

A GLOBAL TOURISM
QUALITATIVE DESCRIPTIVE MULTIPLE CASE STUDY OF
CONSEQUENCES OF INDUSTRY DEFRAGMENTATION

by

Joanne Paulette Gellatly

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ABSTRACT

Describing tourism has its challenges since tourism and related industry sectors seemingly operate in a decentralized manner. The industry of tourism has continued to accelerate globally in the 21st century. Growth patterns consistently seen in the consumer consumption of both business and leisure travel provide ongoing sustainability to this sector. Exploration of centralization of a global tourism system was reviewed by RQ1: What are the shared industry priorities for a sector-led development of a global tourism communication system? This qualitative descriptive multiple case study explored and described shared priorities for an industry-led development of a global system of centralized communication for tourism, incorporating leadership concepts through the University of Phoenix's Scholar, Practitioner, and Leader (S-P-L) model. Descriptive approaches for social science through case study examined multiple aspects of tourism: Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade. NVivo 11 was used for data analysis. Several themes emerged: tourism by brands was defined by the people in this service sector; the educational programs and the tourism industry knowledge networks were interrelated; and the need for developing regionalized tourism, unifying the various tourism sectors, would create better communication for global tourism collaboration. These findings indicated that, for the tourism industry to attract and retain highly skilled employees, a more collaborative approach to tourism management is needed. Recommendations were to form a cooperative network to collectively align the sectors. Combining the resources for better communication would encapsulate stewardship and governance of the system as a whole.

DEDICATION

I dedicate the completion of my doctoral degree to my best friend, Kim Ciolfe. I don't think I could have made it through the hurdles without your unwavering support. You were a constant believer in me, and always found the time to help proof-read, thank you. Also, this project is dedicated to Corey Boomsluitter who always supported the journey as Sunday night dinners included the trials and transformations of the process. This paper is also for my mother, who always encouraged the work in progress. A special thank you to my twin brother John and my family for your ongoing acknowledgement of the purpose.

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Chapter 1

Introduction to the Study

Tourism is one of the largest generators of nations' economies, creating 9.8% of global gross domestic product (GDP) according to the World's Travel and Tourism Council (WTTC, 2015), and producing over \$100 billion in tax receipts (Walker, 2013). From a global perspective, the leaders of the tourism industry display an elusive management system, and may be in a myopic state (Higgins-Desbiolles, 2010). As global tourism entities increasingly operate within a decentralized system, management, physical infrastructures, technological, and human resources are all indicators of system problems becoming increasingly apparent (Benckendorff, 2008; Bramwell, 2006a; Butler, 1980, 1999; Jamal, 2011; Wijesinghe, 2014).

McDonald (2009) offered an alternative view for understanding the ethical responsibility of sustainable tourism development. A potential global community network led by industry governance may need to address this type of complexity for the tourism system. The Jenkins Report (Industry Canada, 2011)¹ presented tourism indicators that discussed how applied research could be used to build an innovation-based economy. The Report indicated that industry-based foundational skills and policy needed to be developed: tourism approaches for multifaceted employer needs required policy similarly related through the Greater Toronto Hotel Association (GTHA, 2013) and the Hotel Association of Canada (HAC, 2014), and the UNWTO (2015). The Jenkins Report offers grants for legacy development of industry: it seeks to partner education and industry in order to recruit new talent into industry partnerships.

¹ Industry Canada is a Department of the federal Government of Canada

In this study, participants who are a sample drawn from the tourism industry expert population, gave their opinions within the design construct of a case study, providing a perspective from various aspects of tourism. The gap of industry fragmentation that results from the current decentralized system may suggest an opportunity for the development of shared best practices of professionalization and standardization. Aligning the sectors in this way may help create a global communication system, offering opportunity for the professionalization of tourism (Crocker, Schrock, & Walker, 2001). Chapter 1 presents a problem and purpose statement of the research, the significance of the study, and the conceptual framework, assumptions, scope, and limitations applied to the study topic are all presented.

Background of the Problem

Industry guidelines and best practices for responsible management of tourism destinations are important for network and stewardship development that promotes mutual benefits between all tourism businesses (Hawkins, Chang, & Warnes, 2009). For one author, the tourism phenomenon is considered a loose collection of industries, in which the economic interactions between accommodation, attractions, and transportation services only exist marginally (Johnson, 2010). Tourism is defined by the United Nations World Tourism Organization (UNWTO) as inbound and outbound passengers who travel internationally. International arrivals and departures are synchronized through the International Monetary Fund (IMF) as tourism receipts and tourism expenditures.

Since the 1980s, the IMF information has been calculated from over 200 countries; it offers definition to the supply and demand of the global marketplace (UNWTO, 2015). Traditionally, industry governance can appear incoherent—especially

with regards to policy design, implementation, and strategic management of systems—when it overdevelops tourism products. Tourism traffic may deplete the earth’s resources, affecting tourism sustainability and policy creation (Dodds & Butler, 2010). Dodds and Butler’s (2010) research presented an example of defined parameters for public policy constructed against sustainability theory; they declared that whatever governments chose to do or not do would design public policy.

Benckendorff (2008) captured knowledge-management thinking in an industry think-tank study about sustainability in the future. The result was Benckendorff’s futures-wheel research tool that captured tactical knowledge about where the tourism industry was going, long term. Relying on the futures theory of Joseph Coates (2003), Benckendorff (2008) explained the importance of studying the future of tourism management, and importantly, concluded that generating and sustaining businesses requires collaboration. Evolution of best practices can be caught through industry knowledge management (KM) strategy. This type of technique—known as KM initiatives—is part of a changing global business environment (Alsadhan, Zairi, & Keoy, 2008).

Describing tourism has its challenges, especially when the topic is related to tourism management and the global system as a whole. Other global tourism management subject experts support industry coherence. This topic continues to gain regional attention, from authors such as Cooper (2006), Edwards and Presbury (2004), Jaffari and Way (1994), Sainaghi (2012), and Xiao (2006). Tourism employees and management interactions change reality thinking. Various subject specialists state that a knowledge network and social transformation is possible for tourism collaboration

systems (Cohen et al., 2000). Tourism already has interfirm relationships, suggesting that positive, logical links between technological and managerial relationships in the industrial world of tourism can be investigated through hoteliers, tour operators, and travel agents (Davies, 2003).

Tourism as an industry is not identified as a specific industry, since the product experience is augmented to include pre consumption and post consumption activities as well (Davies, 2003). E-based systems such as itravelis can control internet travel bookings (Ricca et al., 2010), to allow synergy for industry sector network alliances to form, build management systems, create knowledge, align customer and industry needs, and reasoning models to exist in the domain of tourism bookings (holiday package offers, for example; Ricca et al., 2010).

Statement of the Problem

The general problem is the lack of a global standardization in communication for tourism business transactions as each unique related industry business operates in a decentralized manner (Bramwell & Lane, 2011). Research indicates that tourism industry employees are not highly motivated due to low salaries, and that best practices in professional standardization are lacking (Burke, Demirer, Fiksenbaum, & Koyuncu, 2008). In order for the tourism industry to attract and retain highly skilled employees, awareness of tourism indicators caution that low industry job satisfaction within the global tourism system needs to be addressed (Lacher & Oh, 2012). There is complexity within the tourism system, the ability to share resources can be challenging for industry leaders (Baggio, 2008). There are negative consequences when the collective behavior of the industry relating to private and public policy are not understood, particularly for

tourism governance that requires consideration (Joppe, 2012; Maccannell, 2002). The process of gaining the voices of external stakeholder groups and developing public policy requires the need to find balanced solutions in a competitive market economy (Siu, 2014).

Specifically, the lack of globally shared centralization and standardization in communication causes a fragmented tourism system that does not allow for industry structure and alignment (Duffy & Moore, 2011). Crossroads between the failure or success of the survival of the world of industry commercialism and capitalist ideology requires social structures and systematic connection to integrate virtue ethics of universal rules (Wijesinghe, 2014). Commercialism tension has overtaken the socially responsible behavior system of tourism (Wijesinghe, 2014). According to Burns (2014), leadership is partly about managing customer and employee relationships. With tourism industry employee turnover in North America at 62% (in 2011), the directives of the accommodations and food industry continue to draw attention for better systems (Burns, 2014). For Cheng (2010), the changing direction of tourism practitioner activities requires knowledge management (KM) approaches to the problem of the hypercompetitive global tourism system. “Ethics of sustainability applies to both aspects of cultivating virtuous disposition at an individual level (micro-level) as well as a virtuous tourism industry (macro level)” of industry composition is needed (Wijesinghe, 2014, p. 33).

A qualitative, descriptive, multiple-case study is applied to this particular study through semistructured individual interviews. Qualitative research allows examining of a phenomenon through in-depth exploration (Escobar, 2015; Salkind, 2009). Benckendorff

(2008) stated the notion that everything is connected to everything is systems thinking. This qualitative research was conducted with three to five participants from each of the five Canadian tourism sectors: Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and Travel Trade (adapted from Walker, 2013). The case analysis provided a better understanding of the current perspective of global tourism, with context to the Canadian tourism system from multiple tourism sectors to offer an overall tourism descriptive of the shared industry priorities.

Purpose of the Study

The purpose of this qualitative descriptive multiple-case study was to explore and describe shared priorities for an industry-led development of a global system of centralized communication for tourism. The data collection of the tourism system was investigated from a Canadian industry perspective from Canadian tourism experts in each of the five sectors of Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and the Travel Trade. The data collected on tourism provided information toward an understanding of whether there is lack of globally shared centralization and standardization in communication that may cause a fragmented tourism system.

The descriptive multiple-case study results allowed for contributions to the body of knowledge related to the tourism system in the context of regionalized expert opinions on industry structure and alignment. The three aspects of the research study were through data comparison within the literature review; research field test review of research case study application through an examination of the interview participant questions vetted by three qualified Canadian tourism research faculty; and descriptive multiple-case study

through one-to-one semistructured in-person interviews within the Canadian region. Triangulation of data was conducted through at least three sources to reach qualitative principles. The case becomes the unit of measurement as the study as a whole covers various related topics. Whereby, a single-case and a comparative or similarly multiple-case studies are within the same methodological framework (Yin, 2014).

Significance of the Study

The World Tourism Organization forecast of 1.4 billion travelers worldwide should be achievable by 2020 (OECD, 2014; UNWTO, 2014; Walker, 2013). In 2012, the industry achieved the historic billion passenger status (UNWTO, 2014). The question is whether the current global leadership of tourism will be able to advance positive change through social, economic, environmental, and cultural well-being of both the local and global communities (Edgell, 2014). “Historically, tourism has undersold itself, and it has thus far failed to fully explore its capacity to contribute to society and to higher education” (Schott & Gretzel, 2013, p. 101). The qualitative case study approach is a descriptive research technique based upon the voices of experience of the people that may offer stakeholder value to the tourism industry (Sammy, 2010; Youroukos, 2012; van Oosten, 2011). Leadership for transformation, through academic agency and respectful coordination will allow the individuals within tourism to demonstrate its value and industry-ready skills to cater to industry needs of professionalism and specialization.

Significance of the problem. The intent of this research was to investigate whether there was a need for an industry-led centralized tourism management system for communicating best practices (see Appendix A). Contributions from this study described the tourism phenomenon in management strategies toward global tourism communication

from a regional perspective. Consideration is needed in both the human resources collaboration, and toward decision-making of the economic benefits theory of tourism (Balaguer & Cantavella-Jorda, 2002). Dervitsiotis (2012) found environmental complexity and operational complexity become the emergent problems of implementing global strategy for tourism. The study problem, purpose, and research questions were designed to measure the perspective from Canadian industry experts if the potential for total tourism industry alignment of sectors may be formed as a tourism system.

Significance of study in tourism leadership. Information gained from this study determined that there is potential for global tourism networking capabilities of leading tourism economies by exploring industry sharing of best practices. Organizations have not yet evolved in contemporary objectives, and established innovative communication strategies may design mutually beneficial employment relationship optimization for global economies in transactions toward new knowledge-thinking social groups (Hefferan, 2010). Possible outcomes from this research are to provide knowledge and communication alignment strategy that may offer sustainability toward a global standardization system for collaboration and development of best practices. The objective of the study was to find whether there was a need for the creation of a global industry network that encouraged standardization toward the profession of tourism. One possible outcome of this study was in providing evidence of the need for a global communication platform. Another possible outcome would that industry leaders might see the need for professionalization of tourism: Wijesinghe (2014) declared that tourism is in need of virtue in an ethics framework. This study has provided further knowledge contribution to the greater body of knowledge in tourism and tourism management.

Nature of the Study

Research has scientific and philosophical underpinnings, and scientific research may contribute to paradigm shifts. These can occur by providing new explanation concepts for plausible outcomes through evaluating the magnitude and the different sustainable positions explored within the discipline of interest (Kuhn, 1996, 2012). Veal (2006) stated that methods associated with qualitative research are based on meanings and attitudes, and offers opportunity for exploratory theory building that is appropriate for the data needed for this study. In order to maximize profits and leverage customer service delivery, the tourism industry needs to standardize its communication system (City of Toronto, 2007, 2013). Monitoring and gaining stakeholder interest in large networks are foreseeable challenges for strategies of community envisioning for development and enticing industry involvement (Bramwell, 2006a, 2011; McKercher & Buhalis, 2001; McKercher & Prideaux, 2014). This chosen research method of a qualitative study used a classic approach to a broad area of inquiry. Qualitative studies examine individual and group thoughts, feelings, and perceptions of values (Yin, 2010a).

In contrast, quantitative studies are composed of variables, numbers measurements, and statistical analysis and conclusions (Veal, 2006). This study did not apply a quantitative method. The investigation toward the perspectives of professionalization of the tourism industry may be situated into the broader political economy of alignment in a professional communication system for global standardization. One author recommended a model of participative congruence in industry relationships, for collaborative managerial performance (Breux, 2004). Breux's research study defined support for an alternative model of management

commitment for enhanced management participation that is more appropriate to qualitative methodology. Local research conducted through Toronto's Premier-Ranked Tourist Destination Research Project (PRTD; City of Toronto, 2007) revealed a gap in tourism businesses' communication systems. Quantitative studies involve numbers and quantities that require statistical calculations, qualitative techniques offer a method of informal and in-depth interviews to gain interaction with members of interest (Veal, 2006).

Exploring if there is a centralized need for standardized communication within sector-led tourism was investigated through a descriptive, qualitative, multiple-case study design (Bende, 2012; Hurlbert, 2002). The case study research design offers insights of how others experience a situation in real-life context (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000, Veal, 2006), allowing further knowledge as to why the tourism industry operates in a decentralized manner. Murphy and Boyle (2006) provided a case study example that was specific to an urban tourism destination, it intently focused upon one aspect of cultural tourism whereby in-depth interviews with key tourism personnel was conducted. Chok, MacBeth, and Warren (2002) provided an example of qualitative research that offered an economic research tool for poverty solutions through tourism, bringing evolution through research that offered an example of community created system collaboration. Dodds and Butler (2010) envisioned expansive thinking groups for tourism. Their study discussed creation of an overall global sustainability structure that would enable tourism individuals to share resources and best practices thereby contributing to accountable development of industry.

The qualitative case study approach is a descriptive research technique based upon the experiences of the people that was applied to the people studied (Ott, 2015; Yin 2010a, 2014). In explanatory case study research, the intent to test applicability of an existing theory prevails (Veal, 2006). The research questions, with population, informed consent, geographic locations, reliability and validity issues, along with data collection and analysis, and ethical issues associated with the confidentiality and the study will be explained further in Chapter 3. This study explored standardizing the tourism system (Crocker et al., 2001), by speculating about the consequences for the industry if it operates without best-practice communications in today's global tourism context. Descriptive research allows the researcher to find out and describe what is (Ott, 2015), with an explanation of what is discovered, and is very common in the tourism area (Veal, 2006). According to Veal (2006), explanatory research seeks to explain patterns and trends observed, and evaluative research makes judgements of policies or programs, neither of these two research types apply to this study.

Chen and Quester's (2007) research reviewed the global growing tourism industry as an economic driver, stating much more research needs to be done on industry recognition and accountability procedures. Chen and Kim (2010) conducted further studies in knowledge networks focused upon sustainability calculations between the exchange of GDP and foreign currency influences that continue to be an area of quantitative research interest that are not aspects of this research. Organizations have not yet evolved in contemporary objectives, and first the establishment of innovative communication strategies for mutually beneficial employment relationship allows optimization within global economies (Hefferan, 2010; McKercher & Buhalis, 2001).

Veal (2006) stated the intention of research is to describe, explain, and validate data findings whereby the process of finding out and describing what is, advances human knowledge. This study investigated developing collaboration and centralization within a global tourism system to better understand the industry from a Canadian regional viewpoint. A qualitative, descriptive, multiple-case study is applied to this particular study to explore tourism leadership's perspective of current industry practices (Appendix A). The Research question that was investigated was toward exploration of collaboration and centralization of a global tourism system is: **RQ1.** What are the shared industry priorities for a sector-led development of a global tourism communication system?

Conceptual Framework of the Study

What lies behind this study are the principles of leadership. Goleman (2012) acknowledged that knowledge can be obtained within the cumulative value system of combined group cultures. Good management is cultivated through good leadership capabilities. Leadership is understood as forming part of the framework of management. Edgell (2012) stated the leadership of tourism will be able to advance positive change through social, economic, environmental, and cultural well-being of both the local and global communities. "Managers plan, organize, make decisions, communicate, motivate, and control the efforts of a group to accomplish predetermined goals" (Walker, 2010, p. 478). Leaders move people toward a common goal, a vision for cooperative alignment and synthesis. Initiating a change for the future requires management communication and strategic collaboration with the intent to create new approaches.

The principles of management require value-generating capabilities over managing quality products and services. The global business landscape is the industry

adaption, creating value propositions for both the human organizational aspect and the sociocultural system of stakeholders. This outcome of the study may suggest a structure for a professional global tourism system of standardizing the profession's communication through involvement of integrated tourism sector stakeholders. Borma (2012) declared tourism is developed through linkage to economic policies of regional context within the world marketplace. This may determine if there is a need for industry-led development of a centralized tourism system through capturing industry leadership main roles and perspectives. This was studied in Canada to gather a possible Canadian leadership view of a tourism standardization system perspective for developing global tourism management communication between the tourism sectors (Appendix A).

The researcher's study findings of this particular research agenda determined what elements might be needed to provide perspective of systemic value in creating an apprenticeship model, accrediting tourism management in a global tourism system. The principle of leadership was explored as capturing a sample of tourism's leadership main roles and perspectives can be very helpful for this research. The investigation of the global leadership of tourism and whether the system as a whole will be able to advance positive change as an industry is explored. Such purpose of this research was to explore whether tourism experts' perspective offer if there is the potential need for attention to provide knowledge of possibilities for industry-led development of a centralized tourism management system as a whole. Exploring the potential need to develop an industry-led, centralized tourism management system may lead to industry professionalization. Industry-led designation may be the underlying conceptual framework needed for an apprenticeship model for providing sector-aligned tourism services.

Assumptions of the Study

The influencing factors toward tourism cooperation may be different in capitalist economies (Feng & Gao, 2013). This study was situated in Canada, a first-world nation; consideration for societal and political context would be part of the participants' (interviewees') perspective on the global environment. Therefore it was correct to assume that the participants would be honest and candid about their perspective of the global tourism structure from a Canadian operational position. Another assumption of this regional tourism study was that the characteristically assigned variables (i.e., the sectors) that might influence tourism collaboration were based upon both the inbound and outbound tourism marketplace from a Canadian context. This aspect provides a perspective of how they (interviewees) believed the tourism marketplace might align better through an envisioned model for industry communication to share best practices and resources in a global community. It is not known whether the same outcomes would occur in other cities around the globe.

Scope of the Study

A sample was drawn from one region of tourism professionals from each tourism sector (e.g., Accommodation sector) of the Canadian tourism system (Appendix A). The qualitative research aspect of the study used the sample snowball technique (Howard, Boccarro, & Kanters, 2013), whereby a chain reaction provides key respondents as participants. The participants were recommended by leadership of tourism sectors, who were considered to be Canadian tourism experts through a nomination process; they were full-time leadership sample professionals in the industry. Interviewing these experts, using the interview technique outlined in Appendix B, helped determine whether there

was a need for an industry-led global tourism standardization program. The researcher investigated using tourism indicator questions (Appendix C) to determine a common point of view toward global tourism standardization system by eliciting perceptions of tourism experts through an interview script (Appendix D).

Identifying a problem area through a comprehensive review of the literature provides a summary of previous work within the topic. The literature research documented should have direct relevance to the specific problem area, perhaps even to challenge previously accepted ideas through this newly conducted original work (Babbie & Benaquisto, 2010). This research provided both the pros and cons related to the topic area, which developed a full picture of the scope of the current paradigm of the tourism phenomenon within the context of a multiple-case study of the fragmented global system. When the characteristic associated with research sampling shows a difference between research and the true population, attentiveness to a sampling error may occur (Salkind, 2009). Therefore, this study provided results and samples only of the opinions by the population at the time of survey, as executed for sample tourism industry expert population within the design construct of a multiple-case study.

Limitations of the Study

Limitations are influencers that the researcher cannot control, along with potential bias that may occur in research method or conclusions (Wallace, 2014). Nvivo software was used to decompose each case into common variables. The qualitative-descriptive research case study research technique has limitations; the findings may be limited in scope due to the nature of sample participants within the context of the tourism network. Participants were coded into sector-related variables. Descriptive research provides

insights into how others experience a situation, of which Neuman (2006) stated the findings are subject to other interpretations. The descriptive case study purpose is to describe a phenomenon within real-world context (Yin, 2014). All interviews were digitally recorded and transcribed. The conception of the research descriptive may offer transferability in understanding of theoretical formalization of characteristics of the human phenomenon; as the researcher has no control of individualistic responses of the participants within the fieldwork (Yin, 2014).

Delimitations of the Study

The fixed boundaries of a research study are limited within the context of the study, the sample population (not representative of the entire population), sample size, and the geographic area (Wallace, 2014). Participants were Canadian tourism experts located in a Canadian region. Gaining a better understanding of the business contribution of the subsector associations and their broader scope of tourism management and self-governance, and how the different stakeholders approach to tourism management and sustainability strategies was explored from a national and international perspective within the context of a case study (Fransen & Kolk, 2007). Case studies of individual people enrich the understanding of hypothetical progression, but conditions of industry may vary (Escobar, 2015; Jewoola, 2014; Yin, 2014). Therefore, each individual participant varies within the individual construct of each case study data within the real-world conditions (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000).

Summary

Chapter 1 included the framework and background for this study's focus on a qualitative case study approach (Yin, 2010a), offering descriptive research techniques

based on field test procedures and data collection. The problem, the purpose statement, and the case study's main research question have been presented in this chapter.

Seemingly, the tourism phenomenon is considered a loose collection of industries as global tourism entities increasingly operate within a decentralized system. A potential global community network led by industry governance may need to address this complexity of the tourism system. The case study research design offers insights of how others experience a situation in real-life context that may allow further knowledge as to why the tourism industry operates in a decentralized manner.

The choice of interview questioning through a survey instrument of a measurement approach for experimental investigation has been presented, along with the significance of the problem of developing global tourism leadership. The investigation toward the perspectives of professionalization of the tourism industry may be situated into the broader political economy of alignment in a professional communication system for global standardization. The framework, assumptions, scope, and limitations applied to the study topic were provided. In Chapter 2, a literature review of tourism, the history of tourism, the evolution, and development of tourism, tourism management, and dimensions of tourism are documented, with a focus on tourism through tourism system networks.

Chapter 2

Review of the Literature

Chapter 2 provides scholarly research literature that is germane to the study regarding tourism management and the emergent evolution of the global tourism system. The industry may be disjointed within tourism. More than a decade ago, Crocker et al. (2001, p. 22) asked: “the profession of hospitality or the professionalization of hospitality: Which is it?” The World Travel & Tourism Council (WTTC, 2015), and the United Nation’s World Tourism Organization’s (UNWTO, 2015) estimated that tourism at almost 10% of the world’s GDP, with one in ten workers worldwide, would be the largest employment sector by 2021; indicating this area as the largest producer of tax revenues globally (G20, 2015; Walker, 2013). According to the G20 (2015) meeting of the Ministers of Tourism, the economy of tourism is growing at the fastest rate of any global sector.

