

Introduction to tourism management



What do you think is tourism?

	Tourism	No Tourism
Travel for business reasons		
Visiting relatives in Switzerland		
Travel to work		
Shopping weekend in Berlin		
Conference visit in Hamburg		
Shopping tour of the city centre		
Study trip to Rome		
Semester abroad in Stockholm		
Consulting mission in Dubai (1 week)		
Distance relationship weekend in Ulm		

Definition of tourism

Tourism ... (Freyer)

includes all phenomena associated with leaving the usual place of residence (domicile) and staying in a foreign place (destination). (wider concept of tourism) → **the central element of tourism is travel**

Tourist travel differs from other forms of change of location, especially with regard to

- the time/length of travel/temporary stay
- the location/ distance/ change of location
- the motives of the change of location

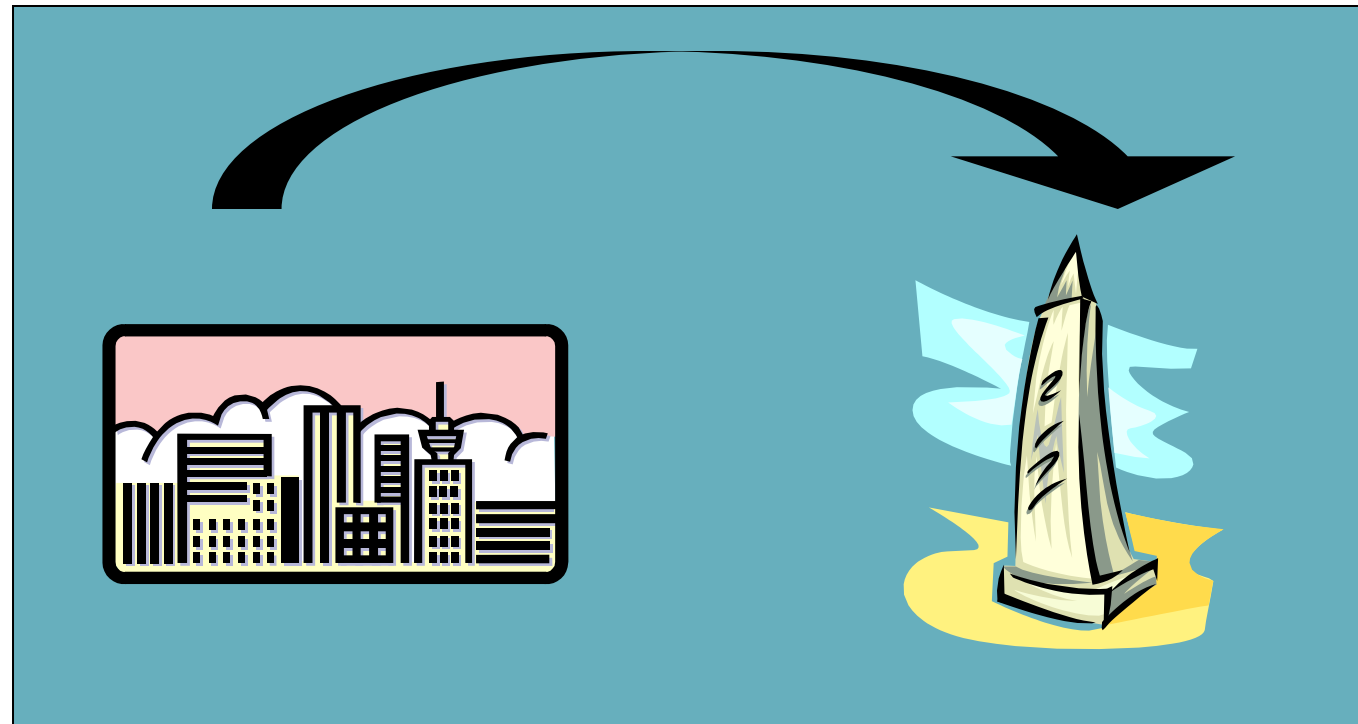
Tourism includes ... (UNWTO)

the activities of persons travelling to places outside their usual environment and staying there for not more than 1 year without interruption for leisure, business or certain other purposes.

Definition of tourism

Geographical change

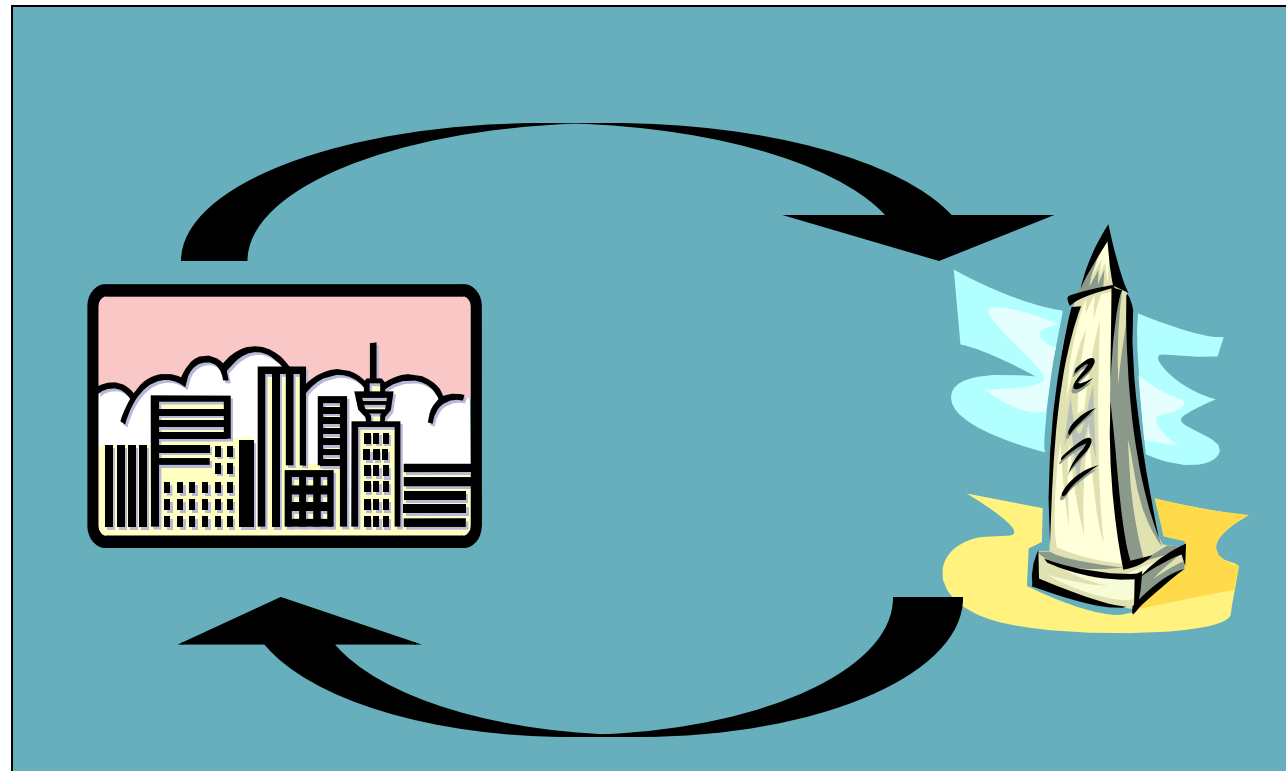
from the place of habitual residence to another place with different means of transport (spatial aspect)



Definition of tourism

Stay

a foreign place - temporarily, i.e. with the intention of returning (time aspect)



Definition of tourism

Motive of travel

which allow the change of location and the temporary stay

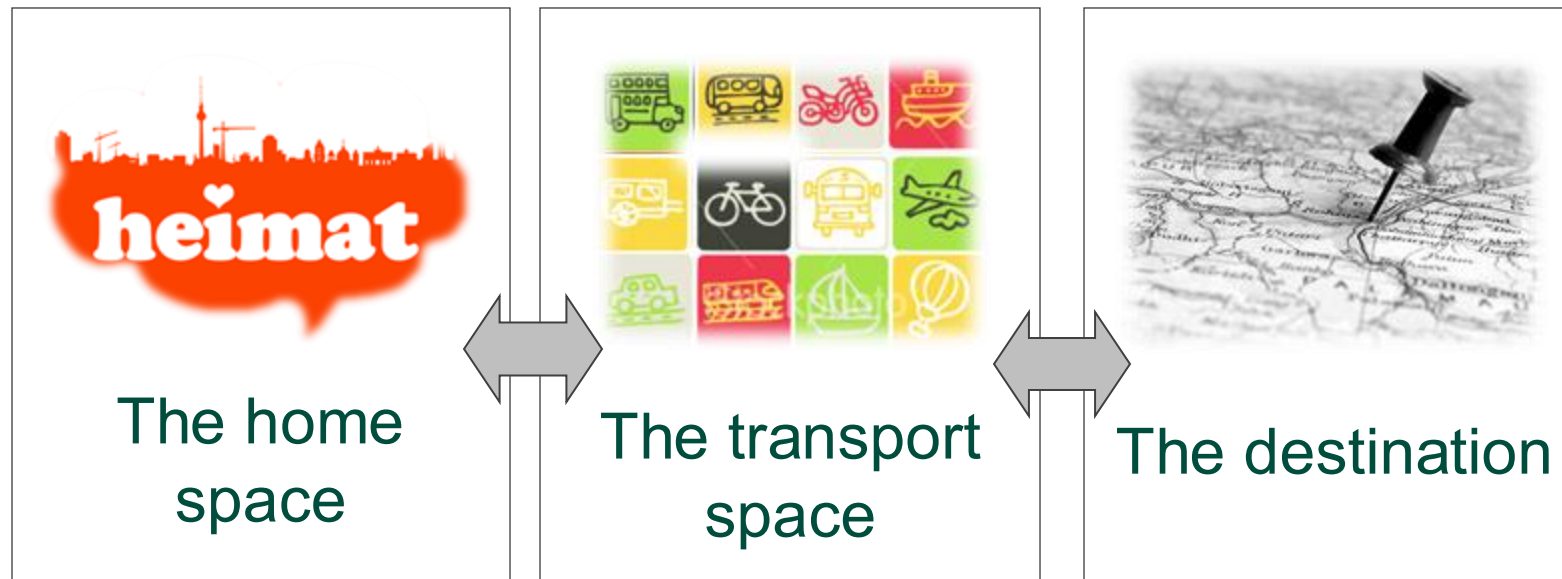


Definition of tourism

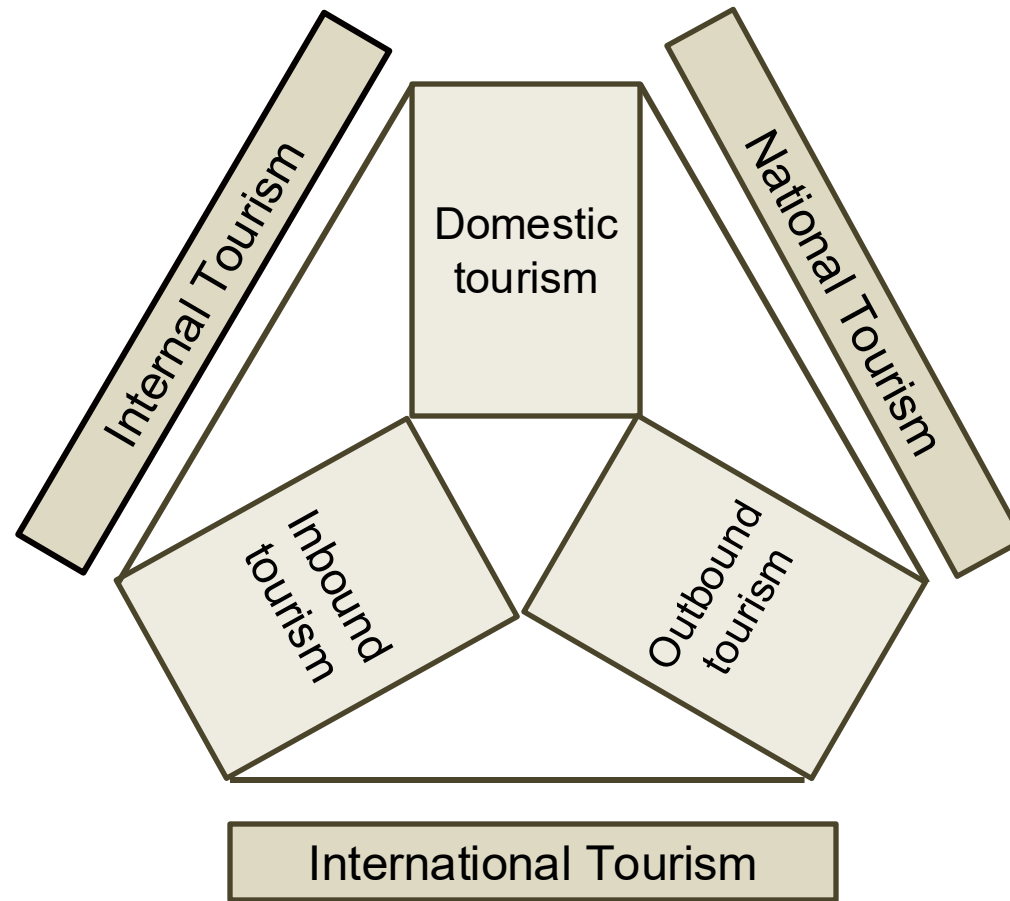
Subdivision of visitors by:

- **Tourists** (overnight visitors):
 - visitors staying at least one night in a tourist accommodation establishment or in private accommodation in the place visited
 - **Day visitors**
 - Are visitors who do not stay overnight at the place visited
- *Both can come from abroad or at home*

Definition of tourism



Definition of tourism



Definition of tourism

- Intangibility
- Location-based
- No storage or transport capability
- Limited standardization capability
- Direct customer involvement or direct customer contact
- Consumption during production (uno actu principle)
- "Limited" sampling or return option for consumers (irreversibility)



Tourism as a cross-cutting sector

Typical Tourism industry	Creation of tourism-typical products and services by tourism-typical companies (e.g. tour operators) for tourism-typical consumers (travellers).
Complementary Tourism industry	Creation of tourism-typical products and services (e.g. travel literature) by non-tourism-typical companies (e.g. publishers) for tourism-typical customers (travellers).
Marginal Tourism industry	Creation of products and services (e.g. haircuts) that are not typical for tourism by companies that are not typical for tourism (e.g. hairdressers) for customers that are typical for tourism (travellers).

What's so special about tourism as an “industry”?

- **Sustained economic growth** (volume-based) and economically crisis-proof until 2020
- **Economic development/diversification** of rural, structurally weak regions, including developing countries
- **Multiplier effects** through regional value chains, as production and consumption sites coincide
- Creation of **many non-relocatable jobs** (personal services), even for the unskilled (but: automation/relocation of placement)
- **Appreciation/valorization of cultural sights** and traditional cultures
- **Valorization of nature and landscape** (“ecotourism”)
- **“Freedom of travel”** – social travel – “travel educates”
- ...

And why sustainable development of tourism?

Economically

- **Changing, less predictable demand structures** (the "hybrid" consumer; new source regions; inflation ☒ declining purchasing power)
- **Strong international competition** (tourism is a buyer's market) → price pressure, quality pressure → profitability?
- **Disruptions** caused by digitalization and the sharing economy
- **Lack of regional economic impact in destinations** (multiplier effects to be increased, import share to be reduced)
- Diversification of the economic structure vs. **tourism monostructures**
- **Vulnerability to crises** (wars, terrorism, natural disasters, epidemics)

And why sustainable development of tourism?

