

THE INTERNATIONAL MARKETING OF TRAVEL AND TOURISM

Elasticity of demand for tourism products: On the other hand, demand for tourism products reacts very quickly to events and changes in the environment such as security threats (wars, crime, terrorism and so on), economic changes (exchange rates, recessions and so on) and changing fashion.

Complementarity: The tourism product is not just one single service. It is composed of several complementary sub-products. Production of the overall service and its quality depend on the components complementing each other. A shortcoming in one of the sub-products will undermine the final product. This remains one of the greatest difficulties for tourism marketers to contend with.

Inseparability: Production and consumption take place at the same time, there is no transfer of ownership. The consumer – the tourist – has to be present when the service is performed to consume it. In fact, tourists are often involved in the production process. Their participation in the holiday (the activities and entertainment they enjoy) is often a vital component of its success. Therefore production and consumption are said to be inseparable.

Heterogeneity: The tourism product is said to be heterogeneous because it is virtually impossible to produce two identical tourism services. There will always be a difference in quality even if the nature of the proposed service remains constant. This heterogeneity allows the possibility of a certain amount of substitution within the different sub-products. However, the resulting product will never be exactly the same. Substituting one hotel for another, even if they are in the same category, will create a different experience and produce a different final product. The experience can also vary within the same hotel. Rooms sizes are rarely the same, they have different window views and different situations within the hotel (for example near noisy stairs or lifts).

High fixed costs: The initial cost of providing the basic elements of the tourism product such as transport (aircraft, train, coach and so on) and accommodation (hotels and so on) is very high. Heavy investment is made without guarantee that the investment will be recouped and profits made in the future.

Labour intensity: Tourism is a 'people industry'. Part of the travel experience is the quality of the services that the visitor receives and the skills of staff in tourism firms and at tourism destinations. Therefore, the tourism product is characterised by a high staff to client ratio, particularly customer contact staff.

The Definition of Tourism Marketing

Several authors have defined tourism marketing, and recently a societal and environmental aspect has been introduced to the definition. In 1997, Lumsdon defined tourism marketing as:

The managerial process of anticipating and satisfying existing and potential visitor wants more effectively than competitive suppliers or destinations. The management of exchange is driven by profit, community gain, or both; either way long-term success depends on an interaction between customer and supplier. It

THE MARKETING CONCEPT AND INTERNATIONAL TOURISM MARKETING

also means securing environmental and societal needs as well as core consumer satisfaction. They can no longer be regarded as mutually exclusive.

Seaton and Bennett (1996) identified five essential features of tourism marketing:

- a philosophy of consumer orientation
- analytical procedures and concepts
- data-gathering techniques
- organisational structure
- strategic decision areas and planning functions.

It is this last feature that we concentrate on in this book. Successful tourism organisations think about their future and act accordingly. This means using strategy to achieve their goals. Technology is a vital component in today's tourism strategies and an essential tool in an organisation's quest to compete and to surpass competitors.

We also consider tourism as an international activity requiring specialised marketing skills.

Walsh (1993) defined international marketing as:

The marketing of goods and services and ideas across national boundaries; and the marketing operations of an organisation that sells or produces within a given country when:

- (a) the organisation is part of, or associated with, an enterprise which also operates in other countries; and
- (b) there is some degree of control of, or influence on, the organisation's marketing activities from outside the country in which it sells and/or produces.

In this chapter we argue that the international aspect of tourism cannot be ignored as most firms in the tourism industry have contact with clients and/or suppliers from other countries, even if in some cases this is limited.

