

Tourism destination development

[Sport & Tourism](#)



Executive Summary

The subject of this report is the application of Butler's Tourism Area Life Cycle for Scotland and also a critique of VisitScotland's tourism destination development. The first section of the report presents the aim and objectives and the utilised methods of research. In the second chapter called "Tourism destination or destination tourism" are presented some preliminary theories regarding tourism destination as a market place. The third section presents the evolution of travel and tourism, international tourism, and also tourism destinations.

The fourth chapter consists of three subsections. The first one presents the theoretical background behind the main destination development models and their partial applications to Scotland. The second subsection presents the unique early stages of the Scottish tourism through Butler's TALC model. The last subsection of the chapter objectively illustrates Scotland's present and recent past development through the cycle and its potential entries to the new and final stage. The fifth and final chapter is focused on Scotland's international market.

The first subchapter demonstrates the rich Scottish heritage in North America. In the second subsection the US society and its generations are analysed to select the best US market for Scotland. The third subsection presents VisitScotland's campaign for the American visitors called Homecoming Scotland, the results of the 2009 campaign and expectations from the 2014 one.

The 'age' when destinations could simply make known their attractions by sitting back and await the arrival of visitors is far behind. Tourism plays an essential role for many people's high-quality lifestyle. Today's tourists have to be enticed by marketing destination's place products effectively. "Communities are the recipient of tourists" (Heath and Wall 1992, p. 6), which is why most of the impacts of tourism occur on the community level. Yet, many communities, especially those whose economies are dominated by tourism, don't have reliable tourism and marketing plans, or even any of these two components in their general plan.

Places are 'sold' in a wide variety of consumer markets by private and public sector organisations which is why tourism destinations can be treated as products. There are, however, some differences between a place as a tourism destination and a marketable good or service purchased directly by customers of the tourism industry, such as the hire of hotel space or purchase of souvenirs. History of International travel and tourism: From ancient festivals to outer space Many people wonder how travel and tourism has evolved so rapidly only in the last 50 years.

There are many archaeological sites that reveal tourism destinations even from the 6th century A. D. in Babylon in what appeared to be the oldest history museum ever built which attracted people from all around the kingdom. Ancient Egypt also prided itself with its two majestic wonders: The Pyramids of Giza and The Lighthouse of Alexandria. The Nile River also represented an endless source of agricultural prosperity and boat festivals were organized as a sign of worship and gratitude for their wellbeing. A

similar example was Ancient Greece with their many temple sites, venerating various gods.

With the rise of the Roman Empire, tourism started to segment in different categories. Vacation tourism was practiced by the wealthier Romans who built residences outside the cities for seasonal use. Study tourism also became popular in the Upper Roman Class for children, but also parents who travelled to regions like Greece or Egypt to learn the local language and culture. It represents the beginning of what it is known today as “International tourism”. Romans also invented the first form of leisure tourism (balearic tourism) at different water spring sites all over the Empire.

The travel phenomenon however was mostly related to expeditions, commerce, migration or military expeditions and it remained this way until the beginning of the 21st century. As technology grew and faster ways of transport became available, travel and tourism finally got closely connected. In England, Queen Elisabeth The 1st had promoted study tourism through which English diplomats were educated in Universities such as Cambridge and Oxford. At the time the idea of travelling for the sake of curiosity was very popular among the upper-class, thus the introduction of passports to keep evidence and secure the multinational travelling.

The term Grand Tour was introduced by Richard Lassels in his 1670 book “Voyage to Italy”. Additional guidebooks, tour guides, and the tourist industry were developed and grew to meet the needs of the 20-something male and female travellers and their tutors across the European continent. The young tourists were wealthy and could afford the multiple years abroad. They carried letters of reference and introduction with them as they departed from

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southern England. The Grand Tourists were primarily interested in visiting those cities that were considered the major centres of culture at the time - Paris, Rome, and Venice were not to be missed.

Florence and Naples were also popular destinations. The Grand Tourist would travel from city to city and usually spend weeks in smaller cities and up to several months in the three key cities. After the industrial revolution that brought important economic and social changes, the middle class population had significantly increased. At the end of the 19th century, middle class workers started to benefit of annual paid holidays. As the ways of transport became faster, reliable and also accessible, the demand for tourism resorts has exploded.