Ecologically

- Contribution to **climate protection** (transport intensity) and **adaptation** to the consequences of climate change (dependence on natural resources)
- **Reducing the consumption** of increasingly scarce resources such as water
- Contribution to the **protection of global biodiversity** by reducing negative impacts (visitor management) and actively valorizing
- **Sustainable gastronomy** (sustainable food, fair trade)

And why sustainable development of tourism?

Socio cultural

- **Contribution to poverty reduction** in developing countries
- **Fair working conditions:** adequate pay, diversity, work-life balance, employee participation, etc.
- **Respect for human rights** (duty of care), especially along complex value chains
- Respect/strengthening **local/traditional cultures**

And why sustainable development of tourism?

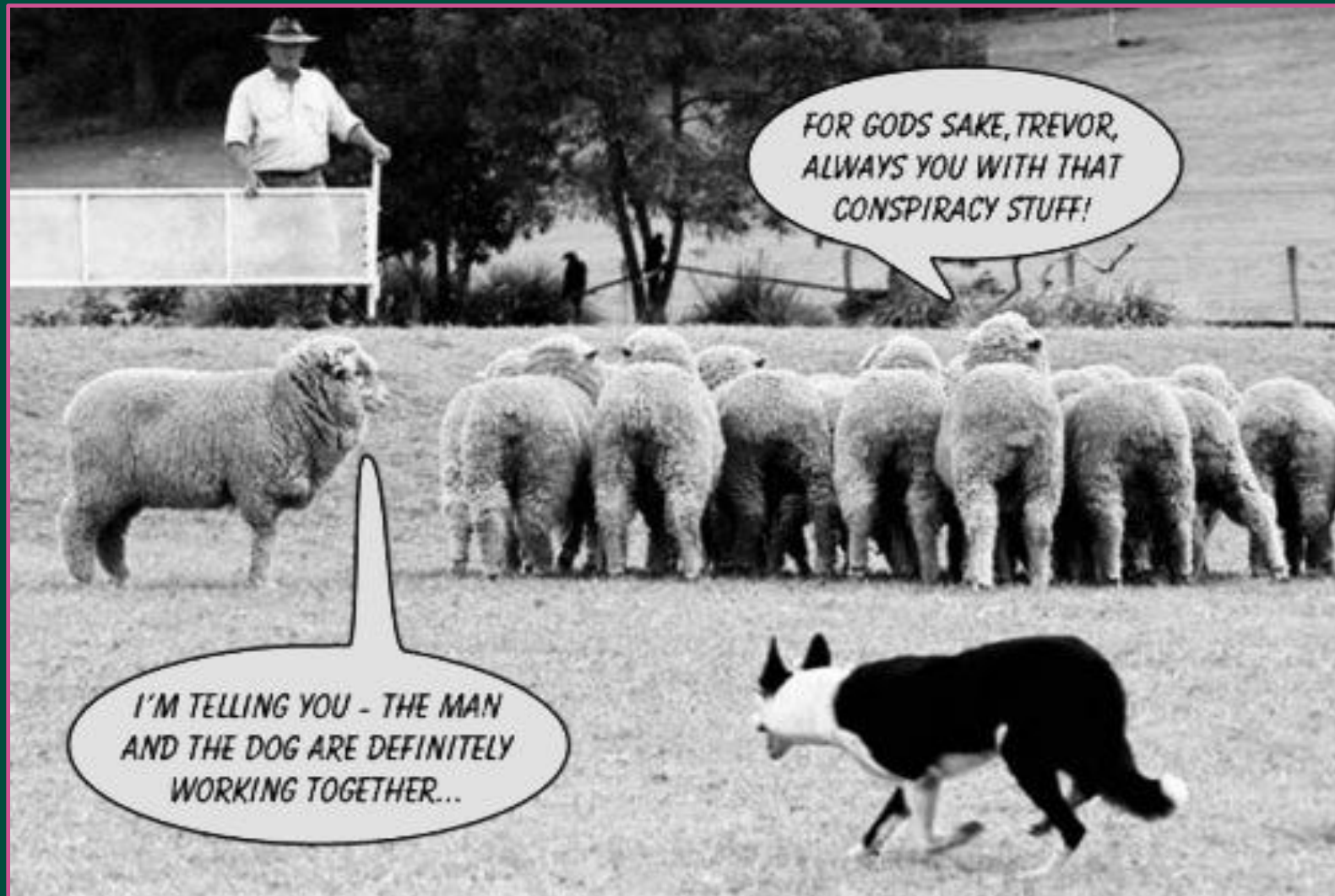
Governance

- Sustainable destination management: "**Co-production**" of a sustainable tourism offer with a **variety of stakeholders**
- **Coherent tourism policy** (demand- and cross-sectionally oriented; heterogeneous sector with many SMEs)
- **Control of visitor flows** ("overtourism")
- **Seasonality** (peak loads → incorrect infrastructure allocation, working hours, environment)

Sustainable tourism or not?

1. Low prices are a component of social sustainability in tourism.
2. Luxury hotels cannot be sustainable.
3. In restaurants, offer regionally produced conventional food rather than imported organic food.
4. It's better to fly and offset the emissions from that flight than to travel the same distance by train and not offset them.
5. Vacations on your own balcony are particularly sustainable.

The Tourism system



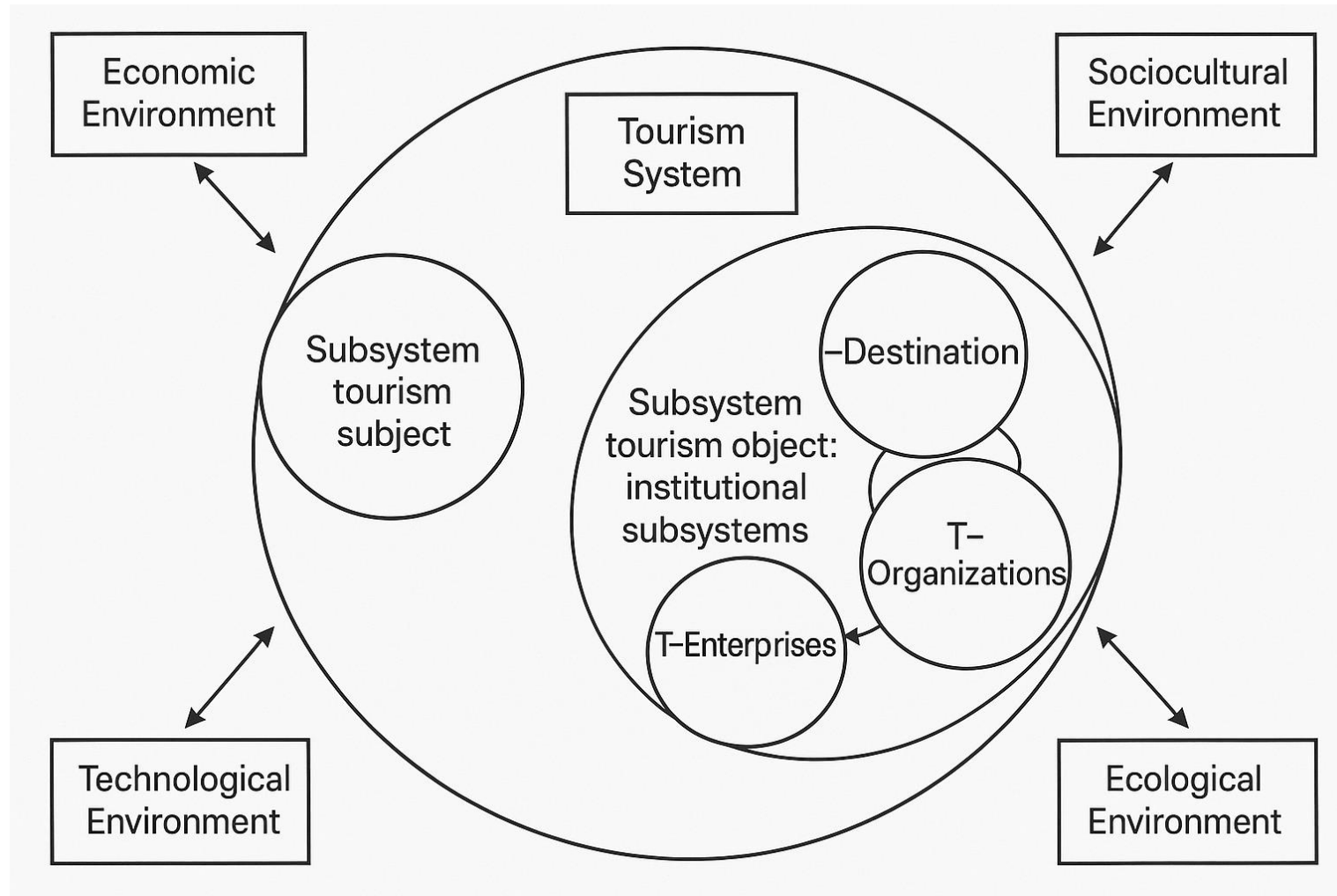
Tourism as a complex system

- Systems are an ordered collection of elements between which relationships exist or can be established. (cf. Ullrich, 1968)
- A system consists of two or more elements.
- The elements are complementary, interconnected, and interdependent.
- The elements react to changes in the overall system (interactive connection).
- The basic function of systems is complexity reduction and self-preservation.

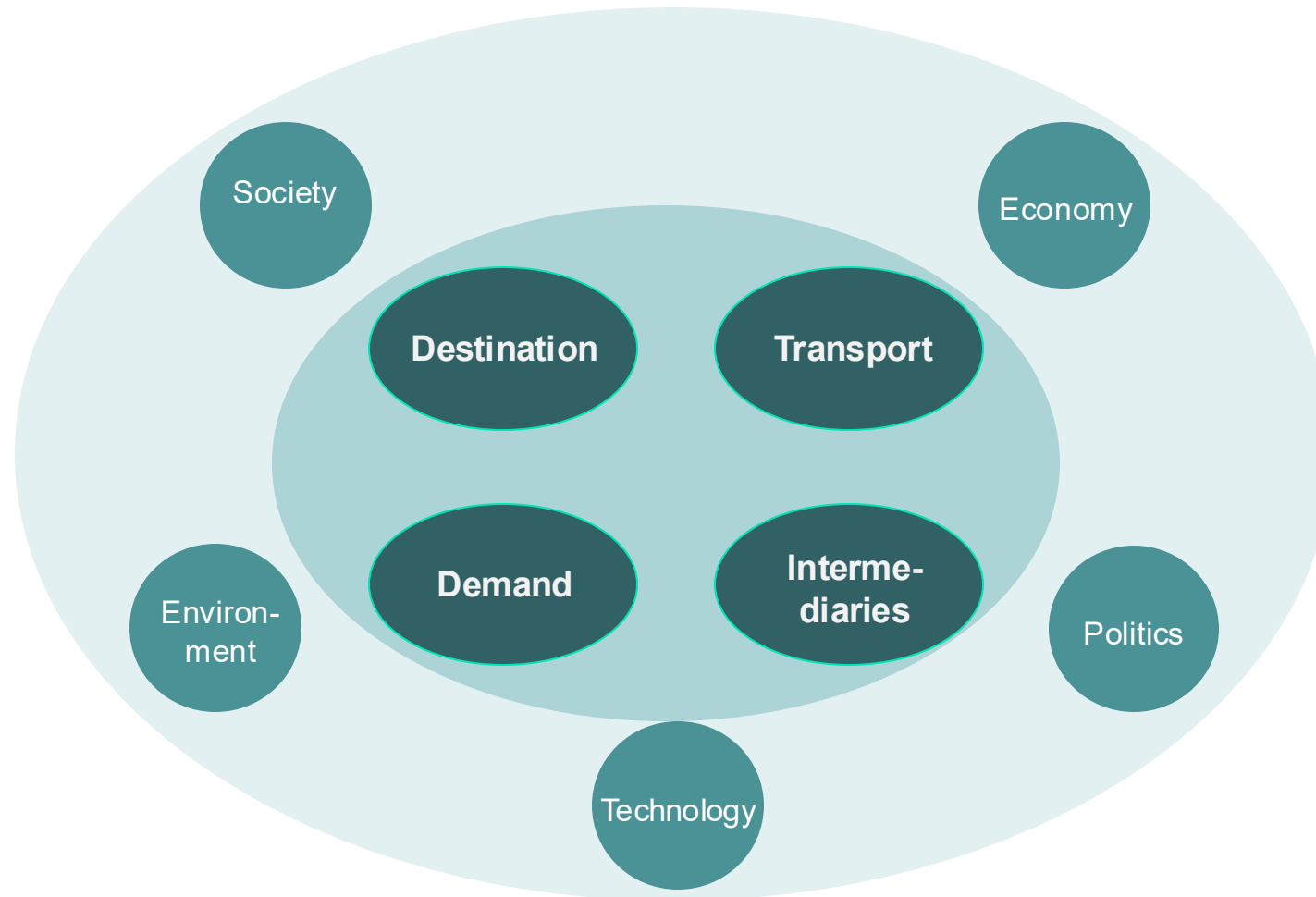
Tourism as a complex system

- Systems usually decide for themselves how they react. A reaction occurs when incentives are given that lead to a reorganization (order from noise).
- An activity requires a function (meaning), which then leads to a corresponding structure of the system (synergy elements). Hence the saying "form follows function."
- Analogy to a mobile: depending on the strength of the incentive, the system reacts and reorganizes itself. The strength of the reaction can sometimes be perceived as disruption/transformation.
- Decisive: Motive/stimulation for the system. Only pressure works (since this can only lead to isolated changes).

