1 Tourism Management Theory, Research and Practice

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Tourism Management (*TM*) provides in-depth research reports that increase the reader's knowledge and expertise in specific topics within five general areas of tourism management:

- scanning and sense making;
- planning;
- implementing;
- activity and impact assessing;
- administering (i.e. creating vision and organizational values, exercising will, crafting mission, coaching, training and coordinating).

The chapters in *TM* examine how management is done in practice and provide nitty-gritty empirical reports on specific topics for each of the five general areas. While *TM* provides advances in tourism management theory (TMT), such advances are by-products of this book – the focus of *TM* is on the prize of increasing the reader's wisdom and skills in sense making, decision making and evaluating tourism management actions.

Figure 1.1 shows the five general topics and introduces the key issues for each topic. Scanning and sense making of environments and context always occur retrospectively and implicitly, that is, attempts to explain what activities are being done with what outcomes occur automatically, implicitly in individuals' minds and collectively in building a mental model of how things get done. Tourism management research on scanning and sense making

supports the view that crafting explicit formal processes and doing research studies to describe environments and what has happened helps increase the quality of sense making in particular and the intelligence of executives in general (see Weick, 1995, for the seminal treatment on sense making). Thus, the suggestion that follows from such research needs explication: highly effective tourism management practice (TMP) includes creating formal scanning and sense-making actions and measures that such actions work to increase the quality of planning and administering of executives.

Evidence of planning includes crafting written plans with periodic updates on profiling, how customers buy, use and evaluate tourism products (e.g. destination experiences, nights in specific brand accommodation, implementing and experiencing an airline trip), identifying target customer segments, designing alternative product experiences and benefits for different customer segments, designing and implementing promotional messages, advertising and promotional budgets, media strategies, pricing decisions by target customer segment and by season, supply chain decisions and evaluation strategies for examining actions and outcomes. Does explicit planning really matter? Armstrong (1982) examines this issue empirically and provides specifics that planning often helps achieve goals and increase effectiveness above what occurs without explicit planning. Armstrong's

observations about one major study by Nutt (1976, 1977) provide important insights on the value of planning:

> Nutt (1976, 1977) also used a laboratory experiment. He evaluated different approaches to planning for health services agencies. Experts were asked to rate decisions developed by informal planners as well as by two formal approaches to planning. The two approaches were: (a) a 'systems approach', which included setting objectives and an evaluation of alternative strategies, and (b) a 'behavioral approach', which used structured group participation among stakeholders to identify problems, then to solve the problems (but no explicit objective setting or evaluation of alternative strategies). The systems approach was rated highest in quality of the plans, and the behavioral approach produced more innovative ideas. Informal planning did poorly in both areas. Nutt's (1976, 1977) papers did not report on the implementation of the plans.
>
> Armstrong (1982)

Strong evidence that planning really makes a difference is elusive; however, the strategic management literature does not support the notion that planning is a worthless activity. Mintzberg does provide evidence that supports two propositions that relate to planning: (i) executives spend little time planning; each day and usually each hour their attention focuses on several different topics, responding to requests and meetings with other people that are unplanned; and (ii) describing the structures of seemingly unstructured management actions and decisions is possible and indicates that sense making, planning and implementing are ongoing processes. These processes often are repeated frequently with numerous interruptions and delays – implemented strategies take on lives of their own that often bear little resemblance to plans.

Yet, *TM* embraces the view that planning and practice help in achieving effective execution that results in high performance. Planning helps clarify sense making as well as identify workable implementing paths of actions to pursue. Practice in planning–implementing in a low-cost and low-impact context helps build knowledge and skills in executives. Problem-solving exercises and completing decision simulations are examples of skill-building tools.

Thus, *TM* includes chapters with executive training exercises with solutions that offer the reader the opportunity to practise making sense and crafting decisions in the problem contexts that these chapters examine. Please try not to read the solution discussions that the chapter authors provide without first writing your own solution – the adjustment of 'that's what I really was trying to say' occurs too easily without writing a solution before reading the chapter author's solution. Also, you do not really know what you think until you tell (write) what you are going to say – to paraphrase Weick (1995).

Evidence of implementing includes examining what actually occurs, gets done and gets ignored that was in the plan as well as actions done not in the plan. Mintzberg provides tools and examples for research that examine strategy implementation. Key findings may come as no surprise: (i) what gets planned often does not get done; (ii) what often gets done has never been planned; and (iii) implementing is messy with many feedback loops occurring and 'hidden demons' (Hall and Menzies, 1983) affecting activities in unplanned and unexpected ways.

Evidence of activity and impact assessing indicates most tourism management executives have little knowledge, training or skill in using the available tools in the evaluation research literature. Equally bad are the findings that formal tourism management performance audits indicate that the auditors have little skill in assessing management performance and lack knowledge of the available literature on assessing actions by executives and outcomes of tourism management/marketing programmes. The chapter by Woodside and Sakai offers details supporting these glum conclusions. Additional evidence on activity assessing of tourism executives (direct observation research on what executives do and the outcome of their actions) and performance outcome/impact evaluation research for well-known firms is necessary. The hope is that some firms in some parts of the tourism management industry are applying very useful metrics (e.g. Walt Disney Company maybe?) for measuring executives' actions and programme performance outcomes. A good starting point is Tellis and Golder's (2002) work on research tools and examples for doing such evaluation research.

