

Course Name	: Leisure and Hospitality Business Management
Course Code	: APBBS 605
Course Level	: Level 5
Credit Units	: 4 CU
Contact Hours	: 60 Hrs

Course description

This course looks at the excitement of travelling, the fast pace of the event industry, the tranquility of resort spas and leisure programs, and the mysterious and captivating nature of world cultural sites and destinations. Then this program is about making tourists' experiences memorable, using energy and creativity to become part of the largest industry worldwide, through Hospitality, Tourism and Leisure program through this multidisciplinary course, students will learn all the skills you need to manage change and improve the experience of customers across the hospitality, tourism and leisure industry sectors.

Course Objectives/ Learning outcomes

By the end of the course;

- Students will have the all-around skills needed to provide the first-rate service people expect at today's hotels, resorts and attractions.
- They will also gain hands-on industry externship that will help prepare them to work in all these areas – hospitality, tourism and leisure –
- The course will make them the kind of multi-talented professionals for both the local and international hospitality industry.

Course Content

Introduction to Leisure and Hospitality Management

- Fundamentals of Leisure
- Leadership and Group Dynamics
- Professional Guest Services
- Smart Serve

Principles of Hospitality and Tourism Management

- Sanitation
- First Aid
- Heartsaver CPR

The Art of Eating and Dining

- An Introduction to Wine and Table Service
- College English and spoken English
- Mathematics for Hospitality
- Restaurant Dining Room Operations

Marketing for Hospitality, Tourism and Leisure

- Dining Room Theory
- Hotel and Lodging Operations
- Hospitality Accounting
- Speaking with Confidence

General Issues in Leisure Industry

- Social,
- Sports and
- Corporate Events

Sustainable Tourism

- Managing Diverse Leisure Services
- Human Resources Management
- Business Communications

Liability,

- Risk Management and
- Guest Security

Entrepreneurship in Hospitality,

- Tourism and Leisure
- Hotel and catering
- Recreation and sport
- Travel and Tours

General conclusions in Hospitality business

Mode of delivery Face to face lectures and Practice field attachments

Assessment

- **Coursework** 40%
- **Exams** 60%
- **Total Mark** 100%

Introduction to leisure and hospitality

- Differentiate between recreation, outdoor recreation, adventure tourism, and nature-based tourism
- Describe the significance, size, and economic contribution of this sector to the overall tourism industry in BC
- Identify key industry organizations in recreation, outdoor recreation, and adventure tourism
- Classify different subsectors of recreation, outdoor recreation, and adventure tourism
- Recognize the unique challenges facing recreation, outdoor recreation, and adventure tourism in BC

In this chapter, we discuss the concept of recreation in tourism and hospitality. **Recreation** can be defined as the pursuit of leisure activities during one's spare time (Tribe, 2011) and can include vastly different activities such as golfing, sport fishing, and rock climbing. Defining recreation as it pertains to tourism, however, is more challenging.

recreation-based terms that are common in the tourism industry. **Outdoor recreation** can be defined as "outdoor activities that take place in a natural setting, as opposed to a highly cultivated or managed landscape such as a playing field or golf course" This term is typically applied to outdoor activities that individuals engage in and that are located close to their community. When these activities are further away, and people must travel some distance to participate in them, they are often described as adventure tourism.

According to the United Nations World Tourism Organization (UNWTO), **adventure tourism** is "a trip that includes at least two of the following three elements: physical activity, natural environment, and cultural immersion" (UNWTO, 2014, p.12). Examples of adventure tourism in BC include river rafting; helicopter skiing, and rock climbing.

Adventure tourism can be "soft" or "hard." Differentiating between the two is somewhat subjective, but is loosely based on the level of experience required, the level of fitness required, and the degree to which the participant is exposed to risk (UNWTO, 2014). Examples of soft adventure include wildlife viewing or moderate hiking, whereas river rafting or rock climbing would usually be considered hard adventure.

Another term that is used, one that overlaps with the definitions of outdoor recreation and adventure tourism, is **nature-based tourism**, which refers to "those tourism experiences that are directly or indirectly dependent on the

natural environment” (Tourism BC, 2005b, p.6). This term is often used to describe activities that are closely connected to nature, such as whale watching, birding, or self-propelled travel such as hiking and kayaking.

As you can see, there are challenges in classifying recreation in tourism. For instance, if people kayak near their home or community, it may be considered outdoor recreation. If they travel afar for that same activity, it likely is designated as adventure tourism. If the kayaking is done in protected, mild conditions, it would be considered soft adventure, but if done in a challenging and risky river descent, it may be classified as hard adventure.

Of course, each of the above scenarios of kayaking could be considered nature-based tourism if it is strongly linked to the natural environment. Ultimately, categorization is based on a combination of several factors, including manner of engagement in the activity (risk exposure, experience requirement, group or solo activity), the distance travelled to access the activity, and the type of environment (proximity to nature, level of challenge involved) that the activity occurs in.

A 2013 adventure tourism market study discovered that people who travel for adventure experiences tend to be well-educated, with 48% holding a four-year degree or higher credential. They value natural beauty and rank this as the highest factor when choosing a destination, and the most cited reasons for their travel are relaxation “relaxation, exploring new places, time with family, and learning about different cultures” (UNWTO, 2014, p.15).

Globally, it is estimated that the continents of Europe, North America, and South America account for 69% of adventure tourism, or US\$263 billion in adventure travel spending. Adventure tourists tend to be seen as high-value visitors, with as much of 70% of their expenditures remaining in the communities visited (UNWTO, 2014).

The size, extent, and economic contribution of recreation, outdoor recreation, and adventure tourism in British Columbia is also substantial. The rest of this chapter explores the sector in the province in more detail.

RECREATION AND ADVENTURE TOURISM IN BC

Studies have shown that nearly all residents of BC partake in some kind of outdoor recreation activity during any given year. Approximately 85% of those participants indicate that these recreational activities were very important to them (Tourism BC, 2013).

It is estimated that there are approximately 2,200 outdoor/adventure tourism operators in BC. In 2001, this accounted for 21,000 jobs and \$556 million in direct wages. The last sector-wide study in 2005 estimated that business

revenues in outdoor adventure tourism accounted for approximately \$854 million in annual business revenues (Tourism BC, 2013). Given the growth of adventure tourism over the last decade, it is likely these numbers have risen.

Additionally, in the current five-year provincial tourism strategy, entitled *Gaining the Edge*, outdoor/adventure tourism is indicated as one of six key areas targeted for. This government support, combined with the rapid growth of the outdoor and adventure tourism industry, point to a strong future for this sector.

This section covers two key types of recreation and tourism, with a focus on British Columbia:

1. Land-based recreation and tourism
2. Water-based recreation and tourism

It's not possible to detail all the recreational activities available in BC, but by the end of this section, you will have an understanding of the key unique activities available in the province.

LAND-BASED RECREATION AND TOURISM

Golf Courses and Resorts

A 2009 economic impact study found that more than six million Canadians participate in the game of golf each year, making this sport the number one outdoor recreational activity in Canada based on participation. Golf also directly employs more than 155,000 people and contributes more than \$11 billion directly to Canada's gross domestic product. BC has over 300 golf course facilities, and with over \$2 billion annually in direct economic activity, the golfing industry in the province is the fourth largest in Canada (Strategic Networks Inc., 2009).

