



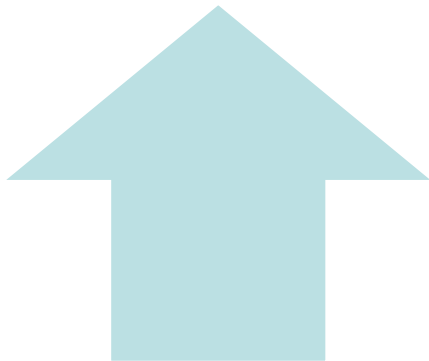
DESTINATION DEVELOPMENT BEFORE, DURING AND AFTER THE CURRENT PROBLEMS IN TOURISM

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“It is common for authors to stress the recency of mass tourism, the volatile nature of tourism patterns, and the lack of precedents for current or future tourism phenomena. One reason for this is that few authors have placed their studies in an historical context”. Wall, in Hall and Lew 1997

TWO BASIC FORMS OF CHANGE



Evolutionary: gradual, consistent, building on existing structures, predictable, often endogenous forces, as in the TALC.



Revolutionary: sudden, variable, often destroying existing structures/features, unpredictable, often exogenous forces, e.g. Covid



CHARACTERISTICS OF CHANGE

Change is normally one way.

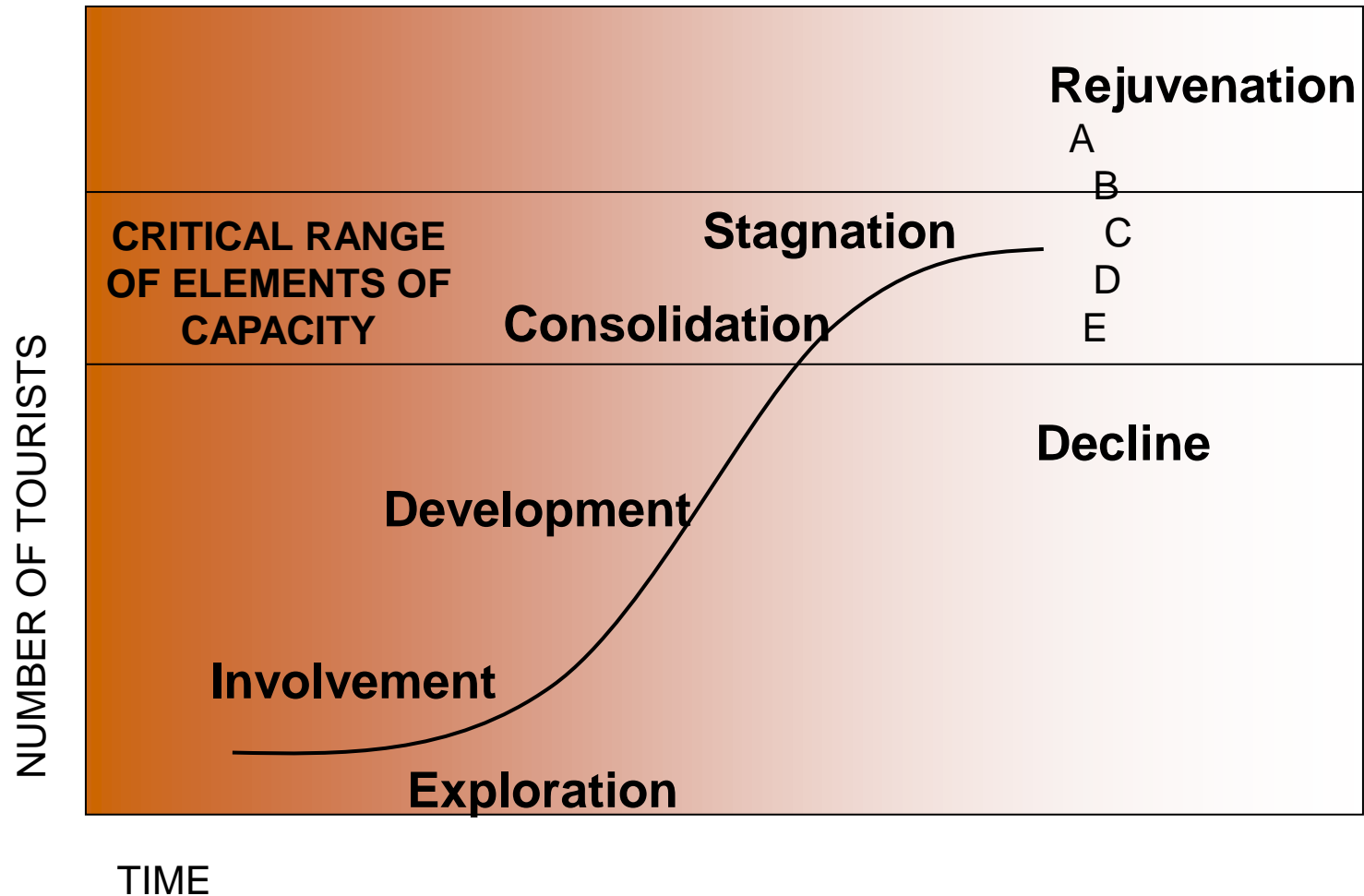
Change is, or appears to be irreversible.

