

Sixth Edition

TOURISM

The Business of Hospitality and Travel



Roy A. Cook | Cathy H.C. Hsu | Lorraine L. Taylor



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Dedication

To my wife, Gwen, who continues to support and encourage me in the completion of all my writing endeavors.

Roy

To my husband, Thomas Sun, for his TLC and support.

Cathy

To my parents, Robert and Harriet, from whom I inherited an insatiable sense of wanderlust.

Lorraine

CONTENTS

<i>Preface</i>	<i>x</i>	Tourism's Challenges and Opportunities	29
<i>Acknowledgments</i>	<i>xiii</i>	Where Do You Fit in?	31
<i>About the Authors</i>	<i>xiv</i>	Topics Covered in Each Chapter	31
		Summary	32
		You Decide	32
		Net Tour	32
		Discussion Questions	33
		Applying the Concepts	33
		Glossary	33
		References	34
PART 1 The Traveling Public and Tourism Promoters	1		
1 INTRODUCING THE WORLD'S LARGEST INDUSTRY, TOURISM	2	2 MARKETING TO THE TRAVELING PUBLIC	35
Learning Objectives	2	Learning Objectives	35
Chapter Outline	2	Chapter Outline	35
Could a Career in Tourism Be in Your Future?	3	A Ride on the Wild Side!	36
Introduction	4	Introduction	36
Services and Tourism	4	Decisions, Decisions, Decisions	37
What Is Tourism?	5	Information Seeking	39
A Tourism Model	6	It's All in the Details	40
The History of Travel and Tourism	8	Foundations for Understanding Tourist Motivations	41
The Empire Era	8	Push and Pull Motivations	41
The Middle Ages and the Renaissance Era	10	Maslow's Hierarchy of Needs	42
The Grand Tour Era	11	The Travel Career Patterns	44
The Mobility Era	12	The Psychocentric–Allocentric Model	44
The Modern Era	12	Segmenting the Tourism Market	47
Bringing Tourism into Focus	14	Geographic Segmentation	48
Geography Describes the Traveler's World	15	Demographic Segmentation	49
Maps	16	Psychographic Segmentation	49
Reading Maps	17	Product-Related Segmentation	50
Indexes and Locators	19	Putting Segmentation Knowledge to Work	51
Scales	19	Specialized Tourist Segments	54
Legends	19	Business and Professional Travelers	54
Physical Geography	20	Incentive Travelers	56
Landforms and Vegetation	21	SMERFs	56
Water	21	Mature Travelers	57
Climate and Seasons	21	Special-Interest Travelers	59
Human Geography	23	Delivering High-Quality Service	61
Regional Geography	24		
Studying Tourism from Business Perspectives	25		
Marketing	25		
Management	26		
Finance	27		

Summary	62	One Stop Does It All!	91
You Decide	62	Introduction	92
Net Tour	62	Serving Traveler Needs	92
Discussion Questions	63	Why Use Intermediaries?	94
Applying the Concepts	63	One-Level (Direct) Distribution Channels	94
Glossary	63	Two-Level Distribution Channels	95
References	64	Travel Agencies	96
3 DELIVERING QUALITY TOURISM SERVICES	66	Three-Level Distribution Channels	100
Learning Objectives	66	Tour Operators	100
Chapter Outline	66	Tours	101
All's Well That Ends Well?	67	Consolidators and Travel Clubs	103
Introduction	68	Event Planners	103
Quality	69	Tapping the Power of Multiple Distribution	107
Defining Quality	69	Tourism Boards and Other Intermediaries	108
Quality Differences	71	Selling Adds a Personal Touch	109
Service Encounters	71	Acquiring Product Knowledge	110
Service Quality Model	73	Approaching the Client	110
Quality and Customer Satisfaction	76	Qualifying the Client	110
Human Resources: The Key to High-Quality Service	77	Making the Sales Presentation	110
Bringing Employees into the Organization	78	Closing the Sale	111
Working with Organized Labor	79	Following Up	111
Setting the Stage for Peak Performance	79	Building Relationships	112
Achieving and Maintaining Peak Performance	79	Summary	112
Anticipating and Meeting Guest Needs	80	You Decide	112
Building Service Teams	81	Net Tour	113
Service Mistakes	82	Discussion Questions	113
Mistakes Happen	83	Applying the Concepts	113
Be a Can-Do Problem Solver	84	Glossary	114
Service Guarantees	85	References	115
Summary	87	5 CAPTURING TECHNOLOGY'S COMPETITIVE ADVANTAGES	116
You Decide	87	Learning Objectives	116
Net Tour	87	Chapter Outline	116
Discussion Questions	88	Staying on the Cutting Edge	117
Applying the Concepts	88	Introduction	118
Glossary	88	Improving Operating Efficiency and Effectiveness	119
References	89	Management Information Systems	119
4 BRINGING TRAVELERS AND TOURISM SERVICE SUPPLIERS TOGETHER	90	Point-of-Sale Systems	120
Learning Objectives	90	Property Management Systems	121
Chapter Outline	90	Providing Customer Convenience and Enhancing Service	122
		Changing Communication and Distribution Channels	124