Golf is a significant tourism attraction in BC; in 2007 the province was chosen as the "Best Golf Course Destination in North America" by the International Association of Golf Tour Operators (Destination BC, 2014c). Part of the draw is the diverse environment; golfers can choose from lush coastal forests to desert environments, and many courses have a viewscape of mountains or the ocean.

A 2006 study by the Canadian Tourism Commission (CTC) detailed both demographic and economic factors related to the Canadian golf industry. Significant findings included that there were more than 3.4 million golf travellers in Canada annually, and that of those travellers, approximately 34% travelled to BC. In addition, the Canadian golf participation rate (for the total Canadian population) was 21.5%, which is among the highest golf participation rates of any country in the world. Golfing provides an opportunity to attract

significant tourism revenue as the average golf traveller has a much higher than average income level, with up to 50% of all golf travellers earning \$100,000 or more per annum (Tourism BC, 2009b).

Ski/Snowboard Mountain Resorts

BC's many world-class facilities and high-quality snow conditions provide mass appeal for downhill skiing and snowboarding. Mountain resorts in BC can be separated into two principal categories: destination resorts and regional resorts. **Destination mountain resorts** are often significantly larger and offer a greater range of amenities such as on mountain accommodation and food services; they are also generally marketed to out-of-area and international visitors. Examples of a destination resort would include Whistler Blackcomb Ski Resort. On the other hand, **regional mountain resorts** are usually smaller in size and capacity, have fewer amenities, and often cater more directly to the local community (Tourism BC, 2011c) such as Whitewater Ski Resort in the Kootenay Rockies.

INTRODUCTION TO HOSPITALITY INDUSTRY

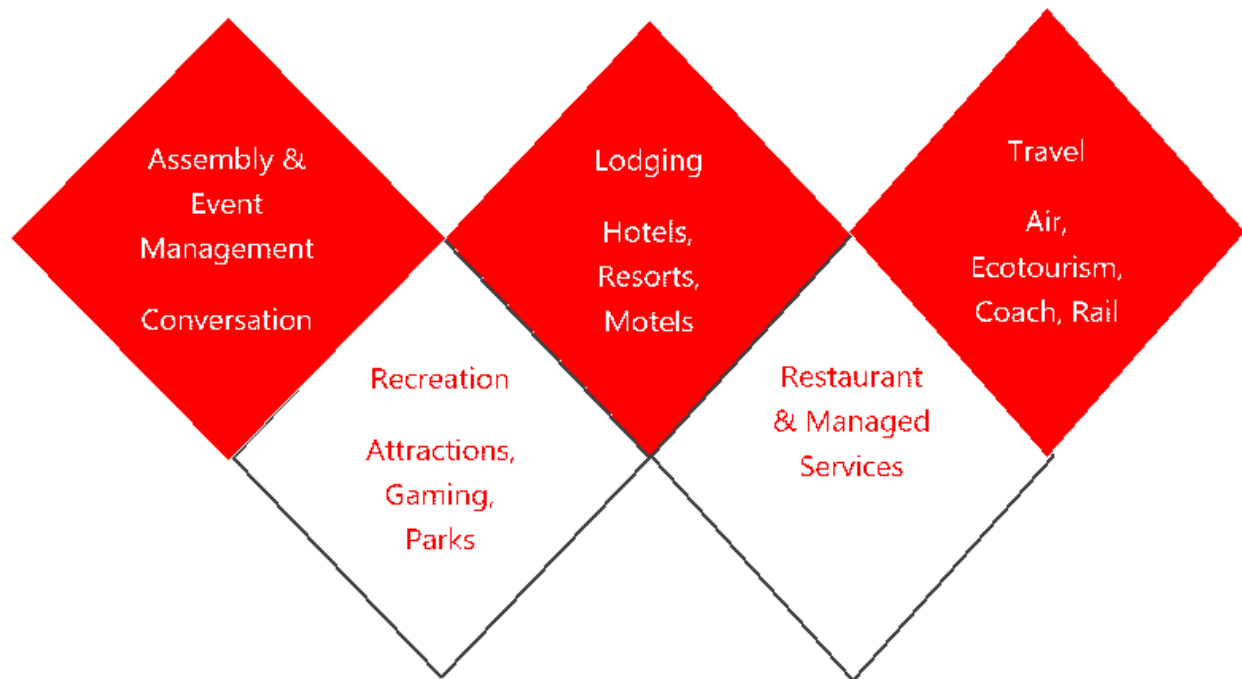
We aim to provide the readers with a clear cut definition of Hospitality and the importance of this sector. Most of people (John Hogan, 2008) define hospitality as restaurants and hotels services which is honestly an arrow definition of Hospitality. It doesn't only mean the provided services, but it goes far beyond this. Hospitality means the reception and entertainment of visitors, guests, or even strangers with liberality and good will. Hospitality business is either profits making such as commercial hotels, or nonprofit making as cafeterias, and canteens.

There are some (John Hogan. 2008) characteristics of Hospitality in most of Hospitality places like working hours. It is open 24hours a day. Also, those who are at senior level work 10 – 12 hours per day including evenings and weekends. This makes us aware that we are enjoying while others are working and serving us. Furthermore, Hospitality is considered as the largest and fastest growing industry. The whole effort of Hospitality concentrates on service, and guest satisfaction. And the product of Hospitality is perishable and intangible. Not everyone is able to work in the hospitality sector. Work in this sector can entail lots of guest communication and interaction, long hours, the ability to think, make a decision and solve a problem very quickly.

Actually, Hospitality has experienced a huge growth in recent years. And the numbers of goals (Tim Smet, 2003) that the Hospitality Managers seek to achieve became widely different goals. But basically, a successful manager in the hospitality sector should exhibit different skills and specialized knowledge all directed toward accomplishing these managerial goals. The First goal and the most important one is making the guests and visitors feel really welcome. This requires both a friendly manner toward the guests and an atmosphere of good will among the people who are with you in the same workplace. As we know this often translates in which workers get along well with each other, so all this will lead to the satisfaction of both guests and workers. Secondly, making things work for the visitors and guests. Everything needs to be ready and clean before the guests step foot on the place. A hospitality system requires much efforts and the manager should ensure that the work is done properly and maintained at all times. Thirdly, making sure the process continues to provide the best service and make a high profit. The key and the best way to achieve this lies in achieving a controlled profitable operation. Simply stated, these objectives direct the managers to be able to relate successfully and strongly to employees and guests, direct the work in an effective way, and achieve operating objectives within a budget. The activities which a manager needs to perform are many such as scheduling, taking inventory, social interaction, solving guest issues, and seeking to make the stay more.

There are many trends (Tim Smet, 2003) which affecting the Future of the Hospitality such as globalization, increasing competition, changes in management and marketing made possible by technology, emphasis on service, and many others.

Hospitality Industry (Tim Smet, 2003) has different components as following:



Hospitality (Unesco-Nigeriatve, 2010) is very important in today's economy. The economy of any country is affected by the food served in both eating establishments of the country and homes. It is the main responsibility of the hospitality sector to serve food for people of different cultures and ages, at all times, and in every situation. Hospitality management should not only identify the people's needs, but should also make sure that guests get the necessary services and supplies required.

Job creation (Unesco-Nigeriatve, 2010) is another importance added to the hospitality. Wide jobs are created in the hospitality sector. There are different and many places that create the hospitality industry. These numerous sectors are restaurants, Fast food shops, hotels, take away shops, outdoor catering, and many others. These various places provide many job opportunities in the areas of administrative staff, security personnel, managers, maintenance staff etc. And this of course will develop the overall economy.