The research question in this study was to determine if there is need for a global organization to centralize information of the total industry’s structure of tourism, sharing best practices of management knowledge, and to provide standards for communication purposes across all sectors of tourism entities (Benckendorff, 2008; Crocker et al., 2001). Chapter 2 provides a discussion of tourism’s background, the definition of tourism, and the current issues that tourism sectors may have with the interrelatedness of tourism as a whole. Investigation for the professionalization of the tourism industry may be situated into the broader tourism industry alignment in a professional tourism system, with intention toward global standardization of tourism and the sharing of best practices (Swartz, 2015).

Some organizations have not yet evolved in contemporary objectives for relationship optimization of global economies, which are part of new knowledge-thinking social groups (Hefferan, 2010). For Dodds and Butler (2010), an overall global structure would enable tourism entities to share resources and best practices toward sustainability. However, “there is often more than one barrier to implementation and that many factors overlap or influence each other” (Dodds & Butler, 2010, p. 46). The Dodds and Butler (2010) study laid out eight barriers that needed to be overcome in order to augment a tourism framework: Economic parity, stakeholder support, coordination bureaucracy, integration into wider policy, awareness, ambiguity, efficient use of resources, and focus on political leveraging. Further research is needed.

The tourism industry is vast, and “the difficulty in successfully implementing policy is not technical, but is far broader and involves political, cultural, economic, social and psychological change” (Dodds & Butler, 2010, p. 48). Monitoring and gaining stakeholder support and interest are noteworthy challenges for tourism, both toward sustainability strategies of community envisaging of development and enticement of aligned industry involvement (Bramwell, 2006a). There may be too much complexity within the tourism system, thus indications of symptom chaos can be difficult to determine future behaviors of the individualistic tourism system components (Baggio, 2008). The scope of cities, regions, countries, and continents can all be considered destination tourism that causes confusion in the branding of tourism (Mariani & Baggio, 2012).

Research Method and Design

The purpose of this qualitative research case study is to explore and describe the shared priorities for industry-led development of a global standardization in industry for centralized tourism. The objective of the study is to find whether creating of a global industry network encouraging standardization toward the profession of tourism is needed. Babbie and Benaquisto (2010) stated the purpose of a case study offers the researcher the opportunity to provide in-depth description or explanatory insights to gain understanding of a particular case that may develop more general theories.

Documentation of Sources

The research process included searches within the general resources of EBSCOhost and ProQuest for general management understanding of management terms such as Corporate Social Responsibility (CSR) and Knowledge Management (KM). Further investigations were conducted within the Hospitality and Tourism Complete area, along with the books, Dissertations, and Theses section of the university library online system which provided literature relevant to tourism dated from 1980 to the present time. Company Directories and Financials, Country Profiles and Economic Data were reviewed within the exploratory process. A variety of academic, industry articles, and books were resourced (see Table 1- with a total of 226 sources; 97 articles post 2010) over the completion of the program and aligned to tourism management articles to offer the conceptual framework of a tourism management system.

Table 1

Research Sources

	Internet	Books	Trade magazines & tourism publications	Journal articles	Dissertations	Textbooks
Source	15	4	22	165	20	10
Total	RESEARCH SOURCES: 226					

Potential paradigm shifts may occur providing new explanation concepts for plausible outcomes (Kuhn, 2012). A consequential paradigm shift may occur when research design is looked at through similar data, as researchers can decipher differently (Hall, Ward, & Comer, 1988). Fouss and Solomon (1980) warned of industry bias within tourism applied research: therefore, examination of the literature requires a variety of resources. The research was reviewed through 148 tourism articles, 26 tourism sustainability articles, 21 tourism systems, 30 corporate social responsibility and knowledge management articles, along with related business and research information.

Scale and Scope of Tourism

It is difficult to define tourism as one product. The accommodation sector alone holds attributes of seasonality, size, and quality of the product, creating even further tourism diversification of processes making and the ability to define tourism complex (Mariani & Baggio, 2012). The conceptual lens of this study is toward a communication platform for the global tourism economy as designed in this dissertation (see Appendix A), may enable tourism management professionals to be accredited, tiered on levels of professional application within a recognized global tourism system. The global growing tourism industry can be seen as an economic driver, but much more research needs to be

done on industry recognition and accountability procedures (Chen & Quester, 2007). Further studies were conducted by Chen and Kim (2010). The theory of management strategies, a knowledge network focused upon sustainability calculations between the exchange of gross domestic products and foreign currency influences that continue to be an area of research interest (Chen & Kim, 2010).

The problem of Baumol's Cost Disease can overtake a service industry, change within an industry can become static due to the nature of the lack of movement in it (Greenfield, 2005). The service sector is the largest influence on the current industrialized economics; implying wages simply stay static, causing internal compositional fallacy as a whole to the service industry (Greenfield, 2005). One objective of this research is to explore the potential need for attention toward providing knowledge of possibilities for industry-led development of a centralized tourism industry management system as a whole. Exploring if there is a need for an industry-led development of a centralized tourism management system, which may offer professionalization through industry-led designation may be the underlying conceptual framework needed for an apprenticeship model (Griffith, 2013). Placing control into collective management for decision-making presents conceptual framework challenges for emanating a sovereign center of communication and organizational change (Ford, 2005). Further research is needed to investigate control and power relations, so as to develop better conceptual tools for management (Ford, 2005).

The resource-intensive tourism industry has underlying sustainability relevance to global governance. As industry can be individual, communal, and national in its existence, with the embedded social and environmental contexts part of the economic

phenomenon that requires principles of right action of the greater good (Wijesinghe, 2014). Crocker et al. (2001) focused on providing future strategies for sustainable industry policies based on key operational challenges and advice in three ways. First, it focused on current tourism policies, and presented an example of successful tourism destination strategy. Secondly, it concentrated on designing and gaining a better understanding of tourism policy implementation for successful construct of principles. Lastly, it provided a framework for tourism management, advising meso-level development of responsible tourism practices that would move tourism from a vocation toward a profession classification. Capturing Canadian tourism's leadership main roles and perspectives can be very helpful for this research. It may support developing management communication for future professionals in the industry, amongst the tourism sectors, aligning with the theory of Crocker et al. (2001).

Tourism's Background

Tourism's Historical Background and Growth

The leaders of site tourism set up the United Nations Educational, Scientific and Cultural Organization (UNESCO, 2015) in 1945. UNESCO was created after the Second World War to assist countries in reconstructing their culture and heritage positioning once peace status had been obtained, and to assist with educational support projects. The leaders of UNESCO continue to focus globally to educate and ensure peace initiatives through its 195 Members, associates, and more than 50 field offices around the world. Other tourism support is provided by the World Travel and Tourism Council (WTTC, 2015) consisting of 100 top industry executives, aligned with the region's Asian Development Bank and the World Bank (World Bank, 2016), which predict global

growth for tourism. The World Tourism Statistics can be found since 1950 that stated the industry has had remarkable growth (Borma, 2012). The global tourism growth including a summary as presented in Table 2 provides the UNWTO (2014) highlights futurity forecast model of the industry anticipated forecasts to 2030.

Table 2

World Tourism Statistics

	Year	Travelers in millions	Increase in millions	% Increase
Source*	1950	25.200		
	1960	69.700	44.500	176.6%
	1965	113.120	43.420	62.3%
	1970	166.180	53.060	46.9%
	1975	222.410	56.230	33.8%
	1980	286.105	63.695	28.6%
	1985	327.118	41.013	14.3%
	1990	435.262	108.144	33.1%
	1995	528.403	93.141	21.4%
	2000	675.475	147.072	27.8%
	2005	798.679	123.204	18.2%
	2010	940.919	142.240	17.8%
	2015	1,184.000	243,081	25.8%
	2020F*	1,400.000F	216.000F	18.2%
	2030F*	1,800.000F	400.000F	28.6%

Note: Adapted from the United Nations World Tourism Organization, UNWTO (2013; 2016). The UNWTO surpassed 1 Billion travelers worldwide mark by year-end 2012. Forecasts continued to growth expectations by UNWTO estimated at 3% to 5% annual increases for year-end to 2020.

According to Walker (2013), up to one in ten workers of the world are employed by tourism related entities. The leaders of the UNWTO (2016) forecasted that by 2030 there will be triple the travelers since 1992. Just a small fraction of increase in travel would provide thousands more jobs and contribute even more economic multiplier effects of tourism exchanges that can stimulate economies (Walker, 2013). The Global Code of Ethics was established in 1999 by the World Tourism leadership, later those global codes

of ethics were accepted through the United Nations as an important government role in providing safety to visitors in host countries (UNWTO, 2014). In 2015, the top ten tourism earner economies are led by the countries of France, United States, Spain, China, Italy, Turkey, Germany, United Kingdom, Mexico, and Russia (UNWTO, 2016).

Local regionalized research applications through Toronto's Premier-Ranked Tourist Destination Research Project (City of Toronto, 2007, 2013) indicated a gap in tourism entities' communication. Influences of the spheres of tourism activity is through the tourism objective of the destination, such influencers as the tourism organization, inhabitants, CVBs (convention visitor bureaus) tourist office, tourist policing, city council and administration, trade and business, and tourism companies. All of these elements of tourism may influence the choice of the traveler; the tourist within the tourism system, who is part of an overarching system of the external factors of the environments. Other factors that may influence tourism choices can be external factors such as ecological, technological, economic, social, and the political affiliations of tourism destinations (City of Toronto, 2013).

Brunner-Sperdin and Peters' (2004) theory of conceptual design emphasized the importance of quality processes applied to community entrepreneurial projects. Historic place branding should be part of attracting visitors, whereby limiting consequences for local tourism development (Stern & Hall, 2010). Likewise, Wilkins, Merrilees, and Herington (2010) theory of related execution for measurement application of hotel customer satisfaction levels strived for defining loyal brand determinants within the tourism process. Weber and Ladkin (2010) found that tourism specifically required effective leadership roles, since the industry is dominated by service levels of customer

experiences, created through the synergy of the employees' performances. The essential role of tourism employees are developed through team-building skills, with personal traits requiring characteristics such as passion, hard work, and excellent communication abilities (Weber & Ladkin, 2010).

Hotels have a brand mandate to establish repeat customers, providing strategies for business that boost overall tourism profits (Chen, He, & Gu, 2013; Jayawardena, Horsfield, Gellatly, Willie, & Sovani, 2013; Jayawardena, Jarvis, Adams, Lu, & Tyrewala, 2013; Puciato & Goranczewski, 2011). North America was the undisputed leader with Intercontinental Holding Group (IHG) holding 424,612 rooms in total inventory (Koumelis, 2014). Marriott's multibillion dollar Starwood ownership bid has put them in the global lead to bring their global inventory to over 5,700 locations combined (Travel Industry Today, 2016). Tourism research was conducted to create hotel ratings based on consumer influences using relationship correlation of quantitative methodology through deductive logic by Gerdes, Stringam, and Vanleeuwen (2010).

Regression data analysis, in which the data is interpreted to discover findings from the study application of hotel category rating system, can potentially influence a consumers' perception on product choices. In turn, this can impact the pricing and operational structure of the hotel sector that developed the tourism industry (Trivun, Silajdzic, & Mahmutcehajic, 2008; Von der Weppen, & Cochrane, 2012). According to Trivun et al. (2008), the internet distribution of hotel rooms and the phenomena of technology-based social networking have changed the hotel ratings systems of tourism today. The hotel industry system was further emphasized by UNWTO (2015) to create

guest reviews and assigned criteria for a unified hotel classification system, as technology continues to drive the consumers' call for system accountability.

Gerdes et al. (2010) applied overall hotel rating descriptive variables to hotel condition, room cleanliness, room comfort, service, and overall perception in their study. Gerdes et al. (2010) analyzed relationships between subcategories, travelers' overall satisfaction, and guest's willingness to recommend the hotel. They further delved into the perceptions that consumers are influenced by the hotel rating systems and presented the underlying framework of Callan's (1995) theory which has been debated and contested over the decades.

Gerdes et al. (2010) also applied data standards for hotels to square footage of amenities, service operational hours, property condition, and the levels of consistency in service delivery to conduct the data application for currency. The authors reviewed over 60,000 traveler hotel ratings and relationship influences, to examine the different aspects related to the distribution of hotel rooms listed on the internet, and any links to travel agency web domains. They discovered that convenient hotel location and good service can influence hotel selection, a theory that is also supported by Burns (2014).

The leader in online hotel accommodation sector is listed as Hotels.com with head offices of located in Dallas, TX offers localized website information and call centers that cater to many areas within the global marketplace (MarketLine, 2012). To move the company forward, their senior officer, Stuart Silberf, has moved to the higher senior executive role of chief technology officer as of May, 2013, having previously held the position of vice president within the technology division (Canada Newswire, 2013). Hotels.com is an example of such market control systems through its integrated link to its

parent organization, Expedia, has altered the nature of global tourism competition through the transformation of ebusiness strategy and development of the emergent business culture of tourism distribution. Hotel.com's financials show their marketplace dominance; the entity is the largest online travel company worldwide, holding 3 percent of the world's total travel spending market share (NASDAQ, 2012).

Evolution of Tourism Systems

The construct of cultural dimensionality is an important element of conducting business in the 21st Century of the global tourism economy. "Leadership is everyone's business" (Kouzes & Posner, 2002, p. 383). From a global perspective, the leaders of the tourism industry display an elusive management system that may be in a myopic state (Higgins-Desbiolles, 2010). Tourism offers the opportunity to see differences and similarities (Diversity Issues in Sport and Leisure, 2006). Edgell (2013) stated the WTTC projects approximately \$10trillion USD will be generated by 2020 worldwide, creating 328 million jobs, one in every ten workers will be in tourism related employment.

Hummel (2011) emphasized national policies set by government provide the balance between tourists and protecting natural and human resources of tourism destinations. However, various authors have discussed how the overdevelopment of tourism is now displaying some incoherence in its governance, especially in the areas of policy design, implementation, and strategic management of tourism systems: the chaos of a global system continues to drive inquiry from tourism researchers. One group of authors (Benckendorff, 2008; Bramwell, 2006a, 2006b; and Xiao 2006) stated it was important to monitor sustainable strategies for responsible tourism management, thus gaining a better understanding of interactions within the global tourism industry system.

Another group (Aureli, & Forlani, 2015; Casadesus, Frederic Marimonb, & Alonsoc, 2010; Hawkins et al., 2009) stated that industry guidelines and best practices for responsible management of tourism destinations are needed, especially when developing a network and stewardship for promoting mutual benefits of tourism between the entities.

Since best practices are intangible and emergent, KM strategies may be used to capture insights (Alsadhan et al., 2008); KM captures an understanding of the perceived elements of cross-functional service quality standards (Clark & Scott, 2006). Beckendorff (2008) used KM thinking in the futures study of how to create tourism industry sustainability: and to study the future of tourism management. Benckendorff (2008) also relied on the futures theory of Joseph Coates (2003) of why to study the future of tourism management as a basis for identifying continuing trends to generate and sustain tourism businesses.

Other tourism management subject experts such as Cooper (2006), Edwards and Presbury (2004), Jaffari & Way (1994), and Xiao (2006) continue to challenge the defining structures of tourism. According to Cohen et al. (2000) and Jafari (2000), interactions between tourism employees and management change the certainty in what defines tourism. Tourism image formation is accomplished through destination credibility, market penetration, and the tourists' actual experience through the tourism process (Cohen et al., 2000). Cohen et al. (2000) also identified that the internet has created new systems for the tourism process. As many of these various researchers state, a knowledge network and social transformation may be possible for tourism systems, tourism management, and tourism industry self-governance.

According to Davies (2003), tourism has interagency relationships with diversity of societal attitudes and significance in influence, and suggested through convergent logic approaches of the static industrial world of tourism may provide industry structure. Edwards and Presbury (2004) gained insight into management-thinking theories applied to tourism. Edwards, McLeod, and Vaughan (2010) further attempted to matrix a knowledge network to define what the business of tourism entities entailed by concentrating on a regionalized management structure of the local tourism system. Bramwell (2011), as well as Webster and Ivanov (2007), discussed the management of tourism networks can be linked through sustainable strategies and the importance of the recognition for tourism economies through national efforts led by tourism organizations.

Higgins-Desbiolles (2010) cautioned that management structure and accountability can be neglected with regard to the monitoring of sustainable strategies for responsible tourism development. Recommendations of communication can be situated between government agencies, tourism businesses, nongovernment agencies, and community groups of tourism stakeholders are conceptualized by various authors who present broader tourism management development frameworks for future management systems (Benckendorff, 2008; Bramwell, 2006a, 2006b; Bramwell, Sharman, Richards, & Hall (2000); Cagica Carvalho & Gomes da Costa, 2011; Dodds & Butler, 2010). According to Dodds (R. Dodds, personal communication, January 17, 2013), the connection to the stakeholder theory applied against sustainability explanation, needs further research investigation into tourism development of a structured system. "The past twenty years of tourism development have contributed many examples of unsustainable development. The general conclusion has been that appropriate policy and its

implementation are what are needed to make tourism more sustainable” (Dodds & Butler, 2010, p. 36). Benckendorff (2008) recommended governance of tourism business consequences are made possible by reviewing future events such as terrorism, and international aviation were considered for long-range future shocks. Benckendorff’s (2008) research explored a better understanding of the business contributions of sector associations, and their broader scope of tourism management toward industry self-governance.

Xiao (2006) discussed how economies are connected through the different stakeholders’ approaches to tourism management and sustainability strategies through both regional and international perspective. The leadership of regional tourism is monitored by the Tourism Industry Association of Canada (TIAC). The leadership of the TIAC (2016) organization continues to stay focused on market capabilities and regional influences. McKercher and Buhalis (2001) stated there is little empirical work thus far completed within the context of tourism studies. There are even fewer tourism studies applied to strategic system planning of local, regional, or global tourism. According to McKercher and Buhalis (2001), the hotel industry in particular was noted as lacking strategic application to industry approaches within the areas of hospitality and tourism management. Recommendations for further insight into this area of research were recommended by McKercher and Buhalis (2001).

Tourism Development

Mehmetoglu’s (2004) qualitative research focused on the concept of interpretational data based on *a priori* (deductive information gained) to discover travel philosophy. Mehmetoglu found that travel expanded one’s mind and personality though

the experience. Mehmetoglu's Norway study concluded a type of category applied to tourists, who were considered the well-arranged packaged tours consumer, whereby the independent trip was defined as travelers. Mehmetoglu discovered psychographics of whether tourist or traveler, both offered social interaction of different places, people, and cultural experiences. Mehmetoglu (2004) stated the solitary traveler scored higher in ego-enhancement of internal motives, compared to the group traveler who wanted external connection through a sense of belonging, fulfilling the condition of personal value and community integration. Mehmetoglu (2004) created a typology of tourists from a different angle whereas independent travelers tend to make their own travel arrangements, compared to the collectivist tourist who searches out intermediaries as psychographic orientation variables. Mehmetoglu (2004) determined travel motives suggested through taxonomy, the findings were two different types of travelers, the individualistic, and the collectivist.

For Christensen, Johnson, and Turner (2010), the design beginnings of research should rely on a verified phenomenon. Chen and Kim (2010) conducted a test for validation of the tourism phenomenon. These authors' hypothesis posited that tourism expansion could strategically lead to significant tourism growth. Dodds and Butler (2010) researched problems related to the tourism network for sustainable policy design, whereby traditionally leadership responsibility was within the multidisciplinary approach of tourism over development. Tourism displays incoherence in its governance, especially to tourism policy design, implementation, and strategic management of systems that continue to be an industry challenge (Dodds & Butler, 2010; McDonald, 2009). In the context of tourism sustainability, policy creation, and tourism network control systems,

numerous authors who have presented research on the effects of tourism impact on the earth's resources. The management of the Travel Industry Council of Ontario (TICO) delivered regionalized leadership through the Travel Industry Act of 2002. TICO aligned the provincial Ministry of Consumer Services with the public to ensure protection and education awareness toward collaborative tourism industry initiatives with consumer benefits (TICO, 2014).

Tourism Defined

Measurements for tourism are based on the UNWTO's inbound (tourism revenue/receipts) and outbound (tourism expenditures), the global tourism arrivals and departures of international travelers are synchronized through the IMF. This information has been calculated from over 200 countries since the 1980s, and offers definition to the supply and demand of the global marketplace. In 1995, the UNWTO offered classifications for tourism statistics through the economic sector and resiliency comebacks of the industry (Baggio, 2008).

Review of Relevant Tourism Scholarship

For Davies (2003, p. 100), "Tourism is not only a collection of diverse and varied attitudes about societal significance, but is also an industrial activity with interfirm relationships." Since interfirm relationships mean the connectivity amongst tourism entities, the purpose of this qualitative research case study is to explore and describe shared priorities for an industry-led development of a global system of centralized communication for tourism. Qualitative evidence toward the social theory of tourism exchange in Edwards et al.'s (2010) study offered data insights. Since "the real world is seen as having several realities rather than one unique 'absolute' truth," development

within the study of tourism continues to draw studies upon the tourism phenomenon that exists globally (Davies, 2003, p. 104).

Baggio (2008) attempted to bring alignment on what is cautioned as a complex system of chaos in tourism, declaring there are too many elements and interpretations for tourism studies that cause confusion in defining the tourism system. This study created challenges of research on the subject of tourism, and searches to find adaptive management planning to its system. Researchers trying to identify units of measurement application to the extent that the study of the tourism phenomenon presents difficulty to the components applied toward tourism frameworks. The thematic reviews of tourism challenges is presented through Worldwide Hospitality and Tourism Themes (WHATT; Jayawardena, 2013, 2016), with primary data and secondary industry viewpoints that explored major challenges and issues that face human resources, marketing, development of the tourism industry.

Destination Management Organizations (DMOs) are the most important aspect to tourism management systems of stakeholders within the network, with notion that the policy gap for tourism planning continues to be difficult to find legitimate power of stakeholder relationships (Timur, 2005). The Organization of Economic Cooperation and Development (OECD, 2014) have endeavored to apply a common structure to country accounts as a national whole, with parity for systems and supporting structure that provides guidance for tourism industry system. Tourism Education Futures Initiatives (TEFI) provided thought bubbles for academic consideration in designing futurity trends and global system design principles (Padurean & Maggi, 2011; Sheldon, 2012).

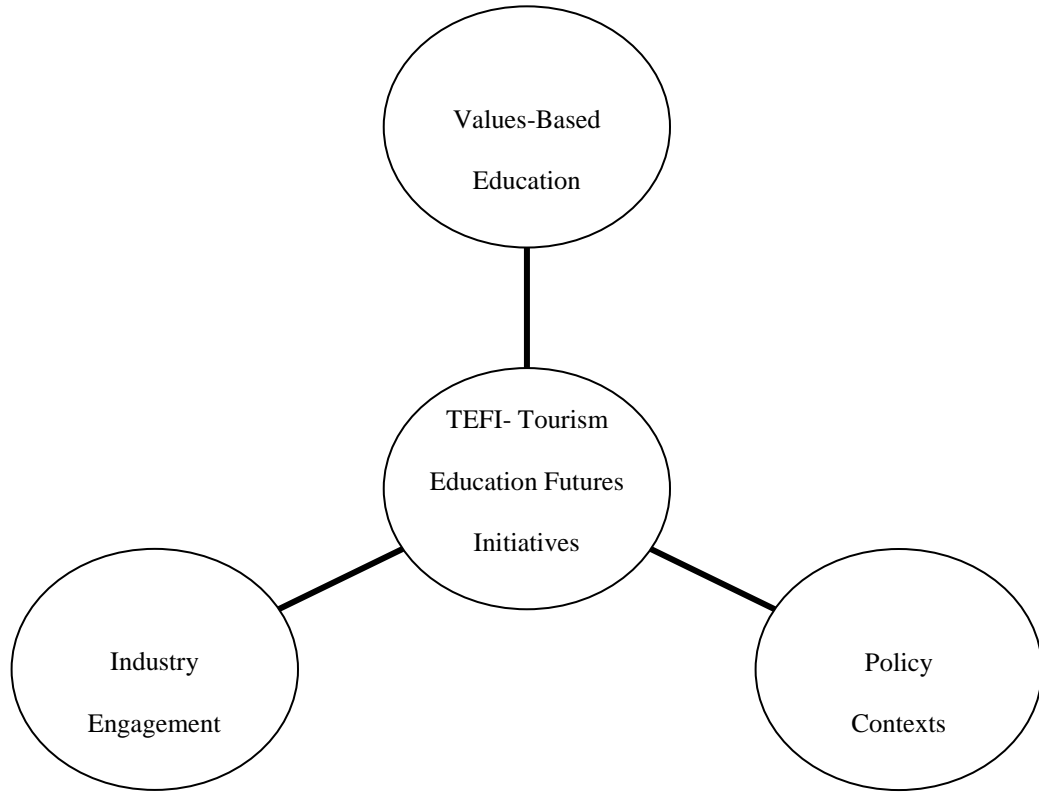


Figure 1. TEFI—thought bubbles for academic consideration.

