

GHL 2365 - Tourism

GHL 2365 - TOURISM

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INTRODUCTION

Global Hospitality Leadership 2365 – Tourism

This course is essentially an introduction to tourism course. The following are the course description and objectives:

Course Description: An overview of the history and implications of travel and tourism as an economic, political, and cultural force, and the effect of tourism development on the quality of life of the host society.

Course Objectives:

1. Explain the dimensions of the tourism system, as well as its structure and scope.
2. Discuss the dynamics and interactive nature of travel and tourism.
3. Identify major trends in the USA and international tourism.
4. Identify major participants and forces shaping travel and

- tourism and discuss the challenges and opportunities.
5. Analyze the importance of travel and tourism on the economy of the world with regards to political, environmental, and social/cultural impacts of tourism.

This alternative textbook serves as a resource to prepare for in class discussions. Much more detail will be discussed in class that will be on exams and quizzes. Quizzes are only done in class. . So, it is important to be in class.

PART I

WHAT IS TOURISM?

General Overview

Tourism is a complex phenomenon. This module explores some of the issues that make tourism so complex and tries to provide a better understanding of the phenomenon of tourism that is necessary for subsequent course content. While many people may travel and think they are familiar, there are many intricacies and nuances to tourism which many people may be unaware of.

Like many or most business sectors there is demand (i.e., tourists) and supply (e.g., attractions, accommodations, food and beverage, transportation). But, on the demand side tourists can be differentiated, segmented, grouped from various perspectives (e.g., day versus overnight, leisure versus business) and for various purposes (e.g., marketing, counting). On the supply side tourism includes for-profit, non-profit, and government. Tourism also includes businesses or organizations laypeople do not necessarily think of as being involved in tourism.

An understanding of the history of tourism is important to put into context tourism today and in the future. Here is

a relatively brief history and key historic periods of tourism. .
Here are selected periods from Leiper (2004):

- Nomadism – “For hundreds of thousands of years all humans were nomads, people without permanent residences whose lives involved routinely travelling” (Leiper, 2004, p. 4).
- Pilgrimage – “Visiting sacred sites has been a reason for travel in various historical eras, and in various places, for thousands of years” (Leiper, 2004, p. 5).
- ‘Grand Tour’ – “The Grand Tour in its typical European format involved tourists from the upper classes of society. Most were young men, on long and leisurely circuits of the Continent, typically away for a year or more. Travelling independently, they were accompanied by personal servants and in many cases a tutor, appointed by their parents to provide the young man with an education while he was away. The main purpose was to provide education and training, not so much from the tutor’s lessons but by first-hand experiences at classical sites and by mixing socially with members of upper-class societies in the leading cities in Europe, such as Paris, Naples, Rome, and Vienna” (Leiper, 2004, p. 11).



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And Industry or System?

Morrison et al. (2018) presents reasons tourism can be viewed as an industry, as well as a system. As an industry, tourism is ambiguous, or has numerous perspectives of what tourism is. Think about it, there are numerous things tourists need...transportation, accommodations, food and beverage, entertainment, and many other possibilities. As a result, destinations often combine all of the economic impact measures (e.g., tourist spending, jobs, tax dollars) to show the greatest impact possible. This makes tourism attractive to politicians who frequently campaign with a promise of creating more jobs, keeping taxes low, etc. In terms of keeping taxes low, the residents of a tourism destination would pay more without tourists coming and spending money which includes taxes to the local and state government. The following are reasons Morrison et al. (2018) suggest tourism is a system:

- Interdependency – Tourists need all those sectors (e.g., transportation, accommodations, etc.) mentioned in the above paragraph
- Open System – New businesses can enter the system at any time
- Complexity and variety – Types and scale of restaurants and accommodations, types of attractions (e.g., amusement park, performing arts, sporting events, etc.)
- Competitiveness.....partnerships – Although there is competition within a destination such as between restaurants, there can also be partnerships (e.g., Restaurant Week in many cities, programs like CityPass which package numerous attractions into one bundle and sell at a discount. An example of this might be going to a museum district and being able to visit multiple museums without having to pay at each
- Friction and Disharmony – Constantly changing and the system needs to be able to respond. Things like the economy, politics, natural disasters, and other issues can arise at any time and the entire destination system needs to work together to respond.

Tourism and Travel

As already mentioned, tourism is a complex phenomenon with various stakeholders, perspectives, travel segments, and many other unique aspects. McKercher and Prideaux (2020) suggest

the task of defining tourism is impossible, at least a precise definition. There are two types of tourism definitions, heuristic and technical (McKercher & Prideaux, 2020). Heuristic definitions are fundamental to academics/education and provide broader perspectives. To understand what heuristic means...take heuristic learning, which essentially means interactive learning. A class like tourism, where we all have different perspectives should be interactive. The technical is more precise and used to measure the volume of tourism, which is discussed later in the section titled “Counting Tourists”.

However, McKercher and Prideaux (2020) suggest what is classified as tourism versus non-tourism is not very clear. If the definition of tourism is not clear, identifying tourists versus non-tourists is also difficult. Therefore, there are many definitions of tourism. As a student of tourism it is important to have your own understanding and explanation, which fits more in the heuristic approach. Some examples for consideration and understanding include the following definition offered by the [United Nations World Tourism Organization](#) (UNWTO) that is frequently cited: ...Tourism is a social, cultural, and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes” ([UNWTO Glossary of Tourism Terms](#)).

To put the context of this course into perspective, according to Jafari (2000), tourism is a “holistic view which

accommodates a systemic study of tourism: all its parts, its interconnected structures and functions, as well as ways it is influenced by and is influencing other forms and forces relating to it” (p. 585). Well before this definition, Leiper (1979) offered a framework of tourism that identifies the following elements:

- Tourists
- Three geographical regions
 - Origin (where to visitors, and potential visitors, live?)
 - Route (how will visitors get from their origin to the destination?)
 - Destination (the geographic area visitors go to when they travel)
- Tourism industry

Think about the above elements identified by Leiper (1979) in the the first part of Jafari’s (2000) definition of tourism, which includes the words ‘holistic’, ‘systematic’, ‘interconnected’. Tourism requires the movement of people from the origin to the destination (and back), as well as within the destination. This requires connections between the origin and destination (interconnected). The various aspects of tourism also need to be interconnected within a destination. No one business or organization provides everything tourists need.

The phrase ‘tourism industry’ has received a fair amount of

attention. Other phrases sometimes used to aggregate tourism include ‘tourism sector’ (Leiper, 2008) and ‘tourism system’ (Morrison et al., 2018). Leiper (2008) argues that phrase ‘tourism industry’ should be plural. After all, tourism is made up of a variety of industries...accommodations, food and beverage, transportation, retail, attractions, etc.

Some important elements of tourism or what comprises the overall tourism product:

- Infrastructure – think of these as things residents need, but so do tourists:
 - Utilities (e.g., power, waste removal, water) first responders (i.e., fire, police), medical services, communication systems
- Transportation – how tourists get to and within the destination:
 - Airports, rail stations, roads, waterways
- Built facilities – facilities required for tourists when they travel:
 - Accommodations, food and beverage, shopping, convention and exhibition centers, and others
- Attractions – each destination has a different mix of attractions:
 - Site versus event attractions:
 - Site attractions are relatively permanent (e.g., museum, amusement park)
 - Event attractions are temporary and can move

to different locations and venues (e.g., concert, football game, festival)

- Man made versus natural attractions
 - Man made attractions are built (e.g., museum, amusement park)
 - Natural attractions can be considered natural resources (e.g., rivers, lakes, oceans, national parks, mountains)

Because tourism and travel often mean the same to many people, the words are often used interchangeably or as synonyms (Leiper, 2004). Some organizations use both words in the title, such as [World Travel & Tourism Council](#) (WTTC) and [Travel and Tourism Research Association](#) (TTRA). However, the origins of the words provide interesting perspectives on differences between the words. Leiper (2004) points out that travel originates from the word “travail” which meant torture in Europe 1,000 years ago when travelers “felt as though they were being tortured by the discomfort of waling or riding wagons on rough roads, exposed to the weather. Over time this evolved into ‘travel’, meaning to go from one place to another” (p. 9). Traveling for many people remains an unpleasant experience due to such things as long flights, layovers, hassle of getting to and from destinations, even when going for pleasure. In this context, think about the forms of travel: by plane, train, automobile, boat, bicycle, walking, etc.

The word tourism originates from the word ‘tour’, which

is Greek for making a circle. The circular aspect of a ‘tour’ is that one returns to their place of origin. Such trips were more leisurely than experience of travel originating from ‘travails’.

To further differentiate between tourism and travel, when people move between two places they are traveling, not tourisming. Recall in the UNWTO definition tourism is a phenomenon. Travel is a verb (i.e., action) and tourism is a noun. Therefore, travel is essentially the phenomenon of moving between places (Jafari, 2000).

Above travel and tourism were differentiated, but what about when referring to people? Who is a traveler and who a tourist? Again, the words often get used simultaneously but there are some indicators of differentiating between the two. McKercher and Prideaux (2020) suggest “travelers” view themselves as having higher status than “tourists”. This is very subjective.

Since place is vague, it is important to further define in tourism it is a destination, which is a “geographic area that attracts visitors” (Morrison et al., 2018, p. 487). In tourism, geographic areas can be a country, state/province, region, metropolitan statistical area, city, county. Regions can represent a grouping of geographic areas. For example, Travel Texas identifies seven regions of Texas, each including several counties and cities (<https://www.traveltexas.com/cities-and-regions/>).

Destinations and Attractions

Since destinations are the larger geographic area, it is important to understand why people are drawn to tourism destinations. The primary reason is attractions, especially leisure tourism such as vacations. Attractions have many characteristics, and each destination has a unique combination of attractions.

Attractions are what generally draw tourists to a destination and can be either a site or event attraction. A site attraction is characterized as being relatively permanent, while events are short-term. Events can take place at multiple possible venues. Think about concerts or athletic events, which occur for a few hours and could occur in multiple venues. For example, a concert can take place in a sports stadium or at a music venue and can take place in one city on Friday and another city on Saturday.

While tourists are drawn to destinations for the attractions, it is important for destinations to have other components: infrastructure, transportation, built facilities, and hospitality (Morrison et al., 2018). Infrastructure includes things that local residents depend on, such as electricity, communication systems, services (e.g., police, fire, healthcare), transportation infrastructure (e.g., roads, airport and rail terminals). These are just some examples, there are numerous things both residents and visitors of a destination require.

Transportation overlaps some with what is listed above for

transportation infrastructure. However, transportation also includes cruise ships (which is unique and actually must provide all five components), and public transportation. The modes of travel include road, sea (and other bodies of water), air, and rail. Think about all the potential ways tourists can get to/from and within a tourism destination.

Built facilities exist to support attractions, but could also serve as attractions. Hotels and other accommodations, resorts, food and beverage, convention centers, shopping are generally considered built facilities. However, think about a resort...like cruise ships they can provide all five components of tourism. In addition, some people might travel for food and beverage motivations, such as eating at a celebrity chef's restaurant. Hotels can also serve as attractions. For example, there are reportedly haunted hotels, hotels where famous people have stayed, historic hotels, and other examples. Other people may travel to somewhere like Hollywood and Rodeo Drive for shopping. So, there can be quite a bit of overlap in the five components and what serves as attractions is very subjective.

Hospitality is generally the way hosts (e.g., tourism employees, local residents) treat tourists or guests to the city. Ideally, a destination would prefer all locals to be friendly, courteous, and hospitable. Many destinations provide an ambassador program that can be available to all locals, not just those who work in tourism. Houston has the [Houston Insider](#) which helps educate residents, potentially help with

volunteers for large events (e.g., Super Bowl, Final Four, FIFA World Cup), and provide information about the tourism industry for locals to share with their friends and relatives when they visit Houston.

Counting Tourists

To help understand counting tourists, especially leisure/vacation tourists, it is important to understand the following types of time:

- Work time – time spent on work obligations (this includes school for students).
- Maintenance time – time spent fulfilling non-work obligations (this includes taking care of children, household chores/maintenance, etc.).
- Leisure time – time leftover for people to participate in activities they enjoy, including leisure/vacation travel.

It is important to recognize that what fits time can vary from individual to individual. For example, some people enjoy their work so much it is like leisure. For some maintaining a garden is to grow products for consumption in the household. For others gardening can be a leisure activity that also provides products for household consumption.

For destinations it is important to count tourists in different ways. Knowing the different types of tourists is important for

other aspects of tourism we will discuss later (e.g., planning, development, marketing and promotion). First are broad categories of leisure and business travel.