Moreover, Hospitality (Unesco-Nigeriatve, 2010) has contributed to the improvement of the tourism industry which includes traveling and staying in hotels and other hospitality outfits, because it works as a driving force by providing drinks, foods and sleeping accommodation to both foreigners and residents.

Hospitality (Pamela R. Cummings (ed.), Francis A. Kwansa (ed.), Marvin B. Sussman (ed.), 1998) makes people strongly feel they belong. It makes people feel valuable, special, and warmly welcomed. Hospitality workers deal with strangers like they are from their families, and communicate through well words and actions. The ability to reply to guest requests immediately is important to maintain a great level of hospitality.

Hospitality directly (Pamela R. Cummings (ed.), Francis A. Kwansa (ed.), Marvin B. Sussman (ed.), 1998) affects a customer satisfaction and so will affect a business. Customers usually don't frequent a hotel which gives poor and slow services. A good hotel management can also affect a country's image as it tells the quality of a service of a country. It can also improve tourism. So, we can see that Hospitality affects the levels of customer satisfaction. Better services with high quality, more satisfied and happy the customer feels.

An excellent hospitality management (John Fesko, 2013) can also reflect a country's image because it tells the quality and value of a service in a country. Hospitality introduces wide business and services, because this sector includes cooperative relationships with different organizations. For example, hotels are allied with car rental agencies, airlines, other hotels, restaurants, and suppliers. In order that, every country needs to share globally best programs and practices for training and retention, and make Hospitality industry sponsored more readily available educational programs to employees at different organizational levels to raise awareness and knowledge.

In addition, Hospitality (John Fesko, 2013) enables effective communication. It is like a tool that allows communication with people of different ages all over the world. Hospitality needs employees who have excellent organizational skills, interpersonal skills, and communication skills.

Hospitality (John Fesko, 2013) plays a big role in encouraging resident Satisfaction. Excellent Hospitality makes the resident feel comfortable and important. Hospitality employees try to ask their guests questions in order to understand them and make suggestions.

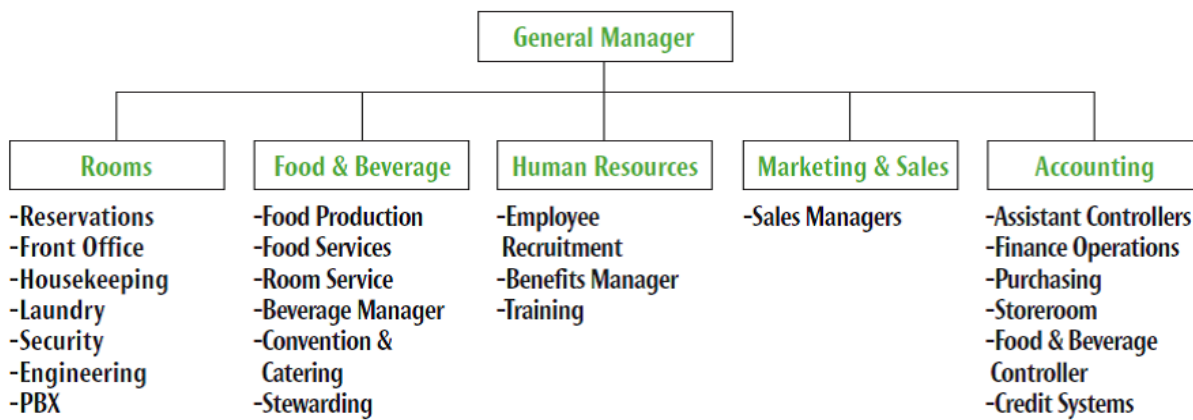
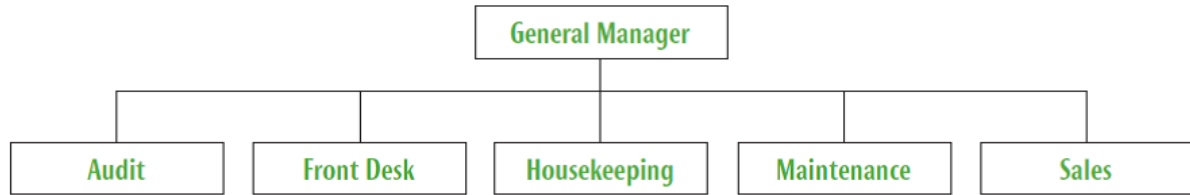
Organization Structure in Hospitality Industry Firms

This section will describe the optimal way of structuring Hospitality industry firm and in specific Hotels.

Organizational objectives require the organization to structure the human functions and physical resources through breaking down the tasks in to roles; each role has to be placed under a specific department, and each department has to have an identified roles. This way will ease achieving the organizational objectives.

A good practice in structuring hotels is classifying the department in accordance to its contact with customers (in this case is the guest is the customer), so will end with a two main categories; front departments and back departments, where front departments perform the activities with direct contact to the guest, and back departments perform other supporting tasks.

In the figures shown below we can see a typical structure of both limited and full services hotel types, while the number of employees of 500 is the boundary line between the two types.



:Structure of Full-service Hotel (A. Stutts, J.Wortman, 2006)

SIGNIFICANCE OF QUALITY IN HOSPITALITY INDUSTRY

Managing quality is critically important hospitality industry beside with other types of businesses. The importance of managing quality for tourism organizations has vividly augmented in the last years due to the high level of competition in the industry produced by the globalization and fewer obstacles for entering into the industry.

The concept of quality is widely discussed in the hospitality management. Quality in the hospitality industry is defined as “the consistent delivery of products and guest services according to expected standards”.(Hayes, Ninemeier & Miller, 2011).

Creating value for the guest will lead to retain the guests successfully, and when we talk about guest retention Managers must know the importance of it in this particular type of industries.

Quality Components in Hospitality Industry

Consider the guests being served
Determine what the guests desire
Develop procedures to deliver what guests want
Train and empower staff
Implement revised systems
Evaluate and modify service delivery systems.

Source: Foundations of lodging management, p. 48, Pearson Education (2011)

Delivering a highly quality service is one of the main challenges that the hotel managers will be fronting in during the coming years, customer satisfaction is considered as the main indicator of the service quality in hospitality industry.

These days, the management of hospitality organizations completely realizes that high quality of service has to be guaranteed in order for the business to develop in the lasting side. The nature of the service industry acts as a challenge that is associated with the delivery of a high quality service in a hotel industry, the mission of confirming the high quality of services is more difficult for hospitality organizations in a way that the quality is highly subjective to individual sensitivities, in comparing to manufacturing industry where the quality of the product can be measured later after the purchase and more objective views can be produced through measuring various purposes and attributes of the product and comparing them to the same type of products existing by other producers.

The next section elaborates more in the ways can be used to measure the quality in the hospitality industries as a critical performance indicator to increase customer satisfaction and consequently higher customer retention.

