

Unit International Tourism Management

MBA Aviation and Tourism Management / Winter Semester 2020/2021

Fachbereich 3

Wirtschaft und Recht | Business and Law

Vitae Prof. Dr. Kerstin Wegener

Personal data

- married, 2 children, lives in Frankfurt / Main
- Personal interests: travelling, music, reading, sports



Academic and business development

- Academic studies and graduation: economics of tourism and transport, Technical University Dresden (TU Dresden)
- Assistant of the board of management and research assistant of the Institute for the promotion and integration of tourism in Europe at the TU Dresden

Vitae Prof. Dr. Kerstin Wegener

Academic and business development

15 years German Railways (DB AG)

- Tourism cooperations and tourism policies
- Fahrtziel Natur (sustainable Tourism products and marketing with nature reserves, NGO's, tourist destinations)
- project manager DB AG for a government research project "Sustainable Management in Tourism"
- Head of group travel services and marketing
- Project manager of content/partner management ICE-Portal



Vitae Prof. Dr. Kerstin Wegener

Academic and business development

Since 2013: Frankfurt University of Applied Sciences

- Since 02/2013 Professor in general business administration, esp. tourism management
- Director of the dual degree program Tourism Management (B.A.)
- Director of the Institute of Aviation and Tourism (IAT) at FRA UAS
- Director of the Institute of applied sciences (IAW) at FRA UAS
- Member of the research group Logistics, Mobility, Aviation and Tourism
- Member of the DGT (German Association of tourism research)



Are you curious about ...

- why the tourism is such an important global business ?
- how the desire to take holidays creates an industry which is expanding ?
- what the dependencies between air transport and tourism are?
- how tourism is organized, run and managed ?
- how the tourism business works and how it makes profits ?
- what the effects of its activities on destinations are ?
- what impact tourism has on environment and social life in developing countries?
- Which key trends are affecting the tourism industry ?

(cf. Page, Stephen (2015): XVii)

Summer Holiday 2021

Go to www.menti.com and use the code



SARS-CoV-2 – how does it effect you as tourists? (15 minutes)

Diskuss in small groups and write down your findings.

- How did your 2021 holiday decision making in Covi19-times differs/differed from 2020 and 2019?
- What were the key factors and the main pain points in 2020 and 2021?

Present your results.



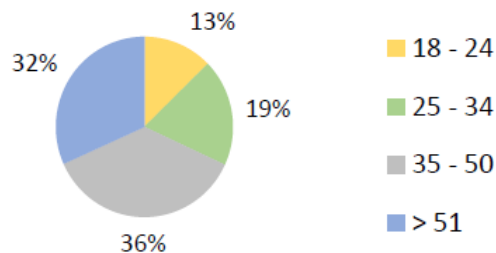
Selected results of a study by GDS Amadeus and IAT

Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results “2020 Fall Edition”

Third trend survey of Amadeus and IAT during the pandemic – Questions according to the **current travel issues**

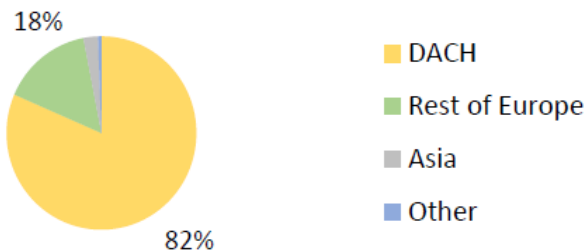
Age groups

n=536



Place of residence

n=525



Overview on survey and participants:

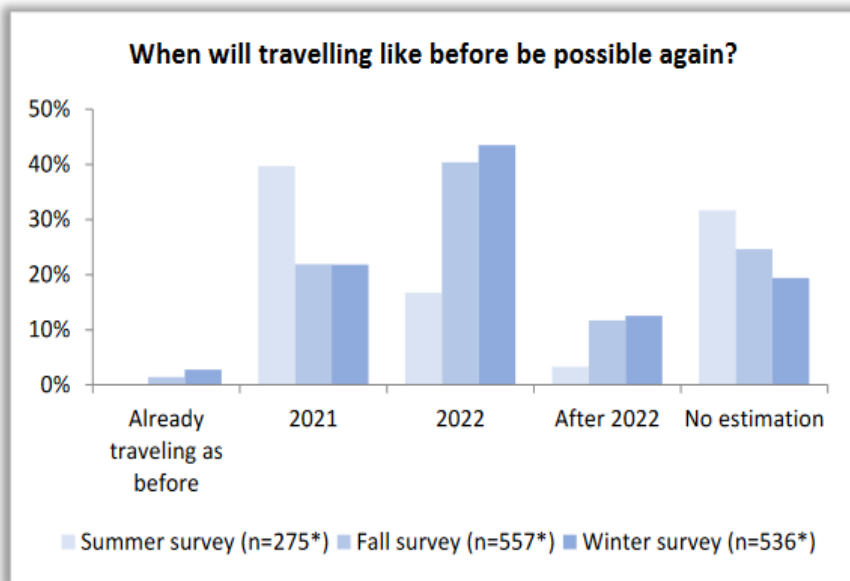
- The IAT has conducted a **third online survey on private travel behavior** with 25 questions in cooperation with Amadeus Germany GmbH
- **German and English questionnaires; 536 respondents, period: 11 Jan 2021 until 20 Jan 2021**
- The participants are predominantly from the DACH** region and from all age groups
- Shared via different digital channels, also by the help of
 - Condor Flugdienst GmbH
 - House of Logistics and Mobility (HOLM) GmbH
- **Results of the first survey:**
[German] <https://amadeus.com/de/insights/blog/trendumfrage-juli-2020>
- **Results of the second survey:**
[English] <https://amadeus.com/de/insights/blog/trend-survey-october-2020>
[German] <https://amadeus.com/de/insights/blog/trend-umfrage-oktober-2020>

*Different sample sizes (n) result from non-mandatory questions/bucket options (eg. "no opinion")

** DACH = Germany, Austria, and Switzerland

Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

1. Stabilization since fall: Most people **do not** believe that normal travelling will be **possible before 2022**



Summer survey (July 2020):

- End of 1st lockdown, recovery period led to optimism
- **Travelling as before would be possible in 2021**

Fall survey (October 2020):

- Start of the 2nd infection wave, negative forecasts
- **Outlook more pessimistic: No travelling before 2022**

Winter survey (January 2021):

- 2nd lockdown still ongoing, vaccinations in roll-out
- **Outlook stabilized: No travelling before 2022**

Correlation

People with a **pessimistic outlook** are more likely to be **concerned** about their **health** and the one of others.

Slide 21

Correlation

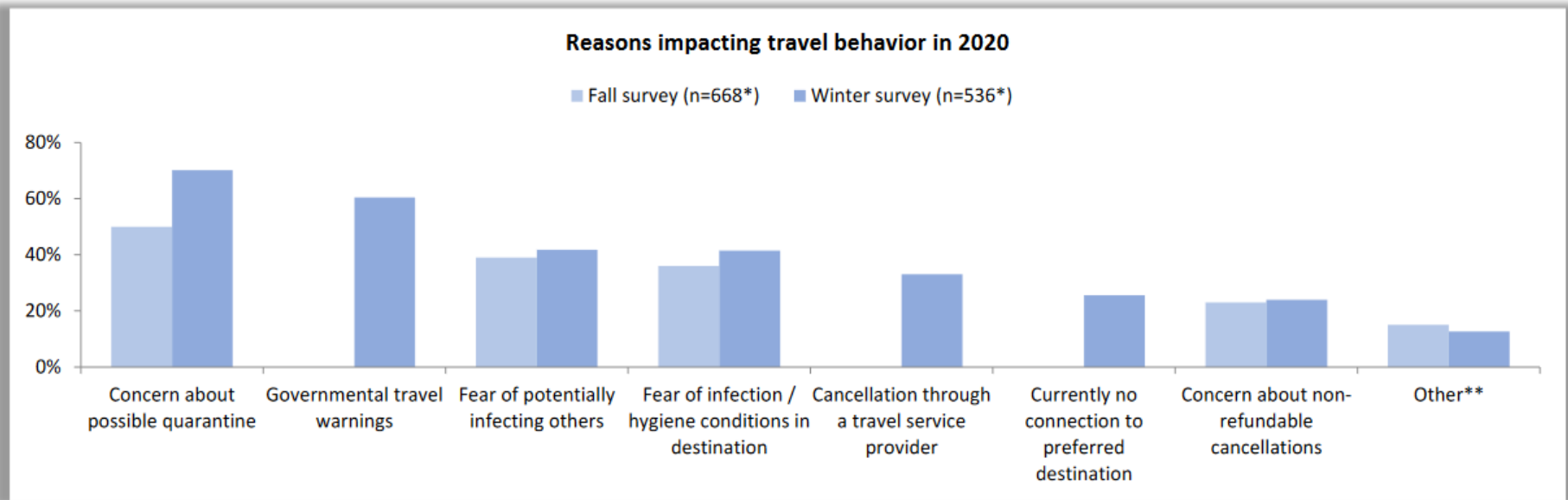
People who **flew during the pandemic** are more likely to have an **optimistic outlook**.

Slide 22

*Different sample sizes (n) result from non-mandatory questions/bucket options (eg. "no opinion")

Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

1. Concerns about quarantine and governmental travel warnings are the main factors that affected travel behavior in 2020



Concerns about possible quarantine impact the **travel decision** even **more**, compared to the fall survey. Further important reasons are **governmental travel warnings** and **concerns about infecting others**.

Correlation Cancellations and no available connection have a **higher impact on travel behavior** for people with a **higher travel budget**.

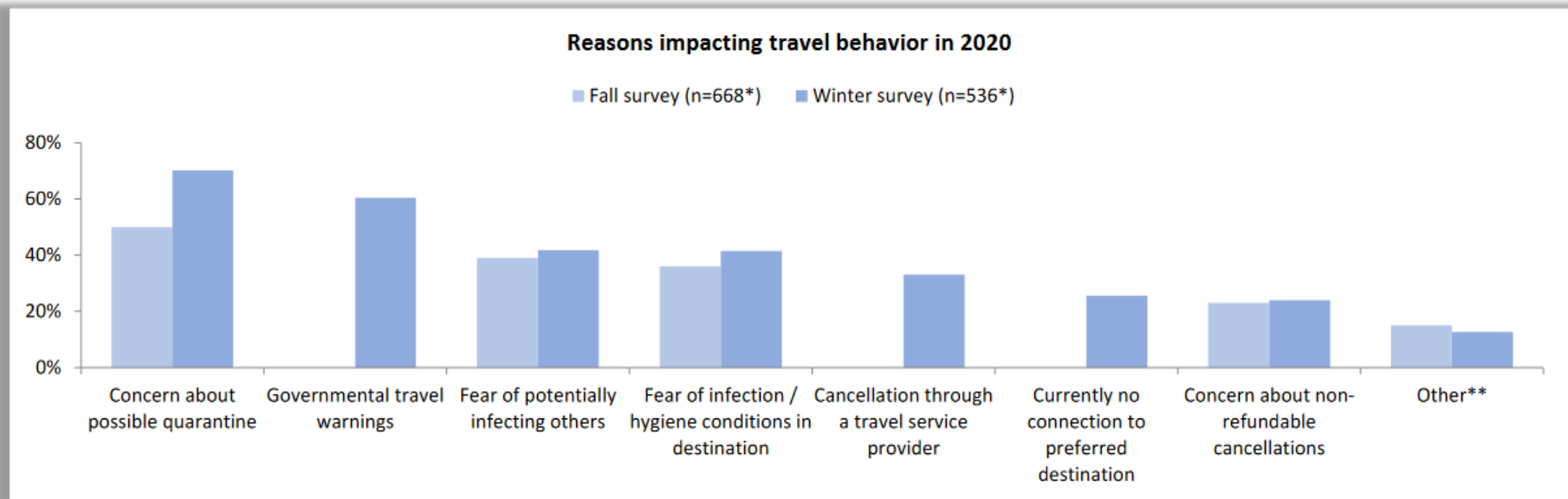
Slide 23

*Different sample sizes (n) result from non-mandatory questions/bucket options (eg. "no opinion")

** e.g. restrictions at destination, less budget for travelling, no holiday feeling, social responsibility, work-related restrictions, increased flight prices, bureaucracy

Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

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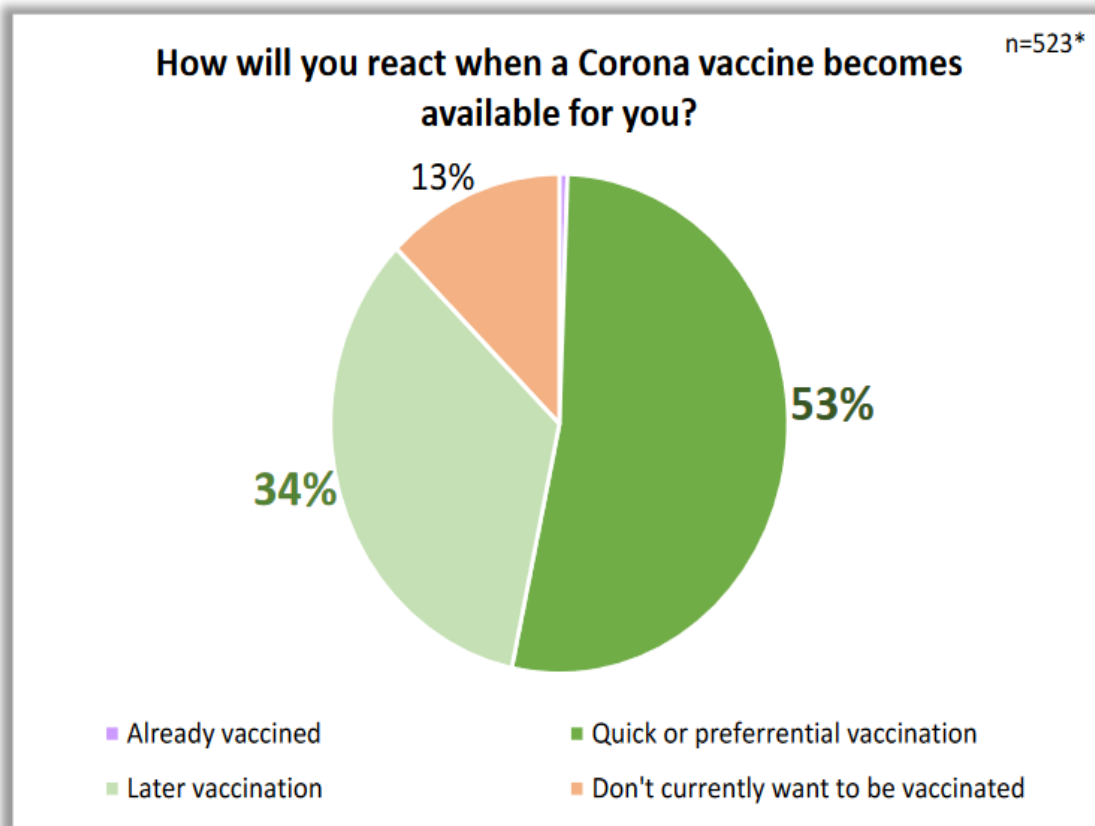
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Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

3. More than **80%** of the participants **want to be vaccinated**; **53%** even want to be vaccinated **as soon as possible**



More than **half** of the participants want to be vaccinated **as soon as possible**.

Another **third** wants to be vaccinated as well, but **later** once a vaccine is proven, fully certified and widely available.

Correlation	The fear of infection has a higher impact on those who want to be vaccinated as early as possible.
	Concerns about quarantine prevent those who want to be vaccinated later more likely from travelling .