The Importance of Marketing Focus

Marketing plays a crucial role in tourism because it is rare that the customer sees, feels or tests the product he/she is going to buy. To be in a position to evaluate the product, he/she must travel to the destination. Therefore, tourism marketing must focus on communicating and highlighting product value. The total tourism product consists of both natural features and amenities such as transport and access, infrastructure (sanitation, water, electricity and so on) and public and private services (banks, telecommunication, health services and so on). Tourism marketing must also emphasise these amenities, as they are key

THE MARKETING CONCEPT AND INTERNATIONAL TOURISM MARKETING

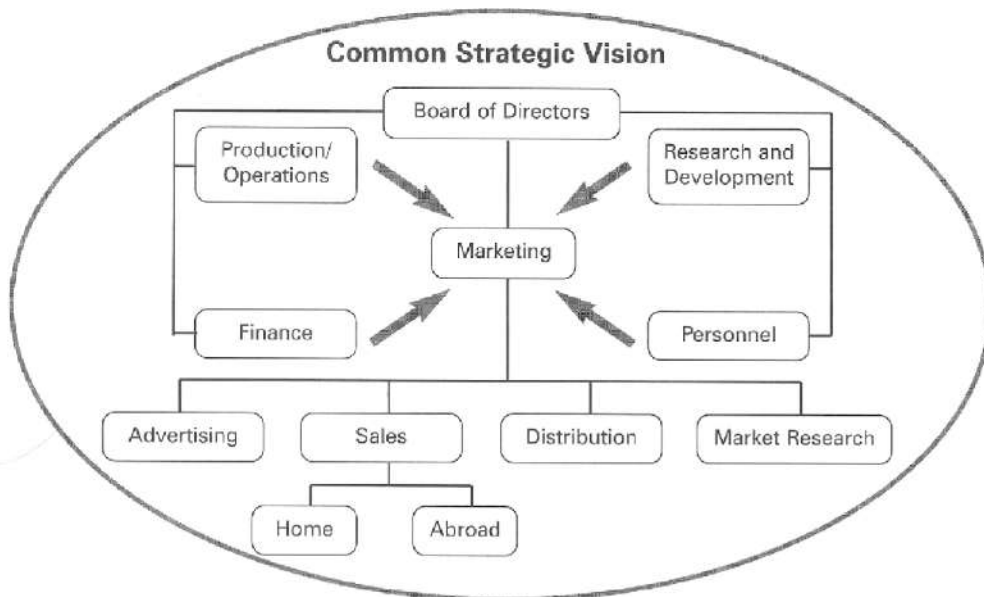


Figure 1.2 All business functions involved in marketing

Marketing in this type of organisation is more efficient, particularly for firms operating in the international arena.

TOURISM AND INTERNATIONAL MARKETING

International tourism accounts for 612 million tourist arrivals a year world-wide (WTO, 1998). Virtually all destinations and many tourism firms operating within these destinations trade with organisations or people from other countries. They are therefore involved in international marketing. Holloway and Robinson explain that there is a distinction between marketing products in the domestic market and export marketing:

Export marketing, or international marketing, is a specialised field of marketing which will have to take into account different legal systems and business climates, different cultures affecting buyer behaviour, and the problems associated with transporting products abroad. Tourism again, is substantially concerned with export marketing. (Holloway and Robinson, 1995)

Tourism activity involving exchanges of capital between one economic system and another from a different country fall into the export marketing category.

THE INTERNATIONAL MARKETING OF TRAVEL AND TOURISM

The conditions associated with international trading affect different types of tourism organisations in different ways. These can be classified as:

- outbound tourism firms such as tour operators and transport carriers
- inbound operators who market abroad
- firms serving foreign tourists at the destination such as hotels, attractions and entertainment, restaurants, retail outlets and incoming operators
- multinational firms operating internationally such as hotel chains, large tour operators and transport carriers
- destinations positioning themselves in the global market.

Figure 1.3 shows the international relationships of different types of tourism firms servicing a destination.

Outbound Tourism Firms

Outbound tourism firms must negotiate with local firms at the destinations their customers want to visit. For tour operators, this involves designing itineraries and activities within the legal framework of the host country, selecting local suppliers within the confines of local trading conditions and business culture, and contending with foreign currency fluctuations. For transport operators such as airlines this involves negotiating arrival and departure slots, contracting ground support and building partnerships with firms established locally to provide customers with extra services. The main trading risk is the obligation to commit large amounts of resources before the tourist season starts to ensure availability and to obtain competitive prices. This translates into a level of uncertainty about return-on-investment and requires short-term tactical skills by firms to respond to unexpected changes in demand or trading conditions.

