

**THE PLANNING AND MANAGEMENT OF
TOURISM IN EUROPE:-
CASE STUDIES OF PLANNING,
MANAGEMENT AND CONTROL IN THE
COASTAL ZONE.**

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ABSTRACT

This study is an investigation of aspects of tourism planning and management in Europe. In particular it is an examination within three distinct and complementary case study areas in the European coastal zone, of factors that may contribute to tourist area success.

The historical development and the current problems of the tourism industry at international and national levels are discussed and the framework of European Community and national government approaches to tourism planning are analysed. Based on studies of the planning and management framework and extensive field work undertaken in Weymouth, the Algarve and Malta the thesis provides an interpretation of the mechanisms of development and control in operation at destination areas. It considers the extent to which the aims presented in the planning documentation for the area have been met in terms of visitor, resident and business success, and explores the relationships between these factors.

The study concludes that, in general, the planning mechanisms and support for tourism development have been implemented only as a reaction to market failure and that resort managers are ill-equipped to deal with many of the problems that are evident in the tourism system. In particular the study highlights the importance of information and monitoring within the process of planning and control, and argues for greater emphasis on the role of residents, businesses and the quality of the environment in the tourism planning process.

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THE PLANNING AND MANAGEMENT OF TOURISM IN EUROPE: CASE STUDIES OF PLANNING MANAGEMENT AND CONTROL IN THE COASTAL ZONE

INTRODUCTION:

The problems of the tourism industry have been well documented over the last two decades. As recently as 1973 the tourist industry was seen as a 'panacea to all ills' because of its considerable economic potential (Young, 1973), but recent experiences have illustrated that tourism has negative as well as positive impacts upon the social, economic and physical environments of receiving areas. These negative impacts have been highlighted by recent media concern about a number of issues of global significance. Marine pollution, filthy beaches, the destruction of traditional societies and population migration to the coast have caused considerable media interest throughout the world, as has the loss of environmental quality as a result of over-development of coastal resorts. Press reports have targeted individual locations, especially the Mediterranean coastline where pollution of the seas is causing considerable concern over tourists' health (Holiday Which, 1992; BBC Nature Programme, December 1991). Tourism is often not the sole cause of this pollution, but the nature of the industry and its public have meant that environmental pollution and social degradation result in fundamental changes in the industry which are seen as negative by the managers of tourism. These negative factors have led to a belief by some resort managers that 'tourism carries the seeds of its own destruction' (Plog, 1972).

The negative impacts of tourism have been blamed on an inadequate, or non-existent, planning system which permits *ad hoc* development to deface some of the most fragile areas of the world. For example, Barrett (1988) blames the loss of quality in the Algarve on corruption and disorganisation within the planning system. Morris and Dickenson (1987) contend that the negative environmental quality in the Spanish Costas' is due to inadequate, or non-existent planning laws and that decay in the social fabric is as serious as the environmental degradation.

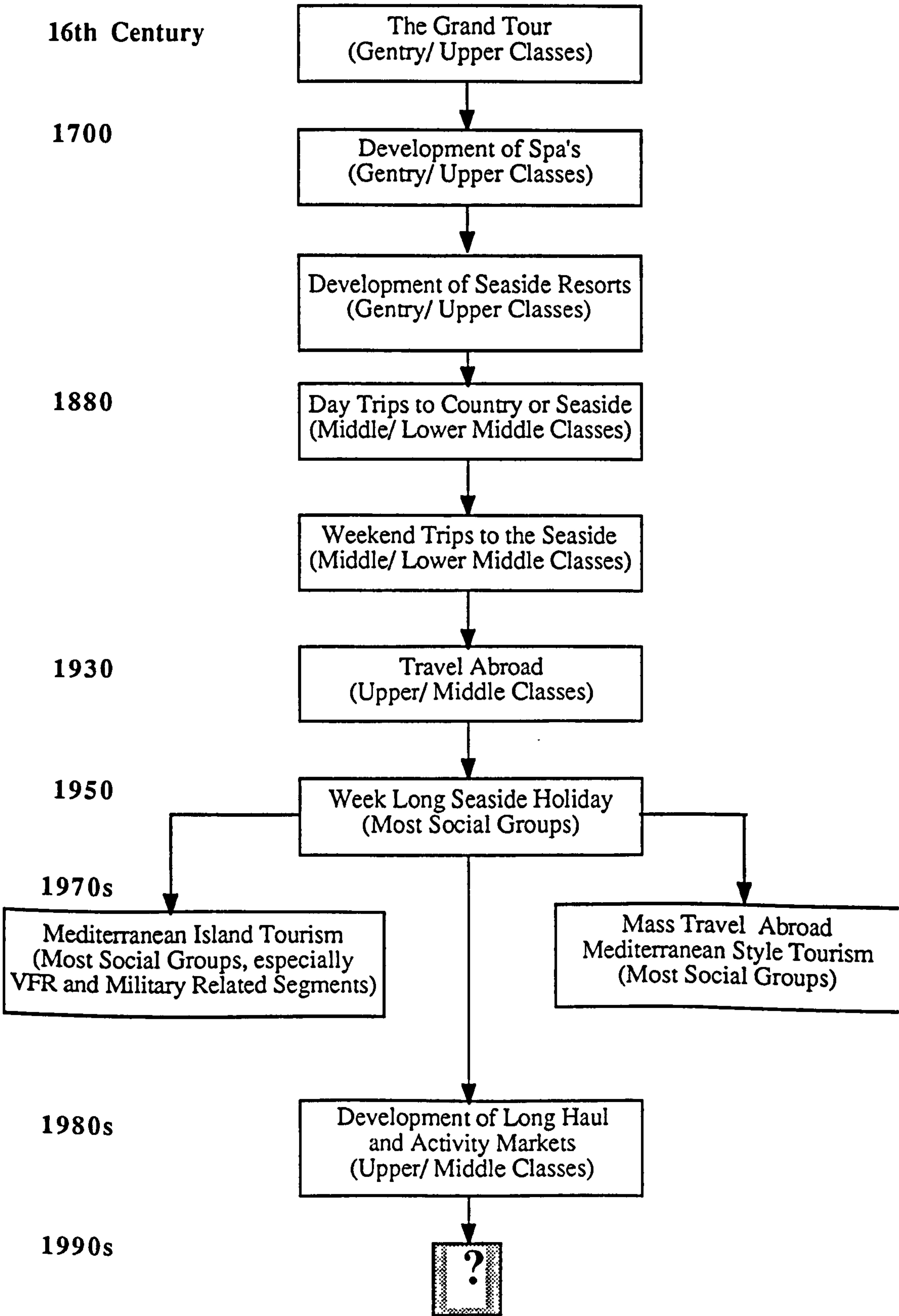
It could be argued that the tourist industry is facing a number of important issues on a global scale: recession in the world economy, disruption in international travel and increased competition between destinations are presenting the tourism industry with a number of challenges for the 1990s and beyond. To meet these longer term challenges there is a need for a more coordinated approach to planning and change that will ensure the continued prosperity of the industry in the place of short term planning for immediate gain. There is clearly a need to address these issues to ensure the continued growth and prosperity of the tourism industry.

Tourism is often developed in resource and currency poor areas which, anxious to gain from the economic benefits of the industry, fail to provide adequate safeguards to ensure that tourism develops in a sustainable fashion. As a reflection of the rapid development and consequent problems of parts of the Mediterranean coast the term 'Mediterraneanisation' has come to mean a type of environmental decay caused by tourism. There is an increasing concern by tourists and developers that Mediterraneanisation should not occur in other parts of the world. The Mediterraneanisation of other parts of the coast, such as the Caribbean, has been commented upon as international travel has become more possible (Waters, 1990).

This project is an investigation of tourism planning which focuses upon coastal environments, which are a key resort destination. Coastal tourism has been chosen as a focus because it has been the predominant and most popular type of tourism throughout the 20th Century with considerable impacts on the environments in which it exists. Figure 1 illustrates the progression of tourism to the 20th Century depicting the rise in the importance of the coastal resort as a destination. It illustrates the evolution from the Grand Tour and travel for the elite to travel for the masses. Further sophistication in travel made Mediterranean tourism popular in the 1970s and saw the emergence of what has become known as mass tourism. 'Mass' tourism has been an important development and played a major role in the European coastal zone.

Figure 1:

THE EVOLUTION OF TOURISM:



AIMS OF THE STUDY:

The central aim of the project is a critical examination of the existing planning mechanisms in the coastal zone. This aim was to be achieved by examining approaches to tourism planning and administration in three case study areas (Weymouth, the Algarve and Malta) and collecting statistical data from tourists, residents and businesses to assess the extent to which the case study areas have met the aims of the planning authorities.

In order to fulfil these aims three case studies, Weymouth, The Algarve and Malta were chosen to represent two different types of tourism development in the coastal zone. They represent different social, economic and cultural planning philosophies, but the problems that they are experiencing have apparent similarity. Although it is accepted that each resort develops according to different impulses and triggers two distinct patterns of resort development became evident from the preliminary investigation. These being that:

- * tourism development that has been used by the authorities as a diversification strategy and imposed on a rural base where fishing and farming is the dominant economic activity. This type of development is of recent origin and is represented by the Algarve and the eastern part of Malta
- * tourism development that has been established on an existing urban infrastructure in areas which have relied in part on military naval bases for their economic survival. In these areas tourism has recently been used as a diversification strategy to compensate for the declining naval presence typified by Weymouth and the western part of Malta.

Each of the areas studied has undergone intensive development at some stage, but the timing of this development is very different with more than two centuries separating the initial development of Weymouth and the Algarve as resort areas. The type of tourism in each resort has also been very different, influencing the type of ownership of facilities. Yet the problems of planning and marketing the resorts have apparent similarity. This study explores the similarities and assesses whether they are the result of a particular tourism development process.

CONCEPTS AND DEFINITIONS:

In order to assess the ways in which tourism is managed it is important to examine the concepts of planning and management.

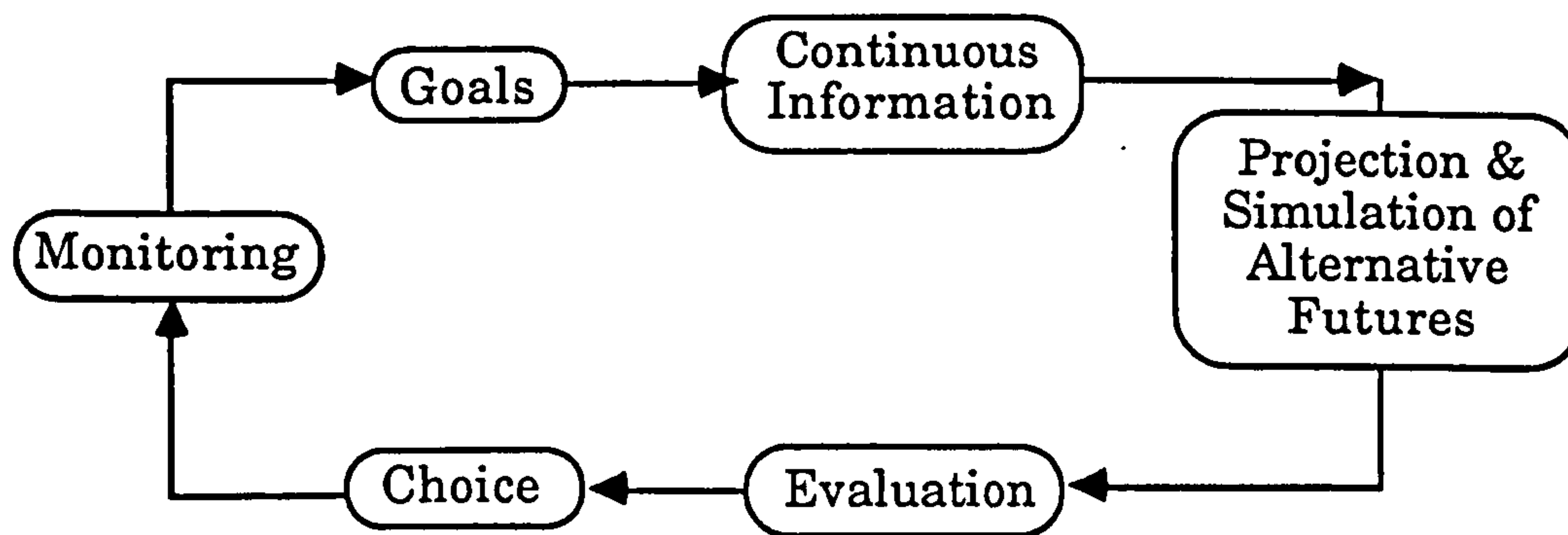
Doubts about the practicality of planning for the tourist industry lead Kresa Kar to ask in 1988 'Is planning possible? Is planning necessary? We don't know how to plan for tourism' (in Gunn, 1988, p (viii)). In recent years the debate about tourism planning has continued, but planning has been taken to mean many different things. The following text will provide an explanation of the core concepts of planning and management. It will explain the importance of these concepts to the project and examines the role of the systems approach within the thesis.

The Concepts of Planning and Management:

This thesis primarily aims to provide an understanding of tourism planning and administration in three case study areas in order to gain an understanding of the ways in which tourism has developed and its relative success (as defined by visitor and resident satisfaction, business success, environmental quality and the inter-relationships therein). The development of each of the case study areas has been influenced by a variety of factors, including the planning mechanism and political philosophy in place.

Planning can be applied to any single aspect of an industry, such as marketing, the environment, the economy; or to the whole. Planning in the context of the thesis is broader than in the sense of development planning which is currently undertaken within each case-study area. Planning is seen as the route to understanding and managing the complex interactions of the tourism system (McKever, ND). It is a problem solving mechanism forming 'the linkage between knowledge and organised action' (Friedmann and Hudson, 1974, p 2). As such it is 'indispensable and mandatory' (Greenman, 1978, p 533) to all aspects of human activity. Planning in this context actively collects information which is employed in a proactive manner leading to the conclusion that 'almost any successful human activity involves planning' (Allison, 1988, p 106). Hall (1985) suggests that there are a number of continuous stages involved in the planning process and these are as follows:

Figure 2:



Within this system planning is a continuous process involving:

- establishment of goals and objectives
- information collection and update.
- scenario predictions from the information collected.
- evaluation and choice of possible futures.
- monitoring of future.
- re-evaluation of goals and establishment of new objectives.

Goals change as dictated by the information collected and thus planning becomes a proactive tool.

Management can be defined as 'the use of various techniques to optimise the attainment of objectives'. In tourism terms this is a question of managing demand (markets) in relation to supply (destinations) and their capacity to satisfy these markets (Middleton, 1985). Planning is the tool whereby destinations continue to satisfy these markets, or 'the only recourse to the future of tourism is the final stage of the Butler model, decline' (Hudman, 1991, p 137).

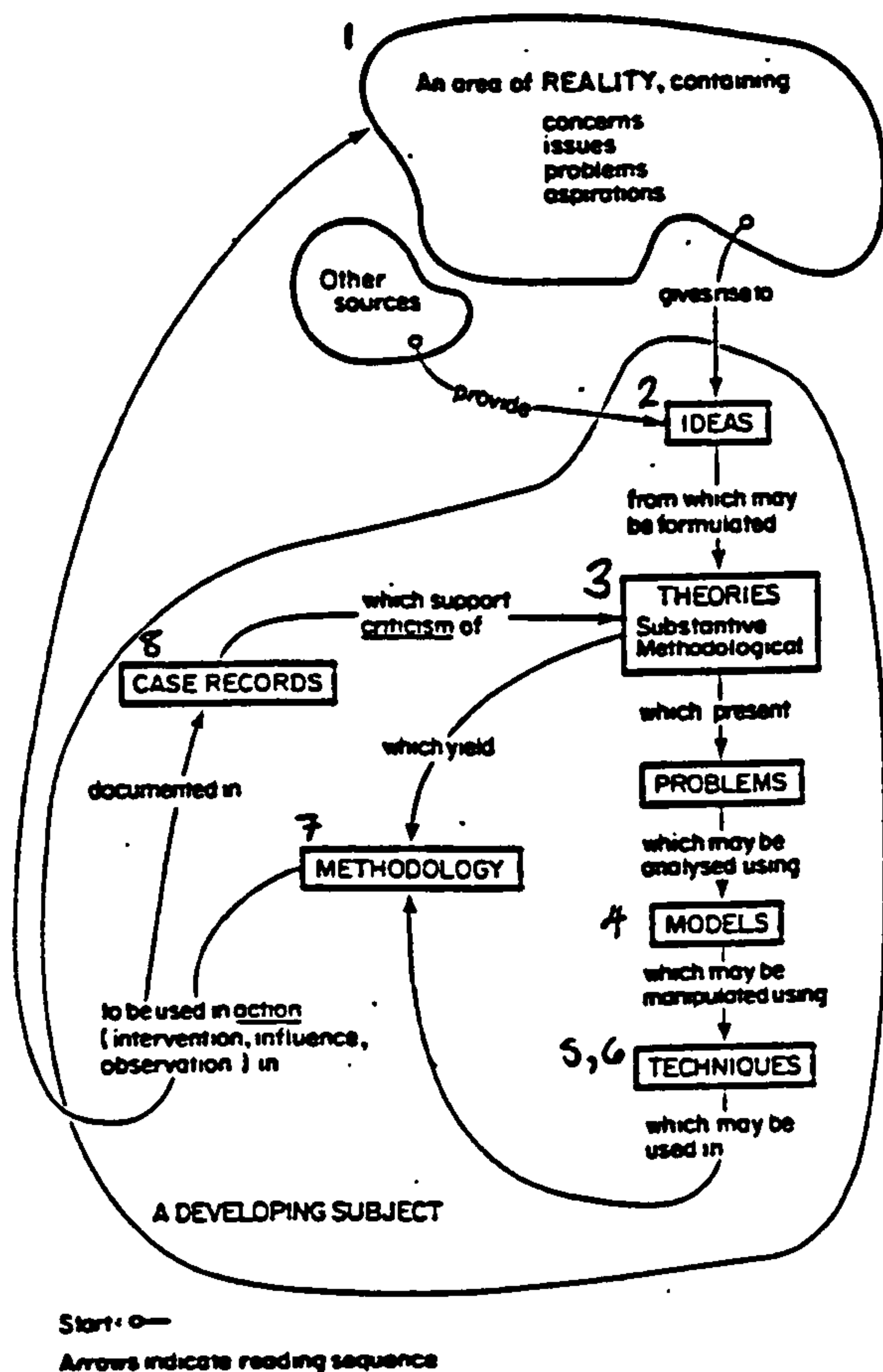
Planning allows the tourism manager to use his knowledge of impacts and their inter-relationships to plan for changes in the system (Friedman and Hudson, 1974). Such planning does not view the tourism system in isolation from other systems, since many of the impacts which 'pollute' the tourism environment are not caused by tourism. A project considering the planning and management of tourism thus requires a conceptual basis that allows the researcher to view the many and varied inputs into this system (Royden, 1988). This project takes a holistic approach to planning whereby tourism is

seen as a part of the wider environment, rather than as individual components of land-use planning and marketing which is currently practised in the case study areas.

The systems approach is a useful concept from which to view holistic planning. It is a continuous planning tool which allows the researcher the freedom to investigate individual impacts, or the tourism system in its entirety. As our knowledge of aspects of the system increases so does our ability to understand and manage the whole system. Complete knowledge of all aspects of the system will thus facilitate proactive and effective planning.

Figure 3 illustrates how the systems approach can be applied to a developing subject, such as tourism.

Figure 3
The Relationship Between Activities and Results in a Developing Subject.



Source: Checkland, 1988, p 8.

The project utilises this approach in the following manner:

1. An area of reality was identified which contained the apparent failure of the planning and management of tourism in destination zones (Introduction and Chapter 1);
- 2 Ideas have been developed in the literature about managing the tourism system and these ideas have lead to;
- 3 Theories about the tourist area development (Chapter 2);
- 4, 5, 6, These theories have lead to a number of models and techniques to resolve the issue of planning and managing tourist areas;
- 7 Methodologies, such as the systems methodology have developed (chapter 3); and
- 8 Case records have been collected, such as those collected in the context of this thesis (Chapters 4 and 5), to help develop theories and models which represent the original areas of concern (Chapter 6).

This thesis presents the current tourism planning and management systems in the three case study areas and investigate mechanisms influencing tourist area success in the following manner:

Following this Introduction, which has introduced the issues which are important to tourism planning and presented the aims of the thesis and concepts and definitions used throughout, Chapter 1 illustrates the global and regional mechanisms that manage the tourism environment, discussing the challenges facing tourism and many of the problems that have occurred from viewing tourism as an isolated phenomenon. Chapter 2 then undertakes an analysis of contemporary academic thought about the development of tourism, illustrating approaches to the planning and management of the industry and the move away from viewing it as a series of individual components.

Chapter 3 then describes the methodological approach adopted for the research and Chapter 4 provides an account of the planning systems in the case study areas of Weymouth, the Algarve and Malta. Chapter 5 analyses the results of the surveys of the individual case studies and Chapter 6 explores the characteristics of tourism development in 'urban' and 'rural' modes. Chapter 7 presents the conclusions to the thesis and recommendations for further research.

CHAPTER 1

TOURISM GROWTH AND CHANGE - A REVIEW

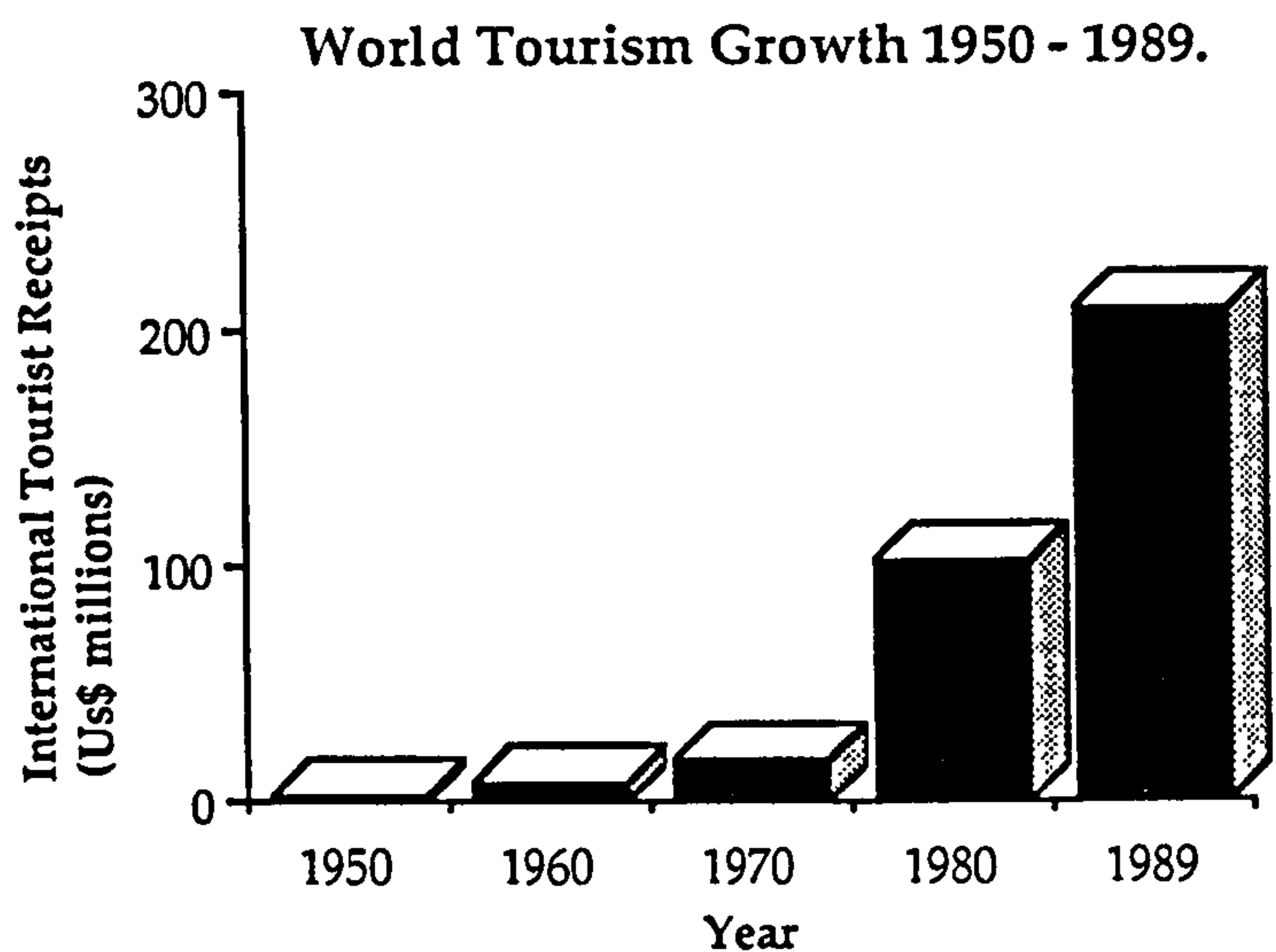
This chapter provides an introduction to the growing importance of tourism in the world economy. It will illustrate the nature of this growth and the challenges currently facing the tourist industry at a global level. The chapter will then examine the growth of tourism in Europe. It will provide an explanation of the bodies responsible for tourism at an international, national and regional level.

Tourism is the largest component of the world economy (WTTC, 1991⁰) and a powerful agent of social, economic and environmental change: this preeminence of the tourist industry makes its management a priority. In 1990 the tourism industry employed more than 100 million people globally and represented 5.5% of the world's gross national product with a total spending on tourism and associated services estimated at a further U.S. \$2.1 trillion (Hawkins and Brent-Ritchie, 1991, p iv). Despite recession and international conflict the contribution of tourism to the world economy is expected to increase: it is predicted that tourism will continue to be a major economic force throughout the 1990s with real growth rates of between 4.3 and 5% (Hawkins and Brent-Ritchie, 1991 p iv).

The labour intensive nature of the industry means that there are major benefits to the populations in the tourist areas, not least employment because of the multiplier effect. Figure 4 illustrates this growth in world tourism (as compiled by international receipts) since 1950.

⁰ There is considerable uncertainty about the real contribution of tourism to the world economy . The lack of a clear classification of the constituents of tourism and the inclusion of receipts from tourism as 'invisible exports' add to this uncertainty. Precise statistics about the contribution of tourism to the balance of payments are therefore unreliable.

Figure 4:



(Source: WTO, 1990).

As tourism has expanded in recent decades it has undergone considerable change. A number of new markets have arisen, most notably the Pacific-Asia market which exhibited the largest growth in 1990 taking over from the European markets to live up to Herzen's description of the area as 'the Mediterranean of the future' (Herzen, 1989). The Pacific- Asia market experienced a growth rate which was more than triple that of other lead regions, but as yet it only accounts for 11% of all tourism arrivals and 14% of tourism receipts (Hawkins and Brent Ritchie, 1991, p 14).

Changes in the 1990s are likely to be as dramatic as those of earlier years. For the first time in fifty years tourism preferences may move away from beach holidays and into cultural and activity holidays at alternative destinations¹. The cheap package tour that has characterised the European tourist market for the last two decades is becoming less important and more emphasis is being placed on quality accommodation and service. In addition the changes in eastern Europe are likely to cause serious changes in the structure of the tourism industry. In the short term conflict (such as that in Serbia) may restrict travel to some destinations and increase the popularity of others. In the longer term the number of destinations and travellers will increase and

¹ The British holiday market saw a 20% decline in package holidays to the Mediterranean (1980 - 1989) marking this change in destination preference.

the importance of tourism grow. The ways in which new resorts in Eastern Europe develop will play an important role in the impact that they have on existing traveller preferences. It is, however, too early as yet to speculate on development patterns.

In many ways the travel industry is not prepared to meet the challenges of the 1990s; in 1990/2 recession hit the travel and leisure industry hard and many operators had to rationalise. The largely unexploited markets of Eastern Europe will offer tourists greater choice of destination, while the already serious effects of recession has reduced the number of tourists and made the volatile tourist market even harder to entice. Operators anxious to woo back the tourists are cutting prices or concentrating on alternative segments of the tourism market eg. ecotourism, business tourism.

There is therefore greater choice of location and each country is anxious to maintain its share of the tourist bounty; competition is likely to remain fierce and the number of travellers from existing markets is predicted to remain static and become more demanding in terms of their holiday locations. Changes in regional politics will also affect tourism's growth. The creation of the Single European Market in 1992 will probably strengthen Europe's position as the leading generator and receiver of tourists. At the same time it seems likely that the number of global operators will lessen and the number of small scale tourism businesses will increase (Hawkins and Brent-Ritchie, 1991 p iv). In addition there will be increased pressure on companies and authorities to pursue 'sustainable' tourism options and develop 'sustainable' tourism products.

The importance of tourism as a component of the world economy makes the perpetuation of a healthy tourist industry essential. There are currently a number of bodies which are responsible for tourism development in the world context; the role and importance of these bodies will be explored below.

The Management of Tourism: The World Context

The significance of tourism to the world economy has only been realised recently and it remains one of the areas of world trade about which relatively little is known. The World Travel & Tourism Council (1991) illustrate that despite the importance of tourism in the world economy political science and industry leaders have scarcely a clue about it. Although research on tourism

has been conducted for about 50 years there is still a dearth of publications about the subject. The lack of understanding about tourism has had important implications for the management and development of the industry.

The diverse nature of the tourist industry, encompassing trans-national, public and individual interests, makes the management of the industry complex. In addition the scope of activity encompassed within 'tourism' makes the concepts in the industry complex to understand as a whole at an international level.

There are a number of organisations which represent the tourism industry at an international level. Global tourism bodies participate in regulatory and self-regulatory procedures. There are three levels at which this participation is noted:

- Major international organisations, such as the United Nations (UN), provide a forum for debate and facilitate regulation through governments as appropriate. Representative sectoral bodies, such as the International Civil Aviation Organisation (ICAO), also impose compliance procedures and regulations upon their members
- Bodies, such as the World Tourism Organisation (WTO), make declarations about the importance and role of tourism and recommend ways in which the industry should develop²
- Organisations such as the World Travel & Tourism Council (WTTC) lobby governments about aspects of tourism development or urge members to adopt a self-regulatory stance.

In addition, global tourism organisations and other bodies concerned with tourism growth collect statistical information or produce guidelines for tourism development, supported by relatively small-scale research initiatives. There is a tendency for such organisations to be 'concerned quite naturally with developing tourism' (Richter 1989, p 180). These organisations often

² For example The Manila Declaration (1981).

promote opportunities for international trade and cooperation or the provision of a forum for international debate. The major organisations concerned with the development of tourism, their status and activities are illustrated in Figure 5. Transnational corporations have not been included in the figure directly (they are represented by bodies such as the World Travel & Tourism Council and the International Hotel Association), but they have considerable power in international tourism terms because of their role in funding many voluntary sector bodies, their research contribution and their power within national and regional authorities.

Figure 5 illustrates the major organisations which are involved in the development of tourism at an international level. There are significantly few organisations representing the interests of the industry, or guiding its development. Most organisations are concerned with specific sectors of the industry, such as hotel management or air transport, or concentrate on individual impacts of tourism, notably in recent years the impacts of tourism on the environment.

Many of the bodies operating at an international level have created guidelines or policies for most aspects of tourism development, recent activity has been particularly concerned with 'sustainable' tourism development. In reality, however, 'sustainability' has not evolved beyond a concept and is in most instances promoted by bland guidelines for development. Implementation is limited because 'many decisions about tourism development are made at lower levels of government' and knowledge about the practical implementation of sustainable tourism development is particularly limited at this level (de Kadt, 1990, p 31).

Most activities undertaken by global organisations are implemented at national and supra-national level. The European situation is now examined as regards tourism planning and management.

THE EUROPEAN CONTEXT

The EC 'has never studied tourism in-depth' (Albanese, 1989) and its management has been relatively slow to emerge as a distinct issue at Community level partly because of the frivolous image of the industry

Figure 5:
The Management of Tourism.

GLOBAL TOURISM ORGANISATIONS:

Organisation	Status	Key Areas of Operation
World Tourism Organisation	Inter-governmental/ Works with U.N.	All aspects of tourism development
World Travel and Tourism Council.	Private Sector - CEOs of 40 top tourism transnationals.	All aspects of tourism development, especially economic & environment
World Bank	Inter-governmental	Financial aspects of tourism development
United Nations Environment Programme	Inter-governmental/ arm of U.N.	Environmental Management and Development of tourism
International Labour Organisation.	Inter-governmental	Cultural and employment aspects of tourism
Sectorial Organisations eg International Hotel Association, Universal Federation of Travel Agent Associations	Voluntary/ Private Sector.	Most aspects of tourism development with an emphasis on trade
Self-regulatory organisations eg. ICAO	Private Sector	Aspects of tourism development, notably transport.
Ecumenical Coalition on Third World Tourism.	Voluntary Individual /Operators.	The development of Third World Tourism
International Governments	Voluntary groupings to deal with individual concerns.	Most aspects of tourism
Small Scale Global Organisations eg CART, Tourism Concern.	Voluntary	Mainly concerned with environmental or cultural aspects of tourism.
Regional Organisations eg. EC.	Inter-governmental	Most aspects of tourism, emphasis on planning and trade.

(Cockerell, 1990, p 79). Tourism was initially identified only in 1980 and has since then been given no clear policy direction³. The lack of a distinct policy makes tourism management complex and ad hoc at an EC level.

Tourism is an important part of the European economy accounting for more than 5% of GDP and almost 5% of foreign trade. It employs just under 8 million people accounting for roughly 6% of employment within the Community⁴. The European tourist industry will have to face the opportunities and be prepared to meet the challenges posed by greater competition and a reduction in its share of international tourism in order to maintain the important economic and social role that it plays within the Community.

Europe remains important in tourism terms, but it has experienced slower growth than the rest of the world since 1988. Europe generates and receives the largest number of international travellers in the world and offers a diverse tourism product. The pre-eminence of European tourism is, however, being challenged by new markets, such as the Pacific-Asia market. This poses a number of important questions for the European tourist industry, as well as the individual nations which are suffering from a decline in their tourist income. Within Europe the distribution of tourism is also changing and the predominant flow of tourism from north Europe to southern Europe is in some instances being reversed.

Changes within Europe will have important implications for future tourism development. The creation of the Single European Market in 1992 will present the industry with a number of new challenges and opportunities. The Channel Tunnel is just one of these opportunities, as is the possibility of a single European currency. Freedom of movement is likely to increase and travel between states become easier, facilitated by administrative and technological changes. In addition, there is little doubt that development pressures will increase in some areas where national governments have implemented restrictionist policies.

³This is largely because of the roots of the Community as a free trade and agricultural body.

⁴ Figures quoted from 'Community Action Plan to Assist Tourism' Draft to be Presented to the Council, 1992.

Patterns of European tourism have been pronounced in the last twenty years - Spain has dominated the international tourist market; the five southern provinces of Spain have attracted as many as one in four of all international tourists (Ashworth and Goodall, 1988, p 20). Within destination countries there has been an intense concentration of arrivals to the southern coastal resorts, rarely stretching for more than ten miles inland. In many northern European countries the number of adults holidaying abroad has remained constant. Other activities such as winter sports holidays are removing whole market segments and the 'Costa' style resorts of southern Europe are finding themselves competing with more attractive destinations⁵.

In many established resorts, especially in the Mediterranean basin, tourists are catered for in what has become known as 'identikit' resorts isolated from the surrounding environment and population. These resorts have lead to a perpetuation of white villa and marina development along the coast. The main product of these destinations is the 'volume package tour' resulting in the south coast of Europe "developing into an almost continuous pleasure periphery from Western Portugal to the Bosphorous" (Cooper, 1988). There is great diversity of development and tourism types even within this strip: 'some countries - France and Italy- are mature destinations with a long tourism pedigree, whilst others - Spain and Portugal are more recent entrants to the industry... these developments are not without costs to the coastal environmental traditional societies and the aesthetics of holiday resorts' (Cooper, 1988). It is these costs that are now interesting the EC, especially in terms of the coastal zone which has been the primary destination for tourism over the last 20 years.

The coastal zone in Europe is ecologically sensitive and represents an area of high land price inflation and almost continual urban sprawl. Many of the challenges facing European tourism are associated with the density of coastal development. The Mediterranean coastal zone is particularly sensitive; tourism is a major cause of development in this area and densities of human occupation are amongst the highest in the world.

⁵ Package tours from Britain to Spain were down by 20% in 1988.

It is estimated that by 2025 95% of the Mediterranean coast may be urbanised, supporting more than 500 million inhabitants and 200 million tourists with 150 million cars (Gajraj, 1988, p 8). Tourism on this scale has never been experienced before and will present national and international authorities with new opportunities and problems. Forests and other natural assets in the area, including agricultural land, have been seriously depleted as tourism increases. Tourists regularly bathe in water and live in conditions that they would normally refuse (Gajraj, 1988, p 8). Illness from polluted water and poor hygiene is increasing as tourist ghettos spread (Moynahan, 1983). It seems that the coastal zone has received inadequate protection and most action has been retrospective. The EC has recently begun to take action to protect the coastal zone, for example the Council Resolution on Coastal Zone Management (Feb 26, 1992).

Community Action in the Field of Tourism

At a European level there has been little action on tourism issues and most energy has been diverted into promoting or facilitating travel. Despite the rising criticism of coastal tourism and incidents which have changed the pattern of tourism development (such as the green algal growth in Rimini), European coastal policy has not been revised since 1979 and tourism policy was last amended in 1986⁶. EC action since this date has been in the form of Resolutions which are little more than recommendations and have no legal status. Many aspects of the tourist industry within Europe are important and positive agents of change, such as the facilitation of understanding between peoples and the redistribution of wealth from the rich to poor regions. Other, more negative aspects of tourism, need to be addressed at an EC level.

Tourism has, however, been affected by other areas of the Community's policy. Tourism facilitates closer relationships between member states which is an important aspect of community policy; tourism plays an important role in the economic development of the Community and is a means of the Community meeting its environmental aims (as defined in the European Environment Programme 1986 - 1992). There are, moreover, significantly few organisations within the EC that have responsibility for tourism. Instead the

⁶ It seems likely that there will be a major EC announcement on tourism in 1992.

industry falls under the remit of a number of Directorates: DG XXIII is the directorate responsible for tourism development in the Community, but this directorate has no control over planning, land-use and coastal issues. Responsibility for environmental issues, coastal development and land-use planning falls to DG XI, while responsibility for regional development lies with DG V. Figure 6 illustrates the limited extent of EC action towards coastal tourism.

Figure 6:

COMMUNITY ACTION IN THE FIELD OF TOURISM:

Action	Status	Date
Community Policy on Tourism	Resolution	1984
Directive on Environmental Impact Assessment for Major Projects	Directive	1985
Community Action in the Field of Tourism	Resolution	1987
Possibilities offered by Tourism in the Context of Regional and Social Development	Resolution	1987
Abolition of Fiscal Frontiers	Under Discussion	1987
Facilitation, Promotion and Funding of Tourism in the EC	Resolution	1988
European Year of Tourism	Event	1980
Liberalization of Air Transport	Directive	1990
Tourism & Regional Development	Report	1991
Council Resolution on Coastal Zone Management	Resolution	1992
Community Action Plan on Tourism	Action Plan Expected 1992	

NB: There are four types of action that can be taken by the EC on any issue. These are:
Resolution: this is little more than a declaration of interest or intent and has no legal status;
Decision: legally binding and issued against individuals;
Directive: issued by the EC, but implemented through national governmental policies and is legally binding;
Regulation: enforced directly through the EC and is legally binding.

Recent recession in European economies and a move towards the service industry has prompted the Community to become more sympathetic to funding tourism projects. Indeed a number of projects supported by the European Regional Development Fund (ERDF) have relied on the redistributive role of tourism, for example, funding infra-structural improvements to facilitate tourism development in the Algarve region of Portugal, the Mezzorgiono area of Italy and the Highlands and Islands region of Scotland (U.K.). There has been an increased provision of ERDF funding to tourism related projects from 5% between 1986 and 1989 to 7% in 1989-91 (EC, 1991). This funding has fallen within Objectives as specified annually by the EC to deal with separate aspects of Community policy such as rural development and regions whose development is lagging behind. Other mechanisms such as the European Social Fund (ESF) have particular relevance to tourism due to the nature of the industry and play an increasingly important role in tourism development, particularly in the poorer regions of Europe.

EC Action on Coastal Issues

The coastal zone has been the key destination within Europe and has probably experienced the greatest change as a result of the development of tourism⁷. The Community has sought to establish a well respected environmental policy, including coastal management, to ensure "the necessary communication between Community and national policies on industrial, services and urban development, the organisation of leisure and the protection of natural resources, including space which is a particularly rare commodity." (EC, 1978). In reality however there has been a lack of real action and initiatives have been reactive (responding to management failure) rather than proactive (preventing degradation of the coastal zone).

⁷ Coastal issues have come to predominance amongst academics in recent years with the realisation of the sensitivity of the coastal zone and the increasing demands made of it. Activities in the coastal zone tend to segregate naturally, but as pressure for space and resources builds so conflict increases and ability to pay is often the greatest bargaining power to the prospective land user. Ketchum (1972) believes that there are six separate spheres of human activity on the coast: residency and recreation; industry and commerce; waste disposal; agriculture, aquaculture and fishing; conservation; military and strategic pressures. Each of these uses competes for a limited resource base.

The necessity for an EC level coastal policy emerged from the realisation that there is considerable overlap between the policies of the EC and those of national governments, and other agencies responsible for the management of the coastal and inter-tidal zone. This overlap of policies causes discord between member states because coastal issues do not conform to national boundaries. The EC thus made a policy statement in 1978 summarising the rationale for effective coastal planning:

The protection of fresh water and sea water and the planning and ecological management of coastal areas are inseparable at both the conceptual and implementing level. The importance of the interaction between land and sea and the vulnerability of the coastal areas, where these two environments meet, have become apparent as more knowledge has been gained on the natural environment. Not only are coastal areas naturally vulnerable, but are becoming increasingly sought after for economic development, urbanisation and recreation to such an extent that - in practice - virtually all areas of European Environment policy ... are particularly important in these areas.

(Commission of the European Communities, 1978).

Management and policy formulation have moved slowly since this date. In 1986 EC announced an intention to harmonise coastal policies and set out the following principles for the integrated planning in coastal areas:

- * Objectives should be balanced. Economic and conservation objectives are at odds with each other
- * Organisation of the coast is currently drawn up with reference to each country's experience. These rules should be harmonised between countries and implemented at a larger scale
- * Plans and schemes at all levels should take into account the unique, vulnerable and international level of coastal development. This is a threefold process; development, protection and spatial organisation should be considered at all levels
- * Development objectives should take into account people and space: traditional activities, new activities, demographic data, protection, the rapid take over of the coastal zones and the necessity to conserve particularly vulnerable sites should be taken into consideration

- * Development objectives should be more aware of the need to restore natural environments, rather than abandon them to dereliction at the end of their economic cycle
- * Organisational objectives should halt the linear development along our coastlines which has led to urban sprawl and linear concentration. (EC, 1986)

The EC has begun to realise the dangers of pollution and over-development of the coastal zone and European wide movements such as EUROCOAST are emphasising the need for urgent action. Interest in coastal zone management has grown alongside increased pressures for growth on a world, but especially on a European scale. "The increasing demand for coastal or waterfront land must be set against the rapidly emerging environmental issues associated with such diverse problems as water quality, over development, ecological productivity, shoreline erosion and sea level rise" (Carter, 1989, p 45). It is not possible to develop a coastal policy specifically for one activity, such as tourism, because of the inter-related nature of coastal problems; any policy must therefore consider the multiplicity of demands on the coast.

An integrated Community Policy pertaining to coastal issues has yet to emerge. Some coastal issues, such as fisheries and pollution, have been legislated for at international level, but many areas are yet to be considered. Particularly important in tourism terms are coastal developments that destroy natural environments and homogenise the character of others. In places such developments have been encouraged by EC institutions, such as the ERDF, whilst other departments advocate stopping the destruction of the coastal environment. Various national bodies have been established to discuss the issues, but there is little coordination between them and national or local interest tends to be paramount.

The realisation that "...the best environmental policy exists in preventing the creation of nuisances or pollution at source, rather than subsequently trying to counteract their effects" (EC, 1985) is an important step in terms of EC environmental policy and may be the key to developing responsible coastal policies. International organisations have formulated guidelines, but there has been little advice on policy implementation at a national or local level to make these guidelines applicable.

Most major sectors of local government in member states are increasingly affected by decisions taken in Brussels. Regional, social and economic objectives are to some extent influenced by centralised decisions. Responsibilities at national and local level, however, include environmental control, social provision, investment in transport and infrastructure and intervention into the economy to reduce regional inequalities⁸. The most important development in international planning terms within the EC is the directive for Environmental Impact Assessments for major projects which allows the EC considerable influence over land-use policy in member states. This directive is unlikely to have a great impact on the tourism industry because most developments are too small to qualify and therefore fall under the remit of national and regional planning authorities. Governmental approaches to tourism planning and management are discussed below.

Governmental Approaches to Tourism

There are two types of government involvement in tourism (Airey, 1983, p 237): indirect involvement whereby government measures influence tourism as a by-product of an interest in some related area, for example immigration policy, and direct involvement whereby governments seek actively to influence tourism in pursuit of a policy objective.