Note: TEFI Graphic adapted from the SPL model developed by the University of Phoenix Online (2011).

Chok, MacBeth, and Warren’s (2002) qualitative research suggested an economic research tool for poverty solutions through tourism, of which recommendations for an approach to tourism of its global people, culture, and environments within economic terms of country-based positioning. Brunner-Spardin and Peters (2004) presented a conceptual design construct for tourism system development. They stated it was important to take action on price policy, marketing communication, and product development, thereby expanding tourism through social construct system application.

Bramwell and Lane (2012) presented a 20th anniversary edition of an academic journal specialized in sustainability of tourism, beginning in the 1970s with mass tourism development that brought both negative and positive attention to the industry. Academics began calling for controls and regulations to assist with problem solving, which respects broader social and political thinking of the global system of monitoring tourism. Tourism research began in the 1970s to the 1980s, with more sustained strategies developing by the 1990s (Pearce & Butler, 2010). The beginning of the 21st Century brought further attention to global distribution systems (GDS) that led to more regionalized studies, with Apollo-Galileo/Travelport and Sabre offering some of the originating technological travel platforms for the International Air Transport Association (IATA) coordination and their networked airfares (IATA, 2014). Tourism was now seen as developed through regional context which requires linkage to economic policies, within the world, usually led by regions such as Europe (Borma, 2012; Joppe, 2011).

Regionalized Tourism

The environmental context of tourism has market turbulence, technological influences, and the intensity of a competitive marketplace (Jaworski, Benard, & Kohl, 1993). Toronto, Canada boasts one of the world's largest multicultural populations (About.com Canada Travel, 2013). The UNWTO (2016) enlisted Canada previously in 2000 as the 7th largest, and again in 2015 as one of the top economic drivers for international tourism expenditures, providing relevance for this centralized study of the benefits of gross domestic product (GDP) exchange to a specific market perspective within a global marketplace.

Tourism indicators from Statistics Canada (2014) showed the country taking record breaking outbound travel to destinations of the United Kingdom, and the United States with New York and Washington States receiving millions of cross border visitors. Consequently, the travel deficit of 2010 showed over \$30.5 billion spent globally out of Canada, whereby only \$16.5 billion has been given to travelers coming to Canada according to its Year Book. The importance of economic parity between inbound and outbound tourism continue to drive UNWTO tourism economies in 2015 as Canada ranks 18th internationally. In its Jenkins Report, Industry Canada (2011) provided indicator development strategy for colleges and institutes for the development of tourism skills and industry refinement as the Hospitality Human Resource Professionals Association (HHRPA) dedicated advancement agendas for industry professionalism (HHRPA, 2016).

More centralization, through departmentalization and formalization of a structure can impact against the effectiveness of capturing and responding to market shifts (Jaworksi et al., 1993). The results of the Jaworski et al.'s (1993) study found that top-management orientation and an employee's commitment to an organization can influence market development when organizations' responsiveness is attentive and sensitive to changing consumer needs through employee empowerment and reward systems. Currently communications globally is managed through the World Tourism Organization (UNWTO, 2015), which provides updated information on both regional and international statistical information on the tourism marketplace. An industry announcement to celebrate the historical achievement of over one billion travelers visited tourist destinations throughout the world was confirmed for Years 2012 to 2014 as record-

breaking by UNWTO (over 1.1 billion tourists traveled abroad in 2014, and again in 2015).

Urban Destination Tourism

International tourism has been recognized as regional employment development and balance of payments between countries through the foreign currency. Tourism is based upon economic, environmental, and sociocultural sustainability (Timur, 2005). Leszcz (2015) from Conde Nast magazine listed Toronto as a top global city, calling it Toronto the great. Toronto, Canada has comparative importance as a competitive destination offering a plethora of attractions believed to be satisfying to consumer desires and needs as a competitive urban destination (Joppe, Martin, & Waalen, 2001). The attributes of cultural experience, low crime, and convenient transportation were other important factors, along with a variety of things to see and do, to encourage tourism economies. Joppe et al. (2001) found that managing the service encounter and reducing perceived risks were the ongoing global recommendations for urban destinations.

Tourism businesses can be privately or publicly owned and run. From a global perspective, tourism operators now need to understand that the differences between private and public vary from country to country, depending on the local social constructs (Baggio, 2008). Service levels differentiate one hotel classification from another: service priorities define the brand, no matter where in the world the hotel is located. This has implications for hotel expansion into new, emergent countries (Galicic & Ivanovic, 2007; Philippe & Leo, 2011; Vaca-Acosta, 2012). Ultimate branding, segmentation based upon a single product and the integration of processes such as destination tourism initiatives bring consumers specifically to their brand (Sezgin, 2008). Gu and Ryan (2010) explored

the global impacts of tourism to a local community. Conducted by subject experts in Beijing and New Zealand, the professors used a micro study to understand a unique situation of a tourism operator's attitude in a single destination in Hongcun, China.

Factors such as place attachment exist in tourism (Gu & Ryan, 2010). Gu and Ryan's (2010) research paradigm explored the exchange theory of the benefits received from tourism income and employment, allowing opportunities for government, community, and industry collaboration (Gu & Ryan, 2010). The authors found that China had opened to more Western general global growth in economics through its rapid economic growth economy and transformation. The research provided further insight into Doxey's (1975) earlier theory of local residents' reaction to tourism's growth and gives a better understanding of homogenous cultures. Considerations of community vie with different interests and options for economic factors that drive tourism planning. Richard Butler is famous (Butler 1980, 1984, 2003; Dodds & Butler, 2010; Wall & Mathieson, 2006) for his tourism area life cycle (TALC), a conceptual interpretation through which the impact of tourism sustainability with respect to traffic on the community and on the local ecology can be investigated.

Tourism's Dimensions

Focus on communication is paramount to ensure future resiliency for tourism entities as the dimensions of tourism continue to evolve on a global scale of stakeholders (Dodds & Butler, 2010; Weber, Belkin, & Tarba, 2011; Webster & Ivanov, 2007). The theory of tourism systems (Xu, Qin, Zhang, Qi, & Li, 2013) posits tourism destination branding based on decisions to create a tourist destination cooperatively made by different tourism sectors. Xu et al. (2013) found that tourism was cooperative but also

competitive. Competitiveness also creates the destination imagery (Mazanec, Wober, & Zins, 2007). The dimensions into wider global policy were presented into Pearce and Butler's (2010) bridging of the supply and demand dichotomy of tourism. Emerging tourism resources and tourism systems of national tourism branding positioning are rapidly developing as the individual destination tourism brand integration is evolving. Pearce and Butler's (2010) individualized centric needs of each customer to create the cumulative values of the tourism product. The external homogeneous system of tourism symmetry creates the total configuration of the tourism community (such as the collection of shops, restaurants, and other tourism entities). Johnson's (2010) agent-based modeling (ABM) system creates the technology to search for potential tourism destinations. Enablez (2013) gained system alignment through the chaos of the tourism socioeconomic system was still in question; as technology has continued to lead industry changes of communication and structures (Hotel Magazine, 2005).

An industry highlight story by Travel Mole (2014) featured Thomson UK, naming them as the new next-generation store for retail distribution of tourism products as customer technology began to use touch screens and interactive maps. Such industry leaders as TravelWatch (2014) provided technology-based assistance to support destination search details on safety and security, and known for travel communication of content and distribution for outsourced technology project management to the travel trade. The online travel agency (OTA) market continued to challenge traditional bricks and mortar operations as opportunities for combined technological advances and industry communication shifts have become emergent (Travel Mole, 2014).

The tourism industry's structure and the management of the tourism system continues to evolve in its communication strategies by the encompassing of technology. The integration across the many sectors of tourism entities, and the marketplace synergies are becoming emergent in new relationship system evolution. The historical impact of the global tourism growth, along with the anticipated continuance of sector development of tourism consumption will drive its international governance, especially as focus on policy design, implementation, and strategic management of the global tourism system.

Germinal findings. Categories of tourism were first defined by Butler in 1980 when local communities were recognized as part of the engagement process for tourism development (McKercher & Prideaux, 2014). Butler (1984) also defined tourism through the tourism area life cycle (TALC), as the tourism phenomenon began its incitement that was recognized into academic forums (McKercher & Prideaux, 2014). The topic of tourism has been further explained by Baggio (2008) and Cooper (2006), who were supporters of the more current holistic approach to network sustainability development. Bramwell (2005, 2006a, 2006b, 2010, and 2011) has provided leadership in the writings on academic and planning principles toward industry governance and responsibility for community tourism development.

The evolution of the travel agent was cultivated through the inflexible needs of the business traveler. According to Ryan (1989), the business travel sector of tourism evolved from the Airline Deregulation Act of 1978, using the ARC (Airlines Reporting Corporation) as the airline reporting system. The Civil Aeronautics Board (CAB) set conditional travel agency rights to compensation through the jointly administered accreditation system of the Air Traffic Conference (ATC). The responsibility of the travel

relationship procurement had great magnitude and logical extension (Ryan, 1989). The competitive forces created brand loyalty, with large organizations such as American Express and Thomas Cook Travel specializing in customer relationship profiles and transaction systems (Boberg & Cavinato, 1986). The holiday travel sector distribution system has been compared to the grocery retailing industry due to the competitive pricing, multiple markets, and resale practices of retail strategies (Ryan, 1989).

The consequences of the tourism system seemed to be the lack of knowledge of the industry. The formation of the Association of British Travel Agents (ABTA) in 1965, and the introduction of further trading regulations were introduced in 1977, which began the process of tourism networking (Ryan, 1989). By the 1980s the consumer booking of inclusive tour packages and specialized tour operators had evolved. In the period from 1965 to 1988, counter-measures for public price controls by IATA were monitored as vertical integration and an emergence for independent agencies began thriving, adding to industry chaos from 1965 to 1988 (Ryan, 1989).

The concept of customer relationship management (CRM), laid out by Boulding, Staelin, Ehret, and Johnston (2005), and Tucker and Lynch (2004) marked the evolution of a cost-effective tourism product mix, integrating an organization's data, processes, and technology. Also, in this period, Chen and Quester (2007) recommended that front-line service employees deliver individualized customer values related to a service-based systems that were not dyadic, but rather based on consumer satisfaction through product delivery. The emotional connection of consumer association to a brand came to be identified, whereby consumer's attitude, knowledge, and skills are required for the collaborative activities of multinational firms with communities (Rajagopal, 2011, 2012).

Cultural, social, and environmental impacts for both supply and demand structure have become part of the changing travel trade (Ryan, 1989). Strategic objectives for product innovation and global competitiveness were part of the new organic growth in business planning (Rajagopal, 2011, 2012; Stewart, 2009). Finally, the magnitude of global tourism for hospitality and tourism academics came to be recognized (Sainaghi, 2012). Ongoing global tourism trends show that economic forces are affecting potential future opportunities for linked social theory and systems theory of international alliances. Sainaghi's (2012) macro study concentrated on the mix of tourism stakeholders and investigated destination marketers, policy makers, and travel or tour operators, correlating exchange theory of those many stakeholders. Sainaghi (2012) critiqued the extensive theory overview of tourism verification stating tourism contributes significantly as an economic generator. Geoffrey Crouch (1994) correlated tourism concepts using promotion versus demand theory in international marketplace, and focused upon economic influences that supported UNWTO tourism demand through the United Nations statistical foundation (Crouch, Crofts, & Van Raaij, 1994). For McKercher and Prideaux (2014), the Journal of Tourism Research and the Annals of Tourism Research provided influential academic reviews supporting global tourism values.

A call for industry assessments of agreements with college and university knowledge and skill set development is the new frontier according to the Higher Education Quality Council of Ontario (HEQC, 2014). The Natural Sciences and Engineering Research Council of Canada (NSERC), the Social Sciences and Humanities Research Council of Canada (SSHRC), and the Canadian Institutes of Health Research (CIHR) all offer opportunity in Tri-Council provincial funding for educational

programming of the HEQC. Labor market needs will be a leading indicator of concerns, as the voice of the employer in educational collaborative projects continues to be lost, an issue that requires more attention (HEQC, 2014). Intellectual knowledge networks theory, on diffusion patterns of economic, geographical, environmental, and sociocultural domains of industry, published in the Annals of Tourism Research provide further dimensions of social development (McKercher & Prideaux, 2014). “The pro-poor approach to tourism development is a response to and a reflection of these various expectations and attempts to tap into the social potential of tourism” with caution to business approaches for tourism (Schellhorn, 2010, p116).

The UNWTO continues to be the global source for utilitarianism connectivity (greatest good) of the global tourism system network. This organization offers demand indicators as an authoritative voice to support global value systems. Awareness of the benefits of the tourism system is stimulated through GDP recognition, economic indicators index tourism as the main influencer toward economic and social development for some nations (UNWTO, 2015). This tourism system is supported by SKAL, a global stakeholder support system for the travel trade, established in 1932, and their vision statement is to be ‘the trusted voice in travel and tourism.’ The SKAL community is built upon friendship and goodwill, currently promoted in 400 locations throughout 87 countries offering an oasis free of competition for tourism industry exchanges (SKAL International, 2015).

Case Study Global Insights

Tourism for business travel emerged in 1978, as travel agency responsibility for travel relationships and procurement developed magnitude through a logical extension of

principal parties involved (Boberg & Cavinato, 1986). Kom (2007) discussed how the September 11, 2001 terrorism events in the United States revealed a predominant factor of vulnerability in travel destinations in the global system. Kom's findings confirmed the fragmented nature of the tourism industry within the context of the meeting and events sector. That study further emphasized that to manage tourism as a cohesive whole, the industry needed to be aware of key critical success factors for pertinent management of tourism economics. In the transportation sector, Varon's (2014) study examined 69 airline cases with a focus on five major themes: airline responsibility; airport location; baggage handling; system operation; and employee involvement. It was found that there was no difference between the US system and the global system since both exhibited identical averages. It was recommended that the Transport Safety Association (TSA) airport representation utilize emerging technology as part of its process design.

The behavior, needs, and motivations of other tourism sectors, such as sport tourism, vary from those of business travel. Sports Tourism continues to be the tourism phenomenon it has been for centuries, especially with the current growth in interest in intercollegiate athletic competitions. It was also established that the key pull factor that attracts and motivates elite athletes and responses is the overall brand image of host destinations (Bende, 2012).

A regeneration of city-oriented tourism activities and an investment into culturally focused tourism initiatives have created the proliferation (spread) of urban tourism developments. This is a significant trend and is regarded highly in the role of community development as it helps with differentiation and branding of urban area (Murphy & Boyle, 2006). Another relevant case is illustrated in Xiao's (2007) study. Dalian was

declared as an open platform market for the global meeting and events industry. Xiao (2007) recommended that trade associations can be used as the bridge between industrial and government policies such as those in Bornhorst's (2004) study, which first defined the context of Destination Management Organizations (DMOs). Bornhorst's (2004) research recognized that the presence of economic drivers created by the tourism system was driven by the DMOs. Research continuous to aims at deepening the understanding of tourism phenomenon geared towards interactions between human behaviors and tourism with an increased attention to qualitative inquiry.

The relationship between social and financial actions of 61 Spanish hotel companies for responsible practices within four categories: instrumental influences, and political, integrative, and ethical contributions were reviewed in Vaca-Acosta's (2012) study. Corporate social responsibility in Spanish hotel chains was linked to a multidimensional construct of government policy through economic, social, and environmental emphases related to tourism. As such, limitations of time, human resources, and financial commitment have pressurized tourism development to deliver in the commercial industry over ensuring responsible and sustainable strategy. Brunner-Sperdin and Peters (2004) discovered that most tourism businesses were privately owned, and input and output measurements, economic, and environmental decisions were related to service processes. Handling decision-making requiring holistic industry approaches to the value chain and the human-ware were key components related to these service processes. Brunner-Sperdin and Peters' (2009) researched the tourism phenomenon and explored emotion in firm-specific factors. That study noted the psychology of tourism

was felt and experienced when quality service bundles of the tourism product are delivered.

Edwards, McLeod, and Vaughan (2010) explored the tourism sector in Bournemouth, Poole and Christchurch areas in England, in a study of the interorganizational network of small and medium size tourism businesses and how they interacted with each other. Hathroubi (2011) cultivated regional sampling rationale and quantitative techniques, in a study of demand forecasting with relation to the metrics associated with the arrivals and departures of tourism. As a result, France, Germany, Great Britain, and Italy were found to exhibit consistent tourism visitor trends. North African, Arab countries such as Algeria and Libya, were more recent arrivals in the development of tourism visitor trends. The other findings were global with an overall exchange rate applied between the host destination and origin regions (Hathroubi, 2011). Casadesus, Marimon, and Alonso (2010) deepened their understanding in their study of a comprehensive tourism system using the sub-sector of accommodations, with a rating system involving travel agencies as an influence on the sector standards. They recommended that a national standard for hotels in Spain to be implemented to develop greater credibility and recognition for tourist enterprises. In another study on regional tourism, Italy was examined as a specific area with cultural differences compared to the other areas within Europe (Edwards & Presbury, 2004).

Edwards and Presbury (2004) found that sustainable and heritage tourism were considered areas of interest and that heightened emphasis on developing responsible tourism through sustainable strategy and harmonious communities could link to tourism development. Focus is also needed in the strategic management of tourism, in the event

and meeting management sector. Recycling, regeneration, and social consciousness were areas that required knowledge building for industry to develop tourism overall (Edwards & Presbury, 2004). Xiang (2009) uncovered key tourism elements in identifying specific target groups to plan for China's heritage tourism. Protecting the environment, contributing to the local economy, aiding the community well-being, and providing quality services were emphasized in the study's three outcomes.

Several studies present important elements of the tourism climate, since social and natural systems make up the complexity of tourism and related communities. For example, authenticity and conservation of heritage resources were key sustainability strategies. But restoration projects for heritage tourism are highly complex. They require collaboration with regional destination initiatives, so that social relations may be embedded. The quality of tourist guides affects the tourist perspective and experience and other indicators of tourist commodity purchases (such as souvenirs) become relevant attributes of a product extension of augmented tourism.

Stern and Hall (2010) recognized the transformation of heritage tourism destinations by breaking into new dependency relationships and thereby, offering economically viable options for other resources of tourism strategy and development initiatives. Stewart's (2009) research discovered two key findings that would enhance the future tourism development for Arctic Canada. By empowering the Inuit community to more actively participate and by giving them the choice to be a part of a growing system of development, sustainable tourism development could increase in Arctic Canada.

A pragmatic labor response for industry was discovered in an Australian study for tourism supply labor markets. It stated that "employers perceive students to be intelligent,

articulate, good communicators, easy to train and willing to follow instructions” (Barron, 2005, p. 42). The industry was considered a labor-intensive sector, with lack of coordination from the central government and as such, did not offer balanced and sustained tourism growth (Barron, 2005). Burke, Demirer, Fiksenbaum, and Koyuncu (2008) found that the tourism industry provided significant economic assistance to countries by making available careers to individuals who valued an environment that provided people-oriented and meaningful work. The study looked to Turkey but also from an international perspective and found that the people working of the labour force in the tourism industry predominantly had lower levels of education than in other service industry sectors. It was also found that tourism could have long-term economic growth, and that the forces of foreign demand, local demand, and supply could improve in efficiency through competition (Balaguer & Cantavella-Jorda, 2002).

Balaguer and Cantavella-Jorda (2002, p. 882) considered the question whether, “tourism is causing economic growth or is it economic growth leading tourism.” The authors determined that fostering development of tourism supply and providing tourism demand along with an emphasis on natural and social resources were key components for national tourism economies. According to Beck, Lazer, and Schmidgall (2007), the hospitality and tourism industry had moral complexity, in its interdependence agreement towards ethncal behavior for industry principles across clubs, hotel managers, and controllers’ professional management groups.

Determining capabilities in tourism clusters using industry hierarchies and vertical integration as the tourism networks can be considered through social policy applied to tourism cooperation and coordination within the industry configuration. The

collective nature of the whole network can be structural based upon density and centralization of the heterogeneous tourism landscape (Pearce, 2014). Cagica Carvalho and Gomes da Costa's (2011) study provided a diagnostic globalization of the tourism sector with higher heterogeneity through area trade alliances as a whole. Their study created an application model for sustainable solution for tourism in Pamela with municipality, accommodation, along with restaurants, and local association as industry variables. The study emphasized value supply chain and best practices emphasis by focusing on the welfare of the local community from the perspective of economic benefits, the ecosystems, and the culturally based tourism activities as a development for business sustainability (Cagica Carvalho & Gomes da Costa, 2011). In community system studies, the network of industry partnerships should be community-oriented, flexible, and adaptive, and have an inherent willingness to help. The ongoing efforts of the parks and recreation were a big part of the community system. For collaborative success, a key factor was that both parties in the community needed to benefit from the joint-use agreement (Howard, Bocarro, & Kanters, 2013).

Tourism is a "great economic multiplier" (Mody, 2013, p. 99). Mody's (2013) study was of economic, environmental, and social-cultural aspects comprising the stakeholder value system. As part of a developing nation study, it surveyed 105 domestic travelers and 64 international travelers surveyed in an Indian context. The study also revealed that countries that portrayed as being responsible were able to establish customer loyalty with tour operators and the destinations (Mody, 2013). Gu and Ryan (2010) focused on a quantitative study targeted at 43% of the local population in an adult village in Hongcun, China that attracted over half a million mostly domestic visitors

annually. This study provided a better understanding of a homogenous community view from tourism. In the commodification stage of tourism infrastructure, this can often lead to the creation and improvement of public infrastructure supporting systems or consequences to the economic, social, and environmental impacts of destinations.

Huang (2006) determined that the holistic tourism approach for fragile ecological systems in the well-preserved Chinese water towns was a reliable and effective framework for tourism accountability. Another tourism study of sustainable development in rural communities was conducted by Cheng (2010) in the Five-Finger Mountain region of China. The results of this study highlights the importance of community input in creating tourism market. In particular, the spatial organization of natural conservation areas including interrelated zones such as the core tourism area, the transition area of the local community, and the buffer zone that surrounding the core area (Cheng, 2010).

Small-Clouden (2015) found that Trinidad and Tobago was moving towards universalization of collective behavior due to the impact of global tourism on this destination combining as a region. According to Small-Clouden (2015), there has been calls for an international system of global governance that engages in regulations for different locations. For example, Botswana and Thailand are very different in their approaches to their tourism systems. To date, their governance has been privatized, with emphasis on voluntary codes of conduct, and certification within Botswana and Thailand relies on the market areas themselves to self-govern the industry. Analysis reveals that there is an invisible structure of global governance in tourism. For example, riding elephants and conducting safaris have been monitored by tour operators to ensure the protection of animal welfare (Duffy & Moore, 2011).

For tourism enterprises to achieve environment and resource goals, other factors include sustainability and long-term viability. The fast-changing tourism environment emphasizes the growing importance of these socioeconomic phenomena, including various stakeholders, a consideration of the governance processes of tourism design and planning, and the scarcity of resources for the social responsibility of the industry. The tourism system is defined as a “complex and dynamic system” (Hardy, 2010, p.18) with demand (desire to travel) and supply (attractions, transportation, services, information, promotion) that are also generated by the financial means, available time, and physical condition, allowing one to travel. Hardy’s (2010) integrated tourism model has the tourist at the center within three areas of influencers: the tourism promoters; the tourism service providers; and the external environments (society-economy-politics-technology).

