

VIEWPOINT

An Introduction to Travel,
Tourism, and Hospitality
Second Edition



NONA STARR

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SECOND EDITION

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Preface

Viewpoint: An Introduction to Travel, Tourism, and Hospitality describes the fields of travel, tourism, and hospitality not simply as many small businesses in search of a center, but as a whole industry. The industry's attractions, history, innovations, financial structure, and methods of organization have propelled it to the forefront of world business. It offers exciting career opportunities to those who involve themselves not only in learning about their chosen field, but also how each field relates with others in the industry.

Producing an effective book is not just a matter of communicating facts and concepts. It is placing these facts and concepts in a context that excites readers and involves their imaginations in learning what is important. When readers are involved, they motivate and teach themselves. Readers respond best when they see that the book's topics illustrate facts and concepts that will be part of their future. Topics discussed herein, such as geography as a product; details of the transportation, tourism, and hospitality industry; marketing processes; and service quality, are carefully presented to bridge the gap between abstract ideas and industry practice.

WHO SHOULD USE THIS BOOK

The book is intended for students considering a career in travel, travelers wanting to know more about the operations of the industry, and industry employees who need to know how it all fits together. The industry is filled with leaders who began their careers in some other area—the vice president of an airline automation system who started out as a reservationist; the hotel executive who began work as a bellhop; the resort's tourism director who was formerly an airline employee; and the association president who owned a travel agency, to name but a few. All of these persons would confess that they owe their advancement to education, experience, flexibility, opportunity, and, most of all, effectively meeting the challenges put before them.

To prepare readers for the opportunities and challenges that await them, this book provides comprehensive coverage of fundamental industry concepts. At the same time, because the world is moving from a manufacturing to a service economy and global change is intensifying, this book also reflects these changes. The travel, tourism, and hospitality industry needs a guide that is a passageway to the real world, that covers industry topics both within the context of today's world *and* what is likely to be the world of tomorrow.

HOW THE TEXTBOOK IS ORGANIZED

The book is divided into three sections: *Section I*, the longest section, details the industry's products. The product chapters begin with a historical introduction, proceed to such subjects as industry organization and regulation, introduce how-



tos, and provide industry resources. *Section II* focuses on the product's distributors, and *Section III* concentrates on jobs and how to get them.

SPECIAL FEATURES

Several features of *Viewpoint* are intended to increase students' involvement in learning:

- *Industry milestones.* The beginning of each chapter lists technological, political, or marketing events that changed the industry.
- *Chapter objectives.* Learning objectives guide readers through the chapter's content and highlight the most important concepts presented.
- *Examples.* Real-world examples of the variety of products, services, and organizations are used extensively throughout the book.
- *Figures, tables, and photographs.* Color photographs and inserts illustrate each major section. In addition, numerous figures and tables, as well as examples of industry products, are integrated into the book.
- *Resources.* Each chapter includes lists of pertinent industry resources.
- *Looking back.* Integrated section summaries emphasize the chapter's key points.
- *Key Terms.* Lists of the key terms in each chapter help readers review the material and reinforce industry concepts.
- *Questions for Discussion and Review.* Discussion and review questions help students evaluate and apply their understanding of the material.
- *Mini Cases.* Realistic scenarios stimulate thought and reinforce problem-solving skills.
- *Worksheets.* Worksheets at the end of each chapter make it easy for readers to test their knowledge of the chapter's contents.
- *Appendixes.* Appendixes include lists of countries of the world, industry associations and organizations and their addresses, as well as industry acronyms (words formed from the initial letter of

each word of a term) that help the student decode industry jargon.

- *Bibliography.* This includes a list of writings, both fiction and fact, on the travel, tourism, and hospitality subject.
- *Glossary.* Each key term in the text is also defined in the extensive glossary. The glossary includes other industry terms as well.
- *Index.* A comprehensive index to make it easy to find topics of interest.

THE INSTRUCTOR'S RESOURCE MANUAL

A comprehensive instruction support system accompanies *Viewpoint*, free to academic adopters or instructors using the book in a travel course. The *Instructor's Resource Manual* is closely coordinated with the text and is designed to provide valuable and creative teaching aids for instructors.

