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International Centre for
Tourism & Hospitality Research

Discover new horizons in researching tourism and hospitality



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Welcome to the International Centre for Tourism & Hospitality Research (ICTHR). This brochure illustrates our research capabilities and demonstrates our enviable international reputation gained through the construction of high-quality, effective tourism development planning strategies and economic impact models. It also demonstrates our research on sustainability, marketing, eTourism, employment, hospitality and food service management.

Our staff have undertaken research for international agencies (EU, UNWTO, USAID and Development Banks) and national governments in the Caribbean, Europe, Indian Ocean, Middle East Southern Africa, South East Asia and South Pacific. Using proven techniques and methodologies and a sound business approach, our research and strategies enable governments to maximise the benefits they derive from tourism development and at the same time minimise the negative impacts associated with such development. Interactive economic and environmental impact models, combined with easy-to-use forecasting modules, support destinations to explore the economic effects of tourism (income, employment, government revenue and output generation, together with net foreign exchange flows). A forecast into the future enables destinations to build sound planning platforms for optimal tourism development. We have also been involved in business modelling, marketing studies for both tourism destinations and organisations, as well as information communication technologies studies.

Marketing and branding studies advise tourism authorities on the most effective way of targeting the best visitors to their destination. Advice on appropriate organisational structures enables efficient management of tourism flows and co-ordination of product development. Studies have been undertaken for national, regional and local tourism authorities in the UK, Europe and for many countries around the world.

Our research extends from the site level micro-studies up to national plans, from feasibility studies to major impact assessment analyses. ICTHR provides cutting edge solutions in a pragmatic business setting. We pride ourselves on our excellent working relationships with our clients, where frequent and prompt communication is embedded in our approach to projects.

Work in ICTHR is primarily clustered around six themes: Tourism Development and Planning; Management, Marketing and eTourism; Employment, Human Resources, Education and Training; and Hospitality Management. The Centre also encompasses two additional research groups; the Sustainable Development Research Group and the Foodservice & Applied Nutrition Research Group.

Our publications are of the highest quality and this is endorsed by the fact that the International Centre for Tourism & Hospitality Research is home to two leading international journals in tourism, as well as a leading tourism textbook, which is now into its third edition. Staff in ICTHR are all highly respected tourism specialists with an international reputation for both their research work and publications, with hundreds of academic articles in print.

Our research is on the cutting edge of our subject areas and leads to publications in academic journals and books while informing our teaching. We welcome enquiries from potential collaborators and are happy to explore any potential research projects.



Professor John Fletcher
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Tourism & Hospitality Research
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Tourism Development Planning



Professor Dimitrios Buhalis
Deputy Director International Centre
for Tourism & Hospitality Research and
Leader of eTourism Research

The tourism industry, although the largest industry in the world, is dominated by SMEs and encapsulates many varied and disparate economic sectors. Our experience in tourism development and planning enables policy-makers to understand the linkages between tourism and each of the economic sectors so that optimal planning and management strategies can be implemented for destinations.

ICTHR undertakes every aspect of tourism development planning. From 'Visioning Programmes', where stakeholders can be engaged and the prime objectives and parameters of tourism development can be identified through detailed economic, environmental and socio-cultural analysis. Impacts can not only be assessed but also quantified so that sound planning decisions can be made. Our staff have undertaken more tourism economic impact studies than any other organisation and the countries in which we have undertaken these studies are located in every continent of the planet. Previous studies have been as diverse as small island economies conducted in destinations such as Fiji, Jamaica, Mauritius and Seychelles, to larger countries, such as Hungary, Romania, United Kingdom and Saudi Arabia. We back up our development strategies with on-going support through online advice channels.

Professor Fletcher has more than 30 years' experience of constructing economic impact models and has developed bespoke interactive models that clearly demonstrate the amount of income, employment, government revenue and import requirements associated with each type of visitor arrival. These impact models not only show the current impacts of tourism on income and employment for an economy as a whole; they can be built to show future labour needs by skill categories, the effects on each sector of the economy, identify where bottlenecks may occur and determine the most favourable markets for future tourism development. These models are unique and have been

constructed for many countries around the world. The Scottish Tourism Multiplier Study which was undertaken during the early 1990s, became the benchmark study and the results of that study have been used to assess the impacts of tourism throughout the UK. The impact model constructed for Mauritius was ground-breaking and included economic and environmental impact assessment within a common analytical framework.