Other aspects includes sustainability and long-term viability for tourism enterprises to achieve environment and resource goals. Including stakeholders is key for tourism (Hardy, 2010). In order for tourism destinations to perform, interorganizational dynamics are required in for the tourism system as a whole to thrive (Mariani & Baggio, 2012). Studies related to current leadership systems that provide industry support and governance of sector communication for tourism initiatives were investigated further in the current qualitative, descriptive, multiple-case study.

Significance of the current study. Describing the tourism phenomenon in the context of management strategies of the tourism industry from a global, rather than a regional perspective is the focus of this particular study and may offer critical value. The opportunity to share knowledge and provide inclusive development is offered through the UNWTO (2014) who advance leadership for tourism policies worldwide. The study’s

intentions are based on foundations provided by Sorenson (2000) and Salkind (2006) who said that quality through descriptive research offers a true experimental approach. For Sorenson (2000), clarifying industry objectives through real-world observation was an important research element. The significance of this study reaches outward, to the broader aspect of society in tourism, as human resources collaboration and decision-making strategies provide economic benefits (Balaguer & Cantavella-Jorda, 2002).

Gap in tourism literature. Much more research needs to be done on industry recognition and accountability procedures when thinking of the growing global tourism industry as an economic driver (Chen & Quester, 2007). Management strategies as part of knowledge networks should focus on sustainability calculations between the exchange of gross domestic products and the influences of foreign currency, this continues to be an area of research interest (Chen & Kim, 2010). Bramwell and Lane's (2011) study provided future strategies for sustainable tourism policy. It focused on current tourism policies and presented examples of successful destination strategy. Sungsoo's (2010) study considered the tourism perspective from a quantitative aspect: it laid out four consideration tourism variables of cooperative promotion and marketing; transportation; various attractions to providing unique experiences; and a service quality level defining consumer satisfaction in the tourist destination.

Chen and Raab (2012) addressed the gap in the literature for proposal frameworks for social exchange theory. Mapping key benefits to community value provided decision-making influence, which might impact tourist experiences by creating potential for system symmetry, since data collection was desirable to ensure identification of the tourism need (Burns & Fridman, 2011). An example of this provided in one village that

successfully created collective change after 60 years, to become an identified tourism destination. Choi and Murray (2010) discovered that long-term planning, full community support, and sustainability initiatives were important elements for successful tourism change processes. As well, tourism research analysis required resident perceptions, cultural change, place identity, and social structure systems as aspects for breadth and depth of tourism development and definition (Choi & Murray, 2010).

In 2013, Destination Marketing Association International (DMAI) conducted regional meetings, in which they presented current global tourism market information. They reached to over 600 cities around the world that use promotional expenditures to entice new visitors from abroad (DMAI, 2015). In contrast, Webster and Ivanov (2007) took their research into the region of the consumer, to gather tourism perspective from the location of the purchaser rather than from within the district of the tourist destination. The Webster and Ivanov study used an econometric model that calculated the measurement of two variables, the demand for the tourism product and the calculation of tourist arrivals. Bornhorst (2004) clarified what was influencing consumer decisions, which in turn helped design future processes of DMO research. The trade shows and meetings sector continue to drive DMO business globally (Jyh-Shen, Chia-Hung, & Chung-Chi, 2007; Pearlman, 2007).

IATA's (2014) management team is the international mediator group of industry leaders of the travel trade. It monitors the economic activities and the safety responsibilities that lie between airlines (supply) and consumer (demand) transactions globally, either directly from the consumer, or through an intermediary travel agency. E-ticketing has been steadily increasing over the past decade. As this trend continues, the

travel agency role is still a prominent aspect in the distribution process (Chiang-Nan, Mockler, & Dologite, 2009). Philippe Lacamp (2008), vice president of Cathay Pacific Airways has stated that the travel agent still remains a highly valued factor as a distribution channel for selling of airline tickets in Canada. The United States has the largest number of internet purchases, followed next by China (Chiang-Nan et al., 2009). Air ticket sales by agents have risen 3.35 percent year-over-year, specifically in the U.S.-based travel market (“Agent Air Ticket Sales Rise,” 2013). As an example of a successful North American retail system, Carlson Wagonlit Travel employs over 20,000 people and offers access with access to over 50,000 travel supplier companies globally, to leisure and business travelers alike (Carlson Wagonlit Travel, 2012).

Research has indicated a lack in sustainability for united industry distribution and alignment (Butler, 1999; Bramwell & Lane, 2012; Higgins-Desbiolles, 2012; Jamal et al., 2011; Wheeler, 2004; Wijesinghe, 2014). The ego factor in tourism may constrict constructivist leadership alignment due to the various tourism markets and differences in cultural and political perspectives (Maccannell, 2002). The elusiveness of sustainability in a collective tourism presents conflict, because of diversity within the system of globalized capitalism (Higgins-Desbiolles, 2010). Accountability for professional conduct should lie within the governance practices of a profession, but this indicates the lack of a formal tourism system and a titled professional status for industry as a whole (Crocker et al., 2001). Crocker et al. (2001) noted that the need for specialized hospitality and tourism training, which would distinguish a professional from a lay person, could be constructed through intellectual elements of authority, autonomy, and an ethical value system.

Significance within tourism leadership. Research revealed that ideas for best practices and management response techniques for a global system network might become the study's significant points. Perhaps there is a need to incorporate a central platform for social learning to develop industry management processes, which would incorporate an adaptive global tourism management communication framework. Data collection and subjective opinions interpretive of industry experts were similarly researched by Benckendorff (2008).

A similar approach was applied within a regional tourism qualitative sampling, to interpret the Canadian sector's current management dynamic of the tourism system. Crocker et al.'s (2001) sharing of resources and industry best practices communication by contributed toward a knowledge-in-practice framework for the aim of this particular study. Customer relationship marketing (CRM) initiatives could deliver a global level of HSMAI certification and contribute to a design for new ways of standardizing (LeCoeuvre-Soudain & De Shayes, 2006). An organization requires understanding from a multi-informant perspective on the customer's total value system (Chen & Quester, 2007).

Byramjedd, Bhagat, and Klein (2010) linked the value system to an employee's indirect efforts, and thus contributed toward customer satisfaction as an important aspect of the daily implications of the business' performance, both the internal and external process systems of tourism service products of integrated tourism entities. Similar design approaches were discussed by McIver, Lengnick-Hall, C.A., Lengnick-Hall, M. L., and Ramachandran (2012). These authors found that accountability for professional conduct was within the governance practice of the tourism profession: accountability required a

monitoring of its skills, substantive knowledge, and a tourism value system. Zhang and Levinson (2004) attempted to apply an agent-based approach to the travel demand model to capture the value of the transportation element of the tourism demand (Baggio, 2008). A global tourism concept for a global certification program offering focused hands on services of a cross-circular educational product was proposed by Van Petegem, Blicck, and Boeve-De Pauw (2007). This specific type of training is delivering to a niche market through management training differentiation for rapid growth through globalization strategies, for example alignment with organizations such as UNESCO (2015) is helpful. Strategic industry and educational partner alliances are the way of the future (Value chain, 2005).

Current Issues in Tourism

Current Tourism

Tourism management monitoring for sustainable strategies in tourism management is important for gaining a better understanding of the global tourism industry structure (Benckendorff, 2008; Bramwell, 2006a, 2006b; Dodds & Butler, 2010). Casadesus et al. (2010), along with Hawkins et al. (2009), Cagica Carvalho & Gomes da Costa (2011), and Abdul Razzaq et al. (2012) have provided industry guidelines and best practices for responsible management of tourism destinations, with important elements towards network and stewardship development for tourism. Tourism has created 11.7% of the global economy, generated 8% of the world's competitive job force, and has also allowed a focus on the importance of accurate forecasting for resources and infrastructure planning (Hsu & Wang, 2008). Hsu and Wang (2008) presented supporting tourism principles of Steven Witt's (1995) renowned forecasting

model, contrasting literature of Crouch et al. (1994). Hsu and Wang (2008) conducted empirical benchmarking of regression analysis by using the econometric model for tourism that presented critical influences of hoteliers, to help determine tourism demand.

Edgell (2013) stated, that the WTTC report by Oxford Economics found globally a US\$7 trillion dollar economy is generated by tourism, with 9.5 percent creating Global Product Development, and more than US\$266 million total in tourism related jobs (1 in 11). Corporate Social Responsibility (CSR) is another tool that applies a measurement system of tourism variables so that action and accountability can occur for the creation of forward and relevant solutions (Chopra & Kanji, 2011; Hamarneh, 2013; Joppe, 2011; Joppe & Xiaofeng, 2014). Chopra and Kanji (2011) limited their study to visitors to Japan and the United States between 1990–2003, but the study may be applied globally for further research. Other management subject experts such as Cooper (2006), Edwards and Presbury (2004), Jaffari (1990), and Xiao (2006) discussed how interactions between tourism employees and management inherently change processes. Various subject specialists believe that a knowledge network and social transformation for tourism systems is possible; the emphasis on tourism networks (Cohen et al., 2000). Davies (2003) approached the industrial world of tourism through interfirm relationships, noting that diversity of societal attitudes influence the significance of tourism destinations (Small-Clouden, 2015).

Edwards and Presbury (2004) found that information gained from descriptive research provided insights into management thinking and systems application. Edwards et al. (2010) incorporated the importance of social context into their study of network relationships between the nodes, with consideration for causal inference for different

operational environments of tourism. In contrast, Maccannell (2002) cautioned that the fear of loss, risk of dissolution, or dismemberment of consumption of tourism becoming a commodity, continues to drive tourist contexts of management integration solely through the tourist economy of symbolic structures that may exist.

Case study approaches offer developmental research of the human mind, leading to further questions offering social science research (Salkind, 2009). Da Costa and Carvalho (2011) took a conceptual case study cultural approach to the supply chain of tourism, making a micro study of social values, community engagement, and the physical impression that become the emergent balanced distribution between tourism wealth and resources. Generalizations of tourism can be limited; opportunity may come through the diagnostic globalization of the tourism sector with higher heterogeneity industry application as the rationale towards case studies continue to gain attention. In Barron's (2005) research, student employment for hospitality and tourism sector differed through time. According to Lucas and Ralston's (1996) observations, there can be a highly flexible workforce within the student population for the tourism supply chain.

Ayoun and Palakurthi (2008), Kozak and Cosar (2009), and Parker (2010) explored the opportunity for students to experience education with a commercialized integration service-work practice. "Hospitality as a Career" (2014) provided a different learning perspective that international development offers futurity perspective for the tourism industry (Hospitality Ireland, 2014). Burke et al. (2008), and Parr and Lashua (2005) warn of low industry job satisfaction, which should be part of the equation in the futurity planning for tourism. Karantzavelou (2014) noted that Enterprise Holdings, based in St. Louis, is made up of an industry leadership partnership program of Amadeus,

American Express, Carlson Wagonlit Travel, The Hertz Corporation, Hogg Robinson Group, KDS, Lufthansa, Starwood Hotels & Resorts, and Travelport, which have aligned a commitment to the future of tourism.

The Enterprise Holdings leadership group has joined forces with the Global Travel and Tourism Partnership (GTTP) advisory panel who announced in the U.K. Travel Daily News the desire to address the global concern for future travel and tourism employees (Karantzavelou, 2014). The anticipated skills shortage is part of futurity management strategy planning as industry involves multiple economies in the development planning through school alignment; Brazil, Canada, China, Hong Kong, Hungary, Ireland, Jamaica, Kenya, Russia, South Africa, Tanzania, and the United Kingdom. This is part of a global philanthropic initiative to entice future recruits for the tourism industry (Karantzavelou, 2014).

Tourism Policy Development

Dodds and Butler (2010, p. 37) presented an example of such a defined tourism parameters for public policy, constructed against the theories of Dye (1992) and Hall (2000) who declared that public policy was “whatever governments chose to do or not do.” In Neuman’s (2006) macrolevel theorizing of the tourism network for sustainable policy design determined that tourism governance is accomplished by applying of many governmental and international policies and procedures. Dodds and Butler (2010) reviewed the problem areas of tourism to understand and outline barriers that might affect policy implementation. The authors’ data collection for a sustainable network policy system offered key issues of decision-making levels and control recommendations for tourism-based policy design.

Dodds and Butler's (2010) network policy design provided a good example of rationale toward a micro explorative and descriptive research problem through this multi-method by sampling one local level of tourism policy for a particular destination. The results of two particular field studies were conducted by Dodds and Butler (2010) in the nation of Malta and in Calviá, Spain for the concentrated research validated through findings in qualitative approach. Multiple authors' research were examined by Dodds and Butler (2010), who found that the United Nations Environment Program UNEP/ICLEI proposal of local authorities are the better governance of tourism management as a destination.

Sector Tourism

In an industry survey, the American Society of Travel Agents (ASTA) reported that transactions and revenues from commissions and fees were on the increase for tourism globally (Travel Weekly, 2014). Travel Weekly's (2014) attempted to dispel the myth that technology was replacing the travel agent service. According to the leaders of the Association of Canadian Travel Agents (ACTA), the call for experienced travel professionals and lack of competent manpower is looming (ACTA, 2014). ACTA provides a regional advocacy group to ensure public fraud detection for Canada's global tourism industry council. TripAdvisor is now the world's most popular technology application for travel resourcing, reaching over 100 million downloads, offering a choice of 21 different language options and saved maps with live inventory price feeds (Karantzavelou, 2014).

The American-based agency, Hotels.com is a global online agent operating through Expedia (PR services, 2013). The editor of PR (2013) boasted that Hotel.com

had combined organizational booking capabilities for more than 205,000 properties worldwide. The travel agents of Hotels.com organization are listed as the leading online hotel accommodation provider that offers localized website information and call centers to cater to many areas within the global marketplace (MarketLine, 2012). According to PR's editor, Hotels.com was a catalyst for change, through tourism product innovation that commercialized their extensive properties across the global network. Marcel (2010) recommended offering specialized hotel suppliers for customer-centric satisfaction through metrics.

In the past virtual travel experiences were thought to potentially threaten the travel industry, especially if safety was not assured and tourists' fears of tourist locations were not alleviated (Tarlow, 2002). Along with fear for the use of technology, teleconferences, and other internet-based communication strategies were emergent at the time, warning industry feared that technology systems might overtake travel agendas and current processes (Tarlow, 2002). Consortia agencies offer other benefits of mass-market products and negotiated high-margins, particularly complex and foreign independent travel (FIT) and customized business travel; these will continue to drive guided business decisions (Kom, 2007). According to Rice (2014), emergent trends for online and home-based agents are also seeing double-digit increases providing indicators that both brick and mortar and technological transactions continue to drive the travel trade and consumers' reliance on expertise. Rice (2014) recognized consumers' reliance on expertise will continue to drive the travel trade.

Outstanding retail shifts are being seen in tourism. For example, the Travel Leaders Group has grown from US\$6 billion (2007) to US\$20 billion in 2013 (Rice,

2014). Companies such as the Ensemble Travel Group and Vacation.com Travel Leaders offer various consortia locations across North America, which continue to gain about 10 percent in global growth per annum. According to Rice (2014), other leaders of companies such as American Express Travel Representative Agencies, are also gaining historical increases within niche areas of their travel divisions. The comparison of other key online travel agency (OTA) competitors are emergent in the current marketplace. Priceline.com (Booking.com), for instance, is a distribution leader (Priceline.com Incorporated, SWOT Analysis, 2013). Other leading OTA companies, such as Travelocity.com and Orbitz.com (Expedia) are top competitors and are continuing to gain travel trade market share for global travel sales (Hoovers, 2013).

Other tourism market leaders in traditional brick-and-mortar travel bookings continue to integrate technology into online travel bookings within the marketplace, creating turbulence for OTA's (Rice, 2014). In US Newswire's review of a Forward Look, the leaders' summary of the Year Ahead report by PR (2013) noted that there was unusually high online tourism trading volume, showing progressively stronger results for Priceline.com and its subsidiaries. PR's (2013) editor also stated that there are indications of growing consumer confidence within this area of distribution services for travel products. Leadership reported in MarketLine (2012) with caution that other technological companies can potentially erode market share, through other intermediaries of global organizations such as Carlson Wagonlit or Thomas Cook Travel striving to offer the online processes as part of their service integration. MarketLine's (2012) leaders noted that the industry relies upon a high dependency of the tourism distribution supplier system.

Tourism Sector Interrelatedness

Reasonable agreement exists amongst recreational clubs, hotel managers, and controllers of professional management groups regarding ethical behavior (in industry integration techniques) as put forward by the Council on Hotel, Restaurant, and Institutional Education (ICHRIE) principles (Damitio & Schmidgall, 1993). Johanson, Ghiselli, Shea, and Roberts (2011) determined industry requires communication skills, customer relations focus, computer-related skills, and safety competencies across all sectors. Benckendorff (2008) found an increased academic interest in tourism futures research. Benckendorff (2008) quoted that the United Nations Educational, Scientific, and Cultural Organization (UNESCO) perceived a long-term view for sustainability, development problem solving, and policy design for tourism. The managers of the UNESCO Heritage site areas provided opportunity for industry alignment encompassing community connectivity (UNESCO, 2015). Benckendorff (2008) found the tourism industry has a moral complexity within its interdependence of exchange in business transactions.

Tourism Expanse to Global Futures

The leaders of the UNESCO Heritage sites found that attractiveness of a location is an indicator for heritage and culture construct that fares well for destination competitiveness (DMAI, 2013). How big is big becomes part of the process of exploring research within the construct of this study (Salkind, 2009). Benckendorff (2008) found there was an increasing academic interest in tourism futures research, providing a strategic overtone for systems thinking in which everything in tourism is connected. Benckendorff captured the tourism business perspective of tourism, with an explanation

of the futures theory. Benckendorff emphasized that the future of tourism management would be in identifying trends to generate and sustain businesses opinions through capturing industry expert opinions. Benckendorff's future wheel data collection from industry experts provided a paradigm shift opportunity for tourism economies, offering a futurity thinking model with a long view; a recommended 25-to-50 year planning horizon for tourism.

The editor of Travel Weekly's (2012) national online news information communication system announced to the travel trade that ITA's cofounder, Jeremy Wertheimer was positioned within Google as the vice president of travel. Google's investment of US\$700 million into new software applications displays an indication for the next movement of tourism industry integration with technology (Travel Weekly, 2012). Conklin's (2011) theory of industry structure as a determinant of profitability, forces competitors to create unique attributes through the adoption of technology in Canadian companies such as Soapbox (2013). Puciato and Goranczewski (2011) recommended customer value data analysis using a three-pronged approach tool for data source marketing of hotel services; break-even analysis, customer list revenue tracking, and buyer classification of volume to value for loyalty tracking to ensure leadership in market orientation and effective control mechanisms. The leaders of the worldwide tourism industry (in 2012) noted tourism generated over US\$1.3 trillion for export exchange; this aspect of global calculation is overseen by the association of the United Nations World Tourism Organization (UNWTO, 2014).

Revenues are surpassing global tourism sales receipts, according to reporting details from the UNWTO World Tourism Barometer that was presented in their current

Annual Report (UNWTO Annual Report, 2014). The UNWTO staff logged regionalized tracking activities, and encouraged global performance tracking within Africa, Asia and the Pacific, Europe, the Middle East, and the Americas. The UNWTO management also promoted tourism as a global driver of economic growth, which presented links from 156 countries with tourism associations and various local tourism authorities. The leaders who presented the UNWTO annual Barometer industry report forecasted that more international tourists would visit countries with emerging economies, anticipating that by 2020 the globe would host 1.4 billion travelers, and increasing to 1.8 billion people who would be travelling in the global marketplace by 2030 (OECD, 2014; UNWTO, 2014).

Tourism Management and Governance. The importance of monitoring sustainable strategies for global tourism management is ongoing, therefore, gaining a better understanding of the worldwide tourism industry structure is important. Benckendorff (2008) explored an alternative expert knowledge elicitation technique and defined a futures wheel that systematically captured tourism industry problem areas and new opportunities by gaining perspectives from industry experts within a regionalized setting. Similarly, Soderquist (2006) explained that new product development (NPD) required knowledge flow that is gained from products being analyzed, potential problems identified, refined, and launched to the public.

Bramwell (2006a, 2006b, 2011), and Webster and Ivanov (2007) found the recognition of tourism economies, whereby national efforts of tourism organizations are recognized through economically driven relationships established towards regionalized tourism. Tourist factors are illusive and mysterious; the global tourist economy remains unexamined (Maccannell, 2002). Maccannell (2002) indicated that the processes within

the global tourism management system appeared to operate in a decentralized manner; as commodities of tourism process are developing, and cautioned there are only symbolic and linked structures of collective industry behavior. The context of such consideration to strategic development is recommended by Pechlaner, Volgger, and Herntrei (2012), along with Wijesinghe (2014) whose aim was toward steering a common collaborative action and a tourism network form of governance.

Benckendorff (2008) found a shift towards global standardization in tourism. Bramwell (2011) examined the effects of tourism's impact on the earth's resources, which was applied to management in the context of responsible tourism. Bramwell et al. (2000), Bramwell (2006), and Dodds and Butler (2010) discussed this element of management responsibility as presented through sustainability and policy creation, towards a network control system which continues to evolve. Duffy and Moore (2011) presented principles to explore should there be a need for a strategic globally unified community of an ethical collective communication knowledge network.

Social media have fundamentally changed consumer processes (Hudson & Thal, 2013). The decision cycle that traditionally located in brick-and-mortar services is now shifting towards online agreements for travel. Hudson and Thal (2013) found social media savvy distribution systems will be the future of emergent brands, with notation this changing digital environment is influencing the entire delivery system of travel services. Hudson and Thal (2013) stated that technology and new channel penetration will drive business applications further into new dimensions of tourism product innovation and tourism economies are currently on the brink of new dimensions and will require cultural effect through innovation.

Characteristics of the firm, market, and the range of choices a service delivers will influence international expansion opportunities for hospitality and tourism entities (Philippe & Leo, 2011). Technology driven systems and ebusiness network solutions are creating an easier entry mode into new markets, providing reasons for why Expedia and other travel trade companies have expanded further into international markets through technology (Philippe & Leo, 2011). Raposo, Estevão, Mainardes, and Domingues (2010) inferred that market orientation is based upon the whole company, and that the hotel sector is considered to be the most important contributor to global tourism economies. Jelassi and Enders (2008) reframed that technology can streamline processes through the exploitation of economies of scale, and mass customization activities, which may act counter-intuitively. Jelassi and Enders (2008) constructed that soft customization of the polycentric configuration of online customized booking modules for individualized tourism customer profiling could formulate the future process of tourism.

Healy and Nelson (2006) alluded to such a fact in their article—*There's Room at the Inn, But How to Tax It?*—which indicated that online booking patterns are gaining prominence: almost 20 percent of global accommodation bookings are conducted by online consumers; for example, AirBnB is becoming a market disrupter. Healy and Nelson (2006) suggested that the issue continues today with defining between state taxes and lodging taxes, and are under review as to which collection should be mandated within a new proposed structure of global online charges. For these authors, a lot of money is at stake within this area of tax considerations.

Various authors in this literature have indicated that human resources, the physical infrastructure, and technological communications are all indicators of tourism

system defragmentation, for one author, Higgins-Desbiolles (2010) for example, cautioned about the confusion present within the tourism system. Wijesinghe (2014) stated the commercialism and capitalist globalization continue to challenge the survival of the world as morality concerns toward responsible sustainability are at cross-roads with development. Therefore, the control of tourism continues to be challenged within the many areas and entities of tourism management. For long-term global tourism economic approaches to success, Bramwell (2010) stated a need for cultivating governance and collective stewardship; as tourism industry actions of alignment in knowledge, power, resources, and rules are needed to bring upon good governance.