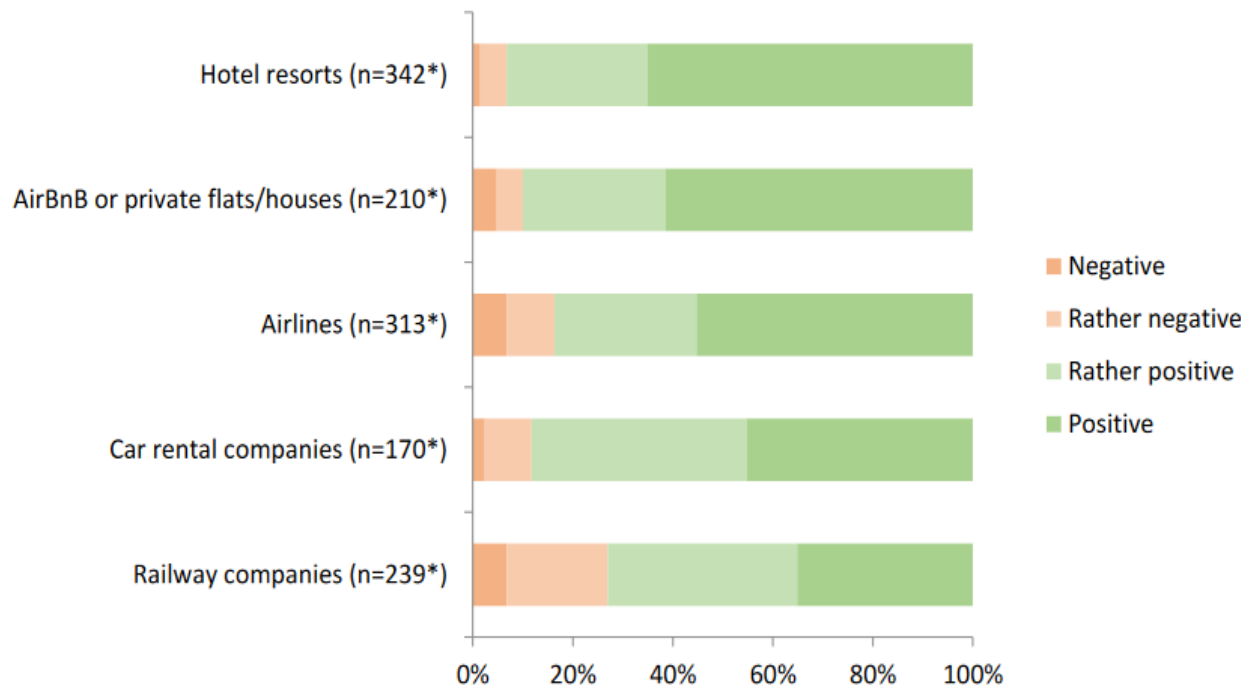
Slide 26

*Different sample sizes (n) result from non-mandatory questions/bucket options (eg. "no opinion")

Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

4. The overall **service experience** in the pandemic is considered **positive**; including **hygienic concepts, cancellation and refunding policies**

Service experience of service providers while travelling



Travellers have an overall **positive experience** with **service providers** along the travel journey.

Railway companies do not perform as well as hotels, AirBnB and airlines.

Experiences with AirBnB/private homes, car rental and railway were **more positive for those with a **higher travel budget**.**

Slide 28

*Different sample sizes (n) result from non-mandatory questions/bucket options (eg. "no opinion")

Source: IAT (2021): Leisure Travel Behavior in Times of the Corona Pandemic - Trend Survey Results "2020 Fall Edition"

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- 1. Fundamentals and Definitions**
2. Tourism Supply and Tourism Supply Chain
3. Tourism Demand and Tourism Customer Journey
4. Selected aspects of Tourism Management
5. Specific issues

Why tourism is such an important global business?

tourism assumes an **important role in people's live** and **globally**

because tourism

- ✓ is a **discretionary** activity
- ✓ is of growing **economic significance** at a **global scale**
- ✓ is offering **new employment opportunities**
- ✓ may assist in **developing** and **modernizing** the economy
- ✓ is becoming seen as a **basic right** in developed, Westernized countries

(cf. Page, Stephen (2015): 2f)

Why tourism is such an important global business?

because tourism

- ✓ can be a **possible solution to poverty** in less developed countries
- ✓ is **driven** by the acces to **cheap means of transport** like low cost carriers
- ✓ is **driven** by **new technologies** (internet and social media), what opens many possibilities for people to travel easier

But: **Tourism is a difficult activity to manage**

(cf. Page, Stephen (2015): 2f)

Tourism

- no generally accepted definition of tourism
- a range of different terms and definitions
- often the terms travel and tourism are used interchangeably
(USA: tendency to use the term “travel”, in Europe “tourism”)



(cf. Page, Stephen (2015): 16f)

Tourism – Definition of the UNWTO

Tourism is defined as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.

The use of this broad concept makes it possible to **identify tourism between countries as well as tourism within a country**. `Tourism` refers to **all activities of visitors**, including both `tourists (overnight visitors)` and `same-day visitors`.

Tourism – Definition of Mathieson and Wall

Tourism is the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs.

This definition includes the **demand** as well as the **supply**.

Tourism – Chadwick's Definition

Tourism is the field of research on human and business activities associated with one or more aspects of the temporary movement of persons away from their immediate home communities and daily work environments for business, pleasure and personal reasons.

Chadwick 1994: 65

Specific issues associated with tourism

- the movement (travel) of people
- a sector of the economy or an industry
- a broad system of interacting relationships of people, their needs [sic] to travel outside their communities and services that attempt to respond to these needs by supplying products`

After Chadwick 1994: 65

All tourism includes some travel !

Not all travel is tourism !

Characteristics associated with tourism

- the **movement** of people **to** and their **stay** in various **destinations**
- elements in all tourism: the **journey** to the destination and **the stay including activities** at the destinations
- journey and stay take place **outside the normal place of residence and work**
- movement to destinations is of a **temporary**, short-time character, **with intention to return** within a few days, weeks or months
- destinations are visited for **purposes other** than the taking up of permanent residence or of employment remunerated from within the places visited

Source Burkart and Medlik 1981: 42

Basic forms of tourism

Domestic tourism is the tourism of resident visitors within the economic territory of the country of reference. (German tourists in Germany)

Outbound tourism is the tourism of resident visitors outside the economic territory of the country of reference. (German tourists outside Germany)

Inbound tourism is the tourism of non-resident visitors within the economic territory of the country of reference. (foreign tourists that come to Germany)

<https://stats.oecd.org/glossary>

Basic forms of tourism

National tourism is the tourism of resident visitors, within and outside the economic territory of the country of reference. **(German tourists within and outside Germany)**

Internal tourism is the tourism of visitors, both resident and non-resident, within the economic territory of the country of reference. **(German tourists within Germany and foreign tourists that come to Germany)**

International tourists: tourists that are crossing borders

<https://stats.oecd.org/glossary>

The tour / The travel

- is a feature of tourism
- the consumer has to be brought to the product or experience
- the consumer has to travel out and back
- transport and single or multiple locations are involved
- travel to destinations



Cf Page 2015: 19

Tourism products

Tourism product / Tourism service is that bundle of tangible and personal services, which the tourist uses or consumes during the trip to change the location and stay at the destination.

Cf Kaspar 1995



Characteristics of Tourism products

- Immateriality
- uno-actu principle
- Integration of the external factor
- Transitoriness
- Consumer's participation
- Consumption at place of service performance
- Bundle of services

The destinations

- comprise attractions (natural or hand-made)
- need to be accessible
- have available packages to attract visitors
- provide ancillary services (such as tour guides) and amenities (such as accommodation and retailing)
- (In Europe) often managed by public sector organizations (destination organizations)

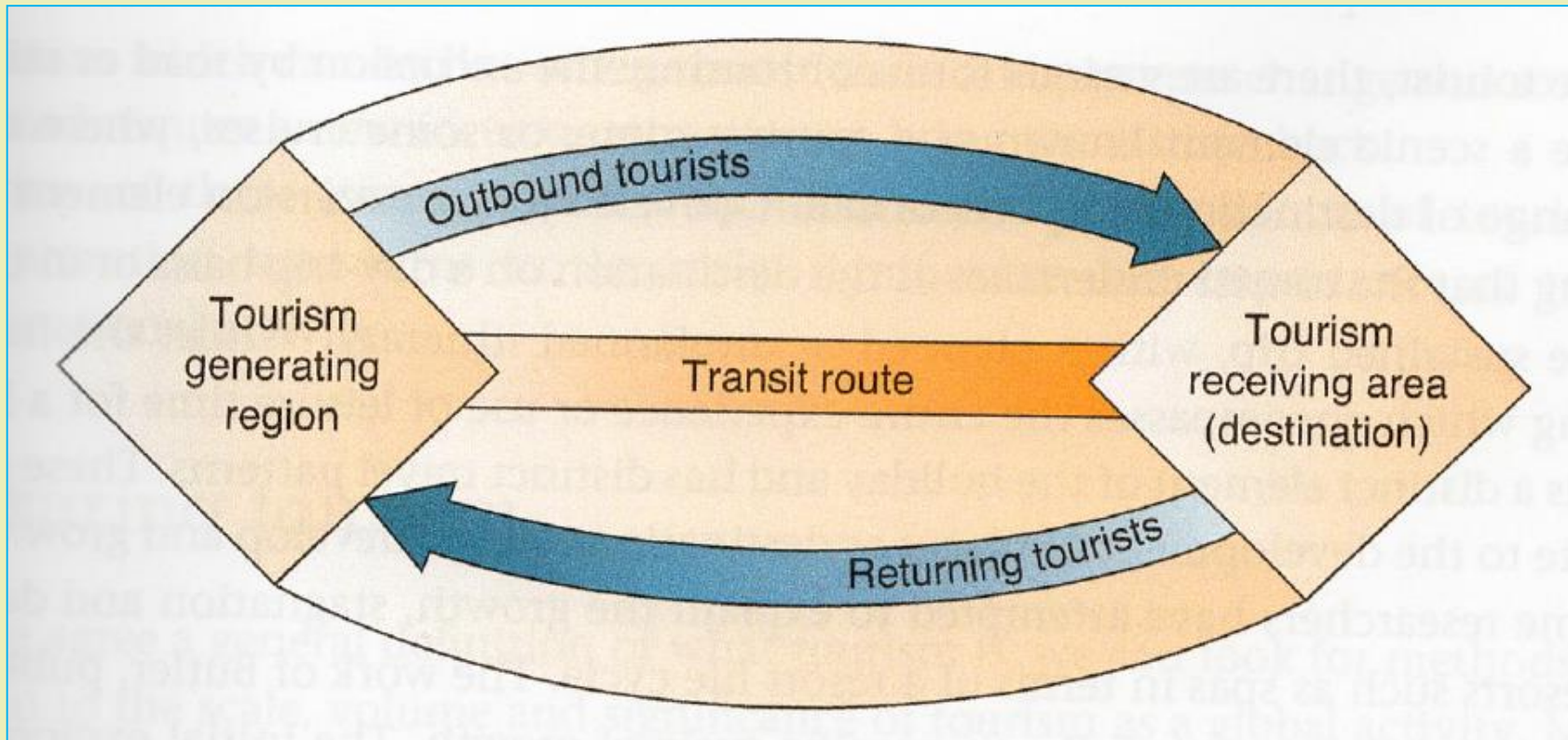
Cf Page 2015: 19

Tourism system

A tourism system is a framework which

- enables to understand the **overall process of tourist travel** from both the **supplier** and **purchaser's perspective**
- identifies the **organizations** which **influence** and **regulate** tourism
- allows to understand the existing **links** between different **elements** of tourism from where the tourist interacts with
 - the travel organizer (travel agent, retailer)
 - the travel provider (airline, or mode of transport)
 - the destination area and tourism sector within the destination
- helps to understand how many elements are **assembled by the tourism sector** to **create an experience** of tourism

Leiper's tourism system

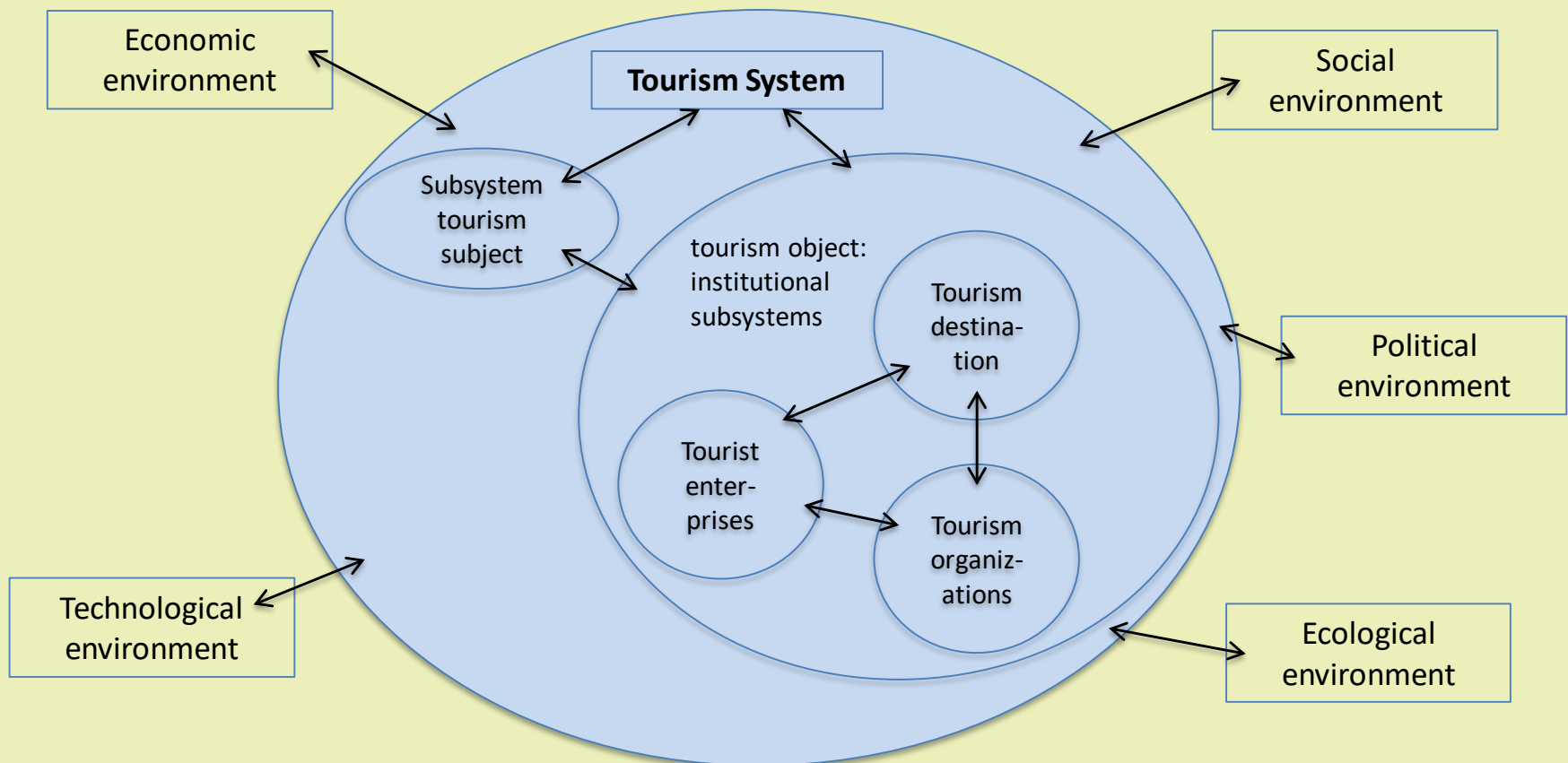


Source: Page (2015): 19

Leipers' Tourism system

- most widely used framework
- identified **phenomenon tourism** as a **system** functioning under **various environments** (e.g. economy, culture, technology, sociology ...)
- the system comprises a tourist, a traveller-generating region, tourism destination regions, transit routes, the travel and tourism industry (accommodation, transport, firms, organizations supplying services and products to tourists)
- the **tour** (trip, travel for pleasure, leisure or business) is a **vital element** of the system
- **Transit routes**: for tourists travelling between generating and destination areas
- **Transport forms an integral part of the tourism system!**

Kaspar's Tourism system



Source based on Kaspar, 1995: 14

Tourism systems

- have to be **open** and **dynamic**
- are in permanent **interdependence** with the other systems above
- are **changing** constantly, e.g. by the appearance of new elements (low cost airlines, new business models)
- (Technological) **innovations**, (economic) **crisis** or **climate change** have **important impact** on the whole tourism system and the sub systems



Question to discuss (20 Minutes)

Discuss in small groups:

- Group 1: How a terroristic attack
- Group 2: How the Covid19 pandemic

affects on Kaspar's tourism system! Please refer also to the interdependence of the system's environment!

Prepare a presentation per group.