The EC makes it clear that it has no desire to coordinate national policies, nor will it attempt to solve problems that are best tackled at a national or regional level. It can however help by generating a climate favourable to tourism, for example by staggering of holidays, promoting cultural tourism, supporting 'sustainable tourism' initiatives, harmonising working conditions and implementing environmental directives and research.

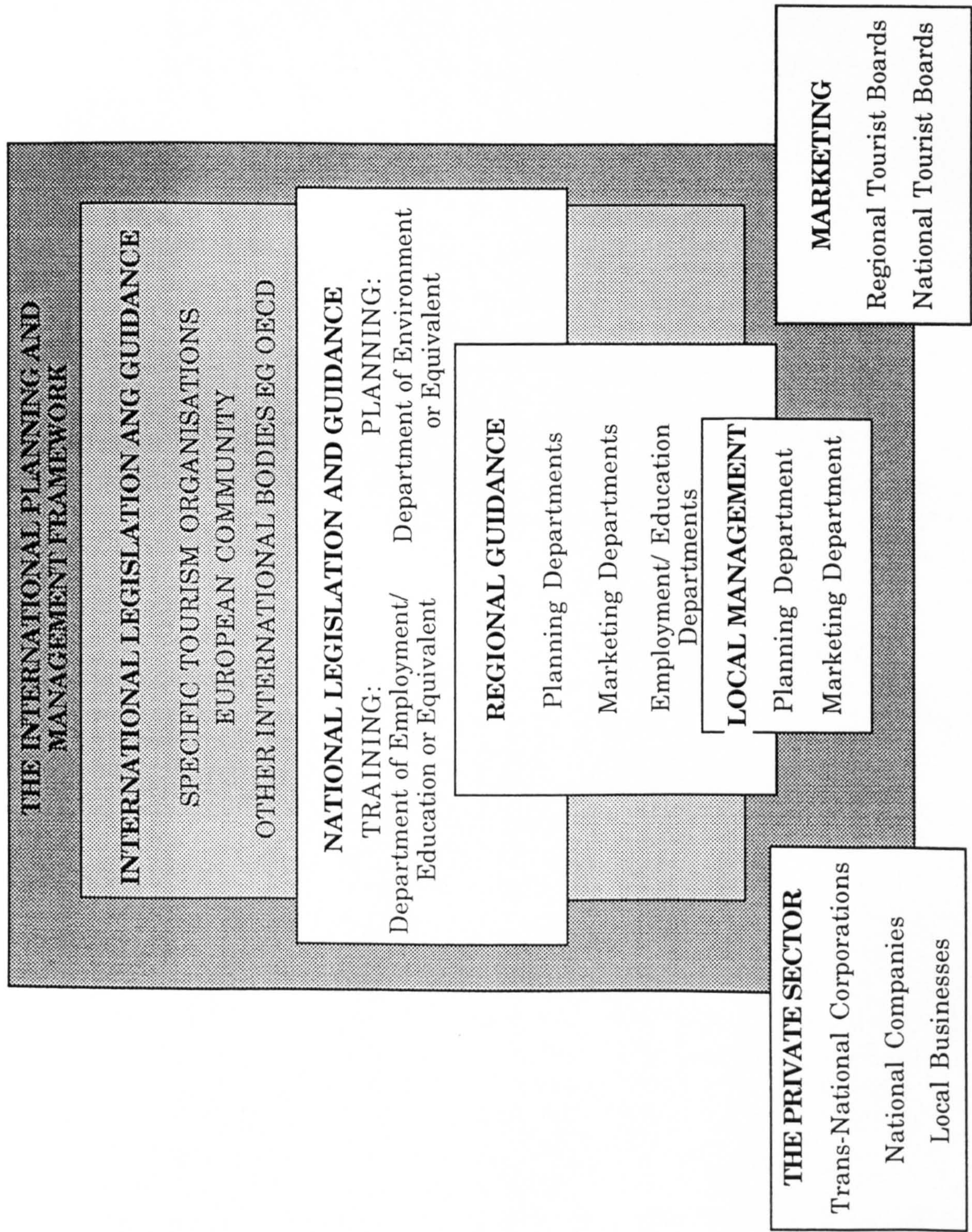
⁸ Williams (1984) believes that the imposition of the harmonisation of land use planning procedures within the EC is an intricate task which requires extensive negotiation.

There are a number of current themes in tourism development; governments have, without exception, set up and funded tourist development boards. The relationship between the governments and these tourism boards varies, promotion being the common denominator. More recently governments have turned to the concept of 'sustainable tourism development'. They have, however, for the most part failed to provide a department of tourism, instead dividing tourism among a number of existing ministries. For example in the UK tourism was the responsibility of the Department of Employment, until the creation of a Ministry of National Heritage in 1992, in the Netherlands tourism is the responsibility of the Ministry of Economic Affairs and in Belgium tourism is the responsibility of the Ministry for Industry Affairs.

Governments have not provided or implemented effective long term planning for the physical, social or economic implications of tourism development. The governments who have attempted to plan for tourism development have found their policies ineffective (deKadt, 1991). The effectiveness of individual tourism policies has been guided by the fragmented approach to the industry. Policies have been 'influenced by the perceived nature and extent of economic and social benefits from aspects of the tourism industry and the impracticability or inability of the enterprises representative organisations or individuals to undertake certain functions' (EC, 1978, p 18). Figure 7 summarises the international framework for the tourism industry:

Figure 7

INTERNATIONAL TOURISM MANAGEMENT



It can be seen from Figure 7 that each successive level of tourism administration has a high degree of autonomy. International legislation and guidance forms the background for national legislation, but enforces no real control over this system. There is further autonomy at the regional, and to a lesser extent at local level where many of the practical decisions about tourism planning and management are made. Information throughout this system is thus passed from an international to national and local level, and also from the local level into national and international level management decisions⁹. The private sector and the marketing of the tourism industry are relatively free from international or local control within this framework with a high degree of autonomy from the national and regional administration systems.

International and national tourism management is a highly complex issue, the framework for this management is very much in its infancy. It is likely that the decade following the Earth Summit (United Nations Conference for Environment and Development, Rio, June 1992) and the move towards 'sustainable' business practices will be accompanied by changes in the management structures and compliance procedures for industry in general and there is no reason to believe that the tourism industry will escape scrutiny. Many approaches have been proposed for the planning and management of the tourism industry and these are presented in Chapter 2.

⁹ There are two approaches to planning summarised as 'top down' (ie centralised control) and 'bottom up' (ie: localised control). The type of control described in this chapter illustrates that European tourism management has elements of both top down and bottom up control.

CHAPTER 2

LITERATURE REVIEW

INTRODUCTION

This review of the literature about tourism is intended to provide a background to developments in tourism thought over recent years, setting the context for the planning and management of the tourism industry within the setting of published academic analysis. It illustrates how the emphasis has moved within the academic literature from studies of individual impacts of the tourism industry to more integrated management solutions to the problems posed by the tourism industry, but that despite this move from description to a more comprehensive approach neither a model nor specific guidelines for the planning and management of the industry have emerged.

The study of the tourist industry has interested a number of different disciplines. The diversity of this interest is due, in part, to the varied nature of tourism and the lack of firm disciplinary boundaries. Initially geographers explored the spatial aspects of the tourism industry to arrive at a better understanding of its development patterns (Wolfe, 1951; Christaller, 1963 and Defert, 1966). Other aspects of tourism were examined by other fields, notably anthropology (Rosenthal, 1972; Smith, 1990), environmental science (Latimer, 1985; Pearce, 1987) and economics (Long, 1984; Vaughan, 1986). Few early approaches to tourism considered the concept as a single phenomenon, but as individual attributes associated with the 'tourismagnetic atmosphere' (Jafari, 1974, p 73). The components of this atmosphere are natural (meteorological and geographical), socio-cultural (historical, religious and political) and man-made (ancient monuments, shrines, temples and modern architectural buildings). By attracting tourists these attributes experience a range of positive and negative impacts. These impacts have been interesting tourism researchers for a number of years.

For the purposes of this study it is convenient to group the literature under four themes, each seen as a series of impacts. These are:

- The economic impacts of tourism examining the economic costs and benefits of tourism at the host community
- The social impacts of tourism concerning the impacts of tourism on the host community and culture.

- The environmental impacts of tourism concerning the impacts of tourism on the physical environment at the host destination.
- The planning and management of tourism.

The review concentrates on the effect of tourism at the host destination because the project as a whole is concerned with the planning and management of tourism in the destination zone. It therefore commences with a consideration of the academic literature documenting the economic impacts of tourism.

THE ECONOMIC IMPACTS OF TOURISM.

Tourism is a widespread and important economic activity contributing significantly to the world and European economy. It involves a huge range of enterprises from trans-national corporations to individual restaurants or shops. The 'frivolous' image of tourism has however resulted in reluctance by many governments to commit themselves to the industry as a long term policy objective.

The combined impacts of poor tourism management in Europe appear to be resulting in a loss of revenue. This is the result of a 'loss of sales and market share due to competition, costs of poor quality and threats to communities' (Haywood, 1990). Tourism has been seen in the past as a means to achieve short term economic objectives (Young, 1973) and has lacked any understanding of the relationships between tourism, the environment and people in the area in which it operates (deKadt, 1990, p 6). A review of the literature illustrates that, in many instances, tourism has been viewed as a short term cure to long term economic problems.

Knowledge about the real economic impacts of tourism is limited because of the image of tourism as 'not part of the "real" economy ... unworthy of real consideration or analysis and ... providing only candy floss jobs' (Nathan, 1987, p 2). Lack of governmental interest has been compounded by the poor definition of the tourist industry, lack of agreement about the services that contribute to the whole and the seasonal nature of employment associated with the industry. In recent years however the realisation of the economic importance of the travel and leisure industry has spawned a new field of 'recreational economics' (Duffield, 1982, p 249). Literature often considers the joint impacts of tourism and recreation, but literature specific to tourism is sparse and therefore difficult to integrate into the body of tourism thought.

Figure 8 illustrates the range of studies into the economic impacts of tourism. These are divided into studies of key issues (such as the relative economic impacts of types of tourism and the role that tourism can play in a national and regional economy) and concepts (the development of techniques to measure and assess the economic impact of tourism). In recent years interest has moved from case studies to the development of techniques to measure the economic impacts of tourism.

It is essential for decision makers to be able to assess the importance of economic issues on environmental and social matters when managing tourist areas (McDonald and Wilks, 1986). Criticisms of the 'imperialist style' (Turner and Ash, 1975) of many tourism developments 'have made little impact upon government and planners, as tourism is still viewed by many as an important component in their plans for economic development' (Mathieson and Wall, 1989 p 42). Tourism is rarely seen as a social or environmental phenomenon by governments and 'economics has treated issues of resource deterioration and environmental damage as externalities' (deKadt, 1990, p 12) leaving tourism as a development option with apparently limited costs.

Figure 8 Literature Documenting the Economic Impacts of Tourism.

Issues:	Author(s):	Date(s):
Case Studies	Liu and Var	1983
	Duffield and Long	1984
	Mescon and Vozikis	1985
	Archer	1985
	Witt	1987
	Vaughan	1989
	Vaughan	1990
Economic Impact and types of tourism	Patton	1985
	McDonald and Wilks	1986
	Haitovsky, Salomon and Silman	1987
Marketing	Haywood	1990
	Gilbert	1990
	Morgan	1991
Role of Tourism in Economy	Cook	1986
	Nathan	1987
Regional Growth and Tourism	Schnell	1975
	Elias	1981
Tourism and Employment	Shaw and Williams	1988
Concepts		
Forecasting	Martin and Witt	1988
Techniques	Johnson and Ashworth	1990
Methodologies	Duffield	1982
	Oosterhaven and Verhek	1985
	Fletcher	1989
Multiplier Technique	Liu and Var	1982
	Archer	1982
	Var and Quayson	1985
	Vaughan	

Well planned and managed tourism has a number of advantages as a development option for small or peripheral areas. The market is less volatile than for many raw materials and primary produce; moreover, tourism does not require large plant, or expensive and machinery which makes it an ideal option for exchange poor nations. Many of the basic prerequisites for the industry namely environment, culture and climate are already on site (deKadt, 1990). The labour requirements of the industry are satisfied with relatively low skill levels. Study of the employment benefits of tourism has been an area of recent interest moving from counting the number of jobs to assessing the value and image of these jobs (Shaw and Williams, 1989).

The considerable employment potential of tourism has lead to its use by the EC and individual governments as a tool for regional economic development (Schnell, 1975)⁰. More recently however the benefits accrued from tourism development, particularly tourism employment, have been questioned. Oosterhaven and Verhek (1985, p 67) note 'this sector is usually labour intensive ... a lot of female and part time labour is used, mostly relatively low skilled and for a large part employed according to the 'non-rules' of the informal labour market'. They do, however, acknowledge that these attributes are not always negative and 'especially in problem areas ... it might be precisely these types of jobs that are most in demand'.

McNulty and Wafer (1990) have shown that tourism may not be the remedy for employment problems, especially if the local population is excluded from managerial roles by a lack of training or discrimination by trans-national employers. Shaw and Williams (1989) also note that dissatisfaction arises when tourism provides the only employment in an area.

The economic costs of tourism, including employment problems, have been recognised by academics for some years (Turner and Ash, 1975; Young, 1973 and Jafari, 1984), but this has been slow to percolate through to national and regional policy. The role of trans-national companies in tourism has raised concern, especially in terms of the exploitation of developing nations. Poorly managed tourism in these areas may 'decrease incentives for regional economic integration' (McNulty and Wafer, 1990, p 293). The problems associated with tourism are not endemic, but a reflection of the way that the industry is managed and developed (Middleton and Hawkins, 1992).

⁰ For example the Highlands and Islands Development Board and the German Government use tourism as a 'means to improve the economic structure of regions which lag behind in economic development' (Schnell 1975 p 73).

Techniques and methodologies have thus been developed to assess the impacts of tourism on a regional economy. These studies are largely 'concerned with measuring the present, or forecasting the future levels of expenditures by visitors to these areas and determining the extent to which expenditures are converted into income and employment in the local region and beyond' (McDonald and Wilks, 1986, p 349). Careful economic analysis can determine the demands of different visitor types and the attraction of facilities to these visitor types as conditioned by the 'social, managerial and biophysical conditions which determine the type of ... experience provided. Any change in these conditions will alter ... not only the type of visitor but also the number of visitors and their length of stay' (McDonald and Wilks, 1986, p 364). This change will in turn impact upon expenditure types and therefore the economic benefit of tourism.

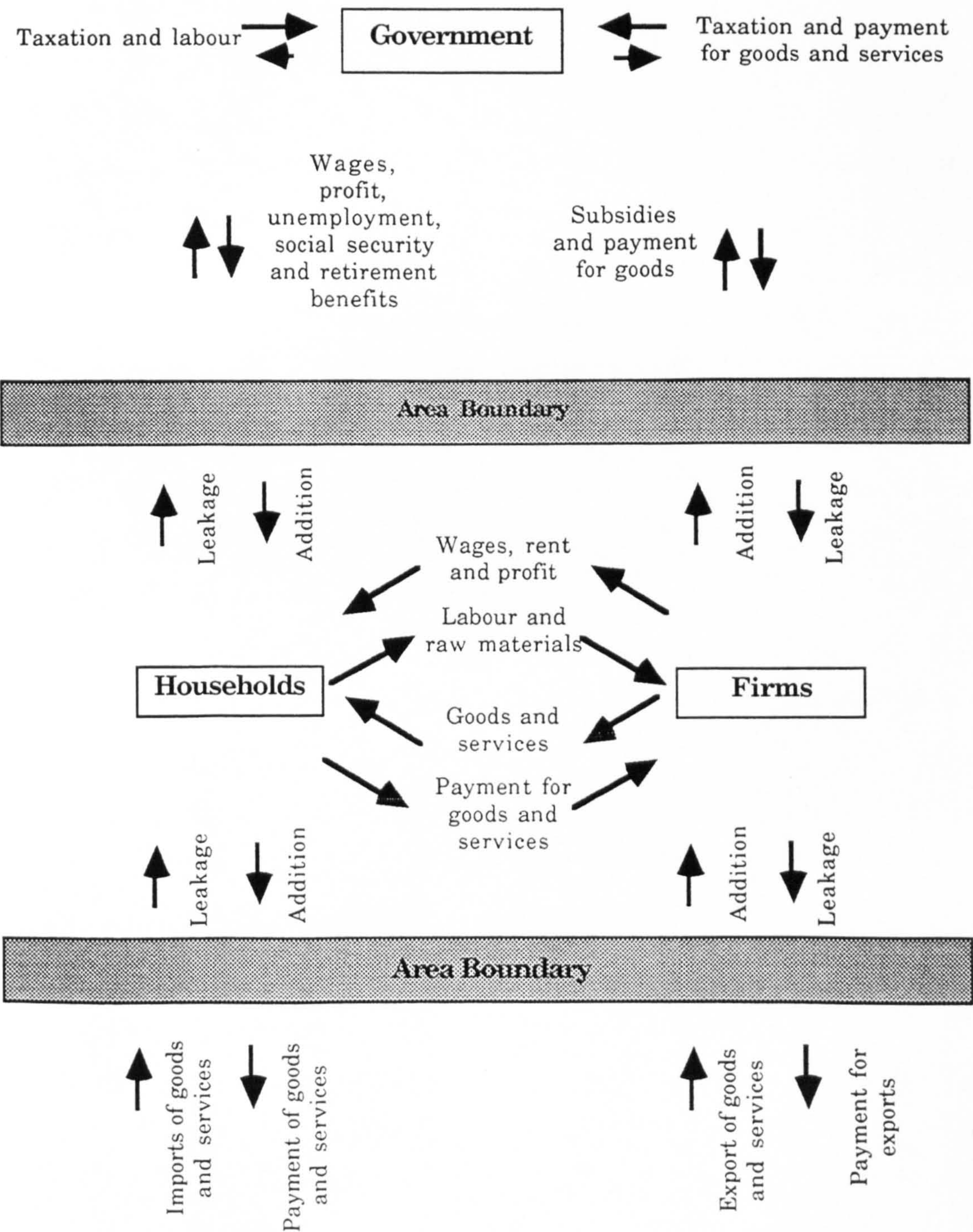
Interest in the contribution of tourism to the economy has resulted in a series of case studies. These are site specific and tend to be dated, but they indicate the considerable impact that even small scale tourism developments can have on a local or regional economy. McDonald and Wilks (1986) indicate the important role of tourism in Cooloola Park, Australia and outline the particular benefits of differing types of tourism development throughout the park which fit in with the ecological criteria of the area. Mescon and Vozikis (1985) outline the importance of tourism at the port of Miami. Different types of tourists have been proven by these studies to have differing effects on the economy as well as differing social and environmental impacts (Archer, 1985, p 55).

Authors, notably Archer (1985) and latterly Vaughan (1989) have developed the use of the multiplier technique for the tourist industry based on the three tiers of tourism's contribution to the balance of payments identified by Airey (1978). It is, however, difficult to trace the income from tourism in the economy and so results from these studies are not entirely reliable (McDonald and Wilks, 1986) and are probably a considerable underestimate¹. Duffield and Long (1984) summarise the action of income within the local economy as in Figure 9 (Source: Duffield and Long, 1984, p 262.)

¹ This is partially because the constituents of tourism spending vary from country to country and statistics provided on a regional, national or international level are rarely accurate and interpretation is frequently lacking. Tourism statistics do not hold information about domestic tourists, and the import element of tourism in Gross National Product is ignored. Other factors are not borne in mind such as the type of investment, the likely beneficiaries of that income.

Figure 9

The Flow of Money, Goods and Services
Within a Local Economy



Within this system there are a number of levels of economic benefits from tourism and a number of leakages. In order to maintain the economic benefits from tourism it is important that leakages are minimised. Many multiplier studies have lead to explorations of the ways in which this can be achieved.

Despite the number of methodologies used for multiplier studies the results have been remarkably consistent (McDonald and Wilks, 1986). There have been investigations into the impact of particular types of tourism business on the economy, for instance the role of transnational corporations (McNulty and Wafer, 1990) and small locally owned hotels (Vaughan *et al*, 1982). Studies illustrate the importance of the diversity of the tourist product in a resort area. McNulty and Wafer (1990, p 291) found that trans-national development is an essential part of the tourist product, but that 'casino style rapid commercial development can ... distort resource values leading to the sacrifice of long term growth'. These studies have brought about some generalisations which may be helpful in the formulation of tourism policy.

There is a growing realisation of the 'importance that econometric features should not be seen in isolation but should be considered in the wider context of the social and environmental forces that characterise the development of tourism' (Duffield and Long, 1984, p 268). Mismanagement can lead to deterioration in the resource which tourists seek to visit and therefore potential income and employment is also at risk (ETB, 1991). Careful analysis of the economic benefits of tourism, the type of tourism and cultural and environmental factors can thus give the manager of tourism knowledge with which to maximise the economic benefits from the industry.

THE SOCIAL IMPACTS OF TOURISM.

The study of the social impacts of tourism came from the realisation that 'tourism is something more than an economic phenomenon with sociological and cultural effects: it has become a phenomenon of civilisation' (UNESCO, 1976). The social impacts of tourism are an important facet of the tourist environment. These impacts are poorly defined and 'remain something of an enigma' (Long, 1984). Governments have begun to realise that by opening their countries to tourists they are offering not only physical, spatial, climatic and other attributes in exchange for income and employment, but also the culture and hospitality of their peoples.

Tourism brings a number of fundamental changes to the host area; these changes are not only economic, but social and environmental and reach beyond the immediate tourism areas of the resort to deeply affect quality of life. UNESCO (1976, p 80) state that tourism, by its very nature, introduces a new social and economic order rather than simply modifying the old one.

Concern about the social impacts of tourism has become a popular area of research in the last two decades (Butler, 1974). The impacts of tourism on previously calm, close knit societies are well documented; see for example Rosenberg, Reiter and Reiter (1973), Hermans (1981) and Din (N.D.). This documentation particularly highlights the plight of rural communities in the poorer areas of the EC and the Third World. These studies have been largely negative and sociological in perspective showing tourism as an agent of change which brings irreversible consequences to the host community. Authors (Greenwood, 1972; Young, 1973 and Turner and Ash, 1975) have failed to consider outside influences which affect the societies in question. Iguanez (1990) cites the importance of other factors, most notably the media, on societies and the difficulty of ascertaining the change from tourism and these external influences.

Mathieson and Wall (1984, p 133) define the social and cultural impacts of tourism as 'the ways in which tourism is contributing to the changes in value systems, individual behaviour, family relationships, collective lifestyles, safety levels, moral conduct, creative expressions, traditional ceremonies and community organisations'. Solutions to the problems and articles advocating what has become known as responsible tourism planning (Haywood, 1988), alternative tourism planning, community driven or sustainable tourism

development are numerous (Murphy, 1984). This is a subject that has seen much academic research, but little Governmental interest (deKadt, 1990).

The impacts of tourism on the host community do not arise purely when residents meet tourists and vice versa, but also from the type of involvement in the industry, the scale of the industry, the culture in the area and the type of tourist attracted (Archer, 1985). Cultural change from tourism is now an established area of research. The EC is aiding this development by helping to promote cultural tourism initiatives. These initiatives will, however, do little to ease the pressure in centres that have already been developed. Mathieson and Wall (1984, p 133) say that research into the social impacts of tourism falls into the following categories:

- The tourist: motivations, expectations and demand for tourism services.
- The host: concerning the offering of the tourism service and its impacts upon the host community.
- Tourist/ host inter-relationships: exploring the interaction between hosts and guests and the consequences of these relationships.

Figure 10 illustrates the development of academic thought about the social impacts of tourism. The first section describes the issues that have been facing the industry, including actual measures of the perception of tourism, case studies of resident attitudes to tourism and the impacts of specific types of tourism on communities. The second section looks at concepts and theories that have developed from these issues.

Figure 10:
Literature Documenting the Impacts of Tourism on the Host Community

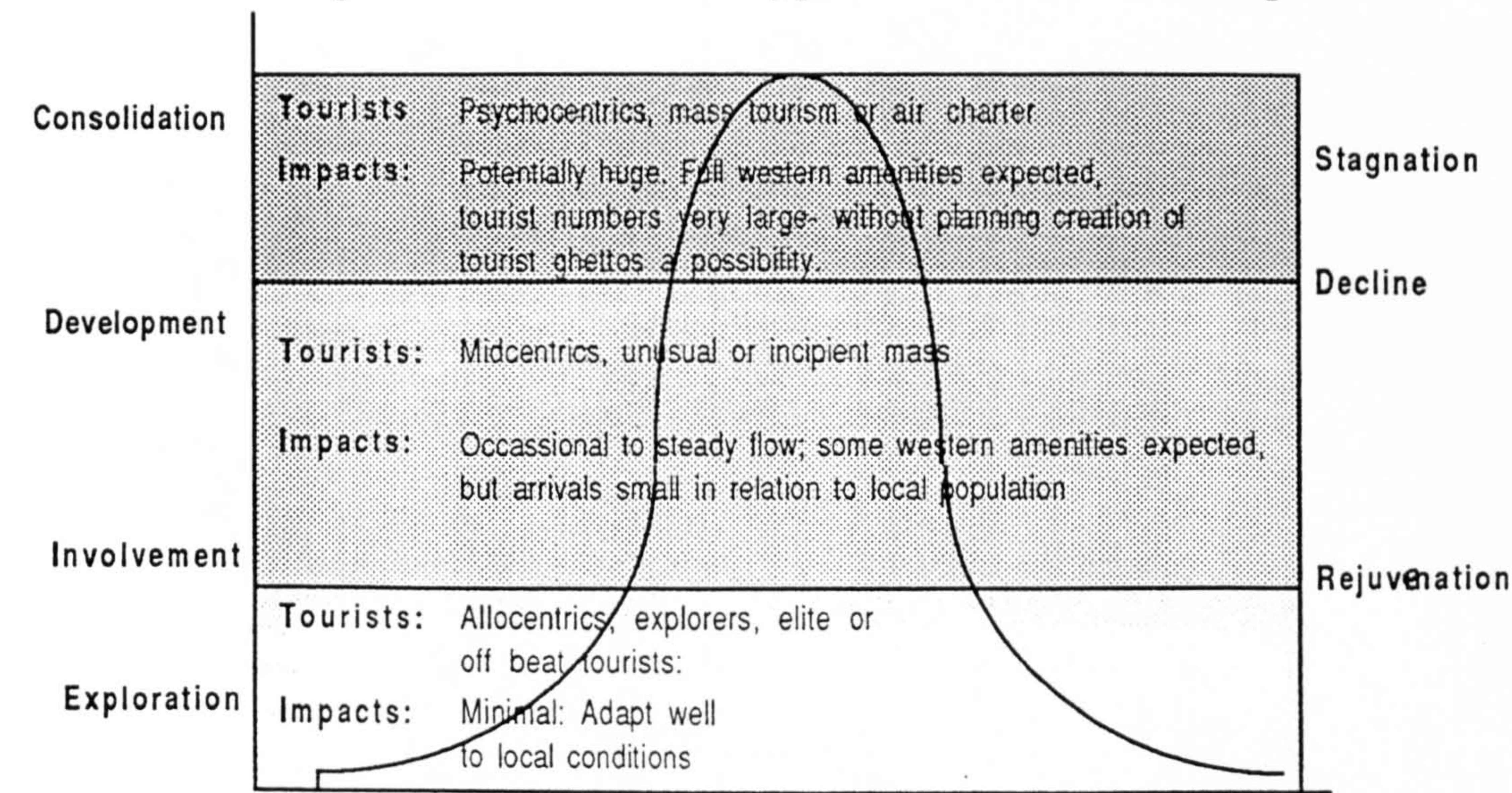
Issues:	Authors:	Dates:
Case Studies	Greenwood	1972
	Sheldon and Var	1984
	Husbands	1986
	Var, Kendall and Tarakcioglu	1985
	Lever	1987
Tourism as an Agent of Change	Hartmann	1984
	Butler	1984
	Long	1984
	Smith	1989
Social/ Cultural Impacts	Din	1988
Resident Perception/ Attitudes	Pizam	1978
	Brougham and Butler	1981
	Maddox	1985
	Brayley and Var	1989
	Brayley, Var and Sheldon	1989
Resident Information Needs	Keogh	1990
	Perdue, Long and Allen	1990
TNC's and Social Impacts	UNESCO	1985
	McNulty and Wafer	1990
Concepts:		
Tourist Typologies	Plog	1972/ 1990
	MacCannel	1976
	Cohen	1978
	Smith	1978/ 1990
	Butler	1981
Community Driven Planning	Murphy	1984
	Jafari	1987
	Haywood	1988

Traditionally tourism has been concerned with the desire of people to travel. This desire is stimulated by the marketers whose prevailing philosophy has been the preeminence of the customer (Haywood, 1990, p 196). It is only in recent years that the relationship between the tourist and the host has been explored (McNulty and Wafer, 1990, p 295). Early studies analysed the impacts of tourism on the host community and the motivation to travel leading to attempts to classify tourists into typologies; these are important in terms of impacts upon the host community and environment. Smith (1978) classifies tourists and their impact on the host destination as follows:

Type of Tourists		Adaption
1	Explorers	Accept local conditions
2	Elite	Adapt fully to local conditions
3	Off Beat	Adapts well to local conditions.
4	Unusual	Occasional arrivals.
5	Incipient Mass	Steady flow.
6	Mass Tourism	Expect western amenities.
7	Air Charter	Massive arrivals.

Plog (1972) has developed a similar classification of three broad types of tourists, allocentrics, midcentrics and psychocentrics. This model has spatial implications which are based on the theory that a resort is subject to a cycle of growth similar to the product life cycle as explored by Polli and Cook (1952). The spatial implications of this model are illustrated below.

Figure 11:
The Relationship Between Tourist Type and Resort Development:



Debate about these groupings has emerged in the past 2 years. Smith (1990) believes that there are no significant differences between the characteristics of allocentrics and psychocentrics and thus the type of tourist attracted does not have implications for resort development, but Plog (1990) denies the validity of this research.

Other authors have developed this model to demonstrate cycles of resort development (Butler, 1982), whereby resorts develop with a high degree of local involvement, become more popular attracting international investment and tourists expecting 'westernized' facilities to become 'mass' tourism resorts and decline in popularity. Stagnation and decline or rejuvenation may follow this stage according to the management strategy employed by the local authority or changing preferences of consumers.

Tourist typologies are useful and help the development of a type of tourism to suit the needs of the host community. They have been incorporated into models of resident stress to illustrate how different types of tourism development impact on the communities involved. The international nature of tourism means that whilst the experience for the tourist ma be beneficial it may be harmful to the host. 'Ghettoism and alienation' may be the product of large tourist 'enclaves' isolated from local lifestyles (McNulty and Wafer, 1990). 'This tendency makes it imperative that tourism planners have some way of finding a threshold level for host community tolerance to tourism' (Haywood, 1988 p 105).

Early case studies have illustrated a tendency of resorts to fade or self destruct (Plog, 1972; Butler, 1980). Authors have begun to study the forces that cause this apparent cycle of development. Haywood (1990) has noted that environmental change and resident stress are important parts of the tourist product; once environmental quality declines and resident hostility increases tourists are likely to leave an area.

There have been a series of studies which are location specific eg. Din (N.D.), Wolfe (1956) and Lever (1987). These are examples of observational, rather than empirical research and although each has relative strengths and weakness their lack of structure means that they present no direct framework for comparison. They are however of interest and provide insights into the types of tourism development that have not been successful in the past.

Greenwood (1972) traces the enormous impact of tourism on a Spanish Basque Tradition; the Alarde. The attitudes of the local population changed towards this centuries-old ritual as local politicians attempted to make it into a profit making tourist activity, rather than a local custom. Getz (1981) writes about the Spey Valley district of Scotland, an initiative formulated by the government under the auspices of the Highland and Islands Development Board to encourage tourism in an area suffering from high unemployment and out migration. Economic results from the project were satisfactory but there were many negative social impacts that had not been considered at the development phase. Indeed the project had been designed to keep the workers in their own region, but in reality, had the opposite effect (Getz, 1981) as well as aggravating existing housing shortages. Getz concluded that the social benefits of tourism should be as widely felt as economic benefits to increase community satisfaction with the industry.

Recent literature has become more predictive, focusing on maximising the benefits of tourism to the host community. Many studies have been undertaken about the impact of tourism on resident perceptions of quality of life. These studies accept the premise that 'the frequency of interaction residents have with the tourist makes their willingness to serve as gracious host critical to the success of tourism' (Pizam, 1978, p 16). These studies have lead to the establishment of important concepts for tourism development. They attempt to quantify resident satisfaction with the tourist product, but are difficult to integrate into tourism literature because they often fail to separate tourism from recreation (Keogh, 1991) and consider tourists and other visitors as a homogeneous group. These studies have made conflicting links

between the socio-demographic characteristics of residents and their satisfaction with the tourist product (Perdue, Long and Allen, 1990).

Such studies have been undertaken in areas where tourism development is well established and has had time to make its impact felt upon the local community. 'They rarely consider the hopes and concerns of populations for the future of the town, with or without, tourism' (Keogh, 1991). Many studies disregard outside influences such as the implicit association between tourism and politics (deKadt, 1979). A few authors have attempted to quantify the level at which tourism becomes unacceptable to residents. Pizam (1978) developed an irritation index indicating that a high tourist/resident ratio fosters negative environmental attitudes amongst residents. Duffield and Long (1981) illustrate that in peripheral regions with small tourist/resident ratios the majority of residents perceive tourism to be positive. Involvement in and dependency upon tourism have been found by these authors to be important factors in perceptions of the economic, social and environmental impacts of the industry.

Resident satisfaction studies have made a number of important conclusions. Lawrence et al (1988) note that as the size of the tourist development increases the level of satisfaction in the local community correspondingly decreases. Negative impacts of tourism are avoided by a high resident involvement in the industry (Keogh, 1991). The maintenance of the quality of the environment is essential to resident satisfaction with tourism in some locations, but not others (Liu, Sheldon and Var, 1986). Resident perceptions of environmental change from tourism have important implications for quality of life (Farrell and Ritchie, 1978). Other studies have examined the information needs of tourists prior to major developments to ensure that residents are satisfied with tourism development from the outset (Perdue, Long and Allen, 1990).

It appears that 'a successful tourist industry is built not only on the strengths of individual tourism organisations, but also on the strengths of the community in which these organisations may be located' (Haywood, 1990). Within this framework tourist and resident satisfaction are complementary concepts. Haywood (1990, p 201) notes that no single authority can control the quality of the tourist experience and 'tourist satisfaction is ultimately tied to how well tourists are received within the community' and the quality of the environment at the destination zone. It is with this in mind that the environmental impacts of tourism are now examined.

THE ENVIRONMENTAL IMPACTS OF TOURISM.

Recent experiences of many coastal resorts in Europe have illustrated that the environment is an essential part of the tourism product. 'Any discussion of tourism without reference to its environmental setting is [therefore] superficial because attributes of that environment form part of the essential framework for pleasure travel' (Pigram, 1980, p 555). Tourism is seen by many authors as conflicting out of necessity with the environment (Witt and Moutinho, 1989, p 132). This view may be perpetrated by the fact that 'in general the industry ... has been a user of the environment rather than a protector' (Hudman, 1991). Figure 12 presents a synopsis of the development of environmental concern within the tourism industry:

Figure 12:

ENVIRONMENTAL CONCERNS AND TOURISM'S EMPHASIS

ERA	ENVIRONMENT	TOURISM
1950s	Enjoy and Use	Age of exploration and involvement. The beginning mass tourism.
1960s	Awareness, public involvement and protests	Development of great growth. Elements of environment as attractions.
1970s	Institutionalization Creation of Environmental Protection Agency in USA. Concern over visual pollutions, air and water.	A decade of growth and achievement. Marketing. Studies on impact by Academicians.
1980s	Concern for toxic substances in the environment: acid rain global warming ozone layer.	Expanding world markets and Technological advancements
1990s	Deforestation, climatic changes, desertification, global impacts	Eco-tourism Sustainable development.

(Source: Hudman, 1991, p 157).

The impacts of tourism on the environment are not always easy to identify and are often seen as negative, destroying the 'resource which the tourist seeks and the resident enjoys' (Witt and Moutinho, 1989, p 132). The importance of a pleasant environment to attract tourists means that tourism cannot be isolated from the need for environmental concern (ETB, 1991). The considerable pressures brought to local areas by the number of tourists, or the scale of developments to accommodate them '... may not be in the long term interests of the heritage or the environment, the host communities, or indeed the visitor or the tourist industry' (ETB, 1991, p 2). It is however important to remember that while damage can be caused by tourists and tourism development, tourism is also vulnerable to environmental damage caused by other industries, or the host community (Economist Intelligence Unit, 1992).

Even early tourism studies illustrated that tourism developments had considerable environmental implications. Wolfe (1953, p 57-65) was amongst the first authors to comment on the detrimental impacts of tourism on Wasaga Beach in the U.S.A. He particularly noted how there had been a 'divorce from the geographic (or natural) environment' to create a man-made playground. This study was followed by a number of others, most notably in Canada and the U.S.A. which really revolved around the question 'Does tourism create the seeds of its own destruction?' (Plog, 1972). Other early studies were concerned with locational aspects of the industry (Christaller, 1964; Pearce, 1987). Most of these studies were carried out by geographers attempting to build theories about the location of the tourism industry. As tourism thought has evolved authors have moved away from descriptive studies to more predictive and analytical studies that propose solutions to the environmental problems that tourism creates.

Literature on the environmental impacts of tourism tends to be strongly polarised into protection and development lobbies (Perks, 1983). Mathieson and Wall (1984, p 94) note that 'much of the research on the environmental impacts of tourism is of recent vintage and has been limited to 'after the fact' analysis'. They conclude the problems of researching the environmental impacts of tourism fall into the following categories:

- The difficulty in determining which changes are induced by tourism and other activities.
- Lack of information concerning conditions prior to the event and therefore a lack of baseline against which to measure change.
- Paucity of information about numbers, types, tolerance levels etc of flora and fauna.
- The concentration of researchers upon primary sources, especially beaches and mountains which are particularly ecologically sensitive.

Figure 13 illustrates the wide scope of literature now available in the English language documenting the environmental impacts of tourism. This has been divided into issues and concepts. Important issues in tourism literature have been measuring the scale of the environmental problems. Concepts have developed from these studies formulating methods of managing the impact of tourism on the environment. Figure 13 illustrates a progression from describing the impacts of tourism on the environment to ways in which these impacts can be managed. In many instances authors deal with social and environmental issues together and it is thus difficult to separate much of the literature into specific components.

Figure 13: Literature Documenting the Impacts of Tourism on the Environment.

Issues:	Author(s)	Date(s)
Resident Perception & Environmental Issues	Travis	1982
	Latimer	1985
	Liu, Sheldon, Var	1986
Environmental Planning Models	Brouwer & Nijkamp	1982
Environmental Impact (general)	OECD-	1980
	Mathieson & Wall	1984
	OECD	1985
	Witt & Montinho	1989
Coastal Case Studies	Wolfe	1952
	Carter	1981
	Morris & Dickenson	1987
Environment and Development	Pigram	1980
	WTO/ UNEP	1985
	Fanariotu & Partidario	1987
	Edwards	1990
Concepts		
Carrying Capacity/ Sustainable Development	Getz	1983
	WTO	1983
	O'Reilly	1986
	Pearce and Kirk	1986
	Salm	1986
	Witt and Moutinho	1989
	Redclift	1991
	May	1991
	Inskeep	1991
	Mueller	1988
Cost/ Benefit Analysis		1984
Environmental Impact Assessment	Clark, Bisset, Glad, Tomlinson	1984
	Kozlowski	1990
Ultimate Environmental Threshold	Kozlowski	1990

Governments have begun to realise that tourism development has very real costs in terms of the environment. A recent report by the Department of Employment in the U.K. was concerned with these environmental costs. It expressed concern that 'whilst tourism is almost universally welcome for the benefits and opportunities that it creates, there is also a growing recognition of the need to see tourism in its environmental context' (ETB, 1991, p 1). This realisation has been brought about by the growing body of knowledge about the destructive nature of particular types of tourism development. These effects are particularly severe in areas where tourism development has been rapid and uncontrolled. The favourite form of tourism throughout the 20th century has been coastal tourism; it is therefore coastal and marine issues that have dominated the English Language environmental literature (Gajraj, 1988, p 5)².

Academic texts illustrate that the quality of the environment is important to destination success and that 'in the absence of an attractive environment tourism rarely succeeds because it is one of the vital things that tourists look for in a destination' (Davidson, 1989, p 125). Gunn (1988), Davidson (1989) and Morgan (1991) have illustrated the importance of a pleasant environment to tourist's choice of location. Davidson (1989) concludes that 'it might be reasonable to expect tourism developers ... to take care to ensure that the environment is properly cared for and preserved'. The academic literature, and recent experiences in some tourist resorts, illustrate that developers and governments often neglect the importance of the environmental issues to tourism development.

Lack of interest in the environmental impacts of tourism by governments is largely due to the domination of economic criteria in projects and the lack of long term vision. 'Political expediency and economic utility ... most commonly determine the economic scale and type of development', ecological and environmental goods are relatively less important as they are perceived by developers as freely available' (Kozlowski, 1990, p 308). The benefits of assessing the importance of the environment to tourism have only recently been realised, namely 'the avoidance or repair of (negative)

² Much of the foreign literature has however documented the impacts of tourism on other environments (especially mountain areas). In order to make the scope of the thesis manageable it is not possible to study the range of literature on this subject.

effects' (Witt and Moutinho, 1989, p 133). This realisation has come about as a reaction to the problems experienced by many resorts, especially in the Mediterranean Basin, which have caused a decline in income and concern over tourist and residents' health.

Rapid degradation of the resource base in the Mediterranean and other major destination areas has prompted organisations to call for the protection of the environment from tourism (Fanaritou and Partidario, 1990). For example the Manila Declaration on world tourism advocates wise resource management (Manila Declaration, 1981). Concern is particularly directed at Third World Countries (McNulty and Wafer, 1990) who have no tradition of conservation (as understood in the West), or awareness of the necessity of environmental protection. It is these countries that often have an overriding need for the income from tourism. Protection of the environment, both for the promotion of tourism and from the worst aspects of the industry is not necessarily mutually exclusive.

Techniques have been developed to resolve or measure the impacts of tourism on the environment. Many of these are site specific and of limited use in the national or regional context. Such techniques are, however, useful to manage the local impacts of tourism, such as carrying capacity and cross-impact-matrices. These techniques have been developed to assess social as well as environmental impacts of tourism. Techniques which have been implemented throughout Europe, such as environmental impact assessment are unlikely to resolve many of the environmental problems that face the tourist industry because the small-scale nature of the developments involved.

The environmental implications of tourism development have thus been under-estimated in the past. Pigram (1980, p 567) argues that '...more and more the overall goals of environmental action and resource development coincide and environmental considerations are now seen as integral and vital components of a development process designed to improve the quality of life for present and future generations'. The tourism environment is difficult to control and monitor, especially when the only accepted measure of success is economic evaluation. This puts tremendous pressure on the selling function and often leads to the failure of quality (Haywood, 1990). Authors and governments in the past have been influenced by the perceived 'elasticity' of tourism demand (Gilbert, 1990) and have been slow to recognise that the needs and wants of tourists are not merely economic in nature.

The importance of the combined economic, social and environmental factors to tourism development has lead to a number of approaches to integrated tourism development in the literature. Approaches to the planning and management of tourism are therefore presented below.

THE PLANNING AND MANAGEMENT OF TOURISM

The preceding literature review has illustrated that all aspects of the tourism system are inter-related. Although studies of individual impacts of tourism are useful it seems unlikely that the problems presented by the multiple impacts of tourism will be resolved until a way of integrating the conclusions of these studies is found (Wall and Maccum Ali, 1977). Academic literature about tourism has thus moved from documenting single impacts of the industry to examining the multiple impacts of the industry.

Many of the weaknesses of the tourism system have resulted in 'the failure of satisfaction and harmonious relationships. From philosophical as well as operational perspectives these failures are problematic. They suggest that tourism organisations and destinations themselves are failing to meet their obligations' (Haywood, 1990, p 195). These obligations are to both tourists and residents.

Mathieson and Wall (1982, p 177) categorise factors responsible for the demise of many resorts as inadequate forecasting, the resource orientated nature of tourism marketing, the inefficiency of planning measures, sacrifice of long term planning for short term gain, inadequate attention to the appropriate scale of development and a failure to specify goals adequately. Many of these factors can be demonstrated to be a result of poor planning and management of the tourism industry. Problems in planning the tourism industry are compounded by difficulties defining the role and scope of planning (Allison, 1987). The scope of planning has been discussed in the Introduction.

There is a relatively poor understanding of the inter-relationships between aspects of the tourism system. This is partly due to the complexity of the tourist industry and the multiplicity of bodies involved in both the public and private sectors. There is no consensus about which industries constitute 'tourism' and little coordination between the bodies that form the industry. Figure 14 illustrates the complex dimensions of the tourism industry. Each of the sectors described in the diagram is an important component of the tourism product, but all operate in different ways. The nature of the interactions between these components may change for a variety of reasons.