Internet and Travel Product Distribution	125	Summary	171
Internet-Based Distribution for Hotels	126	You Decide	172
Internet as a Travel Tool	127	Net Tour	172
The Power of User-Generated Content	128	Discussion Questions	172
Improving Profitability	129	Applying the Concepts	172
Operational Considerations	130	Glossary	173
Revenue Management in Practice	130	References	174
Summary	132		
You Decide	133	7 ACCOMMODATIONS	175
Net Tour	133	Learning Objectives	175
Discussion Questions	134	Chapter Outline	175
Applying the Concepts	134	Expect the Unexpected	176
Glossary	134	Introduction	177
References	135	Oh, So Many Choices!	177
Integrative Cases	136	No Two Are Exactly Alike	178
Whose Money Is It?	137	Living Like a Local	180
Measuring and Managing Employee Turnover at Taste Max Restaurants	138	Same Time, Same Place?	181
Boss or Friend	144	Living, Learning, and Leisure	183
100% Satisfaction Guaranteed	147	Enjoying the Great Outdoors	183
		Rooms, Rooms, and More	184
PART 2 Tourism Service Suppliers 148		Making Sense of Classifications and Ratings Systems	186
6 TRANSPORTATION 149		Lodging Lexicon	188
Learning Objectives	149	Operating Structures	188
Chapter Outline	149	Going It Alone	189
The Graduation Gift	150	Franchising	190
Introduction	151	Management Contracts	191
Surface Transportation	153	Chain Operations	191
Plying the Waves	153	Strength in Numbers	192
Riding the Rails	154	It All Begins with Marketing	192
Canada and the United States Follow Similar Tracks for Rail Service	155	Providing a Home Away from Home	192
Asian and European Rail Service Blazes Ahead	156	Organizing for Success	193
Scenic Railroads	157	Meeting Guests' Needs	194
Cruising the Highways and Byways	158	Achieving Profitable Operations	196
Automobiles	158	Summary	198
Motorcoaches	161	You Decide	199
Important Transportation Links	163	Net Tour	199
Soaring Through the Skies	164	Discussion Questions	199
Operating in a Deregulated Environment	165	Applying the Concepts	200
Decoding the Language of the Airline World	169	Glossary	200
Airports	170	References	201
		8 FOOD AND BEVERAGE 202	
		Learning Objectives	202
		Chapter Outline	202

Sometimes It's More Difficult Than It Seems	203	Museums and Historical Sites	231
Introduction	204	Zoos and Aquariums	232
Major Influences on the Development of Food and Beverage Services	204	Parks and Preserves	233
Travel and Discovery	204	Fairs and Festivals	235
Science and Technology	205	Commercial Attractions	238
Building a Culinary Heritage	206	Amusement Parks	238
The Beginnings of Modern Foodservice Practices	206	Theme Parks	239
Planning to Meet Guest Expectations	207	Gaming	240
It All Comes Down to Rhythm, Timing, and Flow	210	Gaming Segments	241
Adding Value to Food and Beverage Experiences	211	Place Your Bets	243
From Ten to Ten Thousand	213	Shopping	244
Building Profitable Operations	214	Live Entertainment	246
Balancing Payroll Costs with Productivity	215	Sporting Activities	246
Food Quality and Food Costs Are the Results of Effective Purchasing	216	The Performing Arts	247
An Ounce of Prevention Is Worth a Pound of Cure	217	Summary	248
Beverages	219	You Decide	249
Beverage Operations	219	Net Tour	249
Keeping Spirits Under Control	220	Discussion Questions	249
Coffee, Tea, Or?	221	Applying the Concepts	249
Summary	221	Glossary	250
You Decide	222	References	250
Net Tour	222		
Discussion Questions	222		
Applying the Concepts	222		
Glossary	223		
References	223		
9 ATTRACTIONS AND ENTERTAINMENT	225	10 DESTINATIONS	252
Learning Objectives	225	Learning Objectives	252
Chapter Outline	225	Chapter Outline	252
So Many Things to Do and So Little Time	226	Dreams Can Come True	253
Introduction	227	Introduction	254
A World of Opportunities	228	From Resorts to Urban Destinations	255
Foundations for Understanding Attractions and Entertainment	229	Classifying Destinations	255
Heritage Attractions	231	Far from the Maddening Crowd	258
		Links to the Past	259
		Seasonal Delights	260
		Spotlight on Sporting Activities	261
		Snow Holiday Resorts	261
		Golf Resorts	262
		Year-Round Playgrounds	264
		Spas	264
		Cruise Ships	265
		Casino Resorts	272
		Integrated Resorts	273
		Bright Lights and City Sights	273
		Building on Success	274
		Summary	275
		You Decide	275

Net Tour	275	Summary	322
Discussion Questions	276	You Decide	323
Applying the Concepts	276	Net Tour	323
Glossary	276	Discussion Questions	323
References	277	Applying the Concepts	323
Integrated Cases	278	Glossary	324
Flying the Competitive Skies:		References	324
U.S. Airline Industry	279		
Georgia's Restaurant Businesses	288		
Taking a Dive	293		
PART 3 The Tourism Environment 299			
11 ECONOMIC AND POLITICAL IMPACTS OF TOURISM 300		12 ENVIRONMENTAL AND SOCIAL/ CULTURAL IMPACTS OF TOURISM 326	
Learning Objectives	300	Learning Objectives	326
Chapter Outline	300	Chapter Outline	326
Chamber Director Headache #1456	301	Reflecting on the Future	327
Introduction	302	Introduction	328
Looking to Tourism for Economic Growth and Vitality	304	Tourism and the Environment	328
Comparative Advantage	304	Defining Carrying Capacity	329
Tourism and Foreign Exchange Rates	305	Determining Carrying Capacities	330
The Multiplier Concept	305	Environmental Impacts of Tourism	332
Realizing Tourism's Export Potential	306	Social and Cultural Impacts of Tourism	335
What Goes Around Comes Around	306	Host Community	335
Tracking the Impact of Tourism Expenditures	308	Social and Cultural Benefits of Tourism	336
Economic Impact Analysis	309	Using Culture to Attract Tourists	337
Other Economic Impacts	311	Unintended Consequences of Tourism on Culture	338
Potential Problems in Tourism-Based Economies	311	The Demonstration Effect	339
Tourism in the Economic Balance	313	A Dark Side to Tourism's Promise of Economic Benefits	340
Tourism and Politics	313	External Influences and Internal Problems	341
The Role of Government in Tourism	314	Summary	342
Tourism Promotion Agencies	316	You Decide	343
Public/Private Organizations	317	Net Tour	343
Chambers of Commerce and Convention and Visitors Bureaus	317	Discussion Questions	343
Convention Centers	317	Applying the Concepts	344
Tourism Planning	320	Glossary	344
Political "Tugs of War" Over Tourism	321	References	344
		13 SUSTAINING TOURISM'S BENEFITS 346	
		Learning Objectives	346
		Chapter Outline	346
		Green's the Dream	347