Change is often gradual and cumulative.

Change is often unintended.

Change is often unanticipated (as COVID).

Hypothetical Evolution of a Tourist Area



Butler, 1980

DYNAMISM

The basic principle of the model is that destinations are dynamic and change, or are changed, over time. Change may be positive or negative in terms of overall impact on a destination. Change may result from any or all of overuse, obsolescence, removal, investment, renovation, replacement, or disaster.



PROCESS

The model proposes there is a consistent and replicated pattern of development common to many destinations. The causes of the process and the rate at which it develops vary from one destination to another, but the pattern that is developed and observed is generally similar. This may be disrupted by COVID.



CARRYING CAPACITY

This is the central element of the model, namely, that development beyond the carrying capacity of a destination can result in a loss of quality and probably also a loss of attractiveness. This in turn, can result in a loss of market and a failure to earn funds to reinvest, beginning a spiral of decline. COVID may cause a similar reaction.

MANAGEMENT

Management is essential to avoiding or delaying decline. In most resorts tourism management only exists at the single facility level, and few places actually **manage** tourism. Results of no management or mismanagement can include decline from neglect as well as decline from overtourism. Appropriate management is essential for an effective response to COVID.

TRIGGERS

Change, development and redevelopment do not occur by chance, there has to be one or more triggers causing the change. It could be the work of private entrepreneurs such as Thomas Cook or Walt Disney seizing an opportunity, and even shifting the stages of development in a location or region, government policies, or it may be a disaster such as COVID.

Triggers - Forces of Change

Intentional \longleftrightarrow Unintentional

External
Forces

Budget Airlines

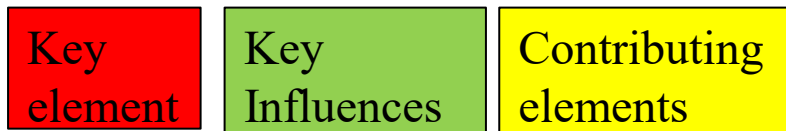
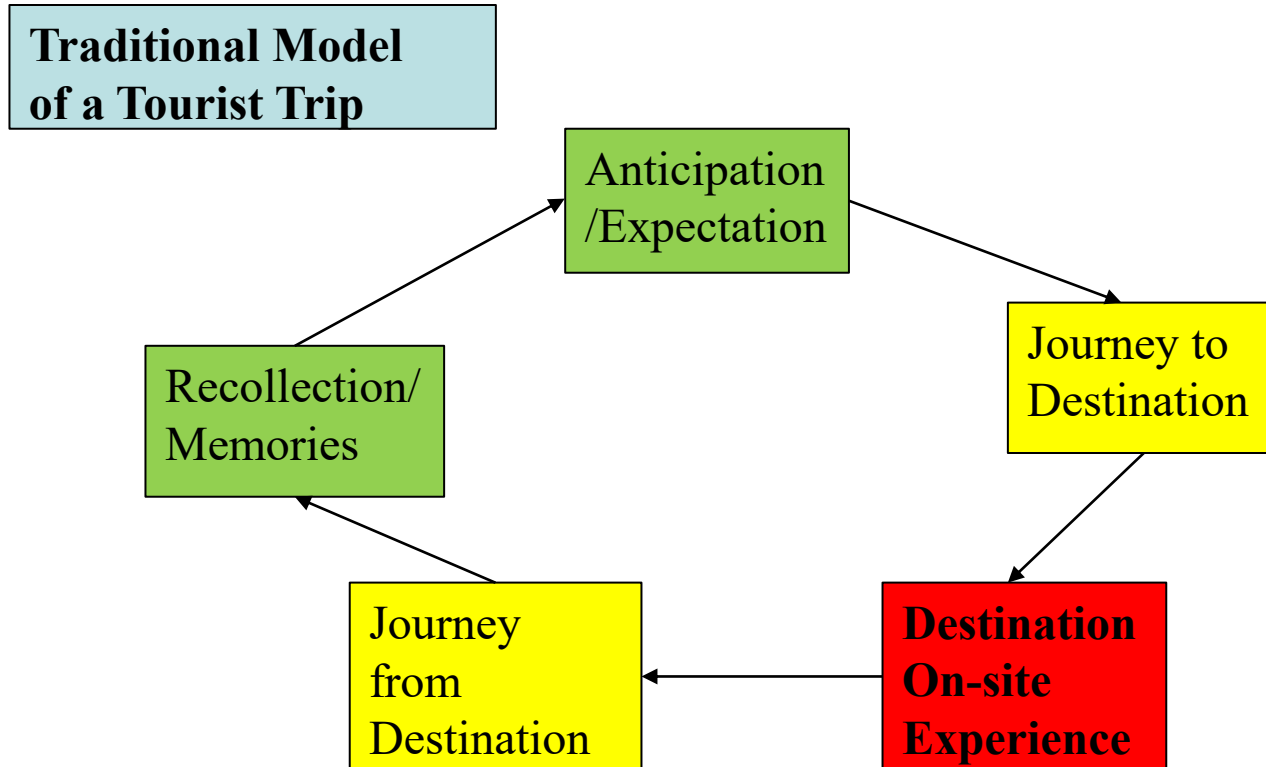
COVID