The Centre has undertaken Destination Management Organisation studies for areas in the UK, the Middle East and throughout Europe. Such studies identify optimal structures and communication channels, as well as management information systems. Specific impact and planning studies have been undertaken for counties, cities, towns or even for individual tourist attractions, ranging from museums, public gardens, wildlife parks and zoos, and major events such as that for the CLA Game Fair events. Feasibility studies have been undertaken, as well as planning and development models to be used for urban regeneration. We are also experienced at developing yield management systems and market share forecasts, as well as displacement effect models of new constructions.

All of our studies incorporate tailor-made interactive software, where applicable, so that clients are able to maintain the models into the future and continue using them to explore planning "what if?" questions.



Sustainable Development Research Group



Dr Jonathan Edwards
Head of Sustainable Development Research Group

The Sustainable Development Research Group was initially established at BU in 1993. It provides an 'umbrella' under which staff and associates of the University can conduct research, consultancy and training activities relating to various aspects of sustainable development, with particular reference to the role of tourism both as an agent of development and its inter-relationship to the agri-food industries.



The Group has a multi-disciplinary approach based on a systems philosophy. Its strengths lie in the core staff, the resources of the University and a network of Associates and associated organisations with which it collaborates. The staff attached to the Group have a wide range of skills and experience, incorporating economic, social and environmental aspects of tourism development taking place in different environments, urban, rural, coastal, maritime and protected areas in the UK, Europe and Asia. Since its inception, core staff, as well as colleagues and associates, have undertaken a range of activities in research, consultancy and training.

Among the interests of the staff are the challenges of reform and development in the countries of southern, central and eastern Europe. These projects have been funded by the British Council and the European Union both under its research programmes, Inco Copernicus, Framework V and development programmes such as

LEADER, Phare and Tempus. Members of the Group have recently undertaken a project to develop a Centre for Tourism and the Environment for the Central Asian country of Turkmenistan.

The Group is also involved with a number of other organisations and independent consultants in a range of projects both in the UK and overseas. These include agencies such as UNESCO, university departments across the EU and Asia, Regional Development Agencies in the UK and in Europe, and the UK Department of Environment Food and Rural Affairs. Further afield, our staff engage with research regarding tourism in protected areas in China and in developing indicators for sustainable tourism development on islands in the Indian Ocean.

Management, Marketing and eTourism



Alan Fyall
Deputy Dean and Leader of Tourism Management
and Marketing Research

With an enviable blend of academic expertise and practitioner experience, ICTHR staff are recognised leaders in the field of Tourism Management & Marketing and eTourism.



ICTHR has significant expertise in management marketing and eTourism as many staff have undertaken research, studies and consultancy for both the private and public sector. We specialise in tactical and strategic marketing management and we have expertise in several sectors of the tourism industry. We also have particular expertise in cultural heritage and attractions management, distribution and intermediation as well as promotion and collaboration marketing.

With his groundbreaking work, Professor Dimitrios Buhalis is regarded as a world expert in the impacts of ICTs in the tourism industry and eTourism, the management of tourism distribution channels, as well as strategic tourism marketing and management. Dimitrios has been involved with a number of European Commission FP5 and FP6 projects and regularly advises the UN WTO, WTTC and EU in the field of information technology and tourism. He most recently advised the Egyptian Government in the development of an eTourism Strategy.

Alan Fyall is a leading author in the fields of visitor attraction and heritage management, with several extensive studies conducted for clients across the UK. In addition, his academic work on collaboration marketing has led to projects across a number of destinations, both in the UK and overseas, with suitable emerging DMO structures and forms of governance a particularly topical

focus of enquiry. Alan balances his academic work in the UK with his membership of the Bournemouth Tourism Management Board, the sub-regional DMO for the UK's premier coastal resort, while his work overseas has taken him to the Caribbean, Central Asia, Southern Africa and South East Asia, the Far East and Australasia.

Professor Roger Vaughan is equally well travelled. He has researched into the development and management of tourism within the United Kingdom and continental Europe. He has also researched into the attitudes of potential visitors towards museums and has undertaken research into the adoption of ICT by SMEs and the use of websites by local authorities in the United Kingdom.