For these firms, the competitive arena is their home market and, in some cases, neighbouring markets where the services/products they provide are unavailable. They compete with local firms offering similar products as well as with other foreign firms that have become established in their home markets and market directly to their customers.

Foreign firms may also provide outbound services. Fifth freedom rights for air transport agreed at the Chicago Convention in 1944 (see Chapter 9) allow airlines to embark passengers in a country other than their own and fly them to another country.

The Swiss tour operator Kuoni has operated very successfully in other European markets, in the UK and France for instance, and has been voted 'best outbound tour operator' by UK consumer groups on several occasions.

BOX 1.4 (cont'd)

All WTO projects are based on the policy of sustainability, ensuring that the economic benefits of tourism development are not offset by damage to the environment or to local cultures. Projects also ensure that local communities share in the planning process and in the prosperity achieved through increased tourism.

Working hand-in-hand with our member governments, donor agencies and the private sector, WTO's objective is to make sure that income and jobs generated by new tourism development will last for generations to come.

Source: WTO, 1998.

Hotel corporations export services and labour at all professional levels to firms in countries that do not have the available expertise to run and operate establishments aimed at the international clientele (see Box 1.2).

Labour is also exported as a commodity. For instance, several international hotels in the Middle East employ operational staff from Asia, particularly from the Philippines, because of their reputation for providing good service and for their technical ability.

Destinations in the Global Market

All destinations compete with others in the global market for international tourists. Seaton and Bennett (1996) explain that destinations are both physical entities and socio-cultural entities and their tourism image is influenced deliberately by the marketing efforts of the authorities and tourism firms (induced sources) and by personal experience of consumers, word of mouth, history, the media and so on (organic sources).

The international marketing of destinations occurs on several levels. The public sector is usually involved at national level but also at regional and local level. Cooper (1997) states that 'At these levels the lead agency tends to be the public sector and this in turn has a number of implications for the marketing process. For example, the public sector often is not able to sell products, rather it relies on overall promotion of the destination to "pull" consumers to points of sale provided by the private sector.'

The private sector has its own interests to put forward, but as 90 per cent of tourism firms are small and medium-sized enterprises (SMEs) with limited resources, they benefit from and often rely on marketing efforts co-ordinated and directed by the public sector. The public sector can represent them abroad through the overseas offices of the tourist boards.

Successful destination marketing rests on strong partnerships between the different stakeholders and on a coherent, consistent and collaborative marketing

THE MARKETING CONCEPT AND INTERNATIONAL TOURISM MARKETING

approach to create identities that are unique. Destinations must find identities that differentiate them from other destinations in the global marketplace. Therefore all public sector and private sector organisations must work in partnership to pursue differentiation strategies.

Partnerships can also be created at international level. For instance, the tourist boards of Scandinavian countries collaborate to bring tourists to the region by joint marketing actions (see Box 1.5). Once the tourists have decided to come to the area, then the countries compete with each other to convince them to visit their respective countries. In other words, they collaborate to create a market and compete to divide it up. This is the concept of co-opetition (co-operation and competition) which is developed in Chapter 2.

BOX 1.5

THE SCANDINAVIAN TOURIST BOARDS: INFORMATION FOR NORTH AMERICAN TRAVEL AGENTS

The entire Scandinavian tourism industry emphasises value. Airlines, cruise lines, hotels, tour operators, local transportation, sightseeing, shopping have come together in a commitment to help visitors capitalise even further on the current, still favourable currency exchange rates. Opportunities abound for American visitors to enjoy more of Denmark, Finland, Iceland, Norway and Sweden.

Most of all, Scandinavia is year round opportunities for you. For the travel agent, the potentials are boundless. The emphasis on value and affordability mean increased business for you... and profits. The Scandinavian Tourist Boards of Denmark, Finland, Iceland, Norway and Sweden are here to assist you to maximise your Scandinavian sales efforts and results.