The Dimensions of the Tourism Industry:

Product Components:			
Peripheral Private Services	Transport	Attractions	Peripheral Public Services
Travel Insurance	Air, Sea, Rail, Coach, Car Hire.	Theme Parks, National Tourist Zoos, Heritage Centres, Stately Homes, Parks, Monuments, Leisure Centres, Physical Landscape.	Organisations Regional Tourist Organisations Information Centres Borough/ Council Tourism Departments.
Marketing - Printing Advertising etc.			
Distribution -			
Travel Agents, Distributors of Literature, Teletext, Prestel.	Accommodation	Catering	Public Education and Training Establishments.
Wholesalers -			
Tour, Coach Operators, Specialist Press for the Tourism Industry (Magazines, Papers, Journals).			
Private Education and Training Establishments	Hotels, Motels, Guest Houses, Farms, Holiday Centres, Apartments, Villas, Cabins, Chalets, Camp and Caravan Sites.	Restaurants, Motorway Service Centres, Cafes, Fast Food Outlets, Public Houses.	Public Ports/ Airport services Visa and Passport Offices Customs and Excise Services
Private Ports, Airports, Marinas.			
Banking - Travel Cheques, Currency Shops			

From: Gilbert; 1990; P 19.

Confusion about the components of the tourism product and their relationships has lead to a poor understanding of the tourism industry. Gunn (1988) defines the components of the tourism system as follows:

Figure 15:
The Functioning Tourism System: A Model of the Key Functional Components That Make Up the Dynamic and Interrelated Tourist System. Important is the Relationship Between Demand and Supply

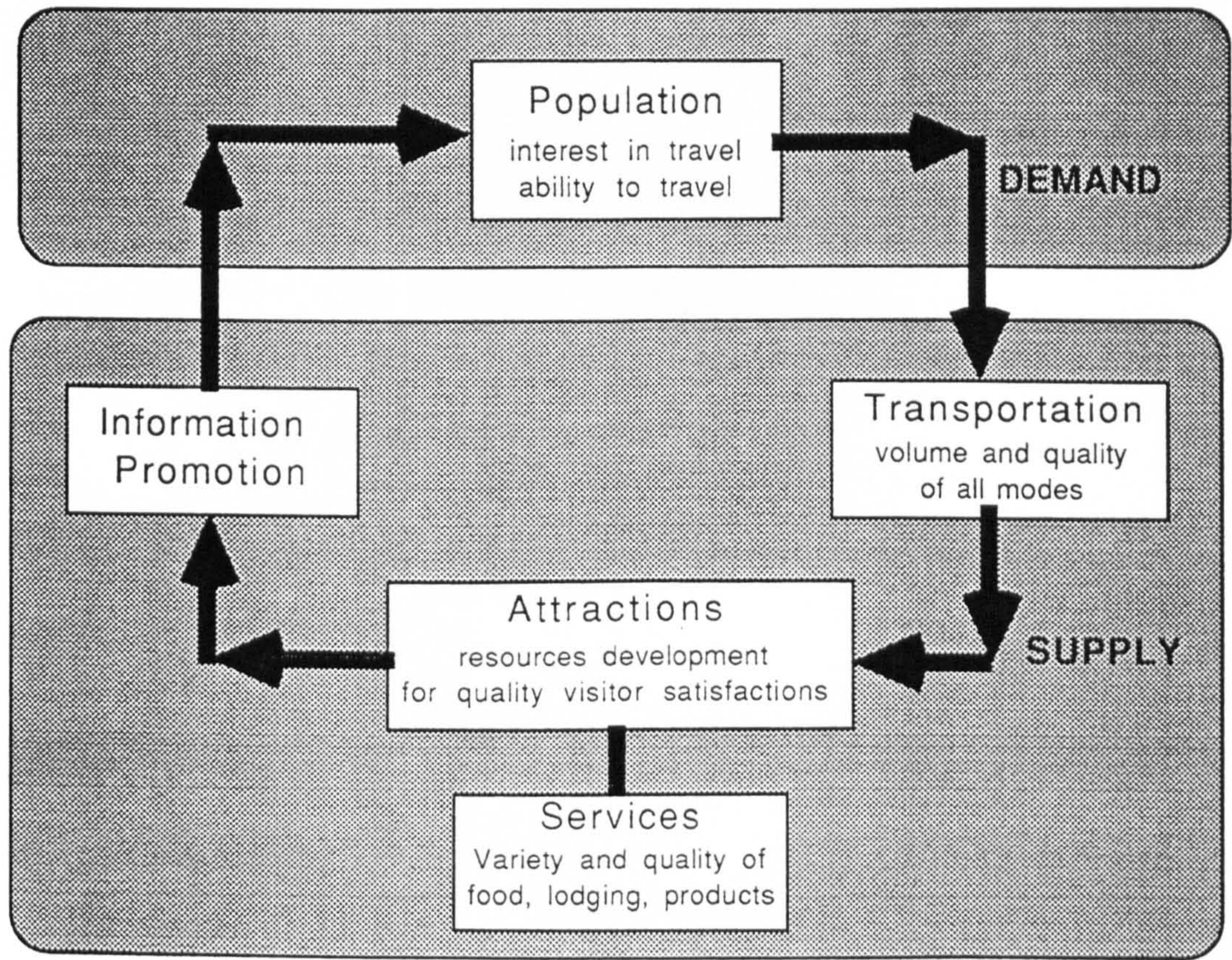


Figure 15 illustrates that all aspects of this system are related and changes in any component will result in changes in others. The nature of these changes or interactions is however poorly researched and there is little knowledge of the impacts of change in any one aspect of the system on all others.

Tourism planning has failed to accommodate the inter-related nature of the tourism industry. In practice tourism planning has been seen as an extension of economic or land-use planning. In some instances 'planning has been assigned ... the mere task of maximising the number of tourists' (Zagrebu and Firenze, 1978, p 179). In other instances planning for tourism has been seen as a land-use issue, with governments believing that 'territorial planning is a separate policy from tourism planning' failing to realise that 'options undertaken under both cannot but be considered jointly and inextricably' (Zagrebu and Firenze, 1978, p 180). This has led to a growing realisation that all aspects of the tourism system 'are ... complementary and neither can be planned without reference to the other; moreover neither can be planned without reference to a number of other elements in the life of a place' (Spanoudis, 1982, p 315).

In recent years it has become evident that effective planning will mean a radical move from the more 'traditional roles of tourism as a policy tool with the objective of maximising income, manipulating the labour market and changing regional disparities' (Zagrebu and Firenze, 1978, p 176). The implications of the failure of the tourism industry are such that some governments are now attempting to plan for tourism 'rather than be faced with *ex post facto* conditions that are very difficult and often impossible to correct' (Spanoudis, 1982, p 314). Baud-Bovy noted in 1982 that the planning for tourism had been unsuccessful; in 1990 the situation seemed to have changed relatively little (deKadt, 1990). The failure of tourism planning is seen as a result of the lack of integration of tourism into the whole economy and the inflexibility of tourism plans (Gunn, 1988). It is also due, in part, to the relative sparsity of tourism planning literature and the poor understanding of the 'functioning tourism system'.

Academic literature concerning tourism planning has evolved from an interest in locational and tourist decision making criteria to modelling the structure of the tourism industry to examining the evolution and development stages of resorts (Pearce, 1987). Academic interest in tourism planning has only really developed since evolutionary models, most notably the Life-cycle concept developed by Butler, described development patterns for tourist resorts.

The problems facing the tourist industry have prompted discussion about effective tourism planning ranging from 'limits to growth to advocacy of alternative tourism planning models' (Getz, 1983, p 4.1.1 - 4.1.15) and more recently discussions of 'sustainable' or alternative tourism. A number of authors have explained tourism development within general models such as dependency theory (Seers 1981), classical geographical location theory (Christaller, 1967) and core/periphery development (Freidmann *in* Chorley and Haggett, 1967). Other authors have:

- * formulated guidelines on how to go about planning the tourism industry. For example Zagrebu and Firenze (1978), Medplan (1987), Gunn (1988) and IUOTO (ND).
- * formulated policies for specific types of tourism. For example Schnackinger (1981), Pearce and Cook (1986), Salm (1986) and Western (1986).
- * formulated policies for a single impact of tourism. For example Murphy (1988), Coppock (1982), Haywood (1988) and Dumas (1986).
- * examined the spatial patterns of tourism development. For example Young (1983) and Christaller (1963).
- * advocated ways of developing tourism in a 'sustainable' fashion eg. Tourism Canada (1991), DeKadt (1990), ETB (1991).

There have also been a number of suggested approaches to managing the entire tourism system, but the complexities of the tourist system have rendered a model of this system unrealistic: as Haywood (1988 p 110) comments 'experience from the world of business indicates that the imposition of a comprehensive approach to the organisation of planning activities is illusory'. The approaches which have been adopted to the planning of the entire tourism system are summarised in Figure 16. The left hand column lists the primary concepts, the authors adopting the approach are listed in the central column and a critique of the approach is provided in the right hand column.

Figure 16: Literature Documenting Approaches to the Planning and Management of Tourism

Concept	Authors	Critique
Carrying Capacity	McCool (1978) WTO (1983) Pearce & Kirk (1986) Salm (1986) Western (1986) O'Reilly (1986)	Site Specific Problem of measurement & comparability of measures Problem of definition/implementation Physical/biological emphasis
Tourist Area Life Cycle	Plog (1972) Butler (1980) Haywood (1986) Strappp (1988) Witt & Moutinho (1989) Cooper & Jackson (1990) Witt (1990)	Site specific Problem of Implementation Problem of definition Problem of Measurement No specified unit of analysis Implies a homogenous tourist market No way of differentiating stage of resort development
Gaming	Loukissas (1982) Loukissas (1983)	Holistic approach Methodological approach Relies on simulation Players may be wrong Depends on expertise of players
Forecasting	Van Doorn (1986) Van Doorn (1990)	Depends on expertise of players Question of accuracy Effective if combined with other techniques
Product Analysis Sequence for Outdoor Leisure Planning (PASOLP)	Baud Bovy (1982)	Goal Orientated Develops interdependency between variables No measurement criteria Neglects methodological aspects
Integrated Planning Approaches	Gunn (1988) Inskeep (1991)	Holistic approach Case study approach 'How to' rather than theoretical approach Lacks consistent methodology Local emphasis Does not monitor 'tourist area success.
Sustainable Development	Tourism Canada (1989) ETB (1991) May (1990)	Concept rather than system Problem of implementation Complex interactions difficult to grasp Often ignores economic necessity Holistic approach Local bias ('think globally - act locally')

The most recent concept to be explored as a way of planning for tourism is the concept of sustainability (although it can be argued that the theme of 'sustainable development' has emerged previously within the theories of alternative tourism, green tourism, holistic tourism, community driven tourism and ecotourism). This concept was first raised in the Brundtland Report (1987) and develops the philosophy 'think globally act locally'. The concept has been advanced by industry interest as illustrated in the GLOBE series of business conferences. At the current time 'sustainable' development is little more than a concept which has evolved from the realisation that '... theories have failed to give overall satisfactory explanations of the process of development, or its absence and practitioners ... have been clamouring for new guidelines' (deKadt, 1990, p 2).

Sustainability is essentially the concept of asset management whereby environmental and social costs are no longer seen as externalities in accounting procedures (Wilkinson, 1989). Sustainability is a useful concept for framing ideas, such as tourist area success. It has not, however, evolved beyond a concept and does not provide a model of the tourism system, but an approach to the management of this system. The systems methodology could be an important approach to achieving sustainable development.

Models of tourism development, such as those described above, are 'the building blocks to theories' (Getz, 1988, p 22). Once these theories have been established, they can be tested by sound research to improve our knowledge of the tourism system. It seems that only once a comprehensive knowledge of the interactions of the tourism system has been established will Krippendorf's challenge of integrated tourism planning be achieved. 'I want to call on all suppliers of tourist services to acknowledge their responsibility towards travellers, the host population and tourist environment, to state clearly what contribution they are prepared to make to a more human tourism and what regulations they are willing to observe. I propose that they should formulate and make a public code of practice and the principles of their international and business code of conduct. Not in a few beautifully worded and vague sentences but in concrete and practicable policy statements to which they should be answerable' (Krippendorf, 1989, p 138 - 139).

Getz suggests that the key to improving the tourism product and achieving Krippendorf's aim is more effective planning. He believes that this can be achieved through 'the merging of development planning and more basic tourism research' (1986, p 22).

CHAPTER 3

METHODOLOGY

This chapter seeks to describe the methodological steps taken to meet the research aims of the project. In particular the discussion relates firstly to the need to provide an explanation and comparison of approaches to tourism planning and administration in three case study areas (Weymouth, the Algarve and Malta), secondly in an assessment of the extent to which the case study areas have met the aims of the planning authorities and finally in the establishment of an understanding of the mechanisms influencing the success of the tourism industry at the destination zone.

The necessity to understand the phenomenon of tourism and the many aspects of the subject that are poorly defined have lead to this study being carried out within the framework of the systems methodology (as explained above in the Introduction). Specific research techniques have been utilised within this framework are discussed in this chapter.

The Research Design

In view of the complexity of the project, and especially in view of the need to undertake diverse international case studies two of which were in part determined in nature by the sponsoring bodies, a flexible research design was necessary (the role of these bodies is explained in on page 68 in Endnote 1). The key to the project was a comparison of approaches to planning in a number of different case study areas. To make the project feasible financial assistance had to be secured from the case study areas and this had some influence over their selection.

The diversity of the case study areas and the differences in administration and information available in the areas raised a number of important challenges which had to be resolved within an accepted methodology.

Practical Issues from Multi-Cultural Research

Studying in more than one country is challenging and presents the researcher with many new learning experiences, not least language, culture and problems associated with imposing a predominantly British form of research (the survey) on other cultures.

The most obvious restraint to multi-cultural research is the language barrier: language was not only a problem of communication with the host population, but also with tourists of many different nationalities. Many authors (eg. White, 1974; Young Yun Kim, 1988) have documented the multi-dimensional nature of language as a physical barrier and the route to understanding cultural differences. Each linguistic system does not merely reproduce ideas, but represents the way in which ideas and opinions are formed and analysed (Sapir-Whorf, 1931). It is essential that language and forms of expression are adequately understood by the researcher to meet the demands of the project.

To some extent language difficulties were overcome by inviting colleagues from the respective country to view the surveys before they were distributed; translating surveys into the native tongue and dedicating the first day of the study tour to test and amend the surveys. It was necessary to learn to speak Portuguese prior to undertaking the research in the Algarve. In addition a Portuguese speaker was employed throughout the study period in this area to smooth as many difficulties as possible. Nevertheless the language barrier was initially severe and slowed the progress of work. In addition many documents were available only in Portuguese and translation of these was problematic on some occasions. The language problem occurred to a lesser extent in Malta where popular writings, for example newspaper cuttings, are available only in Maltese.

There were instances when tourists could not be interviewed because of language difficulties. Visitor surveys were undertaken in German and where relevant French and Portuguese, although the predominant language was English. In most cases language problems were overcome, but some information loss had to be accepted, both from not being able to communicate with a limited number of tourists and in translating responses from others.

Reconciliation with cultural difficulties presented a greater challenge to the researcher. Multi-cultural research demands a sensitivity to cultural differences which can often only be obtained by a prolonged stay in the country (Plog, 1990, p 44). Problems associated with being a female in male dominated cultures in Portugal and Malta presented few difficulties. The greatest difficulty was that the Portuguese (particularly the older sectors of society) were reluctant to answer questions. Throughout the study period it became apparent that this reluctance was due to the recent reign of the military police and the relative rarity of social research as a medium. Brislin *et al* (1985) note the importance of cultural understanding in research and the difficulties of judging other cultures by British attitudes. Cultural difficulties are lessened to some extent by learning about the culture and acclimatisation visits.

The lack of basic information in all the case study areas was initially a serious restraint on the research. Even simple information about tourist numbers, characteristics, habits and typologies was often unavailable. Information about resident and business attitudes to tourism was even more scarce. In most instances the only information available documented the number of tourists that had passed through international check points (such as airports) or the number of officially listed bed-spaces occupied on a monthly or annual basis, or the official census returns for the resident population. This lack of information increased the amount of time that had to be spent in establishing the foundations for the research. Information had to be sought from international publications where available (such as WTO's abstract of statistics). In some instances the information simply did not exist and samples and general constructs for the research were drawn from consultation with local 'experts'.

The shortcomings of data, such as the number of tourists, can be acknowledged, but in no way resolved. A further difficulty was the measurement of criteria such as standard of living and quality of life, these criteria often vary between regions as well as nations (Patellis, 1978). Common measurement such as income, expenditure and educational achievement could not be used on questionnaires due to differences in cost of living and the education system. Compilations of statistics and qualitative aspects of the questionnaire smoothed as many of these difficulties as possible

as did the adoption of the JICNARS⁰ socio-economic classification, but it was not possible to achieve directly comparable results.

The concept of management and planning is closely linked to the political structure of the country. Understanding the complicated political framework within each country studied was a necessary task, since the management and planning systems are linked to fundamental laws and civil rights. Understanding was achieved with the aid of colleagues in the countries in question, interviewing individuals involved in the planning and management system and with extensive use of literature available on the subject from international planning publications.

The problems presented by language and culture and the lack of a coherent information source from which to work resulted in the choice of a 'hands on' approach ie. arranging a study tour and carrying out all the field study and data collection in a set period. In this way linguistic and cultural problems could be dealt with as they arose, additional administration was eliminated, opinions could be expressed and integrated into the questionnaire in a manner that is not possible in mail surveys and a sufficiently high response rate could be ensured. Every effort was made to eliminate the disadvantages of this approach.

Three major field research periods were defined. The first included the piloting of the surveys in Weymouth in 1988. The study period in Malta was in January 1990 and the Algarve between February and May 1990. Subsequent information was also collected in Weymouth in 1990. It would have been of benefit to conduct all the research during the same time period. Financial and temporal reasons however rendered this impossible which resulted in the loss of some information for comparative purposes (eg. certain variables, for example group type, are dictated by the timing of surveys). The timetable for research is illustrated in Appendix 1.

⁰ This is a classification defined on employment alone. It grades economic status in five grade from A to E where A represents professionals, B represents higher management, C middle management and clerical positions, D manual employment and E state pensioners and the unemployed. The system is not a comprehensive as other gradings and has a number of shortcomings, not least the arbitrary nature of the groupings and the assumption that employment and socio-economic status are linked.

Site Selection

Site selection was, in part, dictated by the sources of funding available for the project as discussed in Endnote 1 (page 68). The sites, Weymouth, Malta and the Algarve, are presented within the thesis as representative of tourism development in the coastal zone. These resorts have a number of features in common. For instance each appeals to distinct market segments seeking a specific holiday product. The planners and marketers within all three resorts are seeking to diversify from this market segment. Each of the resorts is seasonal in nature and suffers from considerable congestion and overcrowding during the peak season. All three resorts are relatively dependent on the tourism industry for their livelihood with a high percentage of employment being derived from tourism (especially during the summer months).

There are, however, a number of important differences in the development patterns of the resorts. Weymouth, and to a lesser extent the eastern part of Malta, have developed over a considerable time-span as tourist resorts. They have undergone a number of development cycles before reaching their current stage - the Algarve and western part of Malta have on the other hand developed in the last three decades. The Algarve (and on a smaller scale the western part of Malta) have attracted large internationally owned tourism developments, such as high quality time share developments and golf parks, which are managed as exclusive tourist zones. Ownership in Weymouth (and to some extent the eastern part of Malta) is predominantly small-scale and locally based. Weymouth and eastern Malta have developed on an existing urban and military base and are now part of an economic strategy to diversify from the declining military presence. The western part of Malta and the Algarve have developed over a predominantly rural fishing/farming landscape and tourism is seen as a development option. Weymouth appeals mainly to the domestic market, but both the other locations are primarily international tourist destinations.

The dangers of making generalisations based on relatively small samples from 3 diverse case studies are acknowledged. The statistical data is utilised within the project as an indication of the success of the planning mechanism and to draw out factors that may contribute to tourist area success, rather than to confirm exact trends in visitor, resident or business behaviour.

Data Collection Technique

A multiple method approach, combining qualitative and quantitative data collection techniques, was adopted to avoid problems of over-reliance on one method. This is especially important to allow flexibility in the research design when examining different cultures with different norms (Hartmann, 1988). This approach did result in a number of difficulties in developing directly comparable results (explained below), but it was the only realistic alternative which could accommodate the cultural and practical demands of the research.

Difficulties in collecting data prior to the study tour meant that site visits and survey research within were the natural alternative. It is important that survey information is collected in sufficient quantity to allow further analysis and relationships between variables to develop, while maintaining an acceptable level of sampling error.

Selection of Subjects:

If an understanding of the success of the planning and management system for tourism is to be achieved, it is necessary to gain information from the people who are affected by the tourism product. Haywood (1974) defines these groups as:

- 1) Tourists: those people who are expected to use the tourist facilities
- 2) Investors: Those people whose businesses set out to attract, accommodate and service the tourist.
- 3) Government: those federal, provincial and municipal at are concerned or have an interest in tourism as it affects society.
- 4) Others: Those individuals or groups of people whose well being, life style, and values are directly, or indirectly affected (positively or negatively) by tourism.

The initial stage in each case study area was extensive observation of tourists and residents to enable the selection suitable sites for the surveys in a number of different locations within the resorts. This approach is more representative than surveying in one location (eg. beach front) which may attract visitors seeking a particular product attribute.

Key players in tourism planning and management were identified from desk research as representative of the structure of tourism management in the areas in question. To maintain comparability of results officials in equivalent positions in all the resorts were interviewed. The interviews were loosely structured, but areas of interest were standardised so as to maintain comparability. Differences in the case studies could thus be attributed to differing concerns amongst officials, rather than the line of questioning adopted. Key players were established as i) the member of the local planning authority with responsibility for tourism, ii) the official within the local authority with responsibility for tourism marketing, iii) a member of the regional (and where possible national) tourist board, iv) manager(s) of leading tourism developments, v) the manager of the local hotel association (or equivalent), vi) leaders of local pressure groups (where relevant) and vii) academics in local and regional educational institutions. At least one member from each group was interviewed. The interviews were semi-structured, each taking between one and two hours to complete. These individuals provided the type of qualitative information that could not be gained from the formal semi-structured questionnaire. These interviews also provided much of the background information about the tourism development and management and documentation for each area (such as marketing plans and land-use maps) which could not be gained prior to the study tour. In many instances these interviews ended in a library or documentation centre.

A semi-structured interview was used for the business, resident and visitor surveys (Appendix 2). This was designed to provide the quantitative information that the in-depth interviews could not and confirm the success of the planning mechanism in achieving its stated aims. The quantitative questionnaire was simplified because of the complexities of linguistic and cultural barriers. The basis of the questionnaire is however similar for all the case study areas.

Pilot Survey

Pilot surveys were undertaken in Weymouth due to the proximity of the resort to Bournemouth University. Initial research in the form of qualitative discussions with sponsoring bodies, planning authorities and colleagues and consultation with other similar works provided the information for the main surveys. These surveys were then distributed to a small number of respondents within each category. The Maltese and Algarve surveys were less formally tested for temporal and financial reasons. It was anticipated that the surveys would have to be changed after the first day to accommodate linguistic or cultural difficulties. Ambiguities and linguistic errors were limited by careful liaison with colleagues from the countries in question.

Questionnaire Design:

Three surveys were undertaken in each case study area (with the exception of Malta where the failure of an arrangement with a colleague resulted in the lack of resident results¹). These were distributed to residents, visitors and businesses selected by using a judgmental sampling frame constructed from existing statistics and consultation with the key characters where relevant.

The surveys were designed to test the relative success of the planning and management strategies in each resort area. Key aims of the planning authorities were followed-up in the questionnaire surveys. It was hoped that this form of questioning would help to establish factors that are important to tourist area success. Initial research identified an aim to move away from the predominance of the beach and climate as an attraction to tourists. Visitors were therefore questioned about features which were important to their choice of holiday destination before they leave home and once they are in a destination. Their satisfaction with aspects of the product was assessed by improvements that would make their stay more enjoyable. The planning aims of the resorts also indicate a desire to become more popular with higher

¹ An arrangement was made with a colleague on the Islands who was also studying for a PhD and had recently undertaken a survey of resident attitudes to tourism. An additional sheet was added to the visitor survey for this project and given to this colleague in exchange for information from his resident survey. The resident results were, however, not forthcoming.

spending income groups who visit for specific features. The socio-economic groups of visitors and their activity preferences whilst on holiday were therefore tested. Satisfaction with the holiday product was measured throughout the survey by the respondent stating a firm intention to return to the resort in the next five years, given the lack of financial constraints.

The visitor survey was also influenced by the needs of the sponsoring bodies (notably Weymouth and Portland Borough Council) who were interested in the success of their marketing campaign and the relative attraction of specific features within the resort.

The literature indicated a relationship between the success of tourist areas and resident attitudes. The resident survey was designed with reference to a number of other works which have been carried out in recent years (eg. Shaw and Williams, 1989, Sheldon and Var, 1984) to assess the extent to which the planning aims of the authorities are being met and resulted in resident satisfaction with the tourist industry. Tourism is a key part of the diversification strategy of each of the resorts and the resident survey sought to test the satisfaction with the industry's increasing role in the town, whether residents perceived tourism employment as attractive, the key advantages and disadvantage of the industry and the attitude of existing businesses which cater predominantly to tourists needs. In addition the planning authorities state an aim to attract more affluent tourists and the survey tested the effect that changing tourist behaviour had on resident satisfaction with the tourist industry.

The business surveys were also designed with reference to similar studies. Early desk research had revealed a link between involvement in tourism and satisfaction with the industry prompting the inclusion of a survey of businesses. The survey aimed to measure the perceived support mechanism for tourism development, policies of firms in terms of supporting the local community, employment policies and involvement in the planning and management mechanism. These surveys had to account for the needs of the individual sponsoring bodies as explained in Endnote 1 and thus direct comparability was lost.

A closed questionnaire would have been preferable to cope with linguistic problems. Difficulties in defining tick box options in areas where pilot surveys could not be carried out, however, led to a semi-structured form of questioning.

Figure 17: The Major Areas of Survey Investigation:

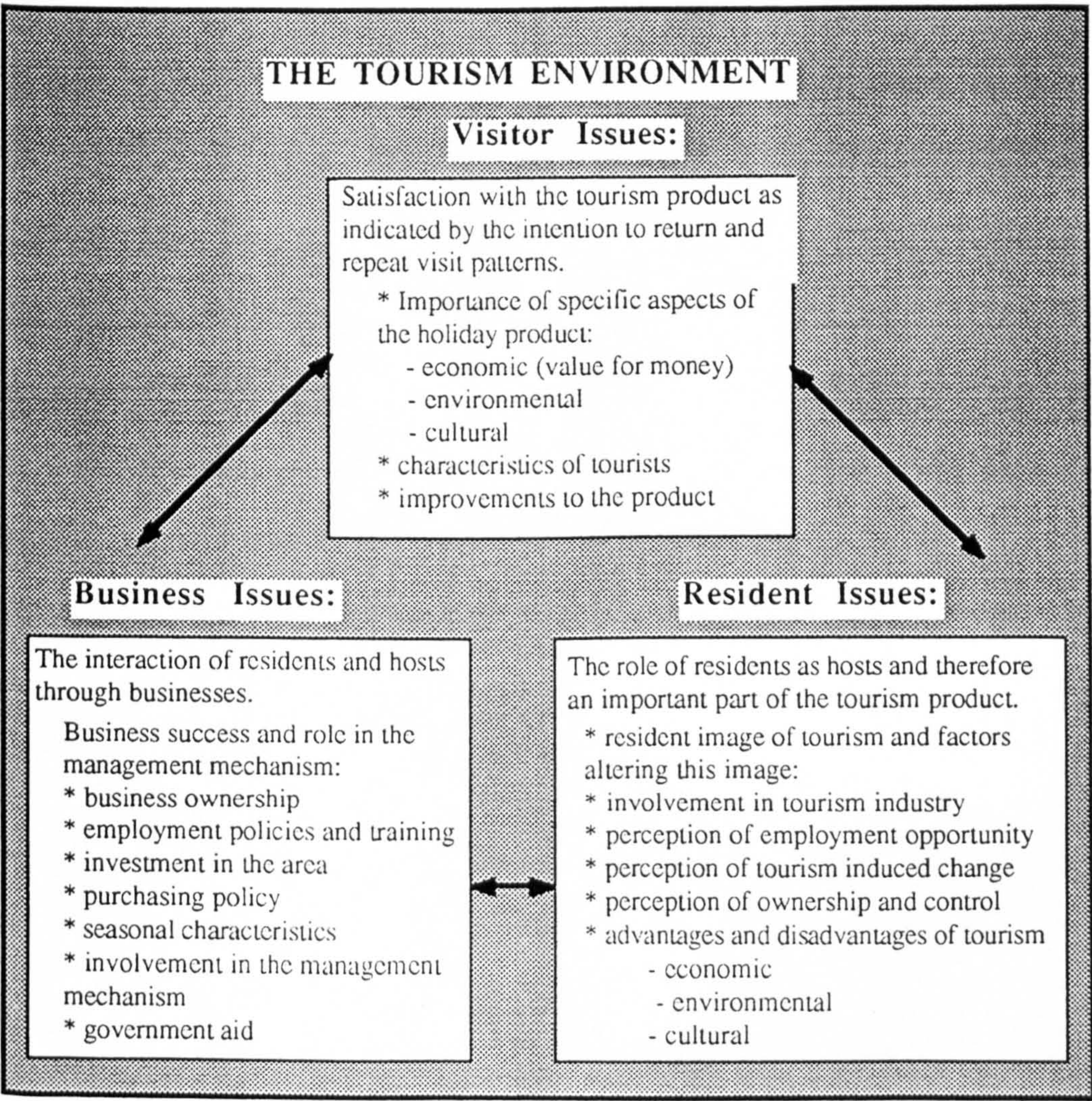


Figure 17 illustrates the major areas of investigation. The responses were coded into individual categories and collapsed into social, environmental or economic for the purposes of the project in order to investigate the success of the planning mechanism and retain groups sizes which were large enough to be statistically reliable.

Sample Design

There are two accepted techniques for good survey design, probability or non-probability sampling. In general terms a probability sample is preferable because it gives each individual a known probability of selection. In this case, however, non-probability techniques were chosen because of difficulties in establishing a reliable sample-frame.

In Weymouth there was no information available from which to select a sample. Visitor profiles were therefore drawn up under the guidance of the local Tourism Department. In Portugal and Malta international tourism statistics were to be used as the sample frame, but did not account for domestic tourists. This difficulty was not completely overcome. In Portugal it was difficult to obtain data lists from which to select a probability sample for the resident survey. Initially it was hoped to sample residents using a stratified sample taken from the telephone directory, but non-ownership of telephones is significant especially in the rural areas of the Algarve and amongst particular groups in the sample (mainly the older age groups). This paucity of information from which to construct a sample makes judgmental sampling a natural alternative.

Judgmental sampling makes an attempt to draw a representative sample when the exact population or the composition of the population is unknown (Tull and Hawkins, 1989) by relying on the judgment of the interviewer. For the purposes of the study the judgment of the interviewer was used to select a representative proportion of:

- * tourists by nationality grouping as taken from the visitor statistics from the National Tourist Office where available or under the guidance of the appropriate local tourism official.
- * residents from age categories as represented in the last available census.
- * businesses as represented in the tourist guide book for the area.

It has been shown that judgmental sampling is more effective for very small sample sizes than other sampling techniques when implemented by an experienced interviewer (Tull and Hawkins, 1989). The disadvantages of this type of data collection are minimized by the imposition of strict criteria for the selection of subjects as described above. The shortcomings of non-

probability sampling were felt to be permissible within the framework of the project because of the number of difficulties that had to be overcome from studying in three different countries. The end use of the data, as indicative of the success of the planning mechanism, rather than for complex statistical analysis, meant that the shortcomings of non-probability sampling were acceptable in the overall framework of the project. These shortcomings will be taken into account throughout the project by the use of non-parametric statistical techniques.

Sample Size

The sample size chosen was a function of time and money available for study. They reflect what was considered possible in a short study tour and in all instances are a very small proportion of the total population (often less than 1%). The final samples sizes are as follows:

	Business	Resident	Visitor
	Survey	Survey	Survey
Algarve:	40	103	198
Weymouth:	40	65	300
Malta:	7	N/A	166
Total:	87	168	664

The small size of the samples prohibits detailed analysis. Malta is included because the opportunity to study in the Islands for a limited length of time arose. Difficulties in gaining cooperation from businesses in a short length of stay and the failure of an arrangement with a colleague to obtain resident information made this case study less comprehensive than those in Weymouth and the Algarve. The case study is, however, included because of its approach to tourism planning and aim to gain status as an example of sustainable development (accredited by WTO).

Data Coding and Analysis

The data was coded and analysed utilising the SPSS PC+ package. A categorical coding regime was used throughout to meet the needs of the sponsoring bodies. Analysis was undertaken by cross-tabulations and

frequency tests, using the chi-squared statistic as appropriate to assess the validity of the results. The data was not weighted due to the problems of using a chi-squared test on weighted data.

Other techniques, such as mapping have also been used for complementary projects, but the lack of a basis for comparison between results has meant that they are not included in the scope of this thesis. In addition considerable time was spent researching the technique of hierarchical log-linear analysis, but discovery of this technique late in the research process meant that it could not be effectively used on the data. The results of the initial hierarchical log-linear analysis are included as Appendix 3. This chapter has explained the methodological aspects of the project. The remainder of the thesis will produce the case study findings.

Endnote 1:

1 The case studies were chosen to represent characteristics of rural and urban tourism development. The availability of sponsorship and funding for study in these areas also played an important role in their selection. The research was sponsored by the National Advisory Body (NAB), Weymouth and Portland Borough Council, the Department of Employment Group and the Gulbenkein Foundation - these sponsors had quite different demands of the project. The specific demands of these bodies were as follows:

(a) "NAB" sponsored a project which had been submitted by staff at Bournemouth University to investigate qualitative aspects of employment from tourism in Europe - later developments lead to studies of planning and management in Europe as guided by subsequent sponsoring bodies.

(b) Weymouth and Portland Borough Council required a visitor survey to be undertaken from which to draw up a marketing plan for the resort. They were particularly interested in the effectiveness of the Official Weymouth and Portland Guide Book as an advertising medium and the attractiveness of specific features within the resort. The design of the visitor survey was influenced considerably by the needs of this sponsor.

(c) The Department of Employment Group was interested in the survey of employers to assess the employment policies, purchasing habits, training and benefit packages offered by tourism employers in Weymouth. It is because of the specific demands of this project that the business surveys undertaken in the three resorts were not directly comparable. This project also required a series of surveys of employees in the tourism industry in Weymouth - these were subsequently repeated in the Algarve. The results of the employee surveys are not directly included in this project due to a necessity to limit the scope of an already large investigation. Separate reports of these surveys have, however, been completed.

(d) The Gulbenkein Foundation in Portugal sponsored the study in the Algarve. This project was set up to investigate the social and environmental impacts of tourism in the Algarve province of Portugal. This sponsor required resident and visitor surveys to be undertaken and additional information to be collected from businesses to establish perception of environmental and social change in the Algarve. Colleagues at Bournemouth University studied the actual environmental impacts of tourism in the province and mapping of environmental change was included in the scope of this project. Lack of information in the other resorts however meant that results could not be compared and mapping was excluded from the scope of this project.

CHAPTER 4

THE CASE STUDIES - THE PLANNING AND MANAGEMENT SYSTEM.

INTRODUCTION

Tourism planning and management has been explored by the use of academic texts. It is now examined by a series of case studies (Weymouth, Malta and the Algarve) selected to represent different types of coastal tourism found within Europe. The case studies are illustrative of the following modes of tourism development:

- * tourism development that has been used by the authorities as a diversification strategy and imposed on a rural base where fishing and farming is the dominant economic activity. This type of development is of recent origin and is represented by the Algarve and the eastern part of Malta
- * tourism development that has been established on an existing urban infrastructure in areas which have relied on military naval bases for their economic survival. In these areas tourism has recently been used as a diversification strategy to compensate for the declining naval presence. This type of development is represented by Weymouth and the western part of Malta.

Much of the case-study research was based on repetition of interviews and questionnaires. Residents, businesses and tourists were asked their perceptions of, and satisfaction with, the tourist industry in terms of its economic, social and environmental impacts. Environmental change resulting from tourism development was assessed where possible from maps and plans for further tourism development were analysed where available.

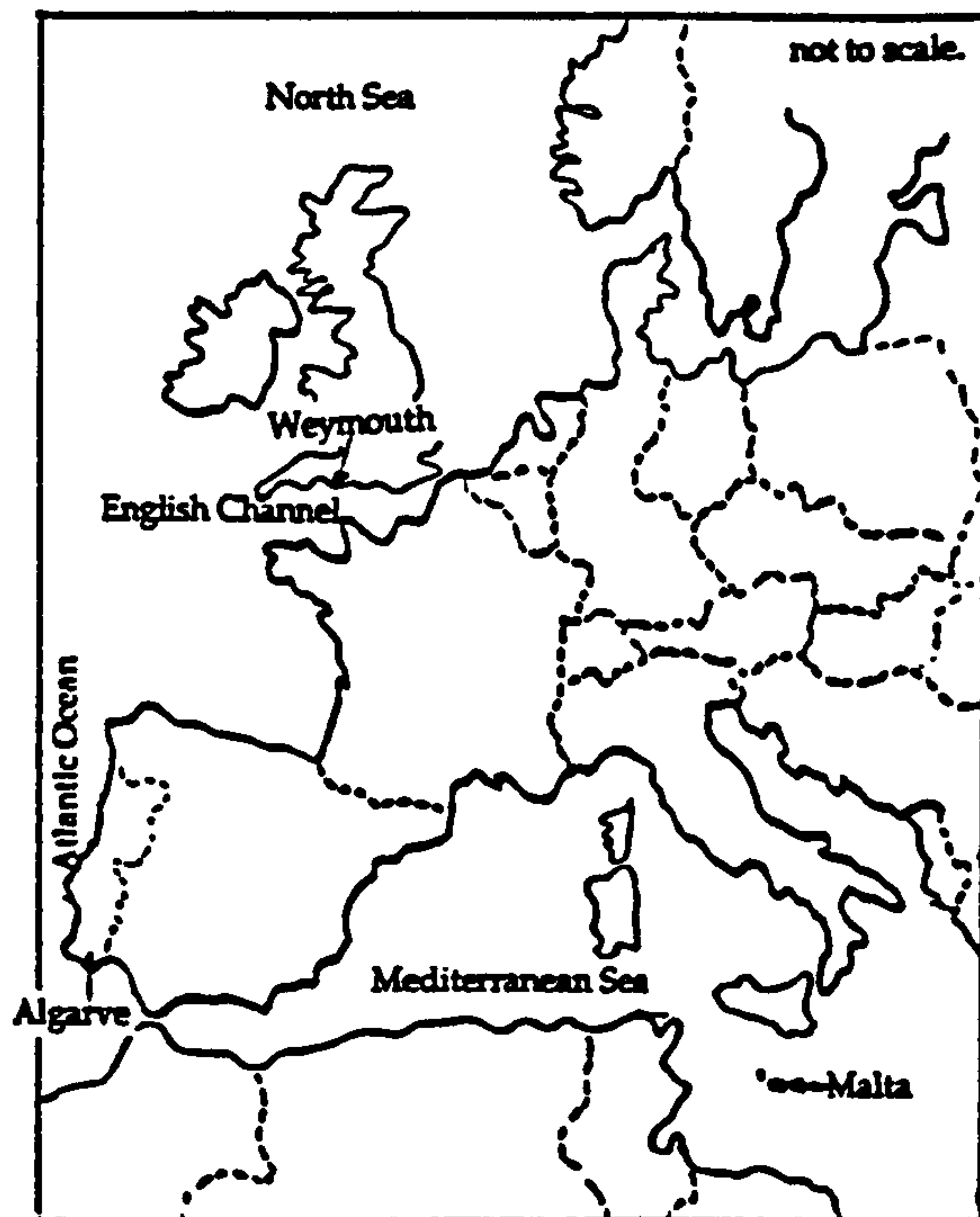
Each case study is dealt with in turn in this chapter to present a comprehensive description of tourism planning. Chapter 5 presents the statistical information from the individual case studies and developed into common development themes and issues in the concluding chapter of the thesis.

The Case Study Areas

The map below illustrates the locations of the case study areas:

Figure 18:

The Case Study Areas:



The planning of tourism in each of the case study areas is presented in the following order:

- Weymouth: A case study of tourism development in an urban area as a diversification strategy from the military presence.
- The Algarve: An example of tourism development in an under-developed rural region.
- Malta: An example of tourism development in both of the above modes.

Weymouth Case Study

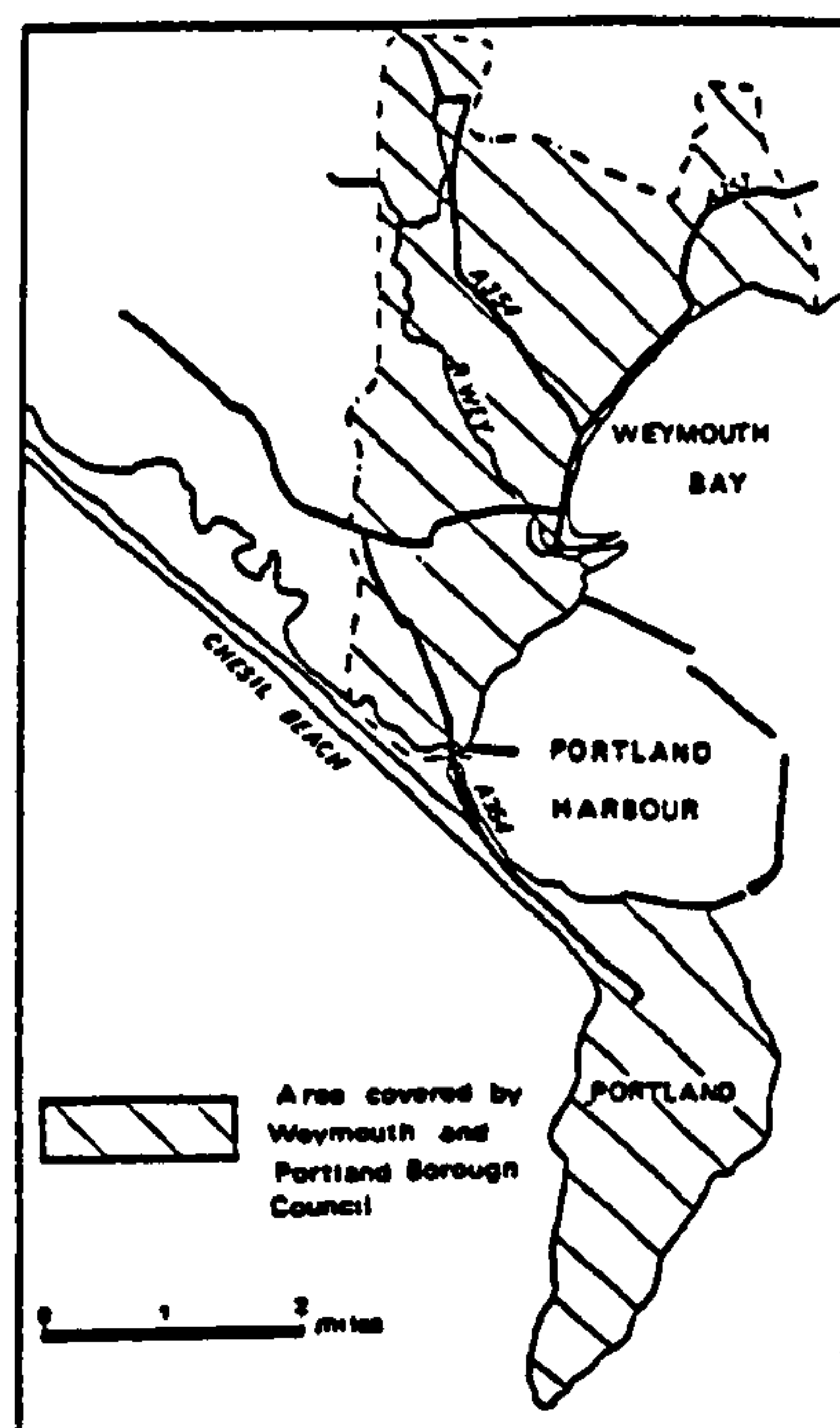
Weymouth is situated on the south coast of England between the larger resorts of Bournemouth and Torquay. It is one of a series of resort towns stretching along the English Channel, but it is overshadowed by its larger neighbours, particularly Bournemouth which is currently the largest single coastal tourist resort in Britain (in terms of visitor numbers).

The town of Weymouth is confined by the valley of the River Wey. Communication links are generally poor; the town is served by regular rail services to London via the Inter-City rail network. Road access is poor and unlikely to improve due to the nature of the area and a conscious decision to keep the town from becoming too full in the summer months. The town has a compact nature which is a part of its charm. The focal point is the harbour which is still used as a fishing and commercial port.

