# Contents

Section 1: Contemporary Tourism Systems 1

1. Contemporary Tourism Systems 1
2. Contemporary Tourism Product Markets 35

Section 2: The Contemporary Tourist 61

3. Contemporary Tourists, Tourist Behaviour and Flows 61
4. Contemporary Tourism Marketing 99

Section 3: The Contemporary Tourism Destination 133

5. Delivering the Contemporary Tourism Product: The Destination 133
6. Governing the Contemporary Tourism Product: The Role of the Public Sector and Tourism Policy 164
7. Consequences of Visitation at the Contemporary Destination 195
8. Planning and Managing the Contemporary Destination 227
9. Marketing and Branding the Contemporary Destination 260

Section 4: The Contemporary Tourism Industry 291

10. The Scope of the Contemporary Tourism Sector 291
11. The Tourism Industry: Contemporary Issues 312
2. Supporting the Contemporary Tourism Product – Tourism Service Management 347

Section 5: Tourism Futures 383


Index 423
## List of figures

1.1: Locating the tourism experience and tourism product .......................... 3
1.2: The geographical tourism system ......................................................... 4
1.3: The tourism value chain: Simplified international value system ............... 5
1.4: The characteristics of tourism in relation to time, distance, boundaries and description of purpose of travel .............................................. 21
1.5: Understanding the nature of contemporary tourism ............................. 28
2.1: The tourism product market. ................................................................ 37
2.2: From commodities to experiences. ....................................................... 39
2.3: Australia’s Experience Hierarchy. ......................................................... 41
2.4: The Tasmanian experience concept. ..................................................... 44
2.5: A sociocognitive market system .......................................................... 48
2.6: An extended model of high-risk leisure consumption. ............................. 52
2.7: The environment of product market interactions. ................................. 55
3.1: Continuum of idealized attributes of mass and alternative tourism. ........ 78
3.2: Food tourism as special interest tourism ............................................. 80
3.3: The construction of mobility biographies and life courses ...................... 86
4.1: The stage gate process model. ............................................................. 118
4.2: The corporate social responsibility pyramid. ......................................... 122
5.1: Elements of place as locale: Locating scapes ....................................... 135
6.1: Elements of multilevel governance institutions and relations affecting tourism ................................................................. 172
6.2: Frameworks of governance. ................................................................. 185
7.1: Interrelationships between traditional categorization of tourism’s impacts 197
7.2: Change matrix of consequences of tourism. ......................................... 199
7.3: Understanding the consequences of tourism ......................................... 211
7.4: The relational nature of tourism impacts ................................................ 214
8.1: A continuum of state interventions and their characteristics .................. 230
8.2: Key elements of planning for walkability ............................................ 251
10.1: Partial industrialisation: possible positions of organisations directly supplying services and goods to tourists. ........................................... 297
12.1: Contributing factors to the transformation of the service economy ......... 351
12.2: Factors that influence tourist satisfaction ............................................. 363
12.3: The service-profit chain. .................................................................... 367
12.4: Employee-customer linkage model ..................................................... 369
13.1: Trends and influences affecting contemporary tourism ......................... 385
13.2: Examples of forecasts by source of forecasts and purpose of information 386
13.3: A typology of transitions .................................................................... 405
13.4: Efficiency, sufficiency and sustainable tourism consumption. .............. 411
List of tables