We have left the first for last: administering includes creating specifics for vision of where the firm needs to go and the will to get there (the nitty-gritty steps to get to where the vision says to go) along with training and coaching to accomplish these actions. The single best source on how to go about administering effectively is Tom Peters' work. The book *Passion for Excellence* by Tom Peters and Nancy Austin (1985) is a good place to start reading. Peters' insights refer to administering that reflects the benefits of carefully measuring whether or not executives and associates in the organization believe such administering is integral to the tourism management organization:

> There is no magic: only people who find and nurture champions, dramatize company goals and direction, build skills and teams, spread irresistible enthusiasm. They are cheerleaders, coaches, storytellers, and wanderers. They encourage, excite, teach, listen, facilitate. Their actions are consistent. Only brute consistency breeds believability: they say people are special and they treat them that way – always.

The trick is demonstrating to people, every day, where you want to take your organization. It begins with shared understanding of purpose, made real and tangible through consistent 'mundane' actions [implementing]. It is being amazingly consistent that counts, ignoring the charge that you are a broken record. The only thing that convinces people that you really care, that you take personally your commitment to them, is unflagging consistency. And it is a commitment.

Fine performance comes from people at all levels who pay close attention to the environment (scanning and sense making), communicate unshakeable core values and patiently develop the skills that will enable them to make sustained contribution to their organizations. In a word, it recasts the detached, analytical manager as the dedicated, enthusiastic coach.

Coaching is face-to-face leadership that pulls together people with diverse backgrounds, talents, experiences and interests, encourages them to step up to responsibility and continued achievement and treats them as full-scale partners and contributors. Coaching is not about memorizing techniques or devising the perfect game plan. It is about really paying attention to people – really believing them, really caring about them, really involving them (Peters, no date).

Tourism management theory (TMT) crafts a series of related propositions of how tourism management behaviour is likely to occur in practice and/or how tourism behaviour should occur in practice. Thus, TMT forecasts how tourism management practice occurs or how tourism management practice should occur. Doswell (1997) illustrates the approach to the study of tourism management from the perspective of TMT. Here is a brief summary of the benefits from reading Doswell's book:

> How effective management makes the difference in building tourism's components and impacts into a total framework showing how it should be made subject to an overall planning and management process. This is an essential guide which also explains effective management in relation to current trends in tourism. It incorporates extensive coverage of the characteristics of tourism, making it ideally suited for those studying tourism, travel and business studies. Individual managers and policy decision makers will also find that this book addresses vital management issues and provides practical help. It covers both public and private sectors and shows how they can be brought together as a cohesive whole. It examines the functions of management, from planning to the monitoring of performance and results. Covers the crucial aspects of tourism management and also includes economics, politics and government action, the environment, cultural influences, marketing, physical planning, human resources development and public awareness.
> Doswell (1997)

Focusing on Process/Actions and Performance Outcomes

Figure 1.2 includes four types of actions/processes and performance outcomes always relevant when examining tourism management programmes:

- actions/processes and outcomes planned that happened;
- actions/processes and outcomes planned that did not happen;
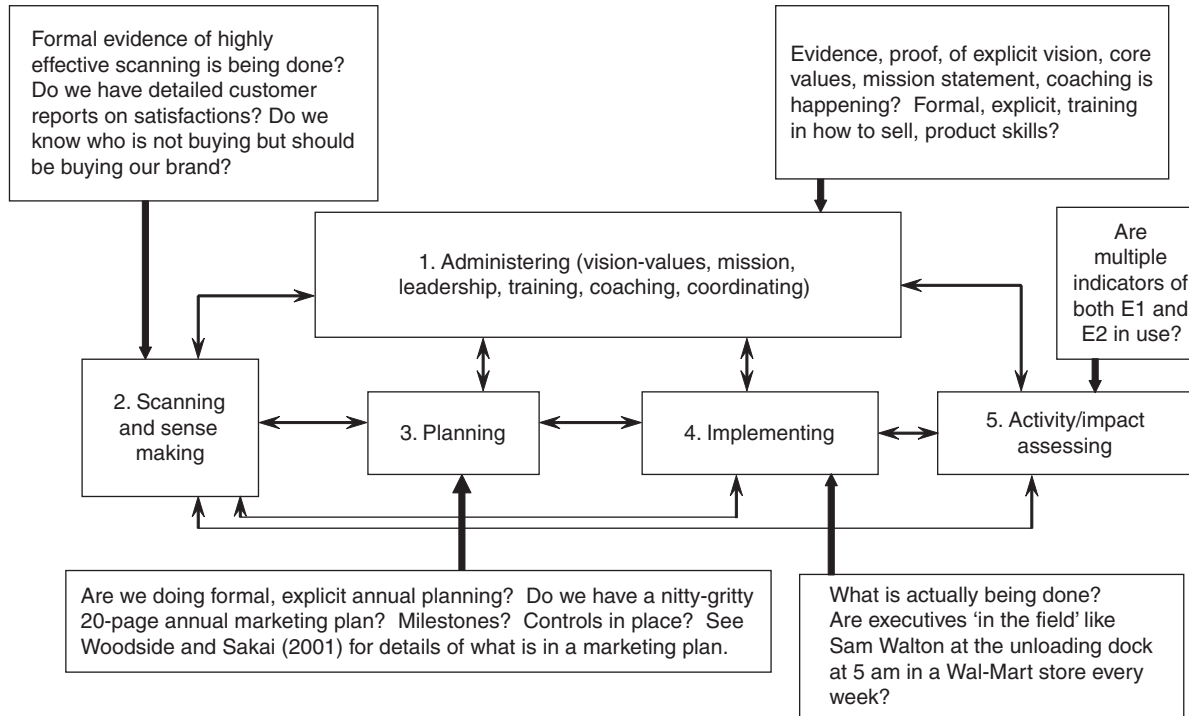- actions/processes and outcomes not planned that happened;