Weymouth, as a resort has been suffering decline since the 1970s and it displays distinctive characteristics similar to those that have been observed in other coastal areas in northern Europe. Weymouth is illustrative of development patterns experienced in traditional coastal resorts in northern Europe. Tourism is now being used as a diversification strategy to compensate for the decline in the military presence in the area and the military presence has some influence on the type of tourists attracted. The resort has a large resident retirement population and a strong dependence on the domestic return holiday market. It suffers from marked seasonality of activity induced by the temperate climate.

Weymouth's Tourism Department is trying to arrest many of the patterns that can be observed in the resort, especially the appeal to distinct market sectors and seasonality, by developing the short break tourism market and changing the image of the resort. It seeks to do this without losing its current clientele and is planning a strategy and undertaking considerable market research to this end.

Figure 19:
Map of Weymouth.



Data deficiencies were a problem in Weymouth. Prior to this research, there had been limited investigation into tourist numbers, typologies and behaviour patterns. Basic research, such as statistics about the number of tourists visiting the resort and their country of origin, were unavailable. This type of information had to be established from discussions with key figures within the County and Borough Council.

Resort History

Weymouth was formed from the joining of two towns at the mouth of the River Wey, Weymouth and Melcombe Regis, in 1571. It was originally a fishing port and then a harbour of some significance. Its location and long sandy bay with safe waters were two reasons for its rise to fame as a resort. It became popular amongst the gentry in the mid 18th Century as a result of royal patronage. This brought Weymouth to the peak of fashion and has been responsible for the establishment of its Georgian character, but fashions changed and the royalty and hence the gentry turned to other resorts such as Bournemouth and the town suffered decline. Some of this decline was off-set by the town's role as a cross channel port and military base.

Further growth occurred in the late Victorian period as a result of the Bank Holidays Act (1871) which enabled the lower classes the freedom to holiday or take day trips because of the improvements in transport and accessibility. Thus came the boarding house style of accommodation which is still evident in the town's fabric today.

Weymouth maintained this momentum until the 1960s when the primacy as a resort was challenged by the 'sun lust' tourism of the Mediterranean which had become popular by the mid 1970s. Weymouth could not compete in this new market which sought the latest fashion accessory the sun tan. The number of visitors declined and polarised into the lower socio-economic groups. The tourist market in Weymouth today is almost exclusively domestic.

The Environment

Tourism in Weymouth has resulted in considerable environmental change throughout the centuries. This environmental change has both positive and negative implications. While tourism is responsible for much of the character evident in the town today it is also responsible for many of the poor quality developments in the resort. Aspects of Weymouth's environment are an important part of the tourism product; the resort is situated in an Area of Outstanding Natural Beauty and is a part of the Heritage Coast. Behind the resort are tracts of limestone grassland which is extensively farmed and, in parts, orchid rich. Around the town there are a number of sites of scientific interest, particularly salt marshes which are rich in bird life - Lodmoor and Radipole are significant bird breeding grounds.

The coast is a part of the stretch of considerable geographical interest running from Kimmeridge, through Durdle Dor and Lulworth Cove. This coastline is a valuable asset, including the impressive Portland Bill which is unique and important for its ecology which differs from the mainland due to the bleak climate and barren nature of the outcrop. Chesil Beach is one of the major natural attractions around Weymouth. The tombolo provides interest for geologists and geographers as well as for wind-surfers, and divers.

Population Change

The population in Weymouth is just over 50,000 and it is estimated that the number of people in the town doubles during the peak summer months of July and August (Bailey, 1990) although the exact number of visitors is unknown. There has been limited demographic change in recent years with a slow rise in numbers in the town whilst the hinterland suffers decline. These trends hide other underlying patterns; older sectors of the population are increasing as retirees move into the town while the young skilled sectors of the population leave because of limited employment prospects, high house prices and the failure of other industry in the area. The high proportion of unskilled jobs offered by the tourism sector and seasonality of this employment also discourages young people from staying in the area. This is a problem endemic to North European coastal resorts.

It is estimated that as much as 62% of employment in the area is seasonal or casual during the summer months and it is likely that much of this demand is met by a young transient population which takes up summer posts and moves to other areas during the winter months (Harris, 1989).

Tourism Administration:- Tourism Planning in the Town

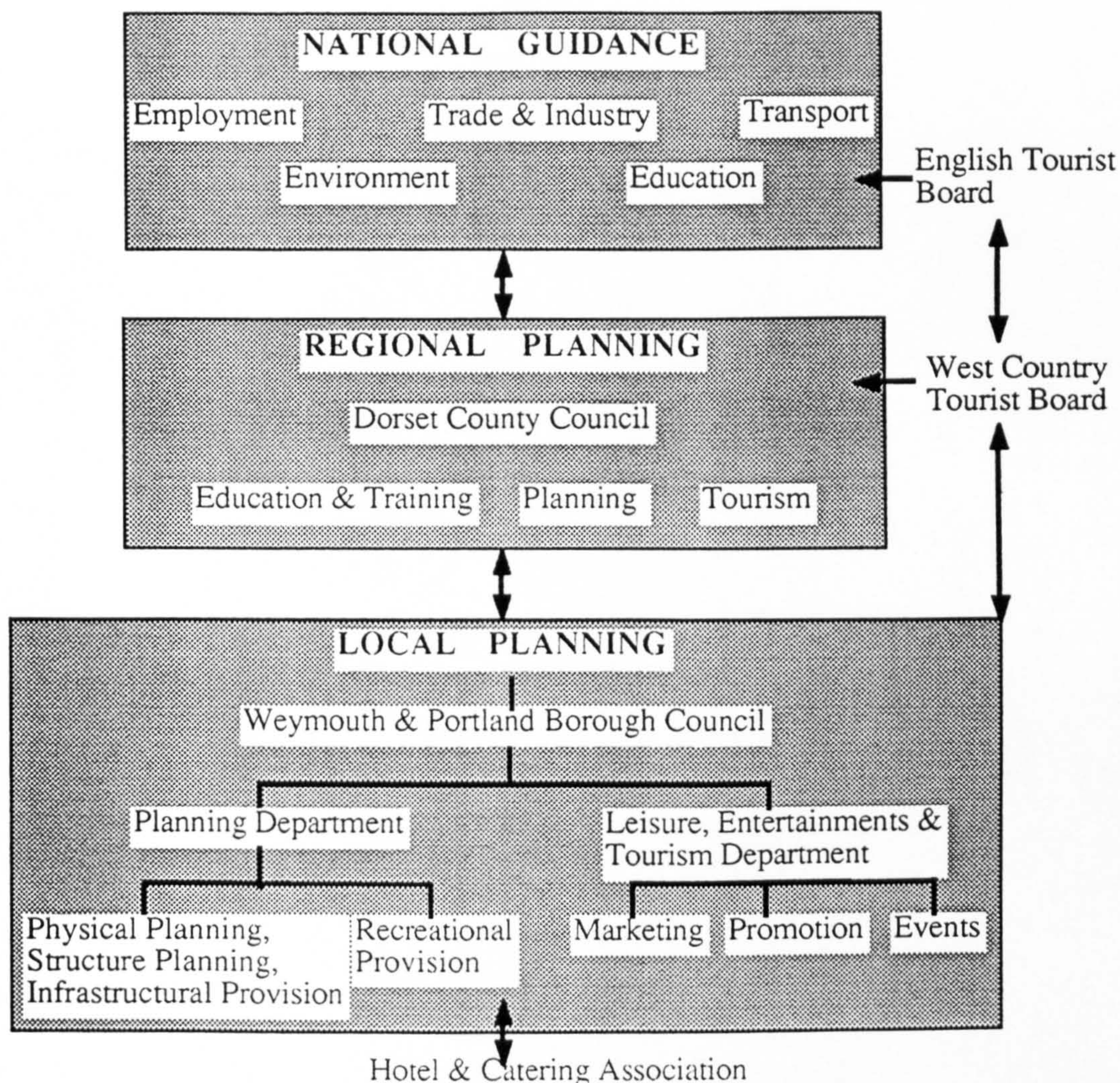
EC regulations have had little impact on tourism development in Weymouth. It is affected by marine legislation to ensure that its beaches remain clean and has held a European Blue Flag award for a number of years. The area is not a recipient of grants from the ERDF, ESF or other bodies; the impact of the EC is therefore limited. The Environmental Impact Directive is limited in its applicability due to the nature and age of tourism development; most enterprises and developments are small and locally owned. Small scale development is subject only to the scrutiny of the county and local planning authorities (and indirectly influenced by Planning Policy Guidance notes issued by Central Government). Additional control is implemented by the number of properties owned by the local authority enabling them to dictate the major use in key tourist areas of the town and also by environmental legislation such as the listed building legislation (set up under the 1947 Town and Country Planning Act). The County Council is the most important regional player in tourism planning in Weymouth and has a high degree of autonomy from national bodies.

Planning for the needs of tourism in Weymouth has received no real guidance from the tourist boards, or major governmental departments (planning policy guidance has been circulated for comment on tourism and further guidance on coastal development is expected in late 1992). There is little in the way of definite planning aims with regard to tourism. Where guidance is available, it is either on marketing and issued through the tourist board network or more practical land use issues which are dealt with through local land-use planning procedures. There is little financial aid for tourism in the area, although there has been some input in the form of pump-priming exercises and joint ventures, but this is on a small scale. It is likely that the area will be the recipient of funding from the English Tourist Board (ETB) in the near future in a Local Area Initiative⁰ to encourage the joint marketing of the hinterland and coastal zone. This is a part of a nationwide initiative titled 'Resorts in Decline' which seeks to arrest the decline in English seaside resorts, mainly by funding marketing and development schemes in the areas which have particularly been affected by stagnant or declining market share.

Land-use planning is regulated within the British Town Planning Regulations. These make limited provision for tourism in particular, but for a number of related activities. Weymouth thus receives inputs from national and regional planning bodies as indicated in Figure 20.

⁰ LAIs are funded indirectly by Central Government through the ETB and regional tourist board structures in order to stimulate or change the nature of tourism development in an area. It is normal for one-third of funding to be provided by the Regional Tourist Board, one-third by the local authorities and one-third by the private sector. Most initiatives last for three years and include development and marketing elements, although in the past marketing has been the dominant component of most schemes. Other areas in England that are likely to benefit from the resorts in decline initiative are Skegness and Brighton.

THE MANAGEMENT OF TOURISM IN WEYMOUTH.



The National Administration

At a national level the Department of the Environment is responsible for approving structure plans submitted by the County Councils and Weymouth is a part of the structure plan for Dorset (excluding south-east). The Department of the Environment issues basic guidelines for these plans and ensures that they comply with national and international legislation. It also sets precedents by allocating large, potentially controversial developments, such as nuclear reactors and major communication links.

Other organisations also have an influence on tourism. The Department of Employment is responsible for training of staff to ensure that skill needs of all sectors of industry are adequately met. The Department of Education is responsible for ensuring that courses are developed to maintain labour

supply, the Department of Trade and Industry is responsible for ensuring that businesses are given sufficient resources to develop adequate facilities and are given guidance and advice where necessary.

The national body representing the tourist industry in England is the English Tourist Board; this consists of a centralised body and 12 regional boards. Weymouth falls within the remit of the West Country Tourist Board. The English Tourist Board and the regional tourist boards do not have legislative power. They do, however, attempt to guide tourism development to ensure that it meets demand in the coming years. The English Tourist Board has recently completed a development strategy 'Planning for Success' for the period 1991 - 1995, this document identifies four major challenges to tourism in England¹ and believes that these challenges can only be met by:

- Constant efforts to upgrade facilities and services to offer good value for money.
- Adopting the principles of 'sustainable' tourism development.
- Seeking the development and promotion of the most valuable sectors of tourism, notably visitors from overseas, long holidays and business travel.
- Developing further seasonal and geographical spread of tourism seeking in particular to develop areas with untapped potential.
- A radical appraisal of marketing techniques with a view to improving England's image as a tourist destination for domestic and overseas visitors.
- Raising the status and quality of jobs throughout the industry.

¹ The four challenges are listed as: growing international competition, especially from Europe; pressure to balance tourism needs with the environment; the urgent need to improve England's transport and communications; and recruiting, training and motivating a skilled workforce in a competitive labour market.

Although the English Tourist Board has no direct power to implement these aims it is an important lobby to the Government and has some considerable influence over all aspects of tourism development. The regional tourist boards are expected to take up and develop these themes within their regional strategies. This influence is extended by the role of the regional boards to comment on structure and local plans to ensure that tourism is adequately represented and its development closely monitored. It is however the nature of these boards to be pro-development.

The County Council Perspective

Planning in the U.K. is undertaken by a series of county and district councils. Each County Council is responsible for producing a structure plan for the area under their control. This plan should be valid for a period of ten years and is accompanied by a written statement, it sets out intentions for development. Development plans must be approved by the Department of the Environment prior to implementation. The structure planning system is not inflexible and is essentially a trade-off between views and ideals making it a guide, rather than a master plan. New projects which are not within the structure plan may therefore be considered on their individual merits.

Dorset County Council and Weymouth and Portland Borough Council are responsible for the planning of the town. Weymouth is bound within the general confines of the structure plan for Dorset (excluding the east). The role of this structure plan is to "interpret national and regional policies into the physical, social and economic planning of their areas. Central Government and to a lesser extent EC policies and attitudes provide a framework for a locally determined policy" (DCC, 1980, p 7). Within this framework of national and regional policy the structure plan plays a vital role in determining the shape of development for the future. This has impacts at the local level, for example the number of jobs provided, the type of industry developed, the quality of the physical landscape, the level of recreational provision.

Dorset County Council was one of the first bodies to recognise the importance of tourism as a local industry in the structure plan. They are sympathetic to the needs of the industry and the fact that it requires a pleasant environment in which to prosper. This is reflected in the sensitive policy that they have adopted towards development in Weymouth. The nature of West Dorset and its dependence upon agriculture and tourism has lead to tourism playing a

large role in the structure plan. The County Council is anxious to encourage other industries which must play a future role in West Dorset, particularly with reference to the problems of out migration and price inflation described above.

The Structure Plan presents the following aims with regard to tourism:

- Sympathetic consideration to proposals which will contribute to the extension of the holiday season.
- Encouragement of the development of appropriate inland holiday facilities because 90% of current capacity is on the coast.
- Development of the holiday industry in Lyme Regis, Weymouth and Swanage will be sought by enhancing the environmental character, maintaining or improving wet weather facilities, providing appropriate accommodation, development of conference facilities and the provision of adequate car parking facilities.

The County Council has adopted a restrictionist policy towards tourism in the area, particularly along the coast ensuring that the character of rural Dorset remains. The County Council actively discourages new industry or development which is felt to be harmful to the environment. It also discourages developments which will increase pressure on amenities during peak time. The council are encouraging certain types of development within the resort. This includes top class restaurants, hotels with full en-suite facilities and sports facilities. These types of development are also encouraged by the English Tourist Board and regional tourist boards in their respective strategies. The County Council aims to prevent new developments, and eventually demolish, a number of areas which are detracting from the resort such as the amusement arcade at Bowleaze Cove.

In conjunction with the County Council grants have been awarded for the development of wet weather facilities on the Lodmoor Country Park Complex and more recently on the site of the old brewery at Hope Square.

The Local Perspective

The local authority implement the on the ground planning decisions permitted under the structure plan. Tourism in Weymouth is divided into two major departments: physical planning is the remit of the Planning Department and marketing the remit of the Leisure, Entertainments and Tourism Department. The aims of these departments are not always similar, the former advocating restriction and the latter development.

Coordination between these departments is not always ideal. They are located on different sites and have differing objectives in tourism terms. They discuss problems as they arise and have a strong tendency to be reactive, rather than proactive. Tourism issues in the town tend to take a low status 'even where tourism is seen as a key issue there is a reluctance to treat it as comprehensively as other key issues such as employment and housing' (WPBC, 1984).

The authorities are keen to protect the countryside and coastline from 'harmful development', but also have to tackle one of the highest unemployment rates in southern England². The main sources of employment in the resort are from the military base and associated high-tec industries, government services and tourism. The military presence and associated industries in the town are currently declining with an increased emphasis on the service sector to generate employment. The seasonal nature of this employment³ may mean that tourism is not able to compensate for the loss in year round employment offered by other industries. The authorities are hence attempting to lessen the seasonal nature of the resort. It therefore appears that tourism will be increasingly important as a source of employment in the town as other dominant industries contract.

² Exact figures are unavailable for unemployment in Weymouth, but a complimentary survey suggested that unemployment in the area was higher than the regional average of 6.2% in 1988 (CSO, 1991) - other trends, such as the estimate that tourism supplies up to 15% of all employment in the area, 77% of which is seasonal and 43% of which does not offer a contract (Harris, 1989) would also point to high rates of unemployment, especially at certain times of the year.

³ It is estimated however that as many as 77% of positions offered within the tourist industry may be seasonal in nature (Harris, 1989).

There are currently a number of plans in operation in the Weymouth area: the Weymouth Area Local Plan, Policy Document for Tourism on Portland, The Portland Area Local Plan and the Town Centre Plan. These reflect the policies laid down by the County Council - they have not however been updated since 1984 and do not reflect the rapidly changing circumstances in the town. For the most part they are restrictive of further tourism development (especially on Portland Bill) and deal with issues such as the role of the military, the redevelopment of the retail centre and the seasonal nature of the tourism industry. They make bland recommendations about the role of the tourism industry, for example tourism should be 'deseasonalised' and alternative means of travel to the car encouraged to decrease congestion, but recommend no strategies to this end.

These plans will guide the development of Weymouth in future years. They advocate careful development in line with ETB recommendations so as to care for the environmental and social resource base within the town. These plans do not however deal with marketing issues; these are resolved by the Leisure, Entertainments and Tourism Department. There is no marketing strategy for the town but discussions with key figures reveal that resort managers are now trying to encourage off peak, development with an emphasis on higher income groups. The potential of the resort to attract these groups will rely, not only on the physical resource, but also the perception of current clients of this resource and their satisfaction with the product on offer.

THE ALGARVE CASE STUDY

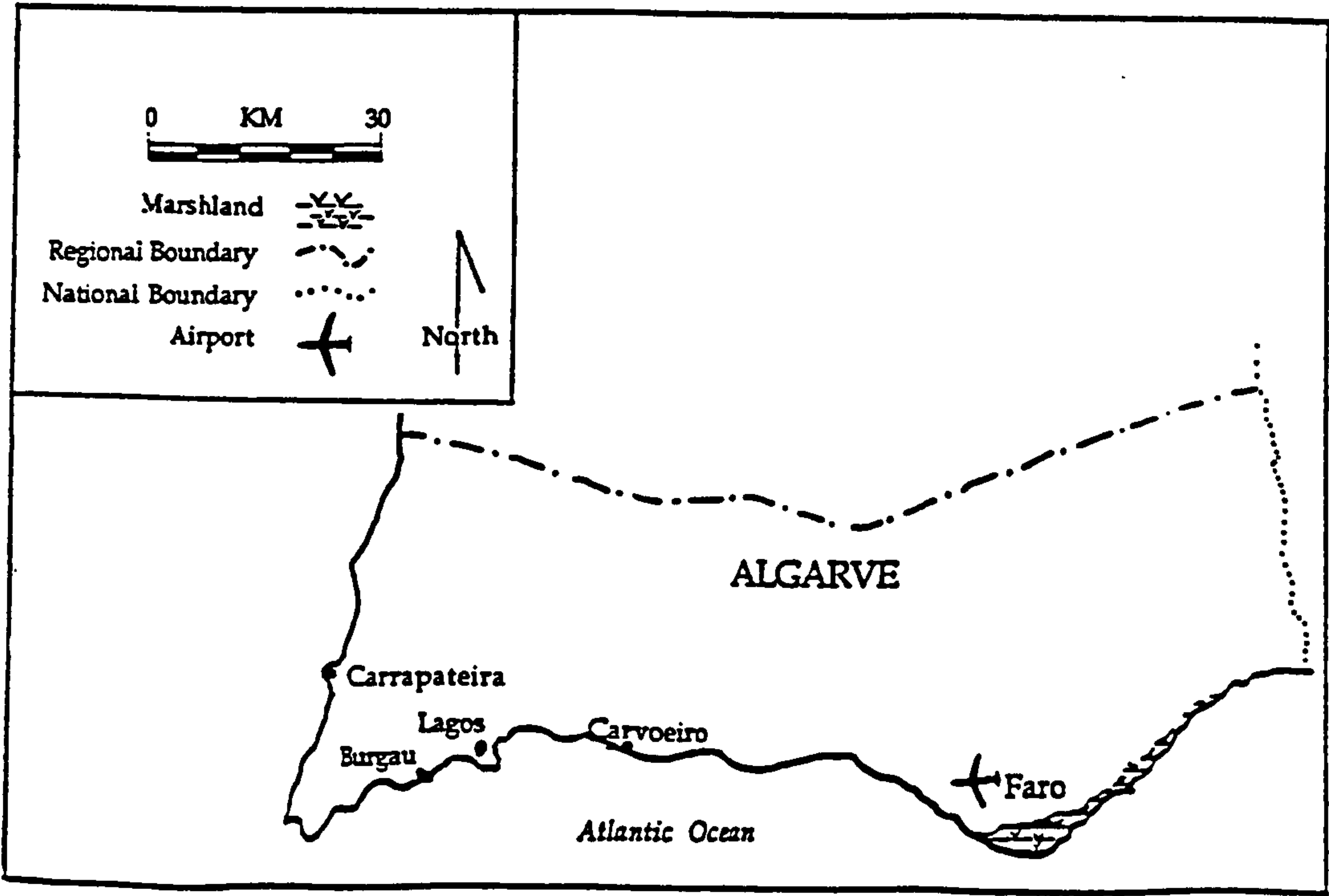
The Algarve case study was selected to represent tourism imposed upon a rural base over a relatively short period of time. Visitor statistics would indicate that it has become a 'mass' tourism resort appealing primarily to north European tourist markets. The area was 'discovered' in the 1960s, but political difficulties in the 1970s prevented the Algarve from establishing itself as a tourist destination until the early 1980s.

Since this date, however, tourism has become important to the region's economy and changed the nature of the area. There have been a number of impacts of tourism development in the Algarve and the authorities are now attempting to rectify many of the problems that are evident in the region.

Location

The Algarve region of Portugal is a rectangular strip of land running from Villa Real de San Antonio to the Sagres Peninsula, forming the extreme southern coast of Portugal. The location of the Algarve is illustrated in Figure 21. The region forms the South Western tip of Europe so that despite its position on the Atlantic the climate is Mediterranean with hot summers and mild winters. The predominant rock types are limestone and sandstone forming a rugged coastline of steeply dropping cliffs with sandy inlets and bays, except in the east where the barrier beaches and lagoons of the Rio Formosa dominate the coast.

Figure 21:
Map of the Survey Locations and the Proposed Campsite Development at Carrapateira in the Algarve.



The Algarve covers an area of approximately 200 square miles and divides into a coastal strip and a wooded inland area. The coastal strip is ecologically sensitive, but also heavily developed in places to give a marked contrast of environments. Marshes in the east (known as the Sotavento or 'leeward') give way to the pine woods on the loose shales and sands of the middle coastal stretch. The far west (known as 'Barlavento' or windward) is hilly and infertile around Sagres and Cape St Vincent where heathland and dune systems are predominant.

Flora and fauna within these systems is rich and, as yet, largely unrecorded. The eastern marshes are important bird breeding and migration sites with their abundance of sea food. Cape St Vincent is the most westerly point before the Atlantic and its exposed location gives it a host of unique flora and fauna as well as spectacular scenery. Erosion on this coast by the sea is severe, experiencing one of the most rapid recession rates in Europe. Such landscapes are not always compatible with the rapid tourism development which is currently spreading along the coast. This development is not necessarily in urban masses, but also consists of low density and carefully managed golf parks and villa developments which cover large acreage and often use a high proportion of local resources, such as water.

Tourist-related development rarely stretches more than ten kilometres in from the coastal zone bringing a true duality to the region. The pattern of development varies from 'urban resorts' such as Albufeira and Portimão (which receive a high proportion of the regions tourists) to exclusive golf parks which are managed extensively to create tourist oases. It is these developments which are currently interesting the authorities as they are perceived to contribute to the 'exclusivity' of the Algarve holiday product.

Out-migration has occurred from the interior to the more glamorous, cosmopolitan, richer coast. Because much of the out-migration is by the young, the ageing communities left behind often present problems. The population in the Algarve increased at rate of 19% per annum between 1970 and 1990, a rate slightly above the national average (16%)⁴. This increase is marked for females between the ages of 20 and 40 years of age and generally

⁴ These figures are inflated because they include a high proportion of *retornados* or migrants returning to Portugal from the colonies after the fall of Salazar.

single. They increased by 11% between 1981 and 1982 compared to a 9% increase in males of the same age group. All other age groups changed at a slower rate. Although this change can not be demonstrated to be solely from the attractions of the tourism industry it is such a major employer in the area that it must have considerable influence.

Employment in the area is dominated by tourism and associated industry. Statistics would indicate that 23% (RTA, 1990) of all employment in in tourism and related services (exact numbers are unavailable because tourism falls into a number of standard industrial classifications). It is likely, however, that tourism is more important as a source of employment because many jobs in, for example the financial and retail sector are dependent upon tourism. Employment is seasonal in nature and qualitative research indicates that it is not uncommon for residents to make a living from fishing or farming during the winter months and work within the tourism sector during the summer.

History

Physically and culturally the Algarve is unique, compared to the rest of Portugal and Algarvians see themselves as distinct from the rest of the Portuguese race. The Algarve was a separate principality until annexed in 1820. The Moorish influence is strongly felt in the buildings, language and festivals, costume and food of the south. Farming is of the *Hacienda* style (as opposed to the *minifundi* practices in the Northern provinces of Portugal). The large plots of land from these farming practices lend themselves easily to tourism development. Until the development of tourism it was the industrial north which provided the wealth of the nation, the Algarve was relatively poor made up of fishing/farming communities. Tourism has done much to even the balance between the north and south of the nation.

Resort Development

Tourism began in the Algarve at the end of the 1960s with nearly 12 000 foreign arrivals. The number of foreign arrivals more than doubled between 1964 and 1971 and reached 19.5 million in 1991. Development along the coast increased to take advantage of this boom. In 1964 there were only three first class hotels in the region (Sagres, Armoção de Pera and Monte Gorde) by 1971 this had risen to 36 (Wuerpel, 1974) and by 1990 had escalated to more than 50. Foreign residency also increased during this time⁵.

The revolution in 1974 brought the tourist industry to a halt for a while, but by the beginning of the 1980s tourism was once again a boom industry, becoming the prime source of income in the province. By 1990 tourism was the largest single source of income in the Algarve region. Tourism was estimated to contribute 9% to the GDP of Portugal in 1988 (Witt and Martin, 1988), 60% of this income was estimated to be generated in the Algarve Region (Regiao Tourism do Algarve, 1990).

The Direcção Geral do Turismo (DGT) claim that there has been an improvement in image of the tourism product (DGT, 1988), although a number of reports, and changes in visitor statistics suggest that this is not the case⁶. Development and property speculation became rife and by the end of the 1980s newspaper articles proclaiming "The Pillage of Portugal" (Algarve Gazette, March 1990) and "On the Algarve's Road to Ruin" (The Independent, Barrett, 1989) began to raise doubts about the future of tourism in the area. These articles have expressed concern about the environment and the effect on tourism and the Portuguese way of life. New developments rarely consider the population's needs and it seems that tourists are less conservative of local resources than residents, and the watering of tourist developments consumes vast quantities of water.

⁵ The number of resident visas issued more than doubled between 1970 and 1973 (Wuerpel 1974) and has increased more than four fold since this date (RTA, 1990)

⁶ Portugal's tourist industry has suffered a set back in its growth in recent years. The important British visitor sector has dropped in the last two years to give a growth rate of -5.2% (PNT0 1990); the socio-economic status of the tourists has also dropped significantly with the offering of cheap packages.

The Algarve has been particularly attractive to large scale developments (often golf related). These developments are low rise, aesthetically pleasing and often considered by the marketers as attractive. They are, however, the subject of much controversy in the Algarve because of a tendency to use prime coastal land (for instance there have been plans to dredge the Rio Formosa Nature Reserve to create a site for a new golf development) and excess quantities of natural resources. These sites are carefully managed in terms of the environment, but many conservation groups would claim that they diminish the natural landscape. There are also concerns about the employment policies and benefits from such developments and the true economic contribution in the area context.

The EC which had provided much of the finance for infra-structural development through the European Regional Development Fund (and hence through Sistema de Incentivos Financeiros ao Investimento no Turismo or SIFIT) began to doubt the wisdom of the path the industry was taking and started calling for environmental assessment for large projects before it would offer further grants.

The consequences of this change in the fortunes of the tourist industry are not only economic, but also social and environmental. The dramatic growth of tourism has made profound and obvious changes to the environment. Commentators state that community spirit and the concept of the extended family has broken down as the young seek employment in the attractive tourist industry. Social Services have not developed, or are in inept locations and provide maladjusted services to the population's needs (Placito, 1990).

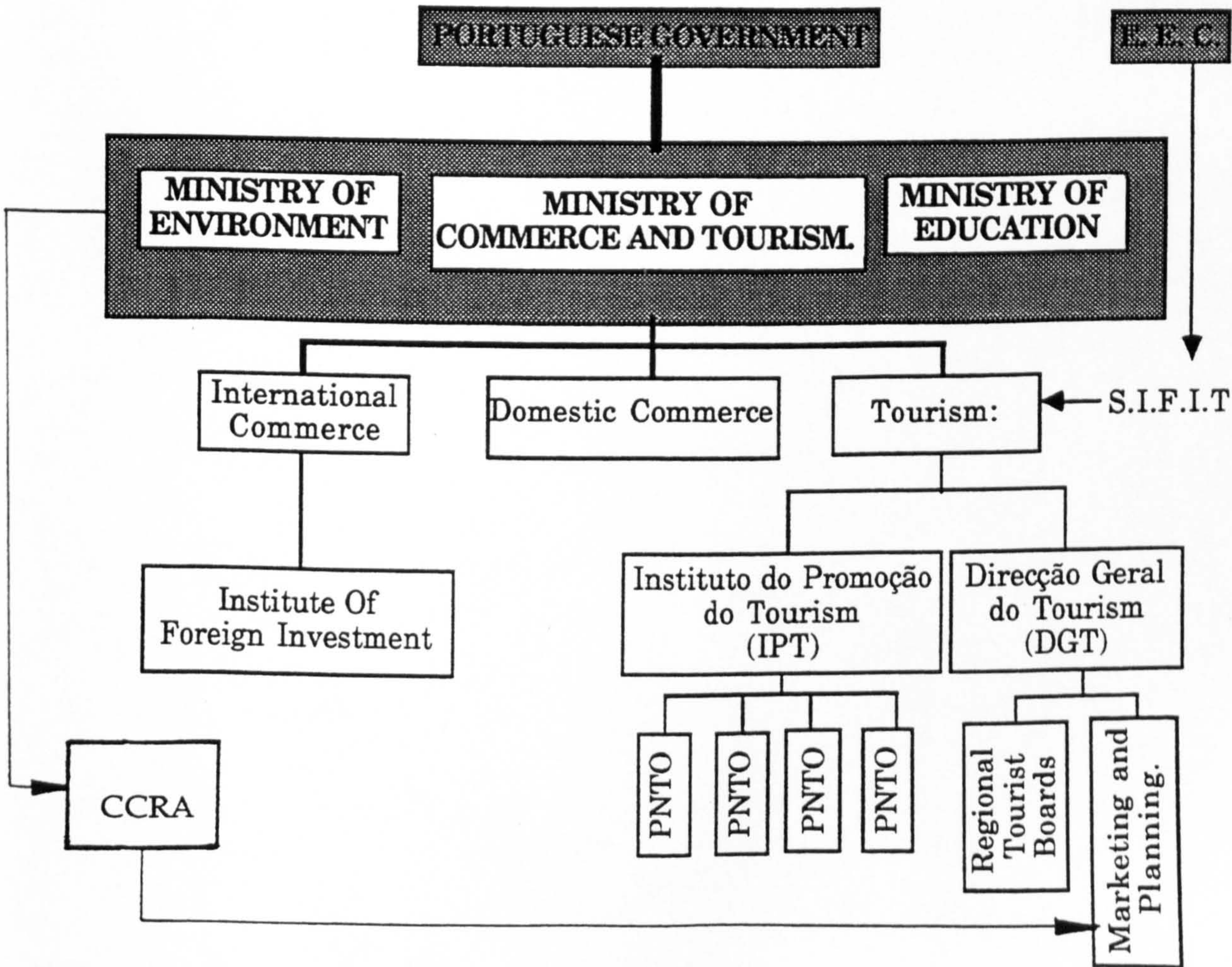
Thus, in 1988 PROTAL (Plano Regional de Ordenamento no Território do Algarve) was set up to establish a development plan for the Algarve region. The plan is intended to put a 'brake' on tourism development and has made a number of controversial suggestions. The plan was, until recently, confidential and was only released to the public in 1992. It establishes a system for tight land zoning throughout the Algarve and limits the extent of tourism development within the region. It makes planning of all 'major developments' the remit of the Department of the Environment and has created a number of areas in which further construction will not be permitted. It has also established a system whereby property speculation should be prevented by preventing resale within a two year time span.

There is a fear in the Algarve that the plan will simply be paid 'lip service' (The Algarve Gazette, 1990), but it is too soon, as yet, to judge its success. It does, however, seem unfortunate that such a plan is formulated as a result of environmental destruction and market failure, which has left the area with a number of environmental, economic and cultural problems which may prove difficult to remedy.

Tourism Administration

Figure 22 illustrates the administration system for tourism in Portugal (Menezes, 1990). The administration of tourism in Portugal is affected by decisions taken by the EC, as well as those taken by national, regional and local authorities. The chart below illustrates national and regional tourism management - local management cannot be included in this chart because of the diversity of approaches at this level. Local tourism management will, however, be explained in the text below.

Figure 22: The Planning and Management of Tourism in the Algarve.



The International Scene

EC policy has had considerable influence upon the development of the Algarve. Portugal joined the community in 1986. One of the conditions of entry to the Community was that the entire mainland area should be of assisted area status. Since joining the Community Portugal has been a major recipient of funding from the EC, most notably the European Regional Development Fund (ERDF) and European Social Fund (ESF). Much of this funding has aided infra-structural provision which has facilitated the development of tourism in the Province. Portugal administers these funds through SIFIT (Sistema de Incentivos Financeiros ao Investimento no Turismo). The EC has however recently refused to finance the Via Enfante highway from Santa Bras to Sagres because of the environmental sensitivity of the route. EC funding has also aided in the establishment of a number of Centres for training Portuguese nationals for the tourism industry.

International legislation affects a number of areas of national policy. National legislation concerning coastal management is operated at a number of levels and is guided by EC and UN coastal initiatives (these are presented in Chapter 1). Other environmental legislation includes the protected area legislation which designates 5 categories of protected area within Portugal. These are National Parks, Natural Parks, Nature Reserves, Classified Sites, Protected Landscape Areas. The Algarve contains a Nature Reserve (Rio Formosa) and the latter designation which affords the least degree of protection. Discussions with the CCR's indicate that there is a lack of public support for these areas. They are administered by the Parks and Reserves Service who answer to the Secretary of State for the Environment. The policies of these two departments however frequently conflict. The Parks and Reserves Service has called for a number of additions to the designated areas, but the Department of the Environment has not accepted these additions.

The National Tourism Plan

The national tourism plan outlines 4 major aims for tourism development. As the major tourist receiving area in Portugal the emphasis on the Algarve to achieve these aims is considerable. The aims include economic, environmental and social criteria which can be summarised as:

- 1 To help reduce the exchange deficit by increasing externally generated revenue, reducing import content of related expenses and increasing external investment.
- 2 To alleviate regional differences, especially that between the coast and the more traditional agricultural interior.
- 3 Improve the Portuguese quality of life by:
 - Increasing domestic tourism.
 - Promoting rural tourism.
 - Increasing *turismo de habitação*.
- 4 Contributing to the protection of the natural environment and heritage:
 - better planning and protection.
 - setting optimal tourism capacities (the Algarve and Madeira have probably already reached saturation point).
 - Protecting buildings, monuments and open space.
 - Developing handicraft and folklore.

To achieve these aims the country has been divided into several categories:

- 1 Regions of Tourist Utilisation with specific conditions suitable to tourism development (10 regions)
- 2 Development Poles or established tourist areas. There are currently 9 such areas.
- 3 Axis of Tourism Development, adjoining areas which are established and need redevelopment of existing facilities. These areas will be important catalysts for development (4 defined).

It is interesting to note that most of these measures are concerned with the establishment of more tourism infrastructure, rather than the management or change of the existing stock. Other plans which currently guide tourism development in the Algarve are:

The Marketing Plan: Lays the way ahead for Portugal's tourism industry; the regional document reflects national objectives, but scales achievements within the context of the Algarve. Objectives are to decrease seasonality, increase visitor numbers and attract more up-market tourists. Aid and encouragement will only be given to hotels in the top star categories which appeal to this clientele. This plan intends to spread the visitor pressure from existing 'honey-pot' areas to other areas which are considered capable of withstanding the pressure.

PROTAL: This is the strategy developed by the Comissão Coordenação do Região Algarve (CCRA)⁷ to make development in the Algarve conform to a structure planning regime. CCRA plan to slow development, the area between Lagos and Sines has been identified as a protected area within this plan. Lagos itself is actually exempt from PROTAL because it has had a structure plan for some years. Ironically, other areas have also been exempted from the plan.

PROTAL essentially grants permission to build and prohibits possession of a site for more than 12 months before development the is to stop speculation. It introduces a series of building regulations and measures for infrastructural improvement. Projects which CCRA refuses to sanction may be taken directly to the Department of the Environment who may approve it⁸. Projects

⁷ The Comissão Coordenação's were established as a result of growing concern for the pollution of the environment in Portugal. The Department of the Environment issued a statement that five regional committees should undertake responsibility for planning and development throughout Portugal to safeguard the cultural and natural heritage. The Algarve is one of these regions. Each regional CCR must devise a plan for medium and long term development. These committees answer to the Department of the Environment and their decisions may be over ruled by this department.

⁸ Carrapateira lies on the north west border of the Algarve. It is located in a sand dune system which currently holds protected area status. The area has a is home to a number of rare species of flora and fauna. It is also under pressure for camp-site development. Due to the sensitive nature of the area any such development is likely to result in severe erosion and species loss. The development has been refused by the CCR, but an appeal has been lodged with the Department of Environment with the support of the German company, the local Concelho and population. Despite not having received permission work on the camp site was already underway during our visit and the expectation was that the Department of Environment would award planning permission with little respect for the carrying

can be resubmitted a number of times until they reach CCRA's requirements.

In addition the Concelho of Lagos has implemented a structure planning regime over the past ten years and deliberately held back development. This is because of the mayor in the town has been in power for a number of years and has implemented a strong restrictionist policy. Lagos has a strict structure planning regime to the year 2000. Planning consent is given only to projects that comply with the growth predicted by this plan. Ironically this strict planning has made Lagos a preferred site by a number of trans-national corporations who realise the importance of the environment to tourism.

The Local Administration: The fragmented power base in the Algarve and overlap of responsibility between bodies has lead to the patchwork of development patterns that can be observed today. Portugal is split into ten administrative regions or *Distritos*. Each Distrito is headed by a civil governor who is appointed by, and reports to, the Minister of the Interior. The Algarve forms the tenth Distrito of Portugal.

These regions are made up of a number of municipalities known as *Concelhos*. The Concelho is essentially the administrative body for the region under its control. It has its own decision making powers and was, until the development of the CCR's, responsible for all matters concerning building within its boundaries. The executive civic body of the Concelho is called the Camera Municipal. This Camera has a high degree of autonomy and deals with all administrative matters, it is similar to the municipal government in British cities. Each Concelho is further divided into *Freguesias* which are essentially parishes; the Algarve has 72 Freguesias. Each Freguesia deals with less important parochial matters that arise at parish level.

The autonomy and lack of co-ordination of the administration system has lead to lack of cohesion of policy throughout the Algarve with individual concelhos adopting diverse development policies. These policies have resulted in the urbanisation of areas such as Albufeira and Quarteira (which has been voted as one of the 'worst resorts in the world' by Holiday Which in 1992) and the relative conservation of Lagos. The example set by the village

capacity of the site.

of Carrapateira illustrates that the pressure for development has not eased as a result of poor quality tourism environments

The case of Malta will now be examined as a case study which has experienced both rural and urban tourism development. Its development has also been patterned by the colonial history. The Islands are therefore a useful and compact comparison of rural and urban tourism development in Europe.

The Malta Case Study

Malta has experienced both urban and rural tourism and is a compact comparison of these two types of tourism development. The east side of the Island has been a tourist destination for a number of years, much of this tourism was the result of the Islands position as a British naval base. The west of the Island has been developed as a tourist destination in the last 15 years from a predominantly rural base. The development patterns observed in the Maltese Islands can also be compared to those of other island colonies, such as Cyprus and Gibraltar.

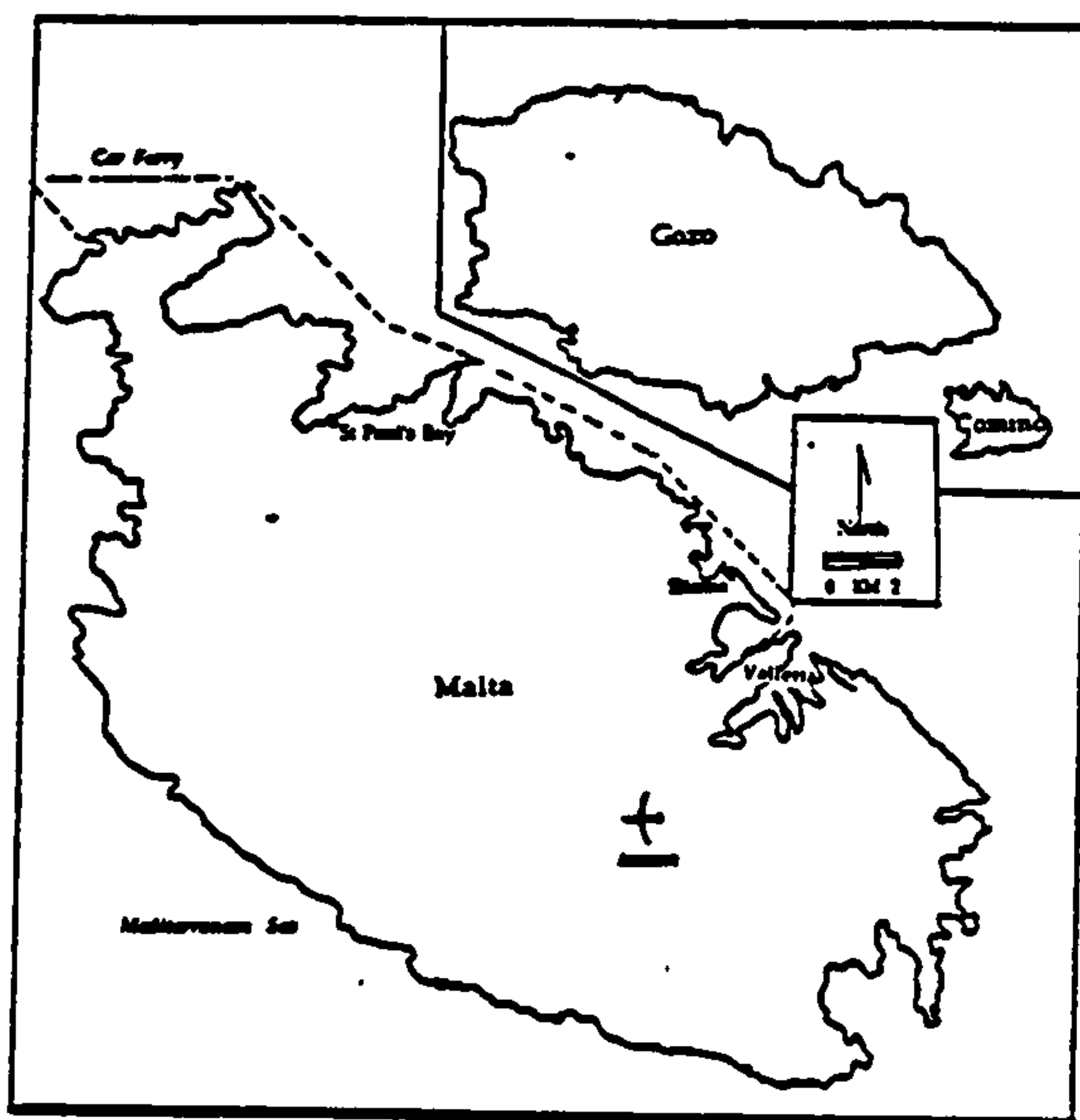
The tourism industry in Malta has evolved from a conscious decision to stimulate economic development in 1964 when the Islands gained independence from the United Kingdom. This decision was supported by a number of incentives to develop tourism infrastructure.

The tourism industry is now a fundamental component of the economy of Malta accounting for up to 25% of the country's income (Mallia, 1990). Gross earnings from tourism were estimated at 124.9 million Maltese Lira for the period January to December 1988. Employment figures are not available for tourism because it falls within a number of standard industrial classifications, but in 1988, 5.4% of the population were employed in hotel and catering establishments and a further 4% were employed in transport and communication (Maltese Central Office of Statistics, 1989). The Maltese Government have taken an active involvement in the management of tourism in the Islands in recent years following a sharp drop in visitor numbers in the early 1980s. This involvement has allowed the Islands to overcome many of the natural restraints to development.