The leaders of MarketLine (2012) indicated tourism market segments, targets, and sector positioning are ongoing competitive factors in tourism's complex revenue channels system and structure. From a regional perspective, industry leaders of related market research statistics of tourism receipts have currently addressed tourism through the North American Index Classification System (NAICS: Barnes Report, 2012). The leaders of this system presented in the Barnes report (2012) allocated an overall Hotel sector performance report (Hotels & Motels Industry NAICS 72111, 2013), with NAICS coding for Accommodation showing employment calculations currently in the thousands for regional tourism. State or regional activities provide regulatory support and political system guidance for economic interactions between tourism activities and structure (Takemoto, 1995). Geographical considerations are required for local, regional, national, and transnational consideration towards tourism policymaking (Barnes Report, 2012; OECD, 2014).

Bramwell (2011) declared the term of governance provided a steered collective action and coordination of creation between formal government and network markets, which may organize policy-making significance. The author noted there is much more consideration needed within the aspect of tourism management from a global perspective. Bramwell suggested state-led social theory offers cohesive strategy towards sustainable tourism when commercial business influences can be assisted for decision making within community sectors of tourism development and infrastructure constraints. For Puciato and Goranczewski (2011), to control the overall relationship effectiveness of the organization, customer markets require focused areas of scope for consideration of internal customer markets, referral markets, influence markets, recruitment markets, and supplier markets. These authors found the potential for state-based participation involving new partnerships could provide assistance for creation of a broader framework, taking into account collaborative interests within a network.

Watching the competitions' brand activities and aligning with strategic partnerships builds the value chain towards customer value and growth-bound architecture for external factors of business environments (Rajagopal, 2010). Rajagopal's (2010) theory considers the high perceived values of products and services; which the entire tourism industry may need to consider and focus on, in order to deliver a tourism policy alignment. According to Rajagopal (2010), who worked with determining specific outcomes for the state and its citizens to market as linked aspects of the value chain; therefore attracting tourists are part of an economic and structural construct, with an approach to global tourism.

Integrative Tourism

The management of Destination Canada, formerly known as the Canadian Tourism Commission (CTC) is linked within the North American region, captured within the UNWTO World Tourism regional data (CTC, 2014). Bisticic (2006) and Dugan (2009, 2010) found that regional Ontario's Tourism Marketing Partnerships (OTMP) offered supporting supply services, creating projects for industry affiliation that aligns both the domestic and international multiplier effect benefits of the tourism exchange. Editorial and Opinion of the Canadian Travel Press (2012) noted that 80 percent is domestically driven tourism traffic, with only 20 percent attributed to foreign exchange, displaying an alarming shift in travel deficit trending for the current industry. The design, structure, and the functions of a global tourism community, if created through a global platform can minimize fees by absorbing the costs that can be shared across the entire network (Arnone, Colot, Croquet, Geerts, & Pozniak, 2010). Such strategies could provide recommendations for a cost-effective measurement that may be managed by the local tourism stakeholders within each community, contributing to tourism system development globally (Arnone et al., 2010; Joppe & Xiaofeng, 2014).

The tourism entities are assigned as being the most important aspects of the sector structure. The network values, codes, and traditions of the tourism system and its interactive alignment for global industry are part of development into new frontiers of sector trade opportunity and future job development (OECD, 2014). The management of the Greater Toronto Hotel Association (GTHA) declared that the current Canadian tourism policy is a top barrier to tourism competitiveness and may be inhibiting industry growth (GTHA, 2013). Barron (2005) extended Lucas and Ralston's (1996) strategic

choice of pragmatic labor through a response study of supply labor markets. Bramwell and Lane (2012) provided greater depth to linked skill-sets required for industry, applying Yang's (2009) theory of transformational leadership, with further segmentation of higher education and involved government interrelatedness. An industry approach and the behavior of the student-work experiences needs further industry awareness to finding new ways of approaching business transactions and team performance (Savedra, 2014). Global forums within the reach of industry exist, but may be costly (Savedra, 2014).

Similarly, Fournier and Ineson (2009) conducted an international microperspective study of education and industry's high expectation for skills-based Food and Beverage internships of a Switzerland competencies analysis of 1,838 students. Fournier and Ineson (2009) prioritized that patience and investment in training time can establish outcomes to better align with food and beverage practitioners' expectations. Fournier and Ineson (2009) also recommended that balancing academic and industry interests would require further investigation: perhaps apprenticeship models could fit within the current structure and dimensions of tourism.

According to ASTA's panel of American travel agencies, the call for experienced travel professionals and lack of competent manpower was now looming for the North American marketplace (Rice, 2014). Rice (2014) found that emergent trends for online and home-based agents were also seeing double-digit increases, providing indicators that both bricks and mortar and technological transactions both continue to gain transactions. According to Rice (2014), the travel consortia agencies offer benefits of other mass-market service products and negotiated high-margins, especially on cruises, complex foreign independent travel, family travel groups, and customized group business. Bašan,

Dlačić, and Trezner (2013) suggested travel agency testing of the marketing communication and the system efficiencies so as to meet Kotler and Armstrong's (2010) diversified selling approach using different market segments. In an industry survey, ASTA (2014) management reported that both transactions and revenues from commissions and fees were on the increase for future forecasts. These data findings should dispel some of the myths that the travel agent service and the travel trade was about to be replaced by technology.

Gaining Understanding to Global System Networks

Bryan, Jones, and Munday (2006) stated in the Daily Travel News in London, U.K. that the regional travel trade marketplace is kept aware of upcoming changes for the tourism industry through the influences of airline product and procedure developments through technological innovation. Transaction processors of Amadeus and Orbitz Worldwide are recognized as leaders for access to information (Karantzavelou, 2014). For Karantzavelou (2014), the Innovation in the Skies focused on the European Commission, which asked for breakthrough projects, as the region hosts 448 airlines and currently services 600 million passengers aligned through the global network of 701 commercial airports. Consequently, according to Karantzavelou (2014), the leadership of IATA continues to be the dominant force for industry, as the travel industry is working through government and airline organizations towards a vision 2050, with companies like Boeing being named digital airline of the future, and Airbus for safety and eco-efficiency in transporting people and packages. Karantzavelou (2014) further recognized Canada's Pierre Elliott Trudeau International Airport in Montreal (YUL), which created an E-system for security check-in and reserved time check-in that offers tourism sector

innovation through customer centric solutions. Karantzavelou (2014) found that developing integrated systems for customer design and technology solutions towards better products and services are key elements for global travel innovation.

There are three successful areas for globalization; targeting niche markets, creative collaborative agreements, and action-based initiatives for global scale expansions (Timmor et al., 2009). Timmor et al. (2009) found that in defense, advertising, public relations, and government support system allowed for domestic retaliation against incumbent tourism destination threats. Government regulations and the level of competition within the decision matrix for viable global expansion opportunities are part of the product positioning and marketplace complexity (Timmor, Rabino, & Zif, 2009). The leaders of the Organization for Economic Co-operation and Development (OECD) aligns 30 member countries to assist in developing economic and social policy allowing for a coordination of bureaucracy (Statistics Canada, 2014). The OECD is focused on political leveraging, located currently in Australia, Austria, Belgium, Canada, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Russia, Spain, Sweden, Switzerland, Turkey, the United Kingdom, and the United States, all of which encourage the promotion of international regulatory bodies (Statistics Canada, 2014).

The positive construct of the leadership movement is within the deconstructionism of a local marketplace, where organizations can become exchange agents (Kirkbride, 2006; Oghojaor, Okonji, Olayemi, & Oluwatula, 2012). Oghojaor et al. (2012) recommended impacting structure throughout the input-output process system;

applying the attribution theory of organizational success factor into the leadership discipline, creating high consciousness systems oriented to quality oriented effort and loyalty. Kirkbride's (2006) full-range leadership (FRL) model, promoting a methodology of individualistic behavior may be applied into transformational tourism positioned within each tourism sector for system evolution. Knowledge can be obtained within the cumulative value system of combined group cultures, which becomes the art and science of effective management strategies (Goleman, 2012). The professionalization of the tourism industry may be situated within the broader political economy (Hussey, Holden, Foley, & Lynch, 2011; Sullivan, 2014). Alignment can be seen through the Council of Hotel and Restaurant Trainers (CHART), which offers updates to industry, and now vouches to offer best practices across the sectors for sharing of information (Sullivan, 2014). Bramwell and Lane (2012) presented theory towards innovation in tourism industry research. In an example of higher order thinking, Lewis and Smith (1993) suggested that critical thought could ignite a moral force for cross-link challenging of the current system's beliefs and fallacies within disciplines.

According to Sullivan (2014), the Nation's Restaurant News (NRN) magazine for CHART brought new terms to best practices of over 85 North American foodservice organizations, offering advice on categories to construct uniformity by refining and cultivation, moving from training to development; feedback to feed forward; and turnover to tenure. Sullivan (2014) stated that part of NRN's partners' program for businesses training acumen strategy should be to classify what is urgent or important, so that it could be shared amongst industry sectors. Ergun, Heier Stamm, Keskinocak, and Swann's (2010) case study concentrated on a specific company's national operational strategic

planning for a hospitality organization. Ergun et al.'s (2010) case study was the foundation, with the researchers seeking better knowledge of how and why such phenomenon occurs. Ergun et al.'s (2010) example of sharing best practices within the food service sector of an award-winning American-based supply chain, with an explanation of process planning and providing regionalized guidelines for a national decision-based system, provided proactive business disruption management strategies (V. Wroblewski, personal communication, December 12, 2013).

Cheng (1997), Huang (2006), Johnson (2010), Lambert (2009), Xiang (2009), and Xiao (2007) studied tourism systems, in which regionalized structure had been seen as an advanced commodification of tourism. Cheng (2010) stated technology may assist in strategic planning as the changing direction of practitioner activities requires more knowledge management approaches to the tourism system. Huang (2005) found that there was some form of leadership within the current integrated communities of tourism. Ergun et al. (2010) offered contemporary approaches for businesses and governments, an overall internal and external customer focus on timely and sensitivity response steps for industry performance delivery during operational risk disruption. These authors' constructs for operational performance planning were organized through technology and management solutions aligned in running the overall system, as opposed to individualized locations, during changed business operations.

System Alliances

Other systems for standardizing business processes have been applied in other sectors such as health care (Majstorovic & Marinkovic, 2011), and law (Segal-Horn & Dean, 2011), which runs globally and may have transferable opportunity The

communication of industry is situated between government agencies, tourism businesses, nongovernment agencies, and community groups of tourism stakeholders. Various authors have presented broader tourism management development frameworks for future management systems, suggesting that further tourism studies are needed for people and process solutions.

Canada Post is Canada's national agency responsible for delivering the mail, similar to the United States Postal Service. It has been concerned with shifting systems and current challenges amidst a changing structure. In 2013, Canada Post customers mailed one billion fewer pieces across the country than in 2006 (as noted by their CEO and President, Deepak Chopra; "Canada Post in a Digital Age," 2014). A dramatic shift from traditional systems to electronic communications was the reason, and was an indicator of how consumers were doing business differently in today's new environment ("Canada Post in a Digital Age," 2014). Technology was forcing this Canadian organization to become transformational in its approaches to the service it provides; similar thinking about business systems of tourism could help provide process change thinking especially where technology is now leading the way.

Dervitsiotis (2012) found environmental complexity and operational complexity become the emergent problems of implementing global strategy for tourism. Total system network performance of the product quality (fitness for use), the process quality (fitness for production), the quality of innovation process (fitness for exploration), and the quality of organizational design (competitive landscape fitness) are the conditions of global economies of the evolution of the concept of global quality measurement. Edwards and

Presbury (2004) stated data-descriptive can provide insights into management thinking for the development of future structures.

Edwards and Presbury (2004) noted system interdependencies are becoming more prominently linked through global interactions, and technology-based transactions will arise as society and business models develop into new structural solutions. In contrast, the fear of loss, and risk of dissolution, or dismemberment of consumption of tourism as a commodity continues to drive tourist contexts of management integration of the tourist economy through symbolic structures (Maccannell, 2002). There are some understanding of different aspects of diversity and societal attitudes, with significance in impact of communication structures within the current global tourism system, of fragmentation, and regionalization of diversified opinions of such tourism systems (Maccannell, 2002; McDonald, 2009).

Paradigms of Research

Different approaches to research have related strengths and weaknesses to their structure. Quantitative research offers controlled experiments that can usually be replicated and strengthens generalizability of findings. However, laboratory settings do not offer natural social settings as experimental methods look for causality and logical controls. Qualitative processes allow for social behavior and attitudes to be gained through field research. It does not allow for statistical descriptions, the findings cannot be generalizable. It permits important insights and may offer specific concepts or comparative evaluation (Babbie and Benaquisto, 2010).

Research has indicated there is lacking on sustainability for a united tourism industry's distribution and global alignment system. The concepts of customer

relationship management and customer related values of consumer attitudes drive the culminating activities of multinational firms. Knowledge within the cumulative value system of the combined group cultures of tourism becomes the art and science of effective management strategies needed for the future of industry communication.

Research Methodology Literature

Through a qualitative case study approach, a descriptive research technique, people's experiences were investigated in this research study (Ott, 2015; Yin 2010a, 2014). According to Veal (2006), the intent to test applicability of an existing theory prevails in explanatory case study research. Previous qualitative studies have shown that local tourism development (Stern & Hall, 2010), aligned industry involvement (Bramwell, 2006a), and gaining stakeholder support and interest are all noteworthy challenges for tourism (Dodds & Butler, 2010). The theory of management strategies, a knowledge network focused upon sustainability, continues to be an area of research in quantitative calculations of foreign currency influences (Chen & Kim, 2010; Chen & Quester, 2007).

Butler's (1980, and 1984) germinal findings of the tourism area life cycle through which the impact of tourism sustainability can be measured was an industry determinant of scope (Dodds & Butler, 2010; Wall & Mathieson, 2006). Several authors Benckendorff, 2008; Bramwell, 2006a, 2006b; and Xiao 2006 found it was important to monitor sustainable strategies for responsible tourism management. Hummel (2011) emphasized that national policies set by government provided the balance between tourists and protecting the natural and human resources of tourism destinations. Cooper (2006), Edwards and Presbury (2004), and Jaffari and Way (1994), continued to

challenge the defining structures of tourism. Stern and Hall (2010) recognized the transformation created by heritage tourism. According to Cohen et al. (2000), tourism destination credibility and the internet has created new systems for the tourism process.

Weber and Ladkin (2010) found tourism required effective leadership, since the industry is dominated by service levels. Gerdes et al. (2010) applied overall hotel rating descriptive variables to hotel conditions for industry procedures. Wilkins, Merrilees, and Herington (2010) related measurement to hotel customer satisfaction levels. Brunner-Sperdin and Peters' (2009) psychology of tourism found service bundles emphasized consumer values. Webster and Ivanov (2007), and Bramwell (2011) discussed the management of tourism networks can be linked through sustainable strategies. This broader framework of future management development for community systems is also noted by several other authors (Benckendorff, 2008; Bramwell 2006a, 2006b; Bramwell, Sharman, Richards, & Hall, 2000; Cagica Carvalho & Gomes da Costa, 2011; Dodds & Butler, 2010).

Research Design Literature

Case studies in the literature offered global insights. Boberg and Cavinato's (1986) discussed the evolution of business travel since 1978. Kom's (2007) system identified the vulnerability that terrorism causes, impacting the current system. Bende's (2012) sports tourism system segmentation has been recognized, as has Griffith's (2013) apprenticeship model. Mody (2013) found several countries that displayed responsible tourism; responsible destination management by tour operators was found to develop tourism credibility. The uniformity amongst case studies offered an understanding of the

relationship between the self-governing of the tourism system and the stewardship existing between tourism entities.

Several authors provided examples of the tourism system's influences within regional contexts. Regional understandings were provided by Vaca-Acosta's (2012) Spanish hotels best practices; Casadesus, Marimon, and Alonso's (2010) Spanish accommodation rating system; Xiao's (2007) Dalian meetings and events segmentation; Edwards and Presbury (2004) heritage in Italy; Burke, Demirer, Fiksenbaum, and Koyuncu's (2008) Turkish, people-oriented careers and meaningful work of tourism; Edwards, McLeod, and Vaughan's (2010) English tourism network; Small-Clouden (2015) described Trinidad and Tobago's collective behavior; Stewart's (2009) found community engagement built tourism sustainability in Arctic Canada; Gu and Ryan's (2010) noted the homogenous community of Hongcun, China; Cheng (2010) studied Chinese community input in the Five-Finger Mountain region; Duffy and Moore (2011) revealed self-governance in Botswana and Thailand.

Various case studies have provided a better understanding of the tourism system and the need for stakeholder value relationships built through tourism. The collective nature and centralization of the heterogeneous tourism landscape was discussed by Pearce (2014). For Cagica Carvalho and Gomes da Costa (2011), tourism trade alliances provided higher overall heterogeneity. Tourism offers long-term economic growth through competition of both foreign and local demand (Balaguer & Cantavella-Jorda, 2002). In Hathroubi's (2011) calculations of tourism, regional quantitative techniques of demand forecasting were cultivated. Beck, Lazer, and Schmidgall's (2007) sector interdependence offered ethical principles for professional management strategy.

Hardy's (2010) found tourism service providers to be the influencers for tourism; the external environments of society, economy, politics, and technology. Chiang-Nan, Mockler, and Dologite (2009) found the travel agency role is still a prominent aspect in online distribution.

Since such studies reveal that relationships form the connectivity amongst tourism entities. The purpose of this qualitative descriptive multiple-case study was to explore and describe shared priorities for an industry-led development of a global system of centralized communication for tourism. The case study approach provided an understanding of the network and stewardship of the tourism system.

Conclusion

As global tourism entities increasingly operate within a decentralized system, they may be in a myopic state. Since physical, technological, and human resources infrastructures all indicate management system defragmentation, the leadership control of tourism continues to present system challenges within tourism. Centralization of global industry needs to be considered further, since studies show that relationships between tourism entities have become more geographically connected in a global marketplace, allowing transactional expansion from local to global, as spatial boundaries may be offered through technology solutions. The search for meaning to the original research question was diagnosed in detail, by exploring theorists against concepts of tourism and system alliances.

In the literature, tourism is defined in various business models, with regard to tourism's social and economic viability. Assumptions for dependence to Salkind's (2009) intrepid research through qualitative approach for cultural and contextual application,

offer opportunity for this research experience. The ability to elevate the characteristics and benefits of tourism management needs further exploration to find the value of social theory of a global unification of the tourism system. The nature of the global tourism system has shown diversified competition, technological infrastructure and the development of an emergent business culture of tourism distribution has become prominent through the literature. Therefore, further research into the tourism system is required to gain perspective from multiple aspects of tourism if there is a gap of industry fragmentation in the global tourism system.

The needed inquiry within the tourism system was applied through case study investigation, to determine a better understanding the current industry management thinking for application to qualitative investigation of a global centralized communication structure. Using a qualitative descriptive case study to explore the potential consequences of industry fragmentation; the investigation may provide a better understanding to whether there needs to be a change in global tourism. Determining if new policies may bring order and more concentrated efforts of current practices into better performing standardization of services aligned globally through industry innovation and technology solutions involving people and processes.

Systematically, this leadership research opportunity may offer economic flow of exchange of information that may affect decision-making processes of consumerism with the tourism trade. Quirk (2008) declared there are looming political, economic, and cultural indicators that business may shift back towards nationalism and governments. Bašan et al. (2013) advised that when communicating with market segments, one needs to consider the travel agencies' perspective, spatial separation, and market segment

demand impacts; which orient business adaptation in consideration of the importance through intermediary advisory function services and target markets. According to Janssens and Brett (2006), cultural intelligence of collaborative fusion is part of sustainable global teams.

Summary

This literature review provided verification through research methodology within the area of tourism management of tourism's background, defined tourism, and current issues related to the sectors of tourism. Through the theories presented by Dodds and Butler (2010), Benckendorff's (2008) knowledge-management thinking, and other tourism researchers, the potential creation of an overall conceptual framework for a responsible global tourism structure, if it could exist, has been explored for the management of tourism. Part of this research inquiry was to discover whether a global tourism entity should exist, wherein tourism dimensions and tourism systems may be established. The significance of this particular study may provide ideas for best practices and global management response techniques.

Whether there is a need to incorporate a central platform for social learning and to develop tourism management processes, which would incorporate an adaptive global tourism management framework was explored through further data collection applied to research on tourism systems. Qualitative research allowed examining of a phenomena through in-depth exploration (Escobar, 2015; Salkind, 2009) of various authors that presented both the evolution of tourism and the global system, as well as its related challenges for sustainability of industry approaches. Other quantitative studies were composed of variables, numbers measurements, and statistical analysis (Veal, 2006) that

were presented to provide a scope of tourism calculations that showed complexity of such global structure. The investigation has focused upon the tourism industry as situated into the broader alignment of industry communication and the system of global tourism.

Special considerations such as triangulation, truthfulness, credibility, and dependability were presented as the framework for this study investigating the development of collaboration in a global tourism system, one with the ability to share resources amongst all the sectors of tourism. Tourism is one of the largest generators of the world's economies, but the literature review indicated that the industry continues to display an elusive management structure within its global environment. In the context of this study, tourism interactions and processes of industry networks indicated there is a lack of best practices communication in the global tourism system.

The objective of this case study is to gain further information by collecting data reflecting the current views of local industry leaders and their influences on the global marketplace. Thus, an investigation to look at whether change to current systems and structures is needed for tourism systems to evolve successfully in the global marketplace. Conducting key informant interviews to determine the factors influencing tourism exchanges, and analyzing the relationships between the various sectors of tourism will provide a better understanding of how the current system is evolving and will be explored further.

Determining if there will be perceived consequences to the tourism industry should the current sectors continue to exist in fragmented areas of tourism as the consumer demand shifts is challenging current systems and structures. The obstacles standing in the way of adapting to a more cohesive integrated tourism system globally are

yet to be defined. The literature review indicated that tourism is at an emergent change point in processes because of technology, and environmental impacts may influence stewardship decisions and regional structures. Identifying what critical success factors are needed to bring tourism entities together as a whole through interrelated benefits might allow for a transformational management change of consumer distribution and the global selling process. This may bring collaborative governance as economic growth and alliance continue to influence responsible tourism social practices. Building a framework for a conceptual, transformational, management theory and finding if such a global system is even possible, within the current constraints of economic alliances, continue to draw attention in tourism studies.

Chapter 2 presented a view of the literature that supports the sources of literature, the contribution of knowledge, and the definition of tourism parameters. Also, the significance of describing the tourism phenomenon in the context of management strategies for global tourism communication was part of the chapter focus. As Davies (2003, p. 100) stated, “Tourism is not only a collection of diverse and varied attitudes about societal significance, but is also an industrial activity with interfirm relationships.” A review of the relevant tourism scholarship with systems theory and the supply demand dichotomies of tourism was presented. Germinal findings of McKercher and Prideaux’s (2014) discussion of the impact of Butler’s 1980s tourism area life cycle was established as an aspect of the tourism phenomenon.

The evolution of the travel trade and the importance to the viability of this communication network distribution system was presented. Elements between private and public organization relationships require a change in tourism attitude are needed for

the current marketplace, with the shift in tourism exchange paradigms (Baggio, 2008). Academic structures supporting the tourism sectors and influencers were presented. Along with the importance of responsible tourism management, by gaining a better understanding the global tourism industry system of interactions (Benckendorff, 2008; Bramwell, 2006a, 2006b; Xiao, 2006).

Chapter 2 provided a discussion of tourism's background, the definition of tourism, and the current issues that tourism sectors may have with the interrelatedness of tourism as a whole. An examination of the literature suggests that industry guidelines and best practices for responsible management of tourism destinations are important for tourism system networks (Casadesus et al., 2010; Hawkins et al., 2009) and stewardship (Bramwell & Lane, 2005) are needed for tourism. Monitoring and gaining stakeholder support and interest are seen to be noteworthy challenges for global sustainability strategies (Bramwell, 2006a). Butler (1980, 1984, and 1999), and Dodds and Butler (2010) provided future strategies for sustainable tourism policy. There is little empirical work thus far completed within the context of tourism studies (McKercher & Buhalis, 2001; McKercher & Prideaux, 2014).). There are even fewer tourism studies applied to strategic system planning.