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Tourism Supply

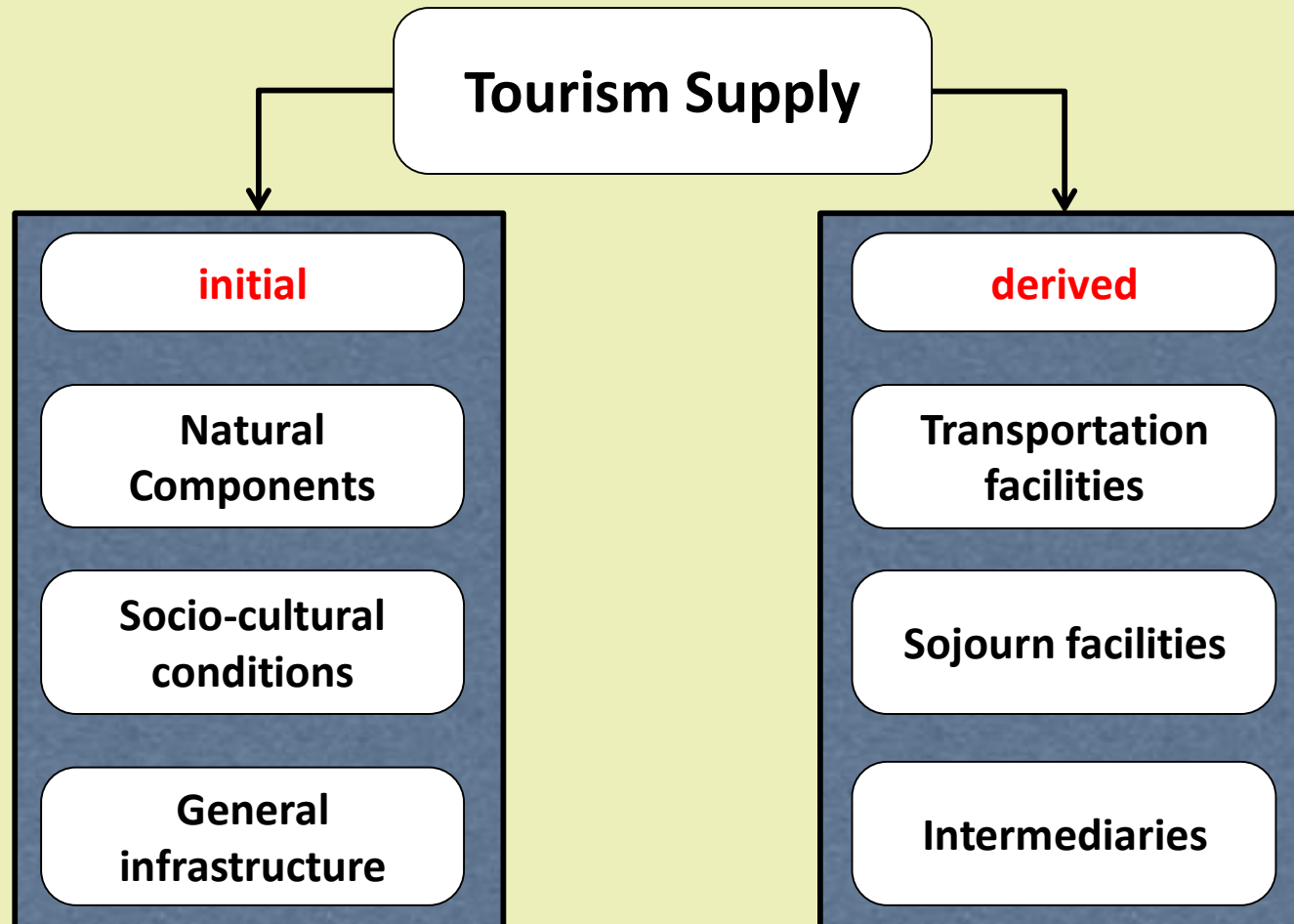
`result of those productive activities that involve the provision of goods and services required to meet tourism demand and which are expressed in tourism consumption.`

Page (and Cornell 2006)

Categories of the tourism supply (after Page)

- Tourism **resources** (natural and human resources of an area)
- General and tourism **infrastructure** (includes the transport and telecommunications infrastructure)
- **Receptive facilities**, which receive visitors, including accomodation, food and beverage establishments and apartments
- **Entertainments and sports facilities**, which provide a focus for tourists' activities
- **Tourism reception services**, including travel agencies, tourist offices, car hire companies, guides, interpreters and visitor managers

Categories of the tourism supply (after Kaspar)



cf. Kaspar (1991): p. 63 f, translated

Initial tourism supply

Initial: all factors having no direct connection to tourism, but may attract travellers

- **Natural components** (geographic position, climate, topography, landscape, flora, fauna, weather ...)
- **Socio-cultural conditions** (culture, tradition, religious and secular buildings, language, mentality, hospitality, ancient customs ...)
- **General infrastructure** (basic infrastructure, facilities to provide people with transport facilities, energy, water and telecommunication, sewage and waste disposal ...)

cf. Kaspar (1991): p. 63 f, translated

Derived tourism supply

Derived: all products and services created or offered to satisfy
travellers' needs

- **Transportation facilities** (cable cars, ski lifts, elevators, cruise port facilities...)
- **Sojourn facilities** (hospitality industry – accommodation/food/catering, entertainment, sports facilities, health and spa facilities, recreation facilities, trade fair and congress centres, shopping malls...)
- **Intermediaries** (travel agents, tour operators, incoming agencies, tourism organizations, destination management organizations...)

cf. Kaspar (1991): p. 63 f, translated



What are the key trends affecting the tourism supply / tourism industry and what impacts do they have? (10 minutes)

- Diskuss in small groups.
- Present your results.
- Cluster the findings of all groups.

Tourism Supply chain

`The supply chain comprises all the elements of a tourism experience which the tourism sector combines and links together to produce a holiday, such as transport, accommodation and attractions.`

Page (2015): 39

Touristic supply chain management (SCM)

- Tourism is a **multi segment industry**, where the products are consumed on the spot forming invisible exports.
- It is a **fragmented industry** with **high complexity** due to the price sensitive nature of demand and the intangibility, perish ability and inseparability.
- The main **differences** between tourism SC and those of other sectors are that **tourists travel to the product**, and **the product that they buy has a particularly high service component** – in other words, it involves a higher proportion of people in the immediate production of the holiday experience.

cf. UKEssays. November 2018. Supply Chain Management in Tourism. [online]. Available from: <https://www.ukessays.com/essays/business/supply-chain-in-tourism-services.php?vref=1> [Accessed 19 September 2020].

Touristic supply chain management (SCM)

- Aim of SCM: **eliminate waste** in the chain and **improve** the customer service.
- What does that mean for the Touristic SCM? Example: elimination of waste - waiting time, inventory; improved customer service - interlinked processes. All this leads to higher productivity (more income/ less costs).
- In tourism it plays a very important role to **deliver the quality service with minimum gaps or reduced gaps**.
- In addition to cost reduction, the supply chain management approach **facilitates customer service improvements**.
- It enables the management of inventories, transportation systems and whole distribution networks so that organizations are able **meet or even exceed their customers' expectations**.

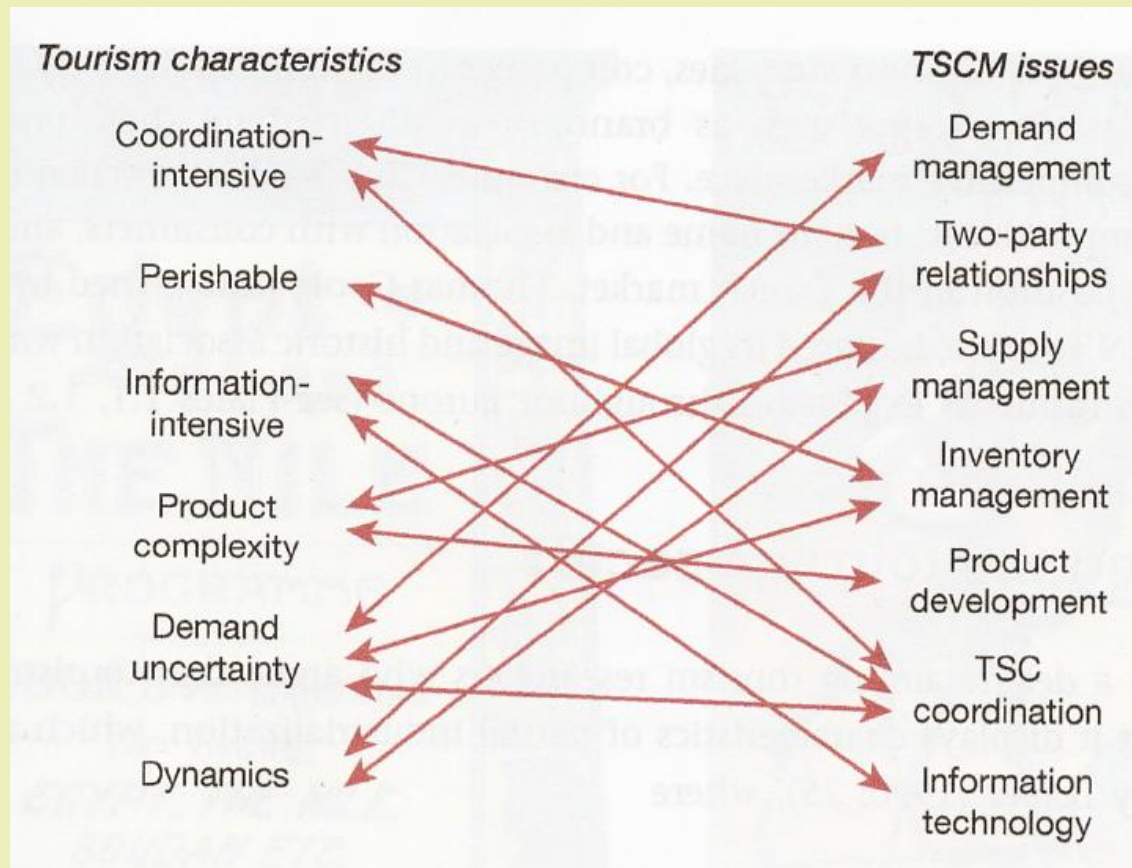
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Touristic supply chain management (SCM)

- Tourism SCM **involve many components** – accommodation, transport, excursions, bars and restaurants, handicrafts, food production, waste disposal, the infrastructure that supports tourism in destinations. These all form a part of the holiday product that is expected by tourists when they purchase holidays, **quality, depends on performance at all the links in the tourism supply chain.**
- And the Management of the touch points of the customer journey is significant for all suppliers
- A further aspect of the tourism supply chain is the activities of customers while on holiday, particularly in relation to their behavior, and what they source for themselves in particular situations.

cf. UKEssays. November 2018. Supply Chain Management in Tourism. [online]. Available from: <https://www.ukessays.com/essays/business/supply-chain-in-tourism-services.php?vref=1> [Accessed 19 September 2020].

Tourism characteristics and related TSCM issues



Source: Page (2015): 35 – redrawn from Song (2011)

Tour operators

- Organize, **“package” together different elements of the tourism experience** and offer them for sale to the public through different mediums (ICT, brochure ...)
- The package includes normally at least **two elements** that are **offered for sale at the inclusive sale price**
- Elements include normally transport, accommodation, other services
- Main types of packages using airplanes:
 - Using the traditional charter flight
 - Using scheduled flights

cf. Page (2015): p. 228

Tour operators

Segmentation of types of packages:

- **Mode of travel** (ferry, coach holiday) or twin-transport packages (fly-drive)
- **Mode of accommodation** (hotel chains become tour operators by packaging their surplus capacity to offer weekend or short-breaks in business oriented hotels, selling rail or air transport and visits to attractions as a package)
- **International** or **domestic** packages
- **Length** of holiday
- **Distance** (short-haul, long-haul)
- **Destination type** (city breaks, beach holidays, ..)

cf. Page (2015): p. 228f

Tour operators

Segmentation of types of tour operators:

- **Small independent tour operators**
 - ✓ Specialized in a segment (sports, adventure, youth travel) or destination (Mexico, Latin America)
- **Larger operators**
 - ✓ Trans-European or global operations (TUI)



cf. Page (2015): p. 229f

Tour operators

Operating business performance:

- **skill in buying the product components** (e.g. aircraft seats, accommodation, transfers) **at a competitive price** and **reselling** at a price that is lower than that for which a consumer could assemble the same product
- Tour operators **standardize packages** to keep prices low, but similar products of different tour operators
- **heavy competitive pressure** in many segments and destinations, so tour operators try to keep prices low by
 - ✓ Negotiating low prices from suppliers
 - ✓ Reducing profit margins
 - ✓ Cutting cost structures

cf. Page (2015): p. 231f

Travel agents

Operating business performance:

- Key intermediary in the **distribution chain of travel**
- Receive a **commission** for each sale
- Sell the products of tourism suppliers (tour operator/the airline/the hotel..)
- do not become part of the contract of sale, which is between the supplier and the customer

cf. Page (2015): p. 253ff

Travel agents

Segmentation of types of travel agents:

- **Generalists**
 - ✓ selling a wide range of products
- **Specialist agencies**
 - ✓ Selling a certain type of product (high-value cruises or Last-Minute travel, long-haul-Travel ...)
- **Business and corporate travel agencies**

cf. Page (2015): p. 253ff

Travel agents

Segmentation of types of tour operators:

- **Independent travel agencies**
 - ✓ manager-owned, employ fewer than five staff
- **Multiples**
 - ✓ owned and operated by tour operators and other tourism concerns
 - ✓ selling a wide range of products

cf. Page (2015): p. 256f

Travel agents - tasks

- Make reservations
- Plan travel itineraries
- Calculate fares and charges
- Print tickets
- Advise clients on destinations, airline companies and other travel products
- Communicate with clients
- Maintain accurate records on reservations
- Act as intermediary when customer complaints occur

cf. Page (2015): p. 256f



Case (30 minutes)

The bankruptcy of Thomas Cook

- What lead to the bankruptcy?
- What impact did the bankruptcy have on tour operators, airlines, tourists and the state in Germany short time?
- What lessons can be learned?

Diskuss the case in small groups. Use the internet for fact finding.

Present your results.

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Tourism demand

Defined in numerous ways, e.g.

- a special form of demand in that a tourism product is a bundle of complementary goods and services (Morley, 1992).
- `total number of persons who travel, or wish to travel, to use touristic facilities and services at places away from their places of work and residence` (Mathieson and Wall 1982: 1)
- `the schedule of the amount of any product or service which people are willing and able to buy at each specific price in a set of possible prices during a specific period of time` (Cooper et. al. 1993: 15)

Tourism demand

principle elements of tourism demand

1. **Effective or actual demand** (number of travellers, measured by tourism statistics)
2. **Suppressed demand** (proportion of the population who are unable to travel because of circumstances) - potential demand (can be converted to effective demand)
3. **No demand** (members of population who have no desire to travel, who are unable to travel due to e.g. illness)