With particular expertise in India and island tourism, Dr Reddy is a recognised author in post-disaster management in the context of destinations and has already conducted work for UNESCO on this topic in the Andaman and Nicobar Islands, India.

Staff have authored numerous books published by Elsevier Butterworth Heinemann, Channel View and Pearson, and have authored well over 100 peer-reviewed academic articles in well-respected journals around the world. Staff are also well represented on the editorial boards of all leading journals including *Tourism Management*, *Annals of Tourism Research* and the *International Journal of Tourism Research*.

Employment, Human Resources, Education and Training



Professor Adele Ladkin
Associate Dean and Leader of
Employment Research

Employment, human resources and education is an established theme of research within ICTHR. The importance of human resources for the tourism and hospitality industries is widely recognised, and there is a range of interrelated themes at the Centre. There are a variety of areas researched within this theme.

External labour markets are subject to a range of different influences, the most significant one being migration. Migration into hospitality labour is a current area of research, specifically in relation to labour movements to the UK from Eastern Europe.

Leadership is a key issue within the hospitality industry. International collaborative research with Hong Kong Polytechnic University and Victoria University of Technology in Australia has explored a range of different leadership issues. These include the difference between leadership and management, how leaders learn their skills, effective leadership, the changing nature of leadership roles in hospitality, and advice for aspiring leaders. The industry widely views that attracting quality labour into hospitality is a key issue for future development, therefore leadership and how to manage the hospitality workforce are seen as crucial to the success of the industry as a whole.

The development of human capital is also addressed within the Centre's research. As the tourism and hospitality workforce is an essential component of the industry, attracting, educating, developing and managing

the human element is vital. The career development and planning of individuals in the workforce has been the subject of research for the hospitality and the convention industry. Collaborative research into careers has taken place with the University of South Australia in Australia, Hong Kong Polytechnic University and the University of Mauritius.

An important feature of human capital development is education, and ICTHR has been involved in the research and development of a range of different educational programmes. These include the 'Educating the Educator' programme with the UNWTO, and summer schools for public sector organisations. The School of Services Management offers an established suite of Masters courses in Tourism and Hospitality, and the team has a proven record of designing and delivering educational programmes.

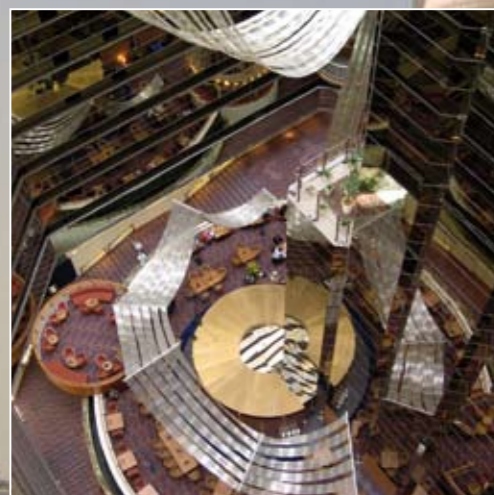


Hospitality Management



Professor Nigel Hemmington
Dean and Leader of Hospitality Research

The Centre has a long-established reputation for research in hospitality management, as well as hotel and catering management and marketing on a global level.



Research into hospitality has developed along the management, marketing and more general social scientific route. It includes studies into the nature of leadership in service industries, customer satisfaction, customer loyalty, the experiences of international hospitality workers and customer participation in commercial hospitality provision.

A particular theme that has developed over the last three years is that of hospitality as consumer experience, including the notion of hospitality as hospitable behaviour and hospitable space. Drawing on the concepts and methods of social rather than managerial science, this work has challenged existing approaches to hospitality management. This has led to several projects, including those looking at the restaurant experience in different cultures, the relationships between commercial hospitality provision and hospitable relationships, the role of the physical and symbolic environment in shaping consumer experience, the intersection of hospitality, culture and identity, the ethics and politics of hospitality provision, staff and customer performances in creating the consumer experience, hospitality and urbanity and 'foodie' culture as experience.