The Islands

The Maltese Islands are located in the Mediterranean Sea 93 kilometres south of Sicily. They form a natural entrepôt between the European Continent and the Northern African Peninsula 288 kilometres to the south. Figure 23 illustrates the location of the Islands. The climate of the Islands is Mediterranean with long hot summers and cooler winters. It is the climate and the long coastline that have made Malta particularly attractive to tourists. The waters surrounding the islands are clear and were, until recently, reputed as being amongst the cleanest in the Mediterranean basin providing an excellent water sports centre.

Figure 23: Map of the Maltese Islands.



The Islands are formed from sandstones of the Tertiary era and tilt towards the north east with sheer cliffs to the south offering excellent views. The Islands have no raw materials in the form of fossil fuels or hydro electric power, no rivers or mountains and very limited natural resources. The Islands consist of a rocky coastline with clear waters and excellent cliff views, but few quality beaches, the inland area is characterised by steeply terraced fields. The majority of settlements hug the coast which formerly provided their livelihood. The area has a number of natural and man-made harbours which are now attractive to tourism, particularly with the growth of pleasure yachting and the current boom in marina developments.

There are three islands in the group and a number of rocky outcrops. Malta is the largest island, containing the capital city of Valletta and lending its name to the group. The other two islands are Gozo and Comino both of which are substantially smaller and rural in nature; communication between the Islands is by ferry. Malta and Gozo are the only two inhabited islands of the group, but the Islands are quite different with some hostility between the population. Comino is a rocky outcrop lying between Malta and Gozo with intermittent ferry services and no vehicular access.

The Islands are amongst the most densely populated in the world and are heavily urbanised with a resident population of 320 000, some 50% of this population living within a 5 km radius of Valletta which is also a popular area for tourism development. The density of population has imposed a number of restraints on tourism development. Competition for tourist and resident use of land has lead to considerable price inflation and made tourism a major election issue throughout the 1980s.

Tourism has accentuated the east/west divide within Malta and between Malta and Gozo. The east of Malta is traditionally richer and the location of the best beaches and tourism facilities on this side of the Island has allowed it to keep its primacy. Tourism on this side of the Island has evolved over a number of years and fits into the urban fabric of the area. Tourism on the west of the Islands has been developed in the last fifteen years to meet the needs of the mass tourism market and has drastically altered the landscape of the rural areas upon which it has been developed. Tourism has given Gozo some economic diversity, but changed the pattern of life and increased dependence on the mainland for imports to sustain the tourism industry via its communication network.

Tourism in Malta has developed in stages. The development of the east side of the Islands has been an evolution within the urban infrastructure of Valletta and Sliema. On the western side of the Islands, tourism has developed in the traditional fishing/ farming communities and had a considerable impact upon the normal pattern of daily life. This type of development has meant that the impacts of tourism are not evenly spread throughout the Islands. The Islands have suffered from a decline in environmental quality, especially in the rural areas and traditional fishing towns for example Gzira (on the west of the Islands was voted as one of the world's worst resorts by Holiday Which in 1992). This decline is not due entirely to tourism but has had considerable impacts on the development of

the industry. Poor environmental quality was accompanied by considerable social unrest and the reputation of Malta as a quality tourism destination declined throughout the 1980s.

There are many constraints to tourism development on the Islands, some of these have been overcome, but others await resolution. Malta relies on neighbouring countries not to pollute the sea which is one of her greatest resource assets; the Islands have failed to obtain an agreement on international management of the Mediterranean Basin to date. A shortage of water initially restricted the number of tourists on the Island, but this has been overcome by the installation of a reverse osmosis plant. Other problems, such as providing adequate food for the indigenous and tourist population and dealing with the quantities of litter generated by tourists have found no resolution as yet. Such problems may indicate that there are limits to tourism development on the Islands which the government has failed to acknowledge.

Resort History

The history of the Maltese Islands is chequered with invasion and counter invasion - it is this history that gives the Islands much of their tourism interest. The Islands have provided a home to Neolithic and Iron Age man. The Greeks, Phoenicians and Roman Empire have all ruled the Islands, as have the Swabians, Angevins, Aragonese, French and British. This cosmopolitan history is evident today in the culture and architecture of the Islands.

In 1964 Malta claimed independence from the U.K., but remained within the Commonwealth and a year later she joined the Council of Europe. In 1974 the Islands became a republic and in 1979 the British terminated the Military Base Agreement with the Islands leaving the economy in need of alternative income. Out-migration by the young male population escalated following the withdrawal of the British military because of a lack of employment opportunity. The tourism boom partially filled the gap in the economy. The Maltese Government attempts to ensure that the people of the Islands are sufficiently trained to gain maximum benefit from the employment opportunities available in the tourism industry. Out migration has lessened since the development of tourism in the 1970s, but there is no evidence that this is due purely to tourism. Unemployment in the Islands in 1988 was 4%.

The tourism industry boomed during the 1970s (partly due to the £50 sterling limit imposed by the British Government), but slumped in the 1980s when the Islands gained a poor reputation as a tourism destination due to social unrest and poor environmental quality. This slump caused a rethinking of tourism policy.

International Policy Issues

The Maltese Islands are an associate member of the European Community and have received some aid and funding from the Community. They have also had considerable aid from the U.K. following the withdrawal of the military. Indeed the U.K. Government initially established tourism as a development option for the Islands in 1964. The Maltese have entered into a variety of agreements with other countries to benefit the tourist trade. For instance the Maltese National Airline was set up as a joint venture with Japanese Airlines. Malta is a neutral nation with a non-alignment policy, its peaceful reputation is an aid to tourism development.

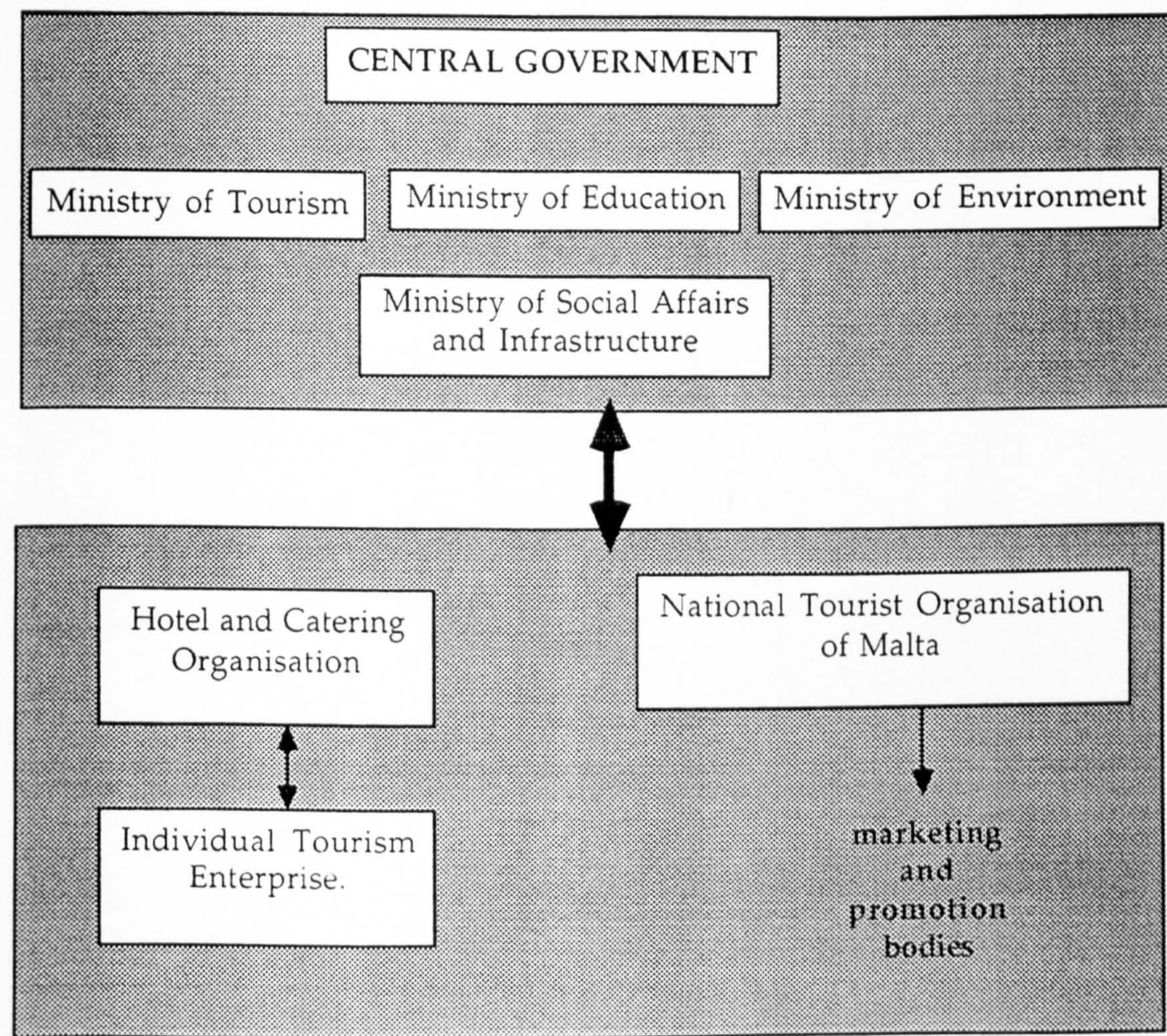
The Maltese government is acutely aware that a disaster in the Mediterranean Basin could ruin the tourist trade and thus the Maltese economy. The government has sought international policies on marine pollution and Malta has hosted a number of conferences on joint Mediterranean action to preserve the environment. The government has however been unable to encourage restraint or control from her neighbours who have more diverse economic bases or greater land availability. The government is seeking to achieve status as an example of sustainable development (acknowledged through the WTO) to confirm its role as a quality tourism destination.

The Maltese government has strict rules about the role that foreign industry may play within the economy. Trans-national companies are strictly regulated and the government ensures that nationals are offered management positions. To ensure that this is attained they operate preferential funding for Maltese industry and give incentives only to schemes that will benefit the Maltese people and economy. The government operates a franchising scheme whereby they buy a franchise from, for example, 'Trust House Forte' and operate the hotel utilising the skills of the local people. This scheme has been successful and in recognition of the new needs of the industry the government has sponsored the setting up of a new training school geared specifically to the needs of the hotel and catering industry.

National Administration

The Maltese government performs the administrative role for all three islands; there is no form of regional government due to the small size of the country although there is a Ministry for Gozo. Tourism falls within the remit of a number of ministries. The Ministry for Tourism is a recent designation illustrating the importance of this sector to the economy. Responsibility for tourism is as follows:

Figure 24: The Planning and Management of Tourism in Malta.



Tourism Planning

The planning system in Malta is centralised with no regional administration. The Islands have had five year plans since 1966, but these have not included a physical plan and *ad hoc* hotel and urban development has damaged the north east coast which has the greatest tourism potential⁹. Environmental damage is not due purely to tourism, but also to the government's social policy to provide housing at low cost which resulted in a building boom. The government introduced a number of schemes to encourage tourism development in the 1980s which encouraged a building boom, especially in the relatively under-developed, rural west of the Islands. The hotels constructed during this period are of a poor quality and fail to meet the new aims of the government to attract up-market tourists. They are also large scale and visually intrusive. A large number of buildings have been left unfinished thus diminishing further the quality of the environment.

A Ministry for Tourism and strong governmental involvement in the industry evolved as a result of a decline in the industry in the 1980s and a considerable loss in income. The government intervened to rectify many of the problems in the industry which were largely concerned with the quality of the product. They have implemented strongly nationalistic policies, regulation on labour and building and considerable state ownership of tourism infrastructure. As yet, however, the authorities refuse to accept that the Islands have a limited capacity for tourism development and so continue to encourage more tourist although they are now aiming for a different type of tourist who appreciates the environmental and cultural attributes of the area.

Malta has the strongest planning tourism planning regime of all three case-studies, but has only implemented land-use planning since The government have come to recognise the important of a quality environment and social and cultural diversity to the tourism industry (Indeed they often

⁹ Damage to the north east coast is largely in the form of large, high rise hotel developments obscuring the environmental quality of beach front locations. In many areas these hotels have remained incomplete for a number of years further damaging the quality of the environment. For example during the three years of this study (1988 - 1991) a hotel in St. Paul's Bay remained incomplete with apparently no progress in development.

state that their greatest asset is their people). In 1992 they are seeking to be selected as an example of 'sustainable tourism' growth by the World Tourism Organisation. This recognition however came about as a reaction to market failure and many of the problems imposed by tourism development have yet to be overcome to meet their ambitions as a tourism destination.

Conclusions about Tourism Planning and Management in the Case Study Areas.

A number of common themes are evident within the case-study areas despite their differences in history and development patterns. Each of the areas has experienced considerable success as a tourist resort (as defined by the number of visitors which is the only available indication of success) at some time during its development. Each resort is currently experiencing a decline in popularity which is marked either by a decline in visitor numbers or a decline in income from the tourist industry. The information collected in the context of this thesis indicates that this is partly due to a decline in the environmental or cultural quality of the destination areas. In short that the resorts are a 'victim of their own success'.

There are a number of common development themes in the strategies developed by the authorities to resolve the problems presented by the tourist industry. These are:

- * An aim to decrease the seasonal nature of the tourism industry in the resort. The rationale for this is often to ease the congestion caused by tourism development and to increase the employment potential of the industry.
- * An aim to attract more affluent 'up-market' tourists with a higher spend per head. There has apparently been little research into the preferences or habits of these tourists or their influence on local satisfaction with the industry (for example whether they stay within the large multi-national or nationally owned hotels). There is a perception amongst planners that these type of tourist prefer the environmental and cultural aspects of the resort and increase the multiplier effect.

- * An aim to replace declining employment in agricultural or military sectors with tourism employment - but there has been limited research into the likelihood of the local population taking up this employment.
- * An aim to reduce the appeal of the beach and climatic aspects of the resorts to unique selling points of culture and environment
- * An aim to develop tourism in a sustainable manner - despite this most of the resort areas have no measure of their success as sustainable development because they only consider visitor numbers and economic criteria, rather than the full range of the tourist product. They have also gone beyond a type of tourism that is considered 'sustainable' as illustrated by the decline in visitor numbers and satisfaction with the product.

These aims are often, however, not consistent with those of the body that markets the tourist product and thus the message given to the public may be very different to those of the planning authorities.

In each of the case study areas tourism development has not been a conscious and planned policy decision, but has been adopted by the policy makers as a development/diversification strategy from other areas of economic activity (military or farming). The spontaneous nature of the industry and apparent ease of its development has resulted in a lack of planning in each of the case study areas. Planning for tourism can be illustrated to have evolved as a reaction to the problems that the industry has created, most notably congestion, environmental degradation and in some areas (especially the rural resorts) social change. It has been reactive and guided by limited information which is almost exclusively based on visitor numbers.

Tourism planning is governed by economic and land-use criteria, because of the tendency to split responsibility for tourism development between land-use planning and marketing departments at a local level. In the instances that social or environmental implications of tourism development are considered it is as a result of economic decline. In the case study areas where tourism planning is considered as a separate activity it is only as a reaction to economic failure and a loss of market share. When tourism is planned in this reactive manner planning cannot be used as a proactive tool to effectively manage resort development. By the time a tourism department is formed the appeal of the tourist area (a large part of which consists social and

environmental values) has been lost or damaged. In areas where this has occurred the authorities are finding that the costs of loss of market share and tourism induced damage may have been cheaper to prevent than retrofit.

Where recommendations for the needs of the tourist industry have been issued, such as those of CCRA and the English Tourist Board they have limited legal status (and require approval from a higher authority such as the Department of Environment which may have differing objectives in terms of tourism) and are, in reality, little more than guidelines with no practical implementation advice and little financial commitment. These guidelines are normally issued from the body that is responsible for tourism development and promotion and is thus anxious to further increase the success of the area within the currently accepted definition of tourist area success ie: the number of bed nights.

This failure to plan adequately for tourism is due in part to a lack of information on which to base predictions and trends analysis. It is also based upon a lack of understanding of the fundamental relationships between the various elements of the tourism system. There seems in many instances to be only limited relationship between the level of tourism development and the level of public sector activity, especially in the rural areas where control of the tourist industry is in the hands of the marketeers.

The importance of economic criteria within the tourism planning system in each of the case study areas can be argued to stem from the accepted definition of tourist area success ie: the number of bed-spaces filled. This definition of tourist area success is the root of many of the problems that face the industry encouraging resort managers to ignore environmental and social constraints and move towards mass tourism.

The reactive nature of the planning mechanism has prohibited any form of comprehensive tourism planning within the case study areas. In reality it has been market forces that have determined the type and scale of tourism development in each of the case study areas, rather than rational decision making based on sound information. This is especially true of the rural areas where the lack of viable alternatives have made tourism the only option for economic development. Decision makers within the resorts studied have acted on incomplete information about the industry and have therefore had only limited knowledge upon which to base their decisions. The information that does exist deals largely with the number of tourists and only rarely with

their opinions. It is therefore not surprising that decisions are based on economic criteria. The current experiences, especially of the rural resorts, indicate that these economic criteria are short lived and ineffective as a development option leaving a number of social and environmental problems to be resolved in order to sustain tourism growth.

The next chapter will assess the extent to which the planning aims of each resort has been achieved. It will explore the components of tourist area success by establishing relationships within data which has been collected from extensive questionnaire surveys to assess the success of the planning mechanism and the relative importance of factors in contributing to tourist area success within individual resorts and between rural and urban resorts.

CHAPTER 5:

THE CASE STUDIES - ANALYSIS OF THE RESULTS OF THE QUESTIONNAIRE SURVEYS.

Introduction

The preceding chapter has described the planning and management of tourism in each of the resort areas. This chapter aims to present the results from the case study data to assess the extent to which the resorts have achieved their planning aims.

The analysis has been undertaken in two parts: (i) the results from the individual case study areas are presented, and then (ii) the results of the combined data files are presented as representative of tourism development in urban and rural locations. Rural and urban modes of development have been chosen as a framework for analysis because the investigation illustrated considerable similarity between the development patterns experienced in Weymouth and eastern Malta (the urban resorts) and the Algarve and the west of Malta (the rural resorts).

Frequency and cross-tabulated data are used to assess characteristics of resort development and the chi-square test has been used to assess the validity of the findings. The number of significant findings is low in the individual case studies, but larger in the joint analysis files (mainly because of the importance of sample size in determining statistical significance). Significance has been accepted at 95% throughout the analysis. Statistical analysis is inappropriate for the business surveys because of the small number of surveys completed. These surveys were more in-depth than the resident or visitor surveys and cannot be used as directly comparable because of the differing demands of the sponsoring bodies. More information is available for the Algarve case study than other areas. The available data has been used to assess perceptions and observations of prominent business people about tourism development in the individual resorts.

The Results

The results from the visitor, resident and business surveys are presented below in the following order:

- Weymouth
- The Algarve
- Malta

Throughout variables for analysis have been coded as environmental, social/cultural or economic in nature. For ease of comparison each section of the analysis has been numbered and analysed within the same framework. Thus section 1) in the Weymouth visitor survey presents the same issues as section 1) in the Algarve visitor survey and so on.

THE WEYMOUTH CASE STUDY

The Visitor Survey:

The Weymouth visitor survey was carried out between the months of May and September 1988. The total number of questionnaires completed was 300 - all respondents were on holiday, staying in or around Weymouth. The survey was carried out in five locations within the resort representing a selection of its attractions.

1) Satisfaction with the holiday product:

Satisfaction throughout the analysis has been indicated by respondents stating an intention to return to the resort in the next five years, given the lack of financial constraints. The analysis indicates considerable satisfaction with the holiday product with some 72% of respondents stating an intention to return in the next five years.

2) The importance of particular product attributes to Visitors:

The Weymouth plans illustrate an aim to diversify the appeal of the holiday product away from specific attributes (the beach) to a unique selling point which encourages resort loyalty and is less seasonal in nature. Visitors were asked the main reason for choosing Weymouth for their holiday - responses included features within the resort and other factors, such as experience.

Particular product attributes within the resort are important to location choice, but not as important as previous experience of the resort or a recommendation from a friend. Visiting friends or relatives is also an important reason for choosing to visit the area. The price of the holiday or beach were relatively unimportant in choice of location⁰ as illustrated in Table 1.

Table 1:
WHY CHOOSE WEYMOUTH AS A HOLIDAY DESTINATION?

	Count:	Percent:
Climate/Price	35	11.7
Culture/heritage	37	12.3
Recommendation/Experience	139	46.3
Visiting Friends/Relatives	36	12.0
Natural Environment	10	3.3
Built Attractions/Entertainment	7	2.3
Miscellaneous	36	12.0
Total:	300	100

Respondents were then asked to list the importance of specific features in their choice of location. Table 2 illustrates that the beach and climate are of prime importance in terms of individual features within Weymouth, the planners and marketers seek to diversify from this importance because visitors attracted by the beach are perceived to spend less money in the resort than those who visit for other purposes. Other attributes, are relatively unimportant in comparison, especially the attractions which the authority has invested in and the heritage and culture of the area which are an important part of the diversification strategy as illustrated in Table 2.

⁰ This may be because there are relatively few cheap package tours on offer in the area and most respondents were on an independent holiday

Table 2:

IMPORTANCE OF SPECIFIC FEATURES TO THE DECISION TO HOLIDAY IN WEYMOUTH:

	Count:	Percent:
Beach/seaside	242	56
Built attractions	154	36
Culture/heritage	36	8
Total:	432	100

nb: totals add up to more than 300 because some respondents stated that more than one feature was of prime importance to their decision to visit the resort.

3) Repeat Visit Patterns

Given the high proportion of respondents stating that they were visiting as a result of a recommendation or from experience of the resort it is not surprising that the resort attracts a high percentage of repeat visits. Some 68% of respondents had visited the resort on a previous occasion and a number of respondents stated that they visited every year. The planning aims of the resort are to diversify the product and lengthen the season while maintaining the appeal to the current clientele.

There is a relationship between the satisfaction with the product and the reason for the visit as illustrated in Table 3.

Table 3:

**SATISFACTION WITH THE HOLIDAY PRODUCT:
as influenced by the reason for the visit.**

Return to Weymouth on holiday? Why Choose Weymouth?	Yes	No	Total
Climate/Price	13	18	31
Culture/heritage	21	12	33
Recommendation/Experience	116	21	137
Visiting Friends/Relatives	29	5	34
Natural Environment	9	1	10
Built Attractions/Entertainment	3	2	5
Miscellaneous	25	5	30
Total:	216	64	280

Chi-square = 33.3

Degrees of Freedom = 6

Significance = 0.000

nb: Respondents stating that they did not know if they would return (20) are not included because the hypothesis was testing only definite return intentions and the inclusion of this group increases the number of cells with an expected frequency of less than 5 to an unacceptable level.

Differences between observed and expected values would indicate that respondents visiting because of a recommendation or experience, visiting friends or relatives or visiting because of the natural environment are more likely to return than expected. Respondents who state their main reason for the visit as the climate, price or culture were, however, slightly less likely to return than expected. This could indicate a polarization of appeal of the resort to specific market segments with distinct characteristics. One of these characteristics is that visitors are ageing or family groups and this may give the resort a negative appeal to the new markets that the planners and marketers are seeking to attract during the off-peak months.

4) Resort Loyalty:

The strategies adopted by the local authority aim to diversify the appeal of the product by developing a 'unique selling point' which is not strongly seasonal in nature and compares well to other destinations.

Respondents were asked to compare Weymouth to other destinations that they had visited in the last five years, both within the UK and Europe. Respondents had visited a variety of locations in Europe (mainly the southern provinces of Spain and Italy's Adriatic Riviera) and the UK (mainly resorts located in Devon and Cornwall). In general terms Weymouth compared favourably to other resorts, the only advantage of the European resorts was the weather. Devon and Cornwall were generally preferred to Weymouth - qualitative analysis indicates that this was because the environment in these areas was considered more attractive.

5) Success of the Planning Mechanism:

Satisfaction with the holiday product and the extent to which it has met visitor expectations can be illustrated by desired improvements within the resort and their influence on return holiday intentions.

Desired improvements within the resort were predominantly environmental in nature. In most instances the only complaint was about inadequate infrastructural provision (some 50% of all complaints) and almost all respondents who stated an improvement listed infrastructure. Table 4 illustrates the key areas of improvement:

Table 4:
DESIRED IMPROVEMENTS TO THE HOLIDAY PRODUCT:

	Count:	Percent:
Infrastructure	75	25.0
Natural Environment	26	8.7
Culture/Heritage	22	7.4
None	148	49.0
Miscellaneous:	29	10.0
Total:	300	100

Improvements have some implications for return visit intentions. Those who complained about infrastructure are likely to express a desire to return to the resort, but those who complain about the quality of the environment are more likely to seek alternative holiday locations in future years. These are often the groups that prefer Devon and Cornwall as a holiday destination and state a desire to return to those resorts in future years. Preliminary investigation is based on small categories, but apparently the groups (B and C1) that are attracted to other resorts in future years belong to the socio-economic groups that Weymouth seeks to attract.

The quality of the environment may therefore be an important determinant of type of visitor attracted. Table 5 illustrates the importance of criteria in determining return visits.

Table 5:
SATISFACTION WITH THE HOLIDAY PRODUCT:
as influenced by desired improvements to the holiday product.

Return to Weymouth on Holiday?	Yes	No	Total
Desired Improvement:			
Infrastructure	56	13	69
Natural Environment	15	9	24
Culture/Heritage	15	5	20
Miscellaneous	16	11	27
Total:	102	38	140
Chi-square = 7.6	Degrees of Freedom =3	Significance = 0.0549	

Respondents stating that no improvements were necessary to the resort (148) or they do not know if they will return (20) are not included in this calculation because the hypotheses was testing the importance of specific complaints on definite return visit intentions.

At 95% significance it is likely that hypothesis that desired improvements to the resort and the intention to return are related. Qualitative analysis indicates that complaints about specific features which formed a strong initial attraction to the resort, especially the natural environment may deter return visits, but the small number of cases prohibits further analysis.

7) Characteristics of the Product:

The planners in Weymouth seek a more affluent tourist who is perceived to spend more money within the resort while maintaining the current clientele. Couples whose children have left home are target short break markets in the shoulder period (April to July; September to October). Socio-economic characteristics of respondents were measured¹ to assess whether this aim had been met.

¹ For reasons noted in the methodology socio-economic characteristics have been assessed using the JICNARS classification.

The holiday product in Weymouth is distinctive from the other resorts studied because Weymouth's primary appeal is to the domestic holiday market and most respondents were travelling independently, as opposed to on a package tour. Package tours do operate to a limited number of hotels in the town and attract mainly older respondents. Three group types are evident in the sample:

- * Older couples who stay in locally owned accommodation in the town centre, often on a full-board basis. They tend to take all their meals within this accommodation and are attracted to the resort because of the environment and cultural attributes. They often visit during the shoulder period when accommodation is cheaper. These are often the visitors with the strongest propensity to return for a holiday;
- * Families with young children who characteristically visit during the peak six week school holiday period in July and August. They stay in self-catering accommodation on the outskirts of the town which is often owned by national or international companies. They are attracted by the beach and perceived safe environment, but tend to minimize their expenditure on holiday and visit relatively few paying attractions, usually as a last resort in wet weather.
- * A third group was also evident, although this was very small. It also consisted of family groups, but they were camping or caravanning in the surrounding area and visiting Weymouth for the day and often for a specific purpose, such as to spend the day on the beach or visit a specific attraction. This group fall into slightly higher income groups.

Weymouth attracts a relatively high proportion of the lower socio-economic groups. Some 69% of respondents who replied fell into socio-economic group C, D or E compared to 64% in the UK as a whole at the time of the surveys. Preliminary investigation indicates that group type has some implications for resort success - more in-depth research could not be undertaken because of the number of cells in the cross-tabulations make the significance low and regrouping for the purposes of analysis makes individual groups too large for meaningful analysis.

The planners are seeking to attract a more affluent clientele, yet the survey indicates that this group complain more frequently about inadequate infrastructural provision and environmental deterioration. They are likely to be visiting friends or relatives and are less likely to be loyal to the product. They are, however, more interested in cultural attractions and note the beach as of less importance to their holiday decision. They prefer other destinations, notably in the UK to Weymouth. It appears that the beach is particularly important to social group C who tend to be family groups and visit during the summer holiday period. It is this group who the planners are therefore seeking to diversify from, but they express a strong intention to return. Groups D/E prefer the shops, and cultural heritage and visit in the 'shoulder' months of June and September; they also express a strong intention to return.

Resident Results:

The importance of culture in the holiday product makes resident attitudes to tourism an important part of successful tourism development. The Weymouth resident survey was undertaken in January 1990 to assess attitudes to tourism development and the factors influencing these attitudes. Unfortunately the timing of the surveys means that the transient work force was not interviewed since they only move to the town during the summer months². The sample was selected using a judgmental sampling frame constructed from the latest census returns available for the area (1981). A total of 66 surveys was completed.

1) The influence of involvement in the industry on satisfaction:

Tourism in Weymouth is used to compensate for the declining military presence. Other industry is also encouraged to ensure that the resort does not become over-dependent on the tourism sector, but this has been particularly slow to respond. Tourism is therefore likely to become more dominant within the town employing a higher proportion of the local population³

² Harris (1990) estimates that as many as 62% of positions in the tourism sector during the peak months of July and August are occupied by seasonal staff, many of whom move to other resorts during the winter months.

³ Harris (1990) illustrated that 17.5% of tourism businesses in Weymouth would create new

Some 50% of residents or their families were involved in the tourism industry at the time of the study and 30% of these were directly employed by the industry. In most cases this involvement was owning or running a business in the tourism sector. The implications of involvement in the tourism industry on satisfaction with tourism development was tested; residents who were involved in tourism were expected to be less likely to state that the area had deteriorated as a result of the industry than those who were not. Table 6 illustrates this relationship.

Table 6:
IMAGE OF THE AREA:
As influenced by Involvement in the Tourism Industry:

Involvement in Tourism?	Yes	No	Total:
Has the area improved?			
Yes	7	11	18
No	7	35	42
Total:	14	46	60

Chi-square = 2.3 Degrees of Freedom = 1 Significance = 0.1255

Respondents who stated that they did not know whether the image of the area had improved have been excluded from this calculation which is testing only positive and negative responses.

The hypothesis that involvement in tourism and the image of the area are related must be rejected because of the low significance level. Preliminary analysis indicates that owners/managers of tourism enterprise are more likely to perceive that the image of the area has improved than their counterparts. An apparently important factor in this relationship is the perceived attractiveness of employment opportunities arising from the industry. 63% of the sample stated that tourism had increased the number of jobs available in Weymouth, but only 20% of these respondents would find tourism related employment attractive because such employment was

employment, although the actual number of jobs was likely to be very small. Only 10% of these positions would be for managerial staff, 25% would be full-time and most new positions would be seasonal in nature

perceived as attracting low pay, offering limited career prospects, being female dominated and seasonal in nature.

2) Perception of change induced by tourism development:

Local perception of current tourism developments can be partly measured by the nature of changes attributed to tourism in the last four years. Despite considerable investment by the local authority and individual tourist businesses, change from tourism development in Weymouth was viewed as primarily negative. Table 7 illustrates that some 57% of the sample believed that conditions in the resort had deteriorated in the last 4 years, only 25% believed that they had improved.

Table 7:
HAVE CONDITIONS IN WEYMOUTH IMPROVED AS A RESULT OF TOURISM DEVELOPMENT?

Conditions have:	Count:	Percent:
Improved	15	25
Remained the Same	11	18.3
Deteriorated	34	56.7
Total:	60	100
Non-response = 6		

Change was almost exclusively noted as environmental in nature as illustrated in Table 8 (mainly localised pollution, litter, congestion and noise) and caused the greatest discontent amongst residents. A fifth of respondents who noted that the resort had changed as a result of tourism development stated that their quality of life had increased mainly in economic terms, employment prospects and entertainment had improved especially for younger sectors of the population.

Table 8:

KEY CHANGES ATTRIBUTED TO TOURISM DEVELOPMENT:

	Count:	Percent
Environmental Decay	43	78
Price Inflation	1	2
Increased quality of life	11	20
Total:	55	100

Non-response = 10

3) Satisfaction with the industry as affected by perceived advantages and disadvantages:

Resident perceptions of the industry are coloured by the perceived advantages tourism development which are almost exclusively economic in nature. Table 9 illustrates the relationship between the perceived advantages of tourism development and the image of the area. Even when advantages of tourism development are economic in nature it appears that the image of the area may have deteriorated over the last four years. The qualitative analysis indicates that this may be as a result of a perceived deterioration in the type of tourist visiting the resort.

Table 9:
IMAGE OF THE AREA:
as influenced by perceived advantages of tourism development.

Has the area Improved?	Yes	No	Total
Primary advantage of tourism development:			
Economic Gain	9	11	20
Increase in Quality Life	6	6	12
Environmental Improvement	0	2	2
None	3	19	22
Total:	18	38	56

Chi-square = 7.7 Degrees of Freedom = 3 Significance = 0.0533
Non-response = 4

Respondents answering Don't Know whether the image of the area has improved (6) are not included because the hypothesis was testing only positive or negative responses.

The chi-square value indicates that the perceived advantages of tourism development and image of the area are related; analysis indicates that a positive image of the area and economic benefit from tourism are particularly related. Disadvantages of tourism development are almost exclusively environmental in nature (often referring to congestion and localised pollution).

Advantages and disadvantages of tourism development appear to be a trade-off between environmental degradation and economic gain. When environmental decay is seen as a key disadvantage of tourism development advantages of the industry are unlikely to be considered. When there are perceived to be no disadvantages to tourism development advantages are likely to be economic in nature.

4) Control and Profit of the Industry:

Table 10 illustrates perception of control, profit and business ownership in the area. The dominant perception is that local control and profit is predominant, either to the local authority or business owners, rather than residents *per se*, the qualitative analysis indicates that this may have some implications for satisfaction with the industry (the small number of responses in each category and the number of cells in the cross-tabulation prohibits chi-squared testing).

Table 10: IMAGE OF THE WEYMOUTH:
as influenced by the perception of control and profit from tourism.

Who has the Greatest Influence on Events/Developments?	Count	Percent
People from outside the area:	6	4
Residents/home owners in the area:	15	10
International/local companies:	3	2
Small business owners:	11	7

Who Profits Most from Tourism?

Regional/local authority:	21	14
Residents/employees in tourism:	38	25
International/national companies:	5	3
Small business owners:	32	21

Success of the Tourism Industry Depends on:

Central government/tourist boards:	8	5
Regional/local authority:	29	19
Small private businesses:	28	18
Residents of the area:	11	7

Percentages are for individual categories and therefore do not add up to 100.

Apparent discontent amongst some respondents has rarely resulted in formal protest about tourism development (8.6%). There is apparently a concentration of views within Weymouth which are slightly pro or anti-tourism development. These lack extremes and are not supported by pressure group involvement. This may also be because of the relatively strong hotel and catering group in the town and other trading and resident associations, such as the Dockside Traders Association which influence the type and scale of development through the local management mechanism.

The Weymouth Business Survey

The resident survey illustrated a relationship between type of involvement in the tourism industry and perception of industry development in the town. Tourism employees and owners are often the major source of tourist/resident interaction and business practices are a major determinant of the economic benefits of tourism that remain within an area with implications for resident satisfaction with the industry and the development of subsidiary industry. A business survey was thus undertaken between January and April 1989. The final sample of businesses was as follows:

- 1, 4 Star Hotel
- 19 Hotels of 3 Star rating or less
- 5 Restaurants, cafes, bars.
- 2 Travel Companies/ Travel Operators.
- 2 Attractions/ Retail Outlets.
- 11 Self Catering/ Apartment Agencies.

1) Business Characteristics:

The local authority seeks to attract more affluent tourists who visit during the off-peak months spend more money and make different demands of the product. To encourage this custom they are seeking to encourage existing tourism facilities to up-grade.

Most businesses in Weymouth (90%) are long standing with a strong sense of tradition. They see Weymouth as a 'bucket and spade' resort and in most instances have no desire to change this image. Most firms have been established for in excess of 30 years and encourage a high percentage of repeat custom. Most businesses are on a very small scale with a high degree of family involvement. They are also very seasonal in nature.

2) Seasonal Characteristics of the Industry:

The Planners aim to lessen the seasonal image of the resort and the local council is actively promoting facilities which are open all year round. Currently some 50% of all businesses close out of season, mainly the accommodation sector. This has given tourists a strong perception of Weymouth as being closed all winter and has in turn made seasonality more pronounced (Frost and Hawkins, 1990). Exaggerated seasonality is illustrated by the limited number of permanent posts and the predominance of female employment (Harris, 1989) resulting in a poor image of tourism employment amongst residents.

3) Business Improvements:

Local residents perception of tourism development is more favourable if they benefit economically from the industry. Although the primary objective of most firms is profit, most re-invest a relatively high proportion of their income into business and other areas of the towns economic life. Locally owned tourism businesses obtain supplies within the town benefiting the local community, but larger businesses are more likely to purchase suppliers from a regional or national depot thus allowing income from tourism to leave the area.

4) Business Ownership:

The relationship between satisfaction with the tourism industry and ownership of facilities would indicate a number of advantages of local ownership. Quality establishments which match the image that the resort is seeking to portray with well-developed marketing strategies are, however, frequently under national or regional ownership

There is a high proportion family, or local ownership within the area and considerable evidence of nepotism leading to a contraction of skilled positions available to outsiders. There are relatively few international and national interests in the resort and this has had an impact on local attitudes, a high proportion of local ownership has brought a tolerant attitude to tourism through self-interest, but family employment is strongly pronounced which causes some resentment.

For the majority of tourism business owners the industry was a choice in lifestyle; owners and employees felt that the industry 'fits in' with other aspects of their lives, such as bringing up a family. It is only rarely a formal career decision and often only in larger establishments which has implications for the professional approach to the industry and the product image. The planning authority seeks to develop a 'quality product' implying that more formal training would be incorporated for employers and employees.

Private ownership has a number of positive impacts for the resort. It means that the controlling authority does not have to offer incentives to purchase local goods, but businesses buy local goods wherever possible (90%). There is also a down side in that the small interests can not gain the 'image' offered by larger companies corporate marketing and therefore the environment of the town and local authorities marketing strategy is important. Weymouth rarely presents itself as up market, or luxurious to the clientele that the marketeers would like to attract because it has problems in guaranteeing this environment.

5) Government Aid:

None of the businesses in the study had received aid from the Government. Some of the attractions in the resort had received help from the County Council and Local Authority, mainly as beneficial land acquisition packages. This is part of a pump-priming exercise to stimulate off-peak trade by the establishment of wet weather facilities. Since the investigation, joint ventures such as the Hope Square development, have been undertaken to promote what the local authority sees as the best interests of Weymouth as a tourist resort. These attractions were apparently successful at the time of the study offering educational facilities to the local population during off-peak periods.

6) Image of the Resort:

Most employers felt that tourism improved the image of Weymouth as a place to live and work, as well as to visit. Although the local council has plans to encourage a more affluent clientele most local business people are satisfied with the existing clients and many encourage their return by presenting awards for customer loyalty. There is a limited tendency to cater exclusively for one tour company which gives the industry more durability and guaranteed contracts in times of crisis. It also means that tour operators have strong bargaining power in certain sectors of the town, most notably in the accommodation sector.

7) Involvement in the Management Mechanism:

Most business owners were involved in the local management mechanism in some way, although this was often on an informal basis through associations, such as the Hotel and Catering Association or the Dockside Traders Association. In addition a number of business owners attended council meetings on a regular basis and participated in working groups as appropriate. Most respondents were members of the regional tourist board which lobbies the local council on issues of concern and supports specific issues which affect the tourist industry.

8) The Future:

Most respondents anticipate a decrease in seasonality and an increasingly affluent clientele in line with the planning authorities aspirations in the future. There is, however, no real evidence for this perception. They state that they would prefer a more affluent client because they perceive that they add to the image of the resort and bring more money to the area although no research has been undertaken to confirm this claim.

There were a number of opinions as to how the image of Weymouth could be improved and how seasonality could be lessened. The specialist markets, such as bird watchers and wind-surfers were felt to hold considerable potential which the Hotel and Catering lobby is currently exploring and the Borough Council may explore further.

THE ALGARVE CASE STUDY

Surveys for the Algarve case study were carried out in three resort areas chosen to meet the needs of the sponsoring body. These were:

- * Burgau, a fishing village which has experienced limited tourism development;
- * Lagos, a traditional market town which has experienced carefully planned development; and
- * Carvoeiro, a fishing village which has experienced rapid development and is now dominated by tourist related developments.

The Algarve Visitor Survey

The Algarve surveys were carried out between the months of February and May 1990. The total number of visitor surveys completed was 198 split between the three survey sites. Analysis has not been undertaken on individual sites because of problems in maintaining adequate sample sizes for analysis.

1) Satisfaction with the holiday product:

Satisfaction has been indicated by respondents stating an intention to return to the resort on a holiday in the next five years, given the lack of financial constraints. The analysis indicates a relatively high degree of satisfaction with the holiday product in the Algarve - 75% of respondents stating that they would return on holiday.

2) The importance of particular product attributes to visitors:

The tourism plans for the Algarve region state an aim to diversify the product from the 'sun, sea and sand' image of many Mediterranean destinations to emphasize the cultural and environmental attributes of the area.

There were a number of reasons for choosing the Algarve as a holiday destination, but the prime motivation was the climate of the resort and the relatively cheap price of the holiday. Recommendations or previous experience of the Algarve were also important reasons for destination choice. Table 11 illustrates the reason for selecting the resort for a holiday.

Table 11:
WHY CHOSE THE ALGARVE AS A HOLIDAY DESTINATION?

	Count:	Percent:
Own Property/Timeshare	32	16.2
Climate/Price	63	31.8
Recommendation/Experience	58	29.3
Package/Attractive Marketing	23	11.6
Built Attractions/Entertainment	8	4.0
Miscellaneous	14	7.0
Total:	198	100

The importance of specific features to resort choice further reinforces the importance of the climate and beach to location choice. Table 12 illustrates the features which were of prime importance to resort choice. All other attributes are relatively unimportant to respondents after the beach and climate.

FEATURES WHICH WERE PARTICULARLY IMPORTANT TO THE
DECISION TO HOLIDAY IN THE ALGARVE:

	Count	Percent
Beach/climate	137	69.2
Natural environment	41	20.7
Culture/heritage	2	1.0
Built attractions	4	2.0
Miscellaneous	14	7.1
Total:	198	100

Where the beach/climate is not stated as the primary reason for the visit respondents nearly always list these features as of secondary importance. The four most important features to destination choice are (in order of importance): climate/beach, natural environment, built attractions and culture/heritage.

3) Repeat Visit patterns:

56% of respondents had visited the resort on a previous occasion and the remainder were first time visitors. Repeat visit patterns are not apparently influenced by reason for the visit as illustrated in Table 13.

RETURN VISITS:

as influenced by the reason for visit.

Previous Visits:	None	1 or more	Total
Reason for Visit:			
Own Property/Timeshare	13	19	32
Climate/Price	40	23	63
Recommendation/Experience	12	46	58
Package/Attractive Marketing	15	8	23
Built Attractions/Ent.	0	8	8
Miscellaneous	8	6	14
Total:	88	110	198

Significance = 0.998

The qualitative analysis indicates that respondents who had visited the Algarve on a previous occasion (but not recently) stated that they were disappointed with the changes in the area and were less likely to state an intention to return. The small number of respondents in this category, however, prohibits chi-squared analysis. Return holiday intentions between first time and repeat visitors of recent origin were less easily discernible.

Respondents who had visited the resort before were asked to list the major changes since their first visit - analysis is based on changes in the last five years⁴. Change was noted in negative terms: building, commercialisation, loss of culture. Visitors who had not visited for some time especially noted these factors and were less likely to state an intention to return.

4) Resort Loyalty:

The strategies adopted by the regional authorities indicate an aim to develop resort loyalty based on a unique product which has cultural and environmental attributes as well as the more traditional beach and climate based attractions. Respondents were therefore asked to compare the Algarve to other destinations on a similar flight time that they had visited in the last five years.

The relative importance of price and climate to respondents resort choice is highlighted in this comparison. Resorts with similar flight time were noted as of equivalent attraction to tourists because they offer a roughly comparable product. Greece, Turkey and France were preferred and although reasons for this preference were not asked responses at the time of interview and comments would indicate better environmental quality in these destinations. In nearly all instances the Algarve compared favourably to the southern provinces of Spain apparently because it was believed to be safer and have a more attractive environment.

⁴ This question was not included in the other surveys, but was included in the Algarve survey due to the nature of the project. With hindsight, it would have been beneficial to have included the question in the other surveys.