- The first section of the resource manual provides key support items relating to each chapter of the book—a chapter overview, annotated lecture outline, comments on the mini cases, answers to the discussion and review questions, answers to the student worksheets, and lists of additional resources. Extensive teaching notes are also provided, including teaching tips and techniques, suggestions for classroom exercises and role plays, and references to transparency masters.
- The second section of the resource manual provides additional questions in the form of end-of-chapter tests. The tests include essay, multiple choice, matching, and true-false questions to reinforce learning.

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About the Author

Author Nona Starr's professional experience ranges from travel agent and agency manager to college teacher, director of a proprietary school, seminar speaker for industry organizations, and writer of training materials for American Airlines and TWA. As director-curriculum development for the Institute of Certified Travel Agents (ICTA), she revised the books of the CTC series, and as vice president-project development she was one of the original creators and writers of *Travel Career Development* and the *Destination Specialist* series. She served as a consultant and writer for such training projects as the Netherlands Board of Tourism's *Holland Travel Professional* program. She is training specialist for American Express.

Starr's educational background includes a B.S. in psychology from the College of William and Mary in Williamsburg, Virginia and an M.A. in Human Resource Development in the field of travel and tourism from the George Washington University in Washington, D.C. She is a CTC and a CLIA Cruise Master.

Viewpoint: An Introduction to Travel, Tourism, and Hospitality offers the most comprehensive coverage of the industry available. It explores the historic, cultural, and geographic factors that have shaped the world of travel from the viewpoint of those within the business.

Introduction

The insider's view of the travel, tourism, and hospitality industry is that of business: the business of providing and marketing services and facilities to travelers in expectation of a profit. Some activities involve faraway places. Others involve backyard attractions. A well-organized industry is of direct concern to governments, transportation carriers, and the lodging, food and beverage, and entertainment industries. It is of indirect concern to virtually every other business in the world. The structure of the industry involves a wide variety of subindustries in manufacturing and supply, distribution and services, as well as political and regulatory organizations (see figure I.1).

Evolution of the Industry

During the dawning of the jet age in the 1950s, travel, tourism, and hospitality was not yet considered an industry, certainly not one to be taken seriously. The jet set had not invented itself. Europe and Asia were rebuilding after a devastating war. All-inclusive vacation resorts in the Caribbean and Mexico had not been dreamed of. Ships sailed between here and there as transportation, not cruises. Disneyland opened in Anaheim simply as an amusement park—no one had heard of a *theme park*, where architecture, decoration, costumes, music, and other elements suggested an identity for the entire attraction. Museum villages such as Williamsburg were in the creative stage. Travel to other continents was a once-in-a-lifetime prospect. Corporate travel was in the background, and a certain fear continued to accompany the thought of traveling, especially to foreign soil.

Although the British and the Germans had developed the jet engine as an instrument of war, its power propelled civilian travel. When American Airlines initiated transcontinental jet service between New York and Los Angeles in 1959, few people realized how much this invention would change their world. Reducing the time it takes to travel changed society's ways of thinking. It was actually possible for businesspeople to schedule meetings on either coast and get there and back within a day. On the leisure side of the industry, the social changes of the 1960s sent youth on the road, and Mom and Dad soon came tumbling after.

For many nations today, travel, tourism, and hospitality are primary sources of income and, more importantly, effective levers for tilting the balance of payments—the record of economic transactions that one nation has with another. The industry is still in its infancy, offering exciting career opportunities to those taking up its challenge. Although young, travel, tourism, and hospitality is the world's largest industry and employer.