- Leisure – a trip such as a family vacation, weekend getaway, or other trip taken during one's personal leisure time.
- Business – a trip taken that is work related. Examples include making a sales call, visiting a client, attending a meeting, conference, convention, trade show.

A key differentiator of leisure and business travel is who is likely to pay for the travel. Leisure travel is typically paid for by the traveler(s), while business travel by one's employer. Of course, there can be exceptions that can make this more complicated. For example, someone may earn a vacation for themselves and family through performance at their work, which is part of the incentive travel segment.

A few other important ways tourism is counted or quantified are based on whether a tourist(s) is coming (inbound) or going (outbound) between the origin and destination and whether the trip is domestic or international. These two ways of measuring tourism can be combined to measure balance of trade for destinations. The basic definitions of these are:

- Inbound – the classification of a tourist for the

destination she/he is visiting.

- Outbound – the classification of a tourist for the origin or geographic area of residence.
- Domestic – the classification of a tourist when she/he takes a trip within their country of origin.
- International – the classification of a tourist when she/he takes a trip outside their country of origin.

When counting tourists using the two variables above, there are four combinations based on whether tourists are inbound or outbound and domestic or international:

- Inbound, Domestic
- Outbound, Domestic
- Inbound, International
- Outbound, International

The following two bullet points are scenarios to practice applying the variables of inbound/outbound and domestic/international. You should be able to identify which of the above combinations correctly answers the question in each bullet point below.

- Beth lives in Denver, Colorado. She takes a vacation to San Diego, California. San Diego, California would count Beth as which of the above?
- Mike lives in Paris, France. He takes a vacation to

Madrid, Spain. Paris, France would count Mike as which of the above?

Other ways to measure tourists include:

- Round trip – whether day trip or overnight, tourism includes returning to one's origin
 - Day-trip – general definition is traveling 50 or miles one-way for non-commuting to work purposes
 - Overnight trip – any trip that includes at least one night, typically in paid accommodations but could include visiting friends or relatives and staying with them)
 - Group trip – counted as one trip regardless how many people are in the group
 - Group days – total number of days a group travels
 - Person trip – total number of people in the group
 - Person days – total number of days a group travels multiplied by the number of people in the group

Examples: if a family of four takes a vacation it is one group. But, in persons it counts as four person trips. Then the trip can be converted to days. So, say the family of four takes a five-day vacation...it is five group days. Multiply that by the persons in the group and it is counted as 20 person days.

Tourism as an Academic

Discipline

Over 25 years ago tourism was recognized as a complex academic discipline that crosses into multiple disciplines (Echtner & Jamal, 1997). Tourism has and is criticized for lacking theory. Instead, academic research often borrows from other disciplines, making tourism an interdisciplinary discipline. Echtner and Jamal (1997) identify the following disciplines tourism borrows from:

- Sociology (migration, leisure)
- Social psychology
- Geography
- Anthropology

A bit more recently, Cheng et al. (2011) provide the following academic disciplines based on reviewing the development and focus of the content of 59 tourism-related journals:

- Hotel and restaurant administration
- Economics
- Marketing
- Sociology
- Parks and recreation
- Cultural/heritage study
- Management and administration
- Psychology

- Environmental studies
- Anthropology
- Education
- Geography
- Urban and regional planning
- Business
- Kinesiology
- History
- Law
- Finance
- Gaming
- Transportation
- Computer science/technology
- Gerontology
- Political science
- Entrepreneurship
- Architecture
- Agriculture
- Literature
- Medicine
- Philosophy/religion

Educational tourism programs can be found in the following types of academic units at universities:

- Hospitality
- Parks, recreation, and tourism

- Recreation and leisure
- Geography
- Business

For class discussion, think about how you would explain tourism to someone (e.g., friend, roommate, relative) in one or two sentences.

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PART I

TOURISM IMPACTS

General Overview

Tourism generally includes three impacts: economic, environmental, and social/cultural. Economic impacts are very important to a destination because tourism essentially provides the destination with an influx of spending that is earned by tourists in their origin geographical area. This provides what is sometimes referred to as “new money”. Environmental impacts are typically considered by many to be negative, such as pollution, degradation of natural resources. However, there are potential positive environmental impacts as well. Social/cultural impacts might include such issues as crowding, potential conflict between different groups of people. But positive social/cultural impacts can include opportunities for education and learning about and generating an appreciation for other cultures, religions, ways of life. The reality is all three impacts can be positive and/or negative and there are varying views of whether an impact is positive or negative. As a result, understanding tourism impacts is critical to developing a strong foundation of understanding what is tourism. Some general important reasons all three are important to tourism destinations include all three

contributing to the decision of repeat visitation or not (Jarvis et al., 2016), tourists and residents are bound to interact (i.e., social impacts) and that affects residents' attitudes toward tourism (Joo et al., 2018), residents also potentially benefit from tourism development through economic impacts such as the tax revenue and jobs generated (Perdue et al., 1990). In essence, tourism has impacts on residents of a destination. Those impacts can be positive and/or negative, depending on one's perspective, benefits, etc. All of these impacts affect local residents' quality of life, and it is important for local community leaders to take into consideration all impacts.

Economic Impacts

The basic economic impacts of tourism are revenue, jobs, and income. The revenue can go to various businesses, organizations, and government. First, there is the revenue to businesses when tourists pay for goods and services. Some attractions and events are non-profit organizations and the revenue is used for their operating expenses. On top of the cost tourists pay there are taxes, which creates revenue for governments at different levels (e.g., local and state). In order for businesses to sell goods and services they need employees, so the revenue helps create jobs and then income for employees. The money spent by tourists can be re-spent, generating even more economic activity for the respective destination.

Income

First, the spending by tourists in the destination community has multiple levels. The three levels of spending are:

1. Direct – First level of spending (tourists spending money in a destination or for things prior to the trip where the money ends up within the destination – e.g., booking a hotel room directly with the hotel)
2. Indirect – Second level of spending (businesses re-spend the money tourists spend with them)
3. Induced – Third and subsequent levels of spending (the money just continues to be re-spent in the community)

Here is a full scenario of the three levels of spending. A tourist visits a destination and pays their entrance fee to an attraction (direct). The attraction pays their employees (indirect). The employees who live locally purchase groceries and pay their rent (induced). The combination of these levels of spending within the destination community contribute to the multiplier effect. What is not spent within the destination community is called leakage. Leakage can occur at all three levels of spending.

Within the levels of spending there are two other implications that are important for destination. First, the tourism multiplier. As stated by Walker and Walker (2018), the multiplier essentially measures how money spent by travelers

affects a destination's economy or "tries to measure the total impact of 'fresh' or new dollars that enter an economy" (p. 100) and create a ripple effect through the indirect and induced levels of spending within the destination community.

Multipliers are essentially how much of the money spent by tourists is re-spent within the respective destination. Leakage is how much of the money spent by tourists is re-spent outside the destination. Multipliers are typically stated in terms of \$1.00 dollar spent by tourists (direct). The sum of the indirect and induced levels makes up how much of that \$1.00 is re-spent, which then represents what comes after the decimal. For example, a multiplier of 1.55 means for every \$1.00 spent by a tourist, \$0.55 gets re-spent at the indirect and induced levels in the destination community. Leakage is how much of the \$1.00 spent by a tourist is not re-spent at the indirect and induced levels. So, in this example there is \$0.45 leakage.

Multipliers can be complex and measured in various ways, which make them difficult to compare (Crompton et al., 2016). However, people and destinations try to compare them. Examples of multipliers are input-output (I-O) model, which is very difficult and expensive to measure and initially done by expert economists. However, now there are programs such as RIMSII, REMI, and IMPLAN that make estimating multipliers easier and more available. However, comparing the three for a respective destination or region would result in different multipliers because of differences in the programs, such as how simple to complex they are and what economic

measures are included (Crompton et al., 2016). Because the economic impact of tourism is so critical to evaluate how a destination is doing, there are critics that identify various “mischievous procedures” to increase the estimates, such as including local residents (Crompton, 2006).

Employment

There also direct and indirect employment in tourism. Direct employment includes sectors such as accommodations, food and beverage, attractions, transportation. Indirect employment includes construction (e.g., building a hotel, restaurant), manufacturing (e.g., any goods needed in the hotel, restaurant, etc.), laundry/dry cleaning (e.g., if a hotel sends linens to be cleaned by a local laundry company).

There are some challenges with employment in tourism, but each could also be seen as an opportunity. First, tourism is seasonal for many destinations. For example, a beach destination has its peak season around the summer months. So, employment as a lifeguard is seasonal. But, the opportunity is for students to be employed during the summer when they are less likely to be in school. A related issue is workforce migration. For example, for someone not in school who is a lifeguard they need to find other work during the winter. Such a person might go to a destination where winter is the peak season, such as working ski patrol or other position at a skiing destination. Essentially, with seasonality the jobs fluctuate.

For class discussion, see if you can think of other indirect employment sectors.

Environmental Impacts

There are certainly negative environmental impacts from travel and tourism, but there are also positive. The three biggest negative environmental impacts include use of energy and water and waste creation (Morrison et al., 2018). Programs to help mitigate these impacts include sensor lighting, hotels rewarding guests for not replacing towels and linens everyday, and restaurants only providing water when requested.

Although there appears to be greater awareness of negative environmental impacts, there are positive. For example, [Leave No Trace](#) promotes being environmentally friendly when exploring the outdoors by bringing out whatever one takes into the outdoors. Other positive environmental impacts include greater awareness and protection of ecosystems, land, bodies of water, and other outdoor resources.

Greentumble (2015-2023) provides a list of both negative and positive environmental impacts of tourism. In terms of negative, [Greentumble](#) (2015-2023) suggests “The depletion of natural resources” (e.g., water) is of greatest concern, followed by “overconsumption & Waste production, incl. food waste”, “Pollution”, “Greenhouse gas emissions and contribution to global warming”, “Soil erosion and

unsustainable land use”, and “Physical degradation of ecosystems and loss of biodiversity”.

Greentumble (2015-2023) suggests two general positive environmental impacts of tourism include “Sustainable tourism helps protect the environment”, “Sustainable Development Goals (SDGs) in relation to tourism”. More specifically, Greentumble (2015-2023) suggest the number one positive environmental impact of tourism is “Awareness raising and first-hand experience”, “Tourism for skills learning and education”, Support of conservation and biodiversity protection activities”, Protection of endangered species”, “Prevention of illegal trade and exploitation”, “Finance and job opportunities”, and “Adoption of sustainable practices and new legislation”.

To help minimize or prevent negative environmental impacts it is important to establish carrying capacity for natural resources. Carrying capacity is essentially how much use or activity the environment and/or natural resource can sustain (Morrison et al., 2018).

Social/Cultural Impacts

Some of the negative social and cultural impacts include a loss of local customs, traditions, and values. Tourism results in people of different cultures, ethnicity, languages, religions, values, lifestyles, prosperity, education, etc. This can cause conflict or culture clash. In other words, some people are not

as accepting of other ways of life as others. However, this could also create more awareness, understanding, and appreciation for other cultures, ethnicity, religions, values, lifestyles, prosperity, education, etc. As Conrad Hilton's motto says: "World Peace Through International Trade & Travel".

In terms of residents of a tourism destination, tourism is presented as a way to improve not only the economy (e.g., employment opportunities, tax revenue paid by non-residents), but also improving quality of life through developing festivals, attractions (e.g., natural, cultural) restaurants (Andereck et al., 2005).

Every destination/community has intangible assets (e.g., dances, cultural performances, way of life, history, stories, local cuisine). These are some of the reasons people travel. It provides an opportunity learn about other cultures and ways of life. When people visit a destination and experience and appreciate these aspects of the destination it can provide a sense of pride for the residents of the destination. In addition, it can help the destination create ways to share the intangible assets (e.g., parades, museums, festivals).

However, sometimes the traditions, culture, etc. can be lost if it becomes too inauthentic. The idea of what Pine II and Gilmore (1999) called "the experience economy" is very much applicable in tourism, especially attractions like festivals. The basic idea is that if a business, event, etc. is providing an experience to consumers (or tourists) purely to make money the product becomes a commodity. In a sense, it is staged in

order to make money and it becomes inauthentic. However, it is not dichotomous (i.e., authentic or inauthentic). Authenticity is a continuum and each consumer or tourist has their own preferences and perceptions of authenticity.