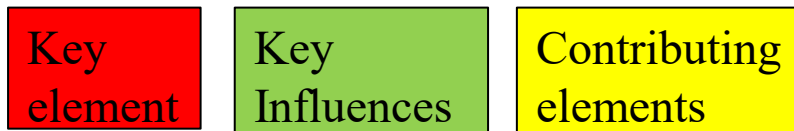
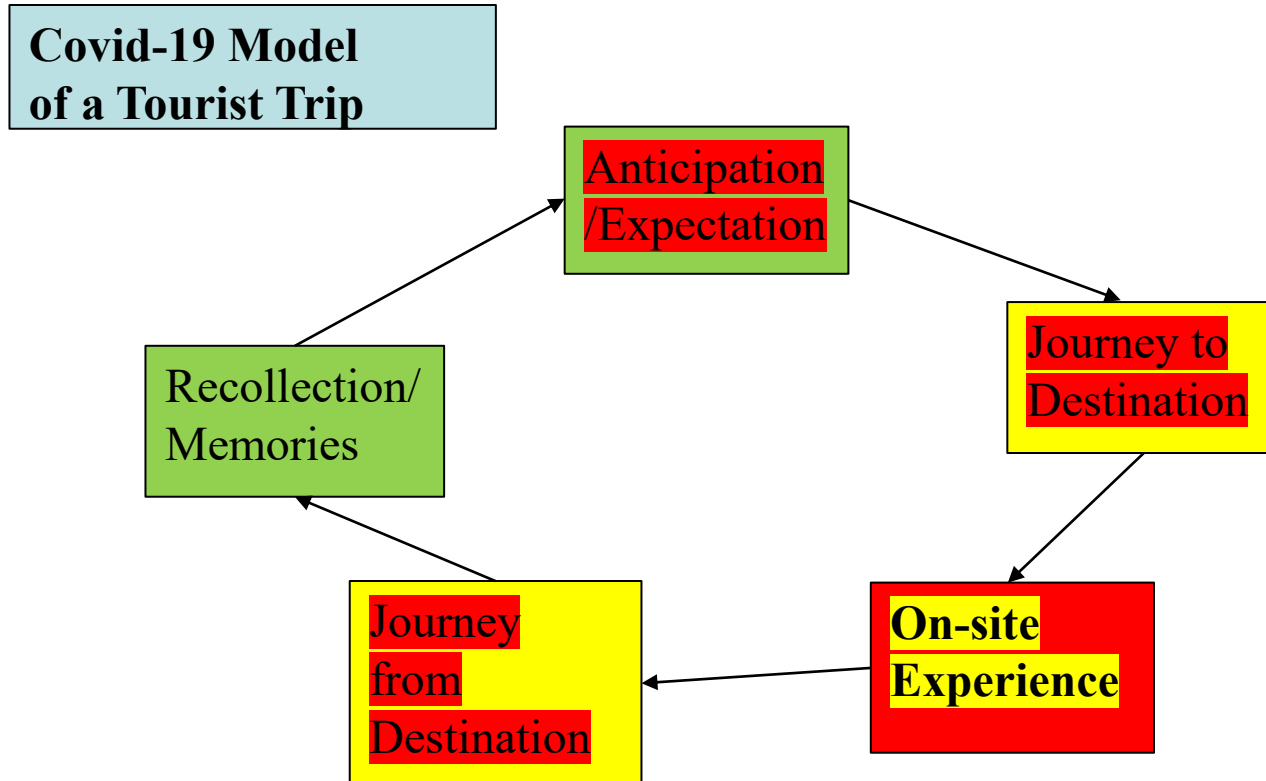
Internal
Forces

Renovation of
Attractions

Political Change

After Weaver & Oppermann, 2000





Zimmerman 1997 (in Opperman, Pacific Rim Tourism, CABI.)