1.1: Main elements of tourism production at different components of the tourism geographical system 6
1.2: Key elements of consumer psychology at different components of the tourism geographical system 11
1.3: Inability in the EU to afford paying for one week annual holiday away from home 19
1.4: Major US travel indicators by survey year, 1969-2009 23
1.5: Annual Person Trips per Household by Household Income 1983-2009 24
1.5b: Travel day person trips and person miles of travel by household income 2017 25
1.6: Person miles of travel per person by age and gender 1983-2009 25
1.6b: Number of person trips (millions) by age and gender 2017 (%) 26
2.1: The changing nature of market stories with product maturity. 50
3.1: Scales of analysis of tourism 62
3.2: International tourism arrivals and forecasts 1950-2030 (millions) 63
3.3: Average annual growth in international tourism arrivals and forecasts 1980-2030 64
3.4: International tourist arrivals by region per 100 population 1995-2030 65
3.5: Generation of outbound tourism by region per 100 population 1980-2030 65
3.6: Global international and domestic tourist arrivals 2005-2030 67
3.7: Tourism in Iceland 70
3.8: Instrumental and experiential motivations in tourist travel behaviour 86
3.9: Active and passive implications of intrinsic motivations on components of tourist behaviour 87
4.1: Translating the marketing orientation into action 101
4.2: Degrees of product ‘newness’ 119
4.3: A framework for service redesign 120
4.4: Approaches to corporate social responsibility. 122
5.1: Place attributes of urban districts and quarters 142
5.2: Key tourism resource indicators for New Orleans and Louisiana pre- and post- Hurricane Katrina 153
5.3: Leisure and business travel to New Orleans 2003-2010 154
6.1: Policy matrix: Roles of government in tourism and policy types 182
6.2: Frameworks of governance and their characteristics, consumers and producers. 184
6.3: Modes of governance and reasons for their failure 187
7.1: Perceived impacts of tourism on destinations identified in tourism literature. 201
7.2: FIFA requirements for government guarantees and infrastructure technical requirements for a World Cup 204
7.3: Reasons for being in favour of or against World Cup bid 205
8.1: Notions of governance, decision-making and planning interventions. 235
8.2: Timelines for traditions of tourism planning.  
8.3: Protected areas managed by Metsähallitus.  
8.4: Metsähallitus Principles for Sustainable Nature Tourism,  
8.4: Low, middle and high road regional competitiveness strategies  
9.1: Definitions of the process and the outcome of destination marketing  
9.2: Destination image and marketing actions.  
9.3: Jain’s matrix of strategic action.  
10.1: Mapping tourism enterprises onto various SIC and country approaches  
11.1: Approaches to defining small tourism firms.  
11.2: Organisational structures and entrepreneurial characteristics.  
12.1: Main online holiday rental listing services in New Zealand (October 2015)  
12.2: Comparison of the product-centric and customer-centric approaches  
13.1: Tourism’s contribution to global environmental change  
13.2: Operator actions and needs with respect to climate change events on the Great Barrier Reef.  
13.3: Foresight scenarios  
13.4: Most promising travel and tourism emissions mitigation measures identified by the WEF.
# List of cases