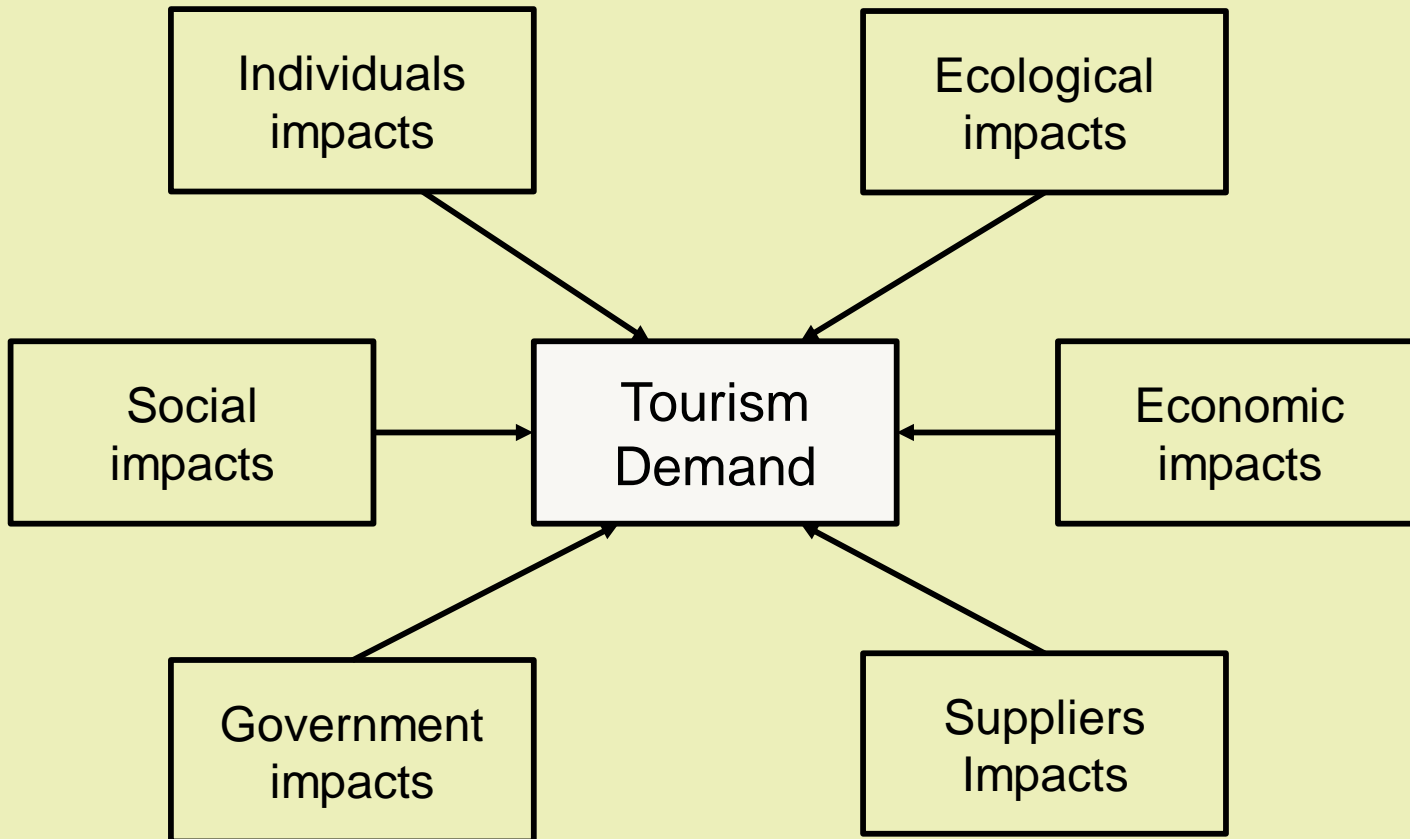
Cf Page 2015: 78

Tourism demand

- Tourists are all **diverse**
- **Motivations** to travel **vary** by wealth, age, stage in the life cycle, personal and group preferences
- Tourism industry **relies upon travellers choosing** to go on holiday
- Importance to understand what **motivates people** to go to **specific places and resorts**
- **Economic consequences** for suppliers if they do not know their customers

Cf Page 2015: 76

Key factors influencing tourism demand



[cf. Berg 2010]

Exercise (10 minutes)

Key Factors	Examples
Individuals impacts	Leisure time,
Social impacts	social order,
Ecological impacts	Climate,
Economic impacts	macroeconomic developments,
Suppliers Impacts	Price,
Government impacts	legislation

[cf Freyer (2001), Berg (2010)]

Key Factors	Examples
Individuals impacts	Leisure time, Curiosity, desire for adventure, personal financial background, physical and psychological properties, desire for further development, loneliness, contact search, search for amusement and activity
Social impacts	social order, social structure (hierarchies), social norms and rules, difference between income of traveller in comparison with the travelled country,
Ecological impacts	Climate, catastrophes, flora and fauna, quality of the landscape/nature, environmental pollution, urbanization, protected nature areas
Economic impacts	macroeconomic developments, unemployment rate, economic fluctuations, the financial market (e.g. monetary stability), development and distribution of income
Suppliers Impacts	Price, range of products, reliability, image, consultancy, kindness, promotion, sales channels, customer relationship
Government impacts	legislation , safety guidelines, visa guidelines, entry requirements, taxes, inoculation regulations, age limits (e.g. concerning driving or drinking alcohol)

[cf Freyer (2001), Berg (2010)]

Key figures of the tourism demand

Travel intensity

- indicates the percentage of the population (+14 years) that has made at least one holiday trip per year (= net Travel intensity)
- Measuring basis Total population (= gross Travel intensity)
- serves to differentiate between travellers and non-travellers
- You can use it also for segments like Short trips (1 - 4 overnight stays), daytrips (less than 24 hours) or holiday trips (more than 4 overnight stays)

Key figures of the tourism demand

Frequency of travel

- indicates how many trips each traveller with at least 1 overnight stay (+14 years) has made on average per year (= net Frequency of travel)
- Basis of measurement: total population (= gross Frequency of travel)
- can also be differentiated into short, holiday and excursion Frequency of travel
- can also be differentiated according to other characteristics / criteria (source markets, reasons for travel etc.)



Exercise (5 minutes)

Find the key figures for leisure travel (more than 3 overnights) for your study group for 2019, 2020, 2021

- Travel intensity holiday trips
- Frequency of travel for holiday trips

Key figures of the tourism demand

other key figures

- Number of overnight stays
- Number of arrivals
- Length of stay
- Travel expenses
- Customer satisfaction
- etc



Exercise (15 minutes)

What was the structure of tourism demand in Germany in 2019?

Read the paper

https://reiseanalyse.de/wp-content/uploads/2020/03/RA2020_First-results_EN.pdf

What statements and data surprised you?

Discuss with the auditorium.

Tourist motivation

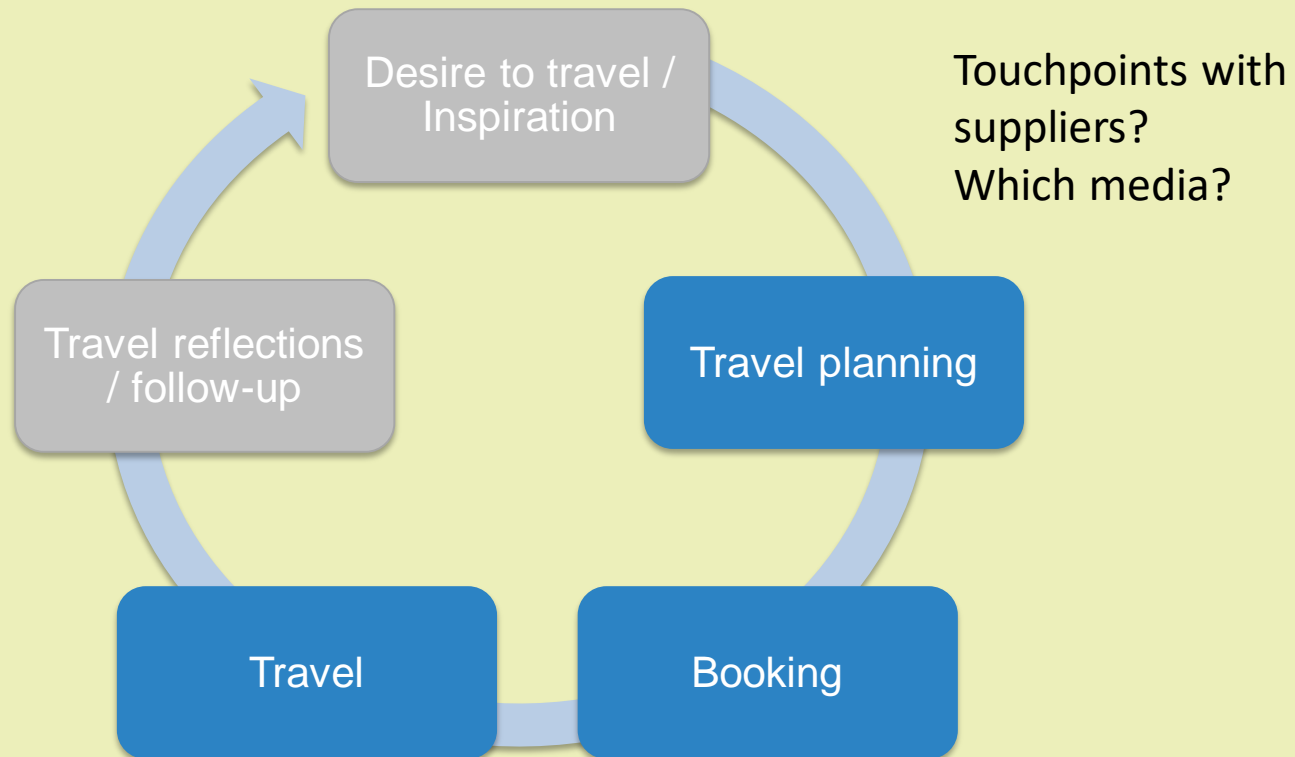
Elements of the **consumer decision-making process**:

- **Energizers of demand** – factors that promote an individual to decide on a holiday
- **Filters of demand** – constraints on demand (economic, sociological, psychological)
- **Affecters** – range of factors that may heighten or suppress the energizers

Push and pull factors used to explain holidaytaking

Push factors (why go?)	Pull factors (why there?)
Escape	Ease of access
Socializing	Cost of travel
Fun/excitement	Promotional image of destination
Relaxation	Tourist attractions/events
Prestige	Sun, sea, sand
Educational motives	

Simple example of the tourism customer or consumer journey



[cf frankfurt university of applied sciences (2015)]

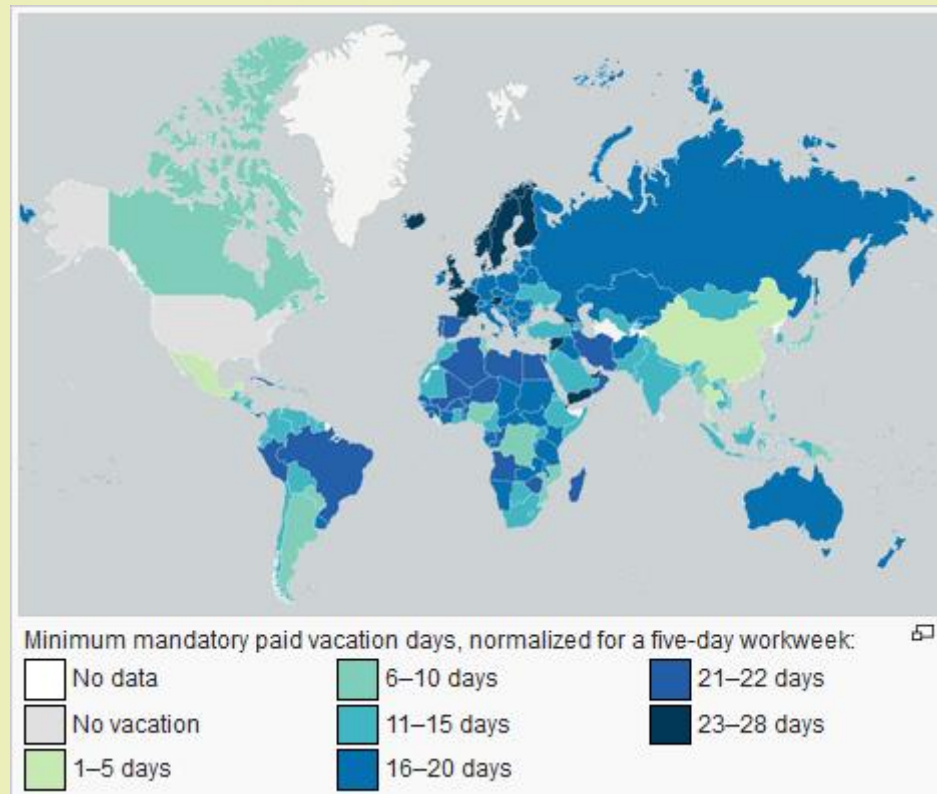


Exercise (10 minutes)

Remember your last holiday (lasting longer than 3 overnight stays)!

- Walkthrough the process as customer by using the model of the touristic customer journey and identify the touchpoints and medias used with the suppliers.
- Present it to and discuss it with your neighbour!
- Are there differences between your processes?

Good to know

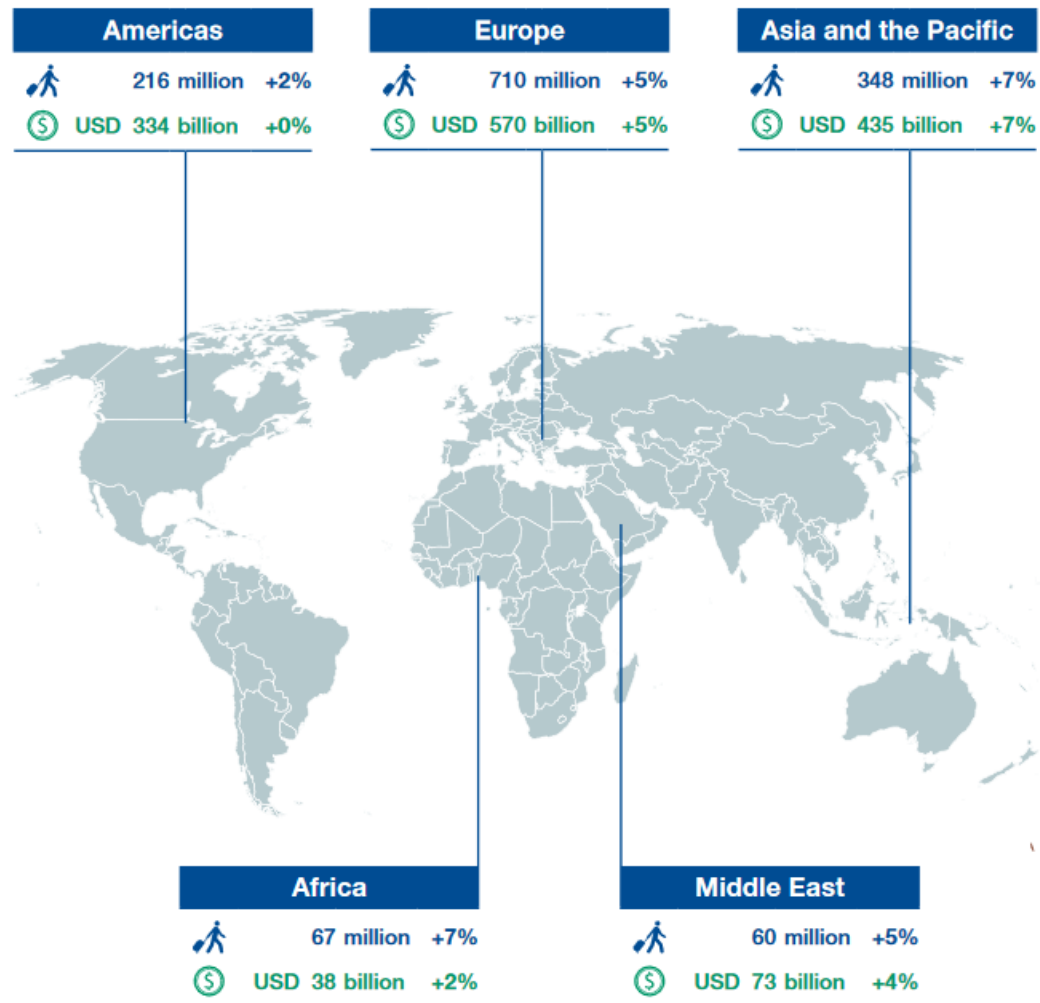


https://en.wikipedia.org/wiki/List_of_minimum_annual_leave_by_country

Mesures of Tourism Demand

- Tourist arrivals (TA)
- Tourist expenditure (TE)

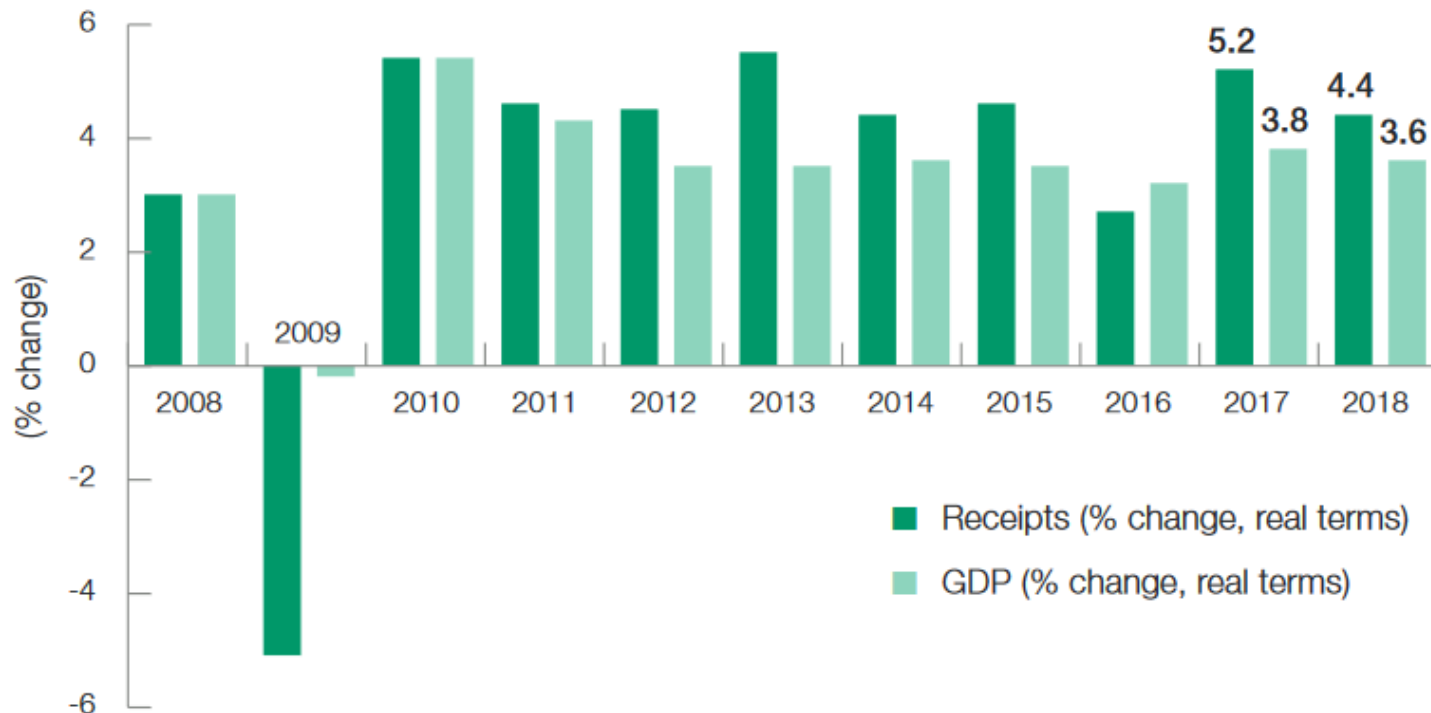




Map of international tourist arrivals (million) and tourism receipts (USD billion)

Source: World Tourism Organization (UNWTO), July 2019.