There are numerous incentive or rewards programs with airlines, hotels, car rentals, to name a few. These are typically based on how much money the consumer spends. In a unique program called “Ol’au Palau”, Palau is the first destination to reward visitors for how they treat the environment and culture of the destination, rather than their economic impact (Galloway, 2022, May 17). The program rewards visitors for things like using sunscreen that is safe for the reefs, visiting important cultural sites, and eating locally sourced food that is sustainable. The rewards include turning in points accumulated for experiences normally reserved for residents of Palau. More specifically, Galloway (2022) lists rewards including hiking an unmarked trail, swimming and fishing in secluded or secret spots, and sharing meals with locals.

There is also social carrying capacity, which is how much activity a society can sustain.

Response to Tourism Impacts

Destination

It is important for destinations to recognize and react to tourism impacts. This includes multiple stakeholders or

community members (e.g., business leaders, government leaders, residents). The idea is to maximize the positive and minimize the negative impacts. Remember, the tourism product is the experience. Another phrase to describe tourism is “invisible export” because tourists spend the money they earned elsewhere to pay for their experience(s) and take the memories back home. Similar to another country paying the U.S. and the U.S. ships a tangible product (e.g., furniture, computers, etc.) to that country.

Intermediaries and DMOs

Travel intermediaries are business or organizations that come between the consumer (i.e., tourists, visitors) and suppliers (e.g., hotels, restaurants, etc.). Examples include Travelocity and Expedia who purchase products from suppliers (e.g., seats on airplanes, hotel rooms) and resell them to consumers.

CVBs and DMOs are critical in tourism to manage the entire system (e.g., development, marketing and promotion, managing and initiating collaborations, and many other areas). We will cover much more about tourism organizations in another section of the course.

Travel Providers

Often the focus of providers is to operate a business and make money. Many often focus on corporate social responsibility

or environmental and social issues. For example, setting goals to reduce carbon or environmental footprints. In terms of people, being sure hiring, training, and opportunities to advance are inclusive of all groups.

Travelers

Hopefully travelers or tourists make a difference and do not provide any negative impacts. In terms of economic, many destinations will emphasize the locally owned and operated businesses. Environmentally tourists can participate in conserving energy, water, etc. while traveling. Many hotels now have incentives for guests, such as vouchers to hotel restaurant for such things as not requesting new towels and linens everyday. In terms of social/cultural impacts, tourists can respect the residents of the destination and not diminish their quality of life. Hopefully residents also respect tourists, who spend their money at the destination, which helps keep residents taxes lower than if there was not tourism.

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PART I

TOURISM

ORGANIZATIONS

General Overview

There are many different types of organizations involved in tourism, including for-profit businesses, non-profit, and government agencies. Given the complexity of tourism, it is vital there is an awareness of what other organizations within a destination do regarding tourism. Aside from awareness of efforts of other organizations, there also should be collaboration, partnerships, and other ways to work together. The diversity of organizations involved is an aspect that contributes to tourism being so complex.

Tourism organizations can be classified into types of organizations and/or geographic level, among other characteristics. The content here is organized by types of organizations and then by geographic areas. It is also important to keep in mind that important organizations such as convention and visitor bureaus (CVBs) and destination marketing/management organizations (DMOs) may be a non-profit or government organizations. There is no standard

structure for such organizations, there are numerous variations.

Types of Organizations

For-Profit

The private sector or for-profit businesses are heavily involved in tourism, ranging from a local to a global level. Put another way, locally owned to a large company that owns/operates throughout the world. Examples of for-profit/businesses involved in tourism include accommodations, food and beverage, attractions, some events (e.g., concerts, college and professional athletics), retail. Some other businesses less evident are also involved in some way in tourism. For example, flower and gift shops, attorneys, accounting firms, technology (e.g., AV providers), and many other business sectors. To relate this to tourism impacts, these are businesses that might benefit from tourism at the indirect and induced levels.

Non-Profit

According to Legal Information Institute (nd) the following are some of the general types of non-profit organizations:

- Churches
- Public schools

- Political organizations
- Volunteer services organizations
- Labor unions
- Professional associations
- Museums
- Some government agencies

Some of the above might be very obvious in terms of their role in tourism. Churches could be attractions. For example, the Notre Dame Cathedral in Paris, France. Public (and private) universities can be an attraction for attendees/spectators of sporting events. In addition, the visiting/opposing team has to travel to the home university which includes transportation, accommodations depending on the opposing team's travel plans, food and beverage. Spectators might arrive a day or so before the game, or stay a day or so after, and go to other events and attractions. There are many political organizations and government agencies (more on this later in the module) involved in tourism, which is discussed in more detail later in this section. Volunteer services organizations might be sought by events, which generally depend on volunteers (Ma & Draper, 2017). Labor unions are involved in tourism by the respective labor groups providing services within convention centers and other facilities that require labor. However, not all are unionized. Labor and related unions are very important in terms of conventions and trade shows. Professional associations could include examples of associations within

academics or industry that have conferences and other types of meetings. Such associations could be statewide, regional, national, and international. An example within tourism is the [Travel and Tourism Research Association](#), which is an international association that also has various geographic level sub-chapters. Members of this example association include primarily marketing and tourism professionals, among others, within all types of organizations (i.e., for-profit, non-profit, government) tourism organizations at all geographic levels.

Not on the list is convention and visitor bureaus (CVBs) or destination marketing/management organizations (DMOs). CVBs will be the common acronym when referring to these organizations.

Government

Government agencies are involved in tourism in some way at all levels (e.g., national, state, county, local). Often government gets involved in tourism for three reasons: economic, environmental, and/or security and political (Morrison et al., 2018).

There are seven roles for government in tourism (Morrison et al., 2018):

- Policy and planning – identify what to develop, what is acceptable and sustainable level of development
- Legislation/regulation – zoning, building permits

licensing (to manage development), Visa policy and Visa Waiver Program

- Coordination – with all three types of organizations (i.e., for-profit, non-profit, government) between and within all geographic areas (i.e., national, state, local)
- Development and control – offer incentives for appropriate development enforce policies
- Infrastructure – transportation, sewage, water, etc.
- Operations – rare in the US, but an example is parks (e.g., [National Park Service](#), state and local parks)
- Marketing and research – US Travel and Promotion Act (March 2010) creating [Brand USA](#) to market, International Trade Administration – [National Travel and Tourism Office](#) does some research)
- Training/education – establish standards (e.g., food standards by US Department of Agriculture), competencies (Texas Alcoholic Beverage Commission – TABC)

Geographic Perspective of Tourism Organizations

Worldwide

An example of a worldwide organization involved in tourism is

the United Nations with the [United Nations World Tourism Organization](#) (UNWTO).

“The management team works towards a *comprehensive vision for development of the tourism sector*. This includes *positioning tourism as a policy priority, establishing thought leadership in knowledge and policy creation, increasing resources and strengthening UNWTO’s capacity through meaningful partnerships*” (UNWTO, n.d., para 2)

National

In the US at a national level there are three organizations to be familiar with: [U.S. Travel Association](#), [National Travel and Tourism Office](#), and [Brand USA](#). The U.S. Travel Association (USTA) is not a government agency. USTA represents or advocates for the US tourism industry in Washington, DC. They are membership based, including state and local tourism offices (e.g., CVBs), large corporations, and many other businesses and organizations. USTA also provides some research, events (e.g., conferences), and other programs to help the tourism industry (U.S. Travel Association, 2023).

The National Travel and Tourism Office (NTTO) is a division of the United States International Trade Administration. The NTTO monitors and provides various tourism related statistics, such as international visitation, tourism exports, travel and tourism balance of trade, and

Travel and Tourism Satellite Accounts (TTSA) (International Trade Administration – National Travel and Tourism Office¹, n.d.). In addition to monitoring the various international tourism statistics, the NTTO promotes U.S. policies related to tourism, provides counseling for businesses, monitors regulations, and maintains relationships with the tourism sector (International Trade Administration – National Travel and Tourism Office², n.d.).

Brand USA² (2020) was created and began operations in 2011 following the Travel Promotion Act of 2009. Prior to that, there was not really much international marketing for tourism. Brand USA was created to promote and market tourism to international markets. Brand USA is a public-private partnership with the intent to enrich communities. Brand USA is essentially the marketing agency for international travel to the US. By doing so, Brand USA seeks to leverage benefits of travel (e.g., economic, social) to create more awareness and understanding of different cultures (Brand USA¹, 2020).

State Tourism Offices

Many or all states in the USA have a state tourism office (STO) that is part of the state government's economic development department. In Texas, the state government agency responsible for tourism is known as [Travel Texas](#). Travel Texas is a division of The Office of the Governor, Economic Development and

Tourism (Travel Texas, 2023). Travel Texas works with more local (e.g., CVBs, chambers of commerce), to promote Texas as a tourism destination for both domestic and international travelers.

Another state tourism organization in Texas is the [Texas Travel Alliance](#). Similar to the USTA at a national level, Texas Travel Alliance is an advocate for the tourism industry within Texas. Texas Travel Alliance is a membership based non-profit organization who represents the tourism industry in Texas through legislative processes in Austin, Texas (Texas Travel Alliance, n.d.).

Many states in the USA have similar types of state tourism offices.

Local (CVBs)

An important local tourism organization is a CVB. CVBs can represent a variety of local geographic areas, such as a city, a county, a designated market area (group of counties around a city). CVBs are traditionally non-profit. The very first CVB was created in Detroit, Michigan in 1896 (Gartrell, 1994). The first CVB was essentially one full-time traveling salesperson recruiting conventions to occur in Detroit, Michigan. Today, there are CVBs throughout the United States and other countries. Generally, CVBs “are non-profit organizations that represent the common interests of a city or urban area in the solicitation and attraction of travelers and tourists” (Walker &

Walker, 2018, p. 139). The acronym CVB is commonly used. However, there are variations of the words for the acronym and how they are used in the title of a CVB. In addition, CVB is not as frequently used anymore in the title of the organization. For example, Chicago used to be the Chicago Convention and Tourism Bureau (CCTB). Now it Choose Chicago. Houston used to be the Greater Houston Convention and Visitors Bureau (GHCVB). Now it is Visit Houston. Many CVBs have shortened their name to try to be flashier as part of the branding (which is further discussed in a later part of this alternative textbook). CVBs not only vary in terms of the name, but, but also geography they represent (e.g., city, county, metro area), funding sources (e.g., combination or sole dependence on...hotel occupancy tax, membership dues, government support, special events), primary markets (e.g., tourists, conventions), organizational structure/departments, number of employees and titles of positions, and oversight or reporting structure (e.g., board of directors, government, combination). Relatively recently, some CVBs privatized and contract with the respective city or geographic area. So, it is best to have a general understanding of these characteristics of CVBs. Visit Houston has a very unique structure.

[Visit Houston](#) with it being part of [Houston First Corporation](#), which is a local government corporation.

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PART I

TOURISM POLICY, PLANNING, AND DEVELOPMENT

General Overview

Tourism policy, planning, and development are all very connected and do not just occur when a geographic area decides to be a tourism destination. Policy, planning, and development are included in numerous aspects of communities.

continue but from different perspectives. An example would be the use of the destination/product lifecycle, discussed later. It is important to understand what tourism planning and development are individually as well as collectively. Planning is essential to effective development. Tourism is not always a beneficial industry for a geographical area, but without planning tourism can damage the area, including natural and cultural resources (Morrison et al., 2018). A destination might consider “Who, What, When, Where, Why” when working on a tourism plan. The same can be considered for tourism development, as well as other

topics included in this alternative textbook (e.g., marketing and promotion).

Tourism Policy

A policy is essentially a course of action taken by some organization or institution (e.g., government, business, educational institution). A tourism policy as defined by Edgell et al. (2008) “is a progressive course of actions, guidelines, directives, principles, and procedures set in an ethical framework that is issues-focused and best represents the intent of a community (or nation) to effectively meet its planning, development, product, service, marketing, and sustainability goals and objectives for the future growth of tourism” (p. 7). Stated more simply, Hall and Jenkins (1995) suggest “tourism public policy is whatever governments choose to do nor not to do with respect to tourism” (p. 7-8). A tourism policy is essentially a framework including guidelines, goals, and initiatives to work toward achieving the goals. Where as an act by government, such as the Travel Promotion Act of 2009 establishing Brand USA, is a law or statute.