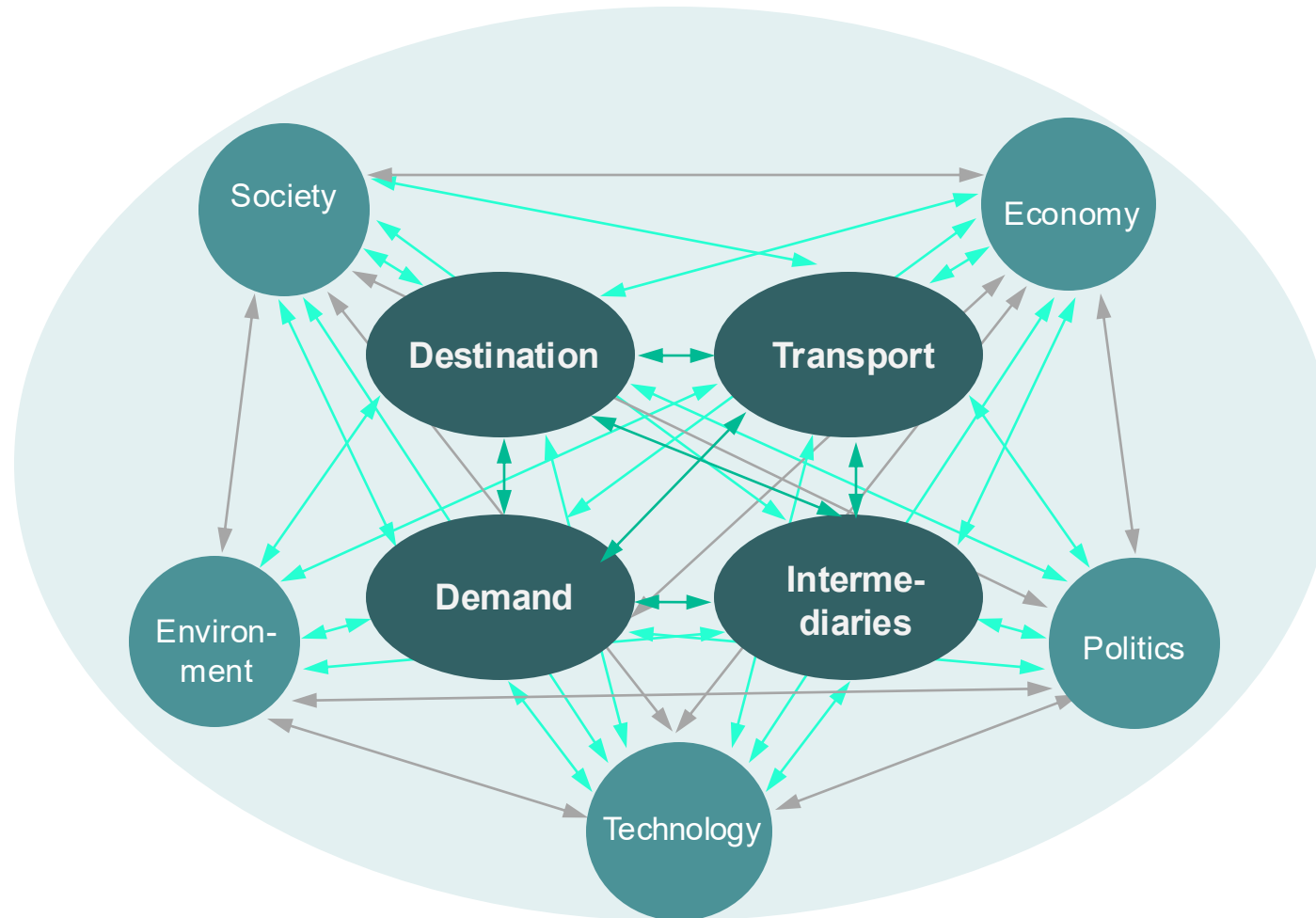
Tourism as a complex system



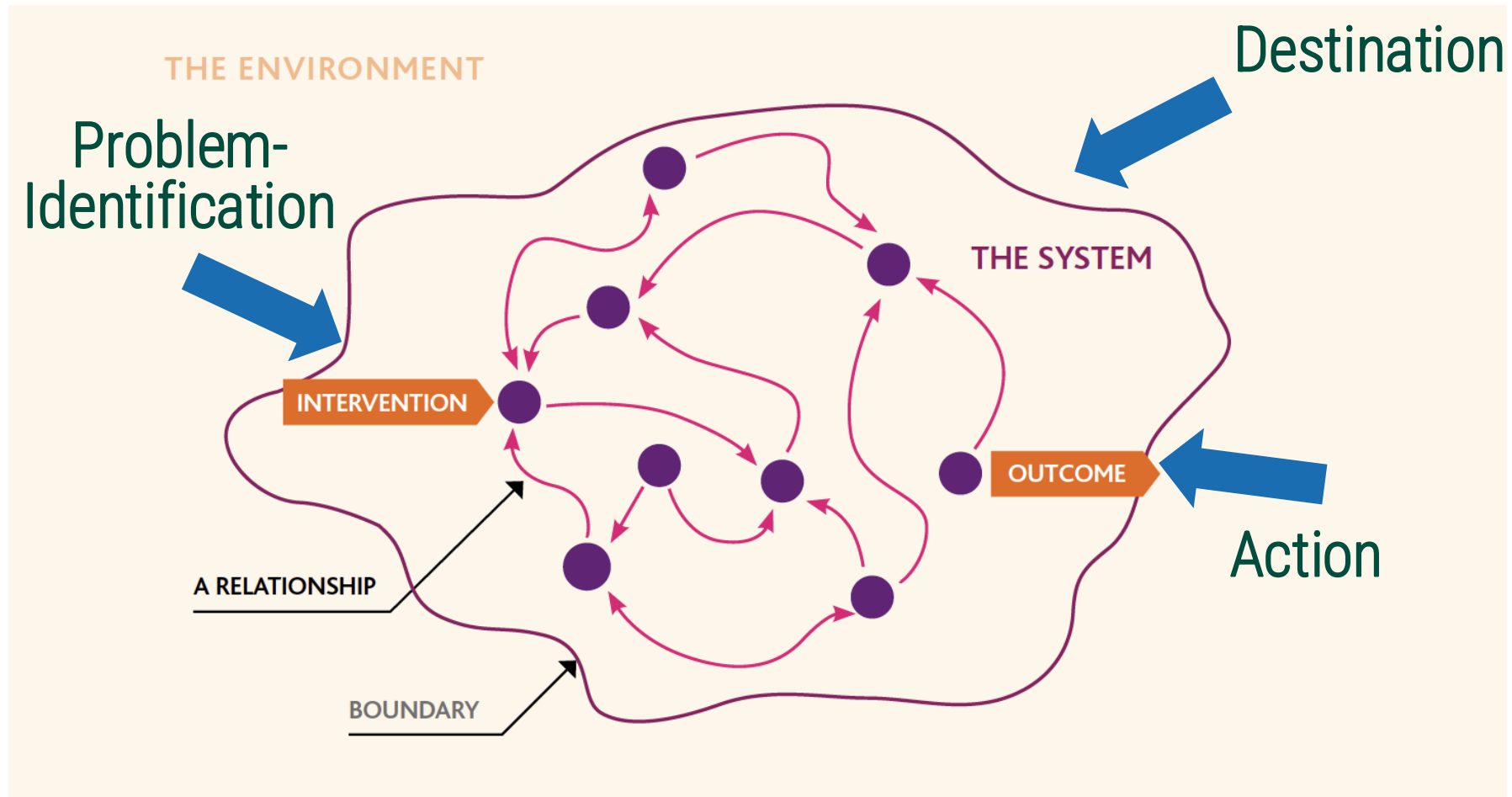
Tourism as a complex system



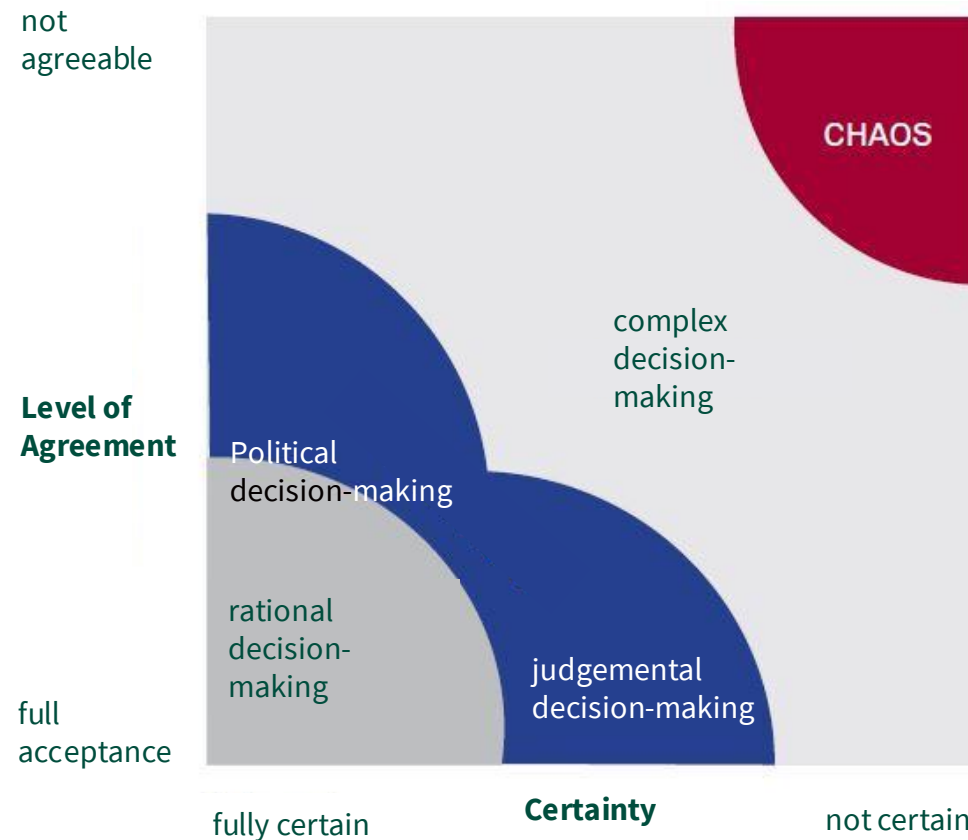
Tourism as a complex system



Example evidence-based decisions



Organisational Reality in Tourism



source: Crabolu, 2023, from Stacey, 2010

Tourism as a spatial construct

The perception of the guest is decisive for the delineation of tourism

perception of distance

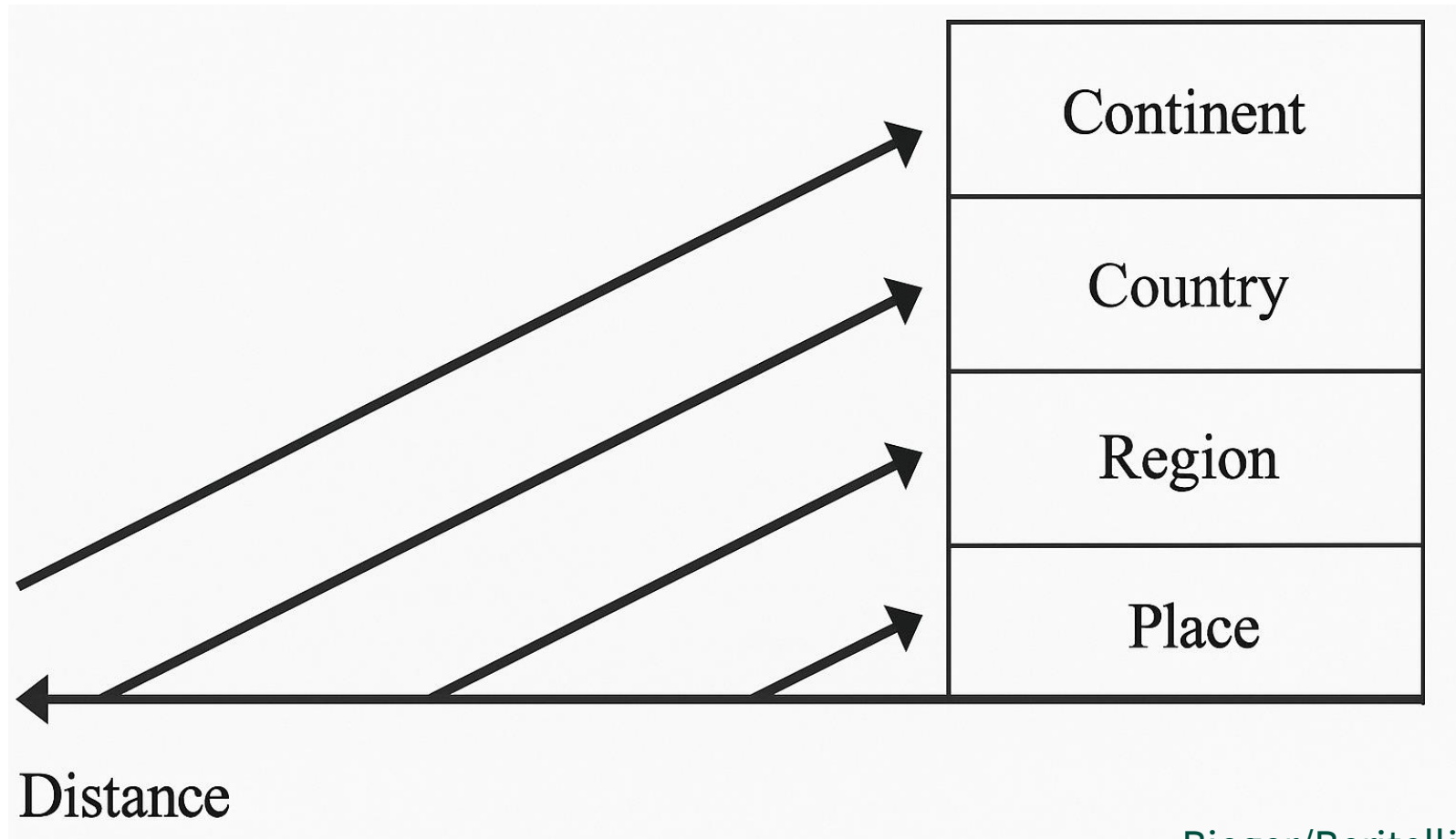


vs.