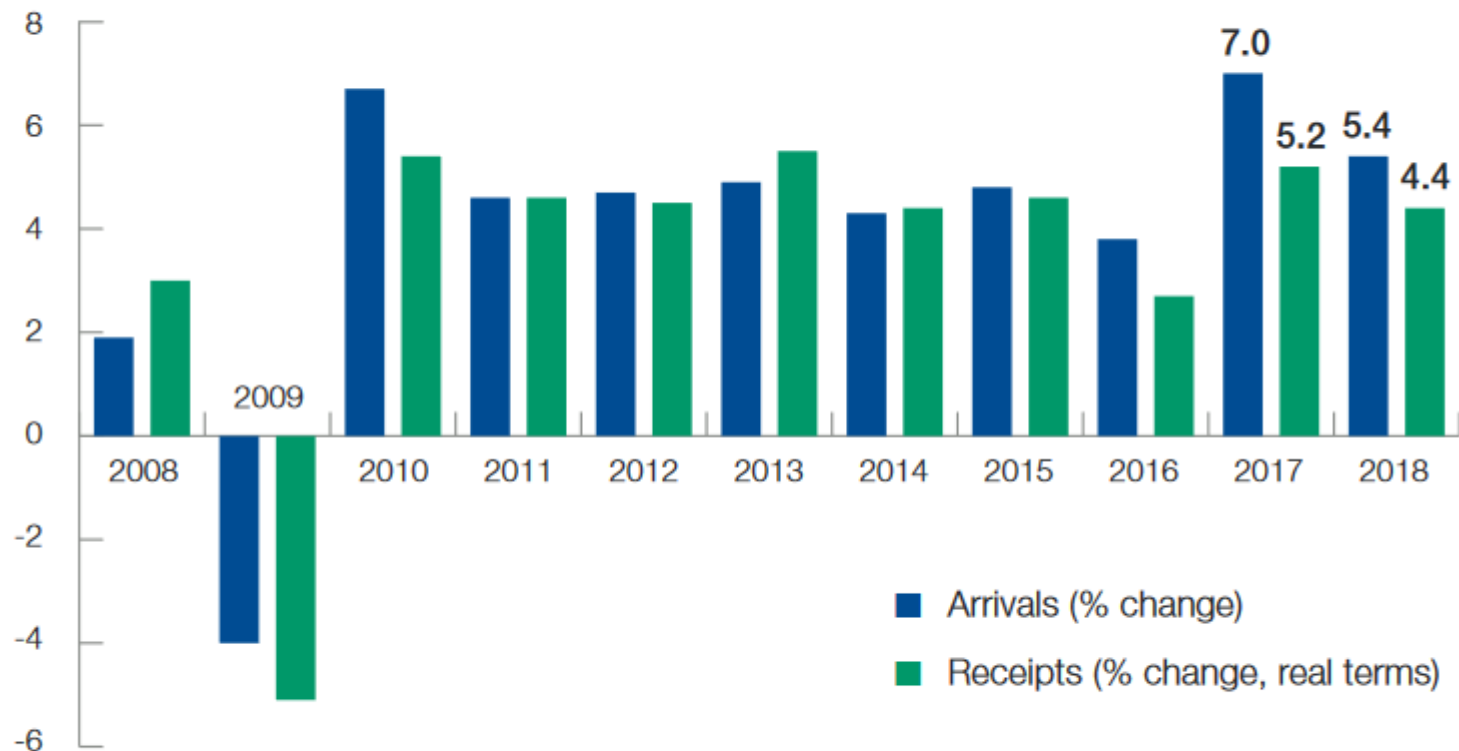
Revenues from visitor spending have grown faster than the world economy



International tourism receipts and world GDP (% change)

Source: World Tourism Organization (UNWTO) and International Monetary Fund (IMF), July 2019.

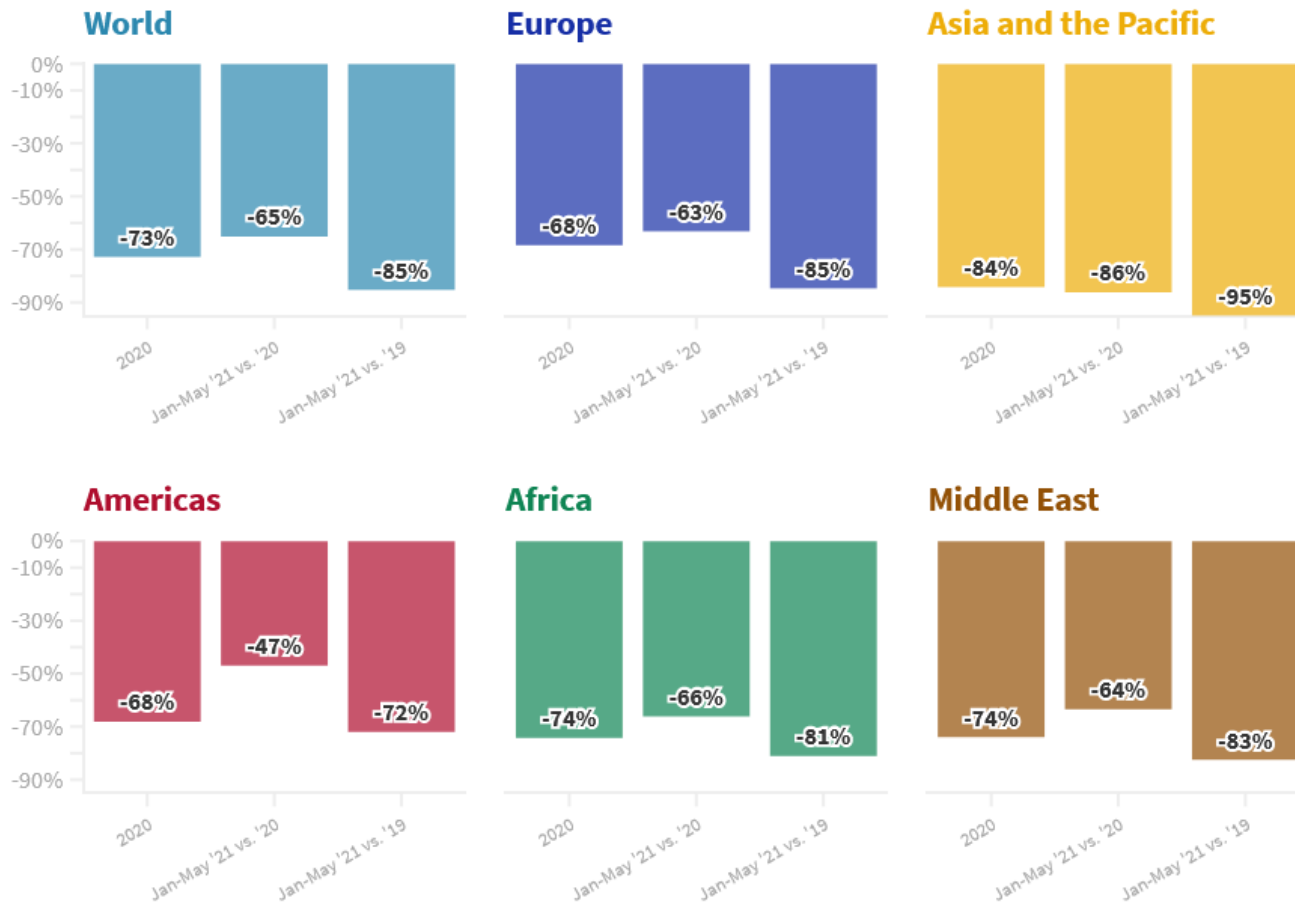
Tourism has seen continued expansion over time, despite occasional shocks, demonstrating the sector's strength and resilience



International tourist arrivals and tourism receipts (% change)

Source: World Tourism Organization (UNWTO), July 2019.

International Tourist Arrivals, % change



Source: [Source: World Tourism Organization \(UNWTO\)](#) ©
Data as collected by UNWTO, July 2021. Published: 21/07/2021

Consumer travel trends

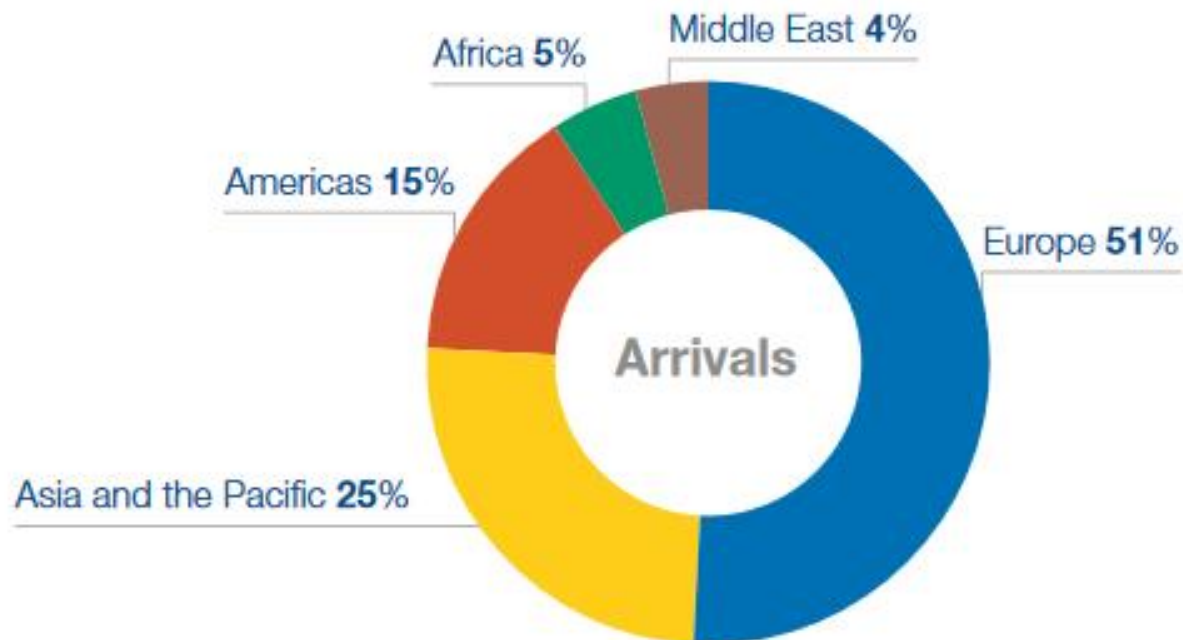
- **Travel ‘to change’**
Live like a local, quest for authenticity and transformation.
- **Travel ‘to show’**
‘Instagramable’ moments, experiences and destinations.
- **Pursuit of a healthy life**
Walking, wellness and sports tourism.
- **Rise of the ‘access’ economy.**
- **Solo travel & multigenerational travel**
as a result of aging population and single households.
- **Rising awareness on sustainability**
zero plastic and climate change.

Source: World Tourism Organization (UNWTO)

International Tourist Arrivals

Go to www.menti.com and use the code

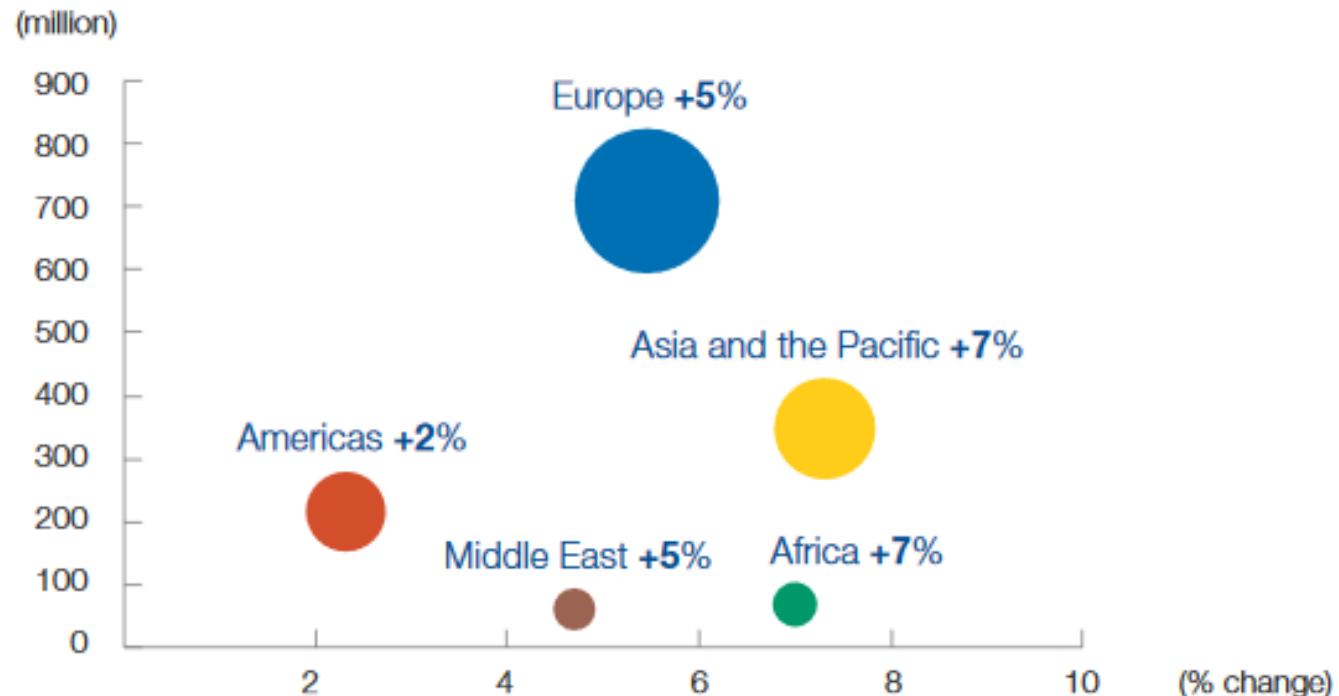
Europe accounts for half of the world's international arrivals, followed by Asia and the Pacific with 1 in 4 arrivals



International tourist arrivals, 2018 (% share)

Source: World Tourism Organization (UNWTO)

Asia and the Pacific, recorded the highest growth in arrivals, closely followed by Africa

