

# Change Management in Tourism

*From 'Old' to 'New' Tourism*

Edited by

Christopher Kronenberg, Sabine Müller,  
Prof. Dr. Mike Peters, Dr. Birgit Pikkemaat  
and  
Prof. Dr. Klaus Weiermair

With Contributions by

Gerald Bierling, Esther Blanco Cartagena,  
Prof. Dr. Philipp Boksberger, Dr. Alexandra Brunner-Sperdin,  
Prof. Dr. Frederic Dimanche, Prof. Dr. David K. Foot,  
Dr. Jörg Frehse, Prof. Dr. Matthias Fuchs, Yusuke Fukuhara,  
Prof. Dr. Georg Hoffmann, Dr. Wolfram Höpken,  
Prof. Dr. Egon Humpeler, Prof. Dr. Catalina Juaneda Sampol,  
Prof. Dr. Peter Keller, Christopher Kronenberg, Sabine Müller,  
Dr. Michael Mulvey, Noelene Orsolini, Prof. Dr. Mike Peters,  
Dr. Birgit Pikkemaat, Prof. Dr. Heinz Rico Scherrieb,  
Prof. Dr. Maria Schneider, Prof. Dr. Wolfgang Schobersberger,  
Dr. Markus Schuckert, Prof. Dr. Egon Smeral,  
Dr. Akira Soshiroda, Andrew Stegemann, Takashi Tsutsumi,  
Dr. Bibiana Walder, Prof. Dr. Klaus Weiermair,  
Prof. Dr. Peter Williams, Prof. Dr. Karlheinz Wöhler,  
Dr. Anita Zehrer, Prof. Dr. Andreas H. Zins

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# Preface

There are few industries or economic activities which have seen such drastic structural changes – finished or unfinished – as has tourism. On the production side factors of production have been altered. The type of capital and the forms of financing have had to change following Basel II. Technological advances have led to an entirely new field e.g. e-tourism. Staff and staff qualification have changed radically as can be witnessed by mushrooming new systems of tourism education, training and further training. The old owner-manager type of entrepreneur had to make place for the true “Schumpeterian” entrepreneur. Even the natural factor of production in tourism ‘nature’ and ‘natural attractions’ have seen transformations towards a more ‘staged and animated’ nature. Also many more related branches of economic activity including real state, architecture and design, animation, art and culture, religion, health, retail and many new services are now becoming an integral part of new tourism products and experiences. Similarly much work on the demand side has shown a changed customer with respect to preferences, information behaviour and decision making. A key question for tourism is related to the management of tourism enterprises with respect to managing these secular changes in the environment through forward looking adjustments, adaptations or the involvement of new branches of economic activities using a variety of management tools which however all had to include ‘change management’ practices. Finally also at the macro level governments had to network across regions, involving different and often new partners and adjust economic and tourism policies to facilitate required changes (e.g. with respect to innovation).

For these reasons the volume is structured as follows: Introductorily Klaus Weiermair analyses the changes from the ‘old’ to the ‘new’ tourism while Peter Keller gives us an account of the present structural situation of the tourism industry, its problems and needed changes particularly in terms of tourism policy. Chapter II describes ongoing structural changes on the side of tourism demand and suggests appropriate management change strategies with respect to such issues as international trends and structural changes (Egon Smeral), world aging (David Foot and Gerald Bierling), secular changes in consumer behaviour (Birgit Pikkemaat and Sabine Mueller), rising customer expectations with respect to the experience content of tourism products (Alexandra Brunner-Sperdin and Bibiana Walder), new tourism products for age specific customer segments (Bibiana Walder, Philipp Boksberger and Noelene Or-

solini), and the growing demand for medical services in tourism (Wolfgang Schobersberger). Changes with respect to the management of destinations is dealt with in chapter IV including such topics as physical changes of destinations through architectural acupuncture (Maria Schneider), and or other physical changes (Akira Shoshiroda, Yusuke Fukuhara and Tsutsumi Tokyo), a changed role for destination managers as change agents (Markus Schuckert and Christopher Kronenberg), new forms of experiential destination marketing (Frederic Dimanche), and the repositioning of destinations in terms of new products and new markets (Peter Williams and Mike Peters). Changing and needed new factor conditions in tourism are discussed in IV and include manpower (Karlheinz Woehler), new technology (Matthias Fuchs and Wolfgang Hoepken), the new role of real estate development (Jörg Frehse), the use of new experience products and services (Heinz Rico Scherrieb), as well as new management tools in the form of yield management (Michael Mulvey), and cooperation management (Esther Blanco Cartagena and Catalina Juaneda Sampol). The concluding chapter addresses issues of tourism research (Andreas Zins) and its communication in tourism research journals (Anita Zehrer).

The editors

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