European Tourism Products - A Product-Cycle Approach

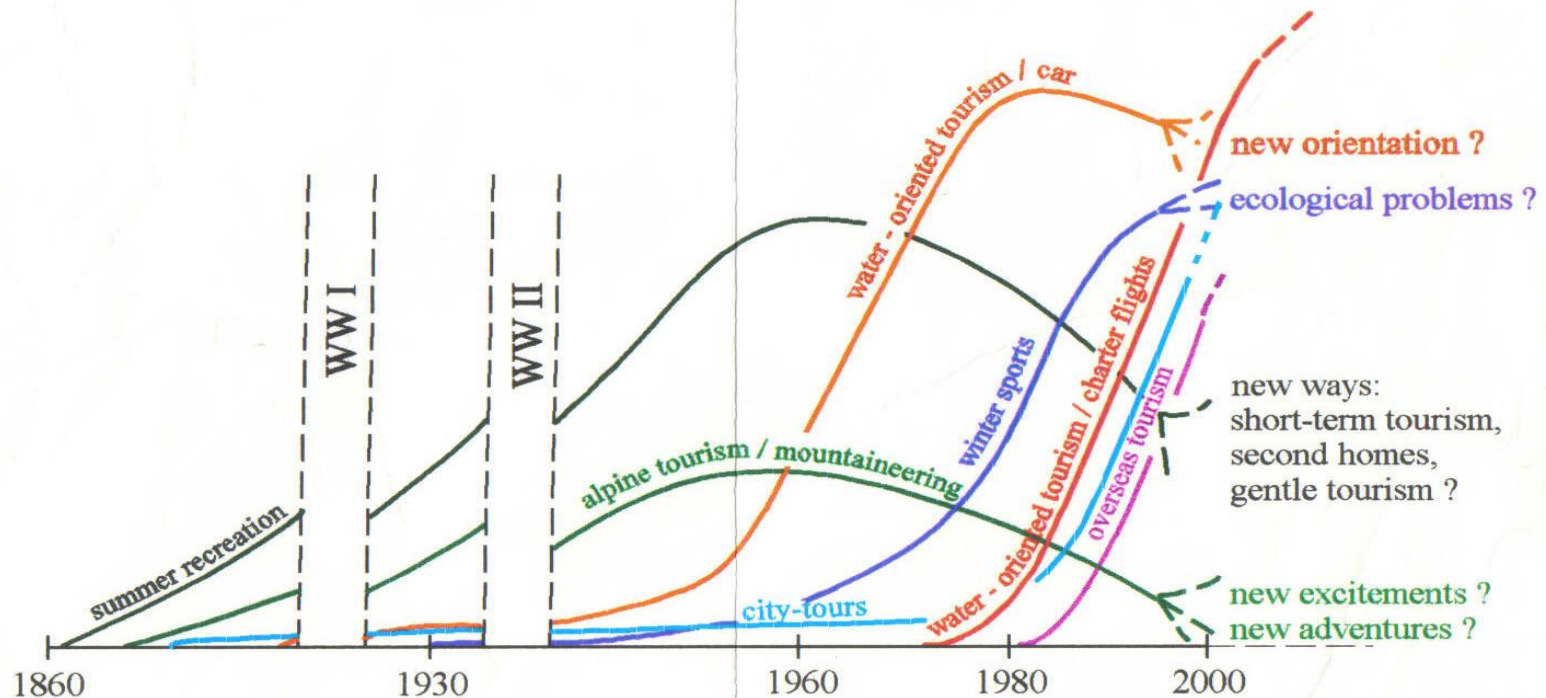