subjective perception

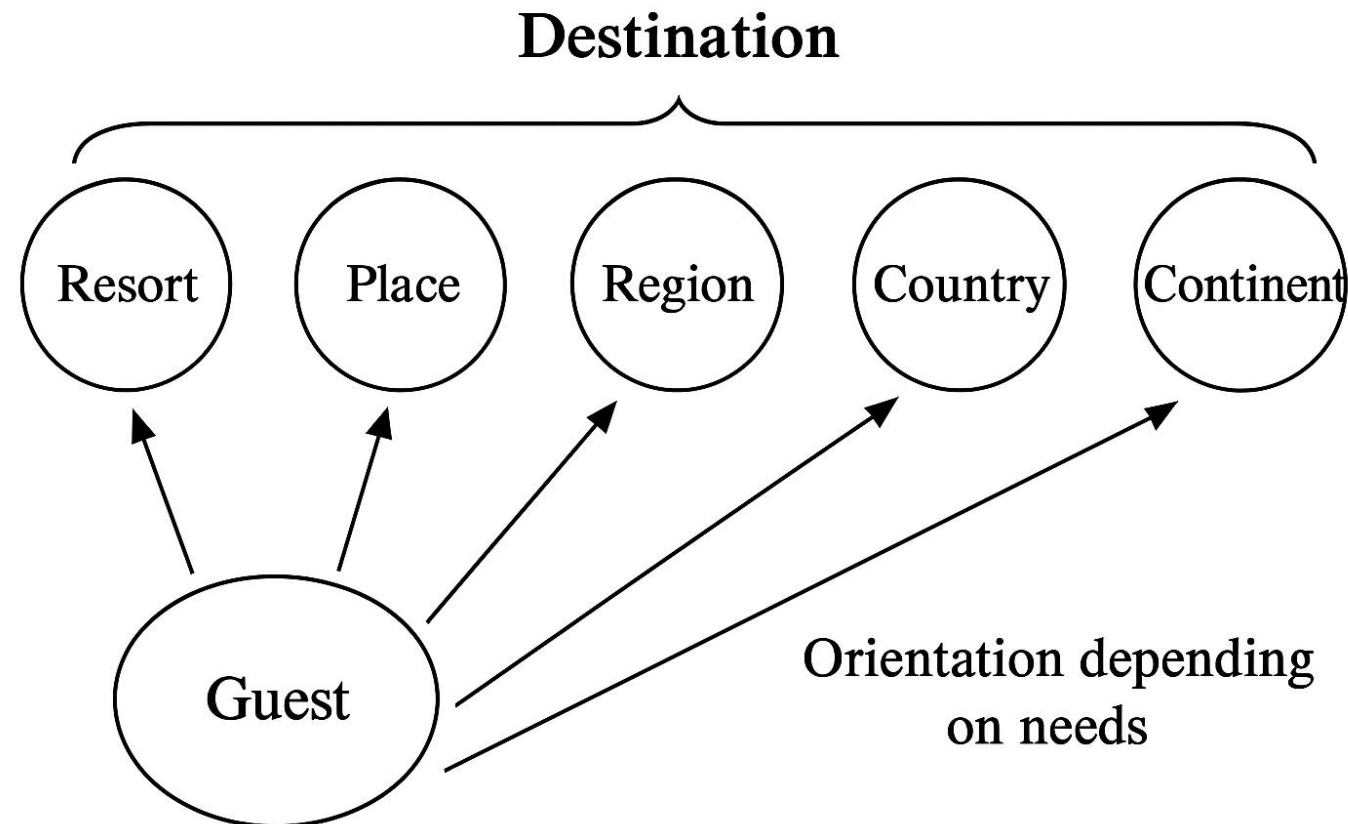


Perception of distance



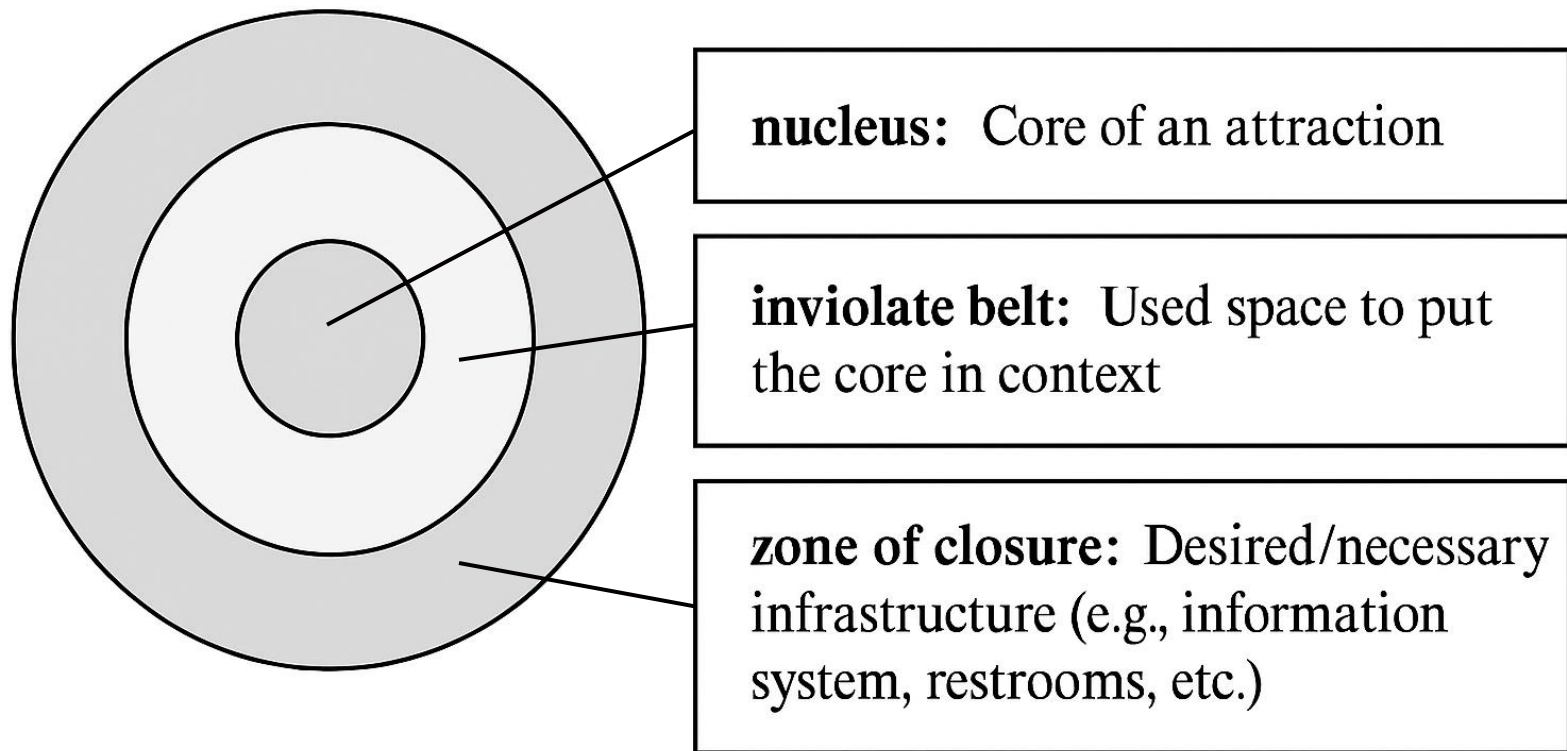
Bieger/Beritelli 2013, S. 57

subjective perception



need for attraction points

Attraction points are needed, i.e. geographical units, that motivate tourists to visit a destination



cultural / natural
landscapes

categories of attraction points

natural	man-made but not primarily built to attract visitors	special events <i>(special events)</i>
Landscapes and landscape elements: Beaches, caves;	Churches and cathedrals; Farmsteads; historic places; Places of worship; Architectural excavation sites; Historical monuments; Historic gardens; Industrial heritage Dams; reservoirs	Amusement parks; Theme parks; clubs; Open-air museums Exhibition halls; Retail trade centers Safari parks; Entertainment complexes Gaming places;
Landscapes and landscape elements: Beaches, caves	Sports events paks	Sports events for participation and spectator Art exhibitions; markets and fairs

categories of attraction points

Natural attraction
points



categories of attraction points

human made, but not for
tourist experiences



categories of attraction points

human made & for tourist experiences



Treasure Island Hotels, Las Vegas

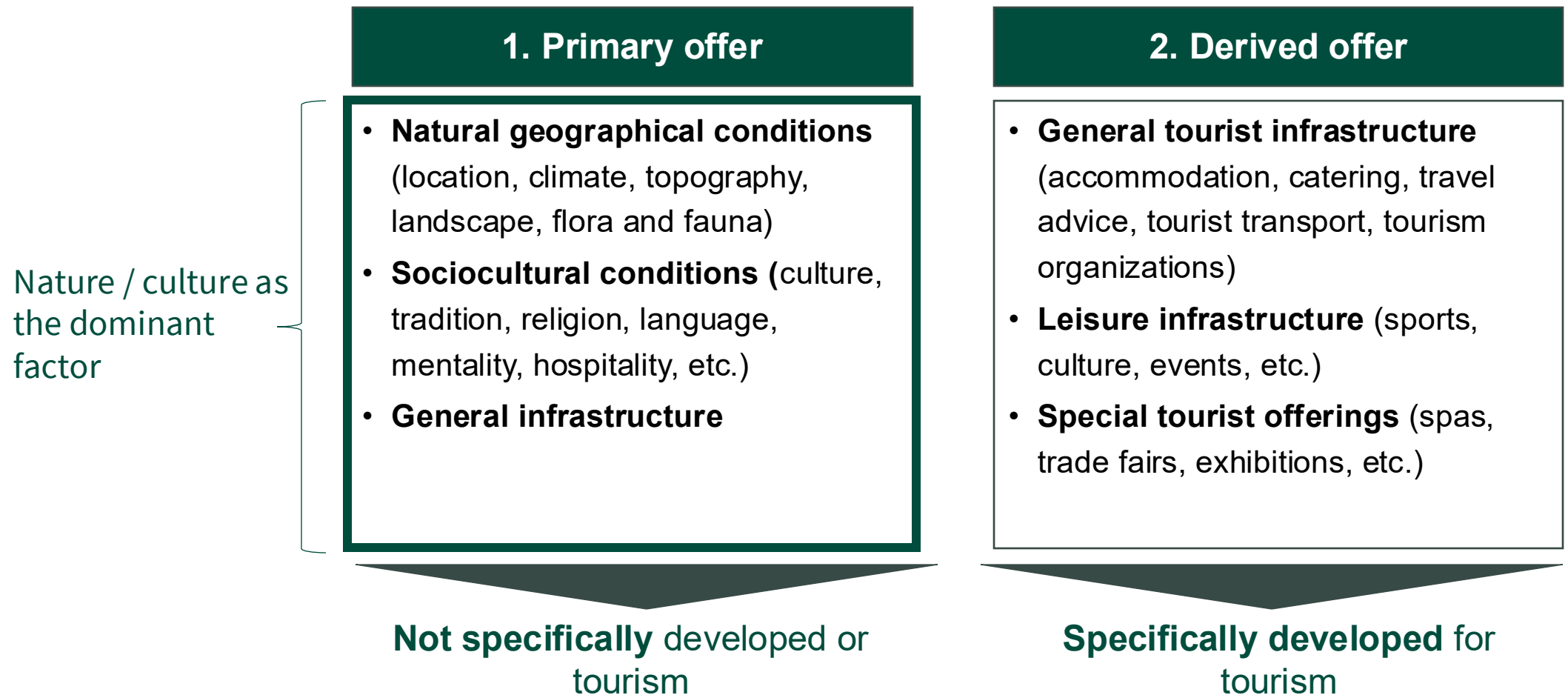
categories of attraction points

Events



Oktoberfest

Aus Attraktionspunkten entstehen Leistungselemente einer Destination



Types of destinations

- **Traditional travel destinations** (variety of offerings and stakeholders, cultural-historical and natural context)
- **Holiday complexes and artificial attractions** (all-inclusive resorts, Center Parcs, ski resorts, cruise ships)
- **Segment- or activity-specific destinations** (e.g., surfing spots, winter sports, mountaineering)
- **Hybrid destinations** (e.g., Dubai, Las Vegas, etc.)
- **Events as destinations** (festivals, expos, Hajj, etc.)
- **Tourist routes** (Camino de Santiago)

What's real?



Introduction to nature based tourism and outdoor recreation industry (demand)

Thüringen oder Sumatra?

In 2½ Stunden könnten Sie's entdecken.

3 TAGE THÜRINGEN
ab **99€**

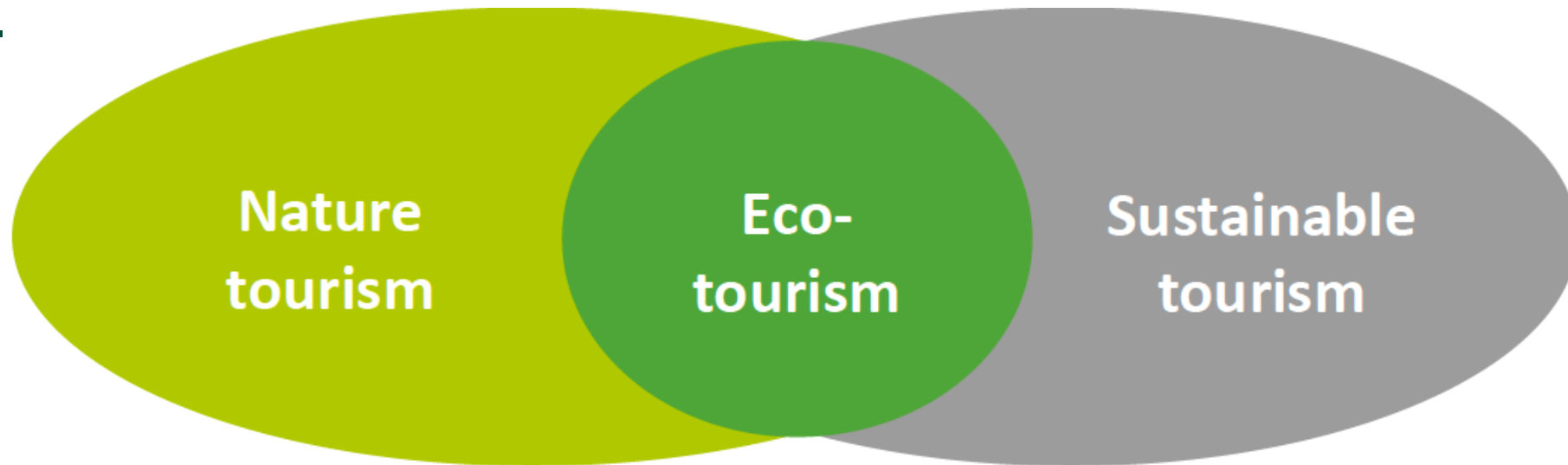
Ihr Urlaub ist näher als Sie denken!
Kein Flugzeug, kein Sicherheits-Check, kein Jetlag.
Dafür viel Ruhe, nette Leute und an jeder Ecke was
Tolles zu sehen. Thüringen. Jetzt schnell anrufen
und buchen! ☎ **0361-37420**

www.thueringen-tourismus.de



Wo Urlaub
noch Erholung ist

Definitions



Nature-based tourism is tourism that takes place in (close to) **natural areas** (*setting*) with the aim of **experiencing nature** and its manifestations (*motivation*).

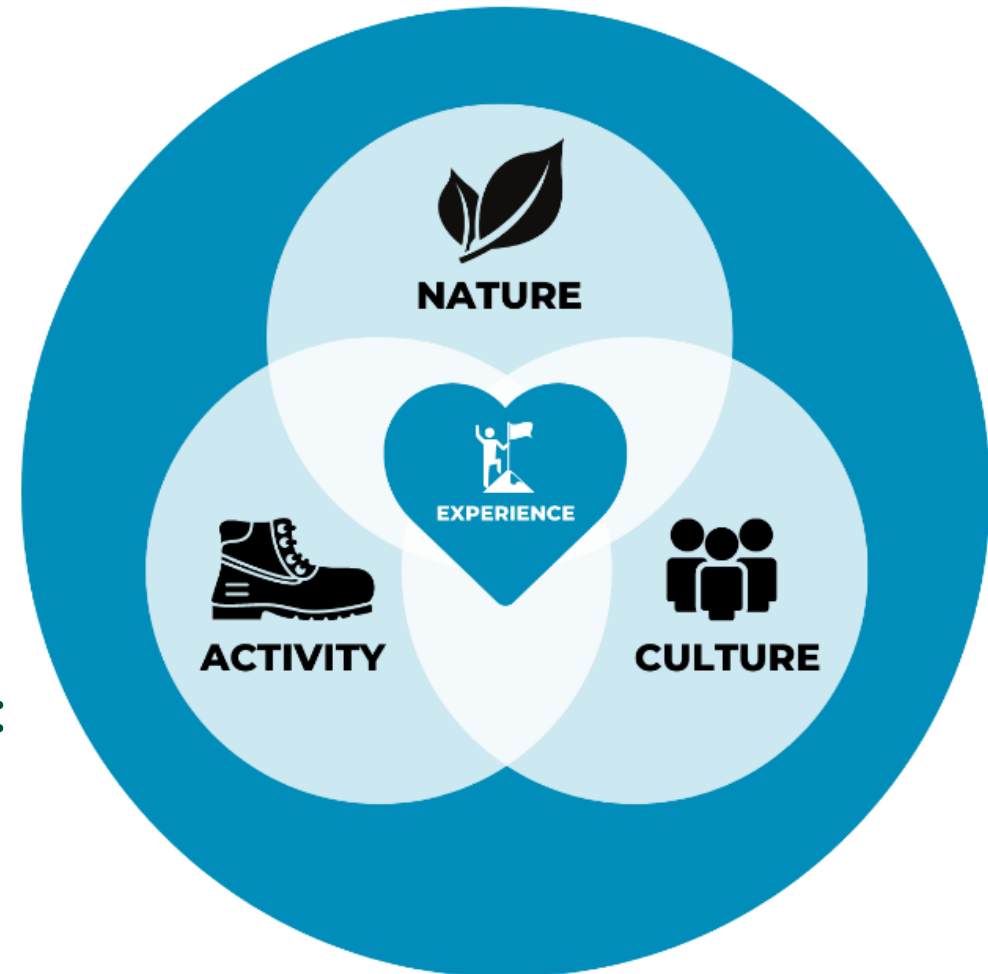
Definitions: Outdoor recreation

Outdoor recreation or **outdoor activity** refers to recreation done outside, most commonly in natural settings. The activities that encompass outdoor recreation vary depending on the physical environment they are being carried out in. These activities can include **fishing, hunting, backpacking, walking and horseback riding** –and can be **completed individually or collectively**. Outdoor recreation is a broad concept that encompasses a varying range of activities and landscapes. Outdoor recreation is typically pursued for purposes of **physical exercise, general wellbeing, and spiritual renewal**.