A policy for international travel is having a current passport and for many countries a Visa. The application for a Visa to visit a foreign country allows countries to approve who may visit the country and not allow individuals for a variety of reasons (e.g., security threat). The U.S also has the Visa Waiver Program, which is an agreement with 40 countries allowing

citizens of those countries to visit the U.S. for business or leisure travel purposes for up to 90 days without a Visa, provided they meet other requirements (U.S. Department of State – Bureau of Consular Affairs, n.d.). The countries with the Visa Waiver Program also allows U.S. residents to travel to the respective countries with fairly similar criteria. The purpose of requiring a Visa is to regulate travel between countries. The Visa Waiver Program is an agreement to allow citizens of certain countries to visit without having to obtain a Visa if certain criteria are met. This essentially makes it easier to travel between the respective countries.

The International Trade Administration includes a Tourism Policy Council (TPC) to ensure national decision-making considers the national interests of travel and tourism (International Trade Administration, n.d.). The TPC provides resources to help with such issues or challenges as recovering from disaster, and links to Center for Disease Control (CDC), and many other potential issues or challenges for travel and tourism in the U.S.

At more local levels, Morrison et al. (2018) suggest tourism destinations can develop policies for development, marketing, tourist experiences, human resource issues, tourism organizations (e.g., structure), relationships throughout the community, quality assurance, and supporting services (e.g., safety and security).

Policy Setting Process

There are a series of recommended steps for the establishing policy (Morrison et al., 2018). First, identifying and assessing the circumstances related to the issue. This includes understanding constraints that you and/or will face. Constraints can be internal (e.g., locals' awareness of tourism, training and education of employees in hospitality and tourism, budget) or external (e.g., economy, price of gas, natural disaster). The tourism organization/local industry has more control or ability to do something about internal constraints, while have little or no control over external constraints. For example, nothing can be done about bad weather or if a natural disaster occurs. However, if locals are not aware of tourism in the local community, education and information can be shared to make locals more aware. This step in the process can also make you aware of new opportunities (e.g., an attraction to develop, new target market).

The next step is typically to create a policy statement to provide guidelines, goals, and initiatives to help guide the organization, destination, etc. While not directly a policy statement, most CVB vision statements include something that provides a guideline with somewhat vague goals. For example, it might be to maintain and/or improve the quality of life for residents of the destination by promoting the destination for tourism and conventions, which would include

an economic goal. A policy statement for this vision would be more specific with the goals and initiatives identified to fulfill the goals.

Consultation with government, local tourism businesses, and any other stakeholders is next. This step is to get feedback about the policy statement. Following the consultation and depending on the outcome, the policy statement might be rewritten or modified. Next would be another round of consultation and then rewriting until the the policy statement is approved.

Now is time to implement the policy statement. This will include identifying specific roles of individuals, committees, organizations, etc. This step also includes developing the budget and timeline for the initiative(s).

Finally, those involved evaluation the policy. Were the goals achieved? Why or why not? However, you do not wait until the end of the established timeline for the policy to evaluate. There should be constant assessment to identify if you are likely to achieve the goals. Remember there are numerous constraints that are external (e.g., weather, natural disaster) that might dictate the need to adjust the initiatives and other efforts related to the tourism policy.

Tourism Planning

Prior to tourism planning it is important to consider other types of planning for a community or geographic area.

Planning is not new. Gunn and Var (2002) indicate physical planning goes back to early Greek and Roman times. Planning is done to manage visual appearance and land use. However, planning incorporates many disciplines and perspectives: “Planning is a multidimensional activity and seeks to be integrative. It embraces social, economic, political, psychological, anthropological, and technology factors. It is concerned with the past, present, and future” (Rose, 1984, p. 45).

Gunn and Var (2002) suggest when plans (not only tourism, but community, etc.) are created they often include very high or lofty goals and it is difficult to actually achieve such goals for numerous reasons. Planning is very vague and has no real theory behind it. For community plans the general goal is a better place to live. For tourism planning the goal might be to provide visitors with a good experience. As stated earlier, an effective tourism plan can also maintain or even improve the quality of life of residents, not just economically but the attractions provide activities for local residents as well as tourists.

Morrison et al. (2018) offer three primary reasons for tourism planning. The first two are related to impacts, to maximize the economic benefits and minimize damage to resources (i.e., natural, environmental, cultural). Another reason for a tourism plan is that tourism is constantly changing for many reasons (e.g., visitor expectations, needs, motives;

politics; economy; technology). As a result, the plan needs to be adaptable.

Not all destinations have a tourism plan. Some reasons for not having a tourism plan include (Morrison et al., 2018):

- Objections – it should be taken care of by the private sector and there is no need for a formal plan.
- Cost – includes market research, consultations, and a lot of time.
- Complex – tourism is affected by numerous things, such as government policies, dynamic of the community and stakeholders.
- Diversity – various sectors involved directly or indirectly in tourism.
- Seasonality – in many destinations the jobs related to tourism can be seasonal (e.g., beach destinations, snow skiing destinations).
- Unpredictability – keep in mind the numerous things that affect and make tourism complex (e.g., natural disasters, crises, politics, economy).

Gunn and Var (2002) add the following tourism planning barriers:

- Lack of awareness of tourism impacts – which is ironic because it is a reason for a tourism plan.
- Do not understand tourism development – there needs

to be a plan for developing tourism and then maintaining and even upgrading tourism (e.g., attractions, facilities, etc.).

- Inadequate infrastructure – might have deteriorated attractions, facilities, etc.
- Unorganized – no leadership to guide the process.
- Politics – usually various opinions among stakeholders (e.g., businesses, government, other stakeholders).
- Lack of hospitality training.

However, there can be serious consequences of unplanned tourism. In general, unplanned tourism is not likely to be sustainable tourism economically, environmentally, socially/culturally.

Tourism Planning Models or Approaches

Morrison et al. (2018) provide a seven step tourism destination planning model:

1. Background analysis – including a SWOT analysis and assessments of government policies that affect tourism, inventory analysis (e.g., attractions, accommodations, restaurants, etc.), current demand for tourism at the destination.
2. Research and analyses – identify/map locations of the

inventory analysis, market survey of current visitors (e.g., motivations, what they like to do) and non-visitors (e.g., why have they not visited?, awareness of the destination, image/perception of the destination), competitive analysis (e.g., who are your competitors?, how can you differentiate your destination from competitors? what do and can you work to improve?).

3. Synthesizing the first two steps and creating a vision – ask and try to answer the following questions:
 1. Where are we now? (position statement).
 2. Where would we like to be? (vision statement).

Then, identify critical success factors or ways to measure and determine if you achieved your vision.
4. Setting goals, establishing strategies, and setting objectives – develop a policy or (e.g., stimulate the economy). Set goals or achievable outcomes. Identify alternative strategies to achieve goals and select the most desired of the alternatives given environment or conditions (e.g., economy, resources, politics). Set objectives which are more short term goals to help monitor if you are going to achieve your longer term goals. If not, remember a tourism destination plan should be adaptable, which is the next step.
5. Develop a plan – identify organizations and people to be involved and their roles, funding sources and budgets for different aspects of the plan, activities to implement your plan.

6. Implement and monitor the plan – While the plan should be developed by input and participation by numerous stakeholders, it is generally implemented by a local tourism agency or organization (e.g., CVB). But, there should be committees derived of various stakeholders to which the agency is accountable. This helps monitor progress of implementing the tourism destination plan and adapt if needed.
7. Evaluate the plan – measure performant of the various parts of the plan against the goals (e.g., did you achieve the goals? Why or why not?). Use the evaluation to see if and how you might adapt the plan moving forward.

Tourism Development

The tourism destination plan helps guide development of tourism. Destinations will be at various stages of development. So, it is not that the tourism plan is just for a destination just getting involved in tourism. As suggested by Mason (2003), development and change for destinations occurs as time progresses. The characteristics, motives, preferred activities and attractions, and many other things change over time and destinations redevelop to remain competitive. A fairly common way to view this is commonly referred to as “Butler’s Tourism Area Lifecycle”. There are five main stages to Butler’s Life Cycle (Butler, 1980):

- Exploration – at this stage there might be some tourism but not really an effort to provide traditional or common tourism attractions, facilities, etc. This stage mostly include tourists visiting facilities and local resources used by residents.
- Involvement – this is the beginning of the destination offering some facilities for tourists. The destination begins to more formally organize and provide or improve infrastructure, some attractions, and facilities for tourists at a local level.
- Development – the destination begins marketing and promoting the destination. This stage also begins development from outside organizations and/or businesses. The destination will begin to develop and look more like a noticeable tourist destination. More and more tourists will likely visit the destination as development progresses.
- Consolidation – at this stage the rate of increase in visitors will begin to decline. The rate of development will also begin to decline. Residents may become opposed to tourism with all of the non-locals who are in the community and there is more traffic and congestion. Some of the older attractions, facilities, etc. may also begin showing degradation.
- Stagnation – the maximum number of visitors possible will be reached in the stagnation stage. The destination might begin to lose appeal to visitors. The destination

might become too reliant on repeat visitors. At the stagnation stage the following can occur:

- Decline – number of visitors will begin to decrease as competitor destinations might have more appealing attractions, infrastructure, etc. The degradation of attractions, infrastructure, and other aspects of the destination will continue and possibly turn into what Butler (1980) refers to as a “veritable tourist slum” (p. 9).
- Rejuvenation – this outcome can occur by development of a new man-made attraction, which is likely to be followed by improvement of surrounding attractions, facilities, and other tourist needs. However, if competitor destinations also rejuvenate, the competition will remain and rejuvenation might be much less or possibly not rejuvenate and potentially decline. Another way Butler (1980) suggest rejuvenation can occur is to utilize natural resources that might not have been part tourism product throughout previous tourism development and marketing and promotion.

Butler (1980), as well as many other tourism scholars, suggest all of these efforts or stages of Tourism Area Life Cycle should be a collaborative effort within the community. For example, the government could offer incentives for private development of a new man-made attraction.

There are a number of potential ways to develop tourism. One way is to develop a “flagship” attraction, which are major attractions like a theme park (e.g., Disney Land, Disney World) and/or utilize natural attractions (e.g., ocean, lake, National Park). Gunn and Var (2002) offer recommendations for tourism destinations to develop destination zones. The zone would have clusters of attractions (e.g., museum districts) and a corridor connecting the clusters with some form of transportation. Clustering attractions provides tourists with more to do in a closer area so they spend more time at attractions and less traveling between attractions. The destination zone and clustering is a great example of planning and development and how integrated the two initiatives should be.

Morrison et al. (2018) suggest tourism involvement should be holistic. The holistic view would include consideration of the product (e.g., attractions, events, support facilities, transportation, infrastructure, etc.). Respective destinations could also ensure people (i.e., hosts, guests) are included to ensure there is community awareness and inclusion of local businesses, organizations, and residents. Morrison et al. (2018) also suggest visitor management (e.g., signage) and identifying the visitor mix of the destination. Packages (e.g., all inclusive, hotel and tickets to attraction) and programs (e.g., events, festivals, other activities) could also be developed to attract more tourists. However, destinations should approach tourism development and/or redevelopment from a

sustainable approach to avoid overtourism (i.e., too many tourists).

Sustainable Tourism Development

Tourism development should also be sustainable and include the three impacts of tourism (i.e., economic, environmental, social/cultural).

The United Nations (n.d.) proposes 17 goals to consider for economic development, which include economic (e.g., “No Poverty”, “Decent Work and Economic Growth”, environmental (e.g., “Clean Water and Sanitation”, “Affordable and Clean Energy”), and social/cultural (e.g., “Good Health and Well Being”, Quality Education”) goals. The 17th goal is “Partnerships For the Goals”, which are very important for tourism destinations, not only in tourism destination planning and development, but other aspects such as marketing and promotion.

Relating development back to the impacts of tourism (i.e., economic, environmental, social/cultural). Sustainable development should include these impacts. Morrison et al. (2018) through applying the triple bottom line to tourism offers some examples of efforts for sustainable development in each of the three areas:

- Social – include residents, be sure development improves or at least maintains locals’ quality of life.

- Environmental – protect resources, educate visitors and residents of ways to protect resources.
- Economic – new employment opportunities, increase spending of visitors, find ways to have businesses purchase locally to minimize leakage.

Tourism Development Strategies

Various strategies exist to develop tourism. For example, flagship attractions (e.g., large amusement parks, National Parks) can provide something unique to market and promote. Development of clusters of attractions (e.g., museum districts) provide several attractions near each other so visitors do not have to drive long distances between attractions. Such districts could also include development of a circuit or trail for transportation via hiking or biking. Aside from man-made attractions, events can be developed by destinations to highlight such things as cultural or other unique aspects of a destination.