Figure 1. Covid-19 Early Cycle

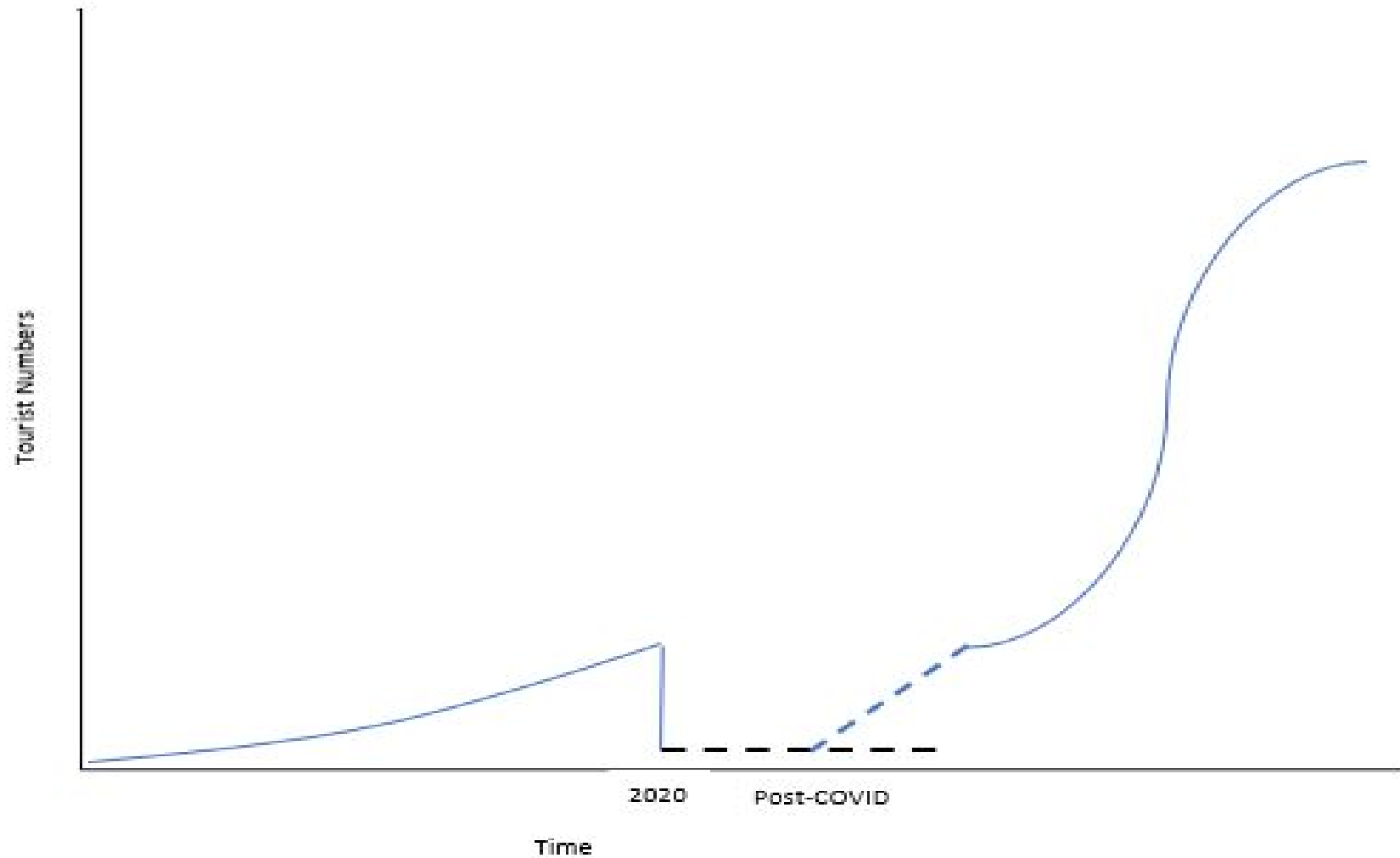


Figure 2. Covid-19 Mid-Cycle