1.1: Using a tourism systems approach to understand the environmental impact of tourism 7
1.2: Womad Festival and travel regulation 15
1.2: US National Household Travel Survey 22
2.1: Tourism Tasmania’s ‘experience product’ strategy 41
2.2: Market-shaping behaviour in adventure tourism product markets: skydiving 50
3.1: Icelandic tourism and recovery from crisis 67
3.2: Trains, planes and automobiles: Thanksgiving travel in the USA 81
4.1: Using social media and big data as a research tool 110
4.2: Accor Hotels and sustainability leadership for the sector 122
5.1: The Maxwell Street Market, Chicago 138
5.2: SoHo, urban redevelopment and place branding 141
5.3: Hurricane Katrina and New Orleans tourism 150
6.1: Øresund: ‘One Destination, Two Countries’ 168
6.2: World Heritage and issues of multilevel governance 173
7.1: Economic impact of the Football World Cup 203
7.2: The climate impact of international travel by Swedish residents and transport taboos 212
7.3: Tourism in Italy: The Sistine Chapel and Venice 216
8.1: Planning for tourism in Finland’s national parks 242
8.2: Making destinations more walkable for tourists 249
9.1: Marketing tourism cities in the twenty first century 263
9.2: Positioning Barbados for European long haul markets 272
10.1: Mapping the contemporary tourism industry onto the SIC system 300
10.2: The way forward for TSAs 303
11.1 Disruptive Innovations: Airbnb and the Sharing Economy 314
11.2: From Human Resources (HR) to Robot Resources (RR)? 334
12.1 Online holiday rental booking agencies in New Zealand 343
12.2: Disney as a customer-centric firms 347
12.2: Intercontinental Hotels Group – an evolution to a strategic approach to HRM 371
13.1: Tourism entrepreneur attitudes to climate change 398
13.2 Tourism and transition management in Norway 403
**List of acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAU</td>
<td>Business as usual</td>
</tr>
<tr>
<td>BTS</td>
<td>Bureau of Transport Statistics</td>
</tr>
<tr>
<td>CO₂-e</td>
<td>Carbon Dioxide equivalent</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer relationship management</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate social responsibility</td>
</tr>
<tr>
<td>DMO</td>
<td>Destination Marketing Organisation</td>
</tr>
<tr>
<td>DOT</td>
<td>U.S. Department of Transportation</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FIFA</td>
<td>Fédération Internationale de Football</td>
</tr>
<tr>
<td>FMCG</td>
<td>Fast moving consumer goods</td>
</tr>
<tr>
<td>FOE</td>
<td>Friends of the Earth</td>
</tr>
<tr>
<td>GFN</td>
<td>Global Footprint Network</td>
</tr>
<tr>
<td>GHG</td>
<td>Greenhouse gas</td>
</tr>
<tr>
<td>IPCC</td>
<td>Intergovernmental Panel on Climate Change</td>
</tr>
<tr>
<td>IACVB</td>
<td>International Association of Convention and Visitor Bureaus</td>
</tr>
<tr>
<td>IATA</td>
<td>International Air Transport Association</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organisation</td>
</tr>
<tr>
<td>IMO</td>
<td>International Maritime Organisation</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge management</td>
</tr>
<tr>
<td>NHTS</td>
<td>National Household Travel Survey</td>
</tr>
<tr>
<td>NPD</td>
<td>New product development</td>
</tr>
<tr>
<td>PIIT</td>
<td>Partial industrialisation in tourism</td>
</tr>
<tr>
<td>PR</td>
<td>Public relations</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
</tr>
<tr>
<td>UNFCC</td>
<td>United Nations Framework Convention on Climate Change</td>
</tr>
<tr>
<td>UNWTO</td>
<td>United Nations World Tourism Organisation</td>
</tr>
<tr>
<td>VFR</td>
<td>Visiting Friends and Relations</td>
</tr>
<tr>
<td>WTTC</td>
<td>World Travel and Tourism Council</td>
</tr>
</tbody>
</table>
We have a number of people to thank for their witting – or unwitting – help in our ideas and writing for this book. As commissioning editor, Sally North at Goodfellows has, as always, been a constant source of encouragement, and when necessary, gentle pressure. Both Sally and Tim Goodfellow have been enthusiastic about a new edition of the book and have greatly assisted us in completing it without undue stress. We would also like to thank David Solnet again for undertaking the services chapter in the first edition of this book and which has continued to serve as a base for the current edition.

Chris is grateful for support from both the Cooper household and to the many students and organisations who have inspired the case studies used in the book – and of course to Coco for the great thinking time on his walks.

Michael would like to note the support of Linneaus and Lund Universities in Sweden; the University of Oulu in Finland; and the University of Johannesburg in South Africa. In addition, he would like to thank Anna Dóra Sæðórsdóttir, Tim Baird, Tim Coles, David Duval, Stefan Gössling, Johan Hultman, Michael James, John Jenkins, Alan Lew, Dieter Müller, Girish Prayag, Yael Ram, Jarkko Saarinen, Daniel Scott, and Allan Williams, as well as colleagues and students at the University of Canterbury and Linneaus University in Sweden who have all contributed in various ways, to helping develop some of the ideas within. Beirut, Blair Dunlop, Elvis Costello, Larkin Poe, Lord Huron, Bruce Cockburn, Henry Rollins, Tango With Lions, and Trespassers William also helped ensure that the book was completed. Finally, he would like to especially thank Jody, Cooper and JC for the morning coffees while completing the book.