As part of our efforts to provide information to travel agents in North America, the Scandinavian Tourist Board publishes the yearly *Scandinavia Agents' Manual*. This comprehensive, 400-page guide is the 'A-Z' of travel in Scandinavia, and it provides information on everything from travel discounts and packages to individual tour operators. It will save you hours of research.

STAR - Scandinavia Travel Agents' Registry is a referral system giving consumers more than 40,000 STAR agents referrals each year. The referral system is undergoing restructuring in 1998.

In 1997 we added an extra 24-hour service for ordering brochures and fax-bax information. An automated and easy-to-use telephone and fax-on-demand system has been installed to serve the public, and trade with improved and sufficient information and support services.

Source: The Scandinavian Tourist Boards, 1998.

GLOBALISATION, DEREGULATION AND TECHNOLOGICAL ADVANCES

Globalisation is more than just internationalisation of firms. Borders are becoming increasingly difficult to define or to maintain. The world is shifting from distinct national economies to a global economy. Technological advances in areas such as transport and communications are helping to overcome physical distance and barriers and sustain the trend towards a global economy. Capital flows freely between countries, production is internationalised and populations are travelling to other countries for work and leisure. Barriers to entry are declining and communication costs are shrinking. As a result, business is internationalising and tourism is a leading industry in the globalisation process. The most successful businesses are those that understand how to operate in the international arena.

Globalisation and International Competition

Deregulation has strongly increased competition between firms as well as between states. Firms do not base their policies only on the individual countries they operate in but also on pursuing global policies. These policies rely on free access to the market in each country. For this reason, the air transport sector has been transformed since deregulation.

Advances in communication technology, which enable firms to pursue global strategies, have greatly intensified international competition. These innovations are particularly significant for the tourism sector.

Globalisation and Industrial Strategy

To cope with globalisation and intensive competition, companies are adopting new industrial strategies and adapting traditional methods and techniques for the global arena. Diversification and sectoral strategies are no longer just applied within countries but also across borders.

Large tourism firms such as American Express follow globalisation strategies.

American Express focuses on diagonal integration. The company operates in 130 countries, employs 73,000 staff and had a turnover of US\$17.1 in 1997. American Express developed its strategy focusing on two core businesses:

- Its travel agency network which comprises 3,200 outlets world-wide including those that it acquired from Thomas Cook, Havas Voyage in France, Nyman & Schultz in Sweden, Schenker Reinus in Germany, Life Co in the United States and a joint venture with BBL Travel Amex in Belgium.
- Its financial services (such as travellers' cheques and credit cards) with the American Express Bank and the American Express Financial Advisors. American Express has been involved in the tourism industry for a long time and has offered travellers' cheques for many years.

American Express has become the largest business tourism operator in the USA, Australia, Canada, Mexico and France. It also has an important position in Great Britain and Germany.

The focus has been on a leadership strategy in national markets, aiming for at least 30 per cent of the market and it has succeeded in reaching its objectives in 25 countries of the world. By following this strategy, American Express has become a global company.

Globalisation and Alliances

However, it is increasingly difficult for individual companies to grow organically in the global arena without seeking partners and allies to develop their strategies. Alliances are in a better position to control the market.

With an increase in equity participation between firms, alliances can result in concentration on a global scale.

Globalisation and Marketing

Globalisation can, however, lead to monopolies. Giving alliance partners the power to set prices and conditions can result in closing the market to competition.

In effect, there is a risk of returning to regulation. For instance, in the air transport sector, rules have been introduced to control the operation of global distribution systems (GDS) to prevent certain companies or alliances enjoying unfair advantages over their competitors.

Paradoxically, a return to regulation will make it more difficult for firms to pursue globalisation strategies, which is what made them very profitable in the first place. As Brown (1998) observes: 'If true globalisation is to take place, future patterns will feature the downscaling of companies so that core large firms are increasingly unable to dominate the producers marketing globally.'