Introduction	348	Vocation and Real Estate Tourism	381
When Is Tourism Too Much of a Good Thing?	348	Space Tourism	381
Planet	349	Marijuana Tourism	382
People	351	Meeting Future Tourists' Needs	382
What's in a Name?	352	Transportation Transformations	384
Ecotourism	353	Moving into an Era of Competitive Cooperation and Consolidation	385
Niche Markets	355	Service Enhancements	387
Establishing Standards	357	Amplifying Guests' Experiences	388
Going Green	359	Safety and Security Strides	389
A Future of Sustainability	363	Keeping the Human Touch	390
Summary	364	The Green Frontier	390
You Decide	364	Tourism Research	391
Net Tour	365	Types of Tourism Research	392
Discussion Questions	365	Who Conducts Tourism Research?	393
Applying the Concepts	365	Who Needs and Uses Tourism Research?	394
Glossary	365	When, Where, and How Is Tourism Research Conducted?	394
References	366	Tourism Research Is Hard to Do	395
14 THE FUTURE OF TOURISM	368	Conclusion	395
Learning Objectives	368	You Decide	396
Chapter Outline	368	Net Tour	396
On the Road Again	369	Discussion Questions	396
Introduction	370	Applying the Concepts	396
The Shape of Coming Tourism Markets	370	Glossary	397
Demographic Shifts	371	References	397
Travelers with Disabilities and Special Needs	375	Integrated Cases	399
Changes in Business, Professional, and Conference Travel	376	It's Not a Bird House	400
Emerging Tourism Markets	377	Coping with Crisis	403
Slow Tourism	377	Any City Can be a Tourist Destination	406
Adventure and Extreme Tourism	378	Struggling to Serve the Cannabis Tour Niche	412
Medical Tourism	380	<i>Glossary</i>	419
		<i>Index</i>	427

PREFACE

This text provides a holistic view of the tourism industry through the use of cases and real world examples. We have taken a global perspective with numerous international examples and included current trends and industry developments in every industry segment.

We set out to write a book that would be as interesting and multifaceted as the field itself. Like the five previous editions, the sixth edition of *Tourism: The Business of Hospitality and Travel* features a conversational style, making it fun to read, yet providing a thorough overview of the tourism industry, giving balanced coverage to each component part. The role of travel intermediaries, technology, transportation modes, accommodations, cruise lines, destinations, attractions, and food and beverage operations are all covered in detail. As the importance of the industry has continued to grow we have paid increasing attention to the economic, political, environmental, and social/cultural impacts of tourism and the critical issues of sustainability.

As our title suggests, we look at the tourism industry through the lens of business, specifically by considering the management, marketing, and finance issues most important to industry members. In addition, the book starts with a comprehensive model of tourism and unfolds by considering each piece of the model in succession. All students should find the book enjoyable and educational, no matter which facet of the industry they find most interesting.

New to the Sixth Edition

We have built on the success of the previous editions of *Tourism: The Business of Hospitality and Travel* and created an even better learning tool in the sixth edition.

A new four-color format is intended to enhance engagement with a text students have already said they enjoy learning from and reading. Additional key additions and revisions include:

- We have addressed the ways that environmental and sustainability issues have continued to grow in importance throughout the industry by highlighting key issues and emerging trends. Chapters 12 and 13 include an expanded discussion of the triple bottom line for evaluating the impacts of tourism and sustainability.
- We have added a significant number of academic references in all chapters for readers who are seeking resources for more in-depth analyses and discussions.
- We increased coverage of the rapidly evolving impact of technology on the tourism industry and expanded coverage of the dynamics of distribution. Chapter 4 discusses the growing importance of social media to tourism and Chapter 5 includes coverage of beacon technology, for example.
- We increased the presence of international practices and perspectives with multiple new examples.
- Chapter 3 includes an expanded discussion of human resources in the context of the service-profit chain, especially as it relates to improving and maintaining service delivery.
- Chapter 10 includes enhanced coverage of cruise line topics with the addition of new material, especially the growth in fleets and river and Asian cruises.

Who Should Use This Book

We designed this sixth edition of *Tourism: The Business of Hospitality and Travel* so that it can be tailored to suit a variety of needs. Its engaging writing style and hundreds of updated industry examples make it the perfect textbook for students taking their first hospitality or tourism class. The thoroughness of content also makes it suitable for upper-level hospitality and tourism courses. To meet the advanced critical-thinking needs of junior and senior students, we have augmented the text's basic content with integrative cases that they can use to apply their knowledge and refine their problem-solving skills.

No matter how experienced the instructor or students, we believe this sixth edition is one that professors can teach with, not simply from. The various text features and teaching supplements allow each instructor to develop the course to fit his or her style to successfully deliver the content in a way that engages and inspires students.

How the Text Is Organized

The sixth edition of *Tourism: The Business of Hospitality and Travel* introduces students to an integrative model of tourism as a dynamic industry and then unfolds, considering each of the model's components in turn. Part 1 focuses on the traveling public and tourism promoters, explaining the importance of providing quality service, the critical linking role of distribution channel members, and the importance of technology to all industry participants. Part 2 familiarizes students with each of the tourism service providers in turn, beginning with transportation and concluding with destinations and resorts. Part 3 elevates students' attention to macro-issues facing the industry, such as the important impacts tourism can have on host communities and the world. Each part of the book is followed by several integrative cases.

Special Features

Tourism: The Business of Hospitality and Travel includes a variety of features to support student engagement and understanding and to allow instructors the greatest flexibility in teaching their courses.