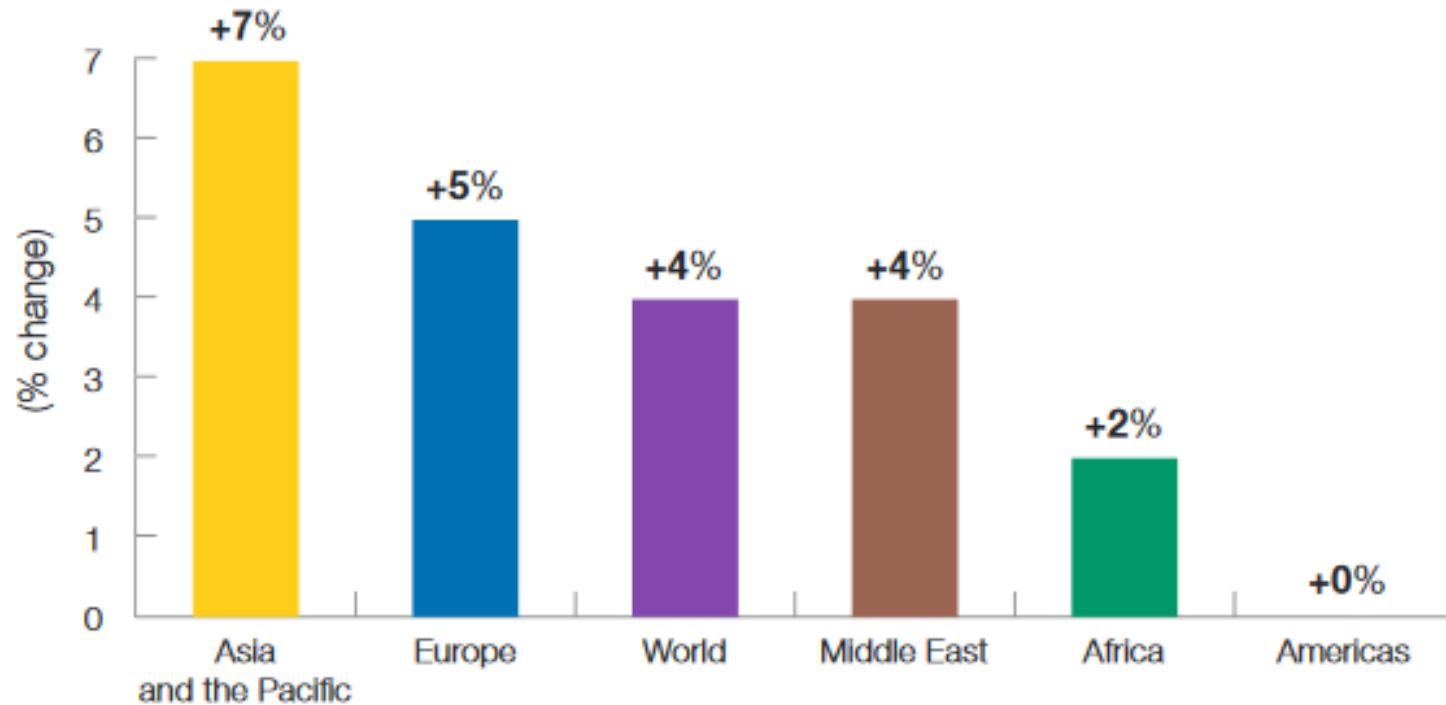


International tourist arrivals by regions, 2018

Source: World Tourism Organization (UNWTO).

Bubble size equivalent to number of international tourist arrivals.

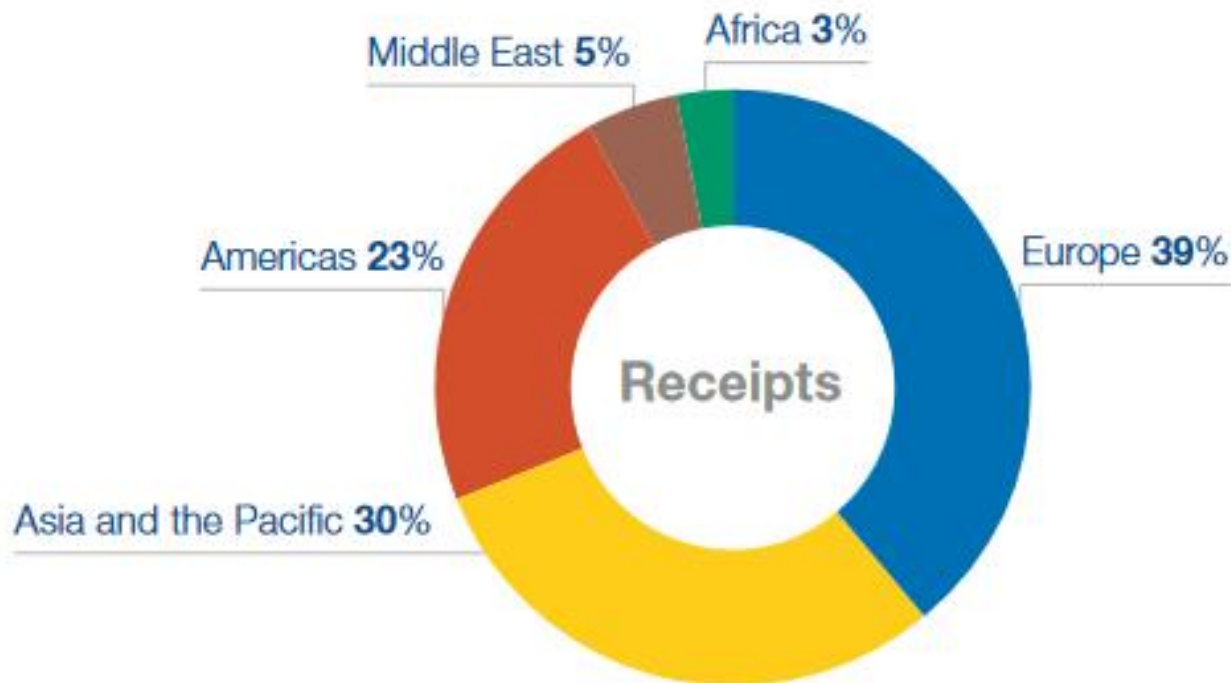
Asia and the Pacific and Europe enjoyed above-average growth in tourism earnings



International tourism receipts by regions, 2018 (% change)

Source: World Tourism Organization (UNWTO).

Europe represents almost 40% of international tourism receipts, followed by Asia and the Pacific with almost one third



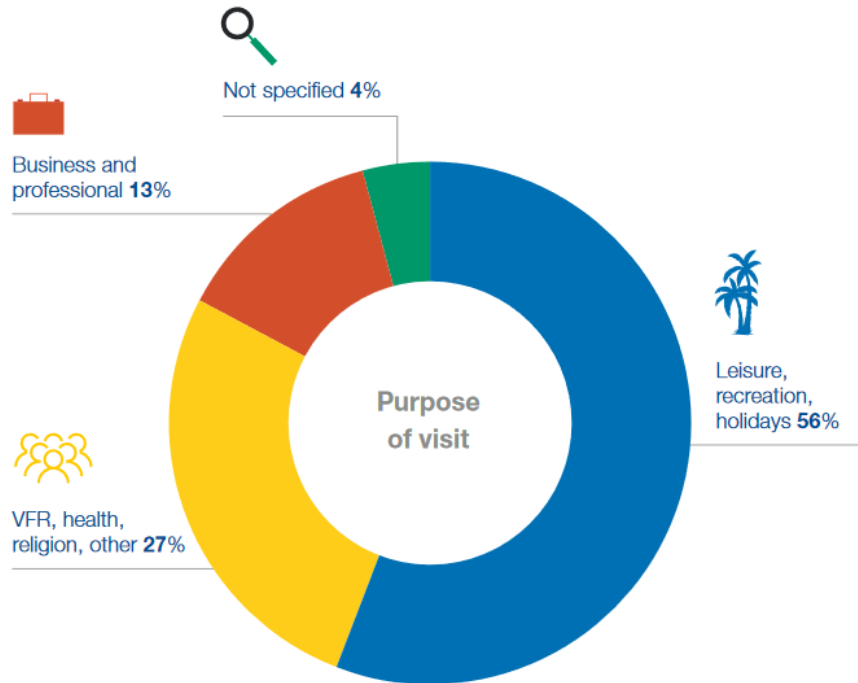
International tourism receipts, 2018 (% share)

Source: World Tourism Organization (UNWTO).

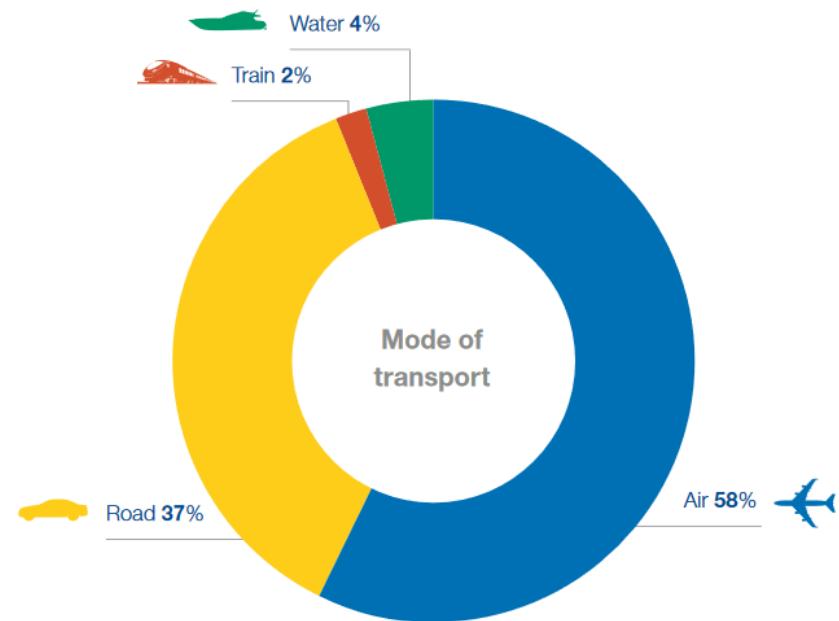
Travelling for leisure and by air dominates international tourism:

- Leisure travel is the main purpose of visit in all world regions except the Middle East, where visiting friends and relatives (VFR), or for health or religious purposes predominates
- The share of leisure travel has grown from 50% in 2000 to 56% in 2018.
- The share of air travel has increased from 46% in 2000 to 58% in 2018, while land transport has decreased from 49% to 39% in the same period.

Source: World Tourism Organization (UNWTO)



Purpose of visit, 2018 (% share)
Source: World Tourism Organization (UNWTO).



Mode of transport, 2018 (% share)
Source: World Tourism Organization (UNWTO).

Source: World Tourism Organization (UNWTO)

- Tourism **grew faster** than merchandise trade
- Export earnings from international tourism were an **important source of foreign revenues** for many destinations in the world
- Tourism is an important component of **export diversification** both for emerging and advanced economies, with a strong capacity to **reduce trade deficits** and to compensate for weaker export revenues from other goods and services.

Source: World Tourism Organization (UNWTO)

Tourism is the world's third largest export category after chemicals and fuels, and ahead of automotive products and food (2017)



Export earnings by product category, 2017 (USD billion)

Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).

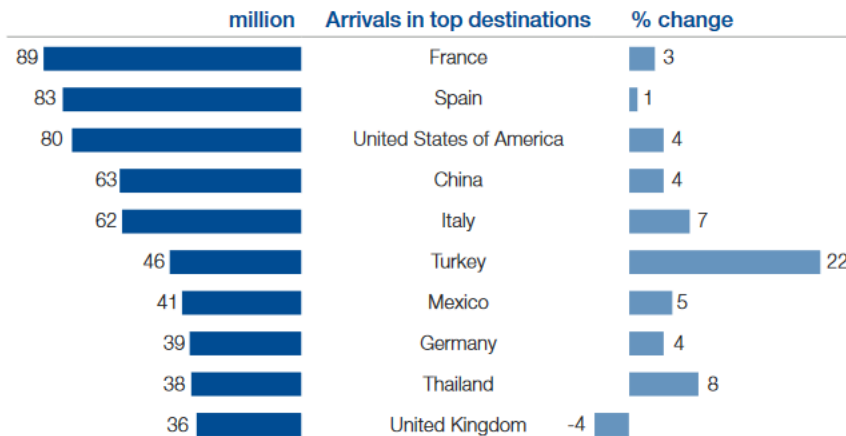
Note: Ranking of export categories for 2018 will be available in late 2019.

Top Destinations tourist arrivals and earnings before Covid-19

Go to www.menti.com and use the code

8 out of the 10 top destinations are featured in both rankings

The top 10 destinations receive **40%** of worldwide arrivals



Top ten destinations by international tourist arrivals, 2018

Source: World Tourism Organization (UNWTO).

The top 10 tourism earners account for almost **50%** of total tourism receipts

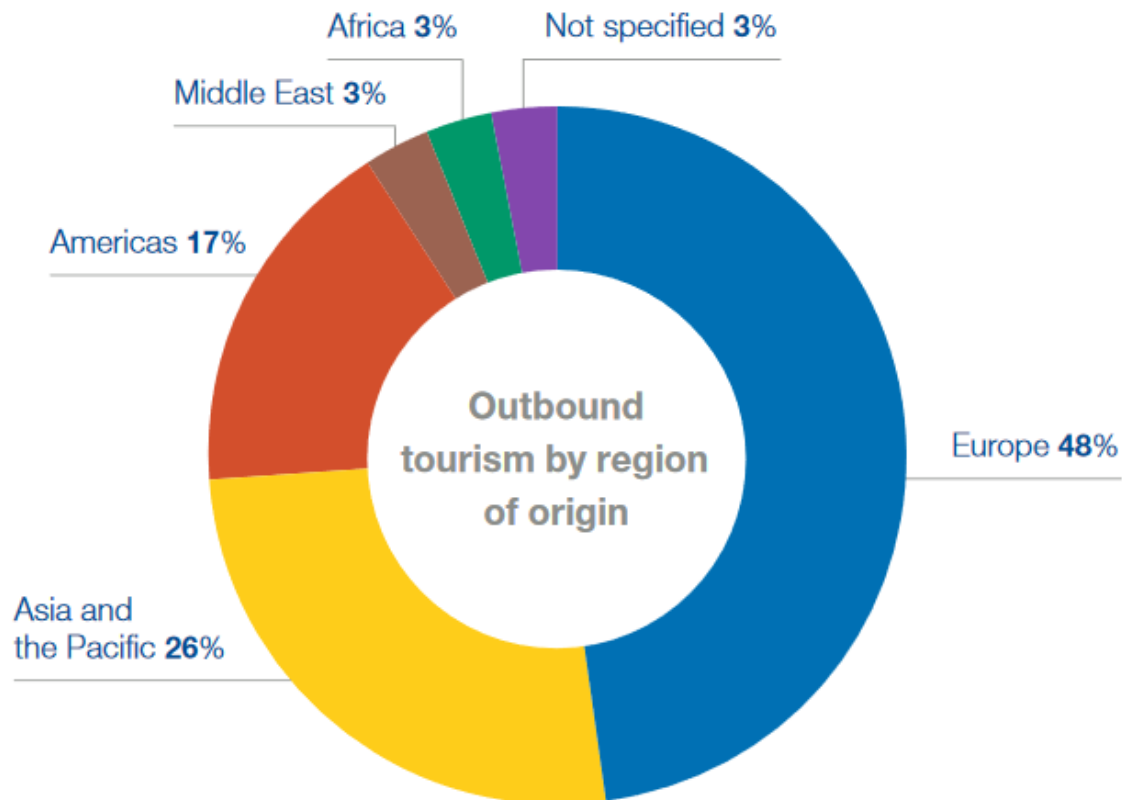


Top 10 destinations by international tourism receipts, 2018

Source: World Tourism Organization (UNWTO).