The Impact of Globalisation on Small and Medium-sized Enterprises (SMEs)

According to the European Union conference, Agenda 2010, held in Wales in May 1998:

In European tourism, SMEs account for 90 per cent of all businesses and more than 94 per cent of them are micro operators employing less than 10 individuals. There are some 2.7 million SMEs in tourism (West Central and Eastern Europe) employing some 17 million people. This compares with a only a few hundred large organisations defined as employing more than 250 people each, although collectively the turnover of large firms represents an important share of most tourism markets.

THE INTERNATIONAL MARKETING OF TRAVEL AND TOURISM

Smeral (1998) warns that globalisation is increasing the pressure on SMEs. He explains that:

The potential of SMEs for realising economies of scale is very low and the use of computer reservation systems (CRS) has not spread significantly. Many restaurant and hotel businesses are sources of side income for people engaged in the agriculture sector.

Furthermore, SMEs are disadvantaged because of 'their high unit average costs with respect to production'.

Because of the preponderance of SMEs in the industry, European tourism is particularly vulnerable. International receipts per arrival in Europe are approximately 20 per cent lower than the world average. Although Europe is the largest of the world's tourism regions, it is losing market share. The region's share of world tourism arrivals will have fallen from 73 per cent in 1960 to 45 per cent by the year 2020 (WTO, 1998).

Smeral explains that this is a result of the market expanding. In the last two decades, many new destinations have entered the tourism market and developed their industry. 'The traditional customers of the European SMEs – originating from domestic and the (neighbouring) abroad markets – have more options on how to spend their vacation (mostly in the form of the consumption of standardised mass products with a rough degree of differentiation).' He points out that it is the destinations with the highest number of SMEs that are suffering the most. 'In terms of international revenues (tourism exports) Denmark (-27 per cent), Austria (-23 per cent), Germany (-17 per cent), Switzerland (-16 per cent), suffered in the period from 1990 to 1996 with the greatest losses in market share; Europe as a whole lost only 10 per cent of its market share in the same period.'

To compete in the global tourism market, SMEs must be integrated in a destination management system which is supported by public tourism policies. Smeral concludes:

In order to alleviate the impacts of globalisation on SMEs, the public and private sector should implement flexible production technologies, as well as holistic destination management policies aimed at delivering innovative and 'commodifiable' experiences to meet 'post-modern' tourism demand. The support for building highly integrated destinations with flexible operating network alliances is an important measure to help SMEs compete with global players and restore their capabilities to deliver significant contributions to income and employment creation.

THE EVOLUTION OF MARKETING AND TOURISM MARKETING

It is generally accepted that modern marketing has evolved through four stages:

- Product-led marketing
- Sales-led marketing
- Consumer-led marketing
- Consumer-led marketing with environmental, social and cultural concerns.

Marketing has now entered a fifth stage with a firm focus on strategy.

Product-led Marketing – the Focus is Orientated on the Product

Historically, tourism marketing has been product orientated. The focus of the marketing effort was to provide the best beaches, the best rooms and so on, and to assume that, because these were the best (or quite often the only ones), tourists would automatically visit or buy goods or services from the tourism firm. Product-led companies succeed in conditions where there are no sales problems – they are in a sellers' market. The focus is on increasing output.

Sales-led Marketing – the Focus is on Selling the Product

The emphasis is on convincing tourists to purchase the good or service or to visit the destination. Usually the condition for this is that supply is greater than demand. For instance, mass market destinations need volume to survive. The focus is on the needs of the producer to sell rather than on the needs of the tourist to buy.

Historically, this was fuelled by technological progress resulting in an increase in productivity and higher real incomes. Buyers first purchased consumables, then consumer durables and then services.

In this condition, it is a buyers' market and supply is in excess of demand. A sales orientation prevails.

Consumer-led Marketing – the Focus is on Consumer Needs

The marketing orientation focuses on the consumer. What does the tourist or the customer want? Can the organisation provide it? This is a true marketing focus ensuring that the consumer is at the centre of the effort and using techniques to identify and anticipate what the customer needs and wants. A strong emphasis is put on communicating with the customer and the focus is on customer service.