Chapter 3 provides a review of methodology, design, and practicality as to why the appropriateness of a qualitative, descriptive, multiple-case study is applied to this particular study. The research questions will be discussed, along with population, informed consent, geographic locations, reliability, and validity issues, along with data collection and analysis, and ethical issues associated with the confidentiality and the study.

Chapter 3

Research Methodology

This chapter includes a review of methodology, design, and practicality as to why the appropriateness of a qualitative, descriptive, multiple-case study is applied to this particular study. The research questions, with population, informed consent, geographic locations, reliability, along with data collection and analysis, and confidentiality of the study are presented. A detailed description of the target population, the geographic location, the sampling process, and interview procedures, methods used in the interview data collection, and procedures used in data analysis are presented in the chapter.

The methodology, design, and practicality are presented to show that a qualitative, descriptive, multiple-case study is aligned through the research questions that to explore and describe shared priorities for an industry-led development of a global system of centralized communication for tourism. Aligned with population, informed consent, geographic locations, credibility, transferability, dependability, and confirmability issues, along with data collection and analysis, and ethical issues associated with the confidentiality of the study are also provided in this chapter. Beginning with a literature review of the research questions or objectives, this process offers formal explicit procedures within the research design of the case study application (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000; Ott, 2015).

There can be varying degrees of empiricism; ultra-empiricism provides one clear problem definition and verification. In this study, the focus is on the collaboration of industry and academe. The human mind is very constructive, first through intuitive process that is next executed efficiently through the research approach that fathers or

transports facts to increasing an understanding of a phenomenon (Leedy & Ormrod, 2010). The scientific method of research is both deductive and inductive through reasoning.

Logical Positivism and Empiricism

Logical positivism is a theory about verification. Rationalism assumes the valid knowledge is acquired through and verified by correct reasoning processes, whereas empiricism concurs with the reliance upon experience of conducting sensory research. The origin of knowledge, empiricists say, is built within the senses, through the researcher's observations gained by the many affected variables of past and present experiences and motivation for the study. The word *science* means *to know*, whereby Aristotle in 384–322 BC stated that the induction of reasoning is specific to general claims, consequently deduction is going from general to specific sets of events gained by research (Christensen et al., 2010).

Understanding can be gained through the context of others, both in historical data through the research process, along with exploring if the condition exists with others through the explorative design technique of gaining new data (Willis, 2006). A defined subject matter, and conclusive deductions of how the world really is through logical reasoning and experience to present knowledge through acquired analytic discovery. It has been stated that little empirical work has been completed within the context of tourism applied to strategic system planning and declared this aspect an industry practitioner gap (McKercher & Buhalis, 2001; McKercher & Prideaux, 2014).

Research Method

Research varies from subject area to another subject, whereby the research itself remains the same in method. It identifies a research question, collects relevant data, analyses and interprets the data, and draws conclusions from the data analysis. Research provides further information through facts to increase a better understanding of a phenomenon. There are seven steps to the research cycle: (a) question or problem; (b) articulation of the goal is defined; (c) manageable sub problem is focused upon; (d) questions are guided toward a specific research for appropriate data collection; (e) the collection and interpretation is organized and guided through the problem area; (f) research resolves the problem articulated and offers helical (spiral) or cyclical reflection; and (g) the interpreted data provides supporting or not supporting answer to the initial research question (Leedy & Ormrod, 2010).

The metaphysics of the characteristics of how things exist, creates the ontology of the being, that is, the existence of different perspectives that the researcher defines. The nature of such reality, along with the epistemology of what knowledge is entrenched within the research process provides the foundation to the study application. What we know as reality as humans exist within the study design. The emergence of qualitative research paradigms provides viable alternative approaches to search for universals, through analytic framework, and experimentation of methodology (Willis, 2006).

Qualitative Research

Researchers are vulnerable as instruments for change (Salkind, 2006). Expressions of a researcher's paradigm may offer further meaning within the process with interpretative and self-reflective modifications. Critical emancipation is gained

through recursive and iterative process that is provided through the emergent data collection and analysis. Qualitative participation from participants and the research provide insight through descriptive theory when it is without preconceived notions. Qualitative research allows examining of a phenomena through in-depth exploration to examine human behavior through social, cultural, or political contexts (Escobar, 2015; Salkind, 2009). This qualitative descriptive research study used Yin's (2010b) classic approach to a broad area of inquiry as the most appropriate methodology. This qualitative interview process captured opinions and interpretations of industry experts about professional standardization (Guest, Bunce, & Johnson, 2006).

The qualitative research will be conducted with three to five participants from each of the five Canadian tourism sectors: Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and Travel Trade (adapted from Walker, 2013). The processes comprised both a literature review, and a qualitative study technique applied to management strategies that captured collective communication of tourism industry experts from a sample region. This qualitative, descriptive, multiple-case study encompassed three sources; tourism industry interviews through field study to experts in the field (Appendix A), tourism field test through three tourism research experts, and a literature review. Establishing whether there is a need for industry-led governance for global standardization and development of a tourism system was studied through qualitative descriptive research.

Qualitative Appropriateness

A qualitative descriptive research study using Yin's 1984 classic approach is the most appropriate methodology for a broad area of inquiry (Yin, 2014). This research

study using qualitative interviews to capture opinions and interpretations of industry experts about professional standardization (Guest et al., 2006). Qualitative research offers interpretive support theory of data goal collection and integrated strategy that searches for patterns, insights, and concepts (Maxwell, 2009). Qualitative case study approach through semistructured individual interviews offer participants opportunity to answer research questions in detail (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000; Pelayo, 2008). The qualitative method was chosen, because it permits exploratory process for in-depth contexts that was applied to the tourism phenomenon. After the initial field test was conducted, it was used to clarify meaning of the interview questions (Ott, 2015), the data research collection of research interviews through qualitative descriptive research method was the research approach over a four month period of time.

Qualitative research becomes narrative, rich in contextual descriptivism, offering exploratory and generating theories that are situational, subjective, explore topics in depth, can explain through words, texts, images, and documents that understand context and offer particularistic claims and finding in its approach (Christensen et al., 2010). Qualitative case studies are more open-ended than quantitative studies (Pelayo, 2008). Qualitative research uses interpretive and critical approaches to collect opinions about the problems, issues, and success formulas. Using reflective analysis, the researcher evaluates the data (Willis, 2006). Contextualizing qualitative data against underlying beliefs and assumptions is a critical aspect of interpretive paradigms.

Quantitative Research

In contrast, quantitative research confirms or falsifies claims, is predictable, objectively can explain through measured variables with generalizable findings through

statistics and significance in test results. Quantitative data provides a post positivist perspective, whereas derivatives of qualitative design offers social science of current world views. Humans behave the way that they do in relation to the environment and the subjective realities of how they interpret the world around them. Quantitative principles are often based upon the rationale approach; data explanation for discrepancies have not been made explicitly but through use of insight, inference, evidence, and verification of the topic area (Morse, 2006).

Quantitative research offers numeric data through variables, experimental cause and settings, or nonexperimental correlational and longitudinal studies. Whereas, qualitative nonnumerical data is interpretive, multi-method, and searches for statements made within natural settings for data collection (Christensen et al., 2010). Quantitative research does not provide in-depth exploration, whereas qualitative, descriptive research focuses upon describing a phenomenon, event, or situation as presented in this study.

Quantitative Inappropriateness

Quantitative study methods do not provide a greater understanding of interactions and processes (Escobar, 2015). Salkind (2009) defined basic research; pure research is quasiexperimental, whereas qualitative descriptive research looks at currency of events to study the embedded cross-case synthesis of the multiple-case studies through design. Exploratory research allows for the transfer of data through theory based approaches to literature of current data collection and secondary sources. In a qualitative, descriptive, multiple-case study approach, a researcher's acquisition of knowledge is through experience, and a researcher's facts are collected through a systematic empiricism (Christensen, 2011). In comparison, qualitative research allows an opportunity to

understand and offers an in-depth description of a complex social phenomena.

Descriptive case studies offer an exploratory strategy using three conditions. First is the type of research posed, second, the extent of control the researcher has over the events, and last, the degree of focus on contemporary events (Yin, 2014).

The practical application of research requires effective writing to say what one means. The primary objective is gained through discussion. This descriptive, multiple-case study logic provides a qualitative overview and organizes ideas into specific categories and subcategories as designed in Appendix C, which is the research application to this study. Transitional phrases and sentences that allow participants to follow the researcher thoughts, as well as concrete examples are constructed within the case study. Case studies allow for legitimate reason to look for evidence on a subject of exploration that should have purpose. A ‘case’ should be about an event or entity, which may include the life cycle of an entity that is the unit of analysis. The subject, or the real-life phenomenon that is explored, may offer theoretical propositions related to the topic area of study. Theories can be individual, group, organizational, or societal in order to gain a richer understanding through descriptive case studies (Yin, 2014).

Case Study Research

A case study is a distinctive form of empirical inquiry (Yin, 2014). Case studies explore the *Who, What, Where, Why, and How* questions of substance that work well within a community or individual units of analysis to describe contextual conditions. Case-study approaches were defined in 1971 by Schramm: “The essence of a case study, the central tendency among all types of case study, is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what

result” (quoted in Yin, 2014, p.15). The qualitative case study approach is a descriptive research technique based upon the experience gained by the people (Da Costa & Carvalho, 2011; Hall, 2007; Wilkinson, 2005; Xiao, 2007). Neuman (2006) stated, ideas of the expressed words through working ideas are conceptualized in qualitative research, of which conceptualization flows from the data collected.

This study may help to develop a tourism conceptualization to show the possible fragmentation of the various tourism sectors within the global tourism system that is best suited to qualitative research method as this allowed for in-depth consideration of a system. This method can be used when an individual situation is needed to gather a better understanding within a unique setting (Brinkerhoff, 2002; Dilley, 2000; Salkind, 2006). In case studies, fieldwork and participant experience is part of the data collection process within a real-world context that copes with technically distinctive situation of data points (Appendix A).

Yin (2014) stated that research investigation requires a research design of logical connection to the issues being studied. The components of research design include:

1. a case study’s questions;
2. its propositions, if any;
3. its unit(s) of analysis;
4. the logic linking the data to the propositions; and
5. the criteria for interpreting the findings (Yin, 2014).

The selection of subjects and the details of the treatment of data collection make up the design to how the research study is organized (Willis, 2006). Procedures for data collection and analysis are a ubiquitous aspect of the control and experimental aspect of

the group assignment of information. Case study research begins to analyze data during the collection process, whereby preliminary conclusions occur, with next the attempt to seek out triangulation through the many separate pieces of information becoming part of the conclusion of all parts of the data analysis (Leedy & Ormrod, 2010).

In the case-study design, the purpose of research is to understand one particular situation in greater depth within a natural setting through observation, interviews, appropriate written documentation of the data and materials, such as field notes (Leedy & Ormrod, 2010). The method of data collection and analysis requires categorizing, interpreting and synthesising common themes, and offering an overall portrait of the case study findings. The sample is drawn from many sources in order to use the opinions of a variety of people and provide a diversified selection of sampling techniques to offer different facts and belief perspectives. The perceptions and motives are noted by observation and from field notes collected in the interview process (Brinkerhoff, 2002).

Multiple-case study research. Case studies offer important insights into the *how* or *why* of investigation through a verbal line of inquiry during the case study interviews to offer an evaluation of a particular program (Yin, 2014). A case study that is global in nature requires a holistic design of a total system. Adaptive designs offer the ability to modify the data collection when new information is gained through the discovery of the research. Exploring if there is a centralized need for standardized communication within sector-led tourism will be investigated through a qualitative, descriptive, multiple-case study design (Bende, 2012; Creswell & Miller, 2000; & Hurlbert, 2002). This qualitative, descriptive, multiple-case study will encompass three sources: tourism industry interviews through experts in the field (Appendix A); tourism field test to ensure study

construct through three tourism research experts; and a literature review. The rationale for using the qualitative, descriptive, multiple-case study approach in this study of the tourism phenomenon will allow further contribution to the world of detailed, specific, objective facts linked to the problem area.

In data collection, commonalities are included patterns found in trends, themes, characteristics, and supporting evidence to be determined within the data collection. This connection to the larger scheme of tourism will help to provide rich in-depth data through sample perspectives of collaborative knowledge gathered of similarities and dissimilarities within the tourism industry. The data supported the tourism system as defined in Appendix A. It did not contend with the strategy outlined within the sector system silos as presented. The particular investigation offered an effective way to emphasize that tourism may now lie within a myopic segregation of communication paths.

Case Study Appropriateness

Qualitative approaches are favored for social science research through case study interviews of the researcher through the interpretation of the information gained (Willis, 2006). The case study approach offers both greater systems understanding through a broader lens of investigative data collection approach, by applying a limited line of questions as either a survey instrument application or by experimental measurement (Yin, 2010a). Descriptive research is based upon the voices of the people interviewed, built within the technique, and are strived to be within this study's framework (Varon, 2014; Wallace, 2014).

The process of case study application may be imperfect but offers the ability for research contribution through an inductive and deductive framework. Therefore, the qualitative application of a case study through structured interviews determined part of the aim of this study that provided research content comprehension, coding strategy, and data collection organization. This case-study type of descriptive research design is most useful when an individual situation is needed to gather a better understanding within a unique setting (Salkind, 2009).

The advantage of the case study design is that it allows the researcher to better understand a situation with greater depth, and within real-life context, in it, a number of interviews are conducted within a specific time limit (Ott, 2015; Retzloff, 2010; Varon, 2014, Wallace, 2014). Cooper and Schindler (2014) stated, actual conditions of the environment become part of the field conditions, in which the environment becomes the field experiment. A field study to investigate the appropriateness of the research questions was conducted through three Canadian tourism research faculty prior to conducting the tourism industry expert interviews. The case analysis provided a better understanding of the current perspective of tourism, with context to the Canadian tourism system.

Multiple-Case Study Appropriateness

Case study research is becoming increasingly prominent in social science studies through a linear iterative process (Yin, 2014). Case studies collect, present, and analyze data by composing a compelling article through a plan of methodological pathway of category construction and interview inferences (Hardy, 2010; Mody, 2013; Stewart, 2009). The case study research approach includes findings from six sources of insightful

evidence that include documentation, archival records, targeted interviews, real-time direct observation, participant-observation, and physical artifacts to be considered part of data or evidence (Yin, 2014). Case studies take place in real-world settings whereby the observations range from formal to casual data collection through fieldwork activities. This chain of evidence offers the ability to narrate empirical thinking to case study conclusions from relevant sources (Yin, 2014).

Whereby a qualitative, descriptive, multiple-case study is the best approach because the researcher is able to address the research questions to gain subject expert perspectives. Therefore this qualitative, descriptive, multiple-case study is the best approach for this particular study because the researcher was able to address the research question to gain subject expert perspectives. Goleman's (2013) leadership principles draw on cognitive controls within research constructs, applying situation context and universal social sensitivity through etiquette connected to the wider world for massive scale solutions. Technological advances offer a full range of ideas on the social theory that need application to a concentrated area with case-study design. The processing of qualitative case-study questioning interconnects with the concentrated measurement research process of the study itself. Therefore this process provided information on the phenomenon from multiple source locations of academic journals, trade and magazine articles, and industry-driven research.

Other Qualitative Approaches

Qualitative techniques offer the opportunity to describe, decode, and translate insights and breadth of a phenomena (Cooper & Schindler, 2014). Researchers acquire knowledge through experience (Christensen, 2011). Through systematic, empirical

investigation, contribution to the body of knowledge of the chosen topic become elements of the research outcome. Another qualitative approach is through phenomenological design, which is based upon an understanding of the experiences of participants that may develop theories, concepts, and processes (Leedy & Ormrod, 2010). Empirical phenomenological research formulates a single stakeholder focus (Burns, 2014), of which this design is not relevant to this particular study.

Grounded theory uses qualitative research analysis by creating categories and new theory concepts that are data-driven through design (Burns, 2014), which also is not appropriate to this particular study. Comparably, the mixed method combines both qualitative and quantitative theories to thought and behavior, with a combination of both data and integrated general theory with a presentation of mixed data reporting (Burns, 2014). This particular study was conducted in a natural setting (field study) and required no precise measurement; no requirement of quantitative analysis was considered within the construct of the research design.

Research Framework

The framework of the study was to find if leaders thought there was a need for the creation of a global industry network, which would encourage standardization that may lead to the global professionalization of tourism. Ethical standards for participants were constructed through the assumption of human behavior and informed consent (Varon, 2014; Wallace, 2014). Sampling subsets through probability theory were incorporated for the sampling technique to provide more examples of the population characteristics that would offer variability within the topic area (Babbie & Benaquisto, 2010). Probability sampling allowed for likelihood of population through random selection of industry

experts of the tourism industry; they were selected as the population, and a snowball chain reaction sampling (Wallace, 2014) was adopted to collect consonant samples in Canada's assigned five sectors of tourism (see Appendix A).

Process

The approach for the process included gathering information preliminary feedback through a field test of three research faculty for the initial investigation (Appendix B). The field test was first applied to the investigation in December 2015 via telephone and email contact to three Canadian research faculty in the field of hospitality and tourism management. All field test participants were PhD qualified, all research teaching professors in the field of hospitality and tourism for over 10 years, and each considered a subject matter expert. The field test review offered opportunity to determine whether the questions were constructed properly, feedback was received and modified from these three Canadian research faculty by January 2016. These changes were also vetted through the University of Phoenix Chair as presented in Appendix C. Again, all three research teaching professors approved this final revised version by February 2016 (Appendix C).

Next, the process includes research interview questions (Appendix C) that were conducted through qualitative descriptive research method approach in a six-month period of time as allocated within University of Phoenix curriculum mapping. Industry experts from a minimum of three and up to five key industry experts within each of the five sectors of tourism (Appendix A) in one of each of the sector areas to sample the five sectors:

1. Accommodation

2. Attractions & Recreation
3. Food & Beverage
4. Meetings & Events
5. Travel Trade

The questions were investigated through the interview research questions as presented in Appendix C. The follow-up to the interviews to industry experts included an email of the transcripts of the interview, sent via email within 72 business hours to the participants. The researcher waited 24 business hours for any changes, and if no response came back from the participants then the researcher proceeded with data as transcribed.

Central Research Question

The central research question (**RQ1**) was:

What are the shared industry priorities for a sector-led development of a global tourism communication system?

Research Interview Questions

The research was investigated using tourism indicators to determine a common point of view about a global tourism system (see Appendix C). Survey research can have ambiguity as to the validity of measurement, it is recommended that careful wording of the questions can help to enhance reliability (Babbie & Benaquisto, 2010). According to Wallace (2014), the descriptive qualitative research method provides opportunity for gaining intimate knowledge and direct contact with the subject of interest within the study. The tourism indicator questions, research interview questions (Appendix C) were designed to investigate if there was a common point of view toward global tourism from

multiple tourism sectors to gain an overall tourism descriptive of the shared industry priorities.

Field Test

A field test was conducted to ensure the research interview questions were appropriate through three qualified Canadian tourism research faculty to ensure a vetted process of the qualitative theory. Babbie and Benaquisto (2010) stated qualitative field research offers a more intimate view and fuller understanding when conducting in-depth interviewing of informants. With the field test conducted to three sample tourism research participants, this field test ensured qualitative sampling offers maximum variation, extreme case application, and homogenous design (Christensen et al., 2010). The field test completed the preliminary investigation to ensure that the interview questions were designed appropriately for qualitative principles.

Population

The sample population of the tourism industry was drawn from sectors for chain reaction sampling selection within the five sectors of tourism: Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and Travel Tourism (Appendix A). The housing unit of each of these subsectors would next be to randomly ask participants within the chain reaction selection to offer systematic sampling within a cluster sample system (Leedy & Ormrod, 2008). These participants were considered Canadian tourism experts, chosen through a nomination process: they were full-time professionals in leadership positions. The researcher investigated using tourism indicator questions to determine a global tourism standardization system by eliciting

perceptions of tourism experts. Interviewing these experts (Appendix C) helped to determine if there may be need for industry-led global tourism standardization.

A sample was drawn from one region of Toronto, to provide a cluster sampling of tourism professionals within each sector of the Canadian tourism system – Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and the Travel Trade (Appendix A). Snowball sampling to find study participants from the eligible population (Wallace, 2014) was obtained through telephone contacting and emailing various associations within the five tourism sectors to find willing participants. As stated, the sample for this qualitative research was drawn from participants in tourism sectors, Canadian tourism experts through a nomination process: these were full-time employed tourism professionals in leadership positions. Interviewing these experts (Appendix C) was designed to help determine if there may be a need for industry-led global tourism standardization program. The sampling of random industry experts was applied through the nomination method in cluster format within the different categorized five tourism subsectors.

Posing a series of questions to willing participants aligns the research question with the interview questions, offering descriptive research approaches through sampling in qualitative research. The interview design seeks to gain a collection of representative perspectives to discover peoples' attitudes and draws inferences about the population through the experience of the survey research. The interview questions allows a researcher to search for characteristics and behavior data. According to Burns (2014), a sample of 5 to 25 participants allow for focus toward achievement of data saturation. The cluster sampling (see Appendix A) provided subsets that were randomly selected through

equally heterogeneous mixes of individuals, whereby the primary area selection was broken into segment selection areas. The case study provided insight perspective from multiple aspects of tourism through the five tourism sectors.

Protection of Survey Population

Conducting the multiple-case study in descriptive, qualitative research requires research protocol for dealing with data collection through the interview process with special care and protection of the information. Gaining informed consent from participants and informing them of the nature of the study are imperative prior to the investigation (Yin, 2014). People must be protected from any harm, including protecting the information obtained through the process, and when archived through precautionary measurements to ensure confidentiality is maintained. The introduction and the privacy and confidentiality forms are presented in Appendices D–G. Participants were required to sign the University of Phoenix Informed Consent form (Appendix F & Appendix G) prior to beginning the semistructured interview process (Appendix C).

Informed Consent

An ethical perspective on research considers the relationship of participants and the data to be gained through the research project are reviewed, along with any institutional or confidentiality issues are conducted within the research process. There are both human ethics and nonhuman guidelines with regard to general conduct of research (Christensen et al., 2010). This particular study focused on controlled time lines and cluster sampling to capture specific viewpoints of tourism industry experts as described through the research questions.

The nature and purpose of the study, along with their willingness to participate was clarified prior to engaging in the collection of research data (Appendix D). Participants could have withdrawn without any penalty or loss of confidentiality from the research process at any time during the study (Appendix H). Validity testing on field work pretests allowed for external checks on the assigned questions as established in Appendix B, and revisions as presented in Appendix C. Inferences were gained through a broader and generalization of the topic area that was established through this particular study's research approach. As well, attribute to deduction, whereby specific opinions were gained on a specific set of events through the interview process in order to gain logical positivism on the criteria as explained in Appendix C through the semistructured interview approach.

Confidentiality

The research investigator must protect human subjects throughout the data collection process, and store all confidential materials in a secure manner. Research skills and values, along with specific training for case studies, with developed protocol, the screening of candidate cases, and conducting the field test, and the research study investigation offers quality application throughout the entire research process. Understanding the context of the data collection, capturing the mood without bias is part of investigative rigor. The responsibility of scholarship requires a) gaining informed consent from all participants; b) protecting participants from harm including deception; c) protecting privacy and confidentiality; d) taking special precautions for any vulnerable participants; and e) selecting participants equitably (Yin, 2014). All research data of the field study participants will be kept through a password-protected electronic database

with researcher-only access to ensure confidentiality through alphanumeric coding of written and recorded materials to be maintained securely.

Data Collection Plan

The data collection consisted of nine open-ended questions (Appendix C). According to Willis (2007), refining one's answers is developed by the research and the process, with validity pretests, and triangulation of necessary aspects of the raw data processing through to new solutions. The level of influences is hermeneutic and offers connoisseurship through the data collection, the convergence of data collected from different sources (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000). The selection of the participants influences the meaning and understanding developed by the researcher, allowing open attention to context throughout the process. From the design proposal of the problem, to the literature review, the methodology, the findings and conclusion there are many areas for ethics and privacy of the information to be vigilant within process.