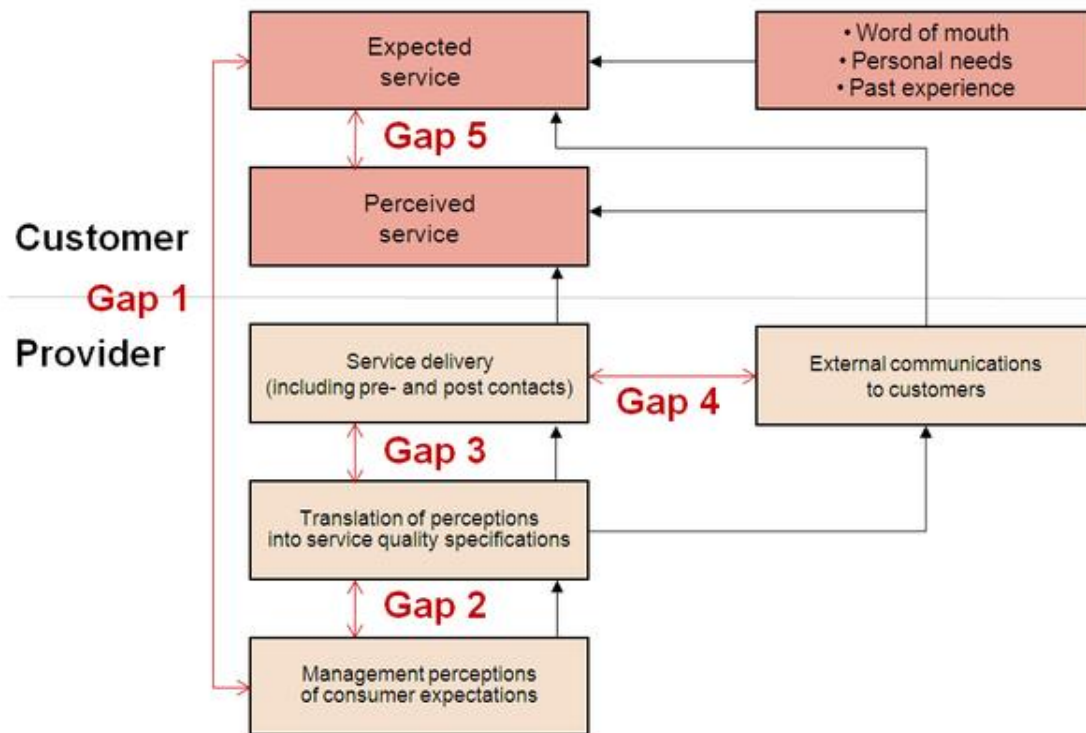
MEASURING QUALITY IN HOSPITALITY INDUSTRY

People have been arguing that performance is difficult to measure in the service industry. This is due to the fact that people are not aware that service is also a product, the most famous models that measure quality service in the hospitality industry are the following:

The Five Gap Model

Parasuraman, Zeithaml & Berry's (1994) Quality Service Model is a helpful instrument to define the objectives of quality management. It is essentially focuses on customer (customer-oriented) and it helps to clarify the co-service process.

Gap Model of Service Quality

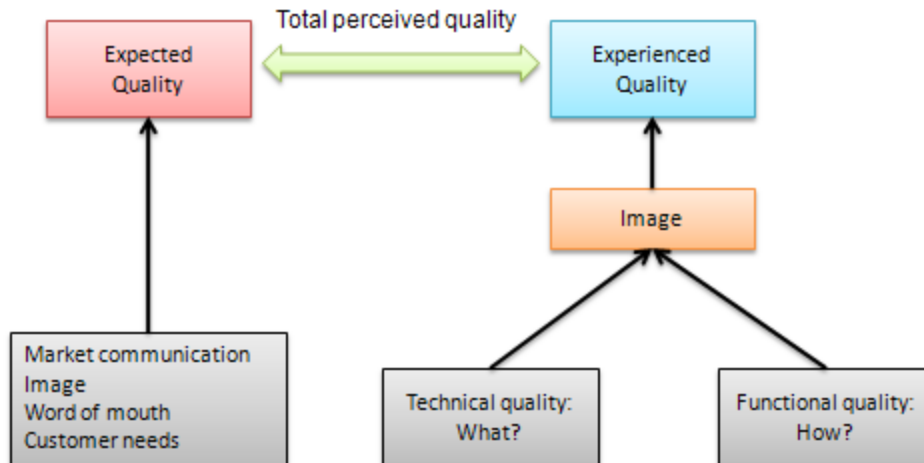


The SERVQUAL Instrument

According to Postma & Jenkins (1997), the supposed quality has to be measured, both internally and externally.

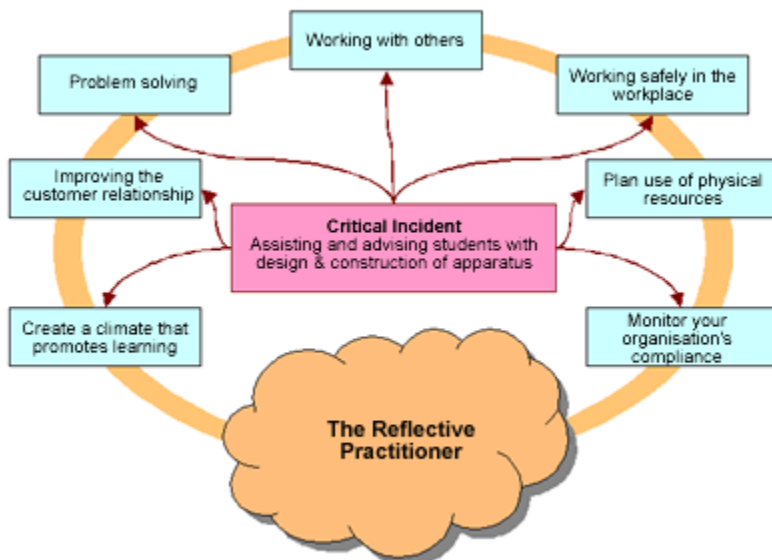
Perceived Quality Service Mod

Gronroos' (1990) Perceived Quality Service Model is a supportive tool to understand issues that affect customer perceived quality in a business's service.



The Critical Incident Technique (CRIT)

Attempts to recognize what is happening in the various “moments of truth” and the results are gathered from various samples after deep investigations. It’s helpful in providing useful and accordingly quality improvement.



Other Tools for Improvement

Apart from the internal and external measurement, there are some other tools to monitor quality of products or services and achieve continuous improvement in the tourism industry; Mystery guest/Mystery shopper(a technique of covertly visiting companies in inquiry, to check the quality of services offered), market evaluations, complaints and incidences (oral or written complaints) in definite forms, audit reports, satisfaction Surveys(questionnaires), benchmarking, and self-assessments by employees or managers through evaluation the company’s situation in comparison to other competitors.

QUALITY RECOGNITION IN HOSPITALITY SERVICES

Establishing quality makes for accommodation is done mainly for two reasons; to update consumers, and to encourage investment through encouraging hospitality companies to achieve and meet the quality marks and labels requirements.

Below are some of the most common quality standards and labels:

- The Star Classification
- The tripadvisor.com, ratings that are built on consumer views.
- The International Standards Organization (ISO).
- Eco-labels have progressively been established, refining the environmental management of hospitality industry.
- The Leading Hotels of the World.
- The LHW is a respected luxury hospitality organization on behalf of the world's finest hotels and resorts.
- The European foundation for quality management (EFQM)

TQM IN HOSPITALITY INDUSTRY

In the industry of hospitality, total quality management (TQM) is a sharing process that authorizes employees in different levels to work in groups in order to start guest service prospects and determine the most suitable approach to meet or exceed these prospects. And in order to have those groups formed an organization needs to employ a leader who creates the required motivation to incorporate guests and employees in the process of setting goals and objectives. Implementing TQM in hospitality organizations in particular will improve customer satisfaction, competition condition and cost effectiveness as well.