- Every chapter opens with learning objectives and a detailed outline.
- Every chapter features an engaging opening vignette that illustrates a major component of the chapter and then is mentioned again within the chapter pages.
- All chapters include ethical/critical-thinking dilemmas (termed “You Decide”) that are useful in generating class discussion and encouraging students to practice critical-thinking skills. Each “You Decide” is written to be especially relevant to the chapter in which it appears.
- Every chapter includes tables and figures that will help students understand the more abstract concepts and theories presented.
- For Your Information (FYI) boxed items are sprinkled throughout the chapters. These items serve as examples of chapter concepts and provide helpful travel tips or useful business information.
- Every chapter includes “Tourism in Action” topics that provide students with in-depth industry examples.
- Discussion questions at the end of every chapter are based on the learning objectives and are intended to help students retain and deepen their understanding of text material.

- The “Applying the Concepts” section within each chapter offers professors and students a variety of thought-provoking topics to explore or to use as a blueprint for applying newly acquired knowledge.
- Key terms are listed at the end of each chapter and a full glossary is placed at the end of the book.
- Integrative cases follow each major section of the textbook, offering the instructor supplemental material and examples for student discussion.

Instructor Resources

To fulfill our goal of making this sixth edition of *Tourism: The Business of Hospitality and Travel* customizable for individual instructor needs, we have developed a comprehensive instructor’s toolkit of resources. The instructor’s manual includes the usual elements—detailed chapter outlines and a test bank—but also includes supplemental lecture material and discussion guides to support the cases provided in the text. In addition, discussion suggestions are offered throughout the chapter outlines to generate student debate on several of the textbook features, such as the “You Decide” chapter dilemmas. The power of the written word in our text is also supported with PowerPoint slides.

To access supplementary materials online, instructors need to request an instructor access code. Go to www.pearsonhighered.com/irc, where you can register for an instructor access code. Within forty-eight hours after registering, you will receive a confirmation email, including your instructor access code. Once you have received your code, go to the site and log on for full instructions on downloading the materials you wish to use.

ACKNOWLEDGMENTS

We would like to thank those educators who reviewed our text for this sixth edition and made it better through their suggestions and constructive criticism: Ping He, Troy State University; Karen Trevino, Pulaski Technical College; and Wayne Smith, College of Charleston.

Our colleagues and students in the School of Business Administration at Fort Lewis College have always supported and challenged us to remain current and continually improve each edition of this textbook. We would also like to thank our colleagues at The Hong Kong Polytechnic University, School of Hotel and Tourism Management, who provided expert knowledge and updated information about various subject areas in the travel and tourism field. Their generosity made the updating of the book a much easier and enjoyable process.

We would also like to add a special thank you for the support of two dedicated librarians, Lateka Grays, University of Nevada, Las Vegas and Shane Roopnarine, University of Central Florida who provided invaluable research support.

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Roy A. Cook, DBA (Mississippi State University), is Professor Emeritus, Fort Lewis College, Durango, Colorado. He has written several textbooks: *Tourism: The Business of Hospitality and Travel*, *Human Resource Management*, *Meeting 21st Century Challenges*, *An Accidental Hotelier* and *Guide to Business Etiquette*. He also serves as the editor of *The Source: A Guide to Academic Journals and Publishing Opportunities in Hospitality, Leisure, Tourism & Travel* (now in its third edition). He has authored over 100 articles, cases, and papers based on his extensive working experiences in the tourism and hospitality industry and research interests in the areas of strategic management, tourism, human resource management, communications, and small business management. In addition to serving as past editor of *Annual Advances in Business Cases*, he serves on the editorial boards of the *Journal of Teaching in Travel and Tourism*, *Journal of Case Studies*, the *Business Case Journal*, and the *Journal of Business Strategies*. He is a long-standing member of the International Society of Travel and Tourism Educators, Academy of Management, and Society for Case Research (past President and Executive Director). Dr. Cook served as Associate Dean of the School of Business Administration at Fort Lewis College and as the Director of the Colorado Center for Tourism Research. He taught courses and consults in Tourism and Resort Management, Human Resource Management, Strategic Management, and Small Business Management.

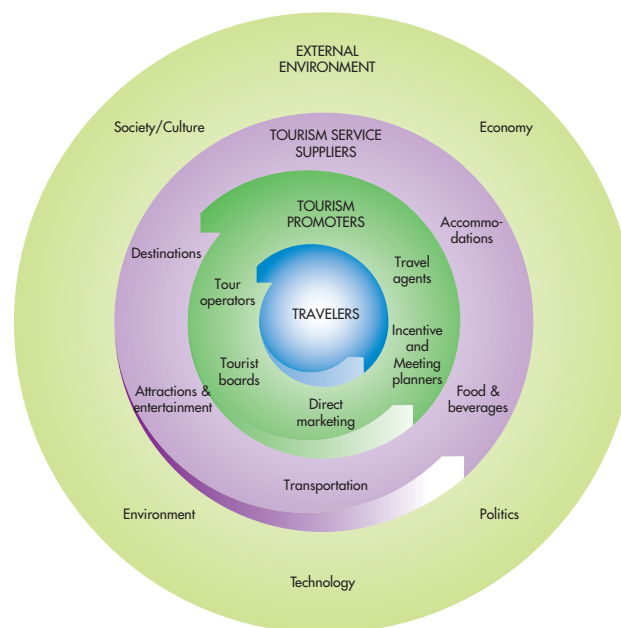
Cathy H. C. Hsu, PhD (Iowa State University), is the Chair Professor of Hospitality and Tourism Marketing in the School of Hotel and Tourism Management at The Hong Kong Polytechnic University (PolyU). Prior to joining PolyU in July 2001, she taught in the United States for 12 years in two different state universities. She is the lead author of the books *Tourism Marketing: An Asia-Pacific Perspective*, published in 2008 by John Wiley & Sons Australia, Ltd., and *Marketing Hospitality*, published in 2001 by John Wiley & Sons. She has coedited a book, *Tourism and Demography*, published by Goodfellow Publishers, Ltd., in 2011. She is the editor and chapter author of the book, *Legalized Casino Gaming in the U.S.: The Economic and Social Impact*, published in 1999, and of the book, *Casino Industry in Asia Pacific: Development, Operations, and Impact*, published in 2006, both by The Haworth Hospitality Press. Her research foci have been tourism destination marketing, tourist behaviors, hotel branding, service quality, and the economic and social impacts of casino gaming. She has over 200 refereed publications. She is the Editor-in-Chief of the *Journal of Teaching in Travel and Tourism* and serves on 10 journal editorial boards. She received the John Wiley & Sons Lifetime Research Achievement Award in 2009 and International Society of Travel and Tourism Educator's Martin Oppermann Memorial Award for Lifetime Contribution to Tourism Education in 2011.

