## CONTENTS

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

				Contents	s v
	Summary	62		One Stop Does It All!	91
	You Decide	<b>62</b>		Introduction	92
	Net Tour	<b>62</b>		Serving Traveler Needs	92
	Discussion Questions	<b>63</b>		Why Use Intermediaries?	94
	Applying the Concepts	63		One-Level (Direct) Distribution Channels	94
	Glossary	63		Two-Level Distribution Channels	95
	References	64		Travel Agencies	96
				Three-Level Distribution Channels	100
3	DELIVERING QUALITY TOURISM SERVICES	66		Tour Operators	100
	Learning Objectives	66		Tours	101
	Chapter Outline	66		Consolidators and Travel Clubs	103
	All's Well That Ends Well?	67		Event Planners	103
	Introduction	68		Tapping the Power of Multiple Distribution	107
				Tourism Boards and Other Intermediaries	108
	Quality Defining Quality	<b>69</b> 69		Selling Adds a Personal Touch	109
	Quality Differences	71		Acquiring Product Knowledge	110
	Service Encounters	71		Approaching the Client Qualifying the Client	110 110
	Service Quality Model	73		Making the Sales Presentation	110
	Quality and Customer Satisfaction	76		Closing the Sale	111
	Human Resources: The Key to	70		Following Up	111
	High-Quality Service	77		Building Relationships	112
	Bringing Employees into the Organization	78		Summary	112
	Working with Organized Labor	79		You Decide	112
	Setting the Stage for Peak Performance	79		Net Tour	113
	Achieving and Maintaining Peak			Discussion Questions	113
	Performance	79		Applying the Concepts	113
	Anticipating and Meeting Guest Needs	80		Glossary	114
	Building Service Teams	81		References	115
	Service Mistakes Mistakes Happen	82 83			
	Be a Can-Do Problem Solver	84	5	CAPTURING TECHNOLOGY'S	
	Service Guarantees	<b>85</b>		COMPETITIVE ADVANTAGES	116
	Summary	87			
	You Decide	87		Learning Objectives	116
	Net Tour	87		Chapter Outline	116
	Discussion Questions	88		Staying on the Cutting Edge	117
	Applying the Concepts	88		Introduction	118
	Glossary	88		Improving Operating Efficiency and Effectiveness	110
	References			Management Information Systems	<b>119</b> 119
	neierelices	89		Point-of-Sale Systems	120
4	BRINGING TRAVELERS AND TOURISM			Property Management Systems	121
Ť.	SERVICE SUPPLIERS TOGETHER	90		Providing Customer Convenience and Enhancing Service	122
	Learning Objectives	90		Changing Communication	
	Chapter Outline	90		and Distribution Channels	124

## vi Contents

	Internet and Travel Product Distribution	125		Summary	171
	Internet-Based Distribution for Hotels	126		You Decide	172
	Internet as a Travel Tool	127		Net Tour	172
	The Power of User-Generated Content	128		Discussion Questions	172
	Improving Profitability	129		Applying the Concepts	172
	Operational Considerations	130		Glossary	173
	Revenue Management in Practice	130		References	174
	Summary	132		neteretices	174
	You Decide	133	7	ACCOMMODATIONS	175
	Net Tour	133	•		
	Discussion Questions	134		Learning Objectives	17!
	Applying the Concepts	134		Chapter Outline	17!
	Glossary	134		Expect the Unexpected	176
	References	135		Introduction	177
	Integrative Cases	136		Oh, So Many Choices!	177
	Whose Money Is It?	137		No Two Are Exactly Alike	178
	Measuring and Managing Employee			Living Like a Local	180
	Turnover at Tastee Max Restaurants	138		SameTime, Same Place?	181
	Boss or Friend	144		Living, Learning, and Leisure	183
	100% Satisfaction Guaranteed	147		Enjoying the Great Outdoors	183
				Rooms, Rooms, and More	184
PAI	RT 2 Tourism Service			Making Sense of Classifications	40/
	Suppliers 148			and Ratings Systems	186 188
6	TRANSPORTATION	149		Lodging Lexicon	
U	THANSI UHIAHUN	140		Operating Structures Going It Alone	<b>18</b> 8
	Learning Objectives	149		Franchising	190
	Chapter Outline	149		Management Contracts	191
	The Graduation Gift	<b>150</b>		Chain Operations	191
	Introduction	151		Strength in Numbers	192
	Surface Transportation	153		It All Begins with Marketing	192
	Plying the Waves	153		Providing a Home Away from Home	192
	Riding the Rails	154		Organizing for Success	193
	Canada and the United States Follow			Meeting Guests' Needs	194
	Similar Tracks for Rail Service	155		Achieving Profitable Operations	196
	Asian and European Rail Service			Summary	198
	Blazes Ahead	<b>156</b>		You Decide	199
	Scenic Railroads	<b>157</b>		Net Tour	199
	Cruising the Highways and Byways	158		Discussion Questions	199
	Automobiles	158		Applying the Concepts	200
	Motorcoaches	161		Glossary	200
	Important Transportation Links	163		References	
	Soaring Through the Skies	164		neterences	201
	Operating in a Deregulated Environment	165	8	FOOD AND BEVERAGE	202
	Decoding the Language of the				
	Airline World	169		Learning Objectives	202
	Airports	170		Chapter Outline	202