As a result of the mass tourism phenomenon of the 1960s and post-World War flight technology and pilots, chartered seats on commercial airlines were introduced followed by long-haul packages that were very popular a decade later and encouraged international tourism also for the middle class. Today's tourism is dominated by niches. The most popular segments are: religious tourism, photographic tourism, cultural and heritage tourism, tradition and culture-based tourism, adventure tourism, wildlife and special interest tourism.

Space tourism represents the most recent niche and a number of companies have sprung up in recent years hoping to create a space tourism industry in near future. As an alternative to “tourism” some organisations use the term “personal spaceflight”. It has been practiced only by 7 people so far due to the high cost of such a trip (minimum 20 million dollars), but with today's acceleration in technology growth, no one can predict what and to whom this

niche has to offer in the future. The Tourism area life cycle (TALC): Theory and application for Scotland . TALC models and the concept of Tourist Area Cycle Evolution: Their application to Scotland Tourist areas are dynamic; they evolve and change over time. The idea of a consistent process through which tourist areas evolve has been described by authors such as Christaller, Stansfield, Noronha and Cohen. Noronha suggests that tourism develops in three stages: discovery, local response and initiative, and institutionalised institutionalisation. Christaller also makes clear the fact that types of tourists change with the tourist areas.

There is a lot of literature about characteristics of visitors, but the tourist's motivations and desires have been ignored. Cohen, for example, characterises tourists as 'institutionalised' or 'non-institutionalised or even ' drifters, ' explorers', ' individual mass tourists' and ' organised mass tourists'. Plog also said that " Destination areas carry with them the potential seeds of their own destruction, as they allow themselves to become more commercialised and lose their qualities which originally attracted tourists" (Cited in Butler 2006, p.). But while writers such as Cohen have warned against the problems of unilinear models of social change, there is a lot of evidence that the general pattern of tourist area evolution is consistent. Butler's Hypothetical Tourism Area Life Cycle Model is illustrated through a process of five stages: exploration, involvement, development, consolidation, stagnation, and rejuvenation or decline. Because most studies in which the model has been applied for can be characterised as mature destinations, Butler's model has attracted some criticism.

In 2000 Butler revisited his model and highlighted aspects about it that could explain its continued relevance since 1980. He argued that because of a focus on detail in many studies some key aspects and the overall validity of the model had sometimes been overlooked. In order to explain the growth, change, limits and intervention in a tourism area, the model is based in eight elements: dynamism, process, capacity or limits to growth, triggers, management, long term view point, spatial components, and universal applicability. Prideaux however, notices that the life-cycle may be at different stages for different markets, which is why he comes forward with a market perspective analysis. His model applies best for those destinations that have gradually developed from local to international markets, mainly applied for resorts. Scotland's early stages however don't seem to apply with the first two of Prideaux's model (from local to regional tourism). As for Miossec's evolutionary cycle of destination development model, success from development starts even from stage one and at the latest stage he emphasises on the social-cultural impact for the region.

The second stage represents a promotion through word-of-mouth which again didn't apply to the first 'courageous' who visited Scotland and especially the Highlands and described it with horror. Weaver proposed a different but complementary model to the life cycle paradigm. It captures the need to regulate the use of tourism resources, especially the environment in order to adjust the flow of tourists. In situations where a high degree of regulation occurs, Weaver proposed that a destination could adopt "deliberate alternative tourism (DAT)", related to two forms of mass tourism, and to the sustainability of the destination.

The first form he calls: unsustainable mass tourism (UMT) is the result of the continued development of the tourism that, in absence of restrictive regulation, exceeds the carrying capacity and the environmental and sociocultural limits of acceptable change in a destination; not Scotland's case as here mass tourism is rare due to lack of land access to Europe and other continents and the mass tourism 'trend' is far behind.

Traditionally, tourism sustainability is seen as a set of principles, political prescriptions and management methods that establish a path to develop tourism in conjunction with the protection of environmental, cultural and infrastructure resources of tourist destinations for the future (Lane, 1994). From this position, Hunter (1997) sees sustainable tourism as an adaptive paradigm depending on the circumstances of the environment in which it develops.

He proposes four alternatives of sustainable development through: "tourism imperative", "Product-Led tourism", "Environment-Led tourism", and "Neotenus tourism". Of these four alternatives, "Sustainable development through Product-Led Tourism" is the focus here. In order to surmount the prescriptive limitations of the life cycle model when establishing the objective of sustainable development in island destinations, the teleological model proposed here can be used in a complementary manner. Scotland's unique early cycle stages. Panoramic view of Culloden Viaduct. Panoramic view of Culloden Viaduct The exploration stage represents the beginning of the cycle and it is assumed that there would be no specific facilities provided for visitors. Contacts between visitors and local residents is very often, which

of course it might be beneficial if the locals are welcoming with strangers and also the visitors are keen to experience the local culture and traditions.