Participants chose their location where to conduct the investigation. Participants were informed of the nature and intent of the study through a script (Appendix D). Participants read the letter of introduction (Appendix E) and read, signed, and dated the informed consent forms (Appendix F & Appendix G), prior to any in-person interviews being conducted and recorded. Recording and transcribing verbatim of the data generated by the interview captured perceptions and impressions of the participants, and provided a useful method to gain natural responses through the open-ended, semistructured interview process. After completion of each interview, the recorded transcript and scanned signed informed consent form were documented within an electronic folder,

along with a backup copy on a password-protected flash drive used solely for the purpose of this particular study.

Qualitative research allows for emergent design when research is aligned with in-depth interviews; it also allows for minimal researcher bias as distinguished individuals provide context to data through opinions and perspectives. Gaining a common point of view toward global tourism from the multiple tourism sectors was conducted through three to five participants from each of the five Canadian tourism sectors. The cases through each sector of Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and Travel Trade provided an overall description of the shared tourism industry priorities. Exploring situations through sample individual interviews through interview protocol ensured consistency and brought an organized plan to ensure all stakeholders received the same instruction. The interview protocol is provided in Appendix D. The introduction, an explanation of the research study's purpose, the methodology, information on informed consent, the participants requirements, along with the confidentiality are included in the interview protocol (Boyce & Neale, 2006; Jacob & Furgerson, 2012).

The letter of introduction included researcher contact telephone and email information, should the participant have any further questions or wish to withdraw from the study (Appendix H). Participants received a telephone call at least two weeks prior to conducting the research, interviewees received a letter of introduction (Appendix E), a copy of informed consent information (Appendix F), and Premises, Recruitment, and Name Permission form (Appendix G). The data collection portion of the study concluded through the data collection and uploading into transcribed data.

Instrument Appropriateness

Situated understanding is the key outcome of interpretive research, whereby more inclusive ideographic case studies can provide novelist type writing and idealistic content for consideration. The qualitative research was conducted through a series of related expert interview processes for data collection and interpretation through semistructured open-ended questions. The open-ended interview process took an approximately 50-minute process to investigate the current structure of the tourism system from their management perspectives. The questions also looked into the possibility of an integrated tourism system for a global tourism apprenticeship to be considered by industry experts. The research interview questions (Appendix C) delved into the sharing of information within and between the current five tourism sectors established (Appendix A).

Types of Data Collected

The study alignment is supported through periodical sections of library research, with referred papers, and respected field papers that are deemed qualified to warrant publication. Each case of three to five tourism experts was intended to provide insights from each of the five tourism sectors (Appendix A), within the multiple-case study, considered a unit of analysis for the planned case study (Yin, 2014). The semistructured interview technique of a few specific questions facilitated through open-ended response strategy provided the interviewer the opportunity to ask probing questions to gain insights of the participants' tangents of thoughts (Schindler & Cooper, 2014, p. 665). The measurement of the tool of research can be defined through the substantial collection and presentation of data toward a phenomenon.

Validity and Reliability

Case studies “shed empirical light about some theoretical concepts or principles” through the findings of the lessons learned from the research (Yin, 2014, p. 40). The quality of the research design includes credibility, conformability, data dependability, and trustworthiness within the logistics tests of the research concepts. Construct validity includes multiple sources of evidence. The credibility, transferability, dependability, and confirmability requires the use of logic models for explanation building. The credibility and transferability in case studies use theory application, and the dependability and confirmability for the use of case study protocol is through the data collection and database tactics, to ensure design validity (Yin, 2014). The validity of the research theory through Christensen et al. (2010) applied to selection control groups within each of the subsectors of the five Canadian classifications of tourism: Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade categories through construct validity of assigned tourism experts (Appendix A).

The credibility and transferability focused on the possible relationship answers to the gaps analysis gained from insights from up to 25 tourism experts as presented in Appendix A. Understanding local application is useful to capture experiences and interpretations toward a general framework or paradigm (Willis, 2007). The dependability and confirmability focused upon to what degree this research results can be generalized within the global tourism domain. The construct validity shows adequate representation of three to five tourism experts from each of the five areas defined within the scope of tourism. The conclusion of the current study may draw upon inference about

future activities, understanding if there is a communication gap between tourism levels and silos between the subsectors that may exist amongst the subsectors.

Sample

The participants, Canadian tourism experts, were professionals in leadership positions of tourism subsectors. They were chosen in a nomination process via snowball sampling, a process that offered systematic sampling (Yin, 2014). They were drawn from the five sectors of tourism: Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and Travel Trade (Appendix A). The researcher asked the participants' tourism indicator questions (Appendix C) in one-on-one interviews to help assess the need for industry-led global tourism standardization.

The sample was drawn from one region of Toronto, which provided a sampling of tourism professionals' opinions of the Canadian tourism system. The interview process, eliciting these tourism experts' perceptions, amounted to a descriptive research approach through sampling in qualitative research (Yin, 2014). A total of 22 participants were interviewed: four from Accommodation, five from Attractions and Recreation, four from Food and Beverage, four from Meetings and Events, and five from Travel Trade.

The interview-style of survey research was designed to collect representative perspectives on industry's attitudes, and to draw the participants' inferences. The interview questions allowed the researcher to search for characteristics and behavior data that allowed for achievement of data saturation through the sample of the 22 participants (Burns, 2014; Yin, 2011). The credibility and transferability focused on the possible relationship answers to the gaps analysis of the nine interview questions (Appendix C) that offered tourism insights from the 22 Canadian tourism experts.

Field Test Review

An initial field test was conducted to clarify the meaning of the interview questions initially presented in Appendix B. Three qualified Canadian tourism research faculty vetted the interview participant questions. Their unanimous revisions were formulated and submitted to the University of Phoenix chair, who made further revisions. All three Canadian tourism research teaching professors approved this final revised version of tourism indicator questions for the participant interviews (Appendix C).

The field test was initiated via telephone and email contact to three Canadian research faculty considered a subject matter experts. All field test participants were PhD-qualified research teaching professors in the field of hospitality and tourism. They had held these positions for over 10 years.

Data Collection

In a case study, the selection of the participants influences the meaning and understanding developed by the researcher. This allows for open attention to context throughout the process. In this study, nine open-ended tourism indicator questions were created to determine a common point of view about a global tourism system (Appendix C). The sampling size of nominated participants included a total of nine males and thirteen females. Participants chose their interview locations. Participants were informed of the nature and intent of the study through an introductory script (Appendix D). Participants read the letter of introduction (Appendix E), and signed and dated the informed consent form (Appendix F) prior to any in-person interviews being conducted and recorded.

The individual interviews ranged in length. The shortest interview was conducted in 32 minutes, and the longest interview was conducted in 62 minutes. Two participants offered succinct information in just over half an hour. Interviews with four participants took place in just over one hour. The other sixteen interviews took place within the 50-minute time frame allocated within the research construct (Appendix E).

Recording and verbatim transcribing of the data generated by the interviews captured the perceptions and impressions of the participants through an open-ended, semistructured interview process through a digital recorder. Following the interview, participants were sent an electronic copy of the transcripts within 72 hours, with an opportunity to respond with any changes within 48 hours. After completion of each interview, the recorded transcript and scanned signed informed consent forms were electronically stored.

Data Analysis

The various stakeholders offered insights into the current situation of the tourism system from an expert Canadian industry perspective. The research generated meaning that provided information on themes that were captured through analysis of multiple data coders to identify common themes. The central research question to be investigated was:

RQ1: What are the shared industry priorities for a sector-led development of a global tourism communication system?

The objective of the study was to find out whether a need existed to create a global industry network to encourage standardization toward the profession of tourism. One possible outcome of this study was that evidence would be provided for a need for a global communication platform. Another possible outcome was that industry leaders

might see the need for professionalization of tourism. This study is meant to contribute further knowledge to the greater body of knowledge in tourism and tourism management. Case studies offer researchers the opportunity to provide in-depth description or explanatory insights to gain understanding of a particular case that may develop more general theories. NVivo software was incorporated into the data analysis process to ensure that any possible researcher bias was eliminated.

Field conditions of the environment and participant responses are part of the case study data collection process (Cooper & Schindler, 2014). This empirical inquiry investigates contemporary phenomenon of the 'case' within a real-world context featuring technically distinctive situation of data points (see Appendix A). Triangulation was achieved through conducting many sources of evidence that is converged through epistemological orientations of a realist perspective through case study design (Firmin, 2008; Kada, 2015; Klein & Kozlowski, 2000). Capturing the different participant perspectives to gain consistency in data allows the researcher to illuminate the topic of study and may infer theory or policy implication (Yin, 2014). Checking to ensure data accuracy, conducting and rechecking for data accuracy, and continually providing precaution against researcher bias are aspects to rigorous data analysis. The compilation of interview transcripts and notes into text data begin the process of the data analysis (Burns, 2014; Yin, 2014). Data collected will be secured in a confidential manner as previously stated, which after three years' time period has passed of the study completion date all research materials will be destroyed as per the University of Phoenix standards.

The data collection of the information gained from interviewing and documenting the research provided documentation in valid and credible ways for research validity.

Drawing inferences from the data by analyzing interviewee responses, identifying comparative and contrasting themes offer the study's purpose and perspective. The innovation from the *what, when, how, and where* of questions offer answers through the interviewee's survey responses can be coded into themes related to core questions (Brinkerhoff, 2002). Case study is a useful tool to enhance researcher understanding, the use of thematic analysis that interprets the descriptive views of participants of common themes and patterns provide insights into the topic area of interest (Wallace, 2014). Coding the specific themes and searching for repeated patterns to the overarching theme of the study's intent is part of the refinement, qualitative software analysis supports any possible prejudgments (Wallace, 2014). The application of NVivo software was incorporated into the data analysis process to ensure the data software eliminated any possible researcher bias.

Evaluating problems via authoritative sources of historical research data, along with application to ensuring accuracy in credentials, traceable objectivity, currency of timing, and a good generic overview coverage of a topic adds value to existing secondary data (Christensen et al., 2010). The various stakeholders offered insights into the current situation of the tourism system from a Canadian industry perspective. The ability to gain multiple perspectives on a phenomenon allows opportunity to reduce researcher bias, and allows the researcher to identify divergent and convergent themes through data analysis (Burns, 2014). Both the convergent and divergent data were coded into themes. The documents, physical data, and archives explored in this study, further dichotomizing of research through the qualitative approach, will provide further path analysis to the tourism society.

Conclusion

The purpose of this qualitative research case study was to explore and describe the shared priorities that explored and described the shared priorities for an industry-led development of a global system of centralized communication for tourism. In case studies, fieldwork and participant experience is part of the data collection process within a real-world context that copes with technically distinctive situation of data points (see Appendix A). The broader problems of making inferences requires that the evidence collected through the research is convergent with the chain of evidence obtained through the lines of research inquiry (Appendix J). Case studies offer a quality approach within its research design, a single case rationale offering analogous descriptive to a single experiment. Potential vulnerability to single case design is that it may not turn out to be the case it was originally thought to be at the initial outset of the research agenda, but allows the researcher to observe and analyze a phenomenon (Yin, 2014).

Chapter 3 presented a review of methodology, design, and practicality as to why the appropriateness of a qualitative, descriptive, multiple-case study was presented in this particular chapter. The research interview questions, with population, informed consent, geographic locations, validity, and reliability, along with data collection and analysis, and ethical issues associated with the confidentiality of the study were discussed. Chapter 4 presents the results of this qualitative, descriptive, multiple-case study.

Chapter 4

Results

A summary of the themes generated from data collected in the interviews of this multiple case study and its related participant responses are presented in this chapter. The data collected are based on meanings arising from these themes. This qualitative, descriptive, multiple-case study was designed to explore and describe shared priorities for an industry-led development of a global system of centralized communication for tourism. The study participants provided information toward a perception and an understanding of whether globally shared centralization and standardization in tourism communication was lacking, which may cause the tourism system to be fragmented. From a global perspective, no one organization oversees the tourism system as a whole. The leaders of the tourism industry have described an elusive management system showing that tourism may be in a myopic state.

Whether centralized, standardized communication was needed in sector-led tourism was investigated in the study. Specifically, in this study globally shared centralization and standardization of communication that may cause a fragmented tourism system were explored, focusing on the industry structure and alignment amongst the tourism sectors. Participants in the case study, Canadian tourism experts, offered insights into how they experienced, in real life, whether the tourism industry operated in a decentralized manner. Data were collected from a Canadian industry perspective in each of the five sectors of the tourism system: Accommodation, Attractions and Recreation, Food and Beverage, Meetings and Events, and the Travel Trade.

The central research question that was investigated was

RQ1: What are the shared industry priorities for a sector-led development of a global tourism communication system?

Themes

The scope of global tourism from a Canadian industry perspective was investigated in 22 interviews using a series of nine research questions that are presented in this section. In what follows, the research is presented in the sequential order of the interview questions asked. Emergent themes were coded using the nine research interview questions, Q1 through Q9. The themes encompassed the views of the 22 different tourism industry experts from the various sectors as a combined whole for a tourism industry perspective. Out of the 22 participants interviewed, 20 (91%) were trained in the Canadian educational system and two (9%) were trained internationally.

The research participants revealed that since the growing global tourism industry was an economic driver, more research needed to be done on industry recognition and accountability procedures. Historical information shows that tourism has grown: from 1950, when a documented 25 million passengers traveled, worldwide, to 1.2 billion passengers who traveled in 2015 (UNWTO 2013, 2016). The WTTC projects that approximately \$10 trillion USD will be generated by 2020, worldwide, creating 328 million jobs—this means that one in every 10 workers will be in tourism-related employment (Edgell, 2013). Such anticipated growth in tourism will require industry acumen. In this, participants, a sample drawn from the tourism industry expert population, gave their opinions within the design construct of the case study, providing a perspective from multiple aspects of tourism, sectors as a combined whole.

The interviews began by capturing the knowledge base of the participants.

Q1. What decisions led you to choose a career in tourism?

This question was asked to develop rapport with interviewees in order to gain knowledge of their entry level: what began their full-time career in the tourism industry. In total, the interviewee participants had 665 combined years of full-time tourism industry experience. (See Table 3 for an overview of the participants and their attributes.) The earliest entry point of a participant was in 1970; the most current entry point was 2005. Thus, the expert tourism opinions covered a range of 35 years, indicating a scope of difference in entry levels in the tourism area for employment purposes.

An overview of the 22 participants (100%) with a summary of their year that they began their tourism career in industry is provided in Table 4. In chronological order; there were two participants (9%) from 1970-1974 entry, four participants (18%) from 1975-1979 entry, five participants (23%) from 1980-1984 entry, five participants (23%) from 1985-1989 entry, two participants (9%) from 1990-1994 entry, one participant (5%) from 1995-1999 entry, two participants (9%) from 2000-2004 entry, and one participant (5%) from 2005-2009 entry into the tourism industry as their career decision.

Table 3

Participant Demographics by Sector

Sector	Accommodation	Attractions & Recreation	Food & Beverage	Meetings & Events	Travel Trade
Female	1	2	3	4	3
Male	3	3	1	0	2
Total by Sector	4	5	4	4	5
Total	PARTICIPANTS: 22				

Table 4

Participant Demographics by Entry Year

	Sector	Started Tourism Career
Participant	Accommodation	1970 to 1974
Participant	Meetings and Events	1970 to 1974
Participant	Accommodation	1975 to 1979
Participant	Food and Beverage	1975 to 1979
Participant	Food and Beverage	1975 to 1979
Participant	Travel Trade	1975 to 1979
Participant	Meetings and Events	1980 to 1984
Participant	Meetings and Events	1980 to 1984
Participant	Travel Trade	1980 to 1984
Participant	Travel Trade	1980 to 1984
Participant	Travel Trade	1980 to 1984
Participant	Accommodation	1985 to 1989
Participant	Attractions	1985 to 1989
Participant	Food and Beverage	1985 to 1989
Participant	Meetings and Events	1985 to 1989
Participant	Travel Trade	1985 to 1989
Participant	Attractions	1990 to 1994
Participant	Food and Beverage	1990 to 1994
Participant	Accommodation	1995 to 1999
Participant	Attractions	2000 to 2004
Participant	Attractions	2000 to 2004
Participant	Attractions	2005 to 2009
Total	PARTICIPANTS: 22	

The next question, Q2, explored the tourism experts beliefs on the importance of gaining industry related credentials associated with tourism.

Q2. What credentials and qualifications do you possess that helped you further your career in tourism?

This question provided insight into the tourism industry skills that tourism experts in industry leadership positions possess. Twenty-two participants (100%) interviewed represented various sectors of the tourism industry: four participants (18%) from Accommodation, five participants (23%) from Attractions and Recreation, four (18%)

from Food and Beverage, four (18%) from Meetings and Events, and five (23%) from Travel Trade.

Four participants (18%) entered tourism directly from high school; five participants (23%) had college level diploma accreditation; and 15 participants (68%) had university level accreditation ranging from certificate programs to degree programs. This sampling indicated that formal education was an element of choice by the participants, as a total of 18 participants (82%) looked for specific industry training related to tourism. Of the 22 participants (100%), two (9%) trained at international high schools and later specialized in international postsecondary tourism programs. The other 16 participants (73%) who also actively pursued postsecondary tourism education all took their training in the Canadian region. Two (9%) of the 16 (73%) Canadian-trained participants had college-level education, and they also furthered their education with a university level program later in their career.

Eight (36%) of the participants from the group of 22 who pursued further professional designations as part of their tourism career. Two (9%) of them obtained their Certified Food Executive (CFE) designation from the Canadian Association of Food Professionals (CAFP). Interestingly, one of them was employed in the Food and Beverage sector and the other was employed in the Accommodations sector. Two (9%) participants obtained their Clefs d'or Canada concierge designation from the Clefs d'or International Concierge Society from Paris, France; both were employed in the Attractions sector, working for hotels. Two participants (9%) obtained their Certified Meeting Planner (CMP) designation from the Meeting Professionals International Association (MPI); one (5%) complemented the CMP designation with a Certificate in

Meeting Management (CMM) from the MPI; both (9%) were employed in the Meetings and Events sector. One participant (5%) obtained a Certified Sales Professional (CSP) designation from the Canadian Professional Sales Association, and was employed in the Travel Trade sector. Finally, one participant (5%) obtained a Certified Travel Manager (CTM) from the Association of Canadian Travel Agencies (ACTA), and was employed in the Travel Trade sector.

Cagica Carvalho & Gomes da Costa (2011) and Abdul Razzaq et al. (2012) advised best practices for responsible management of tourism destinations would be through network and stewardship development for tourism. However, the majority of tourism industry experts did not hold any specific designation. Fourteen (64%) of the 22 participants stated that they had held no industry designations throughout their careers in tourism. The next question investigated with participants for their perspective on the ascendancy of tourism.

Q3(a). What are the particular technical skills and education (i.e., knowledge set) front line personnel should have in each of the following sectors of tourism (Accommodation, Attractions & Recreation, Food & Beverage, Meetings & Events, and the Travel Trade)?

This question was designed to describe the scope of the tourism industry to determine if the participants viewed the five tourism sectors individually or as a whole. Figure 2 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question.



Figure 2. Technical skills—front line.

All 22 participants (100%) noted that people skills were emphasized in the tourism industry. Soft skills training was the most important element required in entry-level training. Having the right personality and attitude, a passion for engaging with the customer, and being able to work within teamwork dynamics were supported trends from the industry participants. Participant N1 stated:

When I think from mindset of all those five classifications some kind of formal educational training in the tourism and travel industry in terms of a diploma or degree program at a recognized college or university is essential that will form a base upon which a person can then progress in their career and again across all of these five sectors.

Customer service, with a focus on situational awareness, was the second most predominant theme:

Philosophically I truly believe the number one way to be able to deliver great services is to be empathetic to the situation at hand. If you can't connect, if you're not in the moment than you're going to miss something and waste somebody's valuable money, but more importantly valuable time. Through and through in the service profession you've got to be ready and to get in there and understand the need of the client. (N17)

Another participant also envisioned the industry as a whole: "One of the key traits, be it in the customer service side or in the sales side is that engagement factor with the customer" (N14). N6 acknowledged Disney World's best practices: "Disney World in Florida, they have got customer service down to a science."

The third theme was having product knowledge. In particular, the food-related knowledge, hygiene factors, and public food sensitivity vigilance are required in the Food and Beverage sector. Understanding the competitive environment of the various organizations was predominant. The theme emerged in all five sectors, with a special mention in the areas of the Meetings and Events and the Travel Trade, because these sectors have to deal with more complexity than the other sectors. N7 stated that disrupters to the tourism impacted the overall system: "Whether it's coming 10 years ago when it was OTA's online travel agencies, now you're talking about AirBnB, and the UBER's effect, whatever it may be."

Technology was also a communication and repository platform that all participants from all sectors recognized as a resource tool for keeping aware of the marketplace shifts. The Accommodation sector saw the reservation system as a key operating requirement, for the Travel Trade, the Global Distribution System (GDS) as

well as the internet system were functions of the product knowledge process. WHMIS (workplace hazardous materials information system), the Canadian classification system for workplace safety and health act information also received attention from all sectors.

It was clear from the literature review revealed that there little empirical research has thus far been done in the context of tourism studies: few tourism studies have been used to apply strategic system planning to local, regional, and global tourism. In the current study, the researcher investigated strategic applications of the tourism system through industry approaches in the areas of hospitality and tourism management. The next question investigated Canadian tourism experts' opinions on the strategic approaches being used by the different sectors and by tourism as a whole.

Q3(b). What are the particular technical skills and education (i.e., knowledge set) management level should have in each of the following sectors of tourism (Accommodation, Attractions & Recreation, Food & Beverage, Meetings & Events, and the Travel Trade)?

This question focused on the regional business aspect of running operations, at the management level, in the tourism system as a whole. N15 indicated:

So if it's accommodation, attractions, food and beverage, meetings and events, or travel this notion that there's a leadership skill that thrives on multitasking, that thrives on leading in the moment and being in the mix. They just can't escape it, because it is happening now. That's the first thing that I think makes our industry very different. That makes our industry very different. It's all the same in all the sectors, and our schools don't teach this very well.

The top aspect for management training emphasized by participants was leadership skills, with a focus on mentoring and developing the human resources of the team. Training in other key aspects of the management function needed to include all five sectors at this level. Training in accounting and finance skills was also thought vital, for managers to develop their business acumen necessary for making appropriate operational decisions. These were seen as core skills needed for management. Figure 3 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question.



Figure 3. Technical skills—management.

Food and Beverage was considered the most vulnerable of the sectors. Management was seen as needing to have a strong operational focus, especially with regard to controlling the costs of labour and food. Technology was seen as a supporting tool to keep the business organized. N4 stated:

I think that perhaps what's missing here from a technical aspect is the whole.

There need is leadership skills, more operational links, you need to understand P&L statements. Both technical aspects of management beyond industry like sound financial accounting, forecasting, and all that sort of thing.

Various authors in the literature review presented broader tourism management development frameworks for future management systems. Many cautioned that management structure and accountability could be neglected when monitoring sustainable strategies for responsible tourism development. The tourism industry is self-governed. Governance, such as it is, is in the form of recommendations proceeding from government agencies, tourism businesses, nongovernment agencies, and community groups of tourism stakeholders. A higher, integrated level of governance c be conceptualized using the insights gained in the participant process of this study. The participants were next asked to position the term of tourism as a brand descriptive.

Q4. What makes tourism different than other global business sectors?

Various respondents tried to define tourism from an industry perspective. Figure 4 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question.

N6 stated: “Tourism is aspirational.” Another participant defined the dimensions of tourism as follows:

If you’re sitting at desk and you’re doing or pushing paper or doing something very valuable but you don’t get the wide range of personal celebrations and traumas and everything else that we experience every single day. That allows us to be more compassionate, more understanding, and more dynamic to how we handle business (N21).

The third theme to emerge was in relation to global business interactions and how tourism impacts many other supporting sectors. Seven participants (32%) indicated the importance of world events and how challenging situations can make tourism susceptible to global economies and activities. N4 specifically saw the importance of national identities of tourism by country; for this participant, global relationships could be cultivated through national systems within the tourism structure. N6 noted that every riding across the country of Canada had its own element of tourism.