People have diverse wants and needs in term of preferences which makes it tougher to control quality in hospitality organizations. Quality problems in hospitality firms are having direct impact instantly on the organization operation via customer complaints. In order to end up with a successful TQM implementation in hospitality firms, they have to incorporate the quality management within the whole business strategy and to direct the goals toward quality within the organization among all levels. Implementing quality in general in any hospitality organization enables the organization to increase their market share and price advantage.

Hospitality industry

The **hospitality industry** is a broad category of fields within the service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry.

The hospitality industry is a multibillion-dollar industry that depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or an amusement park consists of multiple groups such as facility maintenance and direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources etc.).

Usage rate, or its inverse "vacancy rate", is an important variable for the hospitality industry. Just as a factory owner would wish a productive asset to be in use as much as possible (as opposed to having to pay fixed costs while the factory is not producing), so do restaurants, hotels, and theme parks seek to maximize the number of customers they "process" in all sectors. This led to formation of services with the aim to increase usage rate provided by hotel consolidators. Information about required or offered products are brokered on business networks used by vendors as well as purchasers.

In looking at various industries, "[barriers to entry]" by newcomers and competitive advantages between current players are very important. Among other things, hospitality industry players find advantage in old classics (location), initial and ongoing investment support (reflected in the material upkeep of facilities and the luxuries located there in), and particular themes adopted by the marketing arm of the organization in question (for example at [theme restaurant]s). Also very important are the characteristics of the personnel working in direct contact with the customers. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers that is communicated by successful organizations is a clear competitive advantage.

The hospitality industry refers to everything from short term sofabed lets to star rated hotel & restaurant establishments.

Three Categories of the Hospitality Industry

The hospitality industry's backbone is comprised of customer service, a concept shared by all segments of the industry. Your small business may focus on one or all facets of hospitality. How accomplished you and your staff are at serving others will determine your business' level of success. You may find it easier to excel in just one category of the hospitality industry. However, though costs and challenges will increase, owning or managing several facets of hospitality can provide you with many more opportunities to generate success.

Food and Beverage

In hospitality, food and beverage reigns supreme. It is the largest element of the hospitality industry and can take the form of high-end restaurants, fast-food eateries, catering establishments and many other manifestations. The food and

beverage trade can symbiotically function as part of other businesses, such as in bowling alleys or movie theaters. When your restaurant is part of a hotel, food and beverage can dramatically enhance the overall guest experience by offering excellent food and first-class customer service.

Accommodations

Hotels, bed and breakfast enterprises and other places offering lodging represent a broad segment of the hospitality industry. Types of businesses run the gamut from extravagant resorts to hostels and campgrounds. Your business' focus on providing lodging should integrate comfort, efficiency and attentive customer service as its foundation. Travelers value thoughtful treatment and simple amenities. When they feel appreciated and catered to, your guests will tell others about their experience and may become repeat customers.

Travel and Tourism

Another chief segment of the hospitality business encompasses transportation. This includes airlines, trains, cruise ships and the staff for each. Flight attendants and cruise staff function as food servers and hoteliers in their efforts to provide food or drink and a comfortable experience. Business travelers and vacationers alike form the basis for this area of hospitality. Travel and tourism requires knowledgeable employees in information technology, and they are also considered a part of hospitality. Destinations such as amusement parks draw thousands of people, all of whom want to benefit from great customer service while enjoying a memorable adventure.

Economics

The three foremost categories of the hospitality industry are driven by, and dependent on, a strong economy. Your small hospitality business will thrive when people are able to go out to eat or enjoy traveling. Conversely, when economic times are challenging, you may decide to bolster the basics of your business. For example, food and beverage businesses might offer special activities, such as a fundraiser, or meal discounts on certain days of the week. As a hotel owner, you might branch out and provide conference or special event facilities, or transportation options such as specials on limousine services.

The Importance of Marketing in the Hospitality Industry

In any business, a solid marketing strategy is critical to building a brand, attracting new customers and maintaining loyalty. The hospitality industry is no different. Because customer loyalty is key, marketing managers and executives devote a lot of time and resources to building brand awareness and creating ongoing, interconnected campaigns. These marketing efforts usually include both print and digital collateral that target former guests while also attracting new clientele. However, this particular industry has a unique set of challenges that must be overcome. Understanding the importance of marketing

in the hospitality industry can help you get ahead and stand out in the competitive job market.

The Basics

Hospitality sales are different from consumer goods sales because marketers must sell tangible as well as intangible products. In many cases this means that they are marketing services rather than goods, and success hinges on creating the right feeling in the consumer. For example, a resort will want to cultivate a relaxing, fun atmosphere that is recognizable to customers and inspires those same feelings in the consumer.

Because the hospitality industry is mostly made up of tourism and other experiential services, a consistent brand identity is also very important. Marketers want to ensure that brand recognition exists so that customers will use their services again and again. Repeat customers bring in a sizeable portion of revenue, so marketing strategy must be split between maintaining relationships with past customers while seeking out new ones.

Strategies for Success

Companies in the hospitality industry use various methods to develop and maintain an effective marketing plan. The following are some of the general strategies that marketers use for brand success.

Research

Customers choose hotels and other hospitality services for a variety of reasons. From location to facilities and perks, companies have to be sure that they're providing what buyers are looking for. The role of marketers is to identify what factors make customers choose a particular hospitality service, and this requires extensive research. By speaking to current and former guests, monitoring customer reviews on websites, reviewing industry data and more, marketing professionals learn what makes a hospitality service stand out, as well as how it can be improved.

Awareness

If potential customers don't know about a service, they can't purchase it. That's where brand awareness comes in. Marketers make sure information on hotels, resorts and restaurants is easy to find and up-to-date. They can do this by buying ad space on relevant travel sites, creating an engaging website and collaborating with other, noncompeting hospitality services in the same market.

Promotion

Another smart strategy for attracting customers is to run promotions during certain times of the year, usually when business is slower. Introducing

incentives and offering incentives are just some of the ways that marketing professionals achieve this. Have you purchased a Groupon for a spa weekend? That's promotion at work.

Relationships

To ensure high levels of repeat business, good customer relationships are vital. Not only do repeat customers usually promote a service through word-of-mouth and social media, but they also create a stable revenue base. One way to build relationships is through customer loyalty programs, which reward customers who regularly use a particular hospitality service.

Sustainable tourism

Sustainable tourism is the concept of visiting a place as a tourist and trying to make only a positive impact on the environment, society, and economy. Tourism can involve primary transportation to the general location, local transportation, accommodations, entertainment, recreation, nourishment and shopping. It can be related to travel for leisure, business and what is called VFR (visiting friends and relatives). There is now broad consensus that tourism development should be sustainable; however, the question of how to achieve this remains an object of debate.

Without travel there is no tourism, so the concept of sustainable tourism is tightly linked to a concept of sustainable mobility.^[4] Two relevant considerations are tourism's reliance on fossil fuels and tourism's effect on climate change. 72 percent of tourism's CO₂ emissions come from transportation, 24 percent from accommodations, and 4 percent from local activities.^[2] Aviation accounts for 55% of those transportation CO₂ emissions (or 40% of tourism's total). However, when considering the impact of all greenhouse gas emissions from tourism and that aviation emissions are made at high altitude where their effect on climate is amplified, aviation alone accounts for 75% of tourism's climate impact.