| Formal evidence of highly effective scanning is being done? Do we have detailed customer reports on satisfactions? Do we know who is not buying but should be buying our brand? | | Evidence, proof, of explicit vision, core values, mission statement, coaching is happening? Formal, explicit, training in how to sell, product skills? |

1. Administering (vision-values, mission, leadership, training, coaching, coordinating)

Are multiple indicators of both E1 and E2 in use?

| 2. Scanning and sense making | 3. Planning | 4. Implementing | 5. Activity/impact assessing |

Are we doing formal, explicit annual planning? Do we have a nitty-gritty 20-page annual marketing plan? Milestones? Controls in place? See Woodside and Sakai (2001) for details of what is in a marketing plan.

What is actually being done? Are executives 'in the field' like Sam Walton at the unloading dock at 5 am in a Wal-Mart store every week?

Fig. 1.1. Decisions and actions related to a marketing management department. E1 = effectiveness and E2 = efficiency.

Realized Strategy
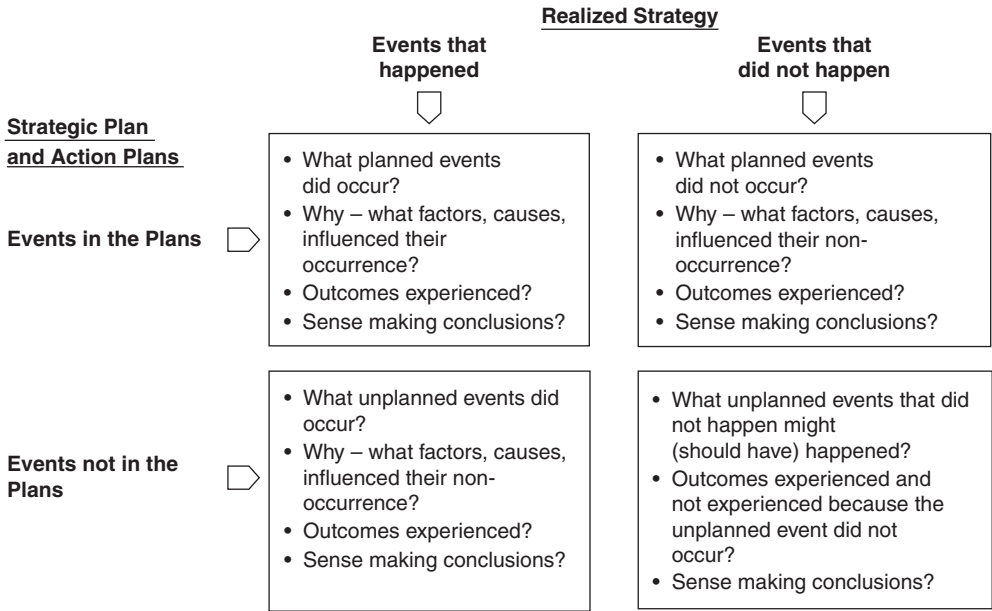
	Events that happened	Events that did not happen
Strategic Plan and Action Plans		
Events in the Plans	• What planned events did occur? • Why – what factors, causes, influenced their occurrence? • Outcomes experienced? • Sense making conclusions?	• What planned events did not occur? • Why – what factors, causes, influenced their non-occurrence? • Outcomes experienced? • Sense making conclusions?
Events not in the Plans	• What unplanned events did occur? • Why – what factors, causes, influenced their non-occurrence? • Outcomes experienced? • Sense making conclusions?	• What unplanned events that did not happen might (should have) happened? • Outcomes experienced and not experienced because the unplanned event did not occur? • Sense making conclusions?

Fig. 1.2. Sense making tool for preparing retrospective commentary in the annual marketing plan.

● actions/processes and outcomes not planned that did not happen.

Details of all four planned–happened cells need consideration in the study of tourism management programmes. Implemented strategy rarely matches planned strategy in all aspects. Environments and specific contexts always include events that were unforeseeable in prior written plans. Things happen – both glitches and unexpected opportunities that are best to address and act upon.