Because this stage is mostly present nowadays in those unexplored or feared corners of the Earth, roughly called by many “ Third World” countries, tourists take high risks when getting in contact with the residents as can never really anticipate the local’s behaviour and openness to tourists. Not all Scotland has lived this stage in the same time. The tourist industry of the north and west of Scotland, which is today a major economic and social force in the area, can be traced back more than 2 centuries to the intrepid travellers such as Penant (1772) and Johnson (1876).

The economic base and infrastructure did not become established until approximately a century later. Youngson (cited in Butler 1973, p. 373) notes that “ In the first half of the century [eighteenth] nobody visited the Highlands for pleasure or out of a sense of scientific curiosity” and visitors “ tended to speak of the country almost with horror, as a black howling wilderness, full of bogs and boulders, mostly treeless, and nearly unfit for human habitation”. Unlike Southern or Eastern Scotland, wheeled vehicles were uncommon in the Highlands around 1750 due to poor, almost inexistent transport infrastructure.

Another impediment to travellers at the time was the linguistic ‘ stubbornness’ of Scottish people at the time to communicate in Gaelic, English still being considered only appropriate for the upper class. In 1812 the Duke of Gordon advertised shooting in “ The Times” and rented Glenfeshie next to what it is known today as Glenmore Forest Park for ? The popularity of the activity continued unabated and received powerful

stimulation for various reasons. One was the great popularity of the artist Edwin Landseer, whose paintings of deer stalking were widely regarded, including his best known work, “ Monarch of the Glen,” originally commissioned for the Houses of Parliament. After Thomas Cook’s promotion of Southern Scotland in 1846 and construction of the Highland Main Line Railway in 1856, all Scottish regions were accessible by ground and the first tourist waves started to emerge. Another major influence was the enthusiastic support and participation by the Royal Family. Victoria and Albert first visited Scotland in 1842, and Albert participated in stalking at Drummond and in Glen Tilt.

In 1848, they took a lease on Balmoral Castle, eventually purchasing it in 1852, and built a new residence which was completed in 1855. Their annual visits were a highlight of Victoria’s life. They cherished Scottish uniqueness. Butler states that if the first contact with visitors is peaceful and the local attractions present high potential interest for future tourists, the local residents can enter the involvement stage and begin to provide facilities primarily or even exclusively for visitors.

The very purpose of a journey to Scotland was to find foreignness; it was the fact of Scottish distinctiveness which allowed the country to play its role as a counter to the modern world. The gesture gave social approval to the idea of a summer estate in the Highlands of Scotland, and the numbers of visitors increased steadily from that date, thus at the end of the nineteenth century there were approximately 170 inns and hotels in the area.

In all, Scotland held out three categories of attractions to tourists: natural ones, such as an outdoor environment which enabled visitors to envision a

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world untouched by industrialisation; historic ones, which suggested that the past was uniquely accessible in Scotland; and human ones, particularly the men and women of the Highlands and Western Isles, who sightseers believed preserved an ancient way of life in a changing world.

While the Highlands and Isles of Scotland were building land transit infrastructure connections to the Britannic Island, the population of Southern Scotland exploded, especially in the two major cities of Edinburgh (from 103, 143 in 1811 to 269, 407 in 1891) and Glasgow (from 202, 426 in 1831 to 658, 073 in 1891). After the appearance of automobiles, the famous A9 road was constructed, connecting Southern Scotland to Inverness and Wick using approximately the same route as the Highland Railway.

It is still the longest road in Scotland (273) miles. Unfortunately, an equally gradual spread of visitors to all part of Scotland was delayed by restrictions imposed during the Second World War. While the Highlands and Isles of Scotland were building land transit infrastructure connections to the Britannic Island, the population of Southern Scotland exploded, especially in the two major cities of Edinburgh (from 103, 143 in 1811 to 269, 407 in 1891) and Glasgow (from 202, 426 in 1831 to 658, 073 in 1891).

This demographic growth played a vital role in the following years in the increasing demand of labour for the service sectors after the war. Scotland's tourism development and consolidation “ As the consolidation stage is entered the rate of increase in number of visitors will decline, although total number will still increase, and total visitor numbers exceed the number of permanent residents” (Butler 2006, p. 7). Scotland is not a low cost, rapidly growing emerging mass tourism destination.