Source: World Tourism Organization (UNWTO)

Europe accounts for almost 1 in 2 trips in the world

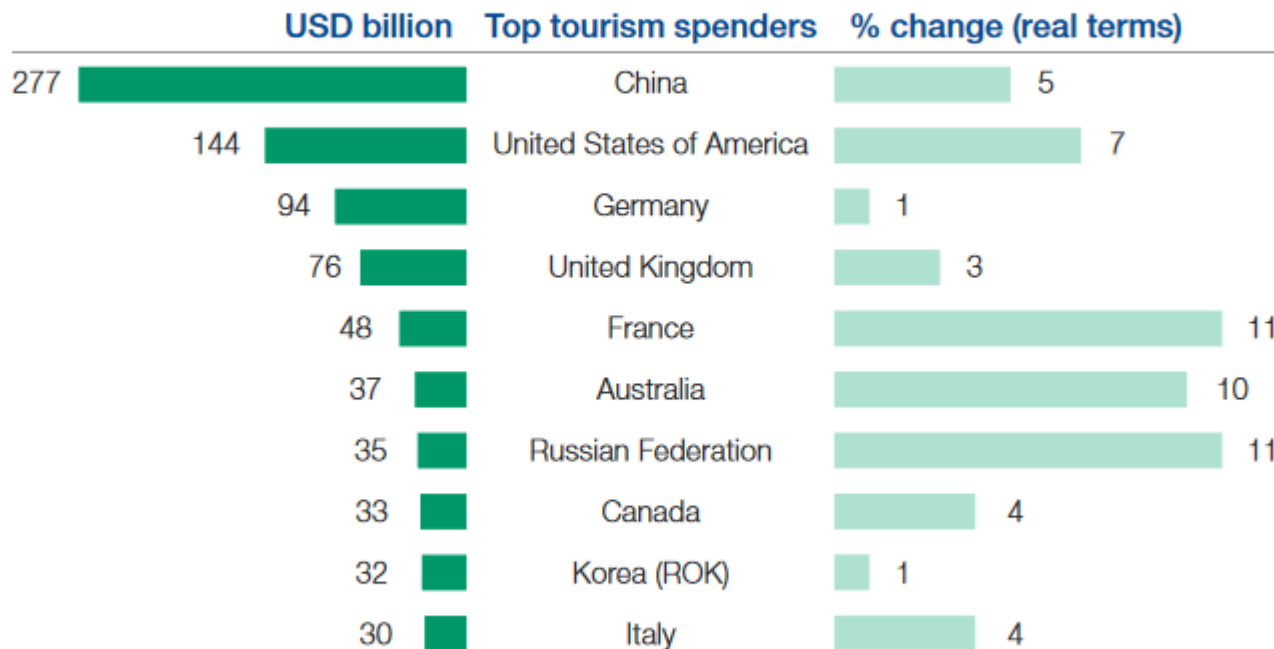


Outbound tourism by region of origin, 2018 (% share)

Source: World Tourism Organization (UNWTO).

Note: Calculated based on international arrivals generated.

China remains the world's largest spender, with one fifth of international tourism spending, followed by the United States



Top 10 countries by international tourism spending, 2018

Source: World Tourism Organization (UNWTO).

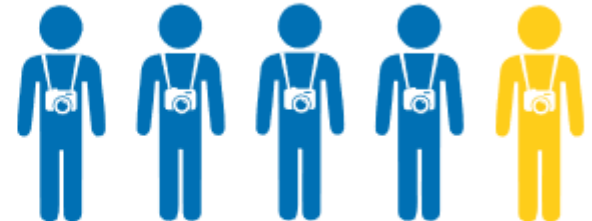
DID YOU
KNOW 

Around **10% of China's 1.4 billion inhabitants travel internationally.**

By 2027, the number of passport holders is expected to reach 300 million or 20% of the Chinese population.

Source: UNWTO/GTERC Asia Tourism Trends, 2018 Edition; China Outbound Tourism Research Institute, 2018.
World Tourism Organization (UNWTO).

4 of 5 tourists travel
within their own region



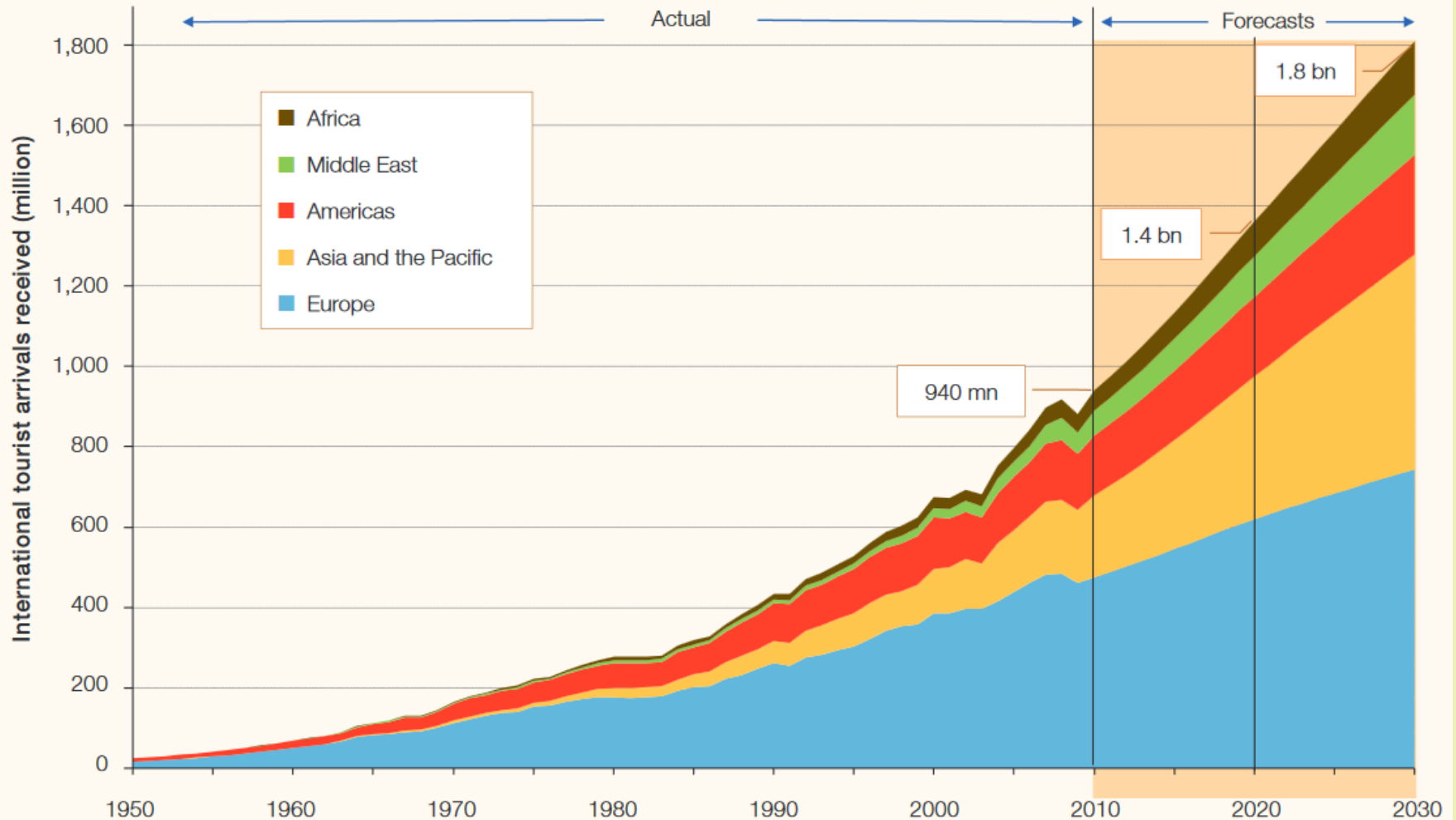
Outbound tourism

- Most tourists visit destinations **within their own region**.
- About **four out of five arrivals** worldwide are originating **in the same region**
- **Source markets** for international tourism have **traditionally** been the **advanced economies** of Europe, the Americas and Asia and the Pacific.
- Rising levels of **disposable income**: many **emerging economies** have also shown **fast growth** over recent years, especially in the markets of Asia, Central and Eastern Europe, the Middle East, Africa and Latin America.
- **Europe** is currently still the **world's largest source region**, generating **half of the world's international arrivals**, followed by Asia and the Pacific, the Americas, the Middle East and Africa.

Source: World Tourism Organization (UNWTO)



UNWTO Tourism Towards 2030: Actual trend and forecast 1950-2030



Source: World Tourism Organization (UNWTO) ©

Some consumer trends in the post modern society

- **Growth** (domestic and international) depends on **different factors**
- Consumers have high expectations of **quality**
- Consumers are **more e-savy, e-mobile** and able to use **technology** to establish the range and extent of travel and holiday options
- Greater **demand for value-adding** in the **purchase** and **consumption** process
- More experienced travellers are seeking more **innovative, unusual** and **targeted products** which fit their lifestyles, perception of their lifecycle and needs
- **Ease of consumption** – the holiday or trip will be an opportunity to **de-stress**, it will not commence with stress, disorganizations and lack of attention to details

Some consumer trends in the post modern society

- Marketing techniques will allow **targeting, segmentation** and **client identification** to capture the individual needs of the traveller
- **Low-cost, high-volume mass products** (e.g. low-cost airline travel) will continue to fill a niche for independent **price-sensitive travelers**
- Influence to the customer by **branding, brands and advertising** tourism products. **Destinations** and **operators** use the **brand image** too to create a unique appeal to certain markets and groups.
- New product development to appeal to **individualized aspects of demand** (e.g. wellness / music), **niche products** aimed at specific groups with these interests are developed (e.g. travel for people who suffer from cancer / heavy metal cruises)

Key Management functions related to tourism

- Tourism: widely attributed as a **service sector activity** with **high level of customer contact**
- Three principal management functions in particular related to tourism:
 - **Marketing**
 - **Operational issues**
 - **Human resource management**
- Key problems:
 - The **customer** must **travel to** the **product/resource** base **to consume** it
 - The tourism supplier has little influence over the tourism activity (holiday) and the whole customer journey - **Customer centricity as a great challenge**
 - The tourist consumes a **bundle of complementary services**

(source Page, Stephen (2015): 310)

Exercise (20 minutes)

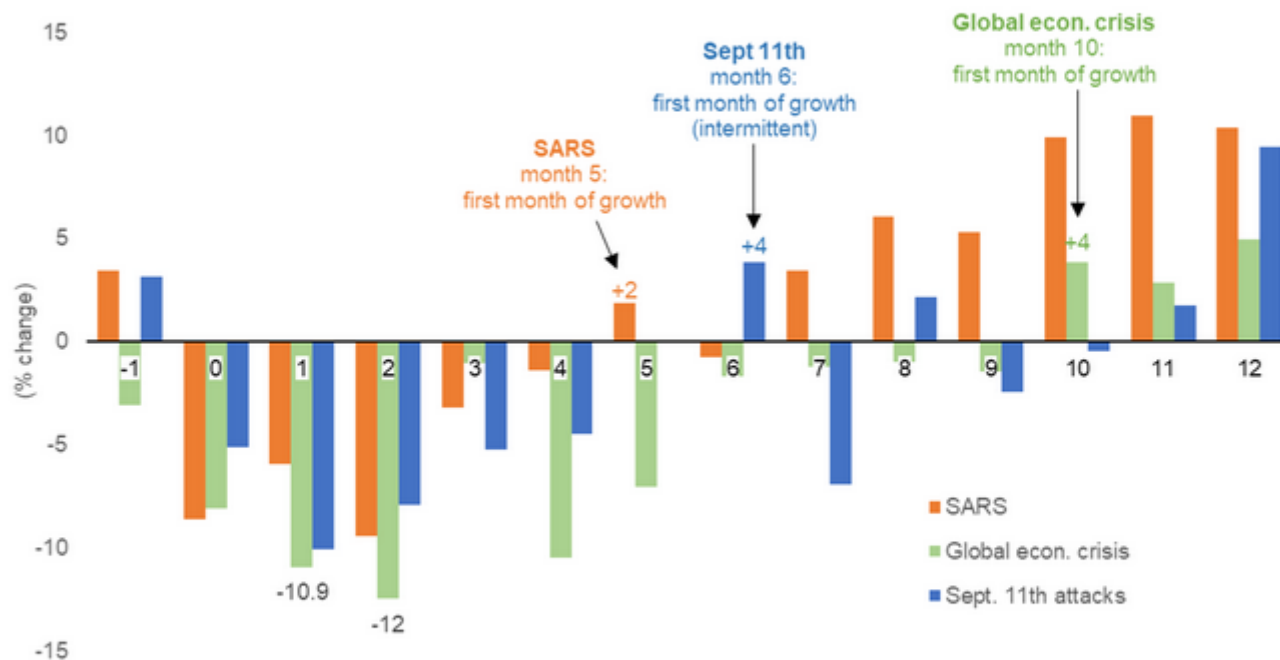
- Why is Marketing a principal management function in tourism?
Groupe 1: read the chapter: “Marketing tourism as a management function”, discuss and give a short presentation of the conclusions
- Why are operational issues a principal management function in tourism?
Groupe 2: read the chapter: “Managing operational issues in tourism business”, discuss and give a short presentation of the conclusions
- Why is Human resource management a principal management function in tourism?
Groupe 3: read the chapter: “Managing service provision: Human resource issues and service delivery”, discuss and give a short presentation of the conclusions

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1. Fundamentals and Definitions
2. Tourism Supply and Tourism Supply Chain
3. Tourism Demand and Tourism Customer Journey
4. **Specific issues (to choose)**
 1. COVID-19
 2. Tourism and Development in the developing world
 3. Sustainable Tourism
 4. Customer air travel journey – requirements of tourism customers
 5. Airport Requirements of tourism customers

Impact of three previous crises on **world** arrivals

Of all crises, global arrivals returned to growth the fastest after SARS (5 months)



Note: Month 0 for Sept 11th crisis = Sept. 2001; for SARS = March 2003; for Global economic crisis = Jan 2009. Source: UNWTO

How will tourism change because of SARS-CoV-2 in the future? Note your findings/ideas.

Near future (2020, 2021)

- -
- -
- ...

5+years

- -
- -
- ...

Source UNWTO, 2015

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 - 2. Sustainable Tourism**
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Sustainability and tourism

- Sustainability is one of the most important issues currently facing tourism
- Businesses, governments, NGOs, destinations and also tourists are looking forward to **reduce environmental** and **social impacts** as well as **stimulate** the **economic** and **experiential benefits** of tourism
- the environmental effects, e.g. climate change, transfer to a low carbon economy, biodiversity loss, but also the growth of tourism itself are actually discussed a lot

Hall et al (2015)

Sustainability and tourism

- Brundtland **definition** of sustainability: “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development (WCED) 1987: 49)
- Social, environmental and economic dimension in balance – sustainability

Sustainability

- **Economic sustainability:** longer-term prosperity as a foundation for continuing development
- **Environmental sustainability:** the conservation and effective management of resources
- **Social sustainability:** with focus on alleviating poverty, the promotion of human rights, equal opportunity, political freedom and self-determination

Telfer and Sharpley (2016), p. 49

Sustainability and tourism

- **Growing** significance of **sustainable tourism** and **sustainable development** in tourism is an **area of academic research**,
- the term is also used increasingly related to **tourism policy** (**global** level e.g. United Nations Environment Program UNEP, United Nations World Tourism Organization UNWTO, International Federation of Tour Operators, **national** or **regional level** etc.)
- But: despite the efforts and achievements that are already reached - the **growth of tourism itself causes huge problems** (e.g. Barcelona or Venice)

Hall et al (2015)

Sustainable development – the 2015 UN Millennium Development Goals

- 154 Heads of State and Government at the **UN Sustainable Development Summit** in New York formally adopt the 2030 Agenda for Sustainable Development
- **17** Sustainable Development Goals (**SDGs**)
- a universal plan of action for the planet and all people that calls on all stakeholders to act in collaborative partnerships
- tourism is featured a target in Goals 8, Goal 12 and 14

cf UNWTO (2016 a)

The Sustainable Development Goals



Source UNWTO (2016 a)

Tourism and the Sustainable Development Goals

Goal 8

is for the promotion of “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. Tourism’s contribution to job creation is recognized in Target 8.9 that states, “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”.