Actions unplanned that did not happen include actions that possibly should have taken place – for example, crafting a 200-page 'user manual' annually (sometimes referred to as the 'big book') to give to tourists requesting information, promotional literature that covers a state's tourism programme and weekly special events for each month along with accommodations, restaurants and unique sights and experiences. Such big books are expensive and require much effort and coordination to put together – some state tourism management offices have stopped providing such literature – opting to place such information on the internet. Whether or not to provide copies of a big book online

versus in print is a question worth addressing empirically. Benchmarking competitors' actions is another method of addressing the issues relating to events not planned and not done. What actions are key competitors doing well and poorly that your tourism management organization is not doing?

The following sections offer brief introductions to the chapters in each part of *TM*. Each section identifies one or two of the unique contributions of each of the chapters in the section. One aim of the remainder of this introductory chapter is to encourage you to skip around in your reading sessions. Try reading one or two chapters that contain executive training exercises in each reading session.

Scanning and Sense Making

Chapter 2: Travel Motivation Theory and Research. Chapter 2 critically reviews travel motivation research and development of the travel motivation concept over the years. The chapter applies Maslow's hierarchy of needs theory to travel motivational theory. Implicit

and explicit applications of the Maslow hierarchy to tourism studies are discussed. Among those studies, the chapter highlights the approaches of the travel career ladder (TCL) and travel career pattern (TCP). The chapter examines the push and pull concept as another line of travel motivation studies. Mannell and Iso-Ahola's model of escaping and seeking dimensions, though developed as a framework of leisure motivation, informs the discussion leading to general implications and applicability in tourism studies. Also, the chapter discusses the merits of Plog's allocentrism/ psychocentrism model. Plog's model helps explain the phenomenal rise and fall of travel destinations.

Chapter 3: Culture's Consequences on Experiencing International Consumer Services and Products. Chapter 3 expands upon Terry Clark's (1990) integrative theory proposal for international marketing and national culture. A theory of direct and indirect influences of national and microcultures on buying behaviour is tested empirically for one focal brand: the buying of consumer services and products by overseas tourists visiting Australia. The empirical study employs a research design that controls several potential confounding variables that may affect the reported measures of the dependent variables. The empirical report includes findings from face-to-face interviews of travellers from 14 Asian, European and North American countries. Data analysis includes applying a quasi-experimental design that tests the study's central hypothesis: the theoretically predicted impacts of dimensions of national culture occur for aspects of overseas visitors' behaviours related to their holiday trips to Australia. The study supports core tenants of the integrative theory (i.e. a specific phenomenon in the buying process occurs substantially more (less) often for unique dimensions of national culture). The study supports the propositions that: (i) single and complex cultural causal expressions affect international travel behaviour; and (ii) cultural distance indexes are useful for explaining international travel behaviour.

Chapter 4: Grounded Theory of International Tourism Behaviour: Building Systematic Propositions from Emic Interpretations of Japanese Travellers Visiting the USA. Conventional research methods involve collecting and analysing data to rigorously test deductive theory. In contrast, grounded theory posits constructing theory from data. Chapter 4 demonstrates the application of the long interview method to collect data for grounded theory development. Both emic (self) and etic (researcher) interpretations of visitor experiences uncover important insights on leisure travel decisions and tourist behaviour. Long interviews of Japanese tourists visiting Hawaii's Big Island map and compare visitors' plans, motivations, decisions and consequences. The results demonstrate the complexity of visitors' travel decisions and behaviour. Also, the findings uncover the emergence of a visitor group, the *kyooiku tsuaa* (education tour) segment on Hawaii's Big Island.

Chapter 5: Tourist Harassment and Responses. The expansion of tourism into new geographic and cultural frontiers has highlighted the importance of visitor satisfaction and safety. Chapter 5 provides a review of the literature on tourist harassment, a relatively neglected area of study. The first section briefly examines the nature of harassment and offers a benchmark definition: 'any annoying behaviour taken to the extreme.' The second reviews the extent and types of harassment principally in developing world destinations from the limited literature available. The chapter covers macro as well as individual vendor or micro types of harassment. The chapter gives some emphasis to two trouble spots: the Caribbean in general and Jamaica in particular. The third presents two case studies where surveyed research has tracked the contours of harassment in detail: Barbados and Turkey. The fourth notes some causal factors from the history of destinations with considerable experience. The chapter also offers general policy implications as well as ten specific steps tourism destination strategists might consider for preventing or responding to harassment.

Chapter 6: Deconstructing Backpacking. This chapter deconstructs the well-established tourist categories. Specifically, this chapter questions the inherent tendency of previous classifications to couple together the meanings that tourists assign to their experiences and their external practices of travel. To illustrate this analytical position, the chapter presents the theoretical distinction between types and forms of tourism that Uriely *et al.* (2002) employ

to deconstruct backpacking tourism. This analysis finds that those tourists who comply with the external travel practices associated with backpacking (form) differ in the meanings they assign to their experiences (type). Accordingly, Uriely *et al*. (2002; also see Uriely, 2005) suggest that the backpacker tourist category can be further segmented by the meanings that backpackers associate with their tourist experiences.

Planning

Chapter 7: Tourism Demand Modelling and Forecasting. Chapter 7 provides an overview of the recent developments in tourism demand modelling and forecasting since the 1990s. While a wide range of forecasting models is available for tourism demand forecasting, tourism managers should use models that are based on solid economic theories and provide reliable forecasts. In addition, this chapter suggests that in addition to forecasting error magnitude, directional change errors and turning point forecasting should be studied. Moreover, since no single model consistently generates superior forecasts across all situations, combining the forecasts generated from different forecasting methods improves tourism demand forecasting accuracy.