Lorraine L. Taylor, PhD (Clemson University) is an Assistant Professor of Management in the School of Business Administration at Fort Lewis College in Durango, Colorado. There, she teaches courses in the Tourism and Hospitality Management concentration including Sustainable Tourism, Event Management, and Critical Issues in Tourism and Hospitality Management. Prior to earning her doctorate, she pursued a career in the hotel industry and worked for Walt Disney World, Marriott International, and the Five Star and Five Diamond rated Sanctuary at Kiawah Island Golf Resort. She also worked as an inspector for a luxury hotel guidebook, Condé Nast Johansens. Dr. Taylor's research interests are in tourists' motivations, decision making, and behavior. Her current projects apply these concepts to the development of profiles in niche markets. She is a member of the Travel and Tourism Research Association, the International Society of Travel and Tourism Educators, and the North American Case Research Association. She sits on the editorial review board for the *e-Review of Tourism Research* and also reviews for *Event Management*.

The Traveling Public and Tourism Promoters

CHAPTERS

- 1 Introducing the World's Largest Industry, Tourism
- 2 Marketing to the Traveling Public
- 3 Delivering Quality Tourism Services
- 4 Bringing Travelers and Tourism Service Suppliers Together
- 5 Capturing Technology's Competitive Advantages



An integrated model of tourism.

CHAPTER 1

Introducing the World's Largest Industry, Tourism

Travel is fatal to prejudice, bigotry, and narrow-mindedness.

—MARK TWAIN

LEARNING OBJECTIVES

After you have read this chapter, you should be able to:

1. Understand and explain the basic definition of tourism.
2. Identify the major participants and forces shaping the tourism industry.
3. Explain historical factors that encouraged the development of tourism activities.
4. Explain the impact of physical, human, and regional geography on tourism activities.
5. Explain why tourism should be studied from marketing, management, and financial perspectives.
6. Identify future challenges and opportunities facing the tourism industry.
7. Discuss career prospects in the tourism industry.

CHAPTER OUTLINE

Could a Career in Tourism Be in Your Future?

Introduction

Services and Tourism

What Is Tourism?

A Tourism Model

The History of Travel and Tourism

- The Empire Era
- The Middle Ages and the Renaissance Era
- The Grand Tour Era
- The Mobility Era
- The Modern Era

Bringing Tourism into Focus

Geography Describes the Traveler's World

Maps

- Reading Maps
- Indexes and Locators
- Scales
- Legends
- Physical Geography
- Landforms and Vegetation
- Water
- Climate and Seasons
- Human Geography
- Regional Geography

Studying Tourism from Business Perspectives

- Marketing
- Management
- Finance

Tourism's Challenges and Opportunities
 Where Do You Fit In?
 Topics Covered in Each Chapter
 Summary
 You Decide

NetTour
 Discussion Questions
 Applying the Concepts
 Glossary
 References



Tourism is a Worldwide and Growing Phenomenon. Prasit Rodphan/Shutterstock

Could a Career in Tourism Be in Your Future?

From the day he entered the hospitality management program at Central Piedmont Community College, Bruce Moss knew he wanted to be in the business of serving people. The twists and turns his career took after graduating have been as varied and exciting as the industry that became part of his life—tourism. Bruce's career began with a bang and soon skyrocketed. It started with the job of assistant manager at a 177-room Ramada Inn franchise in Charlotte, North Carolina, right after graduation. He was soon promoted to the position of general manager at another Ramada Inn with the same company in Clearwater, Florida. Based on his successful track record of profitable operations, he was recruited to open the 244-room Tampa Airport Hilton. The promotions and opportunities just kept coming.

Just six years after graduation, Bruce was recruited to fill the position of director of Front Office Operations of the Innisbrook Westin Resort, a four-star, four-diamond golf/tennis resort in Palm Harbor, Florida. After two short years, he was promoted to vice president/resident manager of this resort complex covering 1,000 acres with over 1,200 condominium units, three championship golf courses, four restaurants, over 60,000 square feet of banquet space, and a staff of 1,000 employees.

Like almost everyone in the tourism industry, Bruce was presented with many new and challenging opportunities on a regular basis. His next assignment found him moving from the seashore to the mountains as he accepted a transfer to Innisbrook's sister property, Tamarron Resort, high in the Colorado Rockies. "Bitten by the resort operations bug," Bruce decided to complete a four-year degree in tourism to open up even more opportunities. Armed with additional education and a broad base of operational experience, expanded career opportunities led him to general manager positions at Purgatory Village in Durango, Colorado, and later in Jackson Hole, Wyoming.

His most recent career move finds Bruce as a business owner, serving all segments of the tourism industry. After 25 years of serving the traveling public, Bruce and his wife

Lori purchased a central reservations business, which books lodging, destination activities, and vacation packages for individuals and groups traveling to the southwest Colorado region. Achieving success in this multimillion-dollar tourism operation hasn't happened by accident. Intensive employee training focused on the highest quality customer service and constant technology investments (over \$100,000 in just one year) keep Gateway Reservations (<http://www.gatewayreservations.com>) on the cutting edge of service delivery.

As you approach the study of tourism, let your imagination soar, learning all you can to prepare yourself to grow as your career advances. Like Bruce, who earned two degrees in hospitality/tourism management and continues to maintain his Certified Hotel Administrator (CHA) designation, never stop learning. The opportunities that await you are endless.

Introduction

Welcome to the study of a dynamic group of industries that have developed to serve the needs of travelers worldwide—**tourism!** Tourism is the **business** of hospitality and travel. Whether we are travelers or we are serving travelers' needs, this exciting and demanding group of visitor services industries touches all of our lives. In this book, you will explore the many and varied segments of this multifaceted industry. As you learn more about tourism, begin thinking about the future challenges and opportunities that lie ahead for all of these industries and how they may influence your life.