5) Success of the Planning Mechanism:

Satisfaction with the holiday product and the extent to which it has met visitor expectations can be illustrated by desired improvements in the resort and their influence on return holiday intentions. Suggested improvements were predominantly environmental in nature and especially concerned infrastructural provision. The qualitative data suggested that environmental degradation had some impact on return holiday intentions, whereas poor infrastructure was relatively unimportant in deterring return visits. These trends were confirmed by statistical significance. Initial indications are that resident attitudes are an important determinant of return holiday intentions - 4 respondents listed the local population as unfriendly and although the small number prohibits conclusions none of these respondents would return to the resort for a holiday. Table 14 below illustrates the effect of stated improvements to the holiday product on return holiday intentions (those expressing no improvements are left in as a control group).

Table 14:
SATISFACTION WITH THE HOLIDAY PRODUCT:
as influenced by desired improvements in the holiday product:

Return to the Algarve on holiday?	Yes	No	Total:
Desired Improvement:			
Infrastructure	55	5	60
Natural Environment	25	14	39
Culture/Heritage	34	9	43
Total:	114	28	142

Chi-square = 9.56 Degrees of Freedom = 3 Significance = 0.0212
Non-response = 19

6) Characteristics of the Product:

The planners in the Algarve seek a more affluent tourist who is perceived to appreciate the cultural aspects of the product and is less price sensitive. Socio-economic characteristics of respondents were thus analyzed to indicate the current clientele. There appear to be three different group types within the sample (selected at low season and out of the school holiday period).

- * A small number of respondents representing the older segment of the market seeking cheap accommodation at a low price and staying for in excess of 4 weeks. This market is predominantly British, influenced by price and climate and western style infrastructure. Holiday location is relatively unimportant to this group, but they are sensitive to fluctuations in price and climatic attributes.
- * The second group are influenced to some extent by price and climate, but are also interested in the cultural and environmental attributes of the resort. They are more likely to stay in locally owned accommodation, are older (but not retired). They are more affluent and tend to be taking a short break (perhaps because of the timing of the surveys).
- * The third group are property owners or those staying in luxury self-catering facilities, mainly in internationally owned facilities, notably the golf parks. The planners are particularly keen to attract this group who are not particularly price sensitive, but to whom climate and beach are important attributes. The characteristics of the accommodation and facilities provided are also important. They seek a unique product which is not location specific, but has particular characteristics.

Table 15 illustrates the influence of socio-economic status on the reason for resort choice.

Table 15:
REASON FOR CHOOSING THE ALGARVE FOR A HOLIDAY:
as influenced by socio-economic status.

Socio-economic group:	A/B	C	D/E	Total
Reason for Visit:				
Own Property/Timeshare	13	10	7	30
Climate/Price	18	19	23	60
Recommendation/Experience	26	16	12	54
Package/Attractive Marketing	10	7	4	21
Built Attractions/Entertainment	5	1	1	7
Total	72	53	47	172

Chi-square = 9.247 Degrees of Freedom = 8 Significance = 0.3219 Non-response = 12

Miscellaneous reasons for visit are not included in this calculation which was testing the influence of particular attributes on appeal to socio-economic groups.

The hypothesis that socio-economic status and the reason for choosing the Algarve as a holiday location are not related must be accepted, because the low significance ratio illustrates that differences in the data are likely to be due to chance.

The Resident Survey:

The Algarve resident survey was undertaken between the months of February and May 1990. A total of 103 surveys were completed.

1) Image of the area:

Tourism in the Algarve has been used as a development strategy and has been supported by the provision of funds from the EC. It is unlikely that the role of tourism to encourage economic development in the area will decrease, although the type of tourism development encouraged will probably undergo some change in future years.

54% of respondents stated that tourism had improved the image of the area as a place to live, because of the economic and employment benefits associated with the industry. Some 72% of respondents or their families were involved in the tourist industry. For 57% of these tourism was their primary source of employment and some 16% ran their own tourism related business. The image of the area is not influenced by involvement in the industry as illustrated in Table 16.

Table 16:
IMAGE OF THE AREA:
As influenced by involvement in the tourism industry.

Involved in Tourism:	Yes	No	Total:
Has the area improved?			
Yes	39	16	55
No	20	10	30
Total:	59	26	85

Chi-square = 0.0254 Degrees of Freedom = 1 Significance = 0.0873

Respondents stating that they did not know whether the area has improved (18) are excluded from this calculation which is testing only positive and negative responses.

Further analysis was undertaken to assess whether resident perception of tourism development is related to the type of involvement in the industry. The statistical analysis does confirm a relationship between these variables.

Table 17:
IMAGE OF THE AREA:
As influenced by nature of involvement in the tourism industry.

Has the area improved?	Yes	No	Total
Nature of involvement:			
Tourism business			
owner/manager	9	6	15
Employee in tourism sector	23	10	33
Auxiliary business interest	4	4	8
Total:	36	20	56

Chi-square = 1.252 Degrees of Freedom = 2 Significance = 0.0535 Non-Response = 3.
Responses include only those directly involved in the tourism industry.

Perception of the quality of employment opportunities in the tourism industry has implications for the image of the area. 86% of respondents stated that tourism had increased the number of jobs in the area, of these, 66% found tourism employment attractive as illustrated in Table 18. The main reason that tourism employment was not seen as attractive was a perception of limited scope, long hours, low wages, a belief that the industry only offered prospects for the young and prime positions were allocated to foreigners.

Table 18:
IMAGE OF THE AREA:
As influenced by the perception of employment opportunities.

Has the area improved?	Yes	No	Total
Is tourism employment attractive?			
Yes	38	14	52
No	12	15	27
Total:	50	29	79
Chi-square = 5.099	Degrees of Freedom = 1		Significance = 0.024
Non-response = 24			

The chi-square statistic would thus illustrate that perception of employment opportunities is a determinant of the image of the area. When employment opportunities are perceived as poor the image of the area is correspondingly poor and vice versa.

2) Perception of change induced by tourism development:

Conditions in the Algarve as a result of tourism development were considered to have improved in the last four years by 60% of respondents as illustrated in Table 19. Long term respondents (those who had lived in the Algarve for more than 10 years) were less likely to consider change in negative terms than relative new-comers, primarily because of the economic and employment prospects associated with the industry.

Table 19:

HAVE CONDITIONS IMPROVED AS A RESULT OF TOURISM DEVELOPMENT?

	Count	Percent
Conditions have:		
improved	57	60
remained the same	5	5
deteriorated	33	35
Total	95	100

Non-response = 8

When change as a result of tourism is noted it is primarily environmental and negative in nature as illustrated in Table 20. Social change is considered as relatively unimportant, but tourism induced price inflation is causing concern, especially amongst the young who have difficulty in buying or renting accommodation.

Table 20:

KEY CHANGES ATTRIBUTED TO TOURISM DEVELOPMENT:

	Count	Percent
Environmental Decay	59	76.6
Decline in 'Community'	7	9.1
Price inflation	10	13.0
Increased quality of life	1	1.3
Total:	77	100

Non-Response = 26

3) Image of the area as influenced by perceived advantages and disadvantages of tourism development:

Satisfaction with the tourism industry is also measured by the perceived advantages and disadvantages arising from development. The major advantages of tourism development were considered economic in nature. Some 8% of respondents stated that there were no advantages to the development of the industry. The nature of the advantages of tourism development are illustrated in Table 21.

Table 21:
PERCEIVED ADVANTAGES OF TOURISM DEVELOPMENT:

	Count	Percent
Economic Gain	61	67
Increase in Quality of Life	23	25
None	7	8
Total:	91	100

Non-response = 12

The major disadvantages of tourism development are environmental in nature. 19% of respondents, however, stated that there were no disadvantages to the industry. The disadvantages of tourism development are illustrated in Table 22.

Table 22:
PERCEIVED DISADVANTAGES OF TOURISM DEVELOPMENT:

	Count	Percent:
Environmental Decay	38	44.2
Decrease in Quality of life	15	17.4
Price Inflation:	17	19.8
None	16	18.6
Total:	103	100

Perceived advantages and disadvantages of tourism development are apparently a direct trade-off between economic gain and environmental deterioration or a decrease in the quality of life. Residents who benefit economically from the industry to be large are unlikely to perceive there as being any disadvantages to its development. Conversely residents who perceive changes in the quality of the environment to be considerable are less likely to note tourism as having any benefits.

4) Control and profit of the industry:

The apparent importance of ownership and profit from tourism illustrated in the preliminary investigation suggested that these factors would have an important influence upon attitudes to the industry (the small number of responses limits chi-squared testing). Table 23 illustrates perception of benefit and control from tourism development.

Table 23:

IMAGE OF THE ALGARVE:
as influenced by the perception of control and profit from tourism.

Who has the Greatest Influence on Events/Developments?

	Count	Percent
People from outside the area:	22	21
Residents/home		
owners in the area:	24	23
International/local companies:	35	34
Small business owners:	13	13
Who Profits Most from Tourism?		
Regional/local authority:	27	26
Residents/employees in tourism:	20	19
International/national		
companies:	49	48
Small business owners:	28	27

Success of the Tourism Industry Depends on:

Central government/		
tourist boards:	32	31
Regional/local authority:	24	23
Small private businesses:	32	31
Residents of the area:	24	23

A positive image of the area and benefit from tourism development may be related to a perception amongst some residents that some types of tourism developments are inept to their needs and do not encourage their patronage. A number of tourism developments (especially larger developments catering for more exclusive tourists) are not perceived to encourage resident use by 29% of respondents and are not attractive to a further 21%.

Despite the relatively high percentage of respondents involved in the industry, a number (23%) had raised an objection to the development of the tourism industry, primarily because of environmental degradation. This may indicate a polarisation of views in the case study with strong pro and anti-development lobbies. It is also of interest that long-term residents (those living in the area for more than 10 years who make up 80% of the sample) are

less likely to make a formal complaint about tourism development than relative newcomers.

The Algarve Business Survey:

The resident survey illustrates a relationship between resident perception of the tourism industry and economic benefit (including employment opportunities). Characteristics of local business, their employment policies and attitude towards residents will thus be important in dictating the extent to which the planners meet their aims. Local businesses are also an important point of contact for visitor/host interactions and thus have an important bearing on visitor satisfaction with the tourist product. The business survey was therefore undertaken between February and May 1990.

A total of 40 responses were obtained and the final sample was split thus:

- 3 Sports clubs offering facilities, such as wind-surfing to tourists
- 14 cafes, bars or restaurants
- 4 souvenir shops
- 5 Estate agents/Property management firms
- 4 Luxury villa or sport club style developments
- 2 Tour Operators
- 3 Camp sites or self-catering complexes
- 5 Hotels.

1) Business Characteristics:

The planning authority aims to attract a higher proportion of externally generated revenue and investment. Since most of this type of revenue is invested in large-scale holiday developments it seems that transnational involvement in holiday complexes in the area will continue.

Business characteristics, notably size and 'quality' of product are directly related to ownership. Some 60% of businesses interviewed were run as small private concerns employing less than 10 people. Of the remainder 10% were in British ownership, 10% were in Portuguese/British ownership, 10% were in Portuguese ownership employing between 10 and 50 people and 10% were the holdings of trans-national corporations of varying origin and employing more than 100 people. Most businesses were recently established, especially the larger corporations which have been established in the last 15 years.

2) Business performance and seasonal characteristics of the industry:

The planners seek to alter the seasonal characteristics of the industry. They also seek to encourage developments which offer a quality product, increase externally generated revenue and investment, and decrease the import content of related expenses. In addition the plans indicate a desire to respect optimum carrying capacities and alleviate regional difficulties induced by tourism development, especially in the coastal zone.

The Algarve holiday product is seasonal in nature, a large percentage of businesses do, however, remain open during the winter months. 28% of businesses noted that the period October to May was quiet, and a further 3% of respondents did not experience an up-turn in trade until July. Most businesses relied on tourism for a high percentage of trade - 92% of businesses relied on tourists for more than 50% of their trade during the summer months and some businesses did not encourage resident patronage because it was not perceived as profitable.

3) Profitability and Business Improvements:

Businesses were operating primarily for profit purposes. In 75% of cases the business had achieved these objectives, although small firms in private ownership were likely to report indifferent performance and blamed this on their lack of control over the marketing of the tourism product. These companies were also more likely to have been established from a lifestyle objective and large profit margins are not essential to their survival. Portuguese companies were more likely to report poor performance; this may be due to the fact that their interests are more confined to the estate agency and hotel sectors which have been badly hit by the current economic situation. Foreign capital is more commonly invested in luxury golf developments with access to a larger marketing effort.

89% of all businesses are under their original ownership. 40% of those interviewed had expansion plans within their current premises and 36% planned to build new premises, most owners were unaware that PROTAL may affect these plans. Transnational corporations and foreign companies were more likely to be considering the establishment of new premises in the Algarve than their Portuguese counterparts. These plans generally include the setting up of a similar project in a slightly different location reflecting the

comment of the manager of properties in one transnational operation "We sell the product and not the place".

4) Business Ownership:

If the product is to increase in quality there is a need for skilled and trained staff, at the time of the survey 60% of businesses were under local ownership and run as a lifestyle option - only 2 small business owners had any formal training in the tourism sector. Managers of larger tourism businesses had nearly always received formal training, although this was rarely in the Algarve.

Companies were asked about investment plans in the area - only a quarter of the sample answered and they were mainly small corporations. Half of these re-invested a significant proportion of their profit (up to 80%) in maintaining their business or developing other tourism interests in the area. This may have important implications for the amount of income from tourism that remains in the area and employment opportunities in the sector which will in turn affect resident attitudes to tourism development.

Business ownership and objectives had important implications for purchasing policies. 58% of businesses actively pursued a local purchasing policy and these were mainly small businesses in local ownership; larger corporations were more likely to purchase supplies from centralized depots. This has implications for the development of subsidiary industry and resident attitudes towards tourism.

5) Government Aid:

Despite the fact that some of the schemes were dated only 2 had received government aid in any form. Both of these schemes had received money from the S.I.F.I.T. fund which essentially redistributes E.C. finance. Firm size does not seem to play a role in the awarding (or otherwise) of a grant, a number of larger organizations, however, stated that the bureaucracy and conditions of obtaining funding meant that they did not seek it. This may discourage foreign capital from investing in the area and thus detract from the planners aims of increasing foreign investment.

A number of small businesses considered government aid to be allocated exclusively to large companies (although this could not be substantiated and may be a misjudgement), although it may cause some resentment.

6) Image of the Resort:

Most businesses stated that tourism had improved the image of the Algarve as a place to live (30%), work (48%) and invest (45%). They also believed that the impacts of tourism were mainly positive in nature. Businesses in the Algarve were asked to state the main impacts of tourism in the area. These questions were not asked in Weymouth, because of the emphasis of the sponsoring body on employment characteristics.

6a) Economic Impacts of Tourism:

All businesses felt that the combined effects of tourism had significant impact upon economic factors in the area. Land values were particularly affected and were perceived to have more than doubled as a result of tourism development, 25% of respondents felt that this was due to the activities of the larger companies. This was perceived to have established a dual economy in the area.

6b) Environmental Impacts of Tourism:

All respondents felt that tourism had increased noise, litter, crime (by tourists against tourists) and had a significant impact on the quality of the environment. Business owners were not prepared to act to rectify these effects, which they believed was the responsibility of the planning authority.

The previous use of the site was questioned to assess the extent of environmental change due to tourism development. Some 30% of the projects were established on land which had previously been used for farming or fishing purposes, or was considered as 'ecologically sensitive'. The number of businesses which are on previously undeveloped land has increased since the mid 1970s, presumably because of a lack of space into which to develop and to accommodate the needs of purpose built resorts. The larger luxury developments (such as those favoured by the transnational corporations) prefer agricultural/rural sites as these better suit their space and development requirements. Larger companies prefer to control their immediate environment by purchasing larger land packages, these companies

perceive that environmental quality has improved as a result of tourism development. Small operators expressed more negative opinions about environmental change, but felt powerless to act.

6c) The Social Impacts of Tourism:

Social impacts of tourism were more difficult to measure. In a number of cases businesses stated that they consulted residents prior to the development of new tourism facilities (especially small businesses), but in most cases (25%) this was in the form of employment. A number of smaller operators expressed a wish to increase liaison between residents and locals, but 43% of firms did not actively encourage locals to use the facility (and a number of others only encouraged them if they could pay the high membership fees). Small businesses were more likely to encourage resident participation than larger businesses (a number of larger projects however had no facilities to offer locals such as hotels and camp sites). Tourist patronage was preferred by all businesses since tourists are perceived to spend roughly twice as much as their local counterparts in all attractions. These factors have important implications for resident attitudes to tourism development and the experience of the visitor in terms of tourist/host interaction.

7) Involvement in the management mechanism:

If business success is to reflect the aim of the planners it is important that business owners are aware of and involved in the development of management plans and are working to the same end.

43% of respondents had heard of the Algarve Marketing Plan with small private owners and British companies being the least aware. 58% of respondents had heard of PROTAL although only half of these knew of its likely content despite the fact that it would almost certainly affect their development plans. More than 60% of businesses stated that they were too small to play a role in the management and economic development of the area despite the obvious impact that decisions taken by the planners can have on their businesses.

8) The Future:

Despite the admission of the planners that the Algarve has probably reached its 'capacity' for tourism development 60% of businesses believed that the number of tourists visiting the Algarve would increase. They anticipate that the Algarve would undergo more development (which they didn't view in a negative light) and attract increasingly affluent tourists. A small number of operators saw the area as becoming like the Spanish Costas' (which was the prediction of dissatisfied locals and tourists alike), these were generally the better informed respondents.

THE MALTA CASE STUDY

The Malta Visitor Survey:

The Malta visitor survey was carried out in the week beginning January 22nd, 1990. A total of 166 surveys were completed in locations throughout the Islands. These represented the well established resorts in the east and the more recent developments in the traditionally agricultural west of the Islands. The results from the Maltese surveys, divided into urban and rural modes of development are presented in Appendix 4.

1) Satisfaction with the holiday product:

The planners seek to establish a 'sustainable' tourism product. This would offer a high degree of satisfaction to existing visitors as well as considerable attraction to new visitors, while respecting the capacity restraints of the islands. Only 56% of respondents stated an intention to return to the area for a holiday in the next five years given a lack of financial constraints. This may, however, be due to the perception amongst respondents that they would have a 'winter sun' holiday and the particularly poor weather conditions at the time of the survey.

2) The importance of particular product attributes:

The planning authorities in Malta seek to establish a unique selling point which consists of cultural and environmental attributes and has undertaken considerable investment to this end. Particular product attributes are important to the decision to visit the Islands. When asked why they chose Malta for a holiday respondents noted that the price or climate was the primary reason for the visit as illustrated in Table 24 - only a small proportion of respondents were visiting for other reasons.

Table 24:
WHY CHOOSE MALTA AS A HOLIDAY DESTINATION?

	Count	Percent
Own Property/Timeshare	7	4.3
Climate/Price	102	62.2
Culture/Heritage	10	6.1
Recommendation/Experience	30	18.3
Package/Marketing Appeal	3	1.8
Built Attractions/Entertainment	4	2.4
Miscellaneous	8	4.8
Total:	164	100
Non-response = 2		

The importance of specific features in the resort reinforce the dominance of price and climate, although cultural attributes (notably the characteristics of the local population and naval heritage) are also important (Table 25). The government has made considerable investment in facilities such as a marina and top quality hotels, but these attributes are as yet relatively unimportant to respondents choice of location.

Table 25:
FEATURES WHICH ARE PARTICULARLY IMPORTANT TO THE
DECISION TO VISIT MALTA:

	Count	Percent
Beach/Seaside	82	52.9
Natural Environment	49	31.6
Built Attractions	13	8.4
Culture/Heritage	11	7.1
Total:	155	100

The relative importance of climatic and beach attributes is reflected in the dominance of this feature. Features which were important to location choice are (in order of importance: climate/beach, built attractions, natural environment, culture/heritage.

3) Repeat Visit Patterns:

A high proportion of respondents are first time visitors (61%) with only a small proportion of the sample having visited for more than two or three years. Further analysis indicates that first time visitors are more likely to state the reason for the visit as climatic and less likely to state an intention to visit in future years (possibly due to the particularly poor weather during the week of the surveys) as illustrated in Table 26.

Table 26:
THE ROLE OF SPECIFIC PRODUCT ATTRIBUTES IN DETERMINING REPEAT VISIT PATTERNS.

Previous Visits:	None	More than once	Total
Reason for Visit:			
Own Property/Timeshare	2	5	7
Climate/Price	78	24	102
Culture/Heritage	2	8	10
Rec./Experience	15	15	30
Package/Marketing Appeal	1	2	3
Built Attractions/Ent.	0	4	4
Total:	98	58	156

Note: only 2 respondents had been visiting for more than 5 years

Chi-square = 25.35 Degrees of Freedom = 11 Significance = 0.0151

The chi-square statistic would illustrate a relationship between repeat visit patterns and the reason for the visit. Important reasons for returning to the resort on holiday are property ownership, the local culture (an attribute promoted by the planning authority) and a recommendation or previous visit. New visitors are likely to be attracted by the climate or price of the holiday. Combined with the low proportion of visitors expressing an intention to return, Malta may be experiencing a polarization of appeal to the price and climate market from which it is seeking to diversify.

4) Resort Loyalty:

The necessity to add extra information to the survey to exchange with a colleague and to undertake a number of surveys in a very short space of time meant that respondents were not asked to name alternative holiday destinations. They were, however asked to state the main advantages of Malta over other holiday destinations in the Mediterranean. Some 36% of respondents stated that the cultural attributes of Malta made them prefer it over other holiday destinations of similar price and climatic characteristics. This characteristic did not, however, result in a high percentage of respondents intending to return.

5) Success of the planning mechanism:

The success of the planning mechanism in achieving sustainable development can be evaluated in part by the improvements that would make the visit more enjoyable. These are illustrated in Table 27, improvements were largely environmental in nature (climate is a part of this category). In the case of Malta the quality of the physical environment, large-scale litter, pollution and building caused considerable dissatisfaction which is somewhat ironic considering that the islands probably have the most stringent planning and management regime (since 1981) of all three case study areas.

Table 27:
DESIRED IMPROVEMENTS TO THE HOLIDAY PRODUCT:

	Count	Percent
Infrastructure	28	17.7
Natural Environment	97	61.4
Culture/Heritage	5	3.2
None	28	17.7
Total:	158	100

The chi-squared statistic illustrates a relationship between the intention to return to Malta on holiday and specific improvements. Respondents who stated that the environment was of poor quality are unlikely to return. Poor infrastructure plays a relatively unimportant role in deterring return visits.

Table 28:
SATISFACTION WITH THE HOLIDAY PRODUCT:
As influenced by desired improvements.

Return to Malta on Holiday?	Yes	No	Total
Desired Improvement			
Infrastructure	21	4	25
Natural Environment	46	16	62
Culture/Heritage	3	2	5
None	19	0	19
Total:	89	22	111

Chi-square = 7.6 Degrees of Freedom = 3 Significance = 0.0549

Those stating they don't know if they will return to Malta on holiday are not included in this calculation which is testing only positive and negative responses.

6) Characteristics of the holiday product:

The planners seek to develop a more affluent tourist who is perceived to spend more money in the resort and has undertaken considerable investment to this end and to ensure that the benefits of tourism development remain within the Islands.

The characteristics of tourists during the study period were distinctive. Some 88% of respondents were visiting on a package tour and the majority of these were staying in accommodation of 3 star quality - often at very competitive rates as illustrated in Table 29.

Table 29:
TYPE OF ACCOMMODATION:

	Count	Percent
Hotel 4*rating or above	12	7.3
Hotel 3* rating or below	124	75.2
Self Catering Apartment/Villa	23	13.9
Staying with Friends or Relatives	5	3.0
Other	1	0.6
Total:	164	100

Non-response = 2

There were two distinct groups in the sample:

- * Older couples holidaying for in excess of three weeks and often for as long as three months, in 60% of cases the principal wage earner was retired. The attraction to this group was price and climate, although the culture and notably the local population are an important consideration. They complain about infrastructural problems, but express an intention to return to Malta in future years. They take most meals in the hotel and spend relatively little money outside - it is thus likely that they make only a limited contribution to the local economy.
- * Couples on holiday for a week. The climate and price are also an important consideration to this group, but they complain about the environment and are less likely to return in future years.

Malta Resident Issues:

A resident survey was not undertaken in Malta due to the failure of an arrangement with a colleague. The text below is a brief description of resident issues in the Islands compiled from existing literature and observations. The headings are the same as those for the Weymouth and Algarve surveys.

1) Involvement in the industry:

If tourism is to be sustainable it is essential that the local population are involved. The Maltese government has deliberately encouraged the employment of the local population in the tourism industry. It has established a number of centres for training on the islands, including a school for hotel and catering management in 1991.

It has also ensured through strict employment regimes that local residents gain management positions within tourism enterprises to maintain support for the industry. Although statistics are not available for tourism employment because it falls under a number of standard industrial classifications, but the industry is probably the largest single source of employment in the country (Mallia, 1990), and is likely to have contributed to the drop in out-migration which followed the withdrawal of the military in the 1970s.

2) Change induced by tourism development:

Tourism development has induced considerable change in islands. This is both environmental and cultural in nature. Environmental change is most obvious in the west of the islands where tourism has developed in the last 20 years over a predominantly rural base. Building of high rise and low rated hotels has defaced many of the coastal areas and small fishing villages, such as St Paul's Bay are now dominated by the tourism function (Young, 1983). In addition tourism has increased congestion, especially during the summer months. Tourist induced price inflation has lead to considerable restructuring of the industry, because price inflation and shortages during the early 1980s resulted in social unrest (and the development of the current management regime for the tourism industry).

Environmental change within the Islands is considerable and has implications for the quality of the tourism product. Tourism is not solely responsible for this situation; price inflation as a result of tourism in the early 1980s meant that residents could not afford to purchase property on the islands. This resulted in social unrest which was, in part, responsible for the decline in tourists. The government thus introduced a scheme of grants to assist locals to build homes which spawned a building boom. An earlier initiative to encourage tourism development had led to a number of high rise and low quality hotel developments which were hit by the sudden decline in tourism and were either hurriedly completed or left incomplete and still scar the landscape in many prime areas.

Cultural change is less obvious, but also important. Boissevain (1979) comments that the pace of life changed considerably as a result of tourism development. Cultural values have also changed and tourism has had a considerable effect on the pace of life and social structures as the young adopt western dress modes and behaviour patterns.

3) Advantages and disadvantages of the industry:

The major advantage of the industry is economic in nature, especially the employment benefits associated with the industry. In fact it is the economic potential of tourism that has led to the governments current strategy of developing tourism in a sustainable fashion. Disadvantages of tourism are related to the environment of the islands, especially the lack of fresh water, lack of land for waste disposal and large resident population - some of these

issues have been resolved, but others await solutions. Tourism has caused considerable environmental destruction in the past, largely as a reaction to poor environmental management and this legacy has important implications for current perception of the product, especially amongst tourists.

4) Control and Profit:

The government has ensured that control and profit from the industry remains within the area by encouraging local ownership or government ownership to develop product attributes which are perceived as desirable. The people are well trained to assume managerial roles and the image of the industry as an employment opportunity is positively promoted. In addition the Maltese government has established a strong hotel and catering lobby which represents the tourism industry and ensures a coordinated approach to tourism management. The dominance of tour operators over the marketing function, especially their pricing policies, have considerable impact upon the success of the strategies of the planners since they are an essential communication link with the public.

The Malta Business Survey:

The Malta Business survey was undertaken in the week beginning January 22, 1990. Due to the limited amount of time in the Islands only seven surveys were completed. The text below is a brief synopsis of findings since statistical analysis is impractical on such a small number of surveys. The surveys include:

- 1 Travel Operator.
- 1 Tour Operator.
- 1 Three Star Hotel.
- 2 Snack Bars/ Cafes.
- 2 Attractions/ Retail Outlets.

1) Business Characteristics:

The planning authority aims to retain a high percentage of income from tourism in the country - to do this it encourages local ownership and actively develops attractions to encourage other quality facilities to develop. Business characteristics are directly related to ownership. The 'quality' attractions were developed by the government and smaller facilities were locally owned.

2) Business performance and seasonal characteristics:

Most businesses were experiencing average performance. All businesses were open all year round (mainly because of the timing of the surveys), although a number reported that more than 50% of their business was conducted in the three peak summer months.

3) Profitability and business improvements:

The Malta case was unique in that a number of businesses were set up by the Government with the specific aim of stimulating the tourist industry, or of keeping income from tourism in the country. This was the case with both the Air Malta corporation and the Msida Marina Project. Most projects invested a significant proportion of income back into the industry, especially the government owned facilities.

4) Business ownership:

Most businesses were under local ownership, but a number of 'quality' facilities are owned and operated by the government as a part of the initiative to improve the image of the resort. Business objectives in government establishments were to improve the product image, in privately owned companies objectives were mainly profit and related to lifestyle preferences.

Most managers of tourism enterprises had received formal training especially in larger facilities. This was often not in tourism, but in a business related discipline. The small snack bars are often family concerns and are not operated by trained personnel, but are a life-style option - hotels tend to be managed by staff with a more formal training and employees are also given formal training as a part of the governments initiative to develop a 'quality' tourism product and ensure that residents are prepared for managerial roles within the industry.

5) Government Aid:

The government has had considerable influence over the direction of tourism development, initially by grant aiding hotel developments in the late 1970s and latterly by adopting policies to assist 'quality' tourism development. There have been a number of pump-priming which have been concerned either directly with the setting up of franchises, the establishment of an airline and tour operator (Air Malta) or the development of conference facilities on the Islands. These initiatives are a part of a deliberate policy to develop a quality tourism product, which has environmental cultural and climatic attributes and appeals to different sectors of the market, including business tourists. This policy also seeks to ensure that leakages from tourism development are minimized.

6) Image of the resort:

4 respondents felt that the establishment of tourism had improved the image of Malta as a place to live, work and invest. Larger companies felt that they had had a significant impact on the image of Malta, but smaller businesses stated that they were too limited in size and capital to make a positive contribution to the image of the area.

6a) Economic impacts of tourism:

Tourism has had a considerable impact on the economy of the islands and businesses believe that they make a positive contribution to this. All businesses buy as much produce as possible locally and there is a high degree of re-investment of profit, especially from the government owned facilities.

Most businesses did state that tourism had increased price inflation, especially in the coastal zone. The increased standard of living and the governments social policies were, however, considered to compensate for this.

6b) Environmental impacts of tourism:

Despite stringent planning policies, 4 of the business managers interviewed felt that environmental quality had deteriorated over the last 5 years. Larger businesses in government ownership generally felt that the quality of the environment had improved, but this was often due to considerable

investment around their facility. Many of the environmental problems in Malta are not specifically a result of tourism and improvements are believed to have come about from developments on land previously used for military purposes.

Businesses stated that pollution had increased, although this was often blamed on residents, not tourists. Businesses believed that they contributed to the quality of the environment, especially access routes which had made life easier for Maltese in general. The limited availability of land in Malta means that few sites were 'new build' developments, most businesses premises were converted from a previous use. The east of the islands has experienced considerable building activity as a result of government incentives - many of these facilities were closed at the time of the survey.

6c) Cultural Impacts of tourism:

Few businesses consulted residents prior to development and only one respondent had experience any objections because it was perceived to threaten the livelihood of local fishermen. In general terms businesses believed that residents were in favour of their developments which offer employment and often improve the quality of the local environment. They cater for local needs and encourage local patronage there is thus no reason for locals to object to their establishment.

7) Involvement in the local management mechanism:

All respondents were aware of the Tourism Marketing plan and of the role that tourism plays in the Plan for Malta in 1990. Most respondents (6) were members of the tourist board or Hotel and Catering Association which has considerable involvement in the management mechanism and sponsors a number of works into the impacts of tourism and tourism employment issues which are important to monitoring the industry's performance.

Large companies saw themselves as vital to national development in the image that they portray of the islands, smaller companies believed that they were too small to play a role in the development strategy.

8) The future:

Businesses were optimistic about the future. They stated that the number of tourists would increase, although some businesses expressed concern about the continuing seasonal characteristics of the industry. A number of respondents believed that the role of UK tour operators had to be challenged to ensure the development of a 'quality' tourism product in Malta.

CHAPTER 6

SYNOPSIS.

The preceding chapter has presented the individual case study findings. This chapter uses frequency and cross-tabulated data from the combined visitor, resident and business files to provide an overview of these findings. This will be presented as representative of the two types of coastal development that have become evident throughout the investigation. These are:

- * tourism development that has been used by the authorities as a diversification strategy and imposed on a rural base where fishing and farming is the dominant economic activity. This type of development is of recent origin and is represented by the Algarve and the eastern part of Malta
- * tourism development that has been established on an existing urban infrastructure⁰ in areas which have relied in part on military naval bases for their economic survival. In these areas tourism has recently been used as a diversification strategy to compensate for the declining naval presence typified by Weymouth and the western part of Malta.

The Results:

The results from the surveys are presented below in the following order:

The visitor survey

The resident survey

The business survey

Conclusions about urban and rural resort development.

The same numbering regime has been used throughout the analysis as for the individual case studies for ease of comparison.

⁰ In this context infrastructure refers to the basic facilities expected by tourists - it includes roads and parking facilities, water provision and sewage facilities, street cleaning and other facilities normally provided by the public authority.

The Visitor Surveys:

A total of 664 visitor surveys were undertaken, 386 in urban resorts and 278 in rural resorts. The surveys were undertaken between May 1988 and April 1990.

The type of tourist attracted by each of the resorts illustrates that they attract a client who essentially seeks a beach holiday at a reasonable price. These clients apparently expect western facilities.

1) Satisfaction with the holiday product:

The analysis indicates considerable loyalty to both types of destination with some 68% of visitors expressing an intention to return to the resort within the next five years. This indicates that tourist area success in terms of visitor satisfaction in all resorts is relatively high. These high return rates illustrate that the planning authorities are at least partially achieving their aims. They do, however, hide important developments which illustrate that the pattern of tourism development and the strategies adopted by the planners of the resorts do not always coincide.

It is somewhat ironic that the Malta suffers from the lowest visitor satisfaction considering that this imposes the strictest management mechanism. This may, however, be due to the particularly poor weather during the survey period.

2) The importance of particular attributes to visitors:

Further analysis indicates that the resorts attract tourists seeking particular product attributes. These attributes are illustrated below, the predominance of price and climate to resort choice should be noted, especially within rural areas and the importance of culture (especially related to the naval heritage) within the urban resorts. The success of the resorts is also indicated by the high proportion of respondents who state that they are visiting as a result of a recommendation. This is particularly marked in the urban resorts as illustrated in Table 30.

Table 30:
RESORT TYPE: as influenced by reason for visit:

Resort Type:	Urban	Rural	Total
Reason for Visit:			
Own Property/Timeshare	5	34	39
Climate/Price	79	121	200
Recommendation/Experience	161	66	227
Package/Attractive Marketing	2	24	26
Built Attractions/Entertainment:	8	11	19
Culture/Heritage	41	6	47
Natural Environment	10	0	10
Miscellaneous	79	15	44
Total	385	277	662

Chi-square = 161.751 Degrees of Freedom = 6 Significance = 0.000
Non-response = 2

The chi-square statistic and the high significance rating would indicate the urban and rural resorts attract visitors for different reasons. Although both of the resort types attract visitors seeking price and climate attributes rural resorts are especially attractive to these types of visitors. Environmental and cultural attributes are more important in urban resorts. Some of these product expectations, especially the price orientated market in urban resorts, do not meet up to the new types of tourism that the planners and marketers seek to achieve. Evidence from repeat visit patterns would indicate that resorts (especially rural resorts) are experiencing a high proportion of return visits among the price conscious visitors who seek the climate and beach (and those who holiday in exclusive havens) rather than visitors who are interested in the cultural aspects of the area. The importance of the marketing function in determining resort choice is of interest - some 18% of respondents state that they are visiting the resort because of the power of the marketing message. The importance of the marketing function in determining resort choice illustrates that the marketers have considerable influence over the type of tourist attracted to resorts and their expectations of the product and thus tourist area success.

The presence of specific features within a resort are also important in determining tourist area success. Respondents apparently seek a number of facilities within the resort, the predominance of the beach within all locations, but the relative importance of environmental and cultural features in urban as opposed to rural resorts. It is of interest that respondents do not rate the environment as a prime reason for destination choice, but as an essential feature once they are on holiday.

3) Repeat Visit Patterns:

Resort loyalty has been measured by repeat visit patterns. Table 31 shows that a higher proportion of visitors in rural resorts are first time visitors, with a higher degree of resort loyalty in urban resorts. Analysis indicates that a high proportion of respondents who intend to return to rural areas in future years are attracted by the climatic and price conditions, whereas within the urban resorts visitors seeking the cultural characteristics of the area express an intention to return.

Table 31:
RESORT TYPE:the influence of resort type on visiting habits.

Resort type:	Urban	Rural	Total
Is this the First Visit?			
Yes	134	151	285
No	250	127	377
Total:	384	278	662

Chi-square = 23.594 Degrees of Freedom = 1 Significance = 0.000
Non-response = 2

Table 32 illustrates that return holiday intentions are not affected by the reason for the visit. Intentions to return are instead dictated by the satisfaction with the product and the match between the expectation of the holiday and the actual experience. For instance the climate in Malta throughout the survey period (January to March 1990) was particularly poor, but many visitors had anticipated a 'Winter Sun' holiday. Visitor satisfaction with the product in this area was very low as a result of the poor climatic conditions because respondents had been lead to expect good climatic conditions.

Table 32:
RETURN HOLIDAY INTENTIONS:
as influenced by the reason for the visit

Number of Visits:	None	< 5	> 5	Total
Location:				
Urban	45	40	1	86
Rural	145	121	12	278
Total:	190	161	13	364

NB Weymouth is not included in the analysis because respondents were not asked about the number of previous visits to the resort.

Chi-square = 1.96197 Degrees of Freedom = 2 Significance = 0.3749

4) Resort Loyalty:

This pattern is further reinforced when respondents compare their current holiday destination to alternative coastal locations within a similar journey time. Within urban resorts respondents rate their current holiday destination as better than other resorts, within rural resorts, however, respondents do not differentiate between the resorts that they have visited and their current location, except on a price basis. The exception to this is the Southern Coast of Spain which is given a low rating by most respondents who stated a preference. This could indicate loyalty to a particular product within the rural resorts, but a loyalty to the destination zone within the urban resorts.

5) Success of the planning mechanism:

The quality of the environment is a key cause of discontent with the holiday product as illustrated in Table 33. Environmental degradation within the resorts is on a vastly different scale; within the rural resorts there is large-scale construction, rapidly changing land-use patterns, under provision of basic infrastructure and congestion. Within the urban resorts environmental problems are more localised and mainly concerned with congestion, pollution and litter. Further analysis indicates that environmental problems within urban resorts are an irritant, but rarely deter return visits. In rural resorts, however, the environmental problems are a severe irritant to some respondents causing considerable discontent and deterring repeat visits. Cultural factors are less likely to deter return visits, but a lack of cultural

diversity, especially in the rural areas causes discontent and deters visitors (especially those who have visited before, but not recently) from returning.

Table 33:
SATISFACTION WITH THE HOLIDAY PRODUCT:
as influenced by resort type

Location:	Urban	Rural	Total
Desired Improvement:			
Infrastructure	92	78	170
Natural Environment	74	92	166
Culture/Heritage	24	49	73
Miscellaneous	29	9	38
None	163	35	198
Total	382	263	645

Chi-square = 85.909 Degrees of Freedom = 4 Significance = 0.000
Non-response = 19

Table 34 illustrates the importance of specific features on the desire to return to the destination. The environment is the most common cause of discontent. Infrastructure has been listed separately since this is the most common environmental complaint, but relatively unimportant in terms of its impact on return holiday intentions.

Table 34:
SATISFACTION WITH THE HOLIDAY PRODUCT:
as influenced by desired improvements

Return on holiday?	Yes	No	DK	Total
Desired Improvement:				
Infrastructure	132	22	16	170
Natural Environment	86	39	39	164
Culture/Heritage	52	16	5	73
Miscellaneous	23	11	4	38
None	152	28	18	198
Total	445	116	82	643

Chi-square = 42.084 Degrees of Freedom = 8 Significance = 0.000

6) Characteristics of the product:

Characteristics of the holiday product are related to resort type and the product mix within resorts. The urban resorts have a higher degree of locally owned enterprises which offer lower quality accommodation, but are an important source of cultural interaction. Analysis has not been undertaken on accommodation type since the characteristics of the product have been discussed in Chapter 4.

The characteristics of respondents are similar in all resorts with a higher propensity of rural resorts to attract the retired populations and the urban resorts to attract families. These characteristics may, however, be a reflection of the timing of the surveys, rather than the real market profiles of both types of resort. It is unfortunate that all the surveys in the rural locations were undertaken during low season and therefore included a relatively high proportion of the older market segments holidaying for in excess of 3 weeks. Most of the surveys in the urban resorts were undertaken during the peak summer months and thus respondents were predominantly family groups. Although the sampling technique was as representative as possible samples were constructed from visitor characteristics during the months of the surveys, rather than throughout the year. The reliability of analysis of trends by group type is therefore unwise.

It is apparent that the resorts are achieving a high degree of success as measured by the number of visitors and the proportions of repeat visitors. They are not, however, achieving the aims as laid down by the planning and marketing authorities and there appears to be little relationship between the aims of these authorities and the perceptions/attitudes of the tourists within each of the resort types. Resident issues are now examined to assess the importance of resident attitudes to tourist area success.

Resident Issues.

The visitor surveys have indicated the importance of cultural factors (of which residents are an important element¹) to resort success. A total of 168 surveys were undertaken between February 1990 and January 1991, 103 of these were in rural resorts and 65 in urban resorts. Due to the failure of an arrangement with a colleague a resident survey was not undertaken in Malta. Resident satisfaction throughout the study is measured by 'In your opinion has the image of ... improved as a place to live as a result of the tourism industry?'

1) Image of the Area:

The results of the survey illustrate an important and fundamental relationship between resident satisfaction with the tourism product and involvement in the tourism industry. This trend is confirmed by statistical significance. Residents who are involved in the tourism industry in some way are more likely to be satisfied with the development of the industry than those who are not involved in the industry as illustrated in Table 35.

Table 35: **IMAGE OF THE RESORT**
As influenced by involvement in the tourism industry.

Has the area improved?	Yes	No	DK	Total
Are you involved in tourism?				
Yes	46	27	14	87
No	27	45	3	75
Total	73	72	17	162
Chi-square = 15.760	Degrees of Freedom = 2		Significance = 0.0004	
Non-response = 6				

¹ The implications of a combination of the deterioration of environmental quality and the growth of resident dissatisfaction on tourist area success can be illustrated by the case of Malta where a combination of these factors caused a serious slump in the tourism industry in the Islands in the 1980s. It is as a result of this slump that tourism planning in the Islands has been radically changed in order to rebuild their image as a quality tourism destination.

This relationship can be further developed by the type of involvement in the industry. Residents who are owner/managers of tourist related enterprises are more likely to express the opinion that tourism has improved the image of the area as a place to live than those who are employees of the tourism industry, or involved in auxiliary industries.

A larger proportion of respondents in the rural areas were employed in the tourism industry (although fewer were business owners) and satisfaction with the tourist industry was thus higher in these areas than in the urban resorts surveyed. Further analysis has indicated that satisfaction with the tourism industry is related, not only to involvement in the industry, but also to the perception of employment opportunities. Table 36 illustrates that tourism is perceived to have increased the employment prospects in all of the resort areas, but these jobs are more attractive to respondents in rural than urban resorts. This is probably a result of previous employment opportunity in the area.

Table 36:
IMAGE OF THE RESORT:
as influenced by the image of tourism employment:

Is tourism employment attractive?	Yes	No	Total
Has the area improved?			
Yes	43	27	70
No	21	45	66
Total	64	72	136

Chi-square = 10.796 Degrees of Freedom = 1 Significance = 0.0010
Non-response = 32

The qualitative analysis and surveys undertaken for a complimentary project illustrate that tourism in rural resorts is seen as an alternative to fishing or farming and thus a development option, whereas in the urban resorts it replaces the skilled engineering and military industries and is perceived as relatively poorly paid, unskilled and unattractive².

² Surveys undertaken for a complimentary project on the quality of employment from tourism in Europe.

2) Perception of change induced by tourism development:

Satisfaction with the tourism industry is further influenced by the perceived change induced within the resort from tourism. It is of interest that respondents, even those who believe that the image of the area has improved, perceive 'change' from tourism in predominantly negative terms. The key changes that are perceived as induced from the tourism industry are deterioration in the quality of the environment, land/price inflation, a decrease in social interaction or facilities and an improvement in the quality of life. Table 37 illustrates the predominance of environmental change as a cause of discontent with the tourism industry and the relatively unimportant influence of other factors (even economic) on resident opinions. Qualitative analysis indicates that even when environmental change is due to home building and other industries tourism is seen as responsible for the change because of its dominant role within the area.

Table 37:
IMAGE OF THE RESORT:
The relationship between the perception of conditions and actual change:

Have conditions:	Improved?	Remained the same?	Deteriorated?	Total:
Major change from Tourism:				
Environmental Decline	38	12	50	100
Decline in 'community'	3	0	4	7
Price Inflation	5	1	5	11
Increase in Quality of Life	7	1	4	12
Total:	53	14	63	130

Chi-square = 4.5
Non-response = 38

Degrees of Freedom = 11

Significance = 0.0500

Within the rural resorts change is more likely to be perceived in positive terms, mainly as an improvement in the quality of life and correspondingly living conditions are considered to have improved in the last four years. This improvement is allied directly to the economic and employment benefits associated with the tourism industry. Residents from the urban resorts are more likely to consider that conditions have deteriorated in the last four years.