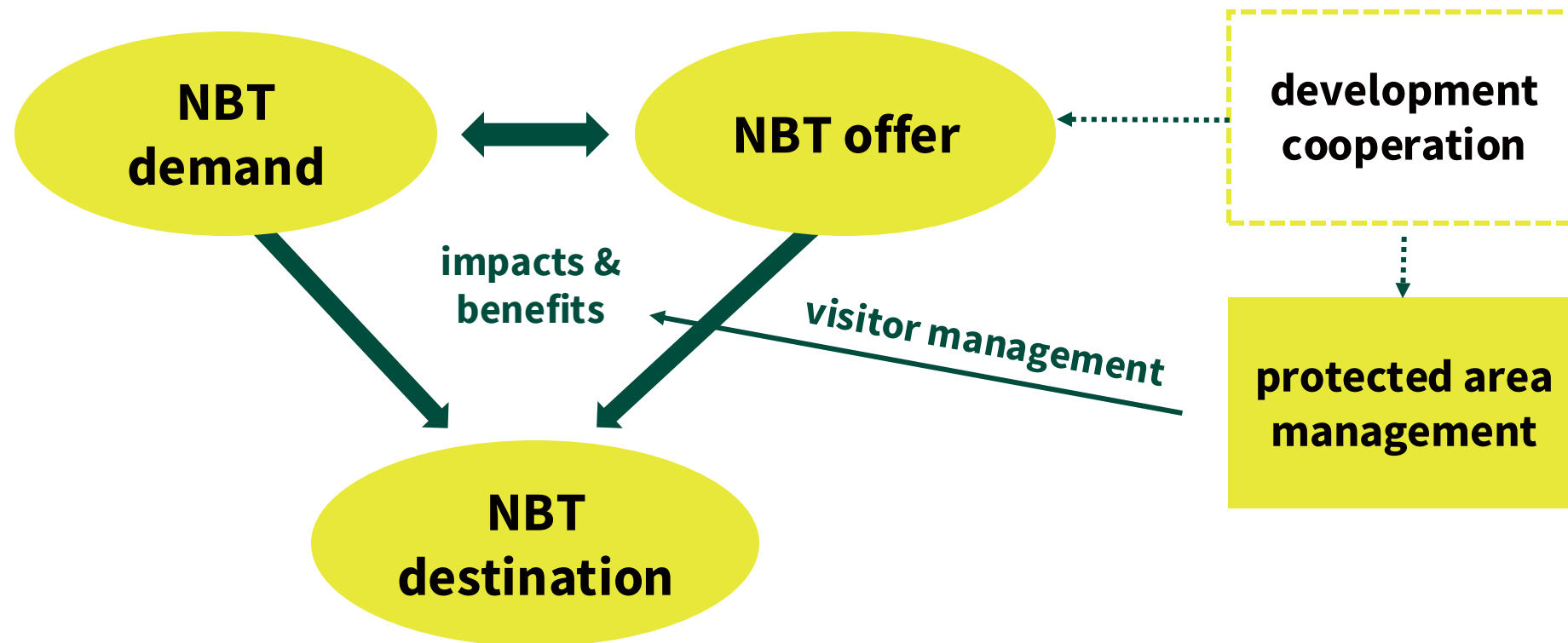
Definitions: Adventure travel

Adventure travel is a type of tourism, involving **exploration** or travel with perceived (and possibly actual) **risk**, and potentially requiring specialized skills and **physical exertion**.

Adventure travel may be any tourist activity, including two of the following three components: a **physical activity**, a **cultural exchange** or interaction and **engagement with nature**.



Nature-based tourism system



Aspects of nature-based tourism demand

1. Market specifics
2. Characteristics of the demand
3. Motivations & activities

Aspects of nature-based tourism demand

- 1. Market specifics**
2. Characteristics of the demand
3. Motivations & activities

Source markets (where the tourists come from)

Traditional markets

- Anglo-Saxon countries
- Centre/Northern Europe

Additional markets

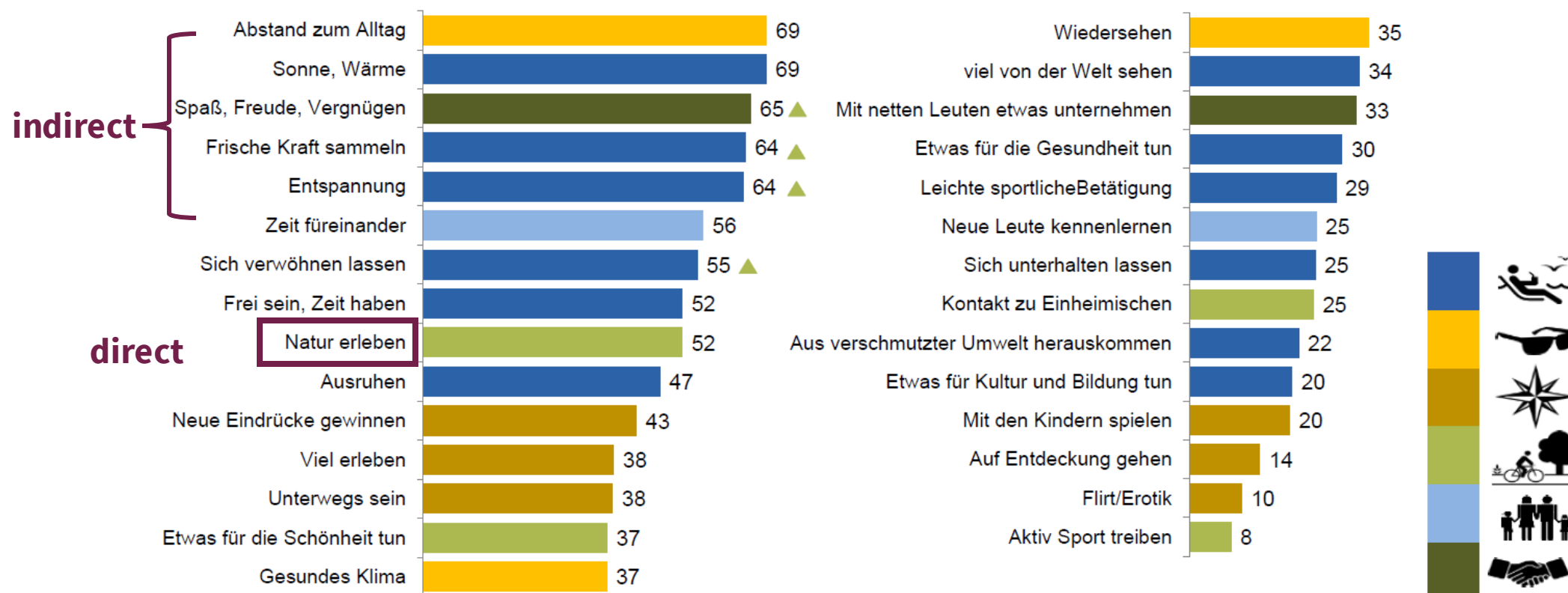
- Southern Europe (more sports-and culture-oriented)
- Eastern Europe (tradition of hiking, camping; consumptive)
- Eastern Asia: Japan, Korea, China (more culture-oriented; iconic destinations)
- Emerging economies (iconic destinations; domestic tourism)



Travel motive „nature“

Allgemeine Urlaubsmotive im Januar 2023

RA ReiseAnalyse
2023



Urlaubsmotive „besonders wichtig“, Angaben in %, ▲ min. 5%-Punkte mehr im Vergleich zu RA 2020
Basis: Deutschsprachige Wohnbevölkerung ab 14 Jahre in Deutschland, Quelle: RA 2023 face-to-face

Countries of origin: Adventure travel

Source Market (client location)*	% of Respondents
United States	55%
United Kingdom	13%
Netherlands	7%
France	4%
Sweden	3%
South Africa	3%
India	3%

Top destinations: Adventure travel

Host Market (trip destination)*	% of Respondents
United States	12%
Peru	9%
Italy	9%
Japan	7%
Ecuador	7%
Tanzania	5%
Colombia	4%

General estimates of NBT

- **Size of global market unclear** (7% ??; ranging from 1 to 60%!)
- but: **30 to 60%** nature-related holidays in **N. America, Australia**
- **Germany:** up to 80% somewhat interested in nature experiences (core probably under 10%)
- **Millions of visitors** in European, North American, Asian National parks, World Heritage Sites → domestic/local markets often neglected
- **Growth rates unclear** (SNV study in 2009: larger than average 5% annually for global tourism)

General estimates of NBT

Visitor numbers in US National Parks

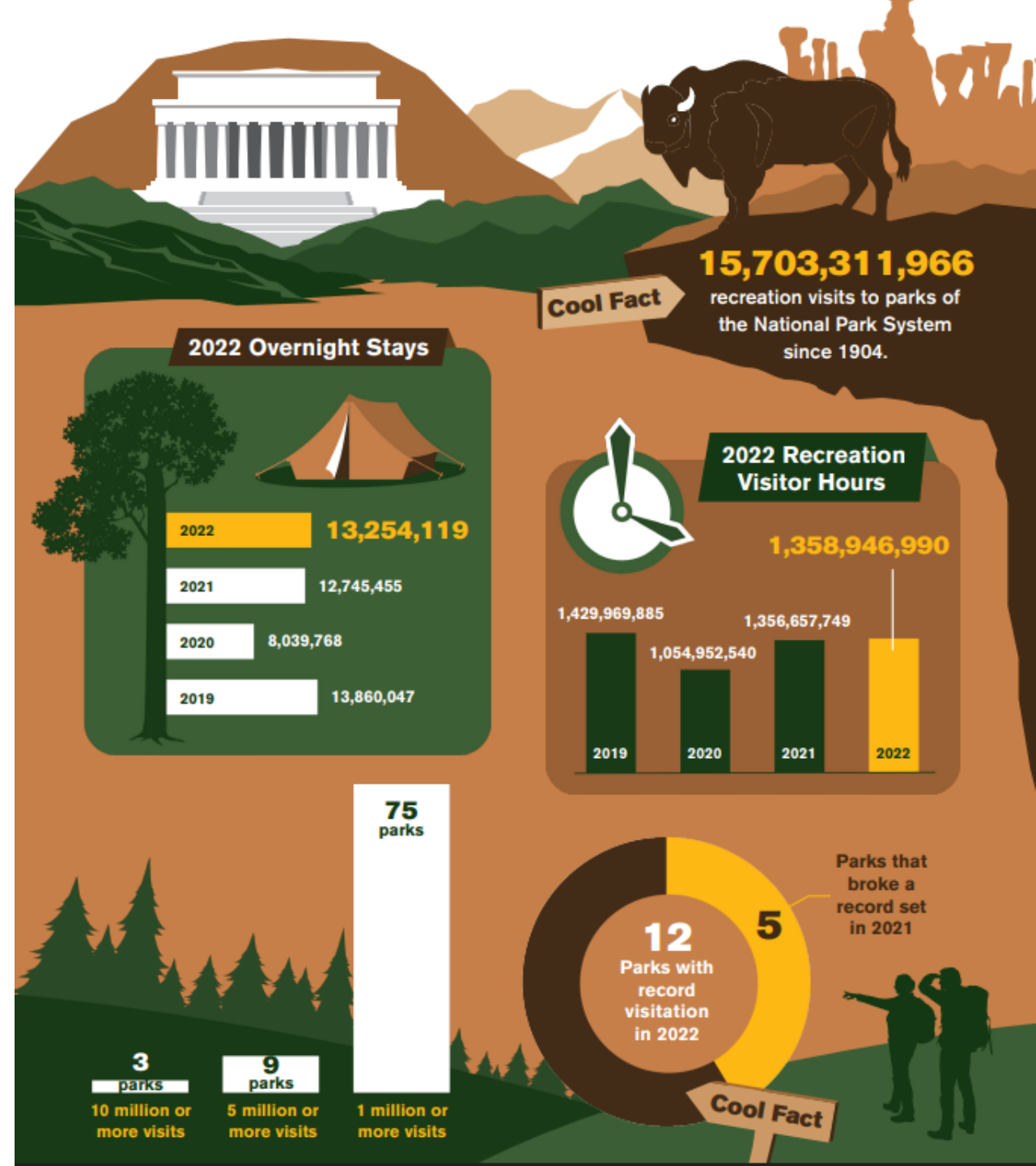
Source: https://www.nps.gov/subjects/socialscience/upload/NPS-2022-Visitation-Infographics_508-compliance-2.pdf



General estimates of NBT

Visitor numbers in US National Parks

Source: https://www.nps.gov/subjects/socialscience/upload/NPS-2022-Visitation-Infographics_508-compliance-2.pdf



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- 2. Characteristics of the demand**
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General characteristics of nature tourists

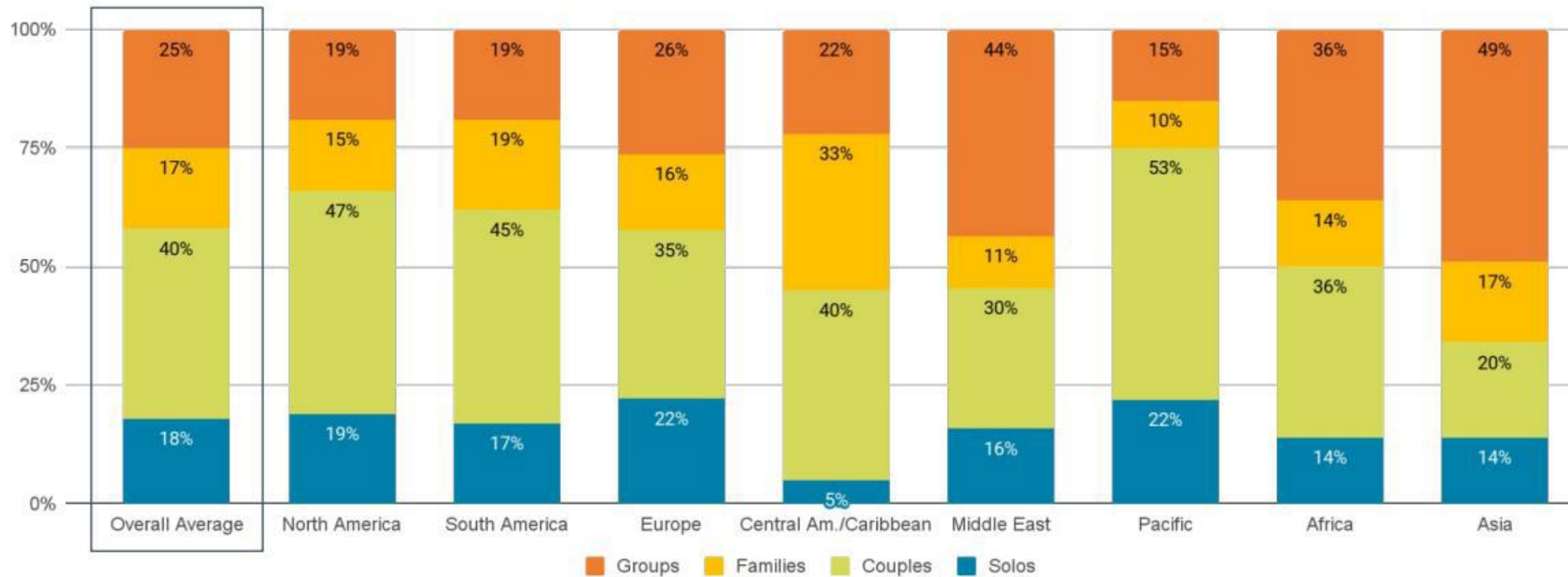
International

- Above-average education
 - Middle to higher income
 - All age groups (depending on segment and travel style)
 - Few traveling families
- often extensive travel experience and high quality expectations