The International Air Transport Association (IATA) considers an annual increase in aviation fuel efficiency of 2 percent per year through 2050 to be realistic. However, both Airbus and Boeing expect the passenger-kilometers of air transport to increase by about 5 percent yearly through at least 2020, overwhelming any efficiency gains. By 2050, with other economic sectors having greatly reduced their CO₂ emissions, tourism is likely to be generating 40 percent of global carbon emissions. The main cause is an increase in the average distance travelled by tourists, which for many years has been increasing at a faster rate than the number of trips taken. "Sustainable transportation is now established as the critical issue confronting a global tourism industry that is palpably unsustainable, and aviation lies at the heart of this issue (Gossling et al., 2010)."

Social & economic aspects

Global economists forecast continuing international tourism growth, the amount depending on the location. As one of the world's largest and fastest growing industries, this continuous growth will place great stress on remaining biologically diverse habitats and indigenous cultures, which are often used to support mass tourism. Tourists who promote sustainable tourism are sensitive to these dangers and seek to protect tourist destinations, and to protect tourism as an industry. Sustainable tourists can reduce the impact of tourism in many ways:

- informing themselves of the culture, politics, and economy of the communities visited
- anticipating and respecting local cultures, expectations and assumptions
- supporting the integrity of local cultures by favoring businesses which conserve cultural heritage and traditional values
- supporting local economies by purchasing local goods and participating with small, local businesses
- conserving resources by seeking out businesses that are environmentally conscious, and by using the least possible amount of non-renewable resources

Increasingly, destinations and tourism operations are endorsing and following "responsible tourism" as a pathway towards sustainable tourism. Responsible tourism and sustainable tourism have an identical goal, that of sustainable development. The pillars of responsible tourism are therefore the same as those of sustainable tourism – environmental integrity, social justice and economic development. The major difference between the two is that, in responsible tourism, individuals, organizations and businesses are asked to take responsibility for their actions and the impacts of their actions. This shift in emphasis has taken place because some stakeholders feel that insufficient progress towards realizing sustainable tourism has been made since the Earth Summit in Rio. This is partly because everyone has been expecting others to behave in a sustainable manner. The emphasis on responsibility in responsible tourism means that everyone involved in tourism – government, product owners and operators, transport operators, community services, NGOs and Community-based organization (CBOs), tourists, local communities, industry associations – are responsible for achieving the goals of responsible tourism.

Stakeholders

Stakeholders of sustainable tourism play a role in continuing this form of tourism. This can include organizations as well as individuals, to be specific, ECOFIN. "A stakeholder in the tourism industry is deemed to be anyone who is impacted on by development positively or negatively, and as a result it reduces

potential conflict between the tourists and host community by involving the latter in shaping the way in which tourism develops.

The Global Sustainable Tourism Council (GSTC) serves as the international body for fostering increased knowledge and understanding of sustainable tourism practices, promoting the adoption of universal sustainable tourism principles and building demand for sustainable travel. It has a number of programmes including the setting of international standards for accreditation agencies (the organisations that would inspect a tourism product, and certify them as a sustainable company).

Governments

The values and ulterior motives of governments often need to be taken into account when assessing the motives for sustainable tourism. One important factor to consider in any ecologically sensitive or remote area or an area new to tourism is that of carrying capacity. This is the capacity of tourists or visitors an area can sustainably tolerate without damaging the environment or culture of the surrounding area. This can be altered and revised in time and with changing perceptions and values. For example, originally the sustainable carrying capacity of the Galapagos Islands was set at 12,000 visitors per annum but was later changed by the Ecuadorian government to 50,000 for economic reasons and objectives.

Non-governmental organizations

Non-governmental organizations are one of the stakeholders in advocating sustainable tourism. Their roles can range from spearheading sustainable tourism practices to simply doing research. University research teams and scientists can be tapped to aid in the process of planning. Such solicitation of research can be observed in the planning of Cát Bà National Park in Vietnam.

Dive resort operators in Bunaken National Park, Indonesia, play a crucial role by developing exclusive zones for diving and fishing respectively, such that both tourists and locals can benefit from the venture.

Large conventions, meetings and other major organized events drive the travel, tourism and hospitality industry. Cities and convention centers compete to attract such commerce, commerce which has heavy impacts on resource use and the environment. Major sporting events, such as the Olympic Games, present special problems regarding environmental burdens and degradation. But burdens imposed by the regular convention industry can be vastly more significant.

Green conventions and events are a new but growing sector and marketing point within the convention and hospitality industry. More environmentally

aware organizations, corporations and government agencies are now seeking more sustainable event practices, greener hotels, restaurants and convention venues, and more energy efficient or climate neutral travel and ground transportation. However, the convention trip not taken can be the most sustainable option: "With most international conferences having hundreds if not thousands of participants, and the bulk of these usually traveling by plane, conference travel is an area where significant reductions in air-travel-related GHG emissions could be made. ... This does not mean non-attendance" (Reay, 2004), since modern Internet communications are now ubiquitous and remote audio/visual participation. For example, by 2003 Access Grid technology had already successfully hosted several international conferences. A particular example is the large American Geophysical Union's annual meeting, which has used livestreaming for several years. This provides live streams and recordings of keynotes, named lectures and oral sessions, and provides opportunities to submit questions and interact with authors and peers. Following the live-stream, the recording of each session is posted on-line within 24 hours.

Some convention centers have begun to take direct action in reducing the impact of the conventions they host. One example is the Moscone Center in San Francisco, which has a very aggressive recycling program, a large solar power system, and other programs aimed at reducing impact and increasing efficiency.

Local Communities

Local communities benefit from sustainable tourism through economic development, job creation, and infrastructure development. Tourism revenues bring economic growth and prosperity to attractive tourist destinations which can raise the standard of living in destination communities. Sustainable tourism operators commit themselves to creating jobs for local community members. Increase in tourism revenue to an area acts as a driver for the development of increased infrastructure. As tourist demands increase in a destination, a more robust infrastructure is needed to support the needs of both the tourism industry and the local community. A 2009 study of rural operators throughout the province of British Columbia, Canada found "an overall strong 'pro-sustainability' attitude among respondents. Dominant barriers identified were lack of available money to invest, lack of incentive programs, other business priorities, and limited access to suppliers of sustainable products, with the most common recommendation being the need for incentive programs to encourage businesses to become more sustainable."

Sustainable Tourism in Developing Nations

Expansion of Tourism in the LEDCs

The renewed emphasis on outward-orientated growth which accompanied the rise in neoliberal development strategies in the 1990s in the south also focused attention on international tourism as an import potential growth sector for many countries, particularly in Less Economically Developed Countries (LEDCs) as many of the world's most beautiful and 'untouched' places are located in the Third World.

Prior to the 1960s studies tended to assume that the extension of the tourism industry to LEDCs was a good thing. In the 1970s this changed as academics started to take a much more negative view on tourism's consequences, particularly criticising the industry as an effective contributor towards development. International tourism is a volatile industry with visitors quick to abandon destinations that were formerly popular because of threats to health or security.

Problems with sustainable tourism in the Third World

Displacement and Resettlement

One common issue with tourism in a place where there was none prior to First World companies arriving is that of the displacement and resettlement of local communities. The Maasai tribes in Tanzania have been a victim of this problem. After the second World War First World conservationists with the intent of making such areas accessible to tourists as well as preserving the areas natural beauty and ecology moved into the areas where the Maasai tribes lived. This was often achieved through the setting up of national parks and conservation areas (Monbiot 1994; Olerokonga, 1992:7).