Additionally, we have considerable expertise in the marketing and distribution of hospitality organisations and the development of multi-channel strategies for hospitality organisations. Research concentrates on how hospitality organisations can use the internet and partnerships with key stakeholders for developing their products and services through local clusters and promoting them throughout the world.

Managing the hospitality organisations through using Application Services Providers in particular is another area of research, especially for small and medium-sized hospitality organisations that lack expertise and resources to insource some of the ICT functions. Finally, we have been exploring the use of wireless technologies and location-based services as well as the use of technology for improving accessibility through a European Commission project that supports collaborative research between several partners around Europe.

Foodservice & Applied Nutrition Research Group



Professor John S A Edwards
Head of Foodservice and
Applied Nutrition Research Group

A Centre for Culinary Research was originally established in 1993 and since then, we have undertaken a variety of projects, including work in hospitals, retirement homes, schools, prisons and for both the UK and USA armed forces. Commercial organisations have also taken advantage of our resources and expertise.



Our research group is unique in that it combines a wealth of experience in both Foodservice and Nutrition. It is led by Professor John Edwards who has experience managing large-scale budgets and projects for both the British and US Armed Forces, often under extreme environmental conditions; and Dr Heather Hartwell who is a Registered Nutritionist, a Member of Council of the Royal Society for the Promotion of Health, and an Assessor for registration as a Nutritionist of the Nutrition Society. They are also editors of the *Journal of Foodservice* and the *Journal of the Royal Society for the Promotion of Health*.

One major area of research has been in hospital foodservice where we have looked at a number of issues including food wastage and how it might be reduced, and alternative cost-effective feeding strategies to help improve patients' food intake and increase their nutritional status. Patient meals are an integral part of hospital treatment, so the provision and consumption of a balanced diet is essential to aid recovery.

The consumption of hospital meals is mainly a solitude event, despite evidence to show that eating in the presence of others increases food intake. One area of interest was therefore to see how intake might change when patients ate together. Our research monitored dietary intake from patients who consumed their meals either in bed, at the side of the bed or in the presence of others, to assess how the location influenced the amount of food consumed.

A project was undertaken to provide the data for the National Audit Office's publication *Serving Time: Prisoner Diet and Exercise*. The provision of a healthy, nutritionally balanced diet, of an acceptable quality, presents a challenge to foodservice operators, particularly where it is the only or primary source of sustenance. Eight prisons were visited (four male, two female and two young offender) and data collected to establish whether the meals offered to prisoners enabled them to choose a healthy, nutritionally balanced diet and the extent to which they did so.

Our research on obesity has investigated the perceptions of portion size, knowledge of energy requirements and how these vary by Body Mass Index (BMI) and gender. The importance of consuming a healthy balanced diet, particularly among children has been well publicised. Here, we wanted to ascertain if school children (aged 5-11 years) could recognise common fruit and vegetables, assess the acceptability of them and to gain a broad understanding of children's perceptions of 'healthy eating'. We've also looked at the changes in dietary habits during students' first years at university; leaving home is a time when changes in dietary intake are likely. The purpose of this research was to measure changes in students' dietary habits from leaving home in September to start their university course, to May the following year.

International Centre for Tourism & Hospitality Research staff



Professor John Fletcher

Director
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John has over 30 years' experience of constructing economic impact models and has developed bespoke interactive models that clearly demonstrate the amount of income, employment, government revenue and important requirements associated with each type of visitor arrival.

Professor Dimitrios Buhalis

Deputy Director
dbuhalis@bournemouth.ac.uk



Dimitrios has been researching into the strategic management and marketing of tourism organisations and destinations as well as the factors that affect their competitiveness. He is regarded as a world leader in eTourism Research. Dimitrios has been pioneering work on Destination Management Systems as strategic tools for the planning, management and marketing of destinations and on the effective use of ICTs for cultural heritage, accessible tourism, elearning and SMEs. He has authored or coedited 14 books and more than 50 journal articles.

Professor Adam Blake

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Adam's research interests are in the areas of estimating the economic impact of tourism and of special events, modelling of the economic effects of government policies on tourism and the distributional effects of tourism, including the use of tourism promotion as a means of poverty alleviation in developing countries.