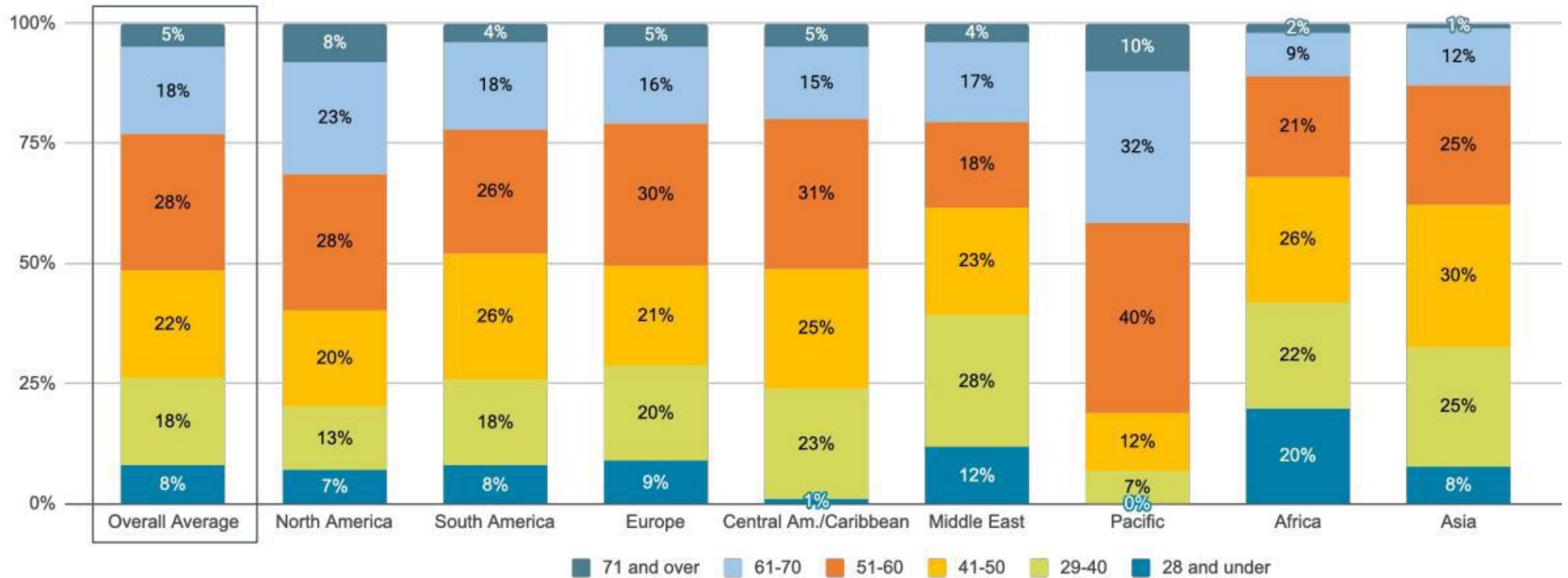
Domestic

- Similar to above, but less pronounced, more “mainstream” (more families, less expenditure, more “incidental” NBT)

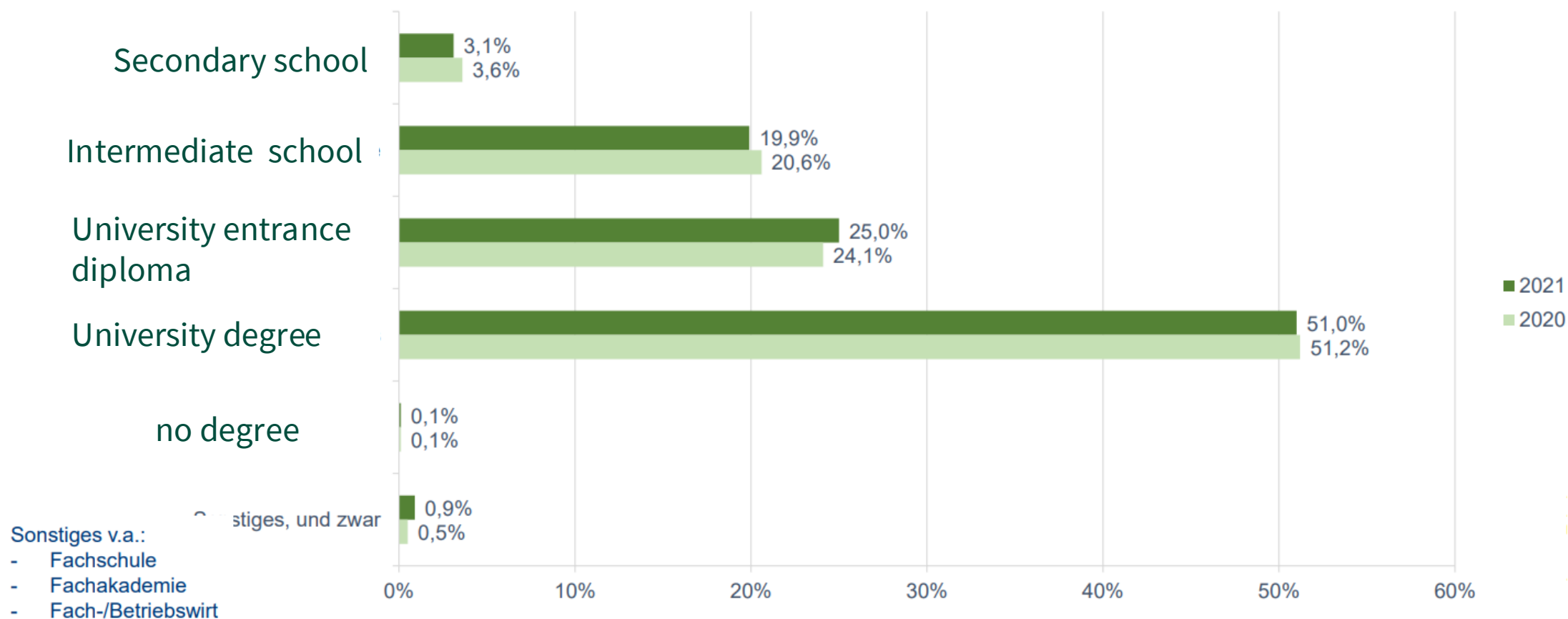
Travel groups (tour operators)



age groups (tour operators)

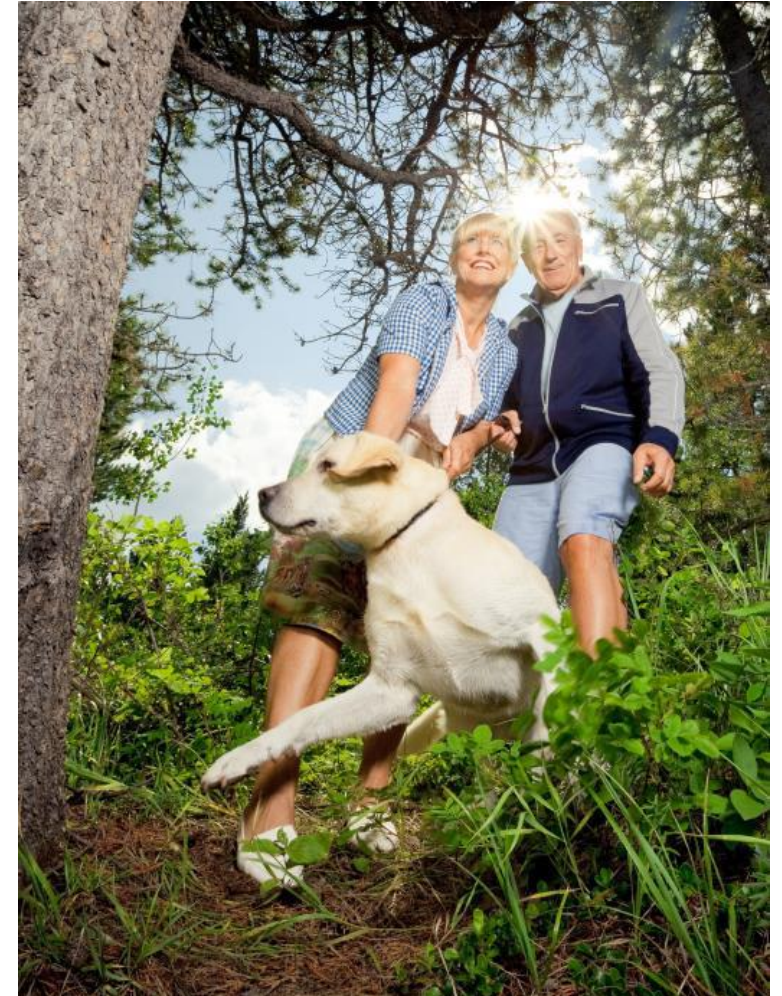


Formal education (hikers in Germany)



Needs of „best-agers“ for NBT

- **Flexible access** to nature and culture experiences with quality/comfort
- **Health-promoting** offers (e.g. Nordic Walking)
- References to **local culture** through cultural events, e.g. culinary tastings, concerts, etc.
- Consideration of **special requirements** with regard to safety, reliability and comfort, e.g. barrier-free design



Needs of families for NBT

- Creation of a **playful** and **direct access** to nature
- Design of **visitor facilities** suitable for children and pushchairs
- Integration of **adventurous** offers suitable for children with regard to duration, educational content, level of difficulty
- Use of **new media** to convey information
- Development of a **bad weather programme**



Needs of singles & couples for NBT

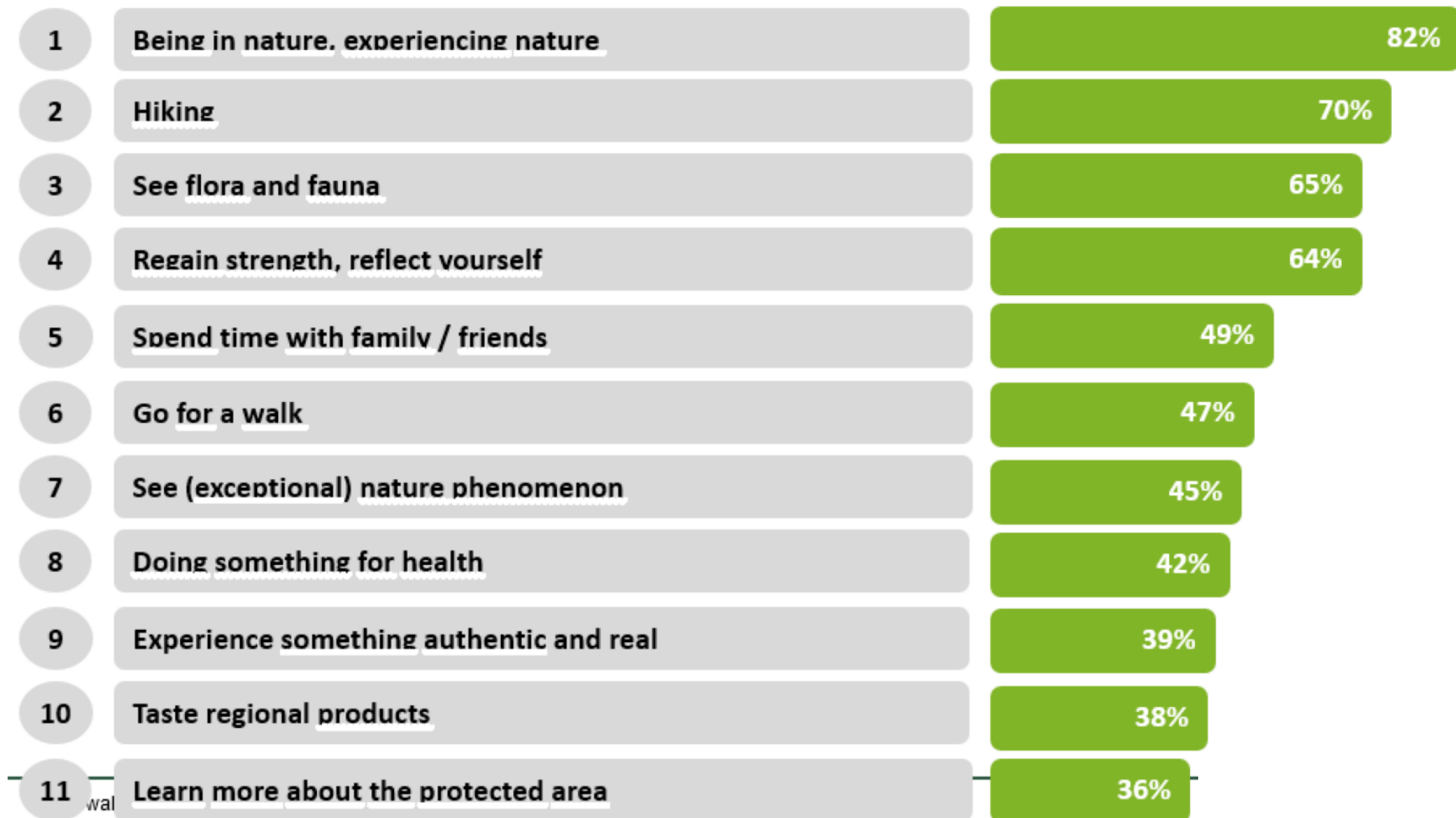
- High **quality infrastructure** for active tourism
- Development of **attractive routes** (nature, landscape) with **different degrees of difficulty**
- Use of **current information** (apps, maps) with reference to natural and cultural assets of the region
- Ensuring target **group-oriented availability** in the active season from April to October