According to 1995 statistics from the World Travel & Tourism Council (WTTC), the travel, tourism, and hospitality industry:



FIGURE 1.1

Structure of the Travel, Tourism, and Hospitality Industry

► Products

Travel and transportation

Airplanes/airlines

Ships/cruise lines

Ground transport

Automobile

Motor coach

Train

Tourism attractions

Natural

Any area of scenic beauty

National parks

Cultural

Casinos

Convention and exposition centers

Historic sites

Museum villages

Resorts

Shopping centers

Sports arenas and stadiums

Theme parks

Hospitality

Entertainment

Food and beverage

Lodging

► Distributors

Attraction management

Automated systems

Consortiums and cooperatives

Destination management companies (ground operators)

Meetings and convention managers

Park and campground managers

Special events organizers (Olympics, Super Bowls, World Fairs, pilgrimages)

Tour operators

Trade shows and exhibits

Travel agencies

Corporate

Cruise-only and other niches

Leisure

► Travel-Related Services

Computer hardware and software

Credit cards

Financial services

Maps

Marketing consultants

Publications

Travel insurance

Governments, regulatory bodies, and associations

Co-ops and consortiums

Educational organizations

Embassies and consulates

Tourist boards

Trade associations

- approaches \$3.4 trillion in gross output.
- employs 200 million people, or one in every nine workers.
- produces 6.1 % of the world gross national product.
- is the leading producer of tax revenues.
- is expected to grow 50 percent faster than other sectors of world employment.

More Than Bricks and Mortar—The Importance of Infrastructure

Without a well-developed infrastructure, travel, tourism, and hospitality cannot progress. *Infrastruc-*

ture is defined as anything that supports a destination as a travel attraction. Legally, infrastructure refers to the government and quasi-governmental machinery that regulates and/or promotes travel and related industries. In a developing area, infrastructure includes the public utilities—highways, water supply, sewers, electric power, and communications systems—needed to support tourism. In a developed area, infrastructure involves the entire local transportation, lodging, restaurant, retail, entertainment, and cultural establishment.

People are part of the industry's infrastructure. With so many of the world's workers connected to the industry, it is a business with common management challenges, one that offers a spectrum of satisfying career choices to those who measure up.

To most, travel means taking a vacation, visiting friends or relatives, going on a business trip, depart-

ing from a well-ordered airport with shining planes leaving on time and helpful flight attendants who hover at our elbows. At foreign destinations customs officials greet us with a smile, the locals are friendly, it never rains, and hotels transport us away from it all—sometimes literally in the case of the cruise ships, which can be considered floating hotels. Food and beverage providers offer unique taste sensations and even meet the demands of finicky eaters who insist on lacto-vegetarian dishes 35,000 feet in the sky. And of course the attraction entertains and educates us and has the T-shirt of choice in stock in every size. Amazingly, this dream comes true quite consistently.

More Than a Sale—The Importance of Service

Consistent performance is what a travel insider's view is all about—maintaining standards that allow the industry's product to be sold with confidence and thereby creating the repeat business so necessary for profit and growth. In a retail store, customers pick up the product, try it on, pay for it, and take it home. If they are dissatisfied, they bring the product back for a refund or exchange. Economists call this buying a *good*. As a retail industry, the travel, tourism, and hospitality industry sells tangible goods, such as airplanes, hotel bedspreads, suitcases, and post cards, but it also sells intangible services.

The difference between selling a service and providing service is confusing and has much to do with how the words are defined. Services are intangible products affected by outside variables and by sellers' and buyers' subjective viewpoints. Service is an act done for the benefit of another. For example, airlines sell transportation services; their employees provide passenger service. In the fiercely competitive airline industry, services are alike, and employee service differentiates the products. The principal difference between two airlines that fly the same type of aircraft between two cities at approximately the same time is the face-to-face service offered by their employees.

The service seller has a hard time maintaining consistency because so many variables affect the product. Travel shopping allows no try-ons, requires payment or significant deposit well in advance, and gives little chance for an exchange or a refund if the purchase is unsatisfactory. Sometimes the travel product does not fit.

The industry needs employees who can produce a good fit between travel product and consumer. Customers tolerate poor service from a clerk when they want a tangible product. When they buy an intangible service, a poor face-to-face encounter with any company representative influences their feelings about that company. How disturbing it is to hear, "I'll never fly XYZ Airline again! The flight attendant was more interesting in talking to her friends than helping me," or, "My hotel room was really filthy," or, "I knew more about the destination than that travel agent." One bad service interaction creates a negative image for any company, large or small.