Chapter 8: Market Segmentation in Tourism. Chapter 8 builds on the proposition that tourists are not all the same; they have different pictures of their ideal vacations for different contexts. Tourists are heterogeneous. Market segmentation is the strategic tool to account for heterogeneity among tourists by grouping them into market segments which include members similar to each other and dissimilar to members of other segments. Both tourism researchers and tourism industry use market segmentation widely to study opportunities for competitive advantage in the marketplace.

Chapter 9: Advanced Topics in Tourism Market Segmentation. Chapter 9 reviews previous studies in tourism segmentation and describes the evolution of tourism segmentation between 2000 and 2006. Firms in the tourism industry frequently apply market segmentation using geographical, socio-economic, demographic, psychographic and behavioural characteristics. Tourism scholars traditionally adopt two main approaches, a priori or a posteriori segmentation. This chapter reviews the literature on both methods and provides a framework for analysing the latest tourism segmentation studies. As an emerging construct in the evolution of tourism segmentation and taking into account the importance of experience in tourism, this chapter shows an application of segmentation based on affective variables. The chapter concludes with an assessment of tourism segmentation studies and implications for further research.

Chapter 10: When Tourists Desire an Artificial Culture: the Bali Syndrome in Hawaii. Although tourism academics tout the importance of cultural–historical tourism, Minca's (2000) the Bali Syndrome suggests that tourists to exotic destinations place little importance in participating in cultural or historical activities during their stay. The goal of this analysis is to explore this phenomenon in-depth by examining whether tourists in Waikiki Beach (Honolulu, Hawaii) plan to partake in educational, historical or cultural opportunities during their stay. Based on empirical evidence collected from more than 300 respondents, the findings demonstrate support for the Bali Syndrome. These findings are relevant to marketing planners in other exotic destinations (e.g. Jamaica, Bahamas, Maldives and Fiji) because tourism advertising dollars that promote local culture and history may fail to generate interest among potential tourists.

Implementing

Chapter 11: Advertising Travel Services to the Business Traveller. Given the relative importance of business travellers to the travel industry, Chapter 11 focuses on the motives that underlie business travel. Past empirical and anecdotal evidence suggests that general travel motives may be divided into a variety of functional/utilitarian motives, often linked to business travellers, and numerous experiential motives, often associated with leisure (non-business) travellers. Using Pollay's (1986) theory of advertising as a mirror of market values, a content analysis of

ads from leading business magazines in 11 culturally diverse markets yields three primary motives and two secondary motives for business travellers. Further, the analysis identifies key variations in the relative importance of these motives between cultures. The findings provide important insights for travel firms marketing their services across cultures.

Chapter 12: Interpreting and Managing Special Events and Festivals. The special event, one form of which is the festival, presents opportunities for both the host community and the visitor. The host community can display itself in a chosen manner to visitors, who have the chance to engage in a novel recreational experience while viewing the message put forth by their hosts. An event's message likely is conveyed through its theme and the physical entities and activities undertaken to highlight the theme. While the theme does provide information about an event's message, more information can be gleaned from an investigation of objects and settings. This distinction posits that the physical environment includes objects (whether animate or inanimate) and settings (or physical spaces) which mutually influence the reception of the other. Chapter 12 describes the utility of the object and setting dichotomy to the understanding of symbolic meanings of an event. Personal construct theory informs the use of object and setting – the theory proposes that an individual constructs his/her own mental space for use in predicting future events. Two tests applicable with personal construct theory – the repertory grid and the ratings grid – enable the researcher to understand a person's psychological space. This chapter describes both tests and illustrates the use of the ratings grid through a case study. In the case study, respondents rate setting and object components (called elements in personal construct theory) based on a series of adjectives (called constructs) to ascertain symbolic meanings of festival attendance. The chapter concludes by discussing implications of this example and future uses for personal construct theory, the repertory grid and the ratings grid in measuring meanings of specific events or tourist attractions.

Chapter 13: Theme Park Tourism and Management Strategy. Theme parks represent a relatively new concept of tourist attractions and strive to create a fantasy atmosphere of another place and time. Visual and vocal statements primarily communicate the theme as well as other senses like scent and touching. Successful development of a themed attraction is a combination of writing or story telling, creative design, financial projections, audience analysis and planning. Theme parks emerged from traditional amusement parks, dating back to ancient and medieval religious festivals and trade fairs. Chapter 13 reviews the development of the global theme park industry, as well as its scope in terms of attendance, revenue enhancement, visitor characteristics and industry organization in North America, Europe and Asia. Probable future trends of the global theme park industry are discussed, including the impact of the entertainment facilities' location and other design factors. The discussion also suggests that contemporary theme parks will develop products that enhance their guests' experiences and immerse them with fantasy feelings that they perceive unattainable, beyond their reach, or they had just simply missed in life. Theme parks of the future also will continue monitoring changes in consumer demographics, potential new markets, changing technologies and their overall impact on social, cultural and political thought.