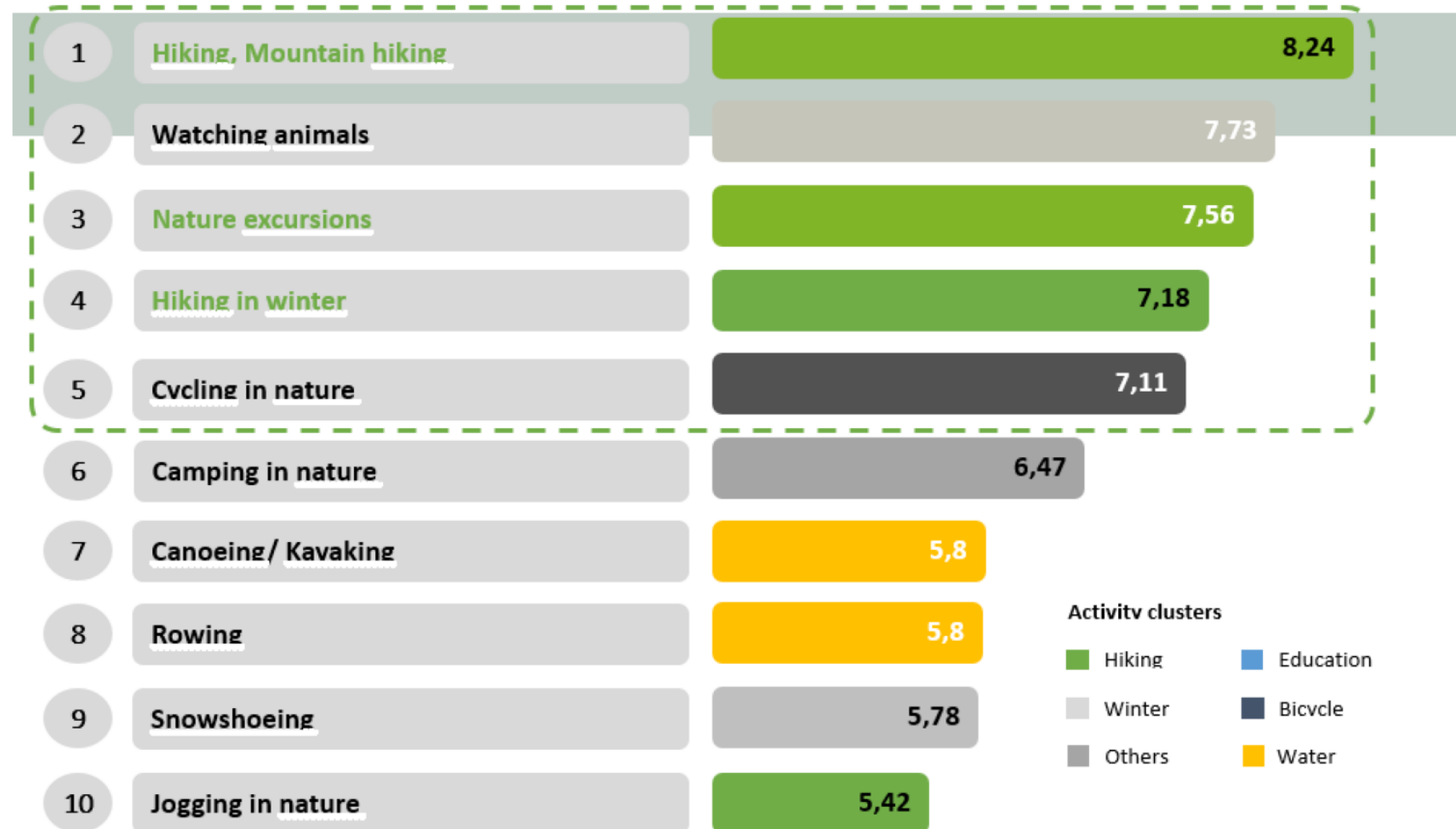
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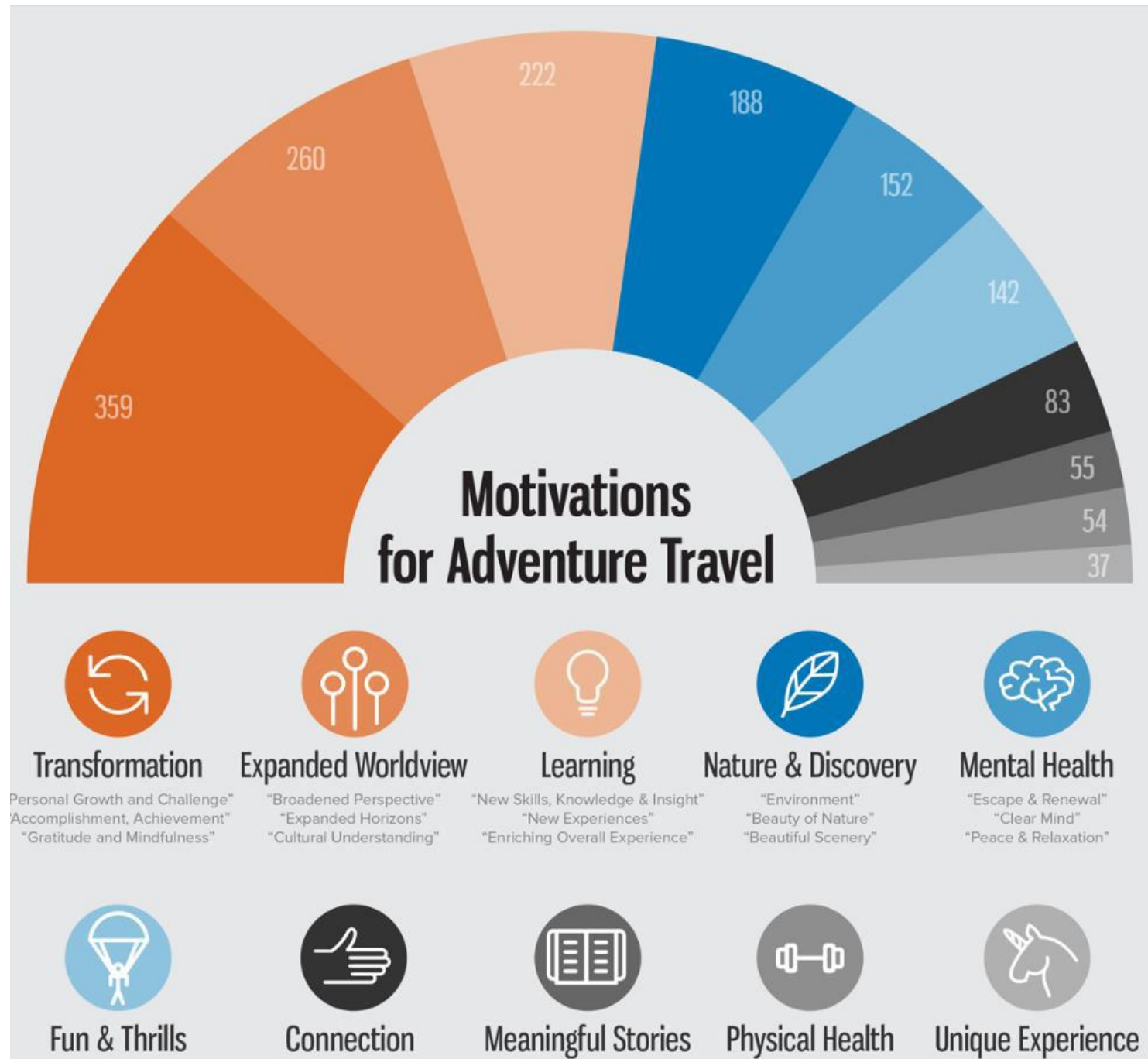
Motivations of NBT in Germany



Most popular activities in Germany



Motivations for adventure travel



ATTA 2017

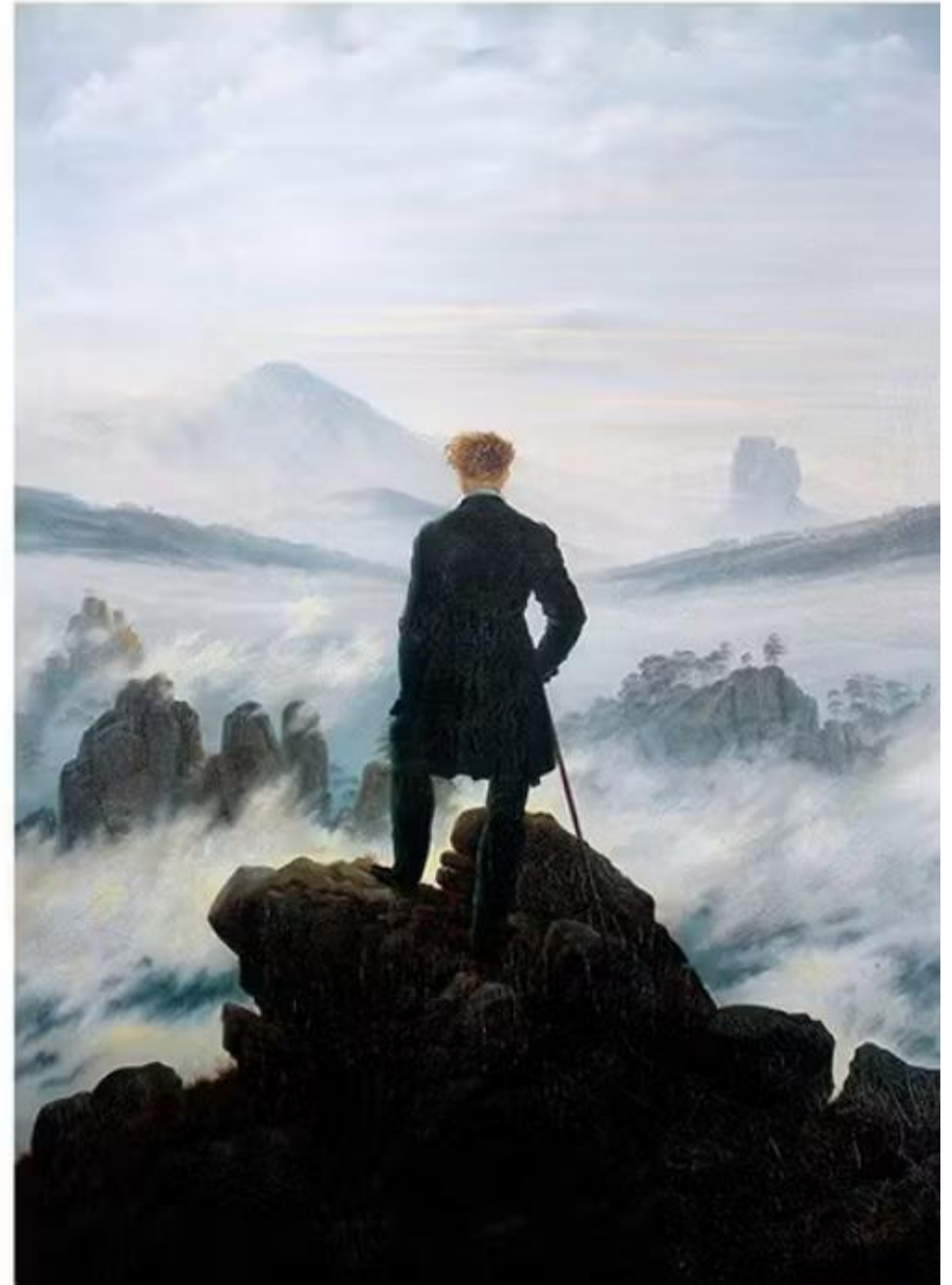
Deeper motivations

Wilderness, solitude



Deeper motivations

Romanticism
(Wanderer above the sea of fog)



Deeper motivations

Instagramability



Preikestolen, Norway

Deeper motivations

**Simple life,
solitude**



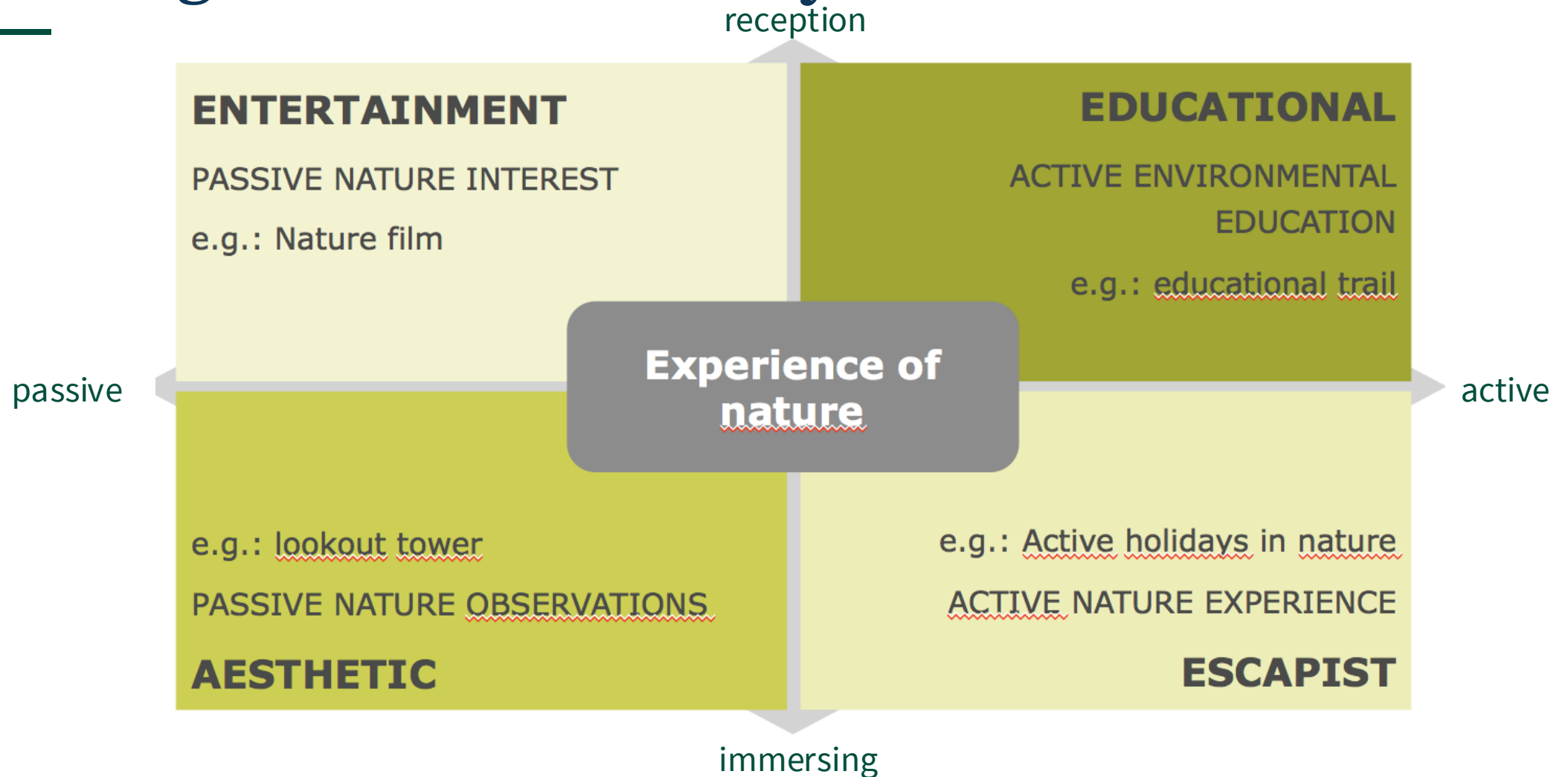
Philosophical roots of „deep“ NBT

- Inescapable human **connectedness** with nature; basis of our lives
→ need to live **in harmony** with nature
- Nature as a **spiritual place** away from humanity (hermits, sacred forests)
- With nature “**domesticated**“, it is no longer threatening, but “**beautiful**“ (romantic era in Europe, American wilderness movement)
- Pristine nature a “**counter-experience**“ to modern/urban lifestyles
- **Environmental movement** increases interest in experiencing nature (and vice-versa)
- **Deep Ecology** philosophy: Humans as a part of nature and vice-versa, respect for other beings (intrinsic value)
- The **Gaia Theory**: the biosphere as a self-organising organism on a planetary scale (Lovelock 1988)