Consumer-led Marketing with Environmental, Social and Cultural Concerns

During the 1980s and 90s, the marketing emphasis turned towards awareness of the environment and towards social and cultural concerns. In 1992, the Earth Summit in Rio de Janeiro highlighted the depletion of the earth's natural resources and the threat of economic development to the future of the environment. The conference recommended a series of actions and commitments that governments and businesses should adopt to ensure the sustainability of the resources.

The growing awareness of the effects of consumerism on the environment as well as on society and on cultures means that consumers now examine the products they purchase and want to know that their production has had no negative impacts. By its very nature, the tourism industry interacts with the environment, society and culture. Furthermore, tourists – the consumers – are part of the production process – production and consumption are inseparable. Tourists can cause damage directly by merely being at the destination and consuming tourism products.

Tourism marketers have responded to this new consumer need and have tailored their products, images and communication accordingly. They have realised that it is in their interest to protect tourism destinations and sites, as this is what originally attracted tourists to visit. Therefore they must ensure the sustainability of their products.

Because of the impacts of globalisation, the growth in the number of players operating in the market and rapid advances in technology, tourism marketing has entered a fifth stage.

Consumer-led Marketing and Strategic Thinking – Focus on Internationalisation, Strategic Alliances and Leading Through the Use of New Technologies

In an economy that is becoming increasingly global, it is not enough that tourism organisations and destinations concentrate on satisfying the needs of their clientele. In order to survive and compete they must identify new opportunities and niches, often in co-operation with other players, while still attending to the needs of their traditional customers. Therefore, successful organisations are driven to adopt a strategic focus taking advantage of new tools and technologies and seeking economies of scope in an international market rather than just economies of scale.

Success is based on three key concepts that are inter-related:

- Strategic Thinking
- Internationalisation
- The Use of New Technologies.

Therefore, the backbone of present-day tourism marketing is to develop strategies to compete globally using the latest technologies.

STRATEGY

John Tribe in *Corporate Strategy for Tourism* (1997) analyses different definitions of strategy and concludes that 'Strategy is a master plan which has certain key features. It is medium- to long-term and is concerned with aims... look(ing) towards and hit(ing) some target... the planning of a desirable future and the design of suitable ways to bring it about.'

An organisation will operate at three strategic levels: the corporate level, the business unit level and the operational level, although at the operational level the orientation is mostly tactical. Tactics and strategy are discussed below.



SBU = Strategic Business Unit

Figure 1.4 The different strategic levels (adapted from Asch and Bowman, 1989)

Strategy and Policy

Baker (discussing Igor Ansoff's analysis in *Corporate Strategy*) notes that policy and strategy are often used interchangeably. However, he explains that there is a clear distinction between the two concepts.

Business policies are standard procedures that have been developed by decision-makers in conditions of certainty and which can be delegated to employees of the organisation. In other words, when the outcome of a situation

THE MARKETING CONCEPT AND INTERNATIONAL TOURISM MARKETING

services, travel agency services, tour operator services, insurance products as well as training at the American Express Travel School with campuses in Arizona and California.

Business Level Strategy

Markets are developed and exploited at the business unit level. Depending on its size, an organisation may have several strategic business units. A strategic business unit is an autonomous business centre, which has its own value network (suppliers, related businesses (complementors), clients and competitors). Small and medium-sized firms may have just one business unit (in other words the whole firm is the business unit).

At the business unit level and operational level, strategy focuses on identifying customers and their needs, on the development and quality of products, and on the marketing environment for these products, their competitive position, and profitability.

This chapter has considered definitions of marketing and tourism marketing. It reviews the international aspect of tourism marketing and concludes that marketing has evolved to the stage of internationalisation, strategic alliances and leading through the use of new technologies.

Chapter 2 focuses on the strategic marketing process applied to tourism and examines techniques used in business strategy.