Services and Tourism

Services and tourism go hand in hand. You will learn more about services in Chapter 3. However, as we begin our study of tourism, it is important to know that these activities make a significant economic impact on almost every nation in the world! Services are growing at a faster rate than all agricultural and manufacturing businesses combined. In fact, tourism-related businesses are the leading producers of new jobs worldwide.

Tourism has developed into a truly worldwide activity that knows no political, ideological, geographic, or cultural boundaries. For a long time, tourism was disparate and fragmented, but as this industry has continued to grow and mature, a sense of professional identity has emerged. It has formed lobbying groups such as the World Travel and Tourism Council (WCTT), which includes executives of airlines, hotel chains, and travel agents among its members and concentrates on making the case for tourism's global importance and economic value. The future prospects for tourism are brighter than ever as people continue to travel for work or pleasure. "Given its historical performance as a luxury good during expansions and a necessity during recessions, travel and tourism's future economic prospects look quite bright" (p. 51).¹ As we will see later, the growth and popularity of tourism activities have not been accidental. Growth projections indicate that tourism will support almost 350 million jobs worldwide by 2025. This will be an increase of over 70 million jobs when compared to 2015.²

Tourism has become more than just another industry; it has developed into an important part of the economic fabric of many communities, regions, and countries. Tourism activities have historically demonstrated a general upward trend in numbers of participants and revenues. Tourism is one of the few industries that is sensitive to economic ups and downs, and yet at the same time rebounds quickly from any negative economic conditions or other environmental impacts. Even in the face of a dramatic credit crunch, an economic slump, and political uncertainty, the impact on international tourism was not as severe as the downturn experienced in foreign trade and industrial production.³ "Over the past six decades, tourism has experienced continued expansion and diversification, to become one of the largest and fastest-growing economic sectors in the world" (p. 2).⁴

What Is Tourism?

As tourism-related activities have grown and changed, many different definitions and ways of classifying the industry have emerged. Use of the term *tourism* has evolved as attempts have been made to place a title on a difficult-to-define group of naturally related service activities and participants. As we embark on our study of tourism, it is helpful to begin with a common definition that has been accepted for decades: “the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs.”⁵

As our definition shows, tourism includes a wide array of people, activities, and facilities, and most people would agree that it is a unique grouping of industries that are tied together by a common denominator—the traveling public.

Can you describe tourism in your own words? Take a moment to think about this question. You might find it easy to answer this question in general terms, but more difficult to answer if you were asked to provide specific details. In fact, you might find yourself facing a task similar to the one depicted in Figure 1.1. Tourism is much like the elephant: diverse and sometimes hard to describe, but, just like the elephant, too big to be ignored.

Specific segments of tourism, such as air transportation, theme parks, eating and drinking establishments, lodging and accommodations, and museums, have their own industrial classification codes in every industrialized country. However, the overall grouping of related activities and organizations that come together to create the more comprehensive tourism industry does not have its own distinctive industry code. To address this concern organizations such as the WTTC and the United Nations World Tourism Organization (UNWTO) have spearheaded efforts to highlight the breadth and economic impact of tourism. Even though tourism may not be classified as a distinct industry, it is generally agreed that “[t]ourism” appears to be becoming an acceptable term to singularly describe the activity of people taking trips away from home and the industry which has developed in response to this activity.”⁶

FIGURE 1.1

The blind men and tourism.

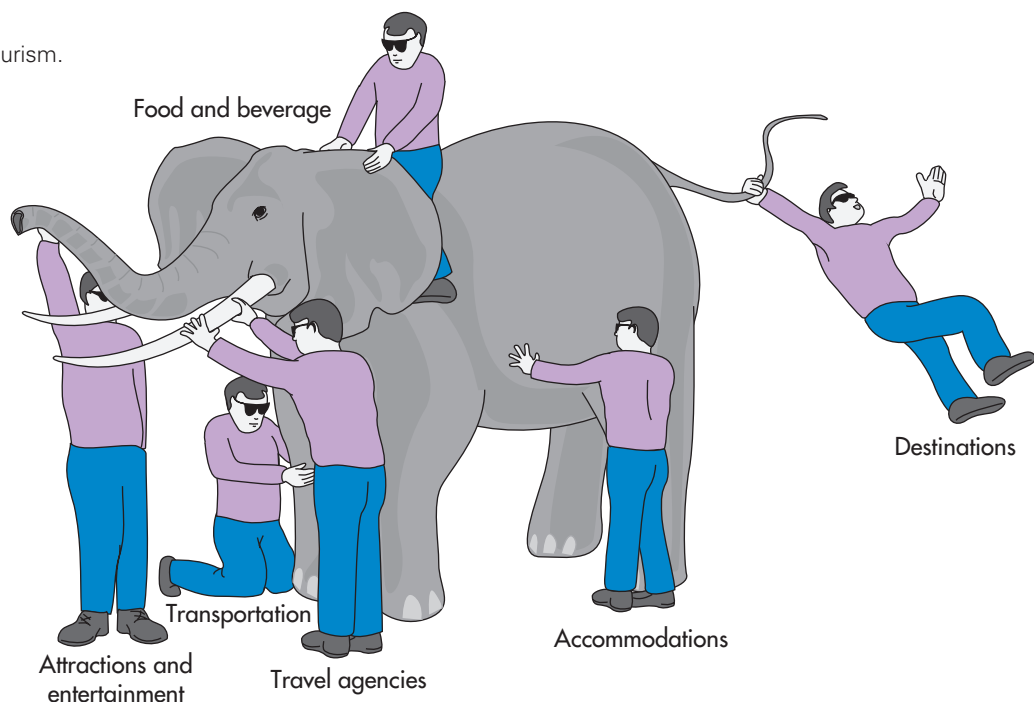


Table 1.1 Components of the Tourism Industry

Accommodation Services	Food and Beverage Services
Railway Passenger Transport Services	Road Passenger Transport Services
Water Passenger Transport Services	Air Passenger Transport Services
Transport Equipment Rental Services	Travel Agencies and Other Reservation Services
Cultural Services	Sport and Recreational Services
Country-Specific Tourism Goods	Country-Specific Tourism Services

Based on: International Recommendation for Tourism Statistics 2008, UNWTO, 42.