Market segments of NBT

Type	Main interest	Importance of intact nature	Demands on guides	Standards of comfort	Quantitative demand potential
The "committed nature tourist"	experiencing nature, special interests	very important	special knowledge of ecology	low	low
The "interested nature tourist"	experiencing nature, ecological interrelationships	important	good knowledge of ecology	low to high	moderate
The "casual nature tourist"	easily accessible/ "obvious" nature attractions	less important	unspecific knowledge of ecology	moderate to high	high
The sports/adventure tourist	focus on activities	nature as a backdrop	area and technical knowledge	low	moderate to high (diving)
The hunting / fishing tourist	focus on activities	nature as a backdrop	area and technical knowledge	low	low
The nature tourist with cultural interests	natural and cultural experience	important	good ecological and very good cultural knowledge	low	moderate

NBT segments in Germany



The Escapist type



Sociodemography

- More female (55%)
- Average age 44 years, i.e. rather middle age
- Very often well educated and have a higher school education and higher vocational training (41% academics)
- Average to higher net household income

Behaviour

- Have good conceptual knowledge of the protected area categories
- Are interested in hiking, cycling etc.
- Belong to the socio-ecological milieu

The Educational type



Sociodemography

- More female (53%)
- On average 48 years old, i.e. rather middle to higher age
- Are well educated and often have higher education and often have intermediate vocational education and training

Behaviour

- Average net household income
- Have good conceptual knowledge of the protected area categories
- Are interested in educational trails and other environmental education offers
- Belong more to the liberal intellectual or socio-ecological milieu

The Asthetic type



Sociodemography

- More male (54%)
- On average 51 years, i.e. rather higher age
- Very well educated and very often have higher education and often higher vocational training
- Average to higher net household income

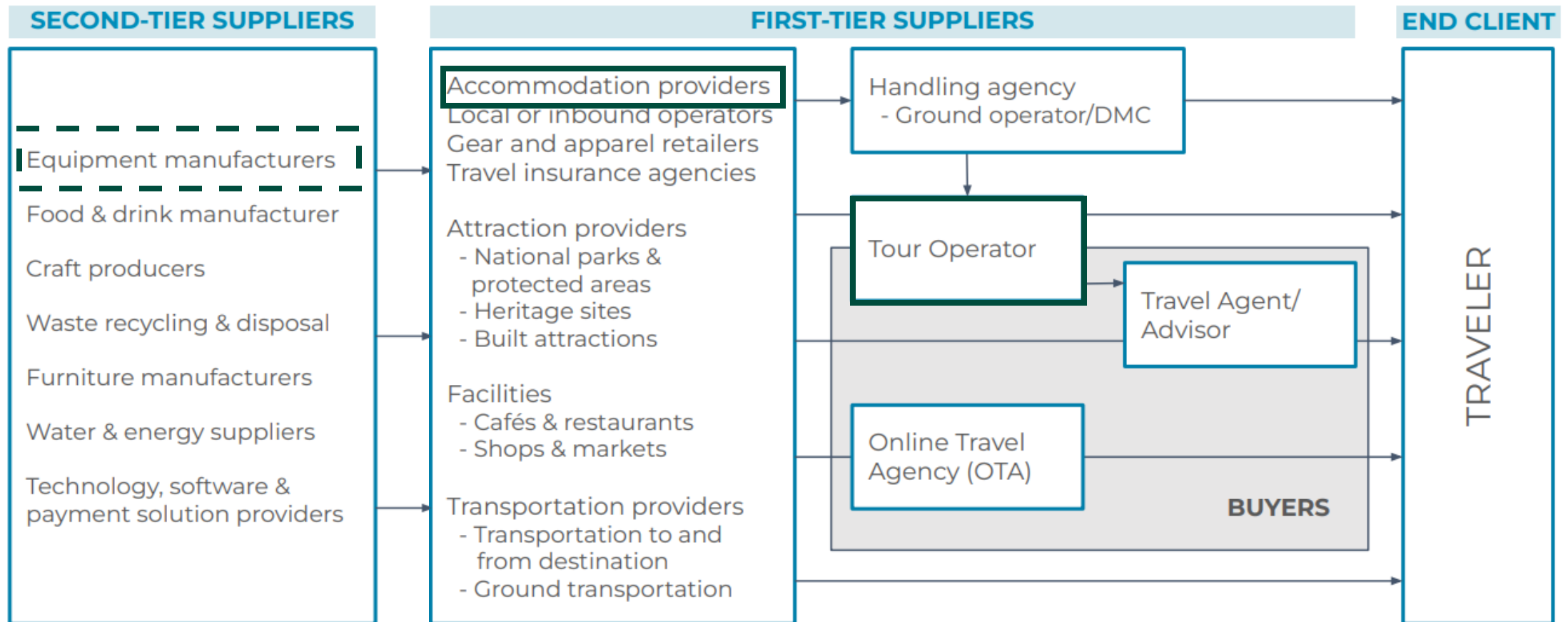
Behaviour

- Have good conceptual knowledge of the protected area categories
- Are interested in bird and nature observation
- Belong rather to the socio-ecological milieu

Outdoor recreation industry (offer)



NBT industry



Accommodation

Tents & Cabins – remote & responsible



Source: Lonely Planet; photo: Meiqianbao/Shutterstock



Accommodation

Tents & Cabins – traditional & local



Source: Strasdas 2024

Accommodation

Tents & Cabins – camps, specific for guest needs



Source: Strasdas 2024

Accommodation

Tents & Cabins – camps, specific for guest needs



Source: Balas

Accommodation

(Eco)Lodges – idea in general

- Originally from hunting tourism
- A rustic, but comfortable, often luxurious accommodation
- Located in natural, often remote areas (challenge of access)
- Use of natural construction materials or safari tents
- Level/quality of services similar to hotels
- Natural ambiance and experience of nature
- Limited number of beds (exclusiveness)



Accommodation

(Eco)Lodges – economic aspects

- often owner-operated; very few chains
- Time-consuming planning process
- rel. low construction costs (low building materials)
- High investment costs for environmental technologies and appliances
- High transportation costs (guests, food, fuel & other supplies)
- Control over surrounding land-use needed
- High marketing/overhead costs per bed/room
- Local staff training costs (*but*: lower associated costs)
- High prices for exclusive experience of nature



Tour operators



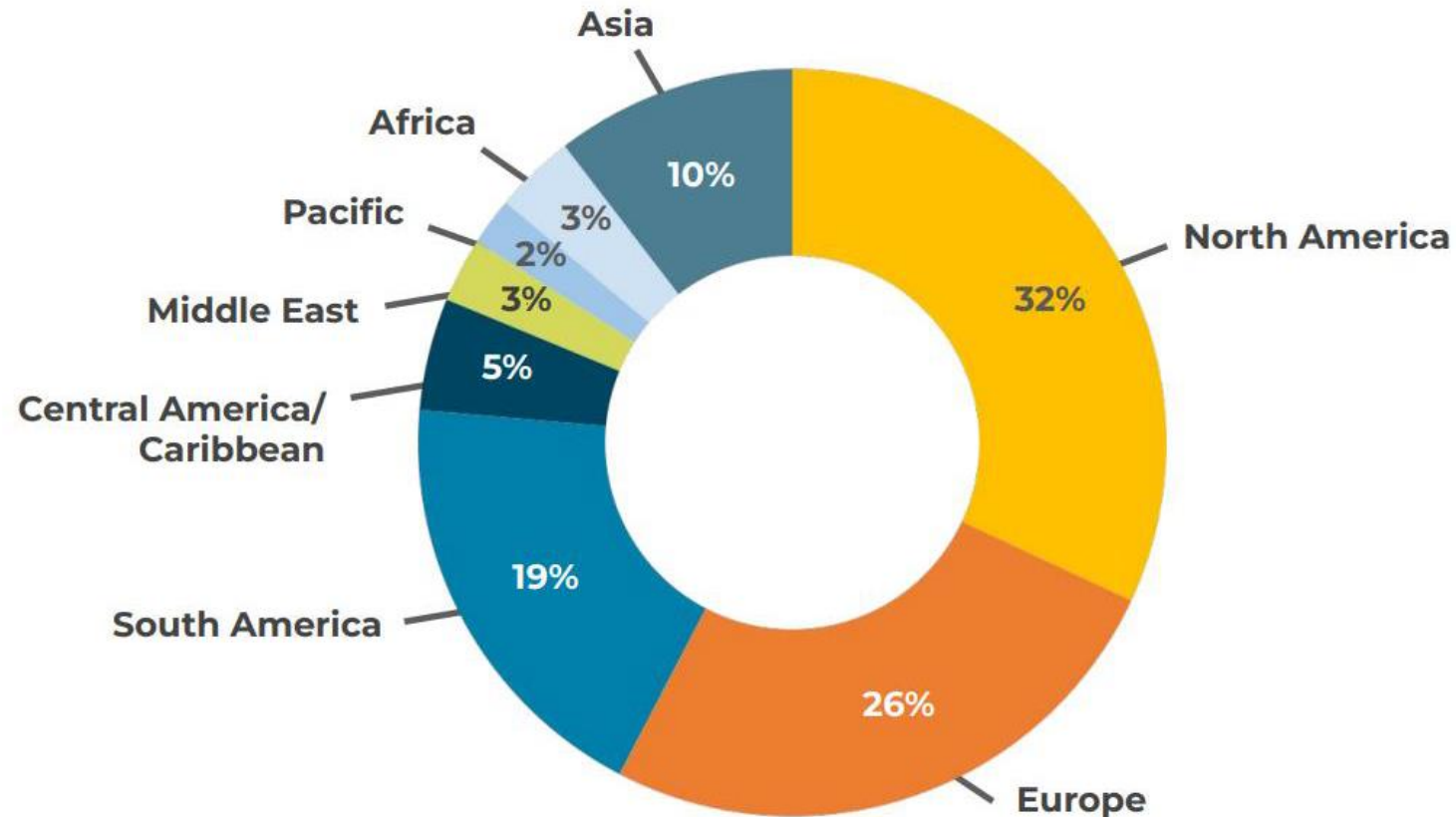
ADVENTURE TRAVEL
TRADE ASSOCIATION

Es geht um die Welt.



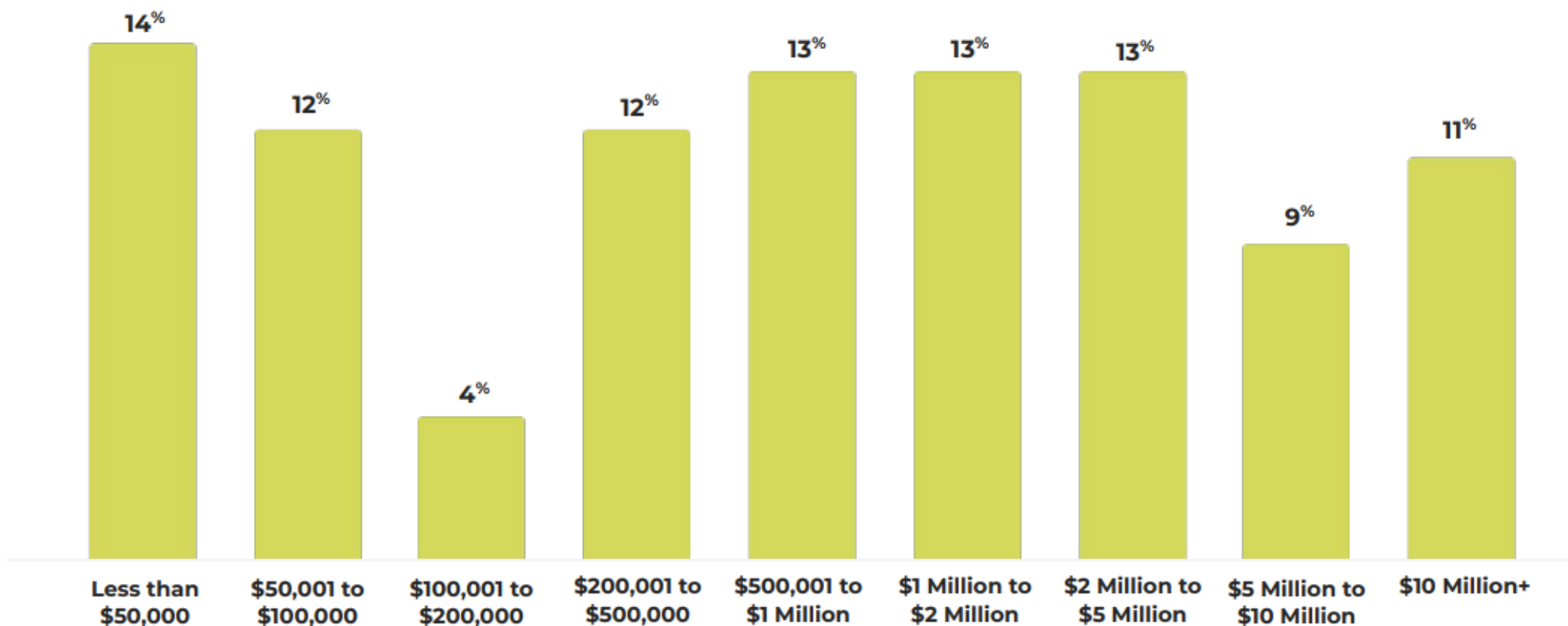
Tour operators

Specialized in NBT – organization headquarters (ATTA members)



Tour operators

Specialized in NBT – revenues for NBT trips (ATTA members)



Tour operators

Specialized in NBT – spendings for NBT trips (ATTA members)

\$3,000

median trip price (USD)
(does not include airfare)

8

median number of nights

25%

median trip markup

Q: What is the average retail trip price, per person per trip (in US dollars), of this popular 2022 adventure itinerary (package) sold to your selected source market?
Please exclude airfare from the pricing.

Q: What is the duration (in nights) of this popular itinerary?

Q: Please choose the approximate percentage range you mark up this popular trip before marketing it to travelers.

Base: All buyer respondents excluding those left blank (n=68)

Source: 2023 Adventure Tour Operator Snapshot Survey

Tour operators

Specialized in NBT – local expenditure (ATTA members)



Q: Still thinking of this popular 2022 itinerary, please estimate the percentage of your trip cost spent with local suppliers based in the host market. Please only estimate your spend with suppliers from the host market, and exclude all trip expenditure with suppliers based in other nations, trip margin, and your trip operating costs.

Q: If you can, please estimate what your average guest spends on local handicrafts or souvenirs on this popular trip in the host destination.

Base: All buyer respondents excluding those left blank (n=68)

Source: 2023 Adventure Tour Operator Snapshot Survey

Manufacturers & Retail



Outdoor Recreation Industry (only USA)

- \$862 billion in gross output (total spending)
- 4.5 million jobs
- 1.9% of total GDP
- growth rate in 2021 of 21.7%

Germany

- EUR 35 billion annually (Source: BMU-Beirat Umwelt und Sport, Dec. 2021)