Chapter 14: Tummy Tucks and the Taj Mahal? Medical Tourism and the Globalization of Health Care. Medical tourism, where patients travel overseas for operations, has grown rapidly in the past decade, especially for cosmetic surgery. High costs and long waiting lists at home, higher incomes, new technology and skills in destination countries alongside reduced transport costs and internet marketing have all played a role. Several Asian countries are dominant, but most countries have sought to enter the market. Conventional tourism has been a by-product of this growth – following from its tourist packaging – and overall benefits to the travel industry have been considerable. Medical tourism's rise emphasizes the privatization of health care, the rising dependence on technology, uneven access to health resources and the accelerated globalization of both health care and tourism. Chapter 14 reviews the marketing strategies of medical tourism

and offers key insights from both implemented and planned perspectives.

Chapter 15: Wine Tourism and Consumers. Chapter 15 examines the interconnections, or nexus, between wine consumer behaviour and wine tourism, including both theoretical concepts and applied research findings. Until very recently most wine tourism research had been conducted at wineries, which is very useful for evaluation of product and service quality but sheds little light on what wine consumers around the world think about wine-related travel or their actual behaviour as wine tourists. Wine tourism is defined, in terms of both demand- and supply-side perspectives. Then, in examining the inter-relationships between wine consumption and wine tourism nine specific topics are examined through literature review. These include wine region appeal; wine region locations; wine tourism destinations; wine tourism destination choice; wine marketing and awareness; wine consumer needs; wine consumer involvement; wine tourism motivations; and wine tourist behaviour. To further illustrate the interconnections and provide implications from applied research, results of wine-consumer research are presented. Chapter 15 integrates and summarizes the literature from a number of perspectives. For the empirical study, a purposeful sample was taken of wine consumers in Calgary, Canada (a city remote from wine-producing regions). They were questioned on their wine consumption habits and preferences, and their wine tourism behaviour and preferences. A Wine Involvement Scale was developed to test the theoretical proposition that those highly involved with wine would be more likely to travel for wine-related experiences, and to differentiate their travel and experiential preferences from lesser-involved wine consumers. The respondents displayed a high level of wine-related travel. The sample frame and method do not permit generalization to the whole population, but the evidence shows a clear link between wine consumption and wine-related travel in the Calgary market. Specifically, these wine consumers were found to hold distinct preferences for wine from certain countries and regions, and this predilection did influence their wine tourism behaviour. As well, their preferred wine tourism destinations also were shaped by knowledge about regions, or wine appellations within countries. These points are summarized in a proportional map displaying the wine tourism world from the perspective of the respondents. Factor and cluster analysis revealed two distinct segments that were highly involved with wine, and they were mostly older males. Age and gender differences were found to be significant in terms of a number of important variables. This segmentation technique and the related conclusions have important implications for wine tourism development and marketing. Conclusions are drawn on how to advance knowledge in this area, and on how tourism and wine industry managers can effectively use the available concepts and knowledge.

Chapter 16: Complexity at Sea: Managing Brands within the Cruise Industry. Chapter 16 examines the management of cruise-line brands. Specifically, the chapter shows that the management of these brands can be a complex task. Managing cruise-line brands involves more than simply crafting well-defined brand images. What really matters are customers' experiences, which are shaped by shipboard employees. Brand management needs to be tied to human resource management; cruise lines need to encourage employee behaviour that best represents the company's brand. Corporate consolidation within the cruise industry means that many cruise-line brands are managed as part of a brand portfolio. As a result, cruise-line brands are managed in association with other brands; managing a brand or a series of brands within a portfolio, for a brand manager, is often more complicated than managing a stand-alone brand. Brands – whether or not they are part of a portfolio – can shape a company's stature and position within international markets. One challenge for managers is adapting a brand across different cultures and locales to suit different tastes and preferences while simultaneously maintaining equity and core identity. Brand partnerships also contribute to the complexity of brand management. Managing a cruise-line brand may involve a relationship with a non-cruise brand. Brand partnerships can span both product categories and international borders. Brands are valuable business assets. Therefore, the brand's value needs to be protected from potential threats. Brands are vulnerable to attack when the

companies that own them behave irresponsibly. Protecting the brand's reputation can be a challenge for brand managers. This chapter suggests that brand managers within the cruise industry need to – and, in some ways, have – come to terms with the complex nature of brand management.

Chapter 17: Internationalization and the Hotel Industry. Chapter 17 reports an empirical study into internationalization and expansion strategies of international hotel operators in five countries in Eastern Central Europe. A questionnaire survey was conducted of the leading chains, framed around Dunning's (1993) eclectic paradigm. The major ownership advantages include knowledge of guest requirements, strategic planning and reservation systems. Location advantages that the chapter describes consist of the size and nature of the city in which the hotel was to be located, the infrastructure within the region and the perception of the region as an attractive business tourism destination.

Chapter 18: Guests' Meetings and Hotel Group Room Reservations. This chapter provides a comprehensive review of group room reservations at hotels (and cruises) arranged by CMPs, AMPs and independents. Chapter 18 also builds from a literature review of five major databases (ABI-Inform, Business Management, Business Practices and Industry, Econ. Lit. and Lexis Nexis), and the archives of Convene, Meetingsnet and Conventions (all found on the internet). All of these yielded about 200 related articles and web postings.