Considering all of the possible options of tourism development provides a holistic view. Not only the examples of attractions and events, but packages and programs can be developed. Destinations need to also consider all of the elements of tourism in development (i.e., attractions, infrastructure, transportation, built/support facilities, service quality/hospitality). Again, not only businesses and organizations directly involved in tourism, but all stakeholders

(e.g., residents, other local businesses) should be included and/or given the opportunity to provide feedback regarding the tourism development plan.

The general goals of tourism development should include improving visitors' experiences, improving the local economy, not damaging natural resources, and integration throughout the destination so that tourism attractions and venues are not isolated from the rest of the community (Gunn & Var, 2002). Such goals of tourism development require all three sectors (i.e., private, non-profit, government) to be involved and collaborate.

Tourism Development Roles

The private sector, non-profit, government, and local community (e.g., residents) should be involved in tourism development. The private sector role is entrepreneurial and operations (Morrison et al., 2018). The entrepreneurial role is to identify investors to develop man-made attractions, accommodations, food and beverage, and other facilities for tourists. Once built their role becomes to hire workers, manage the operation and ensure it is successful. After all, they are taking a risk as entrepreneurs.

As discussed in the Tourism Organizations section, the non-profit organizations include CVBs to market and manage the destination, chambers of commerce, associations such as a local sports association to attract sporting events to the

destination. The CVB typically works with all stakeholders and leads the marketing and sales (e.g., conventions, trade shows) for the destination. Chambers of commerce might be the tourism marketing and sales organization in smaller destinations. However, many of these non-profit types of organizations collaborate with each other, as well as with private or for-profit-sector (e.g., members of CVBs) and government (e.g., hotel tax dollars as a funding source). Non-profit organizations might also operate such things as museums and historical attractions, as well as festivals and events. Such organizations might be local cultural organizations.

The government really does not manage tourism attractions. However, there are exceptions, such as National Parks. Government roles are to stimulate development of tourism, as well as establish and enforce procedures, codes, such as zoning (e.g., business, residential). Government might also get involved for the following reasons: bankruptcy of an attraction where the government needs to help the business in some way, ensure cultural aspects of the community are conserved, encouraging private sector development, find ways to work with potential attractions and other elements of tourism provided through the private sector where businesses may have concerns about being profitable (Morrison et al., 2018).

Government might fulfill some of the above reasons for their role in tourism development by offering incentives (e.g.,

tax breaks) to entice development by the private sector. Government might also offer a piece of land for private sector development, which lowers the businesses cost to develop at attraction, supporting facilities, or other element of tourism.

While the sectors may have relatively unique roles in tourism development, it is also important the cooperate with each other for the good of the destination. Edgell and Haenisch (1995) offer a model whereby there are times each will work independently of the other two sectors, times when two sectors work together (e.g., private sector and government), and times when all three work together. Edgell and Haenisch (1995) call this “coopetition”. For example, while attractions compete within the destination for tourists to visit respective attractions, if all stakeholders cooperate the develop and manage tourism, the destination will do better overall.

Project Development Analyses

Prior to developing an attraction, hotel, or other element of tourism, there should be an assessment or analysis to determine the feasibility of being successful. Private sector developers who need be profitable will typically do feasibility studies. This may start with a pre-feasibility study, which is essentially to see if the project is even viable. For example, does the project make sense given what the destination already offers? Pre-feasibility studies might be conducted by whatever

company or organization is interested in the project. If it does, the next step would be a more robust feasibility study to identify such things as potential sites for the product being considered, assess the market demand of the project, projected revenues and expenses, capital costs to develop the project, and will there be enough return on investment (ROI) if the project is developed. The full feasibility study is often conducted by an independent consulting company to minimize biases. The feasibility studies helps the company or organization identify if the project should move forward or not.

The market demand study within the full feasibility study would include secondary and primary research. Secondary research would include existing data, such as hotel metrics (e.g., supply, demand or rooms sold over a given period of time, occupancy, average daily rate (ADR), and revenue per available room (REVPAR) if the project is a hotel. Primary market analysis requires collection of data. This can include surveys (e.g., visitors of the destination to determine if the potential project is of interest), focus groups to get in-depth insight as to the interest of visitors. Surveys can also be conducted to potentially identify potential demand for the project.

If a project is not intended to be profitable, such as one being developed by the government or non-profit organization, a cost-benefit analysis can be conducted. Such a study essentially identifies the potential benefits to society are worth the cost of the investment.

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PART I

TOURISM MARKETING AND PROMOTION

General Overview

Marketing and promotion are essentially figuring out what message(s) you need to sell a product and how to communicate to potential buyers. To use the famous quote from the 1989 movie *Field of Dreams* “if you build it they will come” is NOT how tourism works, marketing and promoting is essential to be successful. But, marketing and promoting tourism is very different than other tangible products and services. Destination CVBs are marketing and promoting an entire destination with numerous “products” and services.

Tourism Marketing

The American Marketing Association (2022) indicates “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings

that have value for customers, clients, partners, and society at large” (<https://www.ama.org/the-definition-of-marketing-what-is-marketing/>). There are common elements of marketing used for all products, but tourism marketing is unique. In marketing in general there are the common 4-Ps:

- Product – Whatever is being sold (in tourism it is the experience).
- Price – Cost of the product (in tourism it includes everything you purchase for the experience).
- Place – Where you purchase the product. Also known as how the product is distributed.
- Promotion – How the company or organization communicates the product to the consumer(s).

Marketing tourism is very unique compared to other products. Shoemaker and Shaw (2008) provide four primary ways marketing tourism is different than other products:

- Intangibility – Tourism is an experience, not a physical product (e.g., computer). Tourists will have memories of the experience they may share with others (e.g., family, friends).
- Perishability – The supplier cannot stockpile the product and resell it. For example, an empty seat on an airplane cannot be resold on a different flight. Each plane has a limited number of seats. An airline cannot add a

seat unsold on the first plane to the second plane.

- Heterogeneity – The experience is not likely to be the same for consumers. Unlike physical products (e.g., computer), tourism experiences cannot be mass produced.
- Inseparability of production and consumption – Tourism experiences are consumed as they are produced. Other products can be produced in one city, state, etc. and sold in another. In tourism, the consumer (tourist) has to go to the product (i.e., destination). With tangible goods they can be purchased in a store and taken home or shipped to the consumer.

For tourism marketing there are an additional 4-Ps (Morrison et al., 2018):

- Packaging – A way to purchase some, many, all of the tourism product together (often through intermediaries such as Travelocity, Expedia, etc.).
- Programming – Ability of the destination to change themes, delivery of the product, and when the programs are available (e.g., destinations may have a special program around certain holidays).
- People – Tourism focuses on people. Destinations strive to provide a good experience and people are needed who can provide the experience. Although technology is changing some aspects of tourism, people will likely

always be required.

- Partnerships – When businesses, organizations, etc. work together or collaborate deliver the tourism experience.

Marketing Orientation

Marketing orientation is essentially a guide for marketers. Morrison et al. (2018) suggest the following orientations

- Production – Focuses on what the product is and how it might fulfill needs and expectations of tourists.
- Sales – Focuses on selling more. So, increasing the volume of travelers, getting day-trip tourists to stay overnight are two examples of selling more.
- Marketing – First the needs and expectations of tourists are identified. Then, marketing tries to find a way to fulfill those needs and expectations.
- Societal – This orientation considers the society and local community and finds sustainable and/or responsible ways to market. This is a perspective or orientation that can minimize the negative social/cultural impacts.

In addition and similar to other topics covered (e.g., planning, development), marketing needs to be adaptable. Remember, tourism is season in many destinations, which might mean

different target markets, different programming and events, and other issues to consider. As discussed from several perspectives, marketing needs to be adaptable because of challenges such as the economy, natural disasters, and other challenges.

Market Segmentation

Market segmentation in tourism is a way to group tourists according to characteristics they have in common since they are not exactly alike (Morrison, 2010). Some of the simple ways to segment the tourism market includes by demographics (e.g., age, household income, education, marital status). However, by combining such variables and looking at life cycle tourism marketers can be much more targeted and strategic. Another important consideration is geographic, or where actual and/or potential tourists reside. Another option is purpose of trip (e.g., business or leisure; group, family, individual). Behaviors of travelers can also be used to segment tourists. For example, marketers might segment based on travelers' motivation or benefit they seek from taking a leisure trip/vacation. Psychographics (e.g., attitudes, interests, opinions) is a valuable segmentation tool which [Strategic Business Insights](#) (2009-2023) uses to group travelers into lifestyles (there is a survey you can complete to find out what type of VALS traveler you are).

An example of segmenting a group of travelers is

Shoemaker's (1989) study that segments based on senior travelers reasons for traveling using cluster analysis, which is a statistical technique to segment a sample into groups based on a set of survey questions (Brochado, 2021). Shoemaker (1989) segmented based on reasons seniors traveled, including rest/relaxation, festivals/special events, experience new things, visit new places, escape daily routine, intellectual, and a number of other items. This study identified that there are sub-markets of the broader senior travel market. For example, Shoemaker (1989) identified three clusters: "Family Travelers" who enjoy spending time with immediate family; "Active Resters" travel to escape daily routine, intellectual enrichment such as visit historical sights, and participate in physical activities; and "Older Set" whose main differentiating characteristics is they are older than the other two groups and enjoy staying at all inclusive resorts, and participating in activities such as visiting historical sites.

When selecting target markets there are several criteria to consider according to Morrison et al. (2018). First, the need to be measurable, meaning you can estimate how many exist in the target market. This is essential because you want your broad or mass marketing to reach a sizable number of potential visitors. Next, the target market(s) need to be accessible, meaning you can reach them with your message. The next criteria is they need to be substantial enough to justify the time and money that will be spent. Fourth, the target market(s) need to be defensible or make sense that they are likely to

visit. The defensible criteria includes recognizing if they are a separate target market than other target markets or are they enough alike another that they are not truly distinct. Durability of a target market implies they will continue to exist over time and not just be a short-term or one occurrence. The destination also needs to ensure they can compete with other destinations for the target market. Homogeneity of the target market is the criteria that there are enough similarities with the target market. Finally, each target market needs to be compatible with the other target markets, as well as residents or locals to minimize negative social/cultural impacts.

Morrison et al. (2018) also identifies concerns the destination needs to consider when identifying target markets. First, do they have enough income to travel now and in the future and will they potentially spend enough money at the destination to make them a worthwhile target market. The destination also needs to be confident they can be competitive with other destinations marketing to the same or similar target markets. Another important concern is to ensure the investment needed to offer the product(s)/service(s) to attract the target market and to market/promote to them is worthwhile. Finally, does the destination have sufficient financial and other services to design and promote at necessary levels.

Destinations should also consider internal marketing within the destination. This includes to members of a CVB and/or other businesses within the destination system. Other internal

stakeholders should be included such as politicians and community leaders, service providers (e.g., police, fire, EMT/healthcare) who are included in the important infrastructure component of a destination system. External marketing should not only be done for visitors, but also intermediaries, suppliers, media, and other potential groups who can help with a destination's efforts.

Branding and Positioning

Branding is applied quite a bit for products and services. However, in tourism it is more complex to brand a destination. Until relatively recently, CVBs would use the full phrase and/or acronym in the name of the organization (e.g., Greater Houston Convention and Visitors Bureau). These long and often similar names for the organizations could make it difficult to differentiate from other destinations. Many CVBs began developing shorter, more attractive names such as Visit Houston and have various logos and other branding to differentiate themselves from competitors.

A key element of branding, logos “can facilitate many DMO marketing activities to establish brand image and identity, particularly relevant before the actual visitor experience” (Blain et al., 2005). Branding is critical for developing a destination's image because of increased competition among destinations (Jetter & Chen, 2011). Branding and brand

identity help a destination position themselves or establish an image as a travel destination.

All brands have a value generated by the name, icon, or other identification, which represent brand equity. Williams (2021) the brand equity concept is complex. For tourism with so many stakeholders involved it is way more complex than single brands. So, destinations need to figure out what represents the overall tourism product of their destination. Kim and Lee (2018) found that characteristics such as price and word of mouth influence perceptions of perceived quality, brand awareness and image, which then help a destination's brand equity.

Marketing Plan

Within a destination's marketing plan should be both strategic and tactical elements (Morrison et al., 2018). Strategic activities are more related to long-term goals, which might include developing relationships and or partnerships with and between tourism related organizations (e.g., CVB, sports commission, hotel association, etc.). These types of strategies help a destination be cohesive and develop long-term value, which can lead to repeat visitation. The relationships and partnerships can help a destination manage the impacts (i.e., economic, environmental, social) as well. The tactical elements are shorter term, but help the destination with long-term goals. Examples include public relations campaigns, social media

efforts, and the foci of convention and meeting sales, which can include booking short-term meetings to fill in the gaps for the destination around larger conventions, trade shows, and other large events that are booked and confirmed much further in advance.