It has been claimed that Maasai activities did not threaten the wildlife and the First World knowledge was blurred by 'colonial disdain' and misunderstandings of savannah wildlife. As the Maasai have been displaced the area within the Ngorongoro Conservation Area (NCA) has been modified to allow easier access for tourists by actions such as building campsites, tracks and the removal of stone objects such as stones for souvenirs.

This kind of 'sustainable tourism' is viewed by many as an oxymoron or metaphor since it seriously can't change anything. There basically isn't a way we can make tourism sustainable but if all tourists put their heads together and work hard it could possibly work in a viable world. That many things done in the name of sustainability are actually masking the desire to allow extra profits. There is often alienation of local populations from the tourists.

Environmental Impacts

"The environmental sustainability focuses on the overall viability and health of ecological systems. Natural resource degradation, pollution, and loss of

biodiversity are detrimental because they increase vulnerability, undermine system health, and reduce resilience. This aspect of sustainability has been the most often discussed through the literature by numerous authors such as Hall, C. M. & Lew A.A. (1998), Hall, D. (2000), Weaver (2006), and many others."

Coastal tourism

Many coastal areas are experiencing particular pressure from growth in lifestyles and growing numbers of tourists. Coastal environments are limited in extent consisting of only a narrow strip along the edge of the ocean. Coastal areas are often the first environments to experience the detrimental impacts of tourism. A detailed study of the impact on coastal areas, with reference to western India can be an example.

The inevitable change is on the horizon as holiday destinations put more effort into sustainable tourism. Planning and management controls can reduce the impact on coastal environments and ensure that investment into tourism products supports sustainable coastal tourism.

Some studies have led to interesting conceptual models applicable for coastal tourism. The 'inverted funnel model' and the 'embedded model' (Staju Jacob, 2008) can be metaphors for understanding the interplay of different stakeholders like government, local community, tourists and business community in developing tourist destinations.

Mountain tourism

Mount Everest attracts many tourist climbers wanting to summit the peak of the highest mountain in the world each year. Everest is a UNESCO World Heritage site. Over the years, carelessness and excessive consumption of resources by mountaineers, as well as overgrazing by livestock, have damaged the habitats of snow leopards, lesser pandas, Tibetan bears, and scores of bird species. To counteract past abuses, various reforestation programs have been carried out by local communities and the Nepalese government.

Expeditions have removed supplies and equipment left by climbers on Everest's slopes, including hundreds of oxygen containers. A large quantity of the litter of past climbers—tons of items such as tents, cans, crampons, and human waste—has been hauled down from the mountain and recycled or discarded. However, the bodies of most of the more than 260 climbers who have died on Everest (notably on its upper slopes) have not been removed, as they are unreachable or—for those that are accessible—their weight makes carrying them down extremely difficult. Notable in the cleanup endeavour have been the efforts of the Eco Everest Expeditions, the first of which was organized in 2008 to commemorate the death that January of Everest-climbing pioneer Sir Edmund Hillary. Those expeditions also have publicized ecological issues (in

particular, concerns about the effects of climate change in the region through observations that the Khumbu Icefall has been melting).

Small Island tourism

Small Islands are especially affected and often depend on tourism, as this industry makes up anywhere from 40% to 75% of the GDP (Gross Domestic Product) for various islands including Barbados, Aruba, Isle of Man, and Anguilla.

Mass tourism tends to put a strain on fragile island ecosystems and the natural resources it provides. Studies have shown that early practices of tourism were unsustainable and took a toll to environmental factors, hurting the natural landscapes that originally drew in the tourists. For example, in Barbados, beaches are the main attraction and have been eroded and destroyed over the years. This is due to inefficient political decisions and policies along with irresponsible tourist activity, such as reckless diving and waste disposal, damaging coastal and marine environments. Such practices also altered physical features of the landscape and caused a loss in biodiversity, leading to the disruption of ecosystems. Many other islands faced environmental damage such as Isle of Man and Samoa.

However, visitors are attracted to the less industrial scene of these islands, and according to a survey by Canavan, over 80% of the people enjoyed the natural landscape when they visited, many commenting that they wanted to protect and save the wildlife in the area. Many tourists have turned to practices of sustainable and eco tourism in attempt to save the nature they enjoy in these locations, while some political entities try to enforce this in attempt to keep tourism in their island afloat.

Sustainable Tourism as part of a development strategy

Third World countries are especially interested in international tourism, and many believe it brings countries a large selection of economic benefits including employment opportunities, small business development, and increased in payments of foreign exchange. Many assume that more money is gained through developing luxury goods and services in spite of the fact that this increases a countries dependency on imported products, foreign investments and expatriate skills. This classic 'trickle down' financial strategy rarely makes its way down to brings its benefits down to small businesses.

It has been said that the economic benefits of large-scale tourism are not doubted but that the backpacker or budget traveller sector is often neglected as a potential growth sector by Third World governments. This sector brings significant non-economic benefits which could help to empower and educate the communities involved in this sector. "Aiming 'low' builds upon the skills of

the local population, promotes self-reliance, and develops the confidence of community members in dealing with outsiders, all signs of empowerment" and all of which aid in the overall development of a nation.

Improvements to Sustainable Tourism in the Third World

Management of Sustainable Tourism

There has been the promotion of sustainable tourism practices surrounding the management of tourist locations by locals or the community. This form of tourism is based on the premise that the people living next to a resource are the ones best suited to protecting it. This means that the tourism activities and businesses are developed and operated by local community members, and certainly with their consent and support. Sustainable tourism typically involves the conservation of resources that are capitalized upon for tourism purposes. Locals run the businesses and are responsible for promoting the conservation messages to protect their environment.

Community-based sustainable tourism (CBST) associates the success of the sustainability of the ecotourism location to the management practices of the communities who are directly or indirectly dependent on the location for their livelihoods. A salient feature of CBST is that local knowledge is usually utilised alongside wide general frameworks of ecotourism business models. This allows the participation of locals at the management level and typically allows a more intimate understanding of the environment.

The use of local knowledge also means an easier entry level into a tourism industry for locals whose jobs or livelihoods are affected by the use of their environment as tourism locations. Environmentally sustainable development crucially depends on the presence of local support for a project. It has also been noted that in order for success projects must provide direct benefits for the local community.

However, recent research has found that economic linkages generated by CBST may only be sporadic, and that the linkages with agriculture are negatively affected by seasonality and by the small scale of the cultivated areas. This means that CBST may only have small-scale positive effects for these communities.

It has also been said that partnerships between governments and tourism agencies with smaller communities is not particularly effective because of the disparity in aims between the two groups, i.e. true sustainability versus mass tourism for maximum profit. In Honduras such a divergence can be demonstrated where consultants from the World Bank and officials from the Institute of tourism wanted to set up a selection of 5-star hotels near various ecotourism destinations. But another operating approach in the region by

USAID and APROECHO (an ecotourism association) promotes community-based efforts which has trained many local Hondurans. Mader concluded that the grassroots organisations were more successful in Honduras.

Confusion surrounding Governmental Management of Sustainable Tourism

There has been some discussion regarding the role of inter-governmental organisations and the development of sustainable tourism practices in the third world. In Mowforth and Munt's book 'Tourism and Sustainability: New Tourism in the Third World', they criticised a document that was written by the World Travel and Tourism Council (WTTC), the World Tourism Organisation and the Earth Council, which was included in Agenda 21. It was entitled 'Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development'. Mowforth and Munt commented on the language used to describe the environment and local culture in such documents because the preservation of the environment and local culture are the two main objectives when practising sustainable tourism. They pointed out that some of the key words used were 'core asset', 'core product', 'product quality' and 'preserve'. They argued that the treatment of the environment as a marketable product was clear and that such documents provide a good list of advice for Third World governments regarding sustainable tourism but do not actually provide the resources to incorporate them into the development of their tourism industries.