REFERENCES AND FURTHER READING

- Ansoff, I. (1968) *Corporate Strategy*, Penguin, Harmondsworth.
- Asch, D. and Bowman, C. (eds) (1989) *Readings in Strategic Management*, Macmillan: Basingstoke.
- Baker, M. (1992) *Marketing Strategy and Management*, Macmillan: Basingstoke.
- Bradley, F. (1991) *International Marketing Strategy*, Prentice Hall: Hemel Hempstead.
- Brown, F. (1998) *Tourism Reassessed. Blight or Blessing?*, Butterworth-Heinemann: Oxford.
- Canada News Wire, Press Releases Accessed (accessed autumn 1998) <http://www.newswire.ca/>
- Cooper, C. (1997) 'Strategic Perspectives on the Planning and Evolution of Destinations: Lessons for the Mediterranean?' Conference Paper presented to the seminar Tourism in the Mediterranean, University of Westminster, December.
- Davis, G. and Devinney, T. (1997) *The Essence of Corporate Strategy*, Allen & Unwin: St Leonards, NSW, Australia.
- Diamantis, D. (1998) Ecotourism: Characteristics and Involvement Pattern of its Consumers in the UK. Unpublished PhD thesis, Bournemouth University.
- Drucker, P. (1968) *The Practice of Management*, Heinemann: London.
- Fayos-Solá, E. (1996) Human Capital in the Tourism Industry of the 21st Century. Paper presented at the conference, Madrid, 21–23 January.
- Hardy, L. (1987) *Successful Business Strategy: How to Win in the Marketplace*, Kogan Page: London.

THE INTERNATIONAL MARKETING OF TRAVEL AND TOURISM

- Holloway, C. and Robinson, C. (1995) *Marketing for Tourism*, 3rd edn, Longman: London.
- Jarrillo, J.C. (1993) *Strategic Networks: Creating the Borderless Organisation*, Butterworth-Heinemann: Oxford.
- Joyce, P. and Woods, A. (1996) *Essential Strategic Management: From Modernism to Pragmatism*, Butterworth-Heinemann: Oxford.
- Koch, R. (1995) *Strategy*, Pitman Publishing: London.
- Lumsdon, L. (1997) *Tourism Marketing*, International Thomson Business Press: London.
- McDonald, M. (1995) *Marketing Plans – How to Prepare Them – How to Use Them*, Butterworth-Heinemann: Oxford.
- Middleton, V.T.C. (1998) A Proposed Framework for Action in Support of SMEs in Tourism. Agenda 2010. A Tourism Conference held at Llandudno in May 1998 under the UK Presidency of the EU, with the support of the EC (DGXXIII). Final Conference Communiqué – revised 30 June.
- Poon, A. (1993) *Tourism, Technology and Competitive Strategies*, CAB: Oxford.
- Porter, M. (1980) *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press: New York.
- Porter, M. (1985) *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press: New York.
- Scandinavian Tourist Boards web site (accessed November, 1998) <http://www.go.scandinavia.com>, interknowledge Corp.
- Seaton, A.V. and Bennett, M.M. (1996) *The Marketing of Tourism Products: Concepts, Issues and Cases*, International Thomson Business Press: London.
- Smeral, E. (1998) 'The impact of globalisazation on small and medium enterprises: new challenges for tourism policies in European countries', *Tourism Management*, 19(4): 371–80.
- Terpstra, V. and Sarathy, R. (1991) *International Marketing*, 5th edn, Dryden Press: Orlando.
- The Economist*, Business this Week, E-mail information service from <http://www.economist.com> 9–15 October, 1998.
- Tribe, J. (1997) *Corporate Strategy for Tourism*, International Thomson Business Press: London.
- UK BusinessPark Company Search Web site; Airtours page (accessed November, 1998) <http://www.ukbusinesspark.co.uk/airtours.htm>
- Walsh, L.S. (1993) *International Marketing*, 3rd edn, Pitman: London.
- WTO (1998) *Tourism 2020 Vision*, WTO: Madrid.
- WTO web site: <http://www.world-tourism.org/>, (accessed autumn 1998).