest and Play*. Oxford: Clarendon Press.

Ogilvie, I. (1933) *The Tourist Movement*. London: Staples Press.

Pimlott, J. (1947) *The Englishman's Holiday*. London: Faber and Faber.

Lickorish, L. and Kershaw, A. (1958) *The Travel Trade*. London: Practical Press Ltd.

Burkart, A. and Medlik, S. (1974) *Tourism, Past Present and Future*. London: Heinemann.

Goeldner, C. (1974) *Tourism, Principles and Practice*. New York: Wiley.

Page, S.J. and Connell, J. (eds) (2008) *Tourism Volumes 1–6: Sage Library of Tourism and Hospitality Management*. London: Sage.

This collection of seminal articles shaping the development of tourism research documents the period since the 1920s and is an important starting point to trace the development of the subject.

These problems often compound the way people view tourism as a subject, emphasizing the holiday or enjoyment aspects of travelling (in one's spare time or on business) as the defining features or reference point of tourism. To the general public tourism is something everyone knows about – it is something many have engaged in and so have an opinion on what it is, its effects and widespread development.

Admittedly, tourism is about pleasure and enjoyment, but its global growth and expansion are now creating serious societal problems and issues; a fundamental understanding of tourism is required if we are to manage and control the impacts and problems it can cause. Some critics argue that tourism epitomizes the extreme of post-modern consumption in a society that spends on travel and tourism because it can and not for an intrinsic need for holidays as access to travel is, in relative terms, very cheap and affordable for many. One way of beginning to understand that tourism is more than holidays and enjoyment is to think about why tourism is so important in modern society (i.e. its social, cultural and economic significance) by looking at an important process which has led to the demand for it – the rise of the leisure society.

The leisure society

Tourism is now widely acknowledged as a social phenomenon, as the nature of society in most advanced developed countries has now changed from one which has traditionally had an economy based on manufacturing and production, to one where the dominant form of employment is services and consumer industries (i.e. those based on producing consumer goods and services). At the same time, many countries have seen the amount of leisure time and paid holiday entitlement for their workers increase in the post-war period so that workers now have the opportunity to engage in the new forms of consumption such as tourism. These changes have been described as being part of what has been termed as the *leisure society*, a term coined in the 1970s by sociologists. They were examining the future of work and the way in which society was changing, as traditional forms of employment were disappearing and new service-related employment, increased leisure time and new working habits emerged (e.g. flexi-time and part-time work). Some commentators described this as a 'leisure shock' in the 1980s since many workers were still not prepared for the rise in leisure time and how to use it.

As society has passed from the stage of industrialization to one now described as post-industrial, where new technologies and ways of communicating and working have evolved, sociologists such as Baudrillard (1998) in *The Consumer Society: Myths and Structures*, have argued that we have moved from a society where work and production have been replaced by one which leisure and consumption now dominate. This has been reflected in social changes, such as the rise of new middle classes in many developed and developing countries, and these middle classes have a defining feature, which is the concern with leisure lifestyles and