Environmental issues are important determinants of tourist area success in both resort types despite the vastly different scale of development. In urban resorts environmental change is primarily caused by congestion, inadequate parking, pollution, litter and noise. In rural resorts the scale of the environmental change is larger with under provision of basic infrastructure, extensive and large-scale construction and congestion. Interestingly social change and loss of culture or neighbourhood are relatively unimportant determinants of tourist area success in all the areas studied in resident terms, although as illustrated above may be an essential part of the visitor experience³.

3) Satisfaction with the industry as affected by perceived advantages and disadvantages:

Residents were asked to state the main advantages and disadvantages from the tourism industry. The advantages and disadvantages of tourism development are perceived as similar in urban and rural resorts. The key advantage from the tourism industry is economic gain as illustrated in Table 38. It is also of interest that tourism is perceived to bring about an environmental improvement in some urban areas, although this does not improve satisfaction with the industry in these areas.

³ This may be due to the cosmopolitan nature of the urban societies, or the advanced development of the resorts. Social change may have been noted as more important if surveys had been undertaken in the hinterland which has suffered from out-migration and changing family structures as a result of tourism.

Table 38:
IMAGE OF THE RESORT:
As influenced by the perceived advantages of tourism.

Has the area improved?	Yes	No	Total
Advantages of Tourism:			
Economic	42	27	69
Quality of Life	19	15	34
Quality of Environment	0	2	2
None	4	24	28
Total:	65	68	133

Chi-square = 19.960 Degrees of Freedom = 3 Significance = 0.0002
Non-response = 35

The key disadvantage of tourism is environmental degradation as illustrated in Table 39. Both these factors are important in determining resident attitudes towards tourism development. There is a direct relationship between the perceived advantages and disadvantages of tourism. Those who perceive the advantages of tourism to be economic in nature are more likely to state that there are no disadvantages to the industry. Those who perceive environmental decay to be the key disadvantage of tourism are unlikely to perceive there being any benefits from the industry. It appears therefore that the advantages and disadvantages of tourism development are an exact trade-off between economic gain and environmental deterioration. Once environmental costs are perceived as greater than the economic benefit of tourism, or land price inflation rises considerably as in Malta, resident dissatisfaction follows. Social issues (such as the loss of culture or 'neighbourhood) are relatively unimportant to residents in all resorts, but as illustrated above are a particularly important aspect of the visitor experience, especially in urban resorts.

Table 39:

IMAGE OF THE AREA:

as influenced by the perceived disadvantages of tourism:

Has the area improved?	Yes	No	Total
Disadvantages of Tourism:			
Environmental Decay	33	54	87
Price Inflation	9	4	13
Decrease in Quality of Life	8	6	14
None	12	5	17
Total:	62	69	131

Chi-square = 9.814 Degree of Freedom = 3 Significance = 0.0202
Non-response = 37

4) Control and profit from the industry:

Satisfaction with the tourist industry is also apparently conditioned by the perceived dominance of the industry in the area. Respondents were asked whether they would prefer the local council (or equivalent body) to have encouraged other industries within the town. Respondents in urban resorts would prefer alternatives to the tourism industry, but those from rural resorts rarely stated a preference. This is probably a reflection that tourism in urban resorts is replacing highly skilled and well paid employment. In rural resorts tourism is often a form of diversification from fishing and farming and is therefore seen as a means of development and is encouraged. Tourism is apparently perceived as affecting individual life-chances and perceptions are coloured by previous opportunities as well as current conditions.

Residents in the urban resorts who feel that tourism has many negative consequences are relatively unlikely to protest in any formal manner to the authorities, whereas residents in rural resorts are more likely to raise an objection to tourism development (although in actual terms the number of objectors are very small prohibiting further analysis). This illustrates a wide spread of views within rural resorts about the development of tourism with strong pro and anti-development lobbies.

This propensity to protest may be related to a perception within rural resorts that national and international bodies control and benefit from tourism, whereas in urban resorts this is not the case (mainly because international and national interests are not as dominant in urban areas). Analysis indicates

that the perceived degree of local control is similar in all resort areas, but the perception of international profit influence and control over the industry is far higher in rural than urban areas. Control and benefit from tourism are therefore important determinants of tourist area success. In addition residents feel that international companies do not welcome them to use their facilities, or do not build facilities suitable to their needs, but local businesses do. The product mix within a resort is therefore also a vital component of tourist area success as illustrated in Table 40.

Table 40:

IMAGE OF THE RESORT: As Influenced by the Perception of Control and Profit.		
Resort Type:	Urban %	Rural %
Influence on Events/Developments		
People from outside the area:	4	21
Residents/home owners of the area:	10	23
International/National Companies	2	34
Small business owners	7	13
<hr/>		
Profit from Tourism:		
Regional/Local Authority	14	26
Residents/Employees	25	19
International/National Companies	3	48
Small Business Owners.	21	27
<hr/>		
Success of tourism Depends on:		
Central Government/Tourist Board	5	31
Regional/Local Authority	19	23
Small Private Businesses	18	31
Residents	7	23

(Percentages are for individual categories and therefore do not add up to 100)

There is a direct relationship between satisfaction with the tourist industry, the perceived dependence of tourism on the local population and the degree of profit perceived to remain in the local area. When control and ownership are on an international basis there is no method in which local people can influence decision-making, but when ownership and benefits are locally based residents have a high degree of control over the development of the industry through the established administrative procedures.

Management and control of the tourism industry are an important part of tourist area success and are related to the benefits from the tourism industry that remain within the area. Business ownership and the product mix apparently therefore have an important bearing on tourist area success. Issues which are important to business interests and influence tourist area success are therefore presented below.

Business Issues:

A total of 87 business surveys were undertaken between October 1989 and April 1990. 44 of these businesses were located in urban areas and 43 in rural areas⁴. Analysis has been undertaken by hand due to problems in joining files.

Resident satisfaction with the tourist industry has been demonstrated to be a function of involvement in the industry, especially in a managerial or ownership capacity. Business ownership is therefore an important aspect of tourist area success. In urban and rural areas businesses were predominantly in local ownership with a higher proportion of businesses in rural areas under the ownership of trans-national corporations or national companies. Businesses in urban areas were small scale, well established and run on a more informal basis than those in rural areas.

⁴ The business surveys were undertaken for different sponsors with differing aims. The questionnaire format was standardised as far as possible, but the differences in a number of aspects ie. questions about employment and purchasing policy have prohibited detailed statistical analysis.

1) Business Characteristics:

Each of the areas studied have differing aims for tourism development, although in all instances the tourism plans state a desire to maximize economic gain from the industry. The characteristics of individual businesses are an important aspect of this.

Businesses in the urban resorts tend to have been established for a longer time period than the rural resorts, but this is a function of the date of resort development. Business ownership patterns have led to differing business objectives within the resorts. Both resort types have a high proportion of small businesses which are established primarily for profit and lifestyle purposes. Larger businesses are more predominant in the rural resorts and state their objectives in purely profit terms.

3) Business Improvements.

Within all resorts there is a general desire amongst small business owners to improve and upgrade their business and a high degree of profit (often as much as 80%) from the business is re-invested in order to achieve this end, especially in smaller companies. The information available from larger businesses indicates that once development is completed a high proportion of the profits are spent outside the area and repatriated to head office.

4) Business Ownership:

The relationship between satisfaction with the development of tourism and business ownership would indicate that there are a number of benefits from local ownership. There is a high degree of local ownership in all resorts, although in rural resorts ownership may be perceived to be by new residents which has some implications for satisfaction with the product. In these resorts although there is only a small proportion of international and national influence it appears to have considerable influence over resident satisfaction, especially when preferential employment policies are believed to be in operation. Nepotism is also a problem in urban resorts where residents who are not related to business owners believe that their employment prospects are relatively limited.

The difference between the policies of the Maltese and Portuguese governments towards foreign investment is reflected in the purchasing and employment policies of large companies in these locations. Where the Maltese government actively promotes local purchasing and resident involvement qualitative research would indicate that satisfaction is relatively high, but dissatisfaction in the Algarve at the perceived lack of local control is a cause for some concern.

The integration of businesses into the community is also affected by the attitude of local business owners to residents. Small businesses are likely to encourage local use and thereby increase resident's interaction with and involvement in the tourism product where larger businesses tend to be less relevant to resident needs, or in some instances actively discourage resident use (this is not the case in Malta where residents are encouraged in all facilities).

6) Image of the Area:

Most respondents believed that their business made a positive contribution to the image of the area as a place to live and work. Most interviewees were satisfied with their existing clientele and encourage a high number of repeat visits, mainly by the quality service offered.

6a) Economic Impacts of Tourism:

Each of the resorts seeks a kind of tourism that maximizes the income that remains within the area. The Maltese government actively pursues this policy by a high percentage of state ownership of facilities - the Portuguese government on the other hand actively encourages a high proportion of external capital. Both policies have important implications for the economic impact of tourism in the area. The economic impact of tourism within the community is apparently influenced by the type of ownership; local owners utilise other local businesses for supplies wherever possible, but international companies normally purchase most of their supplies from a centralised distribution agency outside the area (with the exception of Malta). Locally owned businesses also contribute to the economy of the area by employing local people (often through an informal network) where as national and international companies recruit high level staff from outside the area unless

prohibited by effective legislation⁵.

In all instances businesses believed that tourism had increased price inflation in the area, especially land prices.

6b) Environmental Impacts of Tourism:

Environmental change induced by tourism is a function of resort and business type and the availability of land. Projects in the rural areas are likely to be new starts on virgin land largely because land in these areas is available and the planning mechanism less restrictive. In these areas national and regional authorities often encourage foreign investment by offering attractive land packages to national and international companies who prefer to buy a large plots of land and thus control their environment⁶ - this is especially evident in the Algarve where it has been encouraged as a apart of the tourism development strategy. In urban resorts conversion is more likely thereby changing the nature of the area less dramatically. It is apparent that tourism has a lower perceived impact upon price inflation in urban resorts, probably because it is less dominant as a consumer of land. Changing land-use patterns are also a function of governmental and local authority control.

7) Involvement in the Management Mechanism:

Within the rural areas government or international bodies (such as the SIFIT fund in the Algarve) often offer financial incentives for perceived beneficial developments which match their planning aims. Within urban resorts there is less likelihood of the industries receiving aid from central governmental sources (except in the Maltese Islands where there is a high degree of Government ownership of tourism facilities as explained above), although local authority assistance is not uncommon. In all instances there was a perception by small business owners that they were excluded from these benefits and this caused a degree of detachment from the management system.

⁵ There is a tendency for residents in urban resorts to find that prospects within the industry are limited because of nepotism. This can cause dissatisfaction amongst non-business owners.

⁶ Reflected by the attitude of one trans-national corporation "We are interested in selling the product and not the place and must therefore have control over the product attributes".

The emphasis on large tourism enterprises within this preferential funding system has lead to a perception in rural areas that large companies exert considerable influence over planning and management issues. Small operators perceive that they have little control over tourism development and are too small to influence planning or marketing decisions. In both resort types there is a perception by locally owned businesses (especially in the accommodation sector) of price control by larger marketing and national companies which causes considerable concern.

Within each of the urban resorts there is a strong Hotel and Catering lobby and other bodies with representation within the local authority (such as the Dockside Traders Association in Weymouth). This has given business owners in these areas a perception of local influence and control as well as a lobby through which to express their opinions. It has also lead to marketing and training initiatives. There was little evidence of these groups being active within rural areas and a much lower perception of influence over the planning and management of the tourism industry.

Perceived involvement in the management of the tourism industry is also a function of business size. Small businesses rarely see themselves as important to the development of the area and owners feel their interests too small to have any impact on regional or national decision-making (except when represented by a strong Hotel and Catering Lobby).

It appears that the business community works from poor information about tourism development. This is especially true of small businesses and in rural areas. When businesses are involved in the management system they are more likely to perceive their business as successful. The current dominance of large businesses within this system gives a perception of lack of control by the majority of small business interests.

8) The Future:

In most instances businesses judge tourist area success as a function of their own involvement in the tourist industry and businesses success although this is also affected by the higher perceived control over business issues in the urban community. The lack of perceived private sector involvement in tourism management could have important implications for perceived business success and satisfaction.

In instances where businesses were prospering respondents were optimistic about resort development over the next ten years and rarely mentioned any of the problems that the resorts are currently experiencing. Pessimism about resort development was expressed by large businesses or those who were suffering from business failure.

This chapter has presented the conclusions from the combined case study files and presented resort development in urban and rural modes. The concluding chapter of the thesis will present the key findings from the analysis and examine the extent to which the resorts have met the aims as stated by the planning authority.

CHAPTER 7

CONCLUSIONS

This chapter aims to present the conclusions of the investigation and make suggestions for further research. At the outset it was envisaged that this project would concentrate on the coastal zone. It seems, however, that many of the mechanisms which influence tourist area success in the coastal zone and the planning and management issues arising from tourism development are of relevance to other areas. The problems of tourism development in the coastal zone arise from the concentration of tourism in this area. Recent reports indicate that mountain regions and other developing destinations are experiencing similar problems to those described in this thesis, although there is evidence that capacity limits are now being used to control the tourism industry in some areas (notably the Seychelles, Philippines, Swiss ski resorts and latterly Malta).

The preceding discussion has illustrated the nature of tourism development within the coastal zone. Each of the resorts (with the exception of Malta) is experiencing a high degree of success in terms of the number of visitors expressing an intention to return (68%). Despite this high percentage of return visitors it appears that in a number of respects the planning mechanisms of the resorts are ill-equipped to deal with tourism development. The plans which have been developed by the authorities are only partially or very partially implemented. Within each of the study areas tourism is managed as a land-use or marketing function and integrated tourism planning is implemented only as a reaction to perceived market failure. This failure is measured from a loss in the number, quality or income from tourism or in distinct development patterns.

Where planning control is exercised it is inadequate because it does not account for small developments which make up 90% of the tourism product, leading to 'creeping' urbanisation. This has important implications for the quality and type of tourism product offered. In types of resort areas which are unused to development pressures (notably in rural resorts) the availability of land for development and the inadequacy of the planning system has resulted in rapid environmental change, foreign ownership, uniformity of

architecture and economic leakage. These changes have had important implications for the type of visitor, the type of tourism development experienced and the extent to which the planners are meeting their stated aims. In urban resorts change has been less rapid, mainly because of the constraints placed upon development by the existing urban landscape, slower development of tourism and more systematic planning.

Distinct characteristics can be associated with tourism development in urban and rural modes which influence the extent to which the aims of the planning authorities have been achieved. These are discussed below within the key issues have become evident from the statistical analysis undertaken on individual surveys.

Visitor Issues

Each of the case study areas is achieving a high degree of success, measured by the number of respondents visiting as a result of experience or a recommendation (34%) and in terms of respondents stating an intention to return (69%). Ironically Malta is the most stringently planned of the resorts, yet achieves the smallest number of return visits. This may be due to the weather conditions during the time of the surveys, but the small number of respondents visiting as a result of experience or a recommendation would indicate that it is a result of the failure of the planning authority to mitigate the effects of previous developments which are reflected in a poor quality product.

It is evident that visitors in each of the case study areas are attracted by a limited range of product attributes - in rural resorts these are particularly related to climate and price. In each of the resorts studied the dominant reason for resort choice and the features promoted by the planning authority fail to match.

The resorts in the study have not succeeded in attracting the type of tourist that they perceive as attractive - indeed in some instances it is precisely these type of tourists that state an intention not to return. This may be due to a failure to collect information on the preferences and activities of different types of tourist or a failure to change the image of the area which is associated with existing visitor characteristics.

Rural resorts appear to experience loyalty to the product, rather than the location. Visitors often only differentiate between resorts on a price or environmental basis. The relatively large number of resorts offering a similar product (a beach holiday at a reasonable price) around the Mediterranean means that these resorts are particularly vulnerable to price competition. This has resulted in an increase in the importance of price to destination choice which contradicts the aims of the planning authorities who are promoting cultural and environmental aspects of the product. The urban resorts were experiencing resort loyalty, but this has resulted in a stagnation of appeal and a failure to attract new markets.

Discontent in each of the resort areas is primarily about infrastructural provision, but the key reason for visitors stating an intention not to return to all resorts is environmental degradation. Ironically environmental degradation is a predominant deterrent to return visits in Malta where it is evident that previous environmental errors (before 'sustainable development' plans were drawn-up) have a significant impact upon the current tourism product. The environment is thus an essential product attribute, but is only rarely planned on an integrated basis. Where tourism is planned alongside other activities it is usually given a relatively low priority and environmental change associated with other activities, such as house building, can have a significant impact upon tourist area success.

Initial indications based on very small sample sizes also point to the importance of tourist/host experience to the holiday product. Where negative resident attitudes were experienced tourists were unlikely to express an intention to return. In addition the local people were often sited as an essential product attribute, but are not included in the tourism planning or management system in any of the destination zones, with the exception of Malta in recent years where 36% of respondents state that the characteristics of the local population are the key advantage of the resort over other Mediterranean destinations.

This study did not investigate marketing issues, but it seems that many of the problems faced by the resorts in terms of their appeal are related the marketing of the product. The marketing and management function are often divorced and it would appear that marketing image, especially in the

rural resorts is based on price and climate criteria and therefore contradicts the aims stated in local and regional plans. The international appeal of rural resorts and their dependence on international marketing as well as the tendency for their product to be sold as a 'package' has resulted in these resorts being increasingly susceptible to the message portrayed by the marketers and the pricing policies of international agencies.

Resident Issues

Resident attitudes to tourism development are apparently an important part of the product and essential to ensuring its success. Residents are, however, rarely considered within the tourism plans. Where they are considered it is as a reaction to social discontent which has led to a decline in the number of tourists, as in the case on Malta.

Each of the resorts is utilizing tourism as an economic diversification strategy and yet they have failed to influence the attitude of the local population to tourism employment. The image of such employment is instead reliant on previous employment opportunities. The planning authorities have failed to promote the industry as a worthwhile career path or provide training initiatives/incentives for the industry (this role is occasionally taken up by the regional tourist board). A quality tourism product cannot be developed without the support of a well-trained and informed local population and tourism will not be an effective diversification industry if the local population are not encouraged to participate.

Resident satisfaction with tourism development appears to be directly related to economic benefit from and thus involvement in the industry; those who are managers or business owners are likely to consider that tourism has improved the image of the area as a place to live. It would therefore be beneficial for local ownership or management opportunities to develop to ensure resident participation in and satisfaction with the tourism product. Strategies adopted by the planners appear to make no reference to this and in many instances financial assistance is only offered to externally owned ventures thus discriminating against local ownership.

Economic benefit from the industry is an important determinant of resident attitudes, but resident perception of environmental degradation is an important reason for dissatisfaction with tourism development. Resident attitudes to tourism development are a direct trade-off between economic benefit and environmental degradation. Even when tourism is not responsible for environmental change it is often perceived as so by the resident population and may result in discontent with negative impacts on the tourism product. The local planning authority in each of the case study areas has taken no account of the importance of environmental change to resident perception of the industry, even in areas with considerable pressure group involvement. Instead environmental change is conditioned by the amount of space available for development.

Resident satisfaction with tourism development is also be conditioned by involvement in the management system for the industry. Where local people are felt to be an important part of the tourism product, to gain economically and to have some control over events through the normal planning mechanisms (urban resorts) dissatisfaction with the tourism product expressed by formal protest or pressure group involvement is unlikely. Where residents are excluded from the management mechanism and believe that national or international companies benefit from the industry and control activities/events in the area residents are more likely to make a formal protest. The role of residents in the planning process is thus important to developing successful tourist/host relationships. None of the areas studied actively encourages resident involvement.

In some areas and especially in the rural resorts tourist related developments are felt to be of no local benefit or actively discourage local patronage. These characteristics are particularly felt to be evident in the holdings of transnational corporations. These facilities are also perceived as practicing discriminatory employment practices in some areas (the Algarve) which the local population believe should be controlled by better training provision and more stringent employment policies. These issues develop considerable discontent amongst some sectors of the population and were, at least, partially responsible for the public outcry against tourism development in Malta in the early 1980s.

The type of tourism product offered thus has important implications for the success of the industry.

Business Issues

Business development and management is an essential part of the tourism product and plays an important role in the evolution of tourist areas. Businesses are the key location for tourist/host encounters, and are largely responsible for the degree of economic benefit felt in the local community.

Each of the resorts is dominated by small-scale businesses which characterize tourism development globally. The rural resorts attract a higher proportion of international involvement which is often encouraged by the planning authority (usually by financial assistance) because it is perceived to be economically beneficial to the area. The planning authorities also perceive that this type of development is essential to a quality tourism product which is not seasonal in nature. In each of the resorts only larger companies had received financial assistance or incentives for development and this caused some resentment amongst smaller businesses.

Larger international developments tend to develop a quality product image promoted via a considerable market effort and attract the types of tourist sought by the local planning authority, but in most instances these facilities purchase produce away from the immediate locality, develop facilities which do not attract resident participation and unless regulated by regional authorities operate discriminatory employment practices. They buy large packages of land, often in environmentally sensitive areas (such as the Alvor Estuary and Carrapateirra in the Algarve) and radically change the environment. They do, however, offer a large number of jobs to the local population which are usually perceived as an attractive alternative to fishing or farming and provide considerable investment in infrastructure which is essential to the area. These companies also take a paternalistic attitude to the local area and often donate large amounts of money to local charities or public services.

Small businesses cannot guarantee the product or image and often fail to become involved in the marketing of the product - leading to a limited marketing campaign usually coordinated by the local/regional authority or

tourist board. Small businesses do, however, purchase produce locally thus distributing the benefits of the industry in the local economy, they also provide considerable opportunity for cultural interaction with visitors encouraging return visits. These businesses encourage resident use throughout the year and are thus relevant to resident needs. Only rarely do they make a contribution towards infrastructural development which they believe is the responsibility of the local planning body.

Large businesses tend to conform to the planners aims by promoting a product which is not seasonal in nature - even in Weymouth (the most seasonal of the resorts) the Pontins development at Bowleaze Cove achieved high year round occupancies (60% in 1988). They also guarantee the image of their product by controlling the environment, which does not necessarily reflect the image of the area promoted by the local authority. They often develop product loyalty, based on a quality product with climatic and beach characteristics, but fail to develop loyalty to the location sought by the planning authority based on a series of unique features. Smaller businesses have less immediate control over their environment and are affected by environmental change for which they blame the local planning mechanism. They are unlikely to invest in infrastructural or environmental improvements. They have strongly seasonal characteristics and often rely on clientele generated by larger internationally owned businesses during the winter period. It is these small businesses which give the area a 'local flavour' which is important to the tourist experience.

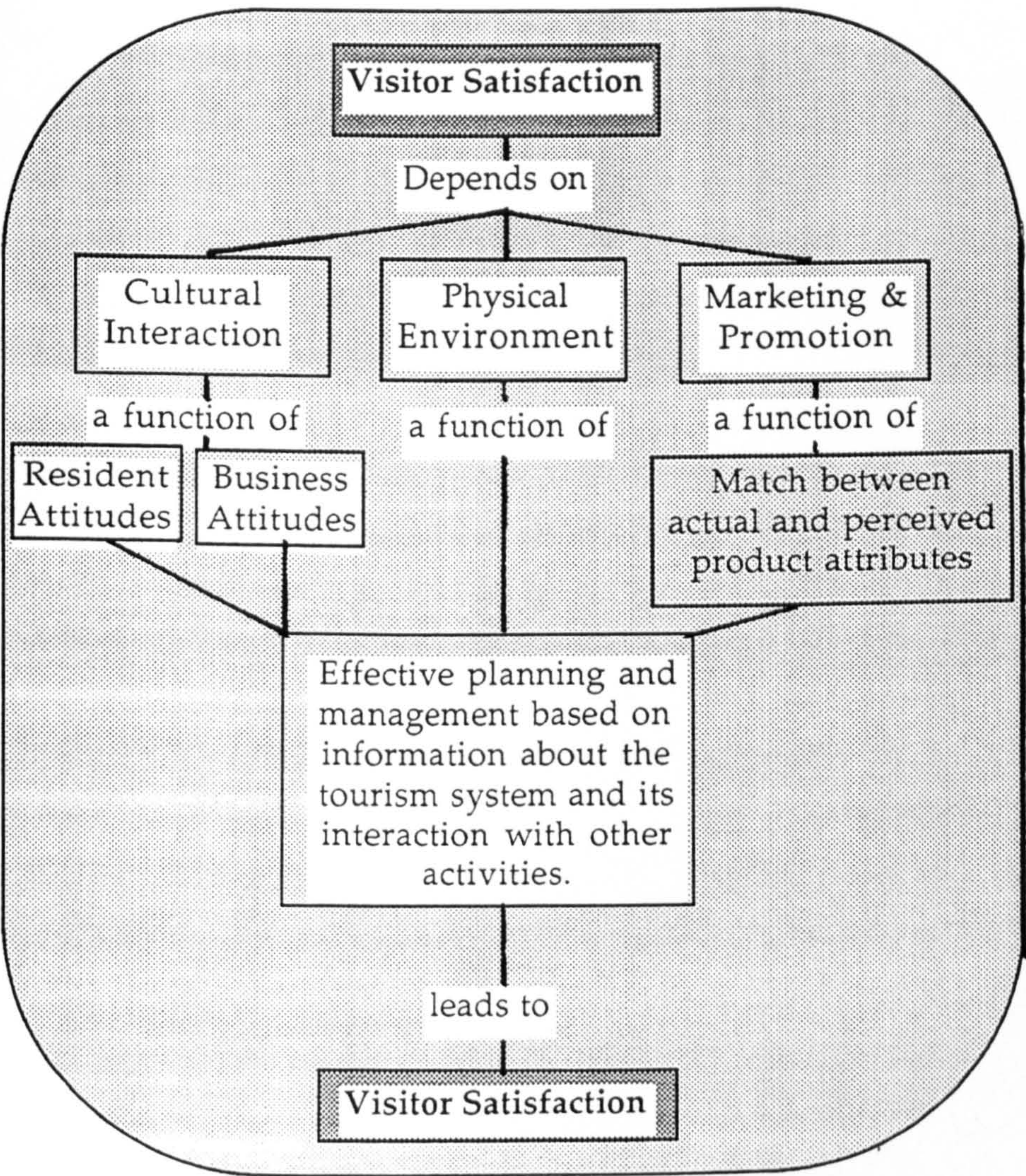
All businesses were ill-informed about the local planning mechanism, even when this may have considerable impact on their business development. In urban areas knowledge of the management mechanism was slightly better than rural areas, often because of the existence of a strong hotel & catering lobby or equivalent organization. This lack of involvement in the management mechanism may be the result of a belief by individual (especially smaller) businesses that they were too small to be of importance to the regional or local development strategy. This is not the case if tourism is to be effectively used as a diversification strategy for the area.

Land-use planning control is implemented within all the resort areas through international regulation and national and regional control, but this is essentially aimed at major developments and large-scale industries. The

support mechanism to encourage and sustain tourism development is also geared to large scale development and success of financial aid or schemes is only rarely monitored. The tourism industry in each of the areas studied is made up of predominantly small businesses which receive little support or information from the planning authority and are only rarely developing practices which meet those stated by the planning authority.

The analysis suggests that successful tourist area development is a complex interaction of economic, environmental and social criteria. The relative importance of these criteria and their contribution to the tourist product may change between resort types, but it is unlikely that visitor satisfaction will ensue if any of these characteristics are absent from the product. The interaction of characteristics of the tourism product are illustrated in Figure 25.

Figure 25
Interaction of Characteristics of the Tourism Product:



The data collected within the context of this thesis would suggest that social and environmental criteria are largely excluded from the tourism planning and management mechanism. Despite considerable success within the resorts suggested by high percentages of return visitors the planners have not met their stated aims. A number of policy recommendations can be made which may result in more proactive tourism planning:

Policy Recommendations

1) The fundamental recommendation is that tourism cannot be effectively managed without reference to other activities in the destination zone: this is because local industrial activity, the attitudes of the local community and the natural environment are all an important part of the tourism product. Change in any of these factors - for instances through a home building programme as in Malta and latterly the Algarve - will have implications for tourist area success

2) Research should be undertaken to attract the types of tourist who appreciate the product attributes and thus develop resort loyalty, but also match the aims of the planning authority: each of the resort areas has developed a diversification strategy which will attract the type of tourist that is perceived to be more beneficial to the area. They have, however, undertaken little research to assess the habits, spending patterns and behaviour of this type of tourist. Evidence collected within the context of the thesis would indicate that the type of tourist sought does not find the product attributes attractive and is therefore unlikely to develop resort loyalty; or uses internationally owned accommodation which limits the economic benefit to the local community and develops product loyalty. Market research is essential to ensure that the strategies and aspirations of resorts are realistic and capable of achieving success in terms of visitor and resident satisfaction, bearing in mind the existing product attributes.

3) Planning and marketing activity should be coordinated and develop common aims: In some resorts there is little accord between the planning aims and marketing activity: although the purpose of the study is not to assess resort marketing it is evident that the image offered by marketing companies is often based on climatic and price attributes with, at best, limited emphasis on cultural and environmental features. The marketing authority is therefore often attracting visitors with the characteristics which the planning authority is actively seeking to move away from.

4) Resident perception of employment opportunities in the tourism industry should be monitored. A successful tourist industry relies partially on the quality of tourist/host interactions. In each of the resort areas tourism is being used as a diversification strategy, yet there has been no research into whether residents perceive tourism employment as attractive, or are adequately trained for managerial roles. This information is essential to the development of the industry to meet the planners aims.

5) A range of business involvement should be encouraged by resort planners. While large scale, internationally owned developments can offer a quality product image and a decrease in seasonality they tend to monopolize prime coastal sites and may restrict resident employment opportunity. Smaller businesses encourage local benefit from the industry, but may also limit local employment opportunity and develop seasonal characteristics of the industry. In most of the case study areas the number of tourism businesses was unknown; information on business characteristics is essential to meet the aims of the planning authority and achieve resident and tourist satisfaction with the product.

6) Local businesses should be integrated into the planning mechanism since they are essential to achievement of tourist area success. Only by integration into the management mechanism can they be informed of development patterns and changes in the planning mechanism which may influence their own success.

7) Resident attitudes should be monitored and incorporated into the planning mechanism. Resident dissatisfaction with aspects of tourism development can result in the decline in the quality of the tourism product and thus the failure of the planning strategy.

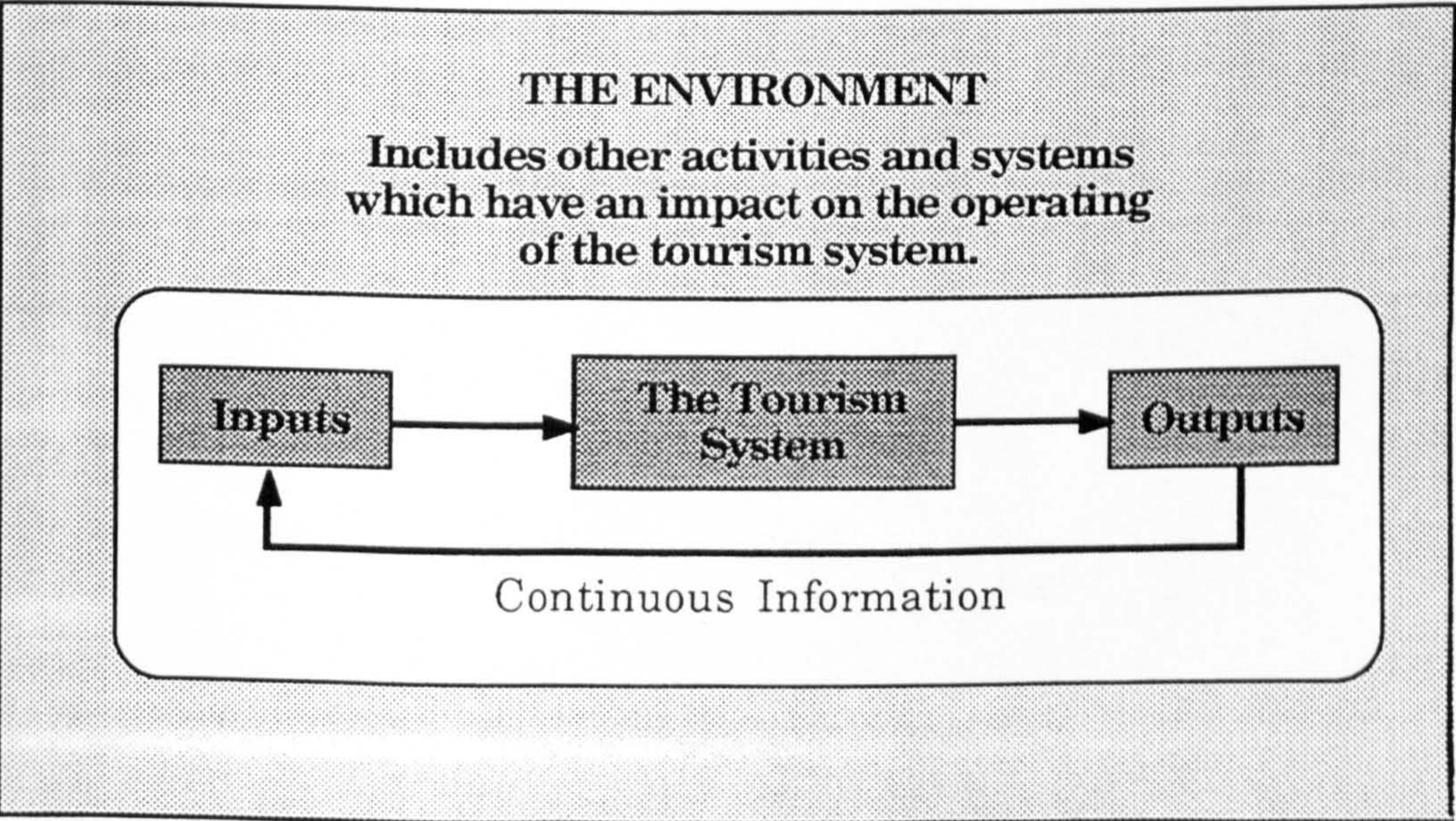
8) Planning and management should be undertaken from the outset of resort development. Many of the problems faced by the resorts are a result of poor planning or management of the tourism product and the image of this product. The experience of the resorts illustrates that *ex post facto* conditions resulting from poor management practices are expensive and often impossible to retrofit with considerable implications for resort success. The Maltese Government have undertaken considerable investment to change the development errors of the 1970s, the Algarve during the time of the study

was suffering from the effects of a poor media image through the international press illustrating the importance of a quality product. The only way these mistakes can be avoided is by careful planning and control from the outset of the development process.

The current planning and management system within each of the case study areas is unlikely to be successful because it works from partial information which is mainly related to numbers of tourists, or income from tourism activity. In most instances even quantifiable information on the number of visitors is lacking, or restricted to international or staying visitors thereby making planning for the entire tourism system a complex and ad hoc task.

Figure 26 illustrates the tourism planning mechanism including the external environment in which tourism operates. In many instances tourism is considered in isolation from this environment. The management of tourism within this system will only be as good as the information that is collected and fed back into the system. The current reliance on quantifiable information and economic success has lead to a situation in which tourist areas seek to maximise the number of tourists and thus income.

Figure 26: The Tourism Planning and Management System.

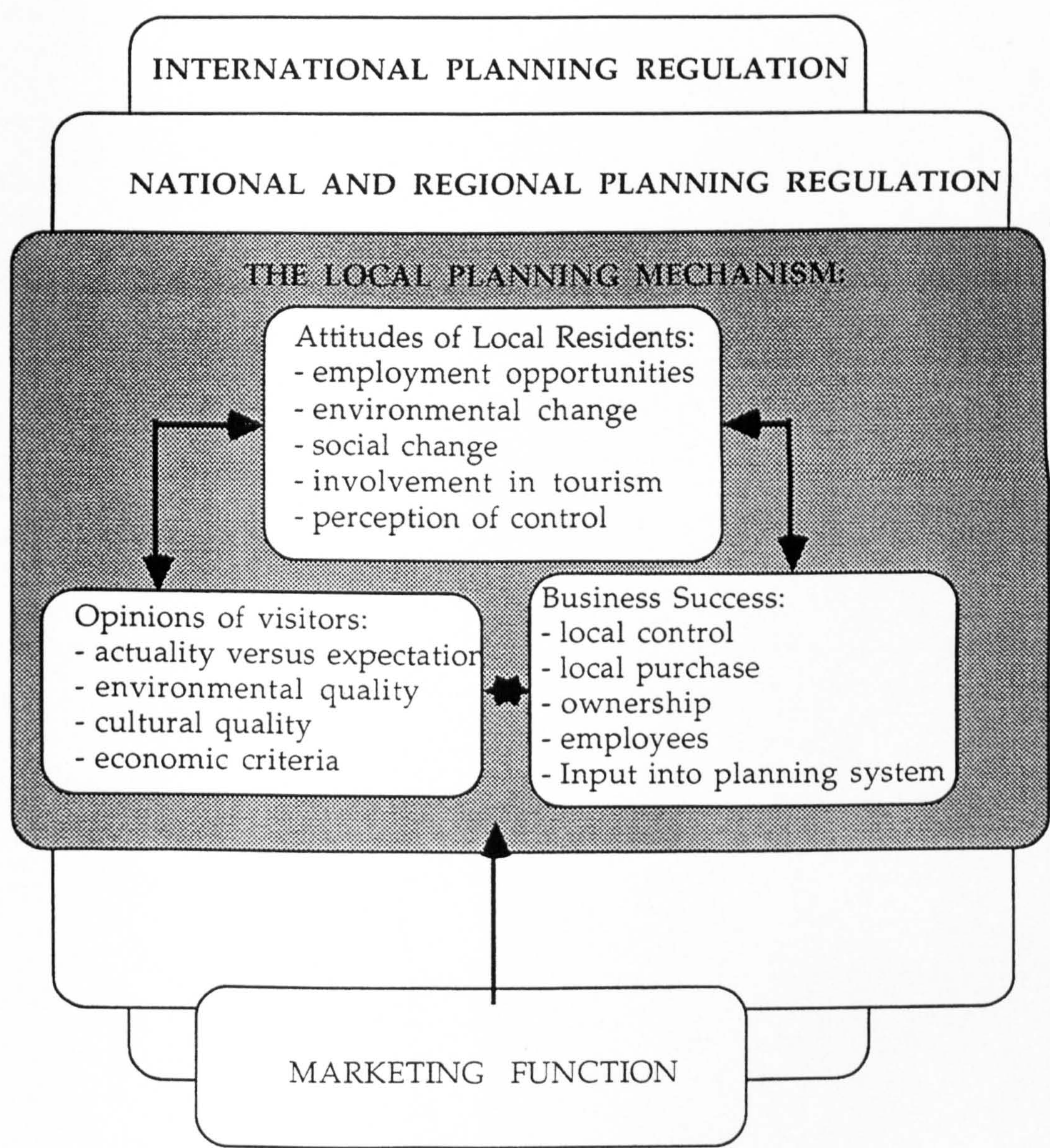


Each of the resort areas studied can therefore be seen to be experiencing a form of planning and marketing failure. This failure does not refer to financial failure or necessarily to a decline in the number of tourists, but to a situation in which tourist areas appear to experience uncontrolled cycles of growth and decline which bear little resemblance to the aims of the planning authorities. Planning has failed to prevent these cycles from taking place because it has been reactive in nature responding to changes in visitor numbers or typologies once they have occurred rather than taking preventative action. The planning system is reactive throughout, from international regulation (which reacts to pollution or change) to local level planning (which reacts to a decline in tourist numbers or income, usually by an increase in marketing effort⁰). This mechanism is not equipped to tackle the underlying cause of tourist area failure because it does not collect information on the entire tourism system.

It is suggested that within the current international and regulatory framework tourist area success will only be achieved by proactive action at the local level. Chapter 1 illustrates that there is sufficient international regulation to control the coastal zone, but this needs implementation at the local level. Information collected from residents, businesses and tourists is also an important part of tourism management which should be incorporated into the planning mechanism. The integration of this information will lead to a beneficial mix of international and national regulation and local control, management and benefit. Other industries and mechanisms which have an impact on the functioning of the tourism system also need to be accommodated within the tourism management mechanism because of the considerable impact that other economic activities can exert over the tourism system. The model below (Figure 27) illustrates the way in which the planning mechanisms should integrate.

⁰ Marketing theory dictates that it is more difficult to encourage new custom, rather than repeat custom and therefore the resorts need to put in more effort to attract new clientele. Experience of dissatisfied customers will discourage new custom and therefore the appeal of tourist areas can rapidly polarise to segments who seek specific product attributes.

Figure 27: Planning and Management for Tourist Area Success.
TOURIST AREA SUCCESS:



This system of tourism planning necessitates international control and local information input to monitor the relative success of individual indices within the tourism system. Information collection at the local level will enable proactive tourism management. Lessons learned at the local level can be passed to regional and national level bodies. Information will facilitate the understanding of resort development and understanding will permit proactive action. Once the importance of particular factors in triggering market failure is established the managers of tourism will be able to resolve many of the problems in a proactive manner. Hierarchical log-linear modelling could provide a key methodology for assessing mechanisms which lead to tourist area success.

The Use of Hierarchical Log-Linear Modelling in Researching Tourist Area Success

The technique of hierarchical log-linear modelling has considerable potential as a tool for assessing the complex interactions that lead to tourist area success. The technique can be used to assess the impact of any single variable within a data set and thus establish the relative importance of a variety of factors in determining tourist area success. It is unfortunate that this thesis could not realise the full potential of the technique because of the coding regime chosen and the small number of relationships that were evident within the data sets. It does however hold considerable potential as a tool for evaluating the relative importance of factors in determining the success of a tourist area and thus help to prioritise planning actions according to the desired profile of the destination zone.

Suggestions for Future Research

There are many aspects of the research which, with hindsight, could have more adequately fulfilled the aims of the project. It would have been beneficial to have taken larger samples to allow individual trends, such as the relationship between resident and visitor satisfaction, to emerge more strongly. It would also have been useful to collect data over time and in a simpler presence or absence format in order to utilise the technique of hierarchical log-linear modelling.

It would have been beneficial (given a lack of financial constraints) to have selected case studies at different stages of resort development to assess different influences on tourist area success. Selection of case studies at different stages of development (ie prior to mass tourism development) may have given an insight into important changes in relationships within resident, business and visitor attitudes as well as actual environmental change which indicate the development phases of the resort. The identification of the 'trigger mechanisms' would enable the identification of key points in resort development.

Many of the problems of joining files would have been eliminated by using identical questionnaires developed from an extensive pilot study period in each location over a prolonged time span and allowed more rigorous analysis of the trends observed. Follow-up visits could have established the relationships that emerged from the initial study periods and reinforced or rejected the findings from the preliminary investigation. The differing requirements of the sponsoring bodies however made this impossible.

The surveys in Malta and Portugal were undertaken at low season and trends may be very different during the summer months. A brief study visit to the Algarve during August was sufficient to confirm that many of the visitor trends observed were constant, but complaints about congestion, environmental decay and pricing policy were more prominent as was the influence of 'sun lust' and price conscious tourism. Further research during the summer months would be beneficial.

It is unfortunate that the study period in each location was limited and that there was insufficient time for follow-up work, particularly in the Algarve and Malta. This limited empirical testing and model building that could be achieved from the results, it also limited the application of the results in test areas. In addition it prohibited the use of follow-up surveys to measure the impacts of new planning mechanisms, such as PROTAL in the Algarve and the Malta Structure Plan.

Other studies in the same vein could further enlighten tourism planners to common mechanisms and solutions to the problems of tourism development on a global scale. The development of a database of information pertinent to tourism planning is essential to assist model building and effective planning in the future. As knowledge increases so will effective and efficient planning in the coastal zone facilitated by analysis techniques to expand our knowledge of factors influencing tourist area success. Only by creating greater knowledge can the successful planning and management of tourism be achieved, not in the eyes of ecologists or economists, but of all players in the tourist product. With this in mind the need for further research to facilitate a greater understanding of tourist area success seems even more apparent to ensure that 'tourism does not destroy tourism'!