Exponential increase in visitor numbers and value has come to an end. Scotland is an attractive and popular destination which nevertheless is in the stagnation phase of the destination life cycle where tourism is a cash generator for the economy but growth is low and variable from year to year. It might even be on the cusp between stagnation and decline. “ Surprise yourself” is the latest VisitScotland promotional campaign launched in March 2011 targeting the UK and Ireland market.

With this campaign, VisitScotland tries to re-enforce its existing icons and people of Scotland. In fact, the main goal of “ Surprise yourself” is to exit the post-stagnation stage in which it is as a domestic destination through the rejuvenating alternative illustrated in the following illustration model. Adapted from Butler's TALC Vol. Adapted from Butler's TALC Vol. There are a number of factors which are specific to the UK which are likely to impact negatively on visitor trends in Scotland over the next few years.

These include: threat of a “ double dip” recession, Government Spending Review in the UK and Scotland, proposed introduction of increased air passenger duty, VAT increase, increasing fuel prices, threat of terrorism perceived or real and currency fluctuation. Possible impacts of such changes might lead to: reduction in overseas visitor numbers; conversely, reduction in the propensity for UK residents to take holidays as costs increase and levels of disposable income reduce; a net overall reduction in visitor spend ; and negative impact on levels of investment in tourism in Scotland, as well as reducing VisitScotland and VisitBritain budgets.

The industry in Scotland also recognises the following as threats: Global recession Cost increases Increased competition from UK and overseas; England is in a position of competitive strength for overseas markets given the overwhelming global profile of London and the reality that the major international gateways are located in south east England; decline in air and sea transport links to Scotland Increasing bureaucracy; public sector weaknesses – infrastructure, support and regulation; attitudes – people service, complacency, apathy.

International events e. g. conflict or health scares could also reduce overseas visitor numbers. Scotland has a number of major opportunities to increase the value of tourism over the next few years.

These include: A number of major international events including: Tall Ships Race 2011 (Greenock and Lerwick), The Glasgow 2014 Commonwealth Game, Spin offs from the 2012 London Olympic Games, The Ryder Cup in 2014, Homecoming 2014, Rugby World Cup in 2015 (England and Wales); potential for growth in key sectors of the economy in which Scotland has “centre of excellence” credentials, such as renewable energy and biotechnology with consequent increases in business and conference tourism; potential for improved access to Scotland ; and development of major new infrastructure projects such as the national indoor arena, EICC extension, Trump development and the proposed V; A in Dundee. Scotland remains an attractive international destination within a number of well-developed and mature overseas markets. Mature markets probably offer limited scope for future growth in visitor numbers but they may be lucrative

in value terms, especially based on areas such as golf, culture, and heritage and business tourism.

There is some growth potential in international markets: Following the collapse of the Berlin Wall in 1989, Eastern Europeans and Russians now travel regularly and many are high spending visitors with expectations of the highest standards and quality; emerging destinations are leading global growth resurgence (Brazil, Russia, China); Chinese citizens are increasingly wealthy and represent the world's biggest future tourism market; and most importantly the number of US citizens with passports has doubled since 2003. Homecoming Scotland: Attracting the American market. Scottish Ancestry in North America Scottish Americans (Ameireaganaich Albannach) or Scots Americans are citizens of the United States and Canada whose ancestry originates wholly or partly in Scotland. They are closely related to Scotch-Irish Americans, descendants of Ulster Scots, and communities emphasize and celebrate their common heritage. North America offered Scots the opportunity of farming their own land as well as employment possibilities in the cities.

Some of the jobs on offer were those for which Scots already had experience, such as stonemasons and weavers. Once Scots from a particular area had made the move, their letters to back home encouraged others to join them. In recent studies, it is stated that there are about 30-40 million Americans who claim Scottish or Scotch-Irish heritage in the United States. But the region with most Scottish ancestry and also very much Scottish ancestry pride is Nova Scotia (New Scotland). New Scotland was founded by Sir William Alexander and King James of Scotland in the early 1600s. At that

time, New Scotland consisted approximately of the Atlantic Provinces as they are known today, and the Gaspé Peninsula.