Service jobs constitute more than two-thirds of the jobs in the North America, and job growth in the service sector is expanding twice as fast as employment in the manufacturing sector. Great opportunity exists. The question is, how does an individual find the right niche in a huge industry? Much of the answer lies in education—learning about the industry and learning about one's self. Although the travel industry has room for every type of personality, certain attitudinal factors seem to point to success:

- *Curiosity.* Always wanting to learn more, constantly gaining product knowledge.
- *Commitment.* Working hard, long, and energetically.
- *Creativity.* Seeing opportunity where others do not.
- *Interpersonal skills.* Maintaining a positive attitude and developing such communication skills as reading, writing, listening, and speaking.

Looking Back

- The jet plane changed people's perception of travel and the world.
- The integrated travel, tourism, and hospitality industry is the world's largest and is expected to grow faster than other sectors of the economy.
- Without a well-developed infrastructure, a travel attraction cannot prosper as a destination.
- The successful travel professional is curious, committed, creative, and skilled at interpersonal relations.

ore Than Producing a Product— The Importance of Marketing

In the United States less than 10 percent of the population has a passport. The average person spends vacation time within 150 miles of home, which is good news for local attractions but bad news for airlines. Getting people to expand their travel horizons, both at home and abroad, depends on *marketing*. Marketing is all the things a seller does to bring a product to the attention of a buyer. Most marketing strategies focus on the *five P's*: product, price, place, promotion, and people (see figure I.2). The five P's apply to each segment of the industry and place particular emphasis on the fifth—people.

MARKET RESEARCH

As important economic forces, travelers are the subject of intensive anthropological and statistical investigation. The industry wants to know why, given two people of approximately equal socioeconomic status, one person travels and the other stays home. Lack of money and lack of time are the obvious, but not the only, answers. Technological breakthroughs, social change, and economic prosperity have allowed people in developed countries the opportunities to travel, but most do not travel as extensively as they could. The challenge of the business is to persuade people to travel.

Market research is the study of the probable users of a product or service. Although market research has obvious value, only recently have the compilation and presentation of travel statistics been viewed as a way to gain support for the industry. The earliest research efforts started with the gathering of passport and immigration statistics.

To keep good records, travel researchers need to be precise and define their terms. For example, the World Tourism Organization (WTO) defines a tourist as a temporary visitor staying at least 24 hours in an area other than that of usual residence. Day trippers or excursionists stay less than 24 hours. Statistics exclude travelers who, in the legal sense, do not enter an area; for example, air travelers who do not leave an airport's transit lounge, the waiting area within immigration and security barriers. Travel researchers use such definitions to speed the flow of communication in reports and project planning.

The term "discretionary travel" describes personal or leisure travel, with the implication that people consider travel only when they have surplus funds—

FIGURE I.2

Five P's of the Travel, Tourism, and Hospitality's Marketing Mix

Product	What the vendor sells Airline—seat Attraction—entertainment or education Car rental—automobile Cruise line—cabin Hotel—room Restaurants and lounges—food and beverage Tour—membership Train—seat or berth
Price	Based on actual costs and perceived value
Place	Where the product is sold Automated distribution Retail outlets
Promotion	How buyers find out about the product
People	Those who sell and service the product

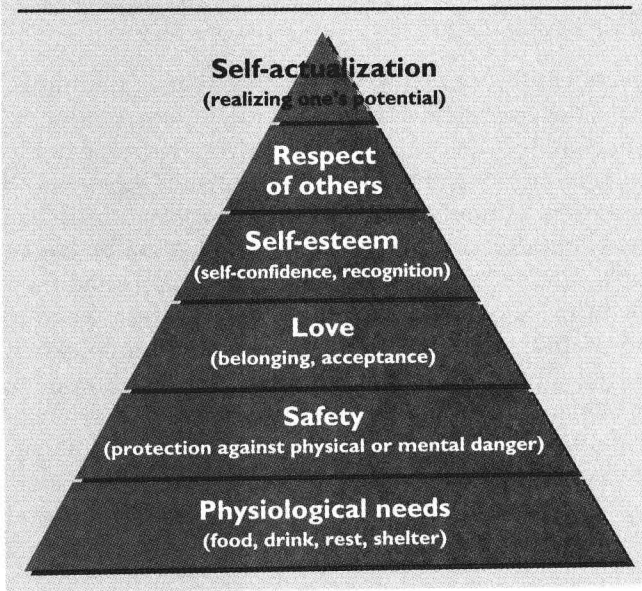
that is, funds not committed to food, mortgage, and all the other basic costs of living. Discretionary travel can be for recreation, family occasions, health, study, religion, or sport. Nondiscretionary travel is usually for business, meetings, or such family occasions as a wedding or a funeral. When times are good, more people travel, and they spend more money.