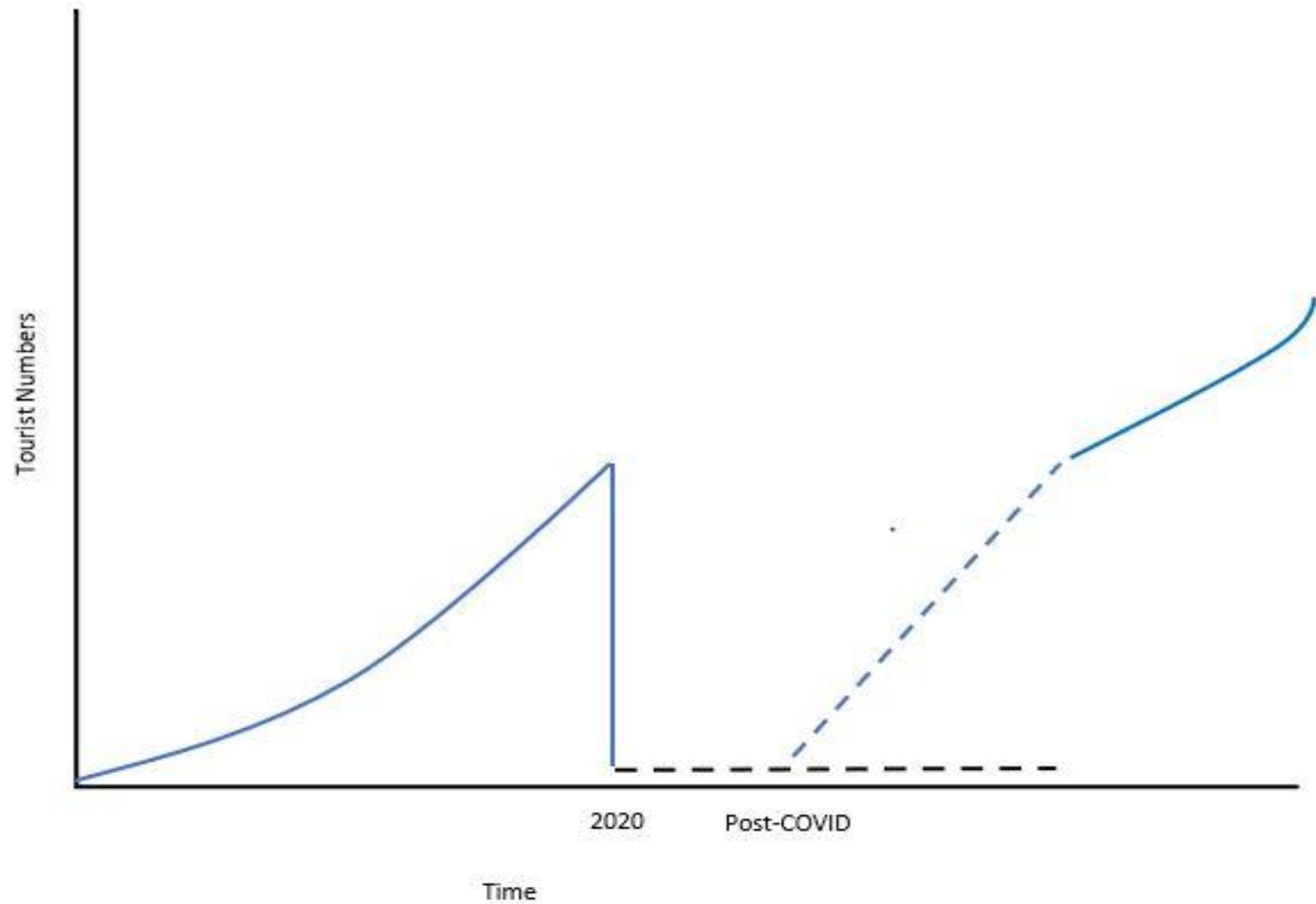
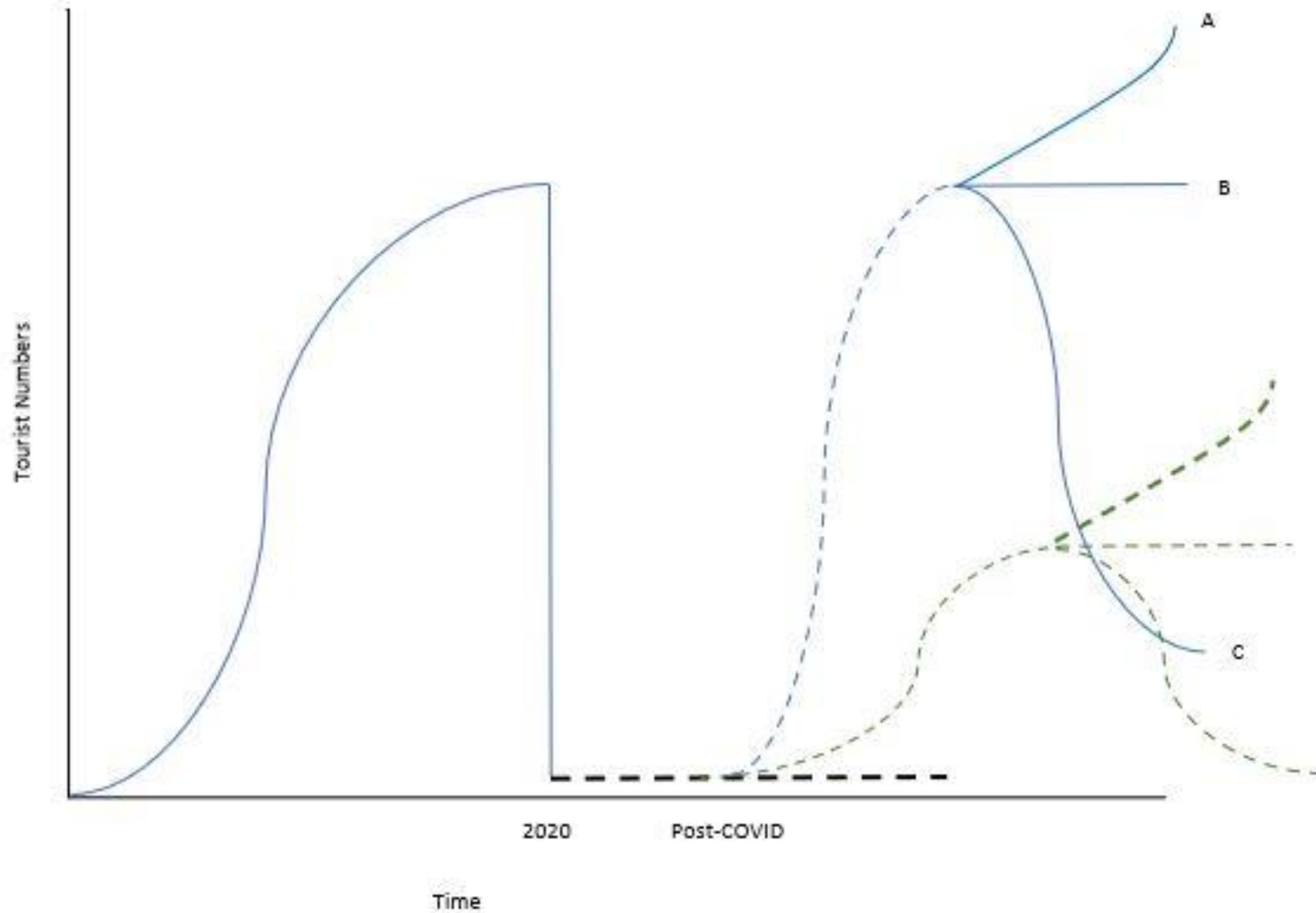