Both the WTTC and UNWTO track and report tourism statistics to highlight the size, scope, and impact of tourism-related businesses. Comparable data from around the world is made possible through the use of a common definition of tourists or visitors. As defined by UNWTO, tourism is a social, cultural, and economic phenomenon, which entails the movement of people to countries and places outside their usual environment for personal or business/professional purposes. These people are called visitors . . . and tourism has to do with their activities, some of which involve tourism expenditure.⁷ The U.S. Travel Association has taken the commonly agreed upon definition of tourism and restricted its scope by defining these activities as trips away from home of 50 miles or more, one way, or trips that include an overnight stay in paid accommodations.⁸

By using a common umbrella definition, data can be collected and analyzed for each of the industry subgroupings shown in Table 1.1 in [Tourism Satellite Accounts](#).

Even as the debate continues for a common definition, it has been suggested that the definition be expanded to include the concept of displacement. This inclusion would expand the definition to capture, “the decision of tourists to leave the familiar behind in order to participate in something new” (p. 122).⁹ Because definitions conjure up different meanings and can be used for different purposes, some critics have suggested using a term other than *tourism* to describe the industry. One of these suggestions has been to use a more inclusive and descriptive term such as “visitor-service industry.”¹⁰ For convenience and ease of understanding, however, we will refer to tourism as an industry in this book.

A Tourism Model

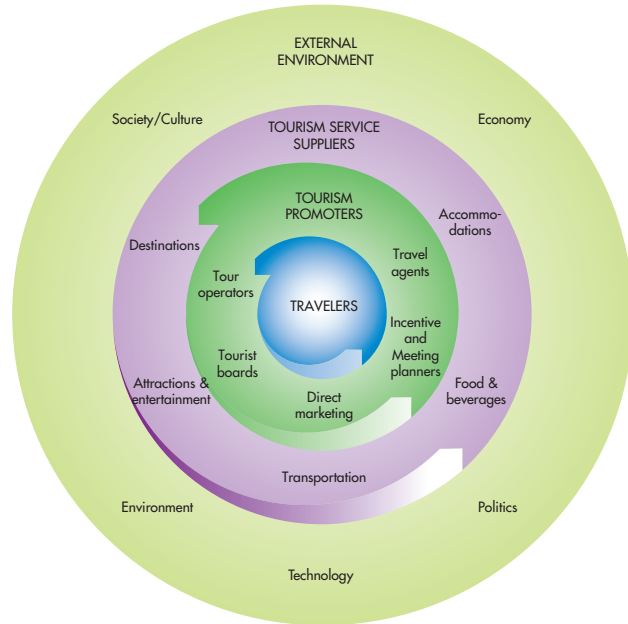
In an attempt to overcome some of the problems encountered in describing tourism, the [model](#) presented in Figure 1.2 was developed to highlight important participants and forces that shape the tourism industry. The model, like a photograph, provides a picture that begins to capture the dynamic and interrelated nature of tourism activities. This model can be used as a reference throughout the entire text. Although many of the terms in our tourism model may not be familiar at this time, you will be learning more about each one and its importance in later chapters.

As you study our tourism model, notice its open nature and how each of the segments is related to the others. Let’s begin our study of tourism by looking at travelers (tourists), who serve as the focal point for all tourism activities and form the center of our model. Radiating from this focal point are three large bands containing several interdependent groups of tourism participants and organizations.

Individual tourists may deal directly with any of these tourism service suppliers, but they often rely on the professional services provided by tourism promoters shown in the first band of our model. Tourism promoters, such as travel agencies and tourist

FIGURE 1.2

An integrated model of tourism.



boards, provide information and other marketing services. Moving to the next band of our model, we see key tourism suppliers who provide transportation, accommodations, and other services required by travelers.

Tourism suppliers may provide these services independently; they may compete with each other; and, at times, they may work together. For example, airline, bus, railroad, cruise ship, and car rental companies may compete individually for a traveler's business. However, they may also team up to provide cooperative packages such as fly-ride, fly-cruise, and fly-drive alternatives. Or, as airlines have discovered, they must establish strategic alliances with many other carriers to provide seamless travel across states, nations, and continents. Hotels and resorts may also compete against each other for the same traveler's patronage yet cooperate with transportation providers to attract tourists to a specific location. Service providers representing all segments of the tourism industry may often work together to develop promotional packages designed to attract tourists to destinations.

How closely these individuals and organizations work together is ultimately influenced by the forces shaping the face of tourism activities. As our model shows, the tourism industry does not operate in a vacuum. All of the participants, either individually or as a group, are constantly responding to a variety of social/cultural, political, environmental, economic, and technological forces. These forces may range from subtle changes, which are noticeable only after many years, to more dramatic changes, which have immediate and visible impacts. Examples of these forces can be found all around us.

Gradual changes may be noticed in destinations that were once fashionable but eventually faded in popularity, such as Niagara Falls on the Canadian/U.S. border and Brighton in England. Similar shifts can also be seen in transportation. Steamship passage across the North Atlantic was eclipsed by the faster and more efficient airplane, which opened new horizons for travelers. Immediate impacts can be seen in sudden shifts brought about by currency devaluations, wars, fuel shortages, natural disasters, and economic conditions.¹¹ Rapid adoption of new technologies such as the Internet can have immediate and far-reaching impacts on tourism activities and service providers. A country that was once avoided may suddenly become a popular tourism destination because it is more affordable or accessible. Conversely, a once-popular destination may be avoided because of a recent natural disaster or political upheaval.