The marketing planning process as explained by Morrison et al. (2018) should address the following questions:

- Where are we now?
 - Use situation and or SWOT analysis (i.e., strengths, weaknesses, opportunities, threats). This analysis(es) should consider who current visitors are, what the destination offers. To reflect how all of the modules for this class interact, a destination might identify an opportunity to develop a new attraction. Also consider environmental scanning, which assesses legal (e.g., travel restrictions), technological (e.g., smartphones), accessibility to and within the destination, economic, and macro-level competition for consumers discretionary income.
 - Evaluate the entire tourism system components (i.e., attractions, facilities, infrastructure, transportation, hospitality)
 - Assess visitor market, including current target markets, as well as potential target markets.
 - Compare and contrast the destination with

competitor destinations, which can include but not limited to their image and their marketing plan.

- Through out all this process strengths and weaknesses should be clearly identified. Through weaknesses a destination might identify opportunities or things that can be done better.
- Where would we like to be?
 - Vision and mission statement. The vision statement is very much future oriented. The mission statement is essentially what the organization does and its' values.
 - Establish marketing goals to get to where the destination would like to be, which might include number of visitors, economic impact, visitor satisfaction, and/or various other possible ways to measure if the destination gets there. Remember, most or all CVBs are at least partially funded by the hotel occupancy tax, so hotel tax might be a goal to set.
 - Using the segmentation ideas and criteria (e.g., measurable, accessible, etc.) above, the destination needs to identify target markets.
 - Create positioning approach which will hopefully portray the desired destination image. This could include one of the following:
 - Create – if destination does not have a positioning approach.

- Change – if positioning has not resulted in the desired image the approach likely needs to be changed.
 - Reinforce – perhaps target markets have forgotten or the image they have of the destination is not as strong as it used to be. In this case finding a way to reinforce or remind visitors is needed.
- Establish objectives that the destination can measure, including within target markets. These should be very specific and result from all the analysis performed throughout the marketing planning process.
- How do we get there?
 - By implementing the marketing plan. Typically have sub-marketing plans for each target market because of various potential differences between them. The differences would include the marketing mix or 4-Ps of marketing (i.e., product, place, price, promotion).
- How do we make sure we get there?
 - Monitor along the way so the destination can adapt if needed. Remember the objectives are stepping stones toward the longer term goals. So, if objectives are not being achieved something(s) likely need to be adapted.
- How do we know if we got there?

- Research and statistics. It depends on what the measurable goals (and objectives) are as to how to measure.

Tourism Promotion

Promotion is essentially communicating or making consumers aware of a product, which can be verbal, written, and/or visual. Walker and Walker (2018) provide sequential steps of how promotion affects the buying process labeling each with one word descriptions:

- Provider creates awareness of the product to consumers (awareness).
- Consumer needs to become aware of how the product will fulfill or affect their needs (knowledge)
- Hopefully this knowledge creates a positive disposition for the product (liking).
- Hopefully the positive disposition lead to the consumer preferring the product over those of the competitors (preference).
- Finally, this should increase the probability of the consumer purchasing the product (probability).

Remember, the tourism product is very different and more complex than other products. One, the product is intangible and two it is derived of many aspects (i.e., attractions,

accommodations, built facilities, transportation, infrastructure, hospitality).

Since promotion is a communication tool, there is a sender and a receiver. The sender for destinations as a whole are typically the CVB or DMO and the receivers are potential travelers/consumers. Messages/promotions can be sent through a variety of channels (e.g., billboards, television, newspaper, magazines, internet, email newsletters, etc.). However, not all promotions reach the intended recipient(s). Morrison et al. (2018) explains the following issues related to promotions and reaching the intended recipient(s):

- Barriers – ways consumers can block messages, such as Do Not Call Registry and recording television shows to be able to fast forward through commercials.
- Filters – deleting emails from companies and people not known to the recipient.
- Noise – any distraction keeping the recipient(s) from the promotional message.
- Permission – can be explicitly or implicitly. An example of explicitly is subscribing to a CVB e-newsletter. An example of implicitly is the organization pays for a message, such as on Facebook or a television commercial.

Morrison et al. (2018) also suggest even if the intended recipient(s) receives the promotion, it does not mean they hear, understand, and/or believe the message. It is important

to send a message that people can understand and is realistic or believable. Ideally, the sender of messages will be able to receive feedback from the recipient(s). For example, number of recipients who click a link to get more information, number of sales of the product, a follow up survey to find out what the recipient(s) thought of the promotion to name a few.

Promotion Goals and Types

There might be various goals a CVB or DMO has for their promotions. One very obvious goal is to get consumers to purchase or book a trip. Other potential goals would be to entice travelers to upgrade to more expensive packages, stay longer, convert day visitors to overnight tourists, and be repeat visitors. In order to potentially achieve these goals it is important to understand the visitor buying process in order to establish goals and to influence purchasing behaviors. Inherently, consumers need information to consider any purchase, including travel. The general consumer decision-making process according to The Sales Optimization Company. (2009-2022) includes the following stages:

1. Awareness – consumer becomes aware they need a product, in the case of leisure tourism it could be a weekend getaway, family vacation, a day trip to a community event or other activity in another destination than where they reside, and many other

- possibilities.
2. Research – the consumer will search for information about possible options. A destination should have their promotional materials in multiple sources to be as visible as possible.
 3. Consideration – the consumer through the research stage may have numerous possibilities to consider.
 4. Conversion – the purchase decision is made. This could include deciding not to take the trip, perhaps for various reasons (e.g., do not have enough money for the desired trip).
 5. Re-purchase – consideration if the trip or product fulfilled their need and would buy again, or take a trip to the same destination again.

Morrison et al. (2018) suggest there are three goals of promotions. You might also consider these strategies to try to modify consumers' behaviors. The first is inform, which is relevant for the awareness and research stages of the consumer decision-making process. Next is persuade, which is relevant to the consideration and conversion stages of the consumer decision-making process. Last, remind is a strategy to use as consumers contemplate the potential re-purchase stage of the consumer decision-making process.

Promotional Tools

The ‘place’ component of the 4-Ps of marketing provide what Morrison et al. (2018) refer to as ‘the promotional toolbox’. Many references (e.g., Morrison, et al., 2018; Walker & Walker, 2018) regarding promotional tools highlight and explain the following

- Advertising -primary source for promoting to the mass market for leisure travel (e.g., television, magazines, newspapers, billboards, internet (banner ads).
- Personal selling – primarily used to promote a destination for the meetings and events sector where a small number of people decide on the destination and venue, but the event brings many people.
- Merchandising – travelers may purchase souvenirs when they travel. This is a good promotional tool where the traveler pays for it and is a reminder of the trip later on. For example, someone might use a coffee cup from a trip and be reminded of their experience. If it was a good experience it might influence them to consider visiting again. Another example, someone might wear a shirt or hat they purchase from a destination. A friend or even someone they do not know might ask them about their experience. This is free word-of-mouth promotion that a business or organization benefited financially since the tourist paid for it.

- Digital marketing – websites, social media, e-mail, e-newsletters.
- Sales promotion – a form of promotion that is typically separate from the broader advertising that takes place pretty much all of the time. Sales promotion offers an extra incentive to purchase and is more likely for a limited time.
- Public relations – this promotional tool is important because they deal with the media. Think about when large events have been announced for a city, like the Super Bowl or FIFA World Cup. The local news channels might interview someone from the planning committee. A public relations person would handle arranging that and any inquiry from the media.

Planning Promotions

Morrison et al. (2018) suggest there is a “big P” and “little p(s)”. The big P is the overarching promotional plan for the organization, which is derived of the little ps. Examples of little ps will be the convention sales team’s plan, the leisure sales plan, sporting events, any other categories a destination provides or focuses on. Convention sales might be trying to promote a period of time where they currently do not have conventions or meetings and need to fill in the gap. Sporting events might focus on a specific sport.

Promotions Planning Process

Tourism promotions planning process asks the same questions as marketing planning process. Essentially at this stage, you are implementing the marketing plan:

- Where are we now? – this question is guided by identifying target markets and the promotional tools a destination will use to promote to specific target markets. The target markets should include not only different visitor groups, but also travel trade intermediaries, local community, and media/press.
- Where would we like to be? – this question is used to identify or establish measurable objectives (e.g., number of people to click on the promotion icon, number of overnight stays generated). These objectives are specific to the little ps and include goals of the promotion (i.e., inform, persuade, remind).
- How do we get there? – this question entails specific promotion activities and objectives that are measurable. Examples of specific promotion activities could include using banner ads to promote a summer campaign to drive overnight stays.
 - This question also identifies the budget for the specific promotion and potential partnerships to pool resources (e.g., funding, talent and knowledge of people).

- This question also helps determine the message idea, which may require research, focus groups, and other forms of feedback to assess consumers' interest and refine the promotion.
- The message format needs to be created to ensure it is understandable, distinct from competitors, and believable (i.e., destination really can provide what it is promoting).
- The promotional mix (e.g., personal selling, advertising, etc.) needs to be specific to the target market, which should be based on research or good information of the best way(s) to reach the intended target market. This can be developed through the development of target markets. For example, if geography is a variable the destination puts promotions in those geographical areas. Destinations also need to consider all of the other variables discussed when identifying target markets.
 - It is also very important to identify and consider available resources, such as financial, intellectual, and artistic.
 - In terms of financial resources, there are various measures that help to determine the promotional reach (e.g., cost per contact, cost per inquiry, geographic – how many people in a designated market area you might reach). (There are various

others in the PowerPoint we will discuss in more detail, including tradeoffs with specific promotional tools.)

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PART I

TOURISM

EXPERIENCES

General Overview

There are many models for the consumer experience. Typically, the process begins with awareness of a product, followed by the consumer's consideration of whether to purchase or not. Next comes the actual decision, followed by receiving the product or service, of purchased. Last, is loyalty or advocacy. In other words, would the consumer purchase the product again, recommend to friends and/or relatives. The tourism product adds phases to the general consumer purchase experience. One key characteristic to keep in mind is where the product is consumed. Many tangible products (e.g., computer, furniture) are either delivered or picked up at a store. So, the product in some way goes with the consumer. Exceptions would include eating a meal at a local restaurant. However, in tourism, the consumer or tourist goes to the product (i.e., destination) and the experience while on the trip, vacation, etc. is the product.

Products and Services

Normal products tend to be tangible and offer varying features, benefits, etc. The tourism product is an intangible experience derived of various features, benefits, etc. Tourism products are:

- Intangible – experience
- Perishable – a destination cannot store the product to resell later
- Combination of physical product and services. For example, a hotel room has tangible aspects to it that contribute to tourists' experiences
- Produced on demand rather than coming off a shelf or out of a factory like tangible products
- More than one provider – remember the destination mix elements (i.e., infrastructure, transportation, built facilities, attractions and events, and service quality/hospitality)
 - They are all interdependent
- Consumers go to the product rather than taking product home or having it delivered
- Elastic and seasonal – peak and non-peak seasons

Experiences

Tourists' experiences can be broad and vary. They can range

from being passive to being very involved. The elements of the experience include:

- Physical – aspects of the experience can include physical and more tangible products (e.g., wine or beer tasting room, meals tourists' eat, accommodations)
- Staff – servers in a hotel, winery, brewery
- Consumer – interaction with the product, staff, and others during the experience
- Internal marketing – training and communication of staff to ensure consistent experiences for tourists
- Corporate culture – clearly define and ensure expectations of the staff
- Communication with tourists' so they know what they should expect (before and during experience)

Product Toolbox

Consumers/tourists are going to expect some benefit from consuming a product, including tourism. There is a basic product and augmented products. Or adding, options to the basic product should tourists prefer. An example could be rather than just dining in a restaurant, being allowed to watch the chef cook the meal, perhaps even interacting with the chef to learn about her/his meal preparation.

Packaging is another important aspect of the product toolbox. A great example of this in tourism is [CityPASS](#) where

tourists can purchase discounted tickets to attractions in cities that provide the opportunity. Packaging provides one easy way to purchase multiple tickets in this case rather than having to purchase tickets separately from each attraction and get a big discount by purchasing such a package.

Partnerships provide tourism organizations to collaborate in several ways. One could be two or more organizations, such as CVBs, to work together to market the destination(s). Organizations also need to partner in order to provide packages in many instances. Some of these might be short term. But strategic alliances provide more of a long-term partnership. These are common for airlines, so they do not have to fly to every destination. Some smaller destinations might have more regional airlines that partner with larger airlines to provide accessibility to more destinations.