Than It Seems	203		Museums and Historical Sites Zoos and Aquariums	231 232
Introduction	204		Parks and Preserves	233
Major Influences on the Development			Fairs and Festivals	235
of Food and Beverage Services	204		Commercial Attractions	238
Travel and Discovery	204		Amusement Parks	238
Science and Technology	205		Theme Parks	239
Building a Culinary Heritage	206		Gaming	240
The Beginnings of Modern Foodservice			Gaming Segments	241
Practices	206		Place Your Bets	243
Planning to Meet Guest Expectations	207		Shopping	244
It All Comes Down to Rhythm,			Live Entertainment	246
Timing, and Flow	210		Sporting Activities	246
Adding Value to Food and Beverage Experiences	211		The Performing Arts	247
From Ten to Ten Thousand	213		Summary	248
Building Profitable Operations	214		You Decide	249
Balancing Payroll Costs with	214		Net Tour	249
Productivity	215		Discussion Questions	249
Food Quality and Food Costs Are			Applying the Concepts	249
the Results of Effective			Glossary	250
Purchasing	216		References	250
An Ounce of Prevention Is Worth			Tiererences	230
a Pound of Cure	217	4.0		
Beverages	219	10	DESTINATIONS	252
Beverage Operations	219		Learning Objectives	252
Keeping Spirits Under Control	220		Chapter Outline	252
Coffee, Tea, Or?	221		Dreams Can Come True	253
Summary	221		Introduction	254 254
You Decide	222			
Net Tour	222		From Resorts to Urban Destinations	255
Discussion Questions	222		Classifying Destinations	255
Applying the Concepts	222		Far from the Maddening Crowd	258
Glossary	<b>223</b>		Links to the Past	259
References	<b>223</b>		Seasonal Delights	260
			Spotlight on Sporting Activities	<b>26</b> 1
ATTRACTIONS AND ENTERTAINMENT	225		Snow Holiday Resorts	26
			Golf Resorts	262
Learning Objectives	225		Year-Round Playgrounds	<b>26</b> 4
Chapter Outline	225		Spas	264
So Many Things to Do and So			Cruise Ships	265
Little Time	226		Casino Resorts	272
Introduction	<b>227</b>		Integrated Resorts	273
	228		Bright Lights and City Sights	273
			Daritalian and Conserva	^-
Foundations for Understanding			Building on Success	274
A World of Opportunities Foundations for Understanding Attractions and Entertainment Heritage Attractions	229 231		Building on Success Summary You Decide	274 275 275