Evaluating Actions/Process and Performance Outcomes

Chapter 19: Sport Events and Strategic Leverage: Pushing Towards the Triple Bottom Line. Sport events are capable of generating considerable short-term, visitation-related benefits for host communities; and a great deal of research explores the economic impacts of sport events. However, Chapter 19 recognizes that a paradigm shift is underway in parts of the international events community. While short-term economic gains remain important, some event stakeholders now look beyond 'impact' to focus on achieving more long-term, sustainable outcomes. This move away from an ex post, outcomes orientation towards an ex ante, strategic approach to event benefits refers to the phenomenon of event leveraging. If sport events are to be sustainable, and are to retain the public and private support upon which they rely, then promised benefits must be cultivated through strategic leverage. This chapter provides an introduction to the literature on event leveraging and also proposes new directions that aim at meeting the triple bottom line of economic, social and environmental benefits for the host communities of sport events. Chapter 19 first reviews the literature on economic leverage. The chapter then addresses how the liminality commonly produced at sport events can be treated as a leveraging resource to create opportunities for social change in host communities. This area is new territory in the events literature and a model for social leverage is proposed. Following this discussion, reflections on how sport events also might be leveraged for environment benefits are made. The authors note the synergies among economic, social and environmental leverage, and conclude with both challenges and notes of caution for the international events community regarding the issue of event leverage.

Chapter 20: Deconstructing Destination Perceptions, Experiences, Stories and Internet Search: Text Analysis in Tourism Research. Chapter 20 provides an overview of developments which have resulted in an increased availability of text data thereby creating greater interest in analysing text in the context of tourism. This chapter's first section discusses different approaches to text analysis. Specifically, the chapter compares and contrasts qualitative and quantitative text analysis. Next, the chapter describes computer-assisted approaches and presents various representational techniques. The second section introduces four case studies to illustrate the depth and breadth of applications of text analysis in tourism research. The first case study employs a causal mapping technique to assess the changing market structure as perceived by managers in incentive travel. The second case study uses a hermeneutic approach to interpret consumers' perceptions of memorable experiences at a Midwest destination in the USA. The third case

study applies quantitative analytical techniques to compare the language people use to describe their dining experiences at different types of restaurants. The fourth and final case study uses search keywords to identify the nature of competition between European cities. The chapter concludes with a discussion on the growing significance of text analysis in tourism as well as several important research challenges yet to be overcome.

Chapter 21: Importance–Performance Analysis (IPA): Confronting Validity Issues. Chapter 21 proceeds in interrelated steps. The first step introduces IPA as action grid analysis. IPA is an analysis that is dependent on examination of an action grid, or grids. Examination of the literature shows IPA is not one analysis approach but many. Five types are identified. The main vehicle for examining IPA validity issues is the discussion of hypothetical applications of IPA for three types of IPA. A section that is not for a particular type of IPA is devoted to IPA responses. Comments give insights on the need for a new response structure, what the distribution of responses can imply, responses as triggers for questions and computing importance rather than requesting an importance rating. To put structural problems with models implicit in using IPA and to put chance impacting IPA results in perspective, the chapter has a section on statistical variability risk and model structure risk. A short section is about this chapter's relation to the IPA literature. The chapter concludes with comments on both practical and research implications of the research.

Chapter 22: Evaluating Tourism Management Programmes. Chapter 22 focuses on the tourism management programme evaluation practices by government auditing agencies. The national governments of several countries have audit agencies that conduct both financial and performance audits of other government departments charged with providing services and causing desired programme performance outcomes; all 50 US state governments have audit agencies that do both categories of audits (i.e. financial and performance audits). Woodside and Sakai's (2001) in-depth reviews of eight tourism management programme evaluation audits by seven government agencies offer two key disappointing conclusions. First, the majority of these audits result in highly negative performance assessments. Second, although these audits are more useful than none at all, most of these audit reports are inadequate shallow assessments – these audits are too limited in the issues examined, not grounded well in relevant evaluation theory and research practice and fail to include recommendations that, if implemented, would result in substantial increases in performance. This chapter describes the continuing (covering several years over three decades) consistent reports of poor tourism management performance for one US state government's tourism management programme as well as the continuing lack of rigorous auditing practice by the auditing agency for the same state government. The chapter calls for embracing a paradigm shift both by state government departments responsible for managing the state's tourism marketing programmes and by the state's auditing agency in conducting future management performance audits. The call applies to all government departments responsible for managing and auditing tourism marketing programmes.