Programming is generally done for special activities or events to increase visitor spending, particularly during non-peak seasons for a destination. Some other programming includes special events around large sporting events, such as the Super Bowl and NCAA Final Four weekend.

People are important because as Morrison et al. (2018) state, “No amount or quality of facilities can make up for poor service” (p. 257). Tourism has many opportunities to interact with and receive service from employees. Obviously in dining establishments, but also it could be a guided tour of a museum or cultural center, as well as many other examples.

Product Development

If a destination is going to develop a new product(s), it is first important to determine if it is needed. A destination can ask two questions. First, is there demand for a new product? The steps to answer this question can include an assessment of current products and tourists' use of them. A destination can also do market research, such as surveys of visitors and potential visitors. The second question is are there other potential markets to promote to in order to grow a destination's tourism demand rather than develop a new product.

A destination looking to develop a new product also needs to see how any potential new products fit with existing products, as well as identify support for any new products, such as money and human resources. In addition, the land for any new product needs to be considered. If a destination decides to develop a new product there are important implications to consider, such as will it result in additional revenue for the attraction, destination. Developing a new product does not necessarily creating an entirely new attraction. Product development can be enhancing an existing product, such as adding a new ride at an amusement park.

Tourist Motivations and Benefits

Traveling can fulfill some basic human needs, which are viewed

from a psychological perspective. Murray categorized basic human needs into two categories, primary and secondary (Morrison et al., 2018). Primary needs are more biological and include food, water, and oxygen. Secondary needs include psychological needs for achievement and independence. Travel can fulfill both primary and secondary needs. For example, a tourist(s) can go to a national park with fresher air than a city to hike and feel they accomplished something.

Maslow's Hierarchy of Needs can also be considered within a tourism context. Maslow suggested the more psychological needs, such as esteem (e.g., achievement, self-esteem) and self-actualization (e.g., self-fulfillment) are the more primary needs and survival (i.e., food, water, oxygen) are at the bottom of the hierarchy. Travel can certainly help one fulfill the esteem and self-actualization needs.

Travel Motivation Theories

There are a number of travel motivation theories. First and foremost, identifying the purpose of travel (i.e., business, leisure, visit friends and/or relatives). Certainly, for business the purpose is work. Leisure is more complex, but to begin it could be a vacation, a weekend getaway. From a basic psychological perspective, it could be identifying tourists' interests and/or desires. Next motivation can be looked at by global or broad perspectives (e.g., escape daily life) and more situational/occasion (e.g., reconnect with family, loved ones,

etc.). But this is not mutually exclusive as a tourist can combine global and situational/opportunity and perhaps escape one's daily life and take a special trip to work on a relationship.

Another basic motivation theory is push/pull. Push factors include internal motivations such as personal growth, escape work, people, and obligations for a while. Pull factors have to do with the destination and what draws people to the destination.

Travel Benefits

There are numerous travel benefits. Some might be more instantaneous/brief (e.g., scenery, food) and others longer-term (e.g., knowledge, spirituality, stress-relief). Some of the longer-term are related to health as well. Alton (2017, May 19) summarized Hostelworld Global Traveler Report that suggests travel, especially internationally, makes one healthier, relieves stress, makes one more creative, increases happiness and satisfaction, and reduces the risk of depression.

Other travel benefits are what Lehto (2012) refers to as “perceived destination restorative qualities”, which includes six factors:

- Compatible (e.g. The destination I visited was consistent with who I am)
- Extent/scope (e.g., There was a variety of things to do at the destination)

- Mentally away (e.g., At the destination, I could forget about my obligations)
- Discord (e.g., There was a great deal of distractions at the destination)
- Physical away (e.g., Being at the destination, I felt as if I was in different surroundings than my normal living environment)
- Fascination (e.g., For me, visiting this place was a captivating experience)

What is a Tourism Experience?

Morrison et al. (2018) suggest a tourism experience is “...when an individual engages with, participates in, and makes sense of events and activities pertaining to a tourism destination” (p. 298). The following are the more specific experiences:

- Sensory (e.g., sight, sounds, smells)
- Emotional (e.g., feelings)
- Physical (e.g., activities)
- Mental (e.g., things travelers do but more mentally)
- Social (e.g., interact with others)

Aho (2001) developed what is called the process view of the tourism experience which begins before the actual trip through after the trip:

- Orientation – develop some sort of interest
- Attachment – interest strengthens
- Visiting – actual trip
- Evaluation – comparing trip with previous ones and possible alternatives and deciding about future trips
- Storing – this includes physical (e.g., photos) and social (e.g., people met)
- Reflection – recalling the experience
- Enrichment – this also includes physical (e.g., souvenirs) and more mental (e.g., new practices and habits developed during the trip)

The actual tourism experience can also be examined through “The Experience Economy” developed by Pine and Gilmore (1999):

- Entertainment – activities, such as going to a festival
- Esthetics – tourists’ interpretation of physical environment of the destination
- Educational – learning something new while traveling
- Escapist – escaping the demands of daily life

Mody, Suess, and Lehto (2017) added four other components that they call “Tourism Experienscape”:

- Serendipity – experiences that are unexpected, a pleasant surprise, spur of the moment

- Localness – interacting with local people and culture
- Communitas – feeling like a part of the community
- Personalization – the community, organization, or other entity making tourists feel special, unique

Technology and the Tourism Experience

Technology has drastically changed most tourists' experience. Morrison et al. (2018) offer the following ways technology has changed travel experiences:

- Resource (e.g., GPS, make reservations on portable electronic devices)
- Share experiences (e.g., recording the experience, sharing pictures on social media)
- Communication (e.g., with a smart phone tourists can communicate whenever they like through calls and texting)
- Virtual reality (e.g., virtual tours)

Tourism Experiences for People with Disabilities

The Americans with Disabilities Act (ADA) guarantees that anyone with a physical or intellectual disability enjoys the same

opportunities as those without a disability (U.S. Department of Justice Civil Rights Division, n.d.-a). An example of this guarantee in hospitality and tourism is accessible entry and exit for swimming pools, including hotel pools (U.S. Department of Justice Civil Rights Division, n.d.-b).

More recently, more attention has been given to cognitive disabilities (e.g., autism, dyslexia) when people travel. For example, a number of museums in New York developed programs for people of all ages who are on the autism spectrum (Destination 2030: Global cities' readiness for sustainable growth, n.d.). In 2018 Mesa, Arizona became the first Certified Autism Destination (Dienst, J. N., 2022, June 24). The initiative began following a family vacation of the President and CEO of Visit Mesa and his son who has autism. The certification is given by the International Board of Credentialing and Continuing Education Standards (IBCCES) and requires the following: "Dedicated to serving autistic individuals"; "Majority of attractions and tourism-related organizations trained and certified in autism"; "Onsite audits performed for key partners"; and "Committed to ongoing support and training" (International Board of Credentialing and Continuing Education Standards, 2022, [Certified Autism Destination \(ibcces.org\)](https://www.ibcces.org)). IBCCES provides certification individually for hotels, resorts, zoos, museums, and other tourism related businesses and organizations. In Mesa, approximately 50 businesses and nearly 5,000 people are certified. Aside from the Certified Autism Destination

designation, Mesa also provides accessible program for people non-visible disabilities, such as an app to provide visual interpretation.

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PART I

TRAVEL PURCHASE

General Overview

Whenever a consumer considers making a purchase there are multiple steps involved, including traveling. It could be argued there are more considerations when tourists are considering a trip given the complexity of tourism. In general, the purchase decision-making process involves five steps. First, recognizing a need or desire. Second, searching for information about products that might fulfill the need or desire. Following the information search consumers generally evaluate the alternatives identified. Fourth, a purchase decision is made, which can be to purchase a product or not. Finally, the consumer evaluates the purchase after buying and determining if it fulfilled the need or desire. For products such as computers, smartphones, and other tangible products this is pretty straightforward. However, tourism is an experience derived of many potential services (e.g., attractions and events, transportation, food and beverage, accommodations, and numerous other possibilities) that need to be evaluated simultaneously.

Traveler Decision-Making

There are destinations all over the world for travelers to consider. In tandem, tourists need to think of all of the other services and products they need or desire if they are going to travel somewhere for leisure. Similar to the process of consumer decision making for tangible products, potential leisure tourists. However, Crofts (2000) suggest a slightly different approach for tourists with past experience with a specific destination and first-time visitors. Following the need recognition step, Crofts (2000) suggests tourists with past experience do an internal information search based on that experience. If the internal search is sufficient past visitors might move to the evaluation search. If the internal search is insufficient past visitors will utilize an external search for information. First-time visitors more than likely do not have internal information so will move to an external information search. The next step is evaluating the options. For tourism this likely is evaluating multiple destinations and comparing and contrasting them. This could begin with several and the traveler(s) might narrow down the number of possible destinations. Hopefully after evaluation the traveler(s) identify a destination and purchase. The purchase phase will likely include multiple aspects or products (e.g., accommodations, transportation, attractions and events, food and beverage, etc.). Remember the tourism product or experience has multiple products or services. So, a traveler(s) might purchase

some things ahead of time (e.g., reserving accommodations and flights) and some when they are about to participate in an activity (e.g., visit a museum). The final step according to Crotts (2000) is purchase evaluation. This is also complex because of all the aspects of the tourism experience. Some experiences might be good and some not so good. When a traveler(s) recognize a need in the future to travel they will likely recall their experience, and this will be part of the internal search for information as the process begins again.

Travel Decision Characteristics

Morrison et al. (2018) offer five traits of the travel decision making process:

- Travel is experiential: not as well defined as tangible products
- Multiple phases: pre-trip planning and purchasing, route to the destination, experiences at the destination, route back home
- Multiple decisions: destination, transportation, F&B, accommodations, etc.
- Uncertainty and risk: not fully going to know what you are getting until you are at the destination, very different from tangible products
- Openness and spontaneity: travel is exploration and tourists might find things to do they were not aware of

and planned before getting to the destination

Expected Value/Utility Theory

Inherently, when purchasing any product, including tourism, people think about the value of the product and what they will get from consuming the product, or the utility of the product. This is called expected value/utility theory (Morrison et al., 2018). In tourism the product is cumulative and tourists need to think about the cost, safety, uniqueness, and many other attributes of the destination. As a result, tourists hopefully make rational decisions when purchasing a trip. An example could be utilizing transportation that also serves as an attraction and other elements of the tourism destination product (e.g., a scenic train trip to get from one country in Europe to another). In this example, there is an attraction (i.e., scenery), transportation (e.g., train), perhaps infrastructure such as Wi-Fi, and food and beverage. Such a trip could help maximize the utility of the trip and provide more value for the tourist(s).

Protection Motivation Theory

Any purchase has inherent risk. Perhaps purchasing a leisure vacation and all the aspects of it are more of a risk than other products. Many or most airlines have a cancellation policy

whereby depending on when a consumer cancels can get reimbursed all or part of their payment to reserve. Protection motivation theory essentially states if the perceived risk is high, more than likely the purchase will not be made (Morrison et al., 2018). Glusac (2020, November 26) indicates when the COVID-pandemic first began, travel insurance failed consumers because the policies did not include pandemics. The COVID-pandemic caused quite a bit of risk in tourism from people being stranded at a destination or on a cruise ship, having to cancel on short notice, and even get infected with COVID in a foreign country. During the COVID-pandemic awareness of travel insurance drastically increased and in 2023 is estimated at \$3.8 billion in the United States. Mordor Intelligence (2023) estimates in the first two months of 2022, travel insurance sales increased 275.0% over the same period in 2021. A few months after the first two months of 2022 travel restrictions began to loosen. However, people were/are still cautious and to minimize the risk willing to purchase travel insurance. Following all of the challenges of travel and insurance during COVID, the travel insurance industry now has new policies covering COVID and some countries require international tourists to have such an insurance policy (Glusac, 2020, November 26). As countries began loosening travel restrictions, Draper and DeFranco (2023) found U.S. residents planning to travel internationally are likely to purchase cancellation/interruption, emergency medical, and baggage insurance if traveling in 2023 and 2024-2025.