Until the 1970s, market research was dominated by *demographic segmentation*: the classification of consumers by age, income, level of education, and other quantitative variables. Demographics do not tell the whole story about why people travel, however, so several theories have been offered. Among the most widely considered are those of Abraham Maslow, Stanley C. Plog, and the Stanford Research Institute.

Maslow

According to psychologist Abraham Maslow's theory of motivation, humans have a *hierarchy of basic needs* (see figure I.3). He classified these needs into six levels. Maslow theorized that people strive to satisfy higher needs only when their basic needs are fully satisfied. From this view, it follows that pleasure travel starts as a third-level need (the need for

FIGURE 1.3
Maslow's Hierarchy of Needs



love, romance, and adventure) and is most usually found at the final level—self-actualization.

Plog

Social scientist Stanley C. Plog is widely known for his theories of who travels where, first developed in

1974 when student travel was such big business. With cheap youth fares available, some students took off to explore the world, while others considered spring break at the beach to be the ultimate excursion. The industry wanted to know what these students would do in the future when they entered travel's mainstream. Should the industry build more hotels in Florida or gear up for adventure trips to the Amazon? The answer is, a little bit of both.

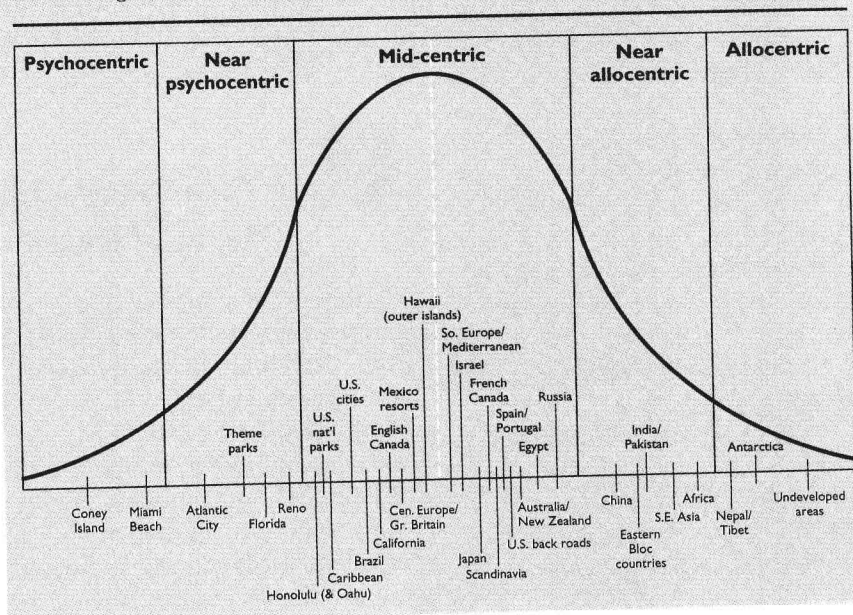
Plog's first study separated travelers into two extremes: the *psychocentrics*, who prefer the familiar in travel destinations, and the *allocentrics*, who prefer novel and different destinations. The bell curve used in his studies placed most travelers as *mid-centric*. Marketing efforts of the time concentrated on getting the psychocentrics to leave home.

Changes in travel patterns since Plog's first research efforts have been dramatic. The basic psychology of the country has changed. Plog's recent studies point out that, among people with sufficient income to pursue travel, it has become a new necessity. Destinations have moved on the curve. Even in times of economic uncertainty, travel plans are only likely to be postponed or scaled back in cost, not abandoned.