Descriptives flourished such as “it is different everyday” (N17), and N21’s “it is the business of hospitality.” One broad descriptive was that “tourism is supplying services to people in an area that’s meant for business or for leisure” (N22). There were some divergent descriptives, such as N9’s “I don’t think tourism is going to a meeting even though there’s probably a spin-off.” A concern was noted by N18: “We represent so much in the industry and yet we’re all disconnected.” Another participant stated:

It’s a business. When you’re on the road, you’ve got to stay somewhere. There’s no other business that I can say where we are taking care of strangers. What other

industry can say that we welcome strangers and we want to be really good because they are the most important people, strangers (N10).

Concern for tourism branding was noted by N15:

You look at the whole taxi industry in Toronto, it is a disaster. You know, I look at what happens at airports and limousine drivers in Toronto. You may hop in there and not know there's a shuttle bus to the airport hotel, and they get mad at you for a short fare. These are all interactions which matter. All these people are here just to make that person happy, and that is a mindset skill of the infrastructure and the interactions." The branding of tourism can be very complex and interrelated through the many different aspects of the products and services that can define the brand.

The current research will allow for a model of participative congruence in industry relationships to be developed (see Appendix A). The researcher gained insights into collaborative managerial performance by using the qualitative method. This researcher captured the knowledge-management thinking of the tourism industry through bringing forward current Canadian tourism experts' opinions on the tourism system and how that links to the global network. Parameters for constructing public policy that would embrace sustainability theory for tourism from a regional perspective were defined in the research. The next question investigated participants' perspectives of how an evolved tourism system could be created through industry structure.

Q5. What industry solution would create better communication for a global platform of tourism leadership?

Regionalized tourism was a predominant theme; 20 (91%) of the participants envisioned a local area alliance for a Canadian tourism initiative to develop the five sectors of tourism so as to form a global system alliance. Figure 5 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question. One participant's (5%) opinion, divergent from the majority, was that tourism was already a working system:

I think there are some in place already, there are conferences where people exchange best practices. There are conferences where travel industry meets and exchanges best practice and it is not just a big party it is a business meeting. (N5)



Figure 5. Communication system.

The participant N5 continued, with specific examples of global networking in which, interestingly, Canada was not mentioned:

Better communication, if I got to meet them through face-to-face to the different players in the industry like the airlines, like you have the sectors. There are vehicles that accommodate that, I personally don't go to the world. There are

world organizations that accommodate that. I go to the regional conferences.

There are some congresses like the World Travel Mart (WTM) or the POW-WOWs as there are things already in place, there is one for Africa for example.

There is one in Africa, there's one for Europe, there's a world Congress.

Another (5%) divergent viewpoint was that the system could only come into alignment through technology, but never as a worldwide structure: "I think communication in this day and age is better than it ever was, but having a central website is not ever going to happen" (N22).

The theme voiced most often by the participants in answer to this question was that a unified tourism system for better communication of the tourism industry network could be achieved; 21 participants (91%) believed this. Twelve (55%) said that some type of governing body that included the five sectors of tourism for Canada as a region should be developed to organize better communication for the tourism system. One participant (5%), from the Attractions sector, stated:

A communication system definitely needs to be a cloud-based system online. Maybe it's a system where you can sign in and you choose who you are and identify what sector you are, and then geographical location. So that you are basically being classified, then you can drill down and connect with other attractions either in your area or around the world. It would have to be some sort of search mechanism, if you did want to connect with some other attraction or sector, but you would also be able to connect with other local sectors such as Accommodation, Food and Beverage. (N2)

Seven participants (32%) believed that DMO offices such as Tourism Toronto and Destination Canada should take more of a leadership position when envisioning a communication system for tourism. Two participants, N3 and N10, specifically believed that the government should be the initiator of creating some type of communication system for tourism in Canada. Another participant, N1, stated:

I think you have to have that dialogue between industry and education. The entry skills you are looking are software training, and marketing and brand, and practical experience in the top three scales from a management level bringing together the leadership team. It really requires leadership at the top, to really encourage engagement. If you've got good leadership at the top it is easier to get engagement, if you've got poor leadership at the top you're just not going to get it.

Furthermore, N1 stated that "The leadership of individual sectors need to get together and talk about best practices between them, that would be a key step to improving the sectors overall."

The second emergent theme for this question was related to the cohesiveness and connectedness of the tourism industry, which was identified by 14 participants (64%) who defined the brand of tourism through the five sectors of tourism. N6 stated: "Wow, so you're talking the leaders from every destination out there and just something that is going to get these five sectors together in a destination to create that branding." Another participant, N9 provided this example:

In Canada, there are some organizations but really how in touch are they with the different organizations like MPI, PCMA, and the industry organizations. I don't

know if there's a better but there's lots of different options, but they all have pros and cons. So could there be a gathering up of these partners, you know three times a year in different cities across Canada where you know would be accessible for people to attend that we could just have conversations. Could there be some kind of email communication.

One participant (5%), N7 stated concern for the overall system of tourism: "All like organizations whether they are government, associations, industry subsectors need to have standardized reporting which does not exist right now." The participant continued: "For us to raise our profile with media, with the public in general, with parents who are teaching children about future options for great careers." Further concern was related also to the brand: "People do not understand the business of tourism because we are all over the world with metrics" (N7).

The third emergent theme was conceptually aligned through technology; four participants (18%) envisioned the tourism system linked through a system: "When I think of a platform, I think of a technology platform that can do prongs of the holistic communication system" (N4). One participant, N11, raised concerns related to technology:

I guess we can look at technology solutions but face to face is critical, in an industry like tourism especially. I think one of the challenges is that we can have like global conferences or national conferences on tourism, but I'm not sure an organization like ours or members of ours would necessarily see themselves there. Tourism is sometimes seen as very broad and restaurants or bar owners, food service operators may not understand where they fit. So bringing the conversation

in at different levels would help engage more players along that process. Maybe it is a combined solution where there is the face-to-face major conference but there is a digital engagement component.

N12 questioned the topic further during the interview:

Do you think that is fragmented right now, that everybody is operating as a separate entity. It is fragmented because just as a small example, food and beverage we have a food and beverage company but at one point we had an attraction also. I learned so much about my own business and our city about how we could work together and be partners. I just don't know that government organizations can make this thing work. They want to have these separate silos.

N10 stated a pathway for the process:

I believe the government has a part to play in not necessarily financing, but has a part to play to recognize opportunities for the potential that exists for the economy of the country. So the stronger the tourism industry, the stronger the economics of what the government is there for. It is about jobs because this industry hires more people than many others. So the government needs to start this up and they have the ability through policies to get and create a better plot to combine the different tourism initiatives with starting with the people themselves. Starting with the educational components, and the schools as they're a big player in the business world. It starts from the training for it, and then the communication.

The next question was meant to provide insight into the possible management and governance of tourism that could bring about tourism sector interrelatedness. Many examples of qualitative research offering economic research tools for solutions for

Figure 6. Organizational leadership.

The 22 participants (100%) unanimously agreed that communication was lacking in tourism as a whole and stated a better communication structure could be put into place. Twenty-one participants (95%) believed a viable solution was possible, through some type of leadership for global tourism. This theme, that the tourism industry required better leadership, was voiced by the majority of the participants. Only one participant (5%), N22, stated that a united approach to a tourism system was not possible. N22 stated that the tourism system as currently perceived was too big to bring together or to gather into a cohesive communication network system.

The second emergent theme related to regional context of tourism. Globally, various regions seek to control the movement of tourism through tourism's environmental context, which is influenced by market turbulence, technology, and the intensity of a competitive marketplace. Through industry agreements, the world's economic policies can impact the trajectory of tourism immediately. New knowledge-thinking social groups that were explored through this questioning of tourism experts' opinions of structure initiatives could help in designing strategies for mutually beneficial employment relationship optimization for global tourism economies and transactions.

A national system that would align the five sectors of tourism was envisioned by 11 (50%) of the participants. Five participants (23%) envisioned a regional system, including the provinces with a federal level added on. Another five participants (23%) also supported a defined structure including a city level and a provincial level. One participant (5%), N13, stated that there should be two levels: Toronto (city level), due to the size of Toronto's system, and a national level for Canada. One participant's (5%)

response (N20) was divergent—the only organizational structure should be at the international level. N20 also stated that the UNWTO should have better communication about industry involvement with Canada.

The importance of destination marketing offices (DMOs) emerged as the third most popular theme. The majority of the participants, 21 (95%) thought that some type of a more formal tourism system could be developed to offer better communication through a leadership organization. The DMOs of the various regional tourism areas were discussed by eight (36%) of the participants. Three (14%) noted Tourism Toronto's leadership, two (9%) others noted the regional leadership of Ontario's Tourism Marketing Partnership (OTMP), and three (14%) others noted the national leadership of Destination Canada as marketing strategy offices for the communication of the brand.

Other organizations that displayed leadership for tourism were recognized through the Tourism Industry Association of Canada (TIAC). Two participants (9%), N10 and N11, stated that TIAC could take the role of leadership, but N4 (5%) declared that TIAC should not. Two participants (9%) that stated the Business Events Industry Coalition of Canada (BEICC) could take such leadership. Extending the role of Clefs d'or Canada was recommended by two (9%) other participants. One participant (5%) stated that the tourism industry was led by SKAL internationally and that more of a unified role could be created. Four participants (18%) stated that the government should take the leadership role for tourism.

The next question reviewed the current system of tourism to gain insight whether the supporting structure that provides the sustainability of the tourism industry is in alignment with the industry as a whole.

Q7. Do current student placements for short-term industry free externships and longer-term paid co-op programs deliver sector value? If so, how?

Figure 7 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question.



Figure 7. Student placements.

Twenty participants (91%) stated that industry placements offered value as part of a tourism program training as the most emergent theme. Only one participant, N6, diverged from this opinion. Speaking from the Attractions sector perspective, N6 stated that placements delivered no value:

Not really, most of the stuff that we're seeing at the school level is still focused on hospitality. It's all hospitality and tourism programs, and it is mainly hospitality. Quite honestly, it is only so many places at hotels that people need to work at. I don't think we're still seeing the other elements of tourism getting the focus at these programs.

The participants offered recommendations for how student placements could be better organized; industry and educational partners could collaborate for more effective development of future industry candidates:

So I think that more and more industry, as well as retail and trade, and all aspects of business are recognizing that value that educational institutions can offer and bring to the table in placement opportunities, whether paid or not paid. (N8)

Collaboration on placement programs between industry partners and educational institutions emerged as the second most popular theme. For example, N3 noted that coaching and mentoring were key to program success. N7 and N22 acknowledged students as the most valuable part of the process, and another participant, N19, stated: “Absolutely [students add value], if you use them wisely.”

An aspect of this second emergent theme was the difference in value between free externships and paid coop externships. Seven participants (32%) stated that paid coop training programs delivered better value than free externships. Whether externships were free or paid, 20 participants (91%) stated that learning through industry coaching was vital in supporting student placements. N2 declared: “When you’re out there interacting with customers and doing different things is something you just can’t learn in the classroom.” A total of 13 participants (59%) stated that both free and paid externship programs were important. Two participants (9%), N6 and N13, held the divergent view that student placements were possibly ineffective for industry.

The third emergent theme was that industry needed to do a better job of coordinating and engaging with the processes of student placements through the tourism programs at schools that include student placements. A total of nine participants (41%)

stated that better processes were needed to develop the programs related to student placements. Another participant, N21 from the Accommodation sector, noted that over a 10-year period, an executive chef who had originally come through a student placement had developed in the sector. N21 stated that more industry examples like this were needed. Another participant, N10, suggested that a journeyman system of tourism similar to the European model could be used in Canada. As well, another participant, N14, stated that Europe displayed best practices when it came to introducing students into industry. Four participants (18%) stated that the Canadian system for student placements did not have a reputation for nurturing students through work placements and discussed their concern for a better structure.

The next question asked participants to envision a better system for tourism training initiatives that supported the five sectors of tourism as a whole.

Q8(a). If there were a global tourism system that embraced training inclusive of the five sectors of tourism (Accommodation; Attractions & Recreation; Food & Beverage; Meetings & Events; and the Travel Trade)— what would be the business training for entry-skills requirements?

This question evoked visionary responses from the participants. According to Padurean and Maggi (2011) and Sheldon (2012), an important strategy for industry in designing future trends and global system design principles was to develop tourism education futures initiatives (TEFI) for academic consideration. Figure 8 graphically displays the words that were frequently used by the tourism experts in their responses to the research interview question.



Figure 8. Global tourism system—entry level.

The most dominant requirement voiced by all 22 participants (100%) was that entry level training was an important aspect for tourism. This requirement comprised several elements. The first stated by nine participants (41%) was that specific-sector product knowledge was a priority for tourism training. The second element recommended for entry level was training for interpersonal skills and customer service culture; eight participants (36%) noted the importance of culture because tourism dealt with diverse people, whether customers or employees. As the third element, seven participants (32%) noted the importance of providing business skills related to accounting and finance principles. The fourth element, recommended by six participants (27%), was marketing and competitive environment training. Fifth in priority ranking stated by six participants (27%) was the importance of technology and software training. Sixth, legal training was noted by four participants (18%). Lastly, two participants (9%) suggested multitask training.

further respondent declared: “I think the best answer would be better commerce training.”

Two participants (9%) stated this concern:

There would need to be some standardized training and that in itself will be very challenging because our industry is not standard across the board. For example, how a small boutique one of hotel runs its operation is going to vastly vary from how one of our downtown thousand plus room hotels runs their food and beverage or their front desk. So it’s a mammoth task to try to standardize. (N13)

N6 also expressed concern with the question, saying: “If we can’t even get past that fracturedness at a regional level, I don’t see how we can do it at a global level.” N6 continued:

I’m really having a hard time though talking about a global tourism system, about sharing skills and stuff because I’m struggling with how that would work knowing that we don’t even do well on a regional level. At a local level of sharing the kind of information and how we could ever convince anybody.

The majority of the participants stated that a global system was possible for industry cohesion, and, similarly, 21 participants (95%) thought a training program would be possible. The respondents stated that management-level training comprised several elements. Customer service and culture training were the highest priority, noted by 10 participants (45%). The second element, leadership skills and strategy training, was another important aspect for training initiatives; this was listed by seven participants (32%). Third, human resources was noted by six participants (27%). Fourth, five participants (23%) stated mentoring and coaching, and five participants (23%) suggested technology as important. Fifth, four participants (18%) stated accounting and finance

were important, and three participants (14%) recognized law as important. Finally, two participants (9%) stated that learning languages was important.

Underlining a fundamental, “tourism and hospitality means business” was proclaimed by one participant (N7). N11 stated that management characteristics included “having broad management skills, strategic thinking, and strategic planning. Research skills and understanding how to be able to tap into trends and opportunities [were necessary].” Another participant believed that “the education institutions should take this on with industry in a partnership, it absolutely has to be a partnership. A partnership between them, and I think education has to lead it. It has to involve partners” (N12). N14 noted: “Leadership is a key ingredient in any success, be it individual or at a high level where you’re trying to have a global tourism system.” N14 went on further, stating: “Coaching within that it is also important, but again coaching is not specific to an industry. They are not specific to a commercial area, but to the big overall brand [of tourism].”

Whereas participants N6 and N12 stated OTEC was a good organization with which to establish a formal industry training system, N18 stated that government could lead an initiative, and N15 believed that TIAC could lead regional tourism training with the support of government. The next question was designed to determine whether tourism sector interrelatedness existed, and to investigate whether Canadian tourism experts saw the need for a professionalization of tourism.

Wijesinghe (2014) declared that tourism was in need of a virtue ethics framework. Using systems alignment in the theory of Edgell (2014), the researcher explored whether the current global leadership of tourism would be able to advance positive change

question was meant to provide insight into trends that might occur in the future of tourism as an industry. The most supported theme was specific to pathway training for the industry, with acknowledgement from industry that a formal accreditation system might be needed for evolution. Eight participants (36%) offered opinions that supported industry-related training and a workforce strategy. The investigation into thinking groups for tourism offered an expansion of the scope of the global tourism system and related industry perception.

N1 stated: “When I think of professional, I think of the professions like being a doctor, like being an accountant, being a lawyer, or being an engineer, etc. They have very specific educational paths and very specific accreditation requirements.” Further, this participant noted:

For instance through ACTA they have accreditation, and each industry could take that that role model and develop a model for each sector. They could take that model and develop that model further to provide accreditation, or various levels of accreditation as it is basically through continued learning. (N1)

Another participant noted:

There has to be some basic structure that you would get training on basic skills, and then you get some sort of thing letters behind your name that you are trained. Look at the Les Clefs D’Or, I use that as an example because that’s a worldwide organization for attractions” (N2).

Six different participants (27%) supported two themes, the promotion of tourism as a career and the importance of having government be a part of the collaborative designing of a tourism accreditation system. Only two participants (9%), N5 and N17,

stated that the tourism industry was already established as a professional career choice. N21 stated that tourism “is a cultural thing” and that in Canada, “there is a much better understanding, but it’s a cultural thing.”

Six participants (27%) responded to the promotion of tourism as a career pathway by saying that the industry and the media needed to focus on building up the reputation of the tourism industry as a good career option. Four participants (18%) indicated the importance of initiating interest at the high school level to attract people to the industry. N3 noted that the industry needed to promote its champions: “In other industries you could probably name the champion. In another industry, sports it’s the NFL. The business world is Warren Buffet.” Bill Marriott and Isadore Sharp (of Four Seasons Hotels) were considered the recognizable leaders of tourism in the Accommodation sector (N3). N2 and N14, both noted that everyone employed in tourism is an ambassador of the brand.

“Government is not treating tourism with the level of respect it deserves,” said N6. For example, “Canada’s Wonderland puts in a \$40 million-dollar new roller coaster and nobody shows up for that. It’s a significant investment too that’s generating a lot of extra draw to the area” (N6). The participant also gave this example: “We’ve had over \$1 billion in the new hotels built and I don’t see anybody getting all excited about that. I think their priorities are misplaced in a lot of cases.” When looking at the larger factor, the same participant noted: “The fact that tourism is one of the only globally growing industries means that they should be paying more attention to it.”

The third emergent theme was that government needs to collaborate with the tourism industry to create more advocacy for the business it generates and the people it employs: “It needs to be a collaborative effort between industry, education, tourism

associations, and government. Then, that body has to collectively work together to see how we create careers” (N15). Six participants (27%) responded that government should support the improvement of the tourism industry. N18 noted: “We never, I don’t think, spend a lot of time connecting the dots and that we’re all part of the same industry.” The same participant explained further: “[the tourism system] is such a global market now that it is really forcing us to look at integrating everything” (N18).

Two participants (9%) stated that the industry had a negative reputation that was directly associated with the Food and Beverage sector. One noted: “I think the challenge is that it’s such a poorly paid industry” (N13). The entry-level compression of minimum wage and the fact that some senior management participated in the practice of tip sharing (gratuities) was another contentious issue (N12). For another participant (5%) N6, the turnover of ministers in the government system that supports tourism also indicated that the sector of tourism did not receive enough attention from that assigned government position. Another participant (5%) N17 stated the tourism sectors were “fragmented because the interest of the same groups align” only within each sector. N16 (5%) noted the tourism industry needed more integrity and to be more integrative. N19 (5%) recommended a tourism business coalition to be formed.

At the completion of the interview process (after Question 9), the participants were thanked for their collaboration in researching the topic of A Global Approach to Tourism. Table 5 summarizes the top ten themes generated from the data that provided meaning through capturing the knowledge base of the participants into themes.

Table 5

Top 10 Themes Generated from Data

	Theme	Frequency	Percentage
Tourism Defined	People	22	100%
Technical Skills	People	22	100%
Communication	Fragmented Sectors	22	100%
Industry Placements	Entry-Level Training Value	22	100%
Industry Placements	Offered Value & Coaching	21	95%
Tourism Leadership	Unified Regionalized Tourism	21	95%
United Approach	Better Leadership Needed	21	95%
Accreditation	Management Level	20	91%
Communication	Regionalized Tourism	20	91%
Global Tourism System	Network Communication	20	91%
Total	PARTICIPANTS: 22		

Qualitative Themes

The purpose of this qualitative, descriptive, multiple-case study was to investigate and describe shared priorities of tourism for an industry-led development of a global system of centralized communication for tourism. The current Canadian research generated meaning that agreed with Mariani and Baggio's (2012) findings. These authors discerned that it was difficult to define tourism as the Accommodation sector alone, with

its various attributes of seasonality, size, and quality of the product. In trying to define tourism, however, this study's 22 participants, Canadian tourism experts looked at a wider view. The 22 participants of this study, Canadian tourism experts, provided many attributes of tourism diversity. They represented many attributes of tourism diversity and revealed an even further diversification of tourism processes—namely, the five sectors of tourism that define tourism in a more complex manner in this study.

In this study, the researcher investigated whether there is a centralized need for standardized communication within sector-led tourism. The data collected showed that there may be lack of globally shared centralization and standardization in communication, presenting a fragmented tourism system. The need for a better communication system was analyzed amongst the five Canadian sectors of the tourism industry: Accommodation, Attractions and Recreation, Food and Beverages, Meetings and Events, and Travel Trade categories (Appendix A).

According to Higgins-Desbiolles (2010), tourism may be in a myopic state with regard to a global perspective. The research found that the whole industry was linked, but no formal structure of governance exists to evolve communication within the system. The management system that governs global tourism is elusive. The participants stated there was no formal governance in the Canadian region; most of them did not relate to any particular organization that managed the brand overall for the region.

Tourism Defined by Industry

The research generated meaning that offered a way to define tourism through the validity of selection control groups within each of the subsectors through construct validity of assigned tourism experts of the five Canadian classifications of tourism:

Accommodation, Attractions and Recreation, Food and Beverages, Meetings and Events, and Travel Trade categories. The respondents varied in their definitions of tourism in answers to Research Question Q4. In common, however, they stated that tourism kept growing. They saw that the evolution of the tourism industry had been prominent throughout their careers (Research Questions Q1 and Q2) with entry dates ranging from 1970 to 2005.

The participants' full-time career experience in tourism totaled 665 years of cumulative experience within the tourism industry. This was captured in the research. Each of the 22 participants was asked to define tourism. They all related it to tourism product experiences, not by a calculation of tourist arrivals and departures—not by the numbers that tourism generates. From their experience, they saw the Canadian region as a tourism brand in itself while still being part of the global scheme of the tourism system. They also spoke about the scale and scope of the global tourism network as *people*: the interaction between the customer and the tourism employee create the tourism experience.

Industry and Educational Partnership

The collaborative system of training (Research Questions Q3 and Q8), along with the supporting infrastructure of industry and education through student placements (Research Question Q7) were investigated. The research indicated there was a need for better structure with regard to student placements in the five tourism industry sectors and educational programs overall. Some participants recognized the European region was a potential area to review for system development benchmarking.

The 22 participants stated that a better structure for training, perhaps by government, perhaps by the educational institutions, would encourage high-quality student placements and engage the partnership of the tourism industry and educational institutions. This would need to be done through progressive, tiered training for both entry and management levels, affiliated with each of the sectors and with tourism as a whole. They also stated that management training should be ongoing.

The research indicated the need for better structure with regard to student placements in the industry. The participants stated educational programs were needed that would engage the partnership between industry and education through progressive training levels affiliated with the sectors as a whole. Tourism in the marketplace has a competitive foundation. However, participants recommended collaborative efforts to achieve stewardship of practical training initiatives. All 22 participants stated the need for a regional tourism that would nurture the recruitment and retention of future tourism employees, in order to sustain the supply chain of the tourism sectors for Canada as a region.

The Global Tourism Marketplace

Communication within the tourism system was investigated through Research Questions Q5, Q6, and Q9, answers to which offered insight into the structure of the current situation and identification of best practices related to network alignment. Bramwell (2006) found that monitoring a sustainable tourism transition through anticipated growth cycles required long-term responsible tourism management strategies. The participants' information provided a vision for a strategy to create a value system that formally recognized and cultivated the existing network of collaborative cooperation.

The tourism system network would include the five Canadian classifications of tourism: Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade. A predominant theme from 20 out of the 22 participants was the vision for a regionalized tourism for a Canada tourism initiative, uniting and developing the five sectors of tