

PN-AAP-084

ISBN-33044

Summary and Recommendations

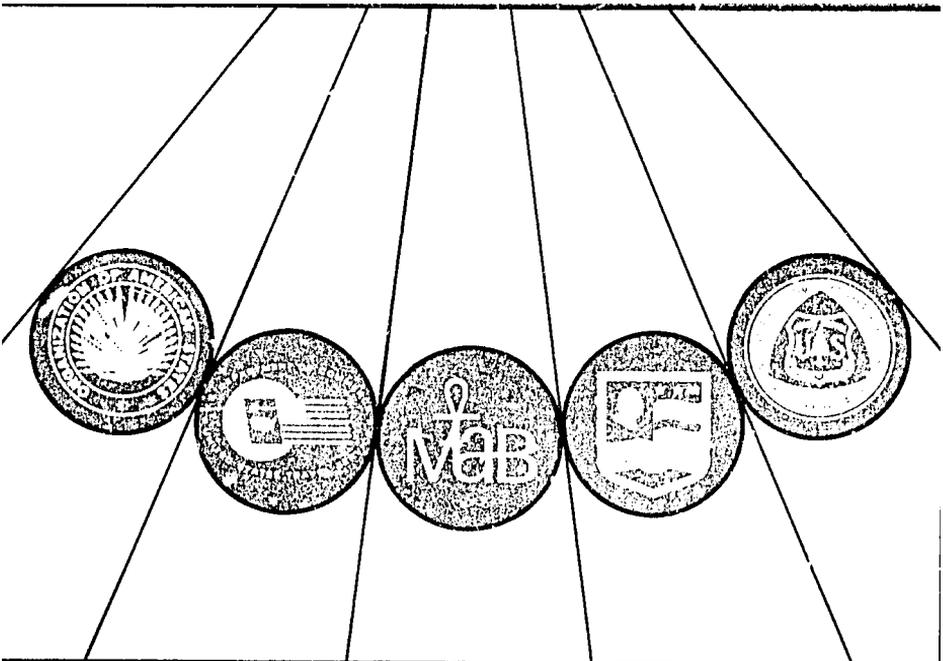
International Symposium on Tourism and The Next Decade

Editors:

Donald E. Hawkins

Elwood L. Shafer

James M. Rovelstad



George Washington University, Washington, D.C.

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USDA Forest Service
Organization of American States
United States Travel Service
U.S. National Committee for Man and the Biosphere, UNESCO

George Washington University
Washington, D.C.
1980

Acknowledgements

Sincere appreciation is extended to The George Washington University Symposium staff and students — for their enthusiasm and investment of time and energy to make this international meeting a success — and to all delegates and presenters — for their willingness to travel often long distances to share their ideas and help establish a foundation of a cooperative network for guiding tourism in the next decade.

Special thanks are offered to the Symposium sponsors for their financial and professional support: United States Travel Service; U.S. Department of Agriculture, Forest Service; Organization of American States; and U.S. National Committee for Man and the Biosphere, UNESCO. Their commitment was instrumental in gaining international endorsement of this effort.

Three individuals who gave of their time and energy to review the papers and develop the outline for the books deserve thanks: David Edgell, United States Travel Service; Arch Woodside, University of South Carolina-Columbia; and Ricardo Anzola, Organization of American States.

Appreciation is offered to Patricia E. Goeke, West Virginia University, for providing the look into the future included in the summary and recommendations report.

The Editors wish to acknowledge Judith E. Goldstein, editorial consultant, for undertaking the awesome task of transforming the raw material into polished publications. We are grateful to have had her apply her talents to the variety of editorial and production activities associated with developing books of this nature.

The contribution of Jane Perini, graphic artist, is also recognized. She developed the layout for the book and created the cover design.



Foreword

Each year, tourists log in millions of miles going to and from thousands of destinations on the world's continents. Each year, more people visit public, private, and commercial resources and attractions. And, each year, total revenues and operating expenses increase in the tourism industry.

A sometimes frenetic pace and the huge numbers of people in pursuit of sunny hideaways, panoramic vistas, exotic cultures, wilderness adventure, historic sites, and carefree playgrounds create increasing burdens upon the people who plan, design, promote, manage, and protect areas and facilities, equipment and technology, transportation systems, and variety of support operations that make up the tourism industry. Competition, marketing research, and ecological consciousness keep tourism decision makers looking for ways to be more responsive to consumers while making prudent decisions that preserve and conserve the ecosystem, enable compatibility among facility and resource uses, and ensure user satisfaction.

This is no easy assignment!

The demand is all but overwhelming for the people who try to satisfy it. As jet-age technology shrinks the world and creates an interdependent world community with its special concerns and needs superimposed upon those of its unique member nations, it becomes urgent that all countries work together in their own interest and in the collective interests of the planet.

The International Symposium convened in 1979 encouraged conferees to explore issues pertaining to worldwide tourism and to engage in dialogue and information exchange as ways of widening the scope and utility of the data base. Underlying the development of the Symposium and the publication of these volumes is an important premise: Cooperative international relationships will be vital to the health and prosperity of both public and private segments of the tourism industry in the decade ahead. The very existence of a humane way of life on this planet is dependent, in part, upon how the peoples of the world go about guiding the direction of tourism growth and opportunity.

The Symposium summary and recommendations report explains process and program details of the meeting and presents the consensus of the delegates about what needs to be accomplished in the coming years to enhance the development and management of international tourism. The 2-volume set of readings reflects the breadth of the subject and should be useful to diverse readerships.

One important readership segment includes students in professional training programs sponsored by tourism and related fields, those in college and university degree programs, and those seeking opportunities for continuing professional development. A second segment includes members of tourism and related industries: policy-makers, forecasters, and economists; marketing and management specialists; research and development personnel; meeting planners and promoters; and area and facility designers.

The organizing device for the papers — issues relating to different facets of the broad area of concern — should assist readers with different interests to find appropriate information. The complexity of the subject makes it impossible to find a single most satisfactory structure for the information. Each article relates to several concerns in the multifaceted field of tourism. It is hoped that the choice of the term “issue” will allow maximum utility of the volumes: *Tourism Planning and Development Issues* (the future; natural resource issues; economic and social issues; and methodology issues) and *Tourism Marketing and Management Issues* (management issues; marketing issues; and methodology issues).

The papers reveal a wealth of information about the state-of-the-art of tourism at the end of the 1970s and a glimpse of what might evolve during the decade of the '80s. Through research reporting, case studies, philosophical statements, and explorations of demographic, socioeconomic, political, psychological, and cultural issues, readers can view the tourism industry from a broad perspective and get a sense of practices, methods, programs, and concerns in different world markets.

The editors and the people involved in organizing the Symposium hope that the Symposium publications will expand the resource base available to and provide new tools for individuals involved with day-to-day operations of and long-range planning for international tourism.

The Editors

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International Symposium on Tourism and the Next Decade

On March 11-15, 1979, over 250 delegates from 30 countries gathered in Washington, D.C., for an international symposium. The topic: Tourism and the Next Decade. The objectives: To identify issues and problems the tourism field will be facing in the next decade; to examine alternatives and solutions; and to make recommendations to mitigate tourism-related problems.

Focus and Process

The overall goal of the Symposium was to provide a forum for the interchange of ideas and the development of alternative strategies for tourism planning, marketing, and management for the next decade. The meeting was designed to allow the greatest possible opportunity to discuss issues and solutions and receive technical or new information through formal presentations. Opportunities for interaction were integrated in "Concurrent Sessions," "Roundtables," "Delphi Survey," and informal gatherings each day. The keynote address and plenary sessions presented an overview and synthesis of the activities and information flowing through the Symposium.

Technical papers were presented each morning in Concurrent Sessions by experts in various aspects of tourism to stimulate thought, broaden understanding, update the state-of-the-art, and raise awareness of emerging issues and problems.

The Roundtable Discussions were held each afternoon as informal panel discussions to facilitate information exchange and in-depth examination of probable events in the future.

A Delphi Survey, a special feature of the Symposium, was designed to involve participants on a more intimate level with potential tourism futures. The Delphi process was integrated into the Symposium process, interweaving the information generated by each. (The Delphi is discussed in more detail later in this publication.)

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The Symposium progressed from (1) identification of important events that will occur in the next two decades and their impact on tourism . . . to (2) alternative solutions to tourism issues of the future . . . to (3) recommendations concerning the alternative solutions . . . to (4) a final synthesis and a look toward the future. This flow information and interactions provided the intellectual framework for the Symposium.

Symposium Overview

Participants gathered each morning in plenary sessions. The day's business was reviewed in terms of objectives, activities, and specific directions for the Roundtables, Concurrent Sessions, and Delphi. Each day a special presentation was made during this session. Dr. Herman Kahn (Hudson Institute, New York) spoke on the first day, providing an overview of the future of tourism and social and economic implications. On the other days, a synthesis of the previous day's activities provided a perspective for continuation of Symposium deliberations.

Concurrent Sessions (topical discussion groups) assembled at mid-morning each day. On the first day, delegates discussed "Issues;" on the second, the "State-of-the-Art;" and, on the third, "The Future." Several panelists presented summaries of their papers and facilitated the discussions during each of the Concurrent Sessions, which were divided into functional areas, such as: Natural Resources Environment; Social, Cultural, and Political Environment; Economic Environment; Travel and Built Environments; and Technological Environment.

The Symposium delegates reassembled for lunch and the addresses that followed. Presentations were made on different days by the then-U.S. Assistant Secretary for Tourism Fabian Chavez; Delphi Coordinator Elizabeth Robinson, The George Washington University; and Dr. Douglas Frechtling, U.S. Travel Data Center. After lunch, delegates returned to their Concurrent Sessions. The Roundtable Discussions concluded the day. The panel reports from the Roundtables were incorporated into the Delphi process and are included in this report.

During the Symposium, special sessions of the International Union of Forestry Research Organizations (IUFRO) were held on tourism economics.

The final day of the Symposium followed a different format. Three presentations were made in the morning: a synthesis of the future of tourism by Dr. Elwood L. Shafer, U.S. Forest Service; an audio-visual presentation on evolutionary futurism by Barbara Marx Hubbard; and a summary of Symposium findings by John Seekings, Tourism International, London. Seekings pointed out that the delegates believed they had profited from the Symposium; that a global approach is needed to tourism; that tourism needs political recognition; and that the field suffers from fragmentation and intellectual confusion.

The delegates left with two resolutions: (1) To hold another Symposium in 10 years to discuss the 1990s and (2) To educate their political "masters."

The Delphi Survey Technique

During registration, pre-selected participants were asked to participate in a Delphi survey. Delphi participants were selected on a random basis with consideration of international representation. The first round of the Delphi was to provide a context for discussion at the Symposium and to enlarge awareness about probable future events and their impact on tourism. The second round, held on the closing day, provided the opportunity to synthesize the experiences and knowledge exchanged at the Symposium.

All Symposium delegates participated in the Delphi process through a Delphi panel, a small discussion group of from 8 to 12 people. The panels provided input into the Roundtables as well as the final round of the Delphi, conducted after the Symposium. The Delphi panels had a different charge each day, consistent with the overall Symposium objectives. The objectives of the Delphi panels were:

1. To refine the events (i.e., probable future events which could impact tourism);
2. To develop consensus and minority views about the impact of events on the future of tourism planning, marketing, and management;
3. To clarify views on events and to come to agreement on as many events as possible; and
4. To describe divergent points of view.

Issues and Problems

Dr. Donald Hawkins, The George Washington University, convened the Symposium, welcoming delegates and introducing the program chairman Dr. James Rovelstad, West Virginia University, who explained the Symposium's conceptual approach, i.e., that it was designed to allow as much interaction as possible and provide a forum for the interchange of ideas and the development of alternative strategies for tourism planning, marketing, and management for the next decade. He then introduced the keynote speaker, Dr. Herman Kahn, Director, The Hudson Institute.

Kahn illustrated the general proposition that the public has an overly pessimistic view of future economic development. He countered this view with his own optimistic forecast:

Two hundred years from now, barring bad luck and very bad management — not ordinary bad management, but dedicated bad man-

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agement — mankind should be almost everywhere rich, almost everywhere numerous, and almost everywhere in control of the forces of nature.

Kahn stated that quaternary services ("the labor-eaters") would be a dominant feature of the economy and society by the turn of the century. He cautioned against being depressed by energy problems: "We are moving from the cheap to the inexpensive." But, he added, the delegates do have a responsibility to "make tourism more acceptable." He closed on a note of optimism:

We do not expect tourism to top out at any point in the next 50 years. Most other things we do expect to top out. That is one of the reasons why we think of tourism as being the largest industry in the world by the end of the century.

During the morning, delegates split into three Concurrent Sessions to discuss the issues and problems facing the tourism industry. The Concurrent Sessions were highlighted by short presentations of prepared papers, and discussion was facilitated by the presenters. The Sessions for the morning were: the Natural Resources Environment; the Social, Cultural, and Political Environment; and the Economic Environment.

The Hon. Fabian Chavez remarked on the growing state involvement in tourism. He said it was due to "a growing number of public officials [who] realize the significant economic, political, and social benefits that can be gained through the realization of heightened levels of leisure and travel." He spoke of the intergovernmental tourism agreement between the United States and Mexico: ". . . such negotiations can significantly spur the level of tourism between nations and can work to improve the effectiveness of a country's tourism operations." He concluded by emphasizing the importance of the U.S.-sponsored proposals at the World Tourism Organization to gain international acceptance for a Tourism Code of Ethics and a Bill of Rights.

During the afternoon, delegates chose one of the three Concurrent Sessions to begin the afternoon: the Travel and Built Environment; the Technological Environment; and the Natural Resources Environment. These groups later divided into Roundtable Panel Discussions.

The Roundtables had 15 to 20 members, and discussions tended to be lively and stimulating. The specific question addressed by panelists throughout the Symposium was: "What events and issues does the information you have assimilated to date suggest in terms of tourism planning, marketing, management, or other functions?" The question was addressed from several perspectives: (1) with reference to the user-group — public/governmental, private/commercial, or non-profit — and (2) with reference to the level of operation of the user-group — local, national, and international. On the first day, the Roundtables were charged with categorizing probable future events affecting

tourism according to issues and "environment" (i.e., the functional area). (These categories were used for both the Delphi Survey and the Concurrent Sessions). Moderators prepared the reports for the Roundtable Discussions. By the end of the day, a dominant theme emerged—the need for better understanding of the impact of tourism by both the government and the tourists.

Travel Pulse hosted an informal reception and presented a brief audiovisual presentation on the results of the latest U.S. travel market survey.

A special session of the International Union of Forestry Research Organizations (IUFRO) was held in the evening. Presentations addressed the economics of forestry recreation; the relationship of forestry recreation and tourism; and the current status of outdoor recreation research in the U.S.

State-of-the-Art

Dr. Rovelstad opened the day's sessions and introduced Ricardo Anzola, Director of Tourism Programs, Organization of American States (OAS). Anzola made a 3-part presentation synthesizing the previous day's activities. He noted points raised by keynote speaker Herman Kahn . . . that "man is the main topic."

Anzola identified the issues, highlighted perceived problems, and made personal observations about the tourism field. He began by developing a framework to synthesize the "hundreds of issues and problems identified by the panels." The first category was the major (or universal) issues; the second, characteristics of the tourism activity sector; and the third, tourism development tools. He divided the universal issues into four components: (1) tourism issues; (2) public/private sector issues; (3) energy issues; and (4) world economic issues.

Tourism Issues

- Need to recognize fundamental differences between various countries, political systems, regions, and communities, avoiding "universal answers."
- Need to recognize and reconcile genuine "conflicts of interest."
- Need to recognize the roles of government, community, and tourists in tourism activities.
- Need for improved tourism data.

Public/Private Sector Issues

- Need for strong public and private sector participation in tourism development.

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- Need for greater integration and coordination of public and private sectors in tourism development.

Energy Issues

- Need for better energy information applicable to tourism and travel.
- Need for energy-conscious planning and development.
- Need for knowledge about future energy sources and planning alternatives.

World Economic Issues

- Need to mitigate negative impacts on future tourism markets of unstable international economic/financial situation.
- Need to understand the global implications of rising discretionary income.

Anzola made four personal observations about the tourism activity. It is a "human activity;" highly dynamic ("elastic"); extremely complex; and requires an "integrated approach" involving the public and private sectors. He described tourism as "an expression of the use of time by a person searching for an experience." Three components were identified: (1) the user (market); the community (the new element); and services and attractions (the product).

Some of the issues discussed were: the relationship of tourism and recreation; tourism as a labor-intensive field; tourism as a socioeconomic development tool; and tourism planning and management. Planning considerations identified by Roundtable panel members included:

- For the User — Need to understand the market — lifestyle, behavior, motivation, attitudes, trends, demographics. Need to anticipate future markets. Need to consider patterns, seasonality, elasticity of the market, image, price and rate impact, and visitor satisfaction.
- For the Community — Need to consider the political structure, cultural and social factors, economics, and infrastructure.
- For Tourism Services and Attractions — Need to consider transportation; quality and capacity of accommodation; characteristics of natural and man-made resources; issues of conservation vs. productivity; information systems; and economies and diseconomies of scale in the short- and long-run.

Anzola concluded by outlining some working topics for tourism development:

- Research (need to focus on specific problems)
- Data (need to address issues of relevance, utilization, centralization vs. decentralization, collection, accessibility, timeliness, and confidentiality)
- Tourism Inventory (need for standardization)

- Terminology (need for uniformity)
- Training (need for standardization and for emphasis on skills development)
- Awareness/Communication (need for financing and technological development)

After the synthesis, delegates formed three pre-lunch and three post-lunch Concurrent Session groups to consider another series of state-of-the-art papers. The three morning sessions included the Natural Resources Environment, the Built Environment, the Social, Cultural, and Political Environment, and the Travel Environment. Afternoon Concurrent Sessions focused on the Technological Environment, the Built Environment, and the Economic Environment.

The Roundtable objective for the day was to develop alternative solutions for tourism issues. Participants were asked to use as a springboard for discussion the list of issues developed the previous day; information from papers presented; and results of the initial Delphi Survey. They were asked to discuss alternative solutions for each issue and to identify the following factors for each alternative: (1) resources now available for actualizing a given solution (e.g., capital, manpower, information/expertise, technology/tools, and natural resources); (2) requirements (the resources not available) for actualizing a given solution (e.g., capital, technology/tools, etc.); and (3) other influencing factors that could hinder or hasten the actualization of a given solution (e.g., cultural, social, international, political).

It was suggested that different alternatives may be required for each user-group (public, private, non-profit) as well as for the level of operation (local, national, international). Each Roundtable group was asked to prepare a report to present to the other five Roundtable groups at a working dinner.

After lunch, Elizabeth Robinson, Delphi Coordinator for the Symposium, explained the Delphi process and how it was designed as an integral part of the Symposium. She explained how the process was structured to allow the greatest possible involvement of participants and to encourage informal discussions.

Concluding the day, the Washington Chapter of The Travel Research Association (TTRA) hosted a reception that provided a congenial meeting ground for Symposium participants. After a dinner break, the International Union of Forestry Research Organizations continued its special session on the economics of tourism, with particular emphasis on outdoor recreation.

The Future

Dr. Rovelstad reviewed the symposium design and explained further the purpose of delegate participation in the Delphi process.

Dr. David Edgell, United States Travel Service, presented a synthesis of the previous day's proceedings. He suggested that there was no clear-cut distinction in practice between the "Issues and Problems" and the "State-of-the-Art"

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papers and discussions of the previous two days. Prepared papers, question-and-answer sessions, and discussions ranged well beyond the confines of the official program. The key concern seemed to be related to "means" — the practical measures to achieve solutions to the issues and problems. Edgell pointed out the need to:

- Effectively organize, coordinate, and direct activities to resolve tourism issues
- Improve tourism research and forecasting
- Remove trade barriers
- Protect and conserve natural resources and cultural inheritance
- Improve the flow of information
- Develop vocational training and academic programs for tourism
- Obtain more widespread public awareness of the impact on tourism and further involve the public in the decision-making process on tourism issues

Edgell reported that the Roundtables addressed four types of issues: information, community impact, energy, and industry.

Information

Issues

- Standardization of definitions
- Improved methodologies for producing and disseminating information
- Quality and timeliness
- Avoidance of duplication
- Need to transfer technology to countries expressing difficulties in dealing with informational needs

Solutions

- Better organization and understanding of data needs
- Improvements in the collection, processing, and analysis of data
- Improved training of technical personnel
- Development of new techniques; application of computer and other technological advances to the data problem
- Increased number and quality of cooperative arrangements, technical meetings, and personnel exchange
- Increased awareness of information distribution

Community Impact

Issues

- Obtaining a better understanding of the rights and responsibilities of tourists, host communities, private enterprises, and governments

Solutions

- Greater integration of local communities in the decision-making process
- Institution of an international code of conduct and bill of rights, highlighting the rights and responsibilities of tourists, host communities, private sector, and government

Energy

Issues

- Need to deal responsibly with energy resource availability and use by public and private sectors

Solutions

- Better government decision-making
- Encouragement of energy-efficient means of travel and transportation
- Increased consumer orientation and awareness
- Development of new strategies for dealing with shortages

Industry

Issues

- Potential labor shortages in the tourism sector

Solutions

- Increased awareness of worker satisfaction and incentives
- Better vocational training and academic programs designed to meet the problems of the tourism sector

Edgell stated that the success of the tourism industry will depend upon planning and coordination of public and private initiatives, by such individuals and groups as those participating in the Symposium. He emphasized their

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responsibility to explain to the public the important role tourism plays in economic and social policies. He concluded that, "there is a real planning, coordination, and educational effort that needs to be accomplished if tourism is to take its proper place among the giants of worldwide industries. . . . A final overview comment is a personal one . . . that is the need for a systematic approach to resolving these problems."

Following these remarks, the delegates turned their attention to the day's theme — The Future. The program followed the same sequence as that of the two previous days. Concurrent Sessions for the morning were the Natural Resources Environment; the Social, Cultural, and Political Environment; and the Travel Environment. In the afternoon, they included the Natural Resources Environment; the Social, Cultural, and Political Environment; and the Economic Environment.

The Roundtables' objective for the day was to use the reports from previous Roundtables and information from presentations, Delphi panels, and other discussions to develop recommendations considering user-groups (private/commercial, public/governmental, and non-profit); level of operation (local, regional, national, international); and influencing factors (resources available, etc.). Each Roundtable prepared a report.

Dr. Douglas Frechtling Director, U.S. Travel Data Center, briefly explained the roles of the Travel Data Center and The Travel Research Association (TTRA). He discussed what he considered was a problem for the tourism and travel industry — the fact that too many conferences in the field concentrated on micro rather than macro issues. He offered his list of macro issues appropriate to the field: inflation and its effect on expenditure patterns; conditions for growth; government policy; tourism as a tool for economic development; and the energy problem.

The final portion of the presentation focused on the Center's recent study on the negative results of the "standby conservation plan" of the U.S. government that restricts weekend gasoline sales. Frechtling concluded that government is tourism's worst enemy.

Synthesis

The final day's activities departed from the format of previous days. The morning was devoted to three synthesis presentations, one of which was a dramatic audiovisual presentation of future evolutionary possibilities.

Dr. Elwood Shafer, U.S. Forest Service, presented the synthesis for the third day's deliberations on the future. He asked each Roundtable reporter to give an overview of the results of his group.

Walt Cook, University of Georgia, stressed the need to: establish better physical communication between the industry and its customers; distinguish

between business and leisure tourists; improve the quality of employee/customer relations; and improve communication between various sectors of the industry.

William B. Kurtz, University of Missouri, said his Roundtable concentrated on: problems of distributing tourism information, particularly the cost; the poor image of the tourism industry held by decision-makers ("decision-makers think of the tourism industry as an entertainment industry"); the lack of consumer recognition and political mobilization (i.e., tourism lobbying); and the need to lobby for unity and effectiveness within the industry and communicate tourism as a lifestyle.

John Hunt, Utah State University, identified the following needs: involvement of tourism and travel professionals in the political process; development and implementation of tourism information clearinghouses; development of forecasting models and international census models; and formulation of a "very refined and integrated planning strategy," which includes a mechanism for community input. "But," concluded Hunt, "I think . . . if we had anything to say to this group . . . we felt it is imperative . . . that you become involved as individuals and that you encourage people in the industry to become involved in the political process."

Shafer proceeded with his own thoughts on "futurism." He admitted that it is not possible to come up with a neat, effective master plan for the future of tourism; "if anyone tried," he said, "it would be either dangerous or impractical." However, he did say that what futurists do is to identify new policy options that are normally overlooked. "They can assume probabilities and assign probabilities to future events and change those probabilities frequently as changes occur in the future."

Shafer commented that this was similar to what symposium participants had been doing at the Symposium. He said that although these probabilities are "in a sense, nothing more than systemized intuition," they can provide early warning services for the environment, the economy and society "tipping us off . . . in advance to the probabilities of crisis." Futurists, Shafer continued, serve the function of focusing public attention on the longer range options and problems that face us. "Futurists can help us shape intelligent, coherent strategies for making the transition to the next stage of tourism in the next decade."

Shafer admitted the limits imposed by a type of "uncertainty principle" applied to planning for the future of tourism which he stated in terms of trade-offs between time and detail: ". . . the further we try to look ahead to the future, the less discrimination there is in our estimates, in our understanding, of what is out there." Even with this limitation, Shafer said the situation is not hopeless, but it is a tough and often frustrating process. He said one method is the Delphi Survey, but no matter what technique is used, "we face insurmountable problems of communication and credibility." With this in mind, he concluded with the following suggestions:

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- Refine further the prediction process, specifically by:
 - Labeling carefully what is a forecast and what is merely an assumption
 - Reappraising and monitoring levels of uncertainty
 - Improving dramatically contingency planning for tourism
- Develop strategic strengths, better relating predictions to strategies
 - Encourage meaningful competitive distinctions
 - Provide more assistance in planning to the small business sector of the industry
- Modify management attitudes about futures planning
 - Welcome differences of opinion and explore them rather than pressure for a consensus at every opportunity
 - Stress the importance of choosing when to make decisions and *when* to keep options open
- Recognize that *management judgment* is more valuable than *management science* "in planning for what must remain at best an uncertain business environment in the total tourism field."

The "Theater of the Future," presented by Barbara Marx Hubbard, is an audiovisual odyssey through the evolution of humankind and the possibilities for the future. Hubbard, philosopher-futurist and author, described the theme of the presentation as "our expanding future as a universal species." An imaginary journey from the future looking back on the development of the human species, the Theater of the Future asked two basic questions: (1) What is the meaning of our new crisis? and (2) What is the purpose of our new powers?

The presentation began with a description of the creation of the universe — the big bang — and brought the audience through the many crises since the creation — crises that held the seeds of innovations leading to the development of new potentials — the creation of the "oxygen-polluted" atmosphere; the discovery of chlorophyll; the beginning of multicellular life; the twin companions of sex and death; the increased complexity of organized information — the genetic code; and, more recently, the step into outer space. She repeated, "We learn to expect the unexpected."

Hubbard noted "another interesting evolutionary lesson. Life does not adapt to the existing environment. It transforms it into itself. What the single cells did, is . . . they ate the nutrients that were formed on the early earth . . . converting it into life. There eventually came an energy crisis, a limit to growth . . . pollution . . . stagnation. If the Club of Rome had been around, they would have had to write a book called "The Predicament of Cellkind."

She explained that these sorts of crises have existed throughout the evolution of the human species. They have become the "evolutionary drivers" which force a choice: "to adapt to limits or to innovate and transform." In the case of the cells, the choice was a great design innovation — photosynthesis, the ability to translate solar energy into food. Ms. Hubbard continued, "Photosynthesis is the first great industrial process on planet earth. And the genius that was the chlorophyll molecule transformed the early earth."

Hubbard described other such crises and innovations, bringing the past to the present, and envisioning the future. She emphasized, “. . . as we see ourselves, so we act; as we act, so we tend to become.” Her conclusion:

Vision is a self-fulfilling prophecy. If we are a culture without a vision, we will surely perish. . . . All of these possibilities are not inevitable. They are human choice. Evolution increases freedom and choice. So we are facing, as a human race, for the first time the need to choose consciously our own future.

It is no longer appropriate for us to be reactive to crisis alone. We must become proactive to opportunity, see ahead, and begin to take the small steps now that will lead us toward a choiceful, unlimited, infinite future for the human race.

Hubbard stated that evolution and tourism are interrelated:

What is the meaning of our new crisis? The meaning is to activate our new capacities. . . . the next step for tourism may be to relate to an expanding future as a universal species.”

To conclude the meeting, John Seekings of Tourism International summarized the findings of the Symposium. He reminded delegates of the original symposium of Plato — a meeting of great minds in an atmosphere stimulated by good food and good wine at which to discuss ideas, with the object of finding truth. He mentioned the similarities of the International Symposium, including the role of “Socrates Kahn.” He described the day-by-day proceedings of the Symposium and summarized the main themes.

Seekings’ comments demonstrated his conviction that the Symposium had been a success. Why was it a success? He referred to the worlds of Ricardo Anzola that, “We are creating an intellectual umbrella.” He described the organic concept of the Symposium and called it a prototype. He mentioned the mix of the participants — approximately one-third from government, one-third from the academic world, and one-third from the industry. He stressed what he termed two equally important, equally real, and equally appropriate phrases used in connection with the future: “We must expect the unexpected” (Hubbard) and “We must not expect the expected” (Kahn).

He made three summary points:

- Delegates had had “a great time socially, professionally, and intellectually.”
- Delegates had learned the need for humility. “We are in the Stone Age of tourism education and tourism knowledge.” Mr. Seekings noted the complexities of tourism; the need for a global approach; the need to

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develop a more integrated approach to the presently fragmented tourism field; the need to develop intellectual clarity in the tourism field, beginning with the "mere matter of terminology;" and the need for political recognition.

- Delegates were leaving with two firm resolutions: (1) to hold another symposium along the same lines in 10 years to consider the 1990s and (2) to better "educate our political masters" in the meantime.

Seekings also commented on the Delphi Survey, saying that although two phases of the Delphi would be completed by the close of the Symposium:

"the best phase is yet to come. . . . This will be phase three. What we hope is that when the proceedings of this conference go out . . . we will get a third, bigger and better phase to this Delphi operation. . . . We are seeing, from a very small acorn, a great oak tree rising up before our very eyes.

Finally, Seekings gave his own message to Symposium delegates about tourism. He recalled a dialogue between the great adventurer Xenophon and Socrates. Socrates had advised Xenophon to ask the Oracle at Delphi whether or not to attempt a great expedition. Upon his return from the Oracle, Socrates asked what the Oracle had told him. Xenophon was covered with embarrassment. He said to Socrates: "You are my friend. I can confess to you a secret I would give to no other. But I cheated." And Socrates said, "How did you cheat?" He said, "I did not ask *should* I go on the expedition. I asked *what should I do* to make the expedition a success." And that was the message Mr. Seekings left for all.

Donald Hawkins, symposium director and director of the Travel and Tourism Program, The George Washington University, formally closed the Symposium, thanking the delegates, speakers, and staff for their participation. He made one commitment — to look again at tourism and the next decade in the spring of 1989 at the George Washington University, Washington, D.C.

Symposium Recommendations

As stated in The Summary Section, Roundtables were convened each day. As mentioned earlier, Roundtable panel members were asked to use the Delphi events and information presented at the Symposium to (1) identify tourism issues and problems, (2) formulate alternative solutions, and (3) offer specific recommendations. This section presents recommendations under the following categories: General Information, Tourism Information, Tourism Employment

and Training, Tourism and Energy, Tourism Impacts, and Tourism Cooperation and Coordination. The recommendations are offered to supplement or highlight observations and suggestions included in the Summary Section of this document.

General Information

- Develop a mechanism to facilitate two-way communication between information users and information generators.
- Conduct an international assessment of census models to assist developed and developing countries obtain data needed for tourism planning.
- Evaluate the relative supply of, and need for, different kinds of data (input/output).
- Obtain more appropriate information required in local, regional, and national planning, including input from industry.
- Conduct international multidisciplinary research studies to predict the impact of tourism in groups or communities with similar profiles. Present a petition to the United Nations for the recognition of the World Tourism Organization.
- Develop standardized definitions used throughout the world for reporting and data retrieval systems.
- Establish a program structure/model for assessing research data needs: who has what; voids; who needs what.
- Develop improved methods for socioeconomic forecasting in tourism.

Tourism Information

- Develop materials that educate tourists about destinations — culture, behavioral expectations, mores, etc. — and materials for training tour guides.
- Determine which strategies of information development and dissemination will be effective and viewed positively by tourists.
- Conduct research into signing, graphics, and other communication mechanisms as a way of getting relevant travel information to tourists. Determine shortcomings on an international basis. Apply improved techniques under the auspices of multinational organizations.
- Identify how government and private sectors can motivate tourism through information dissemination — e.g., develop data systems, design attractive advertising pieces, etc.

Tourism Employment and Training

- Offer better training through hotel schools at both vocational and management levels.

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- Study worker satisfaction in travel, tourism, and hospitality areas and devise ways to elevate it.
- Find ways of improving the quality of employee-customer interaction — e.g., ownership and management must invest time and money to help them build pride and positive patterns of service.
- Prepare awareness information about employment realities and what tourism contributes to local economies.
- Develop tourist education programs. Involve a greater government effort. University systems and trade schools should play an important role in improving community relations.

Tourism and Energy

- Identify alternatives to gasoline (e.g., coal) and present vehicular mechanisms (e.g., *electric car*) as a way responding to existing and potential energy issues.
- Develop more energy-efficient forms of mass transportation. Stop flag carriers from flying with "10 percent capacity;" encourage more efficient use of energy. Relax some anti-trust regulations, such as allowing airlines to allocate fuel.
- Determine what effects decreased gasoline supply will have on travel behavior and patterns.
- Encourage tourism development and promotion that responds to energy availability and cost by enabling people to patronize local and regional facilities and attractions, such as parks and central-city attractions.

Tourism Impacts

- Initiate studies of tourism's impact on a visited area — measures of economic impact, multiplier effects, pressures on infrastructures, etc.
- Develop plans for resource use that include dispersal methods to alleviate peaking.
- Determine methods for assessing tourism's impact on ecosystems and environment.
- Explore existing conflicts between tourists and residents and determine ways to bring out better human relations.

Tourism Cooperation and Coordination

- Achieve greater coordination between transportation and service sectors of the tourism industry.
- Work to achieve an integrated development plan for tourism in agreement with other economic and social activities.

- Develop a national tourism policy for those nations not having one
- Establish a forum to bring together parties that have, to date, had little contact but are important to success in each other's sphere, e.g., academe government, tour operators, recreation agencies, natural resource personnel, hotel and restaurant operators.
- Identify relationships that exist between public and private sectors — e.g., common ground for cooperation, decision-making processes, consultation and technical assistance, etc.
- Devise ways for countries and, more specifically, the tourism sector to work toward a general stability in the world marketplace.
- Establish a mechanism or mechanisms to obtain community input into the planning process.
- Implement a campaign to promote a better image of the hotel industry and travel services.
- Create avenues through which travel and tourism professions are able to become more involved in the political process to get their message across to public bodies and governments that tourism is an alternative development instrument.

Delphi Survey Results

The Symposium-Delphi was conducted to obtain a comprehensive view of potential future events and their impact on tourism. Areas of examination — six "Environments" — were Natural Resources; Social, Cultural, and Political; Economic; Travel and International; Technology; and Urban and Built. Potential future events, referred to as "event-statements," were clustered around these environments, which represented concerns in the formulation of comprehensive tourism policy. Six event-statements were selected in most cases, making a total of 36 events for each questionnaire (Table 1).

Developed by the Rand Corporation in the 1950's for technological forecasting, the Delphi technique has been used to identify problem alternatives; explore underlying assumptions; generate a consensus; and educate respondents from different disciplines on the interrelated aspects of a given topic. As it was originally designed, the Delphi taps individual judgments, generates solutions to problems, and minimizes conforming influences through the elimination of face-to-face contact.

In a traditional Delphi, the objective is to achieve a consensus among experts on a given issue or problem through a series of questionnaires. After the initial questionnaire is administered and responses are obtained, the judgments are collated. A second questionnaire is distributed that incorporates feedback from the first survey. Ultimately, the "most desirable solution" emerges from the experts' collective knowledge.

At the "Tourism and the Next Decade Symposium," a modified Delphi technique was used — which has been, and will be, referred to as the

Table 1. — Event statements by environmental category

Natural resources environment

1. Regional areas of the world establish and enforce programs to monitor and reduce pollution (e.g., air, water, noise, etc.).
2. Use of alternative energy sources to meet world energy demand equals or exceeds traditional use of oil and other fossil fuels.
3. As a normal practice, natural resources are rationed for different tourism and recreation activities (e.g., hunting, fishing, camping).
4. Very effective programs in most countries establish economic incentives to private industry for the protection of wildlife, scenic beauty, and natural environments.
5. Limited access to natural resources is achieved by (1) rationing, (2) drawing lots, and (3) residential qualifications.
6. Visitors are responsible for preserving ecological habitats of the host country.

Social, cultural, political environment

1. The two-income family is predominant in OECD nations.
2. Over one million people participate in time-sharing condominiums throughout the world.
3. Public and private sectors work together through educational and cultural projects to reduce hostility toward international tourists.
4. The escalation of terrorism throughout the world significantly reduces international travel.
5. Mandatory retirement age in OECD countries is increased to 75.
6. The 30-hour work week and annual month-long vacations characterize the normal work patterns in developed countries.

Economic environment

1. Half the working population in urban centers throughout the world works primarily for life fulfillment rather than economic necessity.
2. Worldwide spending for international travel doubles as compared to 1978 expenditures in real terms (i.e., without inflation).
3. Fifty percent of the world's cash transactions occur through computerized credit, audit, buying, and billing systems.
4. Tourism plays an integral part in the economic development process as a result of policies in most nations and regions of the world.
5. Discriminatory practices against transnational corporations are normal in most countries of the world.
6. An international currency is used for monetary exchange among nations of the world.

Travel and international environment

1. Completely new frontiers are open to tourism (sea and underwater environments, underground environments, space environments and desert environments).
2. Air taxis to locations within 200 miles are integrated with major metropolitan airports in developed countries.
3. Border formalities (e.g., requirements, visa, customs) of most countries are relaxed.
4. An international data bank with video of realtime communication is established for tourist information.
5. A network of international travel routes of most national carriers is established.
6. Inexpensive long haul (over 100 miles or 167 Km) mass transport by water is feasible.
7. Liberalization of international airline agreements makes travel movements between East and West almost as easy as within the West.

Technology environment

1. Automation replaces most labor-intensive administrative and industrial jobs in the urban areas throughout the world.
2. Most people travel on other continents as commonly as in their own country today.
3. Major technological advances lower international travel costs to prices affordable on a middle-class budget.
4. Biochemical developments retard aging and extend the average human lifespan to 100 years.
5. Much business travel is replaced by video-conferencing technologies and other forms of telecommunication (e.g., satellites, viewphones, etc.).
6. Fully automated data retrieval systems are developed on a global basis to provide travel information in real time.

Built and urban environment

1. Service infrastructure (communication systems, roads, sanitation systems) is adequate to meet tourism demands.
 2. Environmental architecture and urban planning techniques are established practices in most countries of the world.
 3. Urban and regional centers are overcrowded throughout 75 percent of the world.
 4. Alternate modes of public transportation deliver passengers at very high speed (over 100 mph) at a cost of \$1 or less per minute (e.g., New York City to Los Angeles in 54 minutes).
 5. Artificial environments are commonly used as substitutes for outdoor recreation areas and facilities to provide tourism opportunities.
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"Symposium-Delphi Survey." Pre- and post-symposium questionnaires (Rounds 1 and 2) were administered to selected delegates at the symposium on the opening and concluding days. This procedure was one of three major departures from traditional use of the Delphi, which relies on mailed responses and the minimization of subjective pressures on participants. The other departures are simultaneous administration of the questionnaire, which significantly reduces response time by eliminating the time delays of mailing, and use of the Consensor, a microcomputer with video monitor, to tally votes instantaneously and display them in a histogram format.

Respondents addressed four questions: (1) How do you rate your expertise on this particular event? (2) What is the likelihood of this event occurring by the year 2000? (3) What is your estimate of the year of probable occurrence for this event? and (4) What is your estimate of the impact of this event on tourism? Respondents chose one of five weighting choices for degree of expertise: (1) 100 percent — extremely familiar; (2) 75 percent — very familiar; (3) 50 percent — familiar; (4) 25 percent — somewhat familiar; and (5) 0 percent — not at all familiar (or abstention).

The event-statements were rated on a scale of 0 to 10; the interpretation depended upon the question being asked. For example, "Likelihood of Occurrence" was rated from 0 to 10, with 0 equal to "Never" and 10, "100 percent likelihood of occurrence." For "Probable Year of Occurrence," 0 was equal to "Never" and 10, "Beyond 2000," with intervals of two to four years in between. For "Degree of Impact on Tourism," 0 equalled "Not at all Important" and 10 equalled "Critically Important." (See Scales A-C in Table 2.)

Participants added "New Events" for each environment for the second round. The results presented here are those of Round 2 (which included input from Round 1) held on the last day of the symposium.

Event responses considered most significant for the presentation of results were those weighted over 65 percent. This criterion was established due to the small sample size of Round 2 (N= 19). The statistical analysis of the data had to incorporate the fact that one vote could make a substantial statistical difference and that it was unlikely that people would rate themselves at a 100 percent expertise level. A mean and standard deviation were determined for each of the four judgments for each event (weight, likelihood of occurrence, year of probable occurrence, and impact on tourism).

The 14 events with an expertise rating of over 65 percent (listed in Table 3) represent approximately 39 percent of all Round 2 events. For comparison, note that only 8.3 percent of Round 2 events are rated over the 70 percent expertise level; therefore, about one-third of the events in Round 2 achieved an expertise rating between 65 and 70 percent.

Table 3 includes (1) The Event Statement, (2) Rank by Likelihood of Occurrence, (3) Estimated of Year of Occurrence, and (4) Rank by Degree of Impact on Tourism. The ranking order gives the highest value to "1" and proceeds in descending order to "14." The event statements listed in Table 3

are in rank order from 1 to 14 by Likelihood of Occurrence only. Year of Occurrence and Degree of Impact are indicated by appropriate year and numerical value in columns adjacent to the Likelihood of Occurrence values. A comparison may be made in the order established for Likelihood of Occurrence and for Degree of Impact on Tourism. It is useful to note similarities and wide divergences in the rankings and year of probable occurrence.

In examining the event statements ranked by Degree of Impact on Tourism, it can be observed that changes in educational, cultural, and social aspects of life have the most profound impacts on tourism (events ranked 1-9). The most important impact is: "A significant increase in worldwide spending for international travel" (1988). This event, however, is a secondary factor, since spending is a result of income and decisions about the disposition of income, which are based on value judgments. This event is also ranked relatively high (fourth) for Likelihood of Occurrence, showing confidence that such an increase in worldwide tourism spending will occur.

Table 2. — *Questions and corresponding scales*

Questions asked of respondents for each event-statement:

- A. What is the *likelihood* of this event occurring by the year 2000? Please use scale (A) for your rating.
- B. Considering your rating for the previous question (A), what is your estimate of the *year of occurrence* for this event? Use scale B.
- C. What is your estimate of the *importance of this event* (i.e., impact) on tourism? Use scale C.

Corresponding Scales (e.g., Question A was answered using scale A.)

	<i>Scale A</i>	<i>Scale B</i>	<i>Scale C</i>
0	Never	Never	Not at all Important
1	10%	1979-80	
2	20%	1981-82	
3	30%	1983-84	
4	40%	1985-86	
5	50%	1987-88	
6	60%	1989-90	
7	70%	1991-93	
8	80%	1994-96	
9	90%	1997-99	
10	100%	Beyond 2000	Critically Important

Table 3. — *Delphi survey results: International Symposium on Tourism and the Next Decade (ranked by likelihood of occurrence¹)*

Event statements	Rank by likelihood of occurrence	Estimated year of occurrence (mean)	Rank by degree of impact on tourism
Visitors are responsible for preserving ecological habitats of the host country.	1	1988	12
Completely new frontiers are open to tourism (sea and underwater environments, underground environments, space environments, and desert environments).	2	1989	7
Tourism plays an integral part in the economic development process as a result of policies in most nations and regions of the world.	3	1987	4
Worldwide spending for international travel doubles as compared to 1978 expenditures in real terms (i.e., without inflation).	4	1988	1
Major technological advances lower international travel costs to prices affordable on a middle-class budget.	5	1986	2
An international data bank with video of real time communication is established for tourist information.	6	1989	8
As a normal practice, natural resources are rationed for different tourism and recreation activities (e.g., hunting, fishing, camping).	7	1987	14

Limited access to natural resources is achieved by (1) rationing, (2) drawing lots, and (3) residential qualifications.

8 1987 11

The 30-hour work week and annual month-long vacations characterize the normal work patterns in developed countries.

9 1988 3

Public and private sectors work together through educational and cultural projects to reduce hostility toward international tourists.

10 1986 10

The two-income family is predominant in OECD nations.

11 1987 9

Border formalities (e.g., requirements, visa, customs) of most countries are relaxed.

12 1989 13

Half the working population in urban centers throughout the world works primarily for life fulfillment rather than economic necessity.

13 1991 6

Most people travel on other continents as commonly as in their own country today.

14 1990 5

¹Most important events chosen based on weighting over 65 percent. The weighting refers to "mean level of expertise" determined by self-evaluation.

The second most important event is: "The advent of technological change which reduces international travel costs to prices affordable on a middle-class budget" (1986). This event will affect decisions about the distribution of one's personal income after meeting certain necessities. With a reduction in travel costs, the marginal benefits may begin to outweigh the marginal costs of international travel. This event was also ranked highly (fifth) for Likelihood of Occurrence, which is not surprising, given the historical tendency of cost reduction due to technological innovations.

The third-ranked event stresses the importance of increased leisure time for tourism (shorter work week, longer annual vacations) (1988). However, this event has a relatively low rating for Likelihood of Occurrence (ninth). This could be explained by the fact that such a pattern would probably be established in piecemeal fashion by individual industries, minimizing the total effect on tourism; it might also reflect the high value industrialized societies, such as the United States, put on the "work ethic."

The inclusion of tourism as an integral part of the economic development process in governmental policies was ranked fourth for Degree of Impact on Tourism (1987) and third for Likelihood of Occurrence. It seems self-evident that integrative economic policies, including tourism, would have a high degree of impact on tourism development, even though such development would be planned in concert with other governmental development objectives for the nation. This possible future event is a fact in many countries today, especially those with a large economic dependency on tourism, e.g., the Caribbean nations and islands. That this event has a high ranking for Likelihood of Occurrence (third) is not surprising.

If "intercontinental travel is as commonplace as travel within one's own country today," it follows that tourism will be strongly affected. Note that although this event is ranked high regarding its Degree of Impact on Tourism (fifth), it has a rather low rating for Likelihood of Occurrence (14th) and it is not expected to occur until 1990. One reason for the relatively low rating on Likelihood may be that this event is a secondary event — i.e., it occurs as a result of technological advances lowering costs and increasing travel opportunities; more leisure time; changes in the value put on educational and cultural experiences (self-fulfillment); and changes in disposable income and the distribution thereof.

These primary factors are stressed again in events ranked sixth and seventh, respectively — "working for life fulfillment rather than for necessity" and "the opening of new frontiers for travel, such as underwater, space, and desert resorts." It is interesting to observe that "working for life fulfillment" has a relatively low ranking for Likelihood of Occurrence and is considered to be furthest into the future (1991) of all events listed; but the opening of new travel frontiers has the second highest ranking for Likelihood of Occurrence and is projected to occur by 1989.

The importance of technology is stressed again in the event ranked eighth for Degree of Impact on Tourism — “the establishment of an international data bank with real time communication of tourism information” (1989). Although this innovation is technological, the effects of its use are on the social and cultural patterns of a people. This event is given a relatively high ranking (sixth) for Likelihood.

The event ranked ninth for Degree of Impact is “the predominance of the two-income family in OECD countries” (1987). From one point of view, tourism could be negatively influenced by such social and economic conditions — i.e., families may have less time to devote to leisure activities since both heads are working (assuming a nuclear family). If such an arrangement is made out of economic necessity, funds may not be available for international travel. On the other hand, working people tend to become more exposed to educational and cultural opportunities, and a desire may be created to further expand their horizons. If both heads of the family are working, because of a desire for self-fulfillment and not out of necessity, they may choose to participate in other self-fulfilling experiences, such as tourism. The two-family income, however, has a relatively low ranking (11th) for Likelihood of Occurrence.

The events that had the least impact on tourism were those concerned with environmental or governmental restraints and regulations. The “reduction of hostility toward tourists through private-public sector cooperation” has the same ranking for both Likelihood of Occurrence and Degree of Impact (10th) and is the event slated to happen the earliest (1986) by this survey (along with “technological advances which lower travel costs”). Such a reduction in hostility will have a greater impact on tourism development than will the limitation and regulation of resources (as described in events ranked 11th, 12th, and 14th for Degree of Impact on Tourism).

One may postulate that the concern is not ranked higher for two reasons: (1) hostility may be country-specific and thus would not affect overall tourism development and (2) although such hostility is a nuisance and makes travel unpleasant, tourists can tolerate, or work around, it. Another interpretation may be that hostility could be mitigated by means other than private-public sector cooperation through educational and cultural projects.

“Limiting access to natural resources,” ranked 11th for Degree of Impact and eighth for Likelihood of Occurrence (1987), paralleled a similar event particularly in terms of Year of Probable Occurrence — “the rationing of natural resources for different tourism and recreational activities,” ranked 14th for Impact and seventh for Likelihood of Occurrence (1987). The expectation of continued environmental restraints and one’s personal responsibility to preserve and conserve resources seem to be accepted and are not considered limiting factors to tourism. In fact, the “preservation of ecological habitats of the host country by the visitor,” ranked 12th for Degree of Impact, was ranked first for Likelihood of Occurrence (1988).

Border formalities seem to be another inconvenience people accept and will overcome in order to travel. Relaxation of such formalities ranked 13th for Degree of Impact on Tourism and 12th for Likelihood of Occurrence. If such border relaxations occurred, it would happen in the not-too-distant future — 1989.

Conclusions and Recommendations

The observations and interpretations of the data presented could be elaborated upon further. However, it should be noted that this study is a preliminary effort in the use of the Delphi in a conference/symposium setting for comprehensive policy-making. The Symposium-Delphi is in the early stages of development; it is a prototype which can offer valuable suggestions for development of a more precise survey instrument as well as for the development of a decision-making and planning process that takes advantage of both theory and practical experience.

The Symposium-Delphi has the advantage of stimulating creativity while minimizing reactive thinking; focusing problem-solving; engaging in futures planning; producing timely data; having a high response rate; and being adaptable to many issues, settings, and technologies. To be most effective, it is suggested that the Symposium-Delphi be user-specific — i.e., keyed to national or regional areas — and have an area (or areas) of focus specifically defined, that are examined from a functional (or "environmental," as used in this study) approach. Such a study would be useful for long-term policy-planning by locating potential bottlenecks due to conflicting interests; conflicting demands on resources; and conflicting values. Some of these bottlenecks could be eliminated by sharing the partial knowledge of all experts and laymen concerned with, or affected by, a given problem. As Dr. Carl Madden, former Chief Economist of the U.S. Chamber of Commerce, said: "In this knowledge generation, what we lack is *not experts. . . but perspective.*"

The Symposium-Delphi can also be used to determine short-term solutions by identifying all aspects of a given problem (using a very focused survey instrument,) particular areas of conflict, and areas of cooperation; by enhancing discussion; and by furthering objective analysis through repetitions of the survey to achieve consensus and/or maximum cooperation. An analysis of the results would show policy directions that would be both feasible and desirable for the most number of parties concerned with the decision-making process. The advantage of timeliness and immediate response is particularly valuable in the formulation of short-term solutions.

It is recommended that the Symposium-Delphi method be used in other national and international policy-making settings, such as the World Tourism Conference, OAS meetings related to tourism, and other regional meetings, to make decisions about comprehensive tourism policy. Many of the logistical,

administrative, and conceptual problems to overcome in using this method have been identified and can be avoided in the future.

The Delphi method provides a good interplay of the subjective and objective aspects of problem-solution, yielding statistical data as well as the underlying value considerations that can no longer be avoided in effective, comprehensive policy-planning. It is suggested that the World Tourism Conference in 1980 be the host for another Delphi to identify issues and solutions for tourism policy in the short and long terms.

A Look Ahead

Tourism in the next decade will be as rich, as varied, and as strong and durable as the human experience itself. As we enter the 1980s, we can see the intricacy of design, the patterns, the complexity of the tourism fabric already woven. But what can we expect in the future?

We know for certain only that tourism in the next decade will be different from tourism of the past. While this is neither a particularly profound nor original observation, it points to the underlying belief shared by the Symposium's sponsors, participants and authors in the two companion volumes.

To suggest that tourism will be different assumes that there *will* be tourism in the future. At a time when many are expressing doubts about the viability of tourism, in light of the vicissitudes of economic and political interactions, and dwindling natural energy resources, it may seem unduly optimistic to affirm a belief in the future of tourism. Nevertheless, we are unanimous in our conviction that tourism will continue, though its form may change as it adapts to evolving trends in family lifestyles, work-leisure patterns, and education and income levels, and its size at any particular time or place may be limited by resource availability or economic/political upheavals.

What shape then will tourism take in the future? How will its future pattern differ from its past? These were the questions posed for the Symposium, and varied answers are compiled in the two volumes of readings. The diversity and complexity of tourism issues lead us to diverse answers about the future. However, four threads unify the articles and give some indication of tourism in the next decade.

The first is that greater attention will be given to the *design* of future tourism, which will be based on economic, social, and cultural objectives more clearly defined than in the past. There are numerous examples of problems that result from failures of design. We've seen fragile Himalayan fields of flowers wither at the onslaught of the tourist; Rocky Mountain ski areas threatened by over-utilization and crowding; Mississippi River boaters colliding as they use the same waters for different activities. Non-renewable cultural resources, from Spanish coastal villages to structures preserved for their historic value, have

succumbed to the tourist culture and have lost the quality that made them attractive to tourists. These sacrifices of design to immediacy, of cutting away fragile and irreplaceable cultural and natural resources to make room for more tourism, more growth, more hard currency, more modernization stand out clearly.

The flaws and seemingly haphazard design in tourism as we know it are evident, but closer scrutiny also reveals the durability of the fundamental elements from which tourism of the future must still be designed. Creativity and adaptability are already being applied to the development of new design variations that will not be disruptive to the whole. The richness of older designs and the textures of natural features are being incorporated in planning. We are no longer content to focus solely on economic gains at the expense of our natural and cultural heritage. It is clear that greater attention will be given to the goals and objectives of tourism — in planning and development and in marketing and management — to achieve an overall design that is strengthened by its contrasts.

The second unifying thread is that *technology* and the scientific approach will play an increasingly important role in controlling the quality of tourism and understanding tourism. The tools we work with will be continually improved and changed through new technology. Evidence already exists that we will soon have the means to achieve better weather forecasting, greater control over climactic conditions, and the development of sturdier, fast-growing species of trees to enhance the tourism landscape. More energy-efficient transportation and accommodations, better means of renovating and maintaining historic landmarks, and application of electronics to replicating times past are but a few of future resources.

Tourism has been, and will continue to be, strengthened by tools from disciplines as diverse as climatology, geography, forestry, recreation, management, marketing, finance and accounting, economics, and psychology and sociology. The tremendous capabilities of the computer have been applied to sorting vast quantities of data and the simulation of complex systems. Knowing we can manipulate and use these data more efficiently and effectively than ever before, we've turned our attention to the nature of the data to be collected, the standardization of definitions to better serve the varied needs of numerous users, and the exchange and sharing of the data and the findings.

Our eclectic approach has provided us new insights and interpretations and has allowed us to explore the relationships among planning, development, management, and marketing. Improved technology, and with it the growth in application of scientific methodology, can only serve to help us better understand and design the tourism of the future.

The third common thread of tourism in the next decade is the need to incorporate more *diversity* — diversity in developmental emphasis, benefits sought, and means of implementation. Tourism, once regarded as the catalyst to economic development, is increasingly being viewed as only one of its many

elements and perhaps not the dominant one, at that. Tourism needs the complements of the built environment — infrastructure and superstructure — the social environment that provides hospitality and amenities, and the wealth of indigenous cultural and natural characteristics that distinguish each region, nation, and community. Future tourism will take on values in economic development that differ as the needs of the developing region differ.

One of the continuing issues of tourism is its "mixed blessings." Benefits are being assessed at all levels — the intangible benefits sought by tourists, the economic benefits sought by host communities, and the benefits accruing to society from the understanding and learning gained through cultural exchange. On the other side, the costs are also being assessed — the costs of inconveniences to the traveler, congestion and deterioration of the environment in the host community, and depletion of our natural resources.

Assessment of the costs and benefits is the first step in the development of programs to extend seasonal operations, of more effective marketing strategies, and of training programs to improve the quality of tourism services. A multitude of patterns will be needed to provide the variety of benefits sought within given cost constraints.

Diversity will also be evident in the distribution of responsibility for tourism planning, development, management, and marketing. The strength of the public sector appears to be in its greater ability to envision, plan, and direct the overall design of tourism. Private sector responsibility appears to be favored for its ability to execute intricate details and respond rapidly to changing situations. Neither is without flaw, but a flexible combination or distribution of responsibility between the two allows one to compensate for the other's weaknesses. Better integration of the varied contributions of large and small firms, local, regional, and national governments' cultural and environmental interest groups, volunteers, and professionals will produce the strong and varied patterns desired for the future.

High quality is the last thread seen by the authors for tourism in the next decade. The concern will be for the individual's satisfaction with the experience. We will bond the strengths of economic development and environmental quality, of cultural preservation and tourism marketing to create a better sense of compatibility and balance.

Members of host communities where the quality of tourism management and planning has been disappointing have resisted new growth, reminding us of their right to the recreation benefits of their natural resources, their needs for an integrated lifestyle that steadfastly reflects their values. Tourists have loudly complained of the proliferation of sterile, plastic environments, the marketing of congested destinations, and the development of attractions lacking aesthetic quality. The quality of future tourism will be directly related to our ability to meet these varied needs.

The future tourism product will be developed according to individual areas of interest, from archeology to zebras, from art seminars to vacation farms.

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Participation, mental and/or physical, will replace the aimless wandering, "standing on the outside looking in" brand of tourism and will provide more rewarding and varied tourism experiences. Marketing will inform tourists of the variety available to them and simultaneously diffuse tourism to areas where quality is not threatened by over-crowding. Host communities will be better informed of the potential consequences of tourism development and will thus be better prepared to plan and manage tourism for maximum quality and benefits. Management of recreation resources will provide quality in multiple compatible uses, with forest harvesting and reforestation serving tourists' and community members' needs for active outdoor recreation or privacy and society's needs for resource management.

What will tourism be in the next decade? . . . A tapestry rich in variation, designed with a clear image of its function, woven of old and new fibers. It will be diverse in color, pattern, and texture, carefully crafted for quality. Tourism in the next decade will be a rich and intricate tapestry limited only by the bounds of human energy, imagination, and creativity.

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