Theory of Consumption Values

The theory of consumption values explains why people purchase or not and why a certain product and not others (Sheth et al., 1991). There are five consumption values:

- Functional value: perceived value about the function or utility of a product or service compared to alternatives
 - What attributes of the product will provide utility (e.g., pool at the hotel)?
- Social value: perceived value based on specific social groups
 - What will your friends, relatives, other social groups think about where you travel and what you do?
- Emotional value: perceived value about feelings one might receive from the product
 - Will the vacation deliver certain affective characteristics (e.g., relaxation?)
- Epistemic value: perceived value of the product to provide curiosity, novelty, and/or knowledge
 - Example could be learning about another culture
- Conditional value: perceived value of a product given a specific situation or circumstances of a consumer
 - An example could be going to a destination during non-peak season because it is cheaper and the traveler(s) do not have the discretionary income for

peak season

Traveler's Buying Process

Similar to other consumer decision/purchasing making models, Morrison et al. (2018) provide one a bit more specific to traveler's buying process:

- Attention and awareness: potential travelers may be unaware of a potential destination
 - Mass media is where potential travelers will get their information and make an initial assessment
 - Destinations seek to remain in the consumer's options by hopefully showing they can fulfill their needs
- Knowledge and comprehension: if potential traveler's attention is gained they will seek more information
 - Media is still important but potential travelers but more than likely they are looking for more specific information compared to the previous stage
- Interest and liking: if the two previous stages are successful potential travelers are likely to be interested in the specific destination(s)
- Evaluation and preference: most effective advertising here is testimonials and destinations get very creative with these (e.g., My Houston campaign with Jim Parsons, ZZ Top, and others)

- Intention and conviction: potential traveler of the benefits of purchasing and visiting the respective destination
- Purchase and action: purchase is likely but there might still be barriers
 - Money (if a barrier potential traveler might seek alternatives such as packaged tours, cheaper accommodations, etc.)
 - Time (perhaps getting to a destination where one is leaving on a cruise is an issue, but traveler can look into fly-cruise package)
- Adoption and advocacy: potential traveler visits, has a good time and needs were fulfilled, so they might become a repeat visitor of the destination

Within this process there could be what is referred to as cognitive dissonance, which is essentially anxiety about the choice the potential traveler made. This could arise from after booking thinking about other options that also looked good. Taking a vacation/leisure trip is also an important decision and one might start thinking again about the cost and perhaps they should not have committed by purchasing. Another possibility is after they book they find out about other options, which could be other accommodations, attractions, etc. at the destination or they find out about another destination they did not consider during the buying process. The anxiety tends

to be more likely and higher shortly after the potential traveler(s) books the trip.

Travel Information and Decision Support

Potential travelers depend on information to make a decision that meets their needs. Vogt and Fesenmaier (1998) updated a previous model. They suggest consumers have behavioral traits that leads to the roles different information provides. They suggest five roles or values of information:

- Functional value: information helps increase knowledge and reduce uncertainty
- Hedonic value: Morrison et al. (2018) explain this as “phenomenological, experiential, sensory, and emotional purposes” (p. 334)
- Innovation value: the experience will be novel and something you cannot experience where tourists live
- Aesthetic value: you can visualize or imagine what the actual experience will be like
- Sign value: if you begin to share information, discuss with friends/relatives (i.e., social), and you feel it increases your status (i.e., symbolic)

Inherently, travel behavior and the availability of travel information is going to change over time. Choe et al. (2017)

examined how information communication technology (ICT) (e.g., mobile technology) drastically changed the information search process of travelers. According to Xiang et al. (2015b) the Internet began to change how people plan and book travel around 1995 when WebCrawler was invented to provide the first web-based search platform. Shortly after Amazon, Expedia, and Travelocity were created (Xiang et al., 2015b). Xiang et al. (2015a) suggests travel planning is part of the tourism experience and with IT gives potential visitors a glimpse of the experience of visiting a destination.

With all of the technology advancements since the Internet was developed Choe et al. (2017) examined how IT has changed information needs (e.g., hedonic, functional, etc.) of travelers both before and during a trip. The study found that hedonic, innovation, experiential, and sign information needs are more important during a trip compared to a study (Vogt & Fesenmaier, 1998) conducted early during the Internet-era. Choe et al. (2017) identified functional information needs to be important before the trip (i.e., planning). Technological advancements (e.g., smartphones) enable tourists easy access to information both before and during a trip. For example, compared to prior to the advanced technology, tourists can post pictures during their trip to social media. Prior to the advanced technology, if tourists wanted pictures to share they had to have film developed and might wait until they get home to do so.

Sensitivity to Information

Since people prefer different types of information and respond to it differently. Morrison et al. (2018) refers to this as sensitivity to information and varies from person to person. Those more interested in taking a vacation are going to more likely recognize information about travel. However, if travelers are familiar with the information already it will be boring, if too complicated or complex it may lead potential visitors to not pay attention to it. Ideally, the information will be aesthetically (e.g., pictures of scenery) pleasing and communication (e.g., written, spoken) at the appropriate level for the potential traveler.

Morrison et al. (2018) offer the following technical issues that can contribute to potential tourist sensitivity:

- Size: larger ads get more attention and are easier to see and read, as well as people tend to recognize larger companies (e.g., Hilton, Chilis) compared to smaller ones
- Colors: potential travelers can associate with colors that represent different things (e.g., clean water in an ocean versus dirty water)
- Intensity: certain things like bright colors and words (e.g., keywords that are somehow highlighted) that stand out get potential traveler's attention
- Moving objects: moving objects get more attention than

still ones and can hold the attention longer

- Position: information at eye level will be easier to see than something much lower or higher (e.g., eye level on brochure racks versus at the bottom)
- Contrast: things that stand out from those surrounding it (e.g., here in Houston it might be an art car within many regular cars)
- Isolation: if information is isolated from the majority of information, it will not be seen by as many potential travelers because tendency is to go toward where one can receive more information

Information Bias

Given we all have different interests, perceptions, etc. we all have biases toward information. The perceptions each person has leads to individual behavior (e.g., buy product, travel, don't travel, etc.). If an individual has personal experiences the bias is less than if recommendation from friend or relative, social media, commercials, etc. The best way to know if someone enjoys something is to have that personal experience.

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PART I

TOURISM TRENDS AND ISSUES

General Overview

There are various trends and issues that affect tourism and more constantly arising. Examples include individuals' culture, attitudes, behaviors, and numerous others. Travel is an international phenomenon, which means people of different cultures, as well as other characteristics, will interact.

Culture

Culture certainly affects tourism in various ways, especially international travel. People may have different meanings of culture, different ways of greeting others and communication styles, and other characteristics. Hofstede Insights (2022, November 15) defines culture as “The programming of the human mind by which one group of people distinguishes itself from another group” (para. 1). This definition implies there can be national and organizational culture, as well as potentially other ways to develop a culture.

Hofstede originally developed five cultural dimensions (Hofstede & Bond, 1984). First, is “Power Distance” which essentially says power of members of society or institutions is not equal. The second dimension is “Uncertainty Avoidance”, which is if someone feels threatened by a situation they will avoid it. Third is “Individualism vs. Collectivism”, which represents individuals looking after themselves and family (Individualism), while Collectivism is looking after collective groups. Fourth is “Masculinity vs. Femininity” where Masculinity represents “success, money, and things” (p. 420). Femininity is described as “caring for others and the quality of life” (p. 420). There is a fifth dimension called “Long-Term vs. Short-Term Orientation” with Long-Term representing a culture who “maintain traditions and norms over change”, while Short-Term accept societal change (Morrison et al., 2018).

A sixth dimension, “Indulgence vs. Restraint”, which was added to the cultural dimensions later most certainly affects travel (Hsu & Huang, 2016; Zhang et al., 2019), especially international travel. Hsu and Huang (2016) suggest indulgence necessary to travel. Zhang et al. (2019) found that countries with indulgence among the population are more likely to attract international visitors. Wiggin et al. (2019) found that unsatisfied curiosity in consumers leads to indulgence, which for international travel could mean learning about other cultures. The cost of international travel can be considered indulgence.

Time

There are generally three types of time people have:

- Maintenance – obligations such as work, school, household maintenance, taking care of children
- Work – this includes school
- Leisure – this is discretionary time after maintenance and work time – focus on oneself and enjoyment (vacations)

Just because someone has available leisure time does not necessarily mean they will travel. Obviously the need to have the money to travel, which is discretionary after other obligations (e.g., rent/mortgage, insurance, car payment, groceries, tuition). The third requirement for someone to travel is desire. If someone does not have all three they are not going to travel.

Sociodemographics

Various sociodemographic variables influence tourism. First peoples available time to travel changes throughout their life. School and work require much of peoples' time, limiting the opportunity to travel, while retired people have plenty of time to travel, if they have money and desire. The type of activities people pursue also changes over time. For example, when kids

are involved travel is more likely to revolve around them. World Family Travel (2021, January 7) suggests travel is the most critical part of children's' education. Once the children are out of their parents' house and on their own, some empty nesters travel full-time (Constable, 2022, March 10).

Obviously income is an important variable. Disposable income is what is left after taxes are taken out of someone's paycheck. Then, they need to take care of financial obligations as mentioned in the previous section to reach what is left as discretionary income. Tourism competes for discretionary income as someone might purchase a new television, computer, put the money in savings, or any number of other possibilities.

In terms of gender, Maume (2006) found that work obligations and job security leads to shorter vacations for men and for women their concern for the success of family increases the number of vacation days that are unused. Gender differences have also been found in importance of stopping at a visitor information center to purchase souvenirs, with females being more likely than males (Draper, 2018).

Morrison et al. (2018) suggest research has found that the more education tourists have the more likely they are to participate in outdoor (e.g., tennis, golf) and interpretive (e.g., museums, plays).

Rather than looking at individual demographic variables, destinations should consider life cycles. For example young professions, presence of children, and empty nesters, along

with barriers to leisure/travel. According to Morrison et al. (2018) there are three types of barriers to travel:

- Intrapersonal – within the individual (e.g., no motivation, no desire)
- Interpersonal – between people such as family (e.g., lack of agreement of the destination)
- Structural – time, money, scheduling conflicts

Psychographic Characteristics

Personality traits also play a role in tourism as it predicts behavior (Yoo & Gretzel, 2011). It is generally commonly known that psychocentrics are more reserved, less adventurous than allocentric people are more likely to take an adventurous vacation. The COVID-19 pandemic changed tourism, even after the lock downs. As might be expected, allocentric like personalities were more likely to travel during the pandemic compared to psychocentric (Talwar et al., 2022).

Perception and Destination Image

Even prior to visiting a tourism destination, tourists develop a perception or image of the destination. This can be from a variety of sources of information (e.g., magazines, book about

the destination, television, advertisement, friends and/or relatives, the news, CVB website and/or e-newsletter). When examining positive attributes of a destination, research has shown visitors have a higher level of agreement with positive adjectives of the destination compared to potential visitors (Draper, 2015). There are three components to destination image (Morrison et al., 2018):

- Attribute Based – Holistic: range from very specific characteristics of a destination (e.g., attractions, weather) to very general such as an overall vague description
- Functional – Psychological: range from very specific or tangible (e.g., cost of visiting the destination) to much less tangible (e.g., safety)
- Common – Unique: range from similarities to other destinations to being a very unique destination

There is also affective image, which is one's personal feelings about a destination (Santana & Gosling, 2018), primarily using adjectives to describe a destination. A number of studies have examined affective image using bipolar scales such as pleasant to unpleasant, exciting to gloomy (e.g., Baloglu & McLeary, 1999).

There is consideration of tourists' image of themselves (i.e., self-image), which are associated with products they purchase (Sirgy et al., 1997). Tourists tend to visit tourism destinations that are congruent with their self-image. Research examines

this by asking a series of questions measuring visitors and non-visitors level of agreement to a series of items about their self-image and the image of a specific destination (e.g., “The typical tourists to [destination] reflect the type of person I am”) (Maghrifani et al., 2022).

The Future of Tourism

Tourism is constantly changing because of various things. For one technology changes cause changes to tourism. First technology keeps changing and less than one year ago Tech Digest Correspondent (2022, July 14) identified three specific ways. First, mobile technology is used in all facets of travel from accommodations to airlines to restaurants to museums to heritage sites. Robots are now working in hotels as concierges, hotels as servers, and even in airports helping human security. Third, augmented reality is used at tourist attractions for virtual tours and provide opportunities to experience things like viewing the Roman temple of Baalbek as it was in 215 A.D. and currently.

Baratti (2023, January 2) suggests there will be major changes in tourism throughout 2023. Specific to the U.S. the State Department plans to start a program for tourists to renew passports online to be more efficient. However, it is expected that the time to receive the physical passport will be the same as those that are mailed (6-9 weeks).

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This is where you can add appendices or other back matter.