Figure 3. Covid-19 Late in Cycle



SUSTAINABLE DEVELOPMENT:

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED 1987: 43)

Improving the quality of human life, while living within the carrying capacity of supporting ecosystems

(IUCN 1991:10)

Is tourism a need?

Can we make it sustainable?

PROBLEMS IN ACHIEVING SUSTAINABILITY

New sustainable developments do nothing to solve the problem of unsustainable ones.

Most such new developments are small in scale while most unsustainable tourism is massive.

Travel to and from destinations is generally ignored in the sustainable equation (but not in the climate change one).

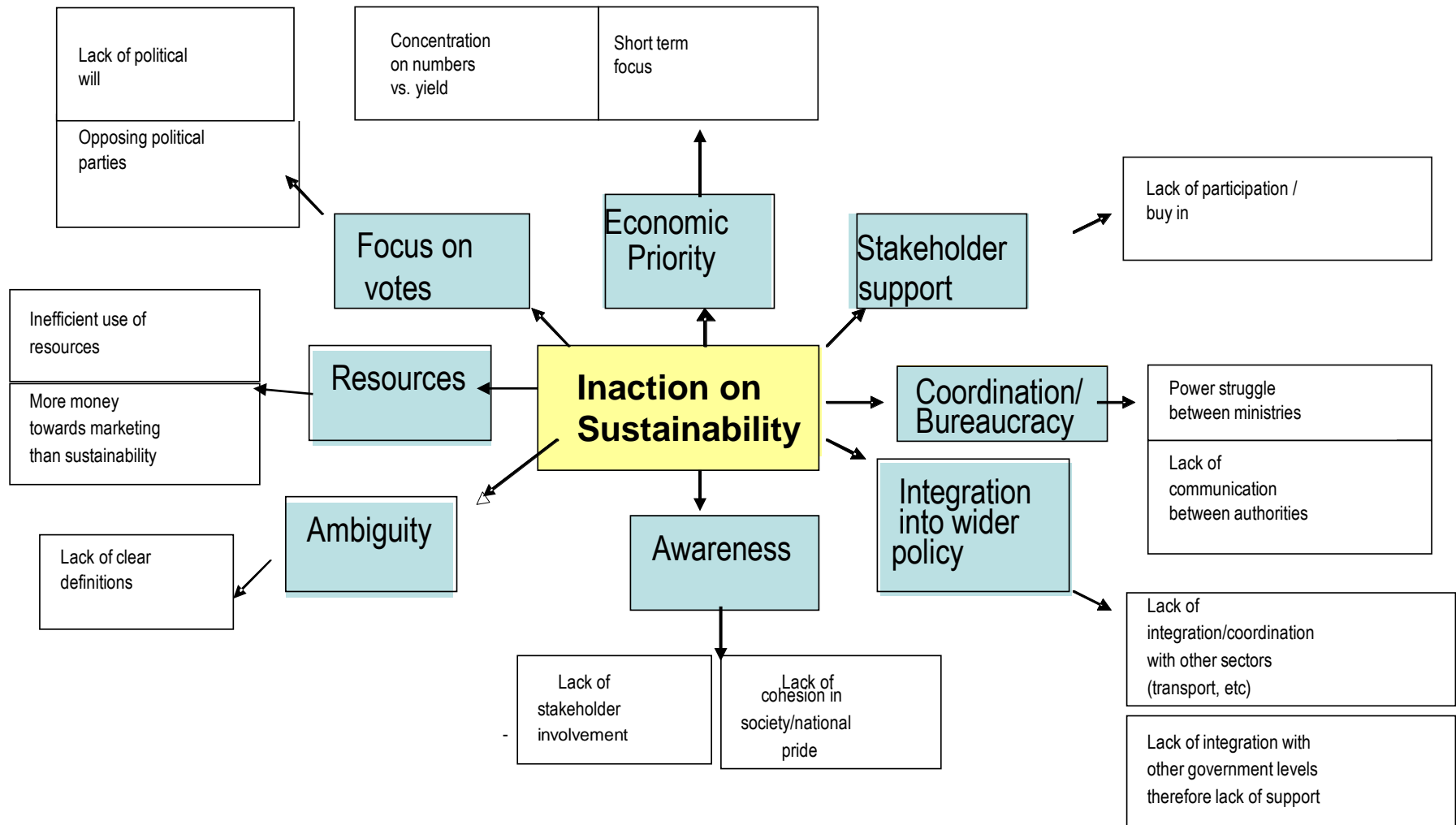
Wishful thinking tends to override evidence.