The number of travelers from and to nations also varies dramatically due to political and economic changes. Through the year 2020, Europe will continue to see the largest number of tourist arrivals followed by East Asia and the Pacific and then the Americas. At the country level, China will be the largest tourist receiving country by 2020, surpassing France, and the United States.¹² Now that China has developed a sizable middle class due to its economic growth, it has become the biggest Asian nation in terms of outbound travelers and a domestic market that is growing 15% to 20% a year.^{6,13}

Let's look at how our model might work. Suppose you (a tourist) want to visit a sunny beach or a snow-covered mountain. You might begin planning your trip by browsing the websites of different airlines, condominiums, hotels, and/or resorts (tourism service suppliers) searching for possible flight schedules and accommodation options. You could simply call a travel agent (tourism promoter) who would search out the best alternatives to meet your needs, rather than spending time and money contacting each supplier. Another option would be taking a "virtual trip" to your desired destination by browsing offerings on the Internet. Finally, you could contact your preferred destinations' local chambers of commerce or visitors' bureaus to learn more about their offerings.

As you progress through this book, we will focus our attention on specific features of our model, learning more about each component and how it interacts with other components of the tourism industry. We will begin our journey into the study of tourism by looking back in time to discover the origins of these activities and the foundations they laid for tourism as we know it today.

The History of Travel and Tourism

Table 1.2 lists some of the milestones in the development of tourism. Long before the invention of the wheel, travel occurred for a variety of reasons. In the beginning, it was simple. As seasons changed and animals migrated, people traveled to survive. Because these early travelers moved on foot, they were confined to fairly small geographic areas. Travel may have remained a localized experience, but people by nature are curious. It is easy to imagine these early travelers climbing a mountain or crossing a river to satisfy their own sense of adventure and curiosity as they sought a glimpse of the unknown.

We can only guess at the wonder and amazement of early travelers as they made each new discovery. However, there is a rich history of people and cultures that forms the foundation of tourism. History provides important insights into the reasons for travel and the eventual development of tourism. Based on early records, we know that many cultures and nations moved great armies and navies to conquer and control resources and trade routes. Although military forces often traveled great distances, it was probably not until the emergence of the Egyptian, Eastern Mediterranean, and Roman Empires that travel began to evolve into tourism as we know it today.

Early recorded history provides a glimpse into ancient tourism activities. The Phoenicians, like many travelers, were interested in travel because of a sense of curiosity and discovery as well as a means of establishing trade routes. Although written records are scarce, other peoples such as the Mayans on the Gulf Coast of what is now Mexico and the Shang Dynasty in what is now present-day China probably traveled for many of the same reasons as the Phoenicians. Evidence of their travels can be found in the artifacts they collected during their journeys to faraway places. One thing we know for sure is that as civilizations became established and spread geographically, travel became a necessity.

The Empire Era

The point at which simple travel evolved into the more complex activities of tourism is hard to identify. However, tourism as an industry probably began to develop during the

Table 1.2 Milestones in the Development of Tourism

Prerecorded history	Travel begins to occur out of a sense of adventure and curiosity.
4850 B.C.–715 B.C.	Egyptians travel to centralized government locations.
1760 B.C.–1027 B.C.	Shang Dynasty establishes trade routes to distant locations throughout the Far East.
1100 B.C.–800 B.C.	Phoenicians develop large sailing fleets for trade and travel throughout their empire.
900 B.C.–200 B.C.	Greeks develop common language and currency, and traveler services emerge as city-states become destinations.
500 B.C.–A.D. 300	Romans improve roads, the legal system, and inns to further travel for commerce, adventure, and pleasure.
A.D. 300–A.D. 900	Mayans establish trade and travel routes in parts of Central and North America.
A.D. 1096–A.D. 1295	European travel on failed religious crusades to retake the Holy Lands from Muslim control introduces these military forces to new places and cultures.
A.D. 1275–A.D. 1295	Marco Polo's travels throughout the Far East begin to heighten interest in travel and trade.
14th–16th centuries	Trade routes develop as commercial activities grow and merchants venture into new territories.
A.D. 1613–A.D. 1785	Grand Tour Era makes travel a status symbol for wealthy individuals seeking to experience cultures of the civilized world.
18th–19th centuries	Industrial Revolution gives rise to technological advances, making travel and trade more efficient and expanding markets; increasing personal incomes make travel both a business necessity and a leisure activity.
1841	Thomas Cook organizes first group tour in England.
1903	Wright Brothers usher in era of flight with the first successful aircraft flight.
1913	Westinghouse Corporation institutes paid vacations for its workers.
1914	Henry Ford begins mass production of the Model T.
1919	First scheduled airline passenger flight debuts between London and Paris.
1945	World War II ends and ushers in new era of prosperity, giving rise to millions of people with the time, money, and interest to travel for pleasure and business.
1950	Diners Club introduces the first credit card.
1952	Jet passenger service is inaugurated between London and Johannesburg, South Africa.
1950s	Rapid expansion of hotel and motel chains in the United States via franchise agreements.
1978	Competition on routes and fares begins with signing of Airline Deregulation Act.
1978	American Airlines expands access to electronic reservation system, SABRE, to travel agencies.
1984	The State Council of China approves the organization of tours to Hong Kong and Macao for mainland residents visiting relatives, which was the prelude to the outbound tourism of Chinese citizens.
1996	Expedia is founded as a division of Microsoft.
2000	TripAdvisor is founded.
2001	Dennis Tito launches the advent of space tourism as he pays \$20 million for an eight-day vacation aboard the International Space Station.
2001	Transportation Security Administration (TSA) in the United States is created to ensure airline passenger safety in the wake of the September 11th terrorist attacks on the World Trade Center in New York City and the Pentagon in Washington, D.C.
2002	The euro currency is introduced, signaling liberalization of travel among member nations of the European Union.
2004	Mark Zuckerberg, a Harvard student, launches a social networking service Facebook.com.
2007	Air Bed and Breakfast (AirBnB) launched, signaling a wave of new services such as Uber and an expanding sharing economy in tourism services.
2011	Google provides an online flight-booking service, Google Flights, to public.