It is arguments such as these that postulate that there is a gap between the advice given by non-governmental or inter-governmental organisations to Third World governments and what can actually be brought to realisation. These arguments try and persuade readers that documents like the one released by the WTTC that the development of sustainable tourism actually 'bypasses the interests of local people'.

Responsible tourism

Responsible tourism is regarded as a behaviour. It is more than a form of tourism as it represents an approach to engaging with tourism, be that as a tourist, a business, locals at a destination or any other tourism stakeholder. It emphasizes that all stakeholders are responsible for the kind of tourism they develop or engage in. Whilst different groups will see responsibility in different ways, the shared understanding is that responsible tourism should entail an improvement in tourism. Tourism should become 'better' as a result of the responsible tourism approach

Within the notion of betterment resides the acknowledgement that conflicting interests need to be balanced. However, the objective is to create better places for people to live in and to visit. Importantly, there is no blueprint for responsible tourism: what is deemed responsible may differ depending on

places and cultures. Responsible Tourism is an aspiration that can be realized in different ways in different originating markets and in the diverse destinations of the world (Goodwin, 2002).

Focusing in particular on businesses, according to the Cape Town Declaration on Responsible Tourism, it will have the following characteristics:

- minimises negative economic, environmental, and social impacts
- generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry
- involves local people in decisions that affect their lives and life chances
- makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity
- provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues
- provides access for people with disabilities and
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

Sustainable tourism is where tourists can enjoy their holiday and at the same time respect the culture of people and also respect the environment. It also means that local people (such as the Masaai) get a fair say about tourism and also receive some money from the profit which the game reserve make. The environment is being damaged quite a lot by tourists and part of Sustainable tourism is to make sure that the damaging does not carry on.

There are many private companies who are working into embracing the principles and aspects of Responsible Tourism, some for the purpose of Corporate Social Responsibility activities, and others such as SustainableVisit, responsibletravel.com, FairTravelR, and WorldHotel-Link, which was originally a project of the International Finance Corporation, have built their entire business model around responsible tourism, local capacity building and increasing market access for small and medium tourism enterprises.

Humane tourism

Humane tourism is part of the movement of responsible tourism. The idea is to empower local communities through travel related businesses around the world, first and foremost in developing countries. The idea of humane travel or humane tourism is to connect travelers from Europe, North America, Australia and New Zealand seeking new adventures and authentic experiences directly, to local businesses in the specific locations they wish to visit – thus, giving economic advantages to local businesses and giving travelers authentic and truly unique travel experiences. Humane travel or humane tourism focuses on

the people, the local community. The idea is to enable travelers to experience the world through the eyes of its local people while contributing directly to those people, ensuring that tourist dollars benefit the local community directly.

Humane tourism is about giving opportunity to the local people, empower them, enable them to enjoy the fruits of tourism directly. The Internet is changing tourism. More and more travelers are planning their travels and vacations via the net. The Internet enables people to cut off commissions. The traveler can search for new destinations to visit, talk or read about other people experience, and buy the services directly. The Internet platform can encourage local people to start new businesses and that already existing small businesses will begin to promote themselves through the net and receive the economic advantages of this directly in their communities. The world is now in a new tourism age, with globalization and the Internet playing a key role.

The new travelers have traveled the world, they have seen the classic sites. Staying at a Western hotel is not attractive enough, and they are excited by the prospect of experiencing the authentic local way of life: to go fishing with a local fisherman, to eat the fish with his family, to sleep in a typical village house. These tourists or travelers, are happy to know that while doing so they promote the economic well-being of those same people they spend time with.

Humane tourism is part of Responsible tourism. The concept of Responsible Tourism originated in the work of Jost Krippendorf in *The Holiday Makers* called for “rebellious tourists and rebellious locals” to create new forms of tourism. His vision was “to develop and promote new forms of tourism, which will bring the greatest possible benefit to all the participants – travelers, the host population and the tourist business, without causing intolerable ecological and social damage.” As one can see he already talked, back in the 80s about benefits for the host population and used the term human tourism. Humane travel focuses on that host local population.

The South African national tourism policy (1996) used the term "responsible tourism" and mentioned the well-being of the local community as a main factor.

The Cape Town Declaration on Responsible Tourism in Destinations, agreed in 2002, that Responsible Tourism is about “making better places for people to live in and better places for people to visit.” The declaration focused on "places" but did mention the local population.

From the Rio summit or earth summit on 1992 until the UN Commission on Sustainable Development in 1999, the main focus of the tourism industry was the earth, the planet, the places, "green" or "eco" tourism. Now there is a trend to include the local population. This trend or branch of responsible tourism is called humane tourism or humane travel.

Responsible hospitality

As with the view of responsible tourism, responsible hospitality is essentially about creating better places for people to live in, and better places for people to visit. This does not mean all forms of hospitality are also forms of tourism although hospitality is the largest sector of the tourism industry. As such we should not be surprised at overlaps between responsible hospitality and responsible tourism. In the instance where place of permanent residence is also the place where the hospitality service is consumed, if for example a meal is consumed in a local restaurant, this does not obviate the requirement to improve the place of residence. As such, the essence of Responsible Hospitality is not contingent upon touristic forms of hospitality.

While Friedman (1962) famously argued that, admittedly within legal parameters, the sole responsibility of business was to generate profit for shareholders the idea that businesses' responsibility extends beyond this has existed for decades and is most frequently encountered in the concept of corporate social responsibility. There are numerous ways businesses can and do engage in activities that are not intended to benefit shareholders and management, at least not in the short term. However, often acts of corporate social responsibility are undertaken because of the perceived benefit to business. Usually in hospitality this relates to the cost reductions associated with improved energy efficiency but may also relate to, for example, the rise in ethical consumerism and the view that being seen to be a responsible business is beneficial to revenue growth.

As per the Cape Town Declaration on Responsible Tourism, responsible hospitality is culturally sensitive. Instead of then calling for the unachievable, responsible hospitality simply makes the case for more responsible forms of hospitality, hospitality that benefits locals first, and visitors second. Certainly, all forms of hospitality can be improved and managed so that negative impacts are minimized whilst striving for a maximization of positive impacts on the environment.

Hospitality Education

Ministry of Tourism, Government of India has mentioned that some of the hospitality management/ culinary training institutes in India will no longer make it mandatory for students to engage in non-vegetarian cooking. The student will be given an option to choose vegetarian cooking. IHMCATAN Ahmedabad, IHMCATAN Bhopal and IHMCATAN Jaipur are the hospitality training institutes that offer a vegetarian choice, and this practice will be extended to all IHMCATANs.

Fundamental research was presented in the book «Sustainable tourism development: theory, methodology, business realities» (Ukrainian: «Сталий

розвиток туризму: теорія, методологія, реалії бізнесу») by Ukrainian scientist Professor Tetiana Tkachenko in 2006 year (with corrections and additions in 2009). The results are used to prepare students in Kyiv National University of Trade and Economics, specialties: tourism, hotel and restaurant business, tourism management, management of hotel and restaurant business, international tourism business and international hotel business.

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