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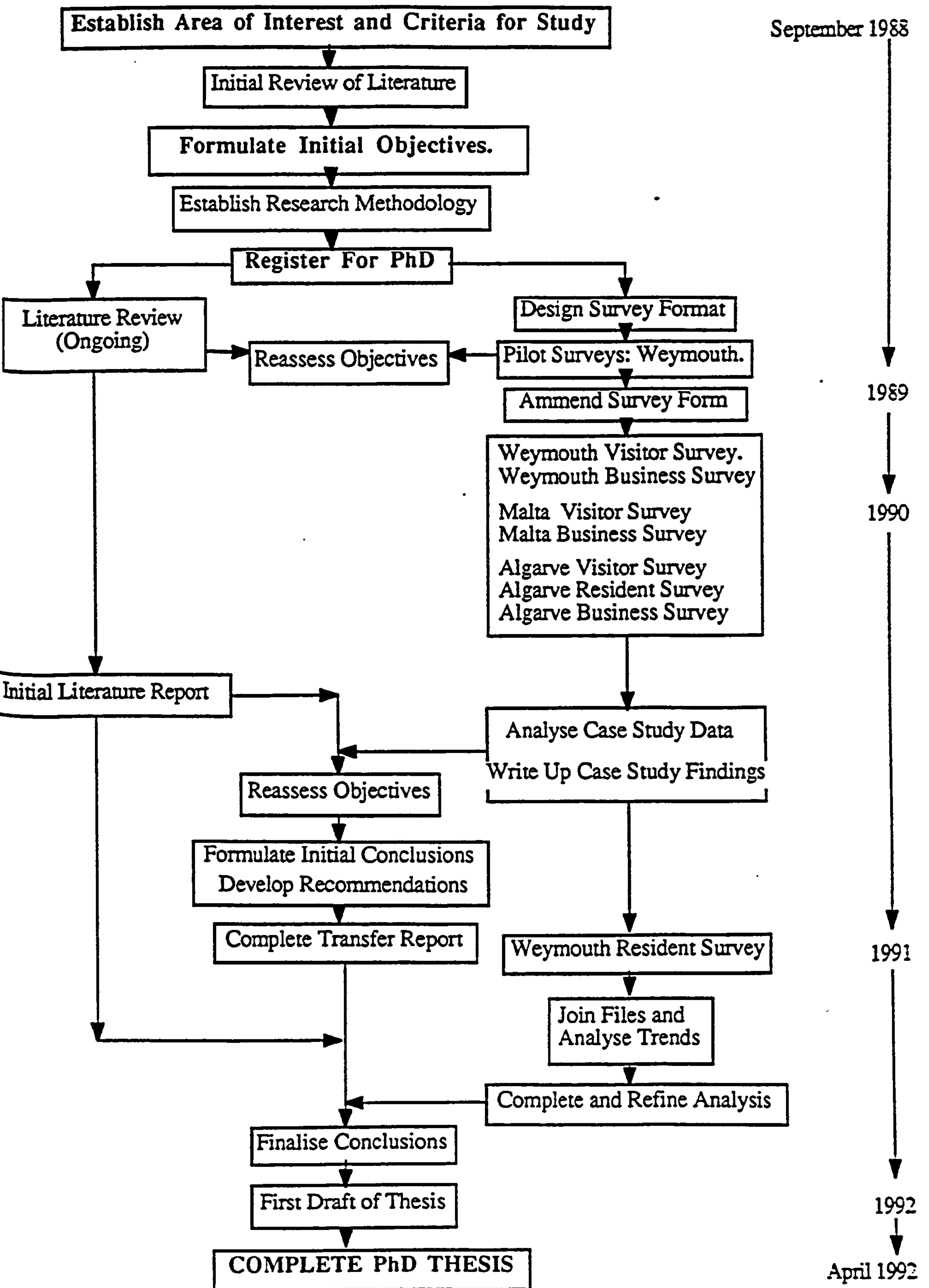
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APPENDIX 1:

TEXT BOUND INTO THE SPINE

TIMETABLE FOR STUDY:



APPENDIX 2:

BEST COPY

AVAILABLE

Variable print quality

LOCATION _____

QUEST NO. _____

WEYMOUTH VISITOR SURVEY 1988.

Q 1. Are you a visitor to Weymouth? Yes (Go to Q 2). No (Thankyou for your help)

Q 2. Where do you live? _____

Q 3. Is this your first visit to Weymouth? Yes No

Q 4. Are you a:	day-visitor from home?	Yes	No
	day-visitor on holiday elsewhere?	Yes	No
	staying in Weymouth?	Yes	No

Q 5. If you are staying in Weymouth on holiday how long will your visit be?

Q 6. What type of accommodation are you staying in?

self-catering flats / house	hotel / guest house
pubs and inns	touring caravans
camping	friends and relatives
holiday camp / caravan site	other (please specify) _____
not applicable	

Q 7. Have you heard of the Weymouth Guide? Yes No (Go to Q 13.)

Q 8. Have you got a copy of this year's Weymouth Guide? Yes No

Q 9. Where did you get it from? (please specify advert/source.)

Q 10. If you have a copy of the Guide, do you think it gives an honest reflection of the town? Yes No

Q 11. Was the Guide helpful in:

a) deciding to visit Weymouth?	Yes	No
b) choosing your accomodation in Weymouth?	Yes	No

Q 12. Have you any other comments on the Guide? _____

Q 13. Why did you choose to come to Weymouth?

Q 14. Would you prefer to book your holiday in Weymouth through a travel agent rather than using the Guide? Yes No

Q 15. How did you travel to Weymouth? car bus / coach
rail other (please specify)

Q 16. If you came by car, would you consider using the High Speed Train to Weymouth, with family saver tickets, if you visited again?

No

Yes	No	Not applicable
-----	----	----------------

Q 17. Have you heard of, visited, or do you intend to visit any of the following? (List on show card)

Heard of: _____

Visited: _____

Intend to visit: _____

Q 18. Have you visited, or are you going to visit anywhere else?

Q 19. Which of the following features were important in making your decision to come to Weymouth? (tick any number)

Seaside/beach	Surrounding countryside
<p>1. The beach is very clean and the water is clear.</p> <p>2. There are many colorful umbrellas and beach chairs.</p> <p>3. The sand is soft and the waves are gentle.</p> <p>4. I saw many people playing in the water.</p> <p>5. The view of the ocean is beautiful.</p>	<p>1. The countryside is very peaceful and quiet.</p> <p>2. There are many green fields and rolling hills.</p> <p>3. The air is fresh and the weather is perfect.</p> <p>4. I saw many cows and sheep grazing.</p> <p>5. The view of the valley is amazing.</p>

Coast	Indoor/wet weather facilities
<p>1. Coast</p> <p>2. Indoor/wet weather facilities</p>	<p>1. Coast</p> <p>2. Indoor/wet weather facilities</p>

Nightlife/discos Theatre/cinema etc

Climate Shops

Accommodation	Sports/leisure facilities
---------------	---------------------------

Childrens facilities	Golf
----------------------	------

Price	Events (specify)
-------	------------------

DK None of above

Other (specify) _____

Q 20. Which three activities are most attractive to you at a holiday location?

Sun **Indoor sports**

Countryside/walking Water sports

Childrens facilities	Accom/Places to eat
----------------------	---------------------

Entertainment Nightlife/shows

Quiet atmosphere

Attractions	DK
-------------	----

The Beach	Golf
<p>1. The beach is a beautiful place to relax and enjoy the sun.</p> <p>2. The water is clear and blue, and the sand is soft and white.</p> <p>3. There are many people at the beach, and it is a great place to spend a day with friends and family.</p> <p>4. The beach is a great place to play sports, and there are many activities to enjoy.</p> <p>5. The beach is a great place to relax and enjoy the sun.</p>	<p>1. Golf is a popular sport that is enjoyed by people of all ages.</p> <p>2. The game is played on a golf course, and it is a great way to stay fit and active.</p> <p>3. There are many different types of golf clubs, and it is important to choose the right one for you.</p> <p>4. Golf is a great way to spend time with friends and family, and it is a great way to relax and enjoy the outdoors.</p> <p>5. The game is played on a golf course, and it is a great way to stay fit and active.</p>

Tennis Other (please specify)

Q 21. What improvements would make your visit more enjoyable?

Q 22. Have you used one of the Weymouth Tourist Information Centres during your visit?

No

Q 23. Did you find them helpful? Yes No Not applicable

Any further comments? _____

Q 24. Have you obtained any further information on Weymouth from any other tourist information sources?

If Yes, which sources? _____

Q 25. Have you had any difficulty in finding any information / literature on Weymouth during your stay?

Yes	No
-----	----

If so, what problems?_____

Q 26. Have you obtained any tourist maps / guide books / leaflets of Weymouth, other than the Guide book? Yes . No

**Q 27. What other resorts / holiday destinations have you holidayed at this year?
(please state exact resort) and do you consider them to be better or worse than
Weymouth?**

England, (name of resort)	B	W	NP
1			
2			
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Scotland /Wales / Ireland, (name of resort) B W NP

Europe (name of resort)	B	W	NP
-------------------------	---	---	----

Other (please write where)	B	W	NP
----------------------------	---	---	----

Q 28. Please name 3 locations you have visited as day-visits this year?

[illegible]

	B	W	NP
1	1	1	1
2	1	1	1
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6	1	1	1
7	1	1	1
8	1	1	1
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99	1	1	1
100	1	1	1

	B	W	NP
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93	1	1	1
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97	1	1	1
98	1	1	1
99	1	1	1
100	1	1	1

Q 29. Which age group do you and other members of your party belong to?

5 yrs and under 6-12 yrs

13-18 yrs 19-30 yrs

31-45 yrs 46-64 yrs

65 yrs and over

Q 30. Sex: **Male** **Female**

Q 31. Which family income group do you fall into?

a. under £5,000 pa b. £5-10,000 pa

c. £11-15,000 pa

e. £21-30,000 pa f. over £30,000 pa

Q 32. Will you return to Weymouth:

a) on holiday	Yes	No	Don't know
b) as a day visit	Yes	No	Don't know

Q 33. Have you any additional comments on your holiday in Weymouth?

SHOW CARD: REGIONAL ATTRACTIONS:

National Trust Properties:

i) Kingston Lacey

ii) Corfe Castle

iii) Brownsea Island

Compton Acres

Bovington Tank Museum

Bluepool - Furzebrook

Dinosaur Museum / Tutankhamun Exhibition - Dorchester

County Museum - Dorchester

Abbotsbury Swannery and Sub-tropical Gardens

Parnham House

Bournemouth Theatres

Maiden Castle

Ice skating - Bournemouth

Ten pin bowling - Bournemouth

Hardy's Cottage

Dorchester Military Museum

Fleet Air Arm Museum

Wookey Hole / Caves

WEYMOUTH ATTRACTIONS:

French / Channel Islands ferry crossings i) day-trip

i) day-trip

ii) short-break.

Pleasure / Fishing boat trips

Sealife Centre

Weymouth Butterfly Farm

Nothe Fort and gardens

Weymouth Museum

Portland Museum

Shire Horse Centre

Lodmoor Country Park / Nature Reserve

Weymouth Pavilion / Bayview Bar / Coffee Bar

Diving Museum

Swimming Pool Complex

Radipole Swannery / Nature Reserve

Tudor House

Upwey Wishing Well

Date:

Q 7. How many times have you visited the Algarve in the last five years? ____
In which year was your first visit? 19__ __

Q 8. What are the major changes since your first visit? _____

Q 9. What is the greatest advantage of the Algarve to you as a holiday resort?

Q 10. What kind of accommodation are you staying in? _____
Name and location of hotel, campsite etc. _____

Q 11. Which of the following features were important in making your decision to come to the Algarve (tick any number)?

Seaside / beach	Surrounding countryside
Coast	Indoor / wet weather fac's.
Nightlife / discos	Theatre / cinema / <i>shows</i> / <i>live music</i> .
Climate	Shops
Accommodation	Sports and leisure facilities
Childrens facilities.	Golf
Price	Events (please specify)
Don't Know	None of above
Other (please specify) _____	

Q 12. Which three activities are most attractive to you at a holiday location (tick any three)?

The sun	Indoor sports facilities
The countryside / walking	Water sports facilities
Childrens facilities	Accom. / places to eat
Entertainment	Nightlife / shows
Quiet Atmosphere	Cultural Aspects of area
Attractions	Don't Know
The Beach	Golf
Tennis	Other (please state)

Q 13. What distance have you travelled from the coast during your holiday in the Algarve?_____

Q 14. How does the Algarve compare to other Mediterranean destinations that you have visited in the last three years from the following scale:

Destination 1 _____				
Much Prefer	Prefer	No	Prefer Other	Much Prefer
Algarve	Algarve	Preference	Location	Other Location
Destination 2 _____				
Much Prefer	Prefer	No	Prefer Other	Much Prefer
Algarve	Algarve	Preference	Location	Other Location
Destination 3 _____				
Much Prefer	Prefer	No	Prefer Other	Much Prefer
Algarve	Algarve	Preference	Location	Other Location
Destination 4 _____				
Much Prefer	Prefer	No	Prefer Other	Much Prefer
Algarve	Algarve	Preference	Location	Other Location
Destination 5 _____				
Much Prefer	Prefer	No	Prefer Other	Much Prefer
Algarve	Algarve	Preference	Location	Other Location

Q 15. What improvements would make your visit more enjoyable? _____

Q 16. Will you return to the the Algarve on a holiday in the next 5 years?

Yes No

Q 17. Who are you on holiday with?

- | | |
|----------------------|-----------------------|
| Alone | With Family |
| With Friends | As an organised group |
| As a couple | Family and Friends |
| Other (please state) | Don't Know |

Q 18. What is your relationship, the age and sex of the people you are with?

<u>Realtionship</u>	<u>Age</u>	<u>Sex</u>
Yourself	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Q 19. What type of Organisation does the head of household work for (if retired please note last employer)? _____

Q 20. What is the job title of the Head of Household (if retired note retired and last job)?_____

Q 21. Are there any other comments that you would like to make? _____

THANKYOU FOR YOUR HELP.

For office use only:

RN:

LOC:

DATE:

MALTA VISITOR SURVEY 1990.

This is part of a research project into Maltese tourism, undertaken by Bournemouth Polytechnic in England investigating holiday taking patterns in Europe.

Thank you for your assistance in the completion of the questionnaire. All answers will be treated in the strictest confidence.

Please tick ONE answer unless otherwise indicated.

Location: _____

Q1. Are you a visitor in Malta?

Yes (Go to Q 2).

No (Thankyou for your help).

Q2. Where do you live?

Country: _____

Q3. Why did you choose to visit Malta this year? _____

Q4. How long are you staying in Malta for (note either the number of days or the number of weeks)? __ __ Days. __ __ Weeks.

Q5. Is this your first visit to Malta? Yes (Go to Q7)

No

Q6. How many times have you visited Malta in the last five years?

Q7. What is the greatest advantage to you of Malta as a holiday resort?__

Q8. Are you on a package holiday? Yes

No

Type of Package : _____

Q 9. What kind of accommodation are you staying in?

- | | |
|---|-----------------------|
| Self catering apartment. | Hotel/ Guest House. |
| Local Cafe/Inn. | Camping. |
| Static caravan/ chalet. | Time share flat?house |
| Other (Please State) | |
| Name and location of hotel, campsite etc. _____ | |

Q 10. Which of the following features were important in making your decision to come to Malta (Tick any number of boxes)?

- | | |
|------------------|-------------------------------|
| Seaside / beach | Surrounding countryside |
| Shops | Indoor/ wet weather fac's. |
| Nightlife/discos | Theatre / cinema |
| Climate | Gardens |
| Accommodation | Sports and leisure facilities |
| Childrens fac's. | Events (please specify) |
| Price | Other (please specify) |
| None of these | _____ |

Q 11. Which three activities are most attractive to you at a holiday location?

- | | |
|----------------------------|--------------------------|
| The sun | Indoor sports facilities |
| The countryside/walking | Water sports facilities |
| Childrens facilities | Accommodation |
| Entertainment | Nightlife / Theatre |
| Quiet Atmosphere | Cultural Assets of area |
| Attractions | Don't Know |
| The Beach | Places to eat |
| Other (please state) _____ | |

Q 12. What appeals to you most about Malta?_____

Q 13. What improvements would make your visit more enjoyable?

<u>Improvement</u>	<u>Type of Improvement</u>
Seaside / beach	_____
Surrounding countryside	_____
Shops	_____
Indoor/wet weather fac's.	_____
Nightlife/discos	_____
Climate	_____
Gardens	_____
Accommodation	_____
Sports and leisure fac's	_____
Childrens fac's.	_____
Events (please specify)	_____
Price	_____
Other (please specify)	_____

Q 14. Will you return to Malta in the next 5 years? Yes No Don't Know

Q 15. Who are you on holiday with?

Alone	With Family (With Children)
With Friends	With Family(without Children)
As a couple	Family and Friends
Organised group	Don't Know
Other (please state)	_____

Q 16. What is the relationship, age group and sex of the people you are with?

<u>Relationship</u>	<u>Age</u>	<u>Sex</u>
Yourself	_____	_____
_____	_____	_____

Q 17. What type of Organisation does the head of household work for?

Q 18. What is the job title of the Head of Household?

Q19. Are there any other comments that you would like to make?

THANKYOU FOR YOUR HELP.

WEYMOUTH TOURISM STUDY:

RESIDENT SURVEY.

This survey is a part of an extensive study into the impact of tourism in Weymouth and Portland. The survey is a part of a long term programme of work carried out by staff from the Bournemouth Polytechnic. We have carried out visitor surveys, surveys of local businesses and employers and of the official tourism bodies. To complete our work programme we need to analyse the attitude of the residents of Weymouth and Portland to tourism in their home town.

Please tick ONE answer unless otherwise indicated.

- Q 1.** Do you live in the Weymouth? Yes (Go to Question 2)
No (Thankyou for your help).
- Q 2.** How long have you lived in Weymouth? Years ____ Months ____
- If less than 10 years where have you come from? _____
- Q 3.** Are you, or your immediate family, involved in the tourism industry in any way? Yes No (Go to Q4)
- In what way? _____
- Which members of your family are involved in the industry? _____
- Q 4.** Has the establishment of tourism in Weymouth improved your image of Weymouth as a place to live?
- Yes No
- Q 5.** In your opinion is the number of tourists visiting Weymouth:
- a) Too large? b) Too small?
c) About right? d) Don't know?

Q 6. Compared to four years ago do you consider that conditions in Weymouth during the summer have:

- | | |
|----------------------------------|---------------------------|
| a) Improved a lot? | b) Improved a little? |
| c) Remained the same?(Go to Q 7) | d) Deteriorated a little? |
| e) Deteriorated a lot? | f) Don't know? |

Q 6a Which conditions have undergone the greatest change? _____

Q 7. What is the greatest advantage of tourism in Weymouth to you as a resident?

Q 8. What is the greatest disadvantage of tourism in Weymouth to you as a resident? _____

Q 9. Have you ever raised any objection to tourism development?

Yes _____ No (Go to Q10)

Nature of objection: _____

Was this through an organised group? Yes _____ No _____

Name of Group: _____

Q 10. How do you feel that tourists behave towards residents in Weymouth?

- | | |
|-------------------------------|---------------------|
| a) Friendly? | b) Reserved? |
| c) Indifferent? | d) Inconsiderately? |
| e) Other (Please State) _____ | |

Q 11. How do you feel that residents behave to tourists in Weymouth?

- | | |
|-------------------------------|---------------------|
| a) Friendly? | b) Reserved? |
| c) Indifferent? | d) Inconsiderately? |
| e) Other (Please State) _____ | |

Q 12. Would you have preferred it if the Council had encouraged another industry (rather than tourism) in Weymouth ? Yes No (Go to Q13)

Which Industry? _____

Why is this? _____

Q 13. On whom does the tourist industry in Weymouth depend most?

a)The Government?

b)The Local Council?

c)The County Council ?

d)The Regional Tourist Boards?

e)Individual private businesses?

f)Goodwill of the local population?

g)Other _____

h)Don't Know?

Q 14. Which of the following groups has the greatest influence on events in Weymouth?

a)People who live outside the area?

b)The residents of Weymouth ?

c)International firms?

d)Home owners in the area?

e)Owners of small businesses in the area?

f)People who have recently moved into the area?

g)Don't know.

h)Other (Please state) _____

Q 15. Do you feel that tourist attractions (eg museums, restaurants) welcome you to use their facilities? Yes No

Q 16. Do you think that tourism has increased the number of jobs available in the Weymouth?

Yes

No

Q 17. Are these jobs attractive to you as a resident?

Yes

(Go to Q18) No

Why not? _____

Q 18. Who do you think profits most from the tourist industry?

- | | |
|------------------------------|--------------------------------|
| a)The Local Council? | b)Employees in tourism sector? |
| c)A few business owners? | d)Large national companies? |
| e)The residents in the area? | f)The County Council |
| g)Don't Know? | h) Visitors to the Area? |
| i)Other (Please State)_____ | |

Q 19. Are the owners of tourism related businesses in Weymouth...

Newcomers?

Long Term

Don't

Residents?

Know!

Q 20. Sex:

Male

Female

Q 21. Age:

18-30 yrs

31-45 yrs

46-64 yrs

65 yrs and over

Q 22. Job title of Head of Household: _____

Q 23. Type of Organisation: _____

Q 24. Are there any other comments that you would like to make?_____

**THANKYOU FOR YOUR HELP IN THIS
SURVEY. ALL ANSWERS WILL BE TREATED IN THE
STRICTEST CONFIDENCE.**

ALGARVE TOURISM STUDY:

RESIDENT SURVEY.

This survey is a part of an extensive study into the impact of tourism in the Algarve sponsored by the Gulbenkian Foundation. The survey is a part of a long term programme of work carried out by staff from the Bournemouth Polytechnic in England. We intend to carry out visitor surveys, surveys of local businesses and employers and of the official tourism bodies. To complete our work programme we need to analyse the attitude of the residents of the Algarve to tourism in their home towns.

Please tick ONE answer unless otherwise indicated.

Q1. Do you live in the Algarve?

Yes ☐ (Go to Question 2.)

No: ☐ Thankyou for your help

Q2. How long have you lived in the Algarve?

Years Months

If less than 10 years where have you come from?

Q3. Are you, or your immediate family, involved in the tourism industry in any way? Yes No

In what way?

Which members of your family are involved in the industry?

Q4. Has the establishment of tourism in the Lagos/ Carvoeiro /Burgau improved your image of the Algarve as a place to live? Yes No

Q5. In your opinion is the number of tourists visiting Lagos/ Carvoeiro/ Burgau:

a) Too large?

b) Too small?

c) About right?

d) Don't know?

Q 6. Compared to four years ago do you consider that the conditions in Lagos/ Carvoeiro/ Burgau during the summer have:

- | | |
|----------------------------------|---------------------------|
| a) Improved a lot? | b) Improved a little? |
| c) Remained the same?(Go to Q 7) | d) Deteriorated a little? |
| e) Deteriorated a lot? | f) Don't know? |

Q 6a Which conditions have undergone the greatest change?_____

Q 7. What is the greatest advantage of tourism in Lagos/ Carvoeiro/ Burgau to you as a resident?_____

Q 8. What is the greatest disadvantage of tourism in Lagos/ Carvoeiro/ Burgau to you as a resident? _____

Q 9. Have you ever raised any objection to tourism development?

Yes

No (Go to Q10)

Nature of objection:_____

Was this through an organised group?

Yes

No

Q 10. How do you feel that tourists behave towards residents in Lagos/ Carvoeiro/ Burgau?

- | | |
|------------------------------|---------------------|
| a) Friendly? | b) Reserved? |
| c) Indifferent? | d) Inconsiderately? |
| e) Other (Please State)_____ | |

Q 11. How do you feel that residents behave to tourists in Lagos/ Carvoeiro/ Burgau?

- | | |
|------------------------------|---------------------|
| a) Friendly? | b) Reserved? |
| c) Indifferent? | d) Inconsiderately? |
| e) Other (Please State)_____ | |

Q 12. Would you have preferred it if the Concelho had encouraged another industry, rather than tourism in the Algarve ?

Which Industry? _____

Why is this? _____

Q 13. On whom does the tourist industry in Lagos/Carvoeiro depend most?

- a)The Government?

c)The Freguesia?

e)Individual private businesses?

g)Other_____

h)Don't Know?
- b)The Concelho?

d)The Regional Tourist Boards?

f)Goodwill of the local population?

Q 14. Which of the following groups has the greatest influence on events in Lagos/Carvoeiro/ Burgau?

- a)People who live outside the area?

c)International firms?

e)Owners of small businesses in the area?

g)Don't know.
- b)The residents of the Algarve ?

d)Home owners in the area?

f)People who have recently moved into the area?

h)Other (Please state)_____

Q 15. Which of the following have you visited in the last year?

	<u>Number Visits:</u>		<u>Number Visits:</u>
Places to Eat	_____	Local Bars	_____
A Show	_____	Beach	_____
Local Market	_____	Shops	_____
Surrounding Countryside	_____	Other	_____

Q 16. Do you feel that tourist attractions (eg golf villages, water parks, villa developments) welcome you to use their facilities?

Yes No

Q 17. Do you think that tourism has increased the number of jobs available in the Algarve? Yes No

Q 18. Are these jobs attractive to you as a resident?

Yes (Go to Q19) No

Why not? _____

Q 19. Who do you think profits most from the tourist industry?

- | | |
|------------------------------|--------------------------------|
| a)The Local Camera/Concelho? | b)Employees in tourism sector? |
| c)A few business owners? | d)Large national companies? |
| e)The residents in the area? | f)International Companies? |
| g)Other (Please State)_____ | |
| h)Don't Know? | |

Q 20. Are the owners of tourism related businesses in Lagos/ Carvoeiro/ Burgau new comers, or residents of the area?

Newcomers	Newcomers	Residents	Don't
(Portuguese)	(Foreigners)		Know

Q 21. Sex: Male Female

Q 22. Age:	18-30 yrs	31-45 yrs
	46-64 yrs	65 yrs and over

Q 23. Job title of Head of Household: _____

Q 24. Type of Organisation: _____

Q 25. Are there any other comments that you would like to make?

**THANKYOU FOR YOUR HELP IN THIS
SURVEY, ALL ANSWERS WILL BE TREATED IN THE
STRICTEST CONFIDENCE.**

Date_____

WEYMOUTH BUSINESS SURVEY 1989

- 1.** Name of organisation _____
- 2.** Address _____
- 3.** Contact _____ Tel No _____
- 4.** Type of Business Hotel/Guest House (serviced accom)
Other Accommodation (self catering,
camping, caravans)
- Attractions
Restaurant/Cafes/Pubs
Retail outlets
- 5.** Description of Business _____

DEVELOPMENT HISTORY

6. Date of opening _____month _____year
7. Previous use of site _____
8. How was the business started? _____
9. Why did you decide to take over/develop a business in Weymouth?
10. When did you take over the business?_____year.
11. Who originated the business? _____
12. Background of current entrepreneur/manager _____

ORGANISATION

13. Who owns the business? _____
14. Type of ownership? _____
15. Size of organisation (number of employees) _____
16. Is this business part of a larger organisation?
Yes, which one? _____
No _____

17. Do you own any other businesses in Weymouth

Yes, which ones? _____

No

18. Is the business open all the year?.

Yes

No _____

Period of season.

19. What type of visitors do you attract? _____

20. When are your busiest periods? _____

21. When are the quietest periods? _____

22. Where do you advertise your business? _____

23. When do you advertise your business? _____

24. What were your objectives/expectations when you started/took over the business? _____

25. Have you met these objectives ? _____

26. What are your objectives now? _____

27. Do you have any plans for expansion?

Yes, please expand _____

No, why not _____

28. Will there be any increase in employment?

Yes, by how many? _____

No

29. Do you place business from your hotel locally?

Building/maintenance

Yes

No

Which Company? _____

Fresh food supplies

Yes

No

Which Company? _____

Dry goods

Yes

No

Which Company? _____

Furniture, linen, carpets,

soft furnishings Yes

No

Which Company? _____

Other Yes No
Which Company?_____

EMPLOYMENT

30. How many people do you employ? _____

F-t		P-t		Casual		Seas		Total	
M	F	M	F	M	F	M	F	M	F

Management,

prof & superv

Clerks,secr,

recep,info,

sales

Food prep

Food service,

bar

General ops,

cleaner,rm

att,porter

Other

(specify)

Total

31. Do you employ any members of your family? Yes No

How many?_____Which jobs?_____

32. Employment trends:

Has the number of people you employ increased in the past 5 years?

Yes, by how many _____ No

Do you expect to increase or reduce employment in the next 5 years?

Yes/No_____number increase/decrease.

33 Is there an increase in employees during the peak season?

Yes, by how many _____ No

34. How do you find employees:
 FT, PT _____
 Seasonal and casual employees _____
- 35 Where do you advertise vacancies? _____
- 36 Do you recruit mostly local people? _____
- 37 Do you provide any accomodation? Yes No
 If Yes, cost per week £ _____
- 38 What are your recruitment proceeedures? _____
- 39 Do you recruit certain types of people for certain jobs? _____
- 40 Do you take up references? Yes No
- 41 Do you provide a contract of employment? Yes No
- 42 Do you provide sickness pay? Yes No
- 43 Do you provide maternity leave? Yes No
- 44 Do you provide paid holiday? Yes No
- 45 Do you provide uniform/laundry facilities? Yes No
- 46 Do you provide meals whilst on duty? Yes No
 at other times? Yes No
- 47 Do you ever provide transport home for staff? Yes No
 If Yes,when _____
- 48 What is the most important thing that you look for when recruiting a new member of staff? _____
- 49 Do you provide an induction programme for new staff?
 Yes, what does it consist of? _____
 No, why not? _____
- 50 Do you provide any training?
 - on the job Yes, expand _____ No
 - off the job Yes, expand _____ No
- 51 Do you require any previous qualifications, training or experience for any specific jobs? Yes No
 Which jobs? _____
 What qualifications, training or experience ? _____
- 52 Do you employ any YTS or ET trainees etc? Yes,how many ____
 Which jobs? _____ No

- 53 What is your rate of staff turnover? _____
- 54 Do any particular jobs have more turnover? _____
- 55 Which vacancies are the most difficult to fill? _____
- Why do you think this is? _____
- 56 Do you have any other comments about tourism in Weymouth?

To complement this survey we are also interviewing employees about their work in the tourism industry. May we approach your employees to ask them some questions on a one to one basis.

Thank-you for your time and help.

Financial Details:

1. Initial Funding:

	£'s
Tourist Organisation Grant:	_____
E.E.C.(_____):	_____
Operator:	_____
Foreign Tour Operator:	_____
OECD Grant:	_____
Gvt Owned Bank:	_____
External Private:	_____
(eg Banks)	_____

2. Historical Financial Statistics:

	1989	1988	198	198
Turnover:	_____	_____	_____	_____
Revenue Grants:	_____	_____	_____	_____
Expenditure:	_____	_____	_____	_____
Profit / Loss:	_____	_____	_____	_____

3. Original Financial Projections:

	1989	1988	198	198
Turnover:	_____	_____	_____	_____
Revenue Grants:	_____	_____	_____	_____
Expenditure:	_____	_____	_____	_____
Profit / Loss:	_____	_____	_____	_____

4. Future Projections:

	1990	199	199	199
Turnover:	_____	_____	_____	_____
Revenue Grants:	_____	_____	_____	_____
Expenditure:	_____	_____	_____	_____
Profit / Loss:	_____	_____	_____	_____

Recno:

Date:

Location:

EMPLOYEE SURVEY 1990

This survey is part of a project looking at employment from tourism, currently being carried out by the Department of Tourism at the Bournemouth Polytechnic, Poole, Dorset, UK.

Please complete this questionnaire by ticking the appropriate box or filling in the space provided. All answers will be treated with the strictest confidence, your employer will not see the answers you provide.

-
1. What is your Job Title? _____
 2. Which of the following best describes the type of work you do:
Management/ Professional/ Supervisory
Clerk/ Secretary/ Reception/ Information/ Sales
Food preparation/ Food service/ Bar
General operator/ Cleaner/ Room attendant/ Porter
Other (specify) _____
 3. Job description (What do you do?): _____
 4. What type of business do you work for?

Hotel (serviced accommodation)	Attraction
Self-catering (unserviced accommodation)	Retail outlet
Golf park/ Leisure centre	Travel operator
Restaurant/cafe	Timeshare
Government Tourism Organisation	Other_____
Transport operator	
 5. To the best of your knowledge how many people work in this business:

Less than 10	10 - 30
30 - 50	50 - 100
Over 100	

18. What were you doing before you took this job?
- | | |
|------------|---------------------|
| Unemployed | Similar job to now |
| At school | At college |
| At home | Another type of job |
| | Other_____ |
19. Will you return to, or are you still in full time education? Yes No
20. What was the main reason for taking this job? (Tick ONE box only).
- | | |
|---------------------|------------|
| Career development | Financial |
| Interesting work | Secure job |
| Challenging job | Promotion |
| Plenty of variety | Good pay |
| No unsociable hours | Other_____ |
21. How long do you intend to stay in this job?
- | | |
|----------------|--------------|
| Up to 6 months | 6-12 months |
| 1-3 years | Over 3 years |
22. Did you move here specifically for a job in tourism? Yes No
23. Do you intend to remain working in the tourism industry?Yes No
24. Do you have any qualifications in tourism? Yes No
25. Have you been given any training for this job? Yes No
26. How much do you like this job?
- | | | | | |
|-------|----------|---------|---------------|---------|
| a lot | a little | it's OK | don't like it | hate it |
|-------|----------|---------|---------------|---------|
27. Are you the main wage earner in your family? Yes No
28. Sex: Male Female
29. Age _____years

WORKING IN THE TOURISM INDUSTRY

The following are a list of statements people have made about working in the tourism industry. Please read them and indicate whether you agree or disagree with the statements by ticking the appropriate box.

31.	Jobs in tourism are well paid	AGREE	DISAGREE	DK
32.	Tourism provides a secure all year round job	AGREE	DISAGREE	DK
33.	Tourism provides more jobs for women than men	AGREE	DISAGREE	DK
34.	Tourism provides interesting work	AGREE	DISAGREE	DK
35.	Tourism jobs are challenging	AGREE	DISAGREE	DK
36.	There is plenty of variety in tourism work	AGREE	DISAGREE	DK
37.	Working in tourism you meet lots of interesting people	AGREE	DISAGREE	DK
38.	In tourism there are plenty of opportunities for promotion	AGREE	DISAGREE	DK
39.	Jobs in tourism work unsociable hours	AGREE	DISAGREE	DK
40.	Tourism work is satisfying	AGREE	DISAGREE	DK
41.	Many tourism jobs are seasonal	AGREE	DISAGREE	DK
42.	Many tourism jobs are part-time	AGREE	DISAGREE	DK
43.	Many jobs in tourism are unskilled	AGREE	DISAGREE	DK
44.	Tourism jobs are undertaken in a pleasant working environment	AGREE	DISAGREE	DK

Thank you for your time and help in completing this survey.

Employment Details:

1. Historical Employment Figures:

	1990	1989	198	198
Original Projection:	_____	_____	_____	_____
Actual:	_____	_____	_____	_____

2. Breakdown of Current Direct Workforce:

	numbers	trends (ie increase/decrease)
a. Permanant Staff:		
male full time:	_____	_____
male part time:	_____	_____
female full time:	_____	_____
female part time:	_____	_____
total full time:	_____	_____
total part time:	_____	_____
b. Casual/Seasonal Staff:		
male full time:	_____	_____
male part time:	_____	_____
female full time:	_____	_____
female part time:	_____	_____
total full time:	_____	_____
total part time:	_____	_____

ALGARVE/MALTA BUSINESS SURVEYS 1990.

Part 1: The Business:

- 1.1 Name of Business: _____
- 1.2 Type of Business: _____
- 1.3 Operator: _____
- 1.4 Employees: Nationals: _____ Foreign: _____
- 1.5 Location of Business: _____
- 1.6 Reason for Location: _____
- 1.7 Nature and Character
of Surrounding area: _____
- 1.8 Total Capital Cost of
Business: _____
- 1.9 Details of Grants: _____
- 1.10 Date of Opening: _____

Part 2: Description of Business:

- ### 2.1 Details of Attraction:

Part 3: Development History:

- 3.1 How did the Business Start?_____**
- 3.2 Who Originated the Business?_____**
- 3.3 What is the background of a) entrepreneur:**
b) manager:
- 3.4 Role of the following in setting up the Business:**
 a) Government Bodies:_____
 b) Quasi Government Bodies:_____
 c) PNTOM/NTOM: _____
- 3.5 In which year did the business start (ie when was the location purchased)?**

3.6 Future Prospects: Do you plan to:

- | | | |
|----------------------------------|-----|----|
| a) Extend/contract the premises: | Yes | No |
| b) Establish new premises: | Yes | No |

Part 4: Site History:

- 4.1 What was the previous use of the site:_____**
- 4.2 Since the establishment of the business has the quality of the environment:**
- | | | | | |
|-----------|-----------|---------|--------------|--------------|
| Greatly | Improved | No | Deteriorated | Deteriorated |
| Improved? | a Little? | Change? | a Little? | a Lot? |
- 4.3 What were the local attitudes to the establishment of the business?**
- Were there any objections? If yes**
- a) List of Objections:
 - b) Were objectors in an organised group:
 - c) Any continuing pressures:

Part 5: Operator Objectives:

- 5.1 What were the original objectives of the business?_____**
- 5.2 What are the current objectives of the business? _____**
- | | | |
|--|-----|----|
| Has the business fulfilled these objectives? | Yes | No |
|--|-----|----|
- 5.3 Is performance:** good? bad? indifferent?
- 5.4 What is the attitude of the management to locals. Has there been:**
- a)Liaison with locals during development phase: Yes No
 - b)Details of current liasion with locals: _____
 - c)Are locals encouraged to use the facility? Yes No
 - d)Details of PR work or contributions to the community:_____

Part 6: Financial Aspects:

- 6.1 Location of Parent Organisation: _____
- 6.2 What percentage of your operating income is
- a) Re-invested outside the area: _____
 - b) Given to parent firm: _____
 - c) Reinvested in new projects in area: _____
 - d) Reinvested in this project: _____
- 6.3 Do you have links with other attractions eg joint marketing:
Details: _____
- 6.4 Has your business brought any changes in:
- a) land rental charges in the surrounding area? Yes No
 - b) land prices in the surrounding area? Yes No
 - c) what percentage increase? _____
 - d) Over what area? _____

Part 7: Details of Visitors / Users:

- 7.1 Visitor Numbers: _____
Are trends: Upward _____ Downward _____
(Last five years only).
- 7.2 What are your:
- | | |
|------------------------|---------------------------|
| Busiest Months: _____ | Number of visitors: _____ |
| Quietest Months: _____ | Number of visitors: _____ |
- 7.3 What is the proportion of tourists to residents in:
- | | |
|-----------------------|------------------------|
| Busiest Months: _____ | Quietest Months: _____ |
|-----------------------|------------------------|
- 7.4 Which country do most visitors come from? _____
- 7.5 Why do visitors come to the attraction? _____
- 7.6 How long do visitors spend in attraction? _____

APPENDIX 3:

A sample print-out from the hierarchical log-linear analysis is presented below. The analysis was investigating the hypothesis is that the relationship between involvement in and type of involvement in the the tourism industry (indicated by an earlier chi-square test) is influenced by the perception of tourist attitudes and behaviour towards local residents. The analysis was carried out on the joint resident results from Weymouth and the Algarve.

Page 1 presents information about data accepted for analysis and variables which are being analysed.

The statistic has only one generating class ie. the relationship between all three variables is the only one requested. The initial probability test indicates that it is unlikely that there is a real relationship between the variables.

The K-Way test is an initial part of log-linear analysis and confirms the nature of the interaction between variables. At the first level the interaction described is of each variable with itself and thus the probability is always 0. The second interaction is the relationship between two variables and the third is the 'interference' attributed to the third variable. If the probability ratio. for this interference is within an acceptable confidence limit (for example 90%) and therefore near to 0 it is likely that it plays a role in determining the value of variable one and variable two. When this occurs further log-linear testing can commence to test the nature of the interaction. If, however, the probability level is high (ie near to 1) it is unlikely that observed effects are real. This situation arose with all the variables that were tested within the context of the thesis. Three way tests were thus not fruitful and the test had no advantage over a chi-square test.

* * * * * H I E R A R C H I C A L L O G L I N E A R * * * * *

DATA Information

90 unweighted cases accepted.

8 cases rejected because of out-of-range factor values.

70 cases rejected because of missing data.

90 weighted cases will be used in the analysis.

FACTOR Information

Factor	Level	Label
TOURISM	2	Are you or any of your family in
TOURISM2	3	What is your involvement in tour
BEHAVE1	3	Tourists behave to residents

TEXT BOUND INTO THE SPINE

Text cut off in original

le 96

SFES/PC+

1/1/80

SIGN 1 has generating class

TOURISM*TOURISM2*BEHAVE1

Note: For saturated models .500 has been added to all observed cells.
This value may be changed by using the CRITERIA = DELTA subcommand.

The Iterative Proportional Fit algorithm converged at iteration 1.
The maximum difference between observed and fitted marginal totals is .000
and the convergence criterion is .250

Goodness-of-fit test statistics

Likelihood ratio chi square = .00000 DF = 0 P = 1.000
Pearson chi square = .00000 DF = 0 P = 1.000

Tests that k-way and higher order effects are zero.

? reject 5th order
iteration

K	DF	L.R. Chiso	Prob	Pearson Chiso	Prob	Iteration
3	4	.868	.9291	.577	.9656	3
2	12	37.561	.0001	36.064	.0003	2
1	17	158.740	.0000	173.200	.0000	0

Tests that K-way effects are zero.

K	DF	L.R. Chiso	Prob	Pearson Chiso	Prob	Iteration
1	5	117.177	.0000	157.136	.0000	0
2	8	38.693	.0000	35.487	.0000	0
3	4	.868	.9291	.577	.9656	0

? reject

NOTE 13265

DF used for tests have not been adjusted for structural or sampling error in HILOG OR LOGLIN. Tests using these DF may be conservative.

APPENDIX 4:

TEXT BOUND INTO THE SPINE

VISIT->	Count		OWN PROP	PRICE/CL	RECOMMEN	MARKETIN	MISCELLA	Row Total
	Tot	Pct	ERTY/TIM	IMATE	DATION	G/PACKAG	NEOUS	
LOCATION			1	2	3	4	5	
URBAN	1		5	44	22	2	7	85
			3.0	26.8	13.4	1.2	4.3	51.8
RURAL	2		2	58	8	1	1	79
			1.2	35.4	4.9	.6	.6	48.2
Column			7	102	30	3	8	164
Total			4.3	62.2	18.3	1.8	4.9	100.0

WHYVISIT->	Count		BUILT AT	HISTORY/	Row Total
	Tot	Pct	TRACTION	CULTURE	
LOCATION			6	7	
URBAN	1		1	4	85
			.6	2.4	51.8
RURAL	2		3	6	79
			1.8	3.7	48.2
Column			4	10	164
Total			2.4	6.1	100.0

Chi-Square	D.F.	Significance	Min E.F.	Cells with E.F.< 5
15.77555	6	.0150	1.445	9 OF 14 (64.3%)

Number of Missing Observations = 2

stabilization: LOCATION Location
By STAYLENG Length of Stay

LENG-> TION	Count Tot Pct	1 WEEK OR LESS	2 WEEKS	MORE THAN 2 WEEKS	NOT DECIDED	Row Total
		1	3	4	6	
BAN	1	16 9.6	31 18.7	38 22.9	1 .6	86 51.8
RAL	2	34 20.5	31 18.7	15 9.0		80 48.2
Column Total		50 30.1	62 37.3	53 31.9	1 .6	166 100.0

<u>-Square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Min E.F.</u>	<u>Cells with E.F. < 5</u>
7.26682	3	.0006	.482	2 OF 8 (25.0%)

er of Missing Observations = 0

Crosstabulation: LOCATION Location
 By VISIT IS THIS THE FIRST VISIT TO THE RESORT?

VISIT-> LOCATION	Count Tot Pct	YES	NO	Row Total
		1	2	
URBAN	1	39 23.6	46 27.9	85 51.5
RURAL	2	63 38.2	17 10.3	80 48.5
Column Total		102 61.8	63 38.2	165 100.0

Chi-Square	D.F.	Significance	Min E.F.	Cells with E.F.< 5
17.49527	1	.0000	30.545	None
18.86207	1	.0000	(Before Yates Correction)	

Number of Missing Observations = 1

THE RESORT

Chi-Square	D.F.	Significance	Min E.F.	Cells with E.F.< 5
-----	----	-----	-----	-----
6.42910	2	.0402	.964	2 OF 6 (33.3%)

Number of Missing Observations = 0

Crosstabulation: LOCATION Location
By IMPROVE1 PRIMARY IMPROVEMENT TO THE RESORT

IMPROVE1-> LOCATION	Count	CULTURE/ HERITAGE	INFRASTR UCTURE	NONE		Row Total
	Tot Pct	1	2	3	5	
URBAN	1	2 1.3	17 10.8	15 9.5	48 30.4	82 51.9
RURAL	2	3 1.9	11 7.0	13 8.2	49 31.0	76 48.1
	Column Total	5 3.2	28 17.7	28 17.7	97 61.4	158 100.0

Chi-Square	D.F.	Significance	Min E.F.	Cells with E.F.< 5	
1.41307	3	.7025	2.405	2 OF	8 (25.0%)

Number of Missing Observations = 8

Crosstabulation: LOCATION Location
 By RETURN WILL THE RESPONDENT RETURN TO THE RESORT

RETURN-> LOCATION	Count Tot Pct	YES	NO	DON'T KN OW	Row Total
		1	2	3	
URBAN	1	47 28.7	14 8.5	24 14.6	85 51.8
RURAL	2	45 27.4	9 5.5	25 15.2	79 48.2
Column Total		92 56.1	23 14.0	49 29.9	164 100.0

Chi-Square	D.F.	Significance	Min E.F.	Cells with E.F.< 5
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.93258	2	.6273	11.079	None

Number of Missing Observations = 2