Dr Shuang Cang

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Shuang's main research interests include data mining, artificial intelligence, pattern recognition and multivariate statistics (statistics), especially on tourism demand forecasting and tourism segmentation. She gained experience on how to solve real and complex problems through working in the UK Government Research Laboratory and Government Department and she also has intensive software developing experience.

Susanna Curtin

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Susanna's main areas of expertise and interest lie in the field of consumer experience and management. Her PhD is based on an experiential view of wildlife tourism which concerns the emotional and psychological benefits of taking a wildlife holiday. Most of her research at BU has been undertaken in a marine setting as she has a particular interest in tourism and marine mammals.

Dr Janet E Dickinson

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Janet's research focuses on adapting tourism for a lower carbon future. She employs qualitative and quantitative approaches to gain an insight into the way holiday travel and particular travel identities are constructed and the way this enables or constrains holiday travel practice. Her research seeks to identify the practical measures that will develop more sustainable holiday travel while maintaining the benefits of tourism for individuals and destinations.

Dr Jonathan Edwards

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Jonathan has been involved in the development of research and taught courses in tourism, agri-food and rural development at BU from the outset. He has always sought to add a European/international dimension to our activities and is particularly interested in the actions and attitudes of societies as they respond to change.

Professor John S A Edwards

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John has spent his entire professional career in, and associated with, the foodservice (catering) industry. He spent 25 years in the Army Catering Corps and his final military appointment was Commanding Officer and Chief Instructor of the Army School of Catering at Aldershot, England. He is a globally recognised expert on various aspects of foodservice.

International Centre for Tourism & Hospitality Research staff



Alan Fyall

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Alan's research interests span the management and marketing of heritage and visitor attractions and destinations. He is particularly expert in the field of Destination Management Organisations while he also serves on the Bournemouth Tourism Management Board. His publications to date include 6 books and peer-reviewed publications in many leading international academic journals.

Dr Heather J. Hartwell

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Heather is a registered nutritionist and a member of the Nutrition Society. Her research is within the academic discipline of public health nutrition and she is currently supervising two PhD students. Her recent research has included the evaluation of the opportunity for healthy eating in prisons for the National Audit Office and the evaluation of the 'steamplicity' food production system operating in Charing Cross Hospital for Medirect.

Professor Nigel Hemmington

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Nigel's research interests are in the areas of consumer experience management, concepts of hospitality, consumer behaviour and professional development, and learning in hospitality and tourism. He has published over 100 articles and conference papers in academic and professional publications.

Professor Adele Ladkin

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Adele's interest is in the area of labour markets and careers, with a specific interest in the human resource issues in the convention industry. She is also interested in collaboration and stakeholder involvement in tourism development, specifically the role of local communities in the tourism planning and heritage management. The stakeholder involvement is further explored in the context of the development of the convention industry.

Dr Peter Lugosi

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Peter's research uses the concepts and methods of sociology, anthropology and geography to examine the different dimensions of hospitality in contemporary society. He has a particular interest in the relationship between social and commercial forms of hospitality.

Dr Maharaj Vijay Reddy



Vijay's main research interests include sustainable tourism indicators, ecotourism models, World Heritage Sites, tourism in developing countries, Asia-Pacific, EU enlargement and tourism, small island developing states, sustainable development in protected areas and biosphere reserves, strategic management and tourism marketing, and climate change.

Professor Roger Vaughan

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Roger is an economist with substantial research experience. He has undertaken over 50 research studies encompassing tourism, the Arts and heritage, sports, rural and urban development and information technology. Within those areas, his research has mainly focused on measuring the economic impacts of tourism and the Arts; rural and urban development/regeneration strategies; and outcomes and the images of tourist destinations and heritage facilities.

Dr Keith Wilkes

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Keith's research interests are focused on nature-based tourism, visitor motivation and behaviour at garden attractions and World Heritage Sites (Thailand and the Jurassic Coast). Other topics include post-conflict tourism, community-based festivals, the social impacts of the 2008 UEFA Championships, urban regeneration and the 2012 Olympic Games and the values of UK heritage providers and consumers.

Dr Feifei Xu

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Feifei's research interests include tourism's impact on the local community, community participation in tourism, the benefits of tourism to the community, pro-poor tourism as a strategy for tourism development, ecotourism and sustainable tourism as well as destination image and tourism planning in developing countries.