Sir William Alexander with King James devised a settlement scheme of granting the title "Baronet of Nova Scotia" to any who would purchase large grants of land in New Scotland (Nova Scotia), secure and settle those lands. Following defeat at the Battle of Culloden, life and times became very difficult in the Highlands. The people were forbidden to speak their language (Gaelic), play the Bagpipes (considered instruments of war) or to wear their Highland dress. After the economy went from bad to worse, and the atrocities committed on the Highlanders by Butcher Cumberland and his followers the Highlanders, if they could, left. The first Highlanders to migrate to Nova Scotia arrived on the Ship Hector at Pictou in 1773.

Through the years, up to and especially during the Highland Clearances, shipload after shipload of Highland emigrants crossed the difficult seas to Nova Scotia. The main ports of entry were Pictou, followed by Sydney, Halifax and others. Pictou became rightly known as the Birthplace of New Scotland. Scotland's markets in the changing US society *Fig. 3 International visitors in Scotland. International visitors in Scotland Scottish Americans are, of course the target US market, but focusing only on this particular market would lead Homecoming Scotland to extinct. Even if they would have Scottish ancestry, they might not have any interest at all in Scotland. The stratification of the US market has to be demographic and social.

The population of USA is approximately 298 million people, of which approximately 12 has Scottish Ancestry. They are widespread around the states, but unequally. Fortunately, for an expensive experience such as <https://assignbuster.com/tourism-destination-development/>

visiting Scotland from the US, high Scottish ancestry concentrations are in the wealthier corners of the United States like North-West, Central-North-West, North-East and Central-South-East. One of America's weaknesses, it citizens average education is still to be desired and higher education is increasingly expensive. In order to have an awareness and interest in your possible Scottish ancestry, you need to have quite a decent education.

So therefore, education directly influences American's level of interest in places like Scotland. Adapted from clanstirling.org. Adapted from clanstirling.org As of the American generations, Scottish tourism is open to almost all of them expect for the pre-depression generation who are predisposed to physical accidents, thus travelling over such long distances would be an impediment for them (not for their UK homologues though). The depression generation is known as very keen to activity and adventure tourism. Scotland's advanced adventure and activity tourism developed in Western Scotland, such as Forth William and plentiful of sport events might be an important advantage.

But the most suitable American generation to visit Scotland are the " Baby Boomers". Boomers are higher income, higher education and are a strong market for anti-aging products, travel and financial services. They are desperate to evade from routine and relax in a wonder untouched corner of the Earth, but also are aware of their ancestry, thus open to visit their homeland. Reaching the Xers however, is a tougher challenge because they have matured in a busy, overcrowded learning and working environment, so reaching them requires special attention to the media. This is in fact where

VisitScotland comes at hand the most. Homecoming Scotland 2009 and 2014: Stagnating nationally, developing internationally

The campaign represents a stubbornness to return to the Butler's development phase of the cycle: a reflection of a well-defined tourist market area, shaped by heavy advertising in tourist-generating areas. One of the most likely tourist-generating areas for Scotland is without any doubt, North America, due to its powerful Scottish ancestry. 2009 was the first year of the campaign and it is seen as an economic success for Scotland. Homecoming Scotland 2009 was a Scottish Government initiative, delivered in partnership between EventScotland, the national events agency, and VisitScotland, the national tourism organisation. Homecoming was allocated a core budget of ? 5.5 million from the Scottish Government.

Research by EKOS, an economic and social development consultancy reveals some very impressive achievements of Homecoming Scotland 2009: generated ? 7 million in additional tourism revenue for Scotland, exceeding the ? 44 million target by 22 percent; attracted 95,000 additional visitors to Scotland; and generated ? 154 million of positive global media coverage. Homecoming has established an important database of Scots interest groups around the world. Only VisitScotland.com has received 344,207 additional newsletter subscribers. The year launched over the Robert Burns' 250th anniversary, Scotland's national bard and cultural icon. Also in 2009, because of Homecoming's heritage promotion, the country's biggest ever co-ordinated St Andrew's Day was held.

In order to have at least a similar success, Homecoming Scotland 2014 has to be predeceased by 3 'preliminary years', each focused on a particular

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theme: 2010 for Food and Drink, 2011 for an Active Scotland, 2012 for a Creative Scotland, and finally 2013 Natural Scotland. Homecoming 2014 will take place in the year that Scotland hosts the Commonwealth Games, the 2014 Ryder Cup and marks the 700th anniversary of the Battle of Bannockburn. Conclusion Scotland, like any other destination is travelling its destination life cycle. This post-stagnation phase however, represents the most vital one, and it is here where tourism destination development is mostly put into practice.

The uniqueness in which it travels makes Scotland one of the most challenging, yet exciting destinations to promote nationally, and especially internationally.

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