Contents

vii

## viii Contents

	Net Tour	<b>275</b>		Summary	322
	Discussion Questions	<b>276</b>		You Decide	323
	Applying the Concepts	<b>276</b>		Net Tour	323
	Glossary	276		Discussion Questions	323
	References	277		Applying the Concepts	323
	Integrated Cases	278		Glossary	324
	Flying the Competitive Skies:			References	324
	U.S. Airline Industry	279			
	Georgia's Restaurant Businesses	288	40		
	Taking a Dive	293	12	ENVIRONMENTAL AND SOCIAL/	
				CULTURAL IMPACTS OF TOURISM	326
PAF	RT 3 The Tourism			Learning Objectives	326
	<b>Environment 299</b>			Chapter Outline	326
44	ECONOMIC AND DOLLTICAL			Reflecting on the Future	327
11	ECONOMIC AND POLITICAL	000		Introduction	
	IMPACTS OF TOURISM	300		Tourism and the Environment	<b>328</b> 328
	Learning Objectives	300		Defining Carrying Capacity	329
	Chapter Outline	300		Determining Carrying Capacities	330
	Chamber Director Headache #1456	301		Environmental Impacts of Tourism	332
	Introduction	302		Social and Cultural Impacts of Tourism	335
	Looking to Tourism for Economic	302		Host Community	335
	Growth and Vitality	304		Social and Cultural Benefits	000
	Comparative Advantage	304		ofTourism	336
	Tourism and Foreign Exchange			Using Culture to Attract Tourists	337
	Rates	305		Unintended Consequences	
	The Multiplier Concept	305		of Tourism on Culture	338
	Realizing Tourism's Export Potential	306		The Demonstration Effect	339
	What Goes Around Comes Around	306		A Dark Side to Tourism's Promise	0.40
	Tracking the Impact of Tourism			of Economic Benefits  External Influences and Internal	340
	Expenditures	308		Problems	341
	Economic Impact Analysis	309		Summary	342
	Other Economic Impacts Potential Problems in Tourism-Based	311		You Decide	343
	Economies	311		Net Tour	343
	Tourism in the Economic Balance	313			
	Tourism and Politics	313		Discussion Questions	343
	The Role of Government in Tourism	314		Applying the Concepts	344
	Tourism Promotion Agencies	316		Glossary	344
	Public/Private Organizations	317		References	344
	Chambers of Commerce and				
	Convention and Visitors Bureaus	317	13	SUSTAINING TOURISM'S BENEFITS	346
	Convention Centers	317	.0		
	Tourism Planning	<b>320</b>		Learning Objectives	346
	Political "Tugs of War" Over			Chapter Outline	346
	Tourism	321		Green's the Dream	347

	Introduction	240	Vocation and Real Estate Tourism	381
	Introduction	348	Space Tourism	381
	When Is Tourism Too Much of a Good Thing?	348	MarijuanaTourism	382
	Planet	349	Meeting Future Tourists' Needs	382
	People	351	Transportation Transformations	384
	What's in a Name?	352	Moving into an Era of Competitive	001
	Ecotourism	353	Cooperation and Consolidation	385
	Niche Markets	355	Service Enhancements	387
	<b>Establishing Standards</b>	357	Amplifying Guests' Experiences	388
	Going Green	359	Safety and Security Strides	389
	A Future of Sustainability	363	Keeping the HumanTouch	390
	Summary	364	The Green Frontier	390
	You Decide	364	Tourism Research	391
	Net Tour	365	Types of Tourism Research	392
	Discussion Questions	365	Who Conducts Tourism Research?	393
	Applying the Concepts	365	Who Needs and UsesTourism Research?	394
	Glossary	365	When, Where, and How IsTourism Research Conducted?	394
	References	366	Tourism Research Is Hard to Do	395
			Conclusion	395
14	THE FUTURE OF TOURISM	368	You Decide	396
•			Net Tour	396
	Learning Objectives	368	Discussion Questions	396
	Chapter Outline	368	Applying the Concepts	396
	On the Road Again	369	Glossary	397
	Introduction	370	References	397
	The Shape of Coming Tourism			
	Markets	370	Integrated Cases It's Not a Bird House	<b>399</b> 400
	Demographic Shifts Travelers with Disabilities and	371	Coping with Crisis	400
	Special Needs	375	Any City Can be a Tourist Destination	406
	Changes in Business, Professional,	070	Struggling to Serve the Cannabis	
	and Conference Travel	376	Tour Niche	412
	<b>Emerging Tourism Markets</b>	377	Glossary	419
	SlowTourism	377	•	
	Adventure and ExtremeTourism	378	Index	427
	MedicalTourism	380		

Contents ix