Source UNWTO (2016 a)

Tourism and the Sustainable Development Goals

Goal 12

`which aims to “ensure sustainable consumption and production patterns”, includes as Target 12.b to “Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products” `

Source UNWTO (2016 a)

Tourism and the Sustainable Development Goals

Goal 14

`which mandates to “Conserve and sustainably use the oceans, seas and marine resources for sustainable development”, states as target 14.7, “By 2030, increase the economic benefits of SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism”

Source UNWTO (2016 a)

Sustainable Tourism

UNWTO declared

International Year of Sustainable Tourism 2017



Tourist climate footprint – discussion in groups



for a living planet®

The Tourist Climate Footprint

WWF Report on environmental impacts
of holiday trips

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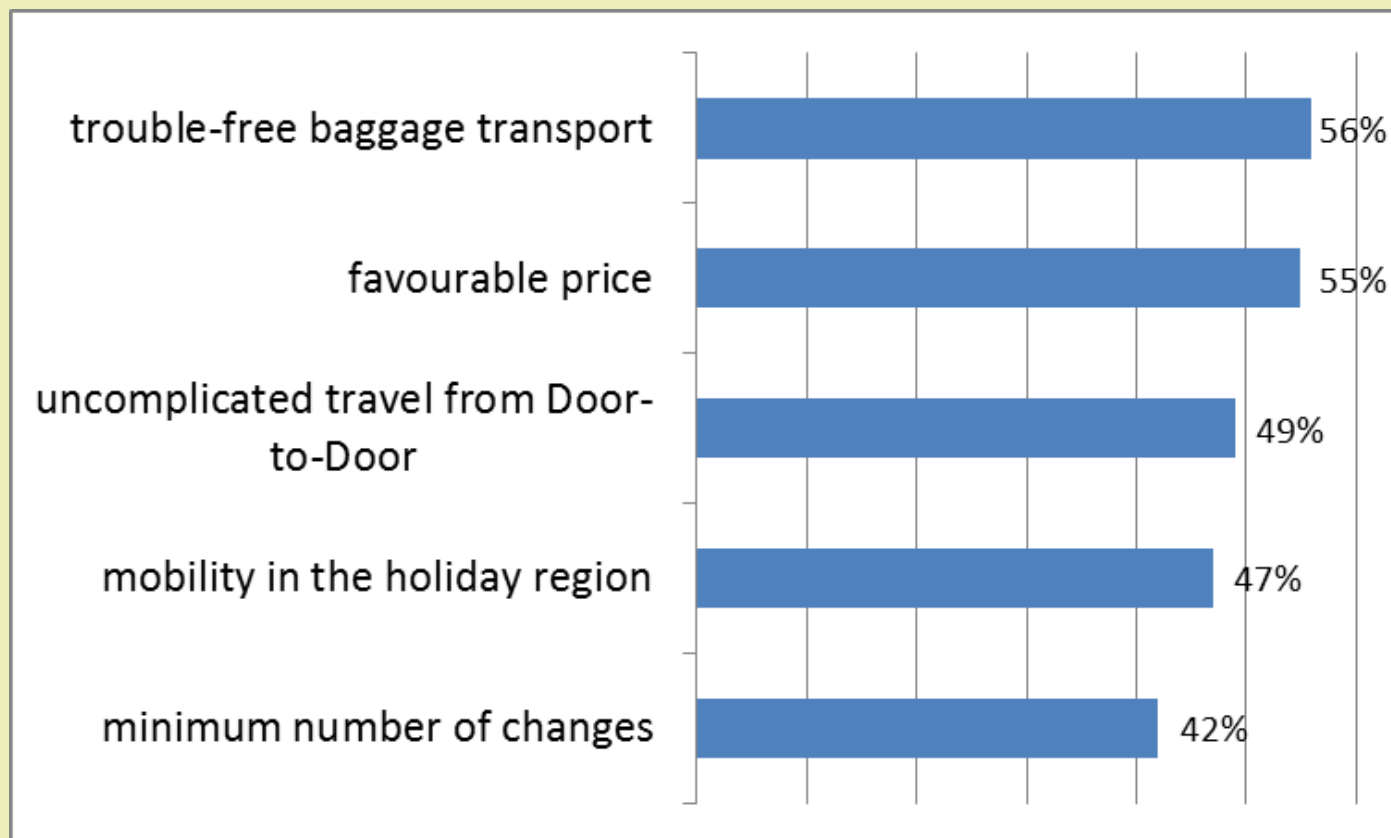
Transport Industry

- Fundamental **component** of **tourism supply**
- Provides **link** between the tourist **generating areas** and **destinations**
- Essential for the development of tourist destinations (**accessibility**)
- Receives benefits and **additional demand** from tourism

cf. Graham/Papatheodorou/Forsyth (2010), p. 1



Criteria for the selection of holiday trips used main transport mode of Germans



cf. fvw international 14/2015, p.18 / FUR

Airline Requirements for tourist customers

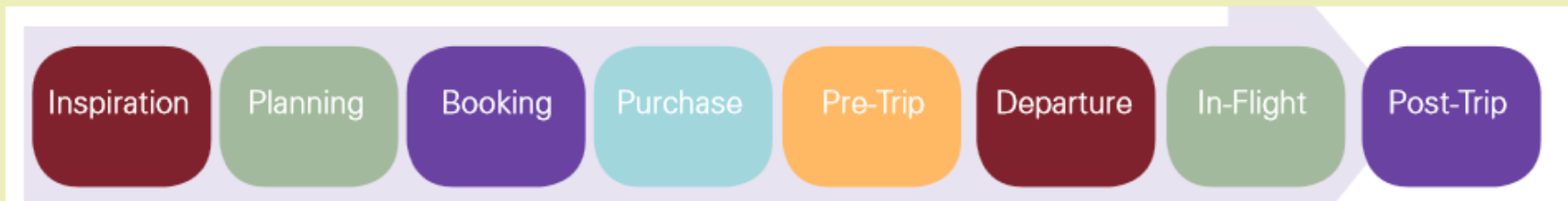
- High importance to respond to the needs of customers in tourism
- Consequences of a bad customer flight experience:
 - it takes 12 positive experiences to make up for one negative one
 - 91 % of unhappy customers will not return to the airline after a bad experience
- Focus on the main groups of customers, e.g.:
 - Business travelers
 - Family travelers
 - Leisure Travelers
 - Special needs Travelers
- The share of air transport is gradually increasing.

Unhappy with airline
experience = unhappy tourist ?

Unhappy with the whole travel
experience / holiday trip ?

Cf. Dent, Julia

Customer travel journey (with an airline)



- ✓ **steps** that make up a customer's **end-to-end** air travel journey
- ✓ identifying the **customer touch points**



Exercise (10 minutes)

Discuss the customer travel journey in 2 groups.

Target groups:

- Business traveller
- Leisure traveller

Identify the touch points for an airline company

Customer journey mapping

- Each airline has to know the **needs of their customers**
- one method: **Customer journey mapping**
 - ✓ enables an airline to **identify the touchpoints** for which individual **customers want and expect airline interaction**
 - ✓ helps airlines **verify what is working well, what isn't** and where they need to invest
 - ✓ process of **tracking** and **describing** all the **experiences customers** have as they encounter a service or set of services, taking into account not only what happens to them, but also their responses to these experiences.

Cf. Dent, Julia

Customer journey mapping

- Advantage using the Customer journey mapping
 - ✓ It is about knowing what happens to customers when they do business with an airline, **how they react**, and **how it makes them feel** — **every step of the way**
 - ✓ can be used to identify data hand-off points to better understand the role that each department plays in the overall customer focused strategy.
 - ✓ the airline Management has to focus on customer centricity to attain customer satisfaction

Cf. Dent, Julia



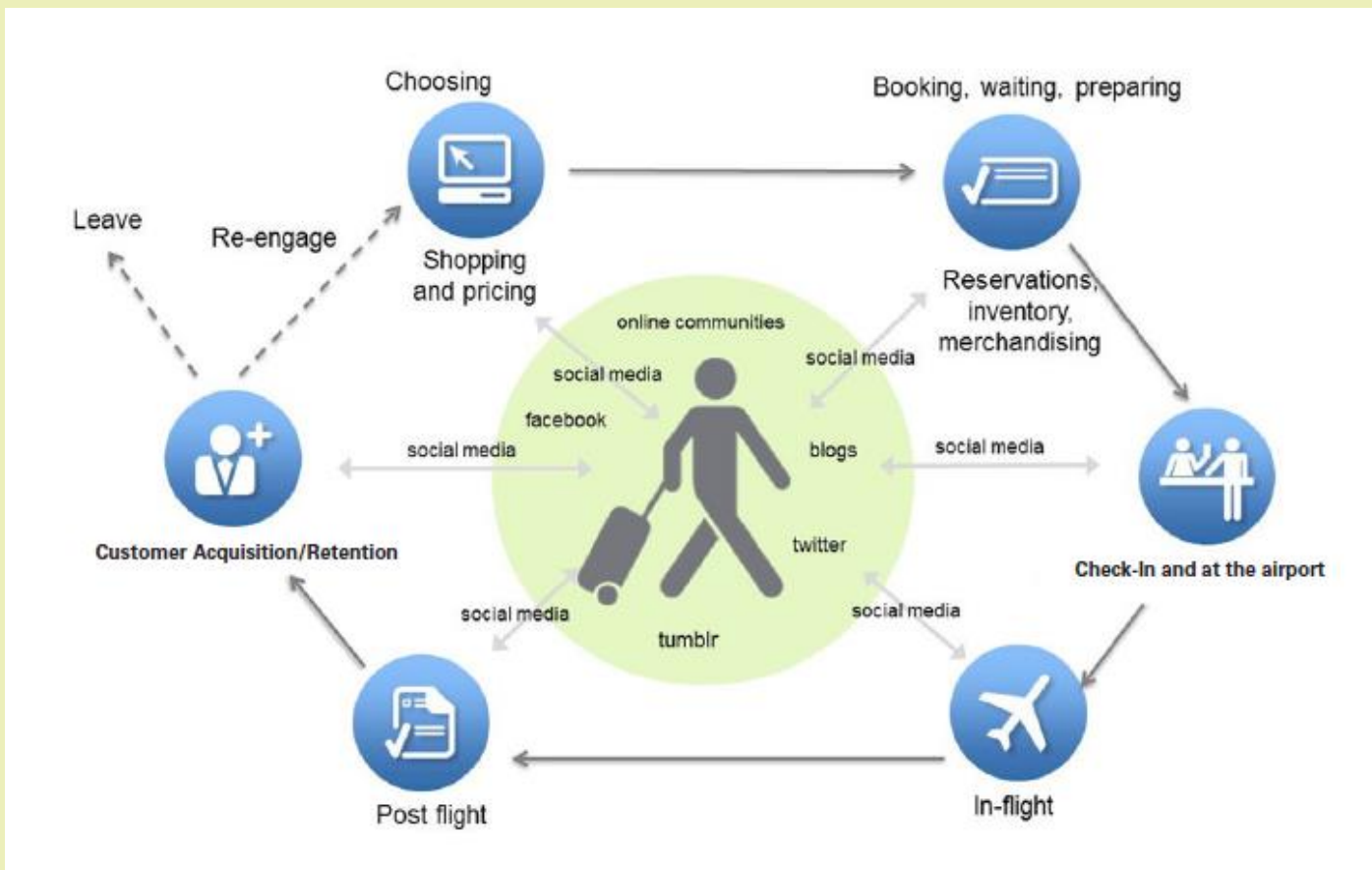
Customer journey mapping

Use of customer personas

1. Identify various types of customers (an airline should create between four and seven different persona)
2. Identify value of the personas they bring to the airline company
3. Identify the steps in the journey, the touchpoints of interest to each persona in each step of the journey
4. Identify the relative importance of each step to each persona
5. Identify the overall importance of each step weighted by importance of each persona

Cf. Dent, Julia

Customer air travel journey and mapping



Cf. Dent, Julia

Group Work – 20 minutes

1. Which personas can be found for a scheduled airline company? Which ones can have a touristic background?
2. Discuss the Customer air travel journey and try to find the touchpoints and the special needs in every element of the CATJ that have

Groupe 1: ...

Groupe 2: ...

Groupe 3: ...



Example Persona Business Traveler (Step 1)

Special Requirements

- ✓ has a company travel policy that dictates the airlines on which he can travel and the fares that he can book
- ✓ is more focused on ease of check-in, swift transfers when connecting, perks that are available to him
- ✓ desires access to additional options, such as in-flight Wi-Fi, so he can remain constantly connected



Cf. Dent, Julia

Example Persona

Couple's Adventure Holiday (Step 1)

Special Requirements

- ✓ These leisure travelers place more emphasis on the planning phase, taking time to shop online or through a travel agent
- ✓ typically seek advice from people with similar likes and dislikes that they may discover on travel advisory websites

Cf. Dent, Julia



Example Persona two Adults two Children (Step 1)

Special Requirements

- ✓ Families traveling with children have similar needs to the leisure couple
- ✓ have more expectations of the in-flight experience
- ✓ seek a stress-free check-in process



Cf. Dent, Julia

Example Persona Special Needs (Step 1)

Special Requirements

- ✓ Special needs customers, such as someone traveling with a wheelchair
- ✓ concerned with connections and the physical movement through the process of checking in and getting through security
- ✓ expect crew awareness of their special needs in flight

Cf. Dent, Julia



Customer centricity

- Shifting the entire airline to become more customer focused
- employees have to become active supporters of customer experience



Cf. Dent, Julia

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Role of airports

An airport can be seen

- ✓ as an intermodal transfer structure, where modal transfer from air-mode to land-mode takes place (Ashford et al. 2006)
- ✓ a complex industrial enterprise because of the large variety of services it provides (Doganis 1992)
- ✓ a platform for commercial activities and partner for economic development (York Aviation 2004)

Cf. Brilha (2010]

Airports key function

Provision of infrastructure needed to

- ✓ allow airlines to safely take off and land
- ✓ facilitate passenger and freight transfer from surface to air-mode

Airports bring together **a wide range of aeronautical and non-aeronautical facilities and services**, as

- ✓ Air traffic control, security, fire and rescue, handling
- ✓ Diversity of commercial facilities (shops, restaurants, hotels, conference-services)

Airports additional function

Strategic importance of airports to the regions they serve due to

- ✓ their interaction with the overall transport system (rail and road networks)
facilitate passenger and freight transfer from surface to air-mode
- ✓ Employment opportunities and economic development, which they encourage

For **tourism** they have the function of outbound and inbound access points for business and leisure travelers



Cf. Brilha (2010]

Airports customers

Customers: Passengers	Customers: Trade	Other customers
Scheduled – traditional and low-cost	Airlines	Tenants and concessionaires
Charter	Tour Operators	Visitors
Business	Travel Agents	Employees
Leisure	Freight Forwarders	Local Residents
Transfer	General Aviation	Local Businesses

Cf. Brilha (2010]

Factors influencing airport choice for different airport customers

Airlines	Business Passengers	Leisure Passengers
Market potential – volume and mix of passengers	Network-destinations, frequencies, day return flights	Destination attractiveness
Availability of slots	Quality of facilities and services offered	Leisure package components
Availability of facilities – air bridges, lounges	Speed of process – fast track	Package price
Total visiting costs – landing charges, handling, refuelling	Access – road access and parking facilities	Price of facilities and services at the airport
Reliability and quality of service – quick turn-around, baggage handling		

Cf. Brilha (2010]

Exercise – 5 minutes

1. Group 1: Which needs and characteristics do **business travelers** have regarding the access to and the terminal of an airport, the airport has to correspond to ?
2. Group 2: Which needs and characteristics do **leisure travelers** have regarding the access to and the terminal of an airport, the airport has to correspond to ?



Needs and characteristics of passengers at airports

	Business	Leisure
Access	Close access to business centres	Bus parking – pickup and delivery
	Easy parking and access to terminal - time	Easy access to terminal – heavy luggage
	Short-term car parking	Long-term car parking
Terminal	Passenger services – baggage services, executive lounges, transport to aircraft	Welcome desks for tour operators or travel agents
	Specialised shops and facilities – gourmet catering, high end brands, executive lounges	Longer dwell time – shopping, catering and entertainment
	Working areas – comfort, connectivity and conferencing	Families with children – entertainment areas, food halls

Cf. Brilha (2010]

Peaks and throats of Leisure travel demand

- ✓ Airports experience – like within the rest of the tourism industry – **major demand variations**
- ✓ Airport infrastructures need to **handle peak flows**
- ✓ **Off-peak periods** mean infrastructure under-utilisation (**inefficient** operational cost structure)
- ✓ **Direct impact of tourists and airlines on airport operations**
- ✓ Mix of airline and passenger profiles directly influences peaking
- ✓ Often there is **more unused capacity at airports with a stronger leisure passenger share** than a mixed one

Cf. Brilha (2010]

Peaks and throats of Leisure travel demand

Airports may try to **cope with fluctuating demand** by

- Co-operating **with regional tourism organizations**
 - ✓ Effective promotion
 - ✓ Data sharing
 - ✓ Trade partnerships
 - ✓ Development of off-season events
- peak pricing airport services to encourage airlines to shift to more off-peak periods (**Yield Management**)
- **More short trips** and **more frequent travels** by tourists – attraction of low-cost carriers (LCC) – aggressive pricing of LCC stimulates travel, generates new passengers and higher frequencies

Cf. Brilha (2010]

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