Chapter 23: Tourist Shopping Village Success and Failure. Chapter 23 explores the phenomenon of tourist shopping villages (TSVs) and the dimensions that contribute to their success by combining a traditional literature review with an expert knowledge mapping exercise. While shopping is seldom mentioned as a primary reason for travel, the activity is perhaps the most universal for tourists, and of great economic importance to local merchants. Creating comfortable and exciting shopping districts can entice tourists to visit and to extend their stay in the region. Many places around the world have developed into well-known tourist shopping destinations, whether by default or through deliberate planning. While tourist shopping can take many forms, this chapter is concerned with small tourist villages that base their appeal on retailing. TSVs are a growing phenomenon in many destinations and can be an important tool for regional development. The chapter draws on previous research reports to develop an initial framework for the systematic analysis of tourist shopping villages. Chapter 23 includes an evaluation of 29 villages in Australia, New Zealand and Canada to explore factors relating to their perceived success. On-site visits, rich photographic resources and the associated promotional

materials offer a close inspection of the physical conditions of the settings, the activities available and the shopping styles and diversity. From this perspective, the perceived success of a tourist shopping village is strongly influenced by a well-developed heritage theme combined with the presentation of the village as larger in scale, tourist focused and tightly integrated. A successful village also is supported by regional distinctiveness in merchandise as well as regional food and wine. Accessibility and seasonality appear to have a minor influence on the success of shopping villages.

Chapter 24: Monitoring Visitor Satisfaction with Destinations Using Expectations, Importance and Performance Constructs. Despite the benefits for destination managers of monitoring visitor satisfaction and the subsequent academic interest in this area, the actual implementation of satisfaction measurement is still potentially onerous and confusing. Chapter 24 considers the various quantitative frameworks – incorporating the expectations, importance and performance constructs – that are available to managers for monitoring their destination's effectiveness in terms of meeting the needs and wants of visitors. The review systematically evaluates each construct and framework, acknowledging their potential in terms of informing management strategies, conceptual and practical concerns relating to their operationalization and subsequent modifications and extensions. Destination managers need to adopt and adapt the most appropriate framework(s) for the purposes of their investigation and to acknowledge the existence of different market segments.

Chapter 25: Tourism's Economic Contribution versus Economic Impact Assessment: Differing Roles for Satellite Accounts and Economic Modelling. Understanding tourism's economic contribution is essential for both practitioners and policy makers. Estimating tourism's economic contribution to a destination (nation or region) requires a different approach from assessing tourism's economic impacts on the destination. Tourism satellite accounts (TSAs) can estimate tourism's economic contribution to a destination. For economic impact estimation, however, to determine the effects on key economic variables in response to changes in tourism demand, an economic model is required.

Chapter 25 first provides a brief overview and discusses tourism satellite accounts' uses in estimating the economic contribution of tourism. Next, the chapter critically examines the validity of tourism satellite accounts. Do tourism satellite accounts provide realistic estimates of the economic impacts on the destination of shocks to tourism demand? The chapter argues that the preferred model for economic impact analysis is computable general equilibrium modelling rather than input–output modelling. To illustrate the two techniques' differences, a model of tourism shock compares the estimates of input–output models to a computable general equilibrium model. The results show TSAs provide an important basis for CGE modelling to estimate the economic impacts of tourism shocks. Both the TSA models, in their capacity to estimate the economic contribution of tourism, and CGE models, with their capacity to estimate economic impacts of tourism shocks, are important tools for policy making. Both techniques represent substantial advances in managing tourism.

Administering

Chapter 26: Sustainability and Tourism Dynamics. The concept of sustainable tourism remains subject to substantial confusion, with regard to both precise implications and the specific patterns of resource use the concept implies. This confusion is particularly evident with regard to specific tradeoffs, policies, actions or indicators that are consistent with notions of sustainable tourism. Operational definitions of tourism sustainability require details regarding what elements are to be sustained, the level at which these elements should be sustained and the stakeholder groups whose benefits should be considered. Chapter 26 develops a dynamic model illustrating the interrelated behaviour of tourism-related economic and environmental conditions over time. The chapter characterizes fundamental notions of sustainable tourism from the perspectives of both a profit-maximizing tourist industry and the permanent residents of a tourist community. The model illustrates key findings relevant to the search for sustainable outcomes, and characterizes the potential

conflicts, hazards and tradeoffs implicit in the choice among different sustainable futures. For example, the model demonstrates that: (i) in all but the rarest of circumstances, there is no single, universal sustainable optimum; and (ii) a policy that maintains overly pristine environmental quality may be just as unsustainable as a policy that causes excessive environmental decay. Implications of the model are then discussed with regard to a pattern of tourism found in a specific destination – the Okavango Delta of north-western Botswana. Through the contrast of the dynamic model and case-study evidence for this high-value tourist destination, the chapter illustrates ways in which the theoretical model can help characterize and explain current patterns of tourism, as well as divergences between visions of sustainable tourism among different stakeholder groups.

Chapter 27: Employee Empowerment: a Key to Tourism Success. Organizations that profitably cater to the needs of customers better than the competition are more likely to be able to sustain competitive advantage over time. Catering to customer needs is paramount to delivering desirable levels of customer satisfaction in the tourism industry. Chapter 27 proposes that the formula for executing this task is particularly fragile in tourism because of the heterogeneous and simultaneous nature of service production and consumption. Tourism experiences are rarely, if ever, delivered without in-depth employee–customer interactions. Thus, tourism experiences are people-intensive on both sides of the service fence. Additionally, tourists tend to have higher expectations for hospitality and overall levels of service quality because their context is typically more emotionally charged. An empowered workforce is a secret to success in this unique realm: employees who are inspired and enabled to make meaningful and appropriate decisions close to customers in order to take care of important customer needs.

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