Psychographics

Market-research analysts associated with the Stanford Research Institute in Menlo Park, California, have been working for decades to devise the *Values*

FIGURE 1.4
Plog's Psychographic Positions of Destinations—1991
Source: Plog Research, Inc.



and Lifestyles Program (VALS). In an attempt to learn how people's values influence their spending habits, VALS divides Americans into four categories with nine lifestyles or types based on their self-images, their aspirations, and the products they use, in an attempt to learn how people's values influence their spending habits (see figure I.5). This study provides useful knowledge about how to sell intangibles such as travel.

People research, or *psychographics*, as this kind of market research is known, may eventually provide the answers as to who travels when, where, and why. The bottom line is how to apply this informa-

tion to planning, product development, and business.

TECHNOLOGY

Technological advances play a big part in the industry's development. Products made for other reasons, such as the jet airplane, wound up carrying vacationers and businesspeople. The atrium lobby could not exist without elevators. Photography came of age tackling the pyramids. When Cook's tours began operating in Egypt in 1869, English tourists had their pictures taken riding camels and mules, wearing straw hats and high collars, corsets and long skirts, at the foot of the patient Sphinx. One hot European summer in the late 1960s, creative people at Caravan Tours took the then-new invention of air-conditioning, knocked a hole in the roof of a bus, mounted a unit on the roof, and somehow produced the first air-conditioned motorcoach—a marketing coup for the season and an example of technology put to work in the travel business.

Travel innovations since the 1950s have changed the clients to which the industry caters. Then the typical consumer was the individual wanting a custom-made tour. Travel was by ship or train, and at the destination, the traveler's choice of hotel was limited to a center-city hotel or a well-established resort, depending on the trip's reason. Now more than 50 percent of all travelers are groups, corporations, or buying units of some sort; travel is primarily by airplane, and lodging facilities are all over town. History gives us countless examples of how the travel product developed, most often related to a dynamic personality, someone who thought of a new way to use a product, a new service that people would buy, or even a clever turn of a phrase that influenced people's thinking.

More Than Today—The Changing World of Travel

Change is the constant of the travel world. The reluctant travelers who Plog studied were propelled out of their armchairs by the prosperity of the eighties and are now most likely converted to travel. The roving students of the 1970s have entered the mainstream and are still like to travel, but they are busy at home tending to their families. The trend to frequent short vacations is attributed to the needs of this market segment. How will these travelers change the industry in the 21st century?

FIGURE I.5

VALS Lifestyles

► Need-Driven (11 percent of the population)		
Sustainers		Under 35, below-average income, streetwise, median 11th grade education
Survivors		Older, very low income, removed from cultural mainstream, median 8th- to 9th-grade education
► Inner-Directed (19 percent of the population)		
I-Am-Me		Very young, below-average income, impulsive, some college
Experientials		Youthful, average income, artistic, almost half college graduates
Societally Conscious		Mature, above-average income, mission-oriented, majority college graduates and above
► Outer-Directed (68 percent of the population)		
Belongers		Aging, average income, conventional, high school education
Emulators		Young, average income, ambitious, high school education plus
Achievers		Middle-aged, well-above-average income, self-assured, college graduate or more
► Combined (2 percent of the population)		
Integrated		Mature, above-average income, flexible, well educated

KEY TERMS

allocentric, psychocentric, and midcentric travelers	infrastructure
demographics	marketing
goods and services	niche sales
hierarchy of basic needs	psychographics
	VALS

Travelers have been delayed, deregulated, overbooked, hijacked, wind-sheared, and terrorized. Television brings flames, floods, famines, earthquakes, and bomb victims to the world's tourists. The next century is shaping up to be a different time. Environmentally more aware, financially insecure, and politically pushed, people are traveling for new

reasons to new destinations—maybe beyond earth—but they continue to travel.

L Looking Back

- Effective marketing focuses on product, price, place, promotion, and people.
- Market research helps the industry match traveler to destination.
- Maslow, Plog, and the Stanford Research Institute have offered different theories about why and where people travel.
- Technological advances create challenges for industry innovators.
- The industry is subject to the extraordinary changes at work in the world.

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PART ONE

The Travel, Tourism, and Hospitality Product