Most tourists are price, not conscience, driven in their actions.

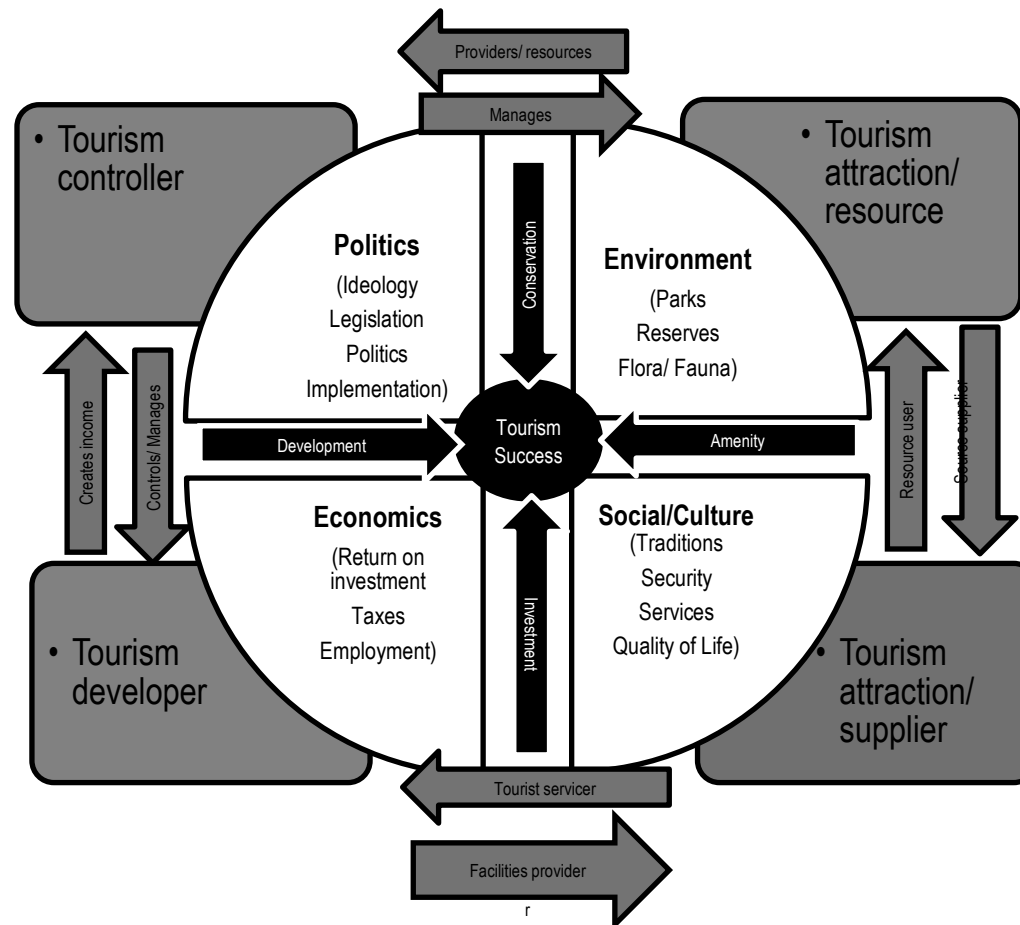
DIFFICULTIES OF IMPLEMENTATION

It is difficult to achieve sustainability at the community level because:

- Benefits achieved are communal or global, not individual,
- Many costs are individual, falling to businesses,
- Benefits will be long-term, not immediate,
- Tourists will not appreciate benefits immediately, maybe never if on a single visit to a place,
- Community priorities over actions to be taken are rarely homogeneous,
- Other levels of power may not support the concept.



Tourism Success: Relationships



ADAPTATION to changing circumstances (political, economic, social and environmental)

ADOPTION of policies and measures to enable such adaptation

APPLICATION of such policies and measures through management at all levels

“Plus ça change, plus c’est la même chose”

I believe tourism development in the near and medium term futures will happen in generally similar forms and ways to how it has developed in the past. It will be driven, as now, by the availability of discretionary income, time, and mobility, and hopefully, still with an acceptable level of freedom of choice. But it will require appropriate management at all scales, local to global, if it is to achieve success as that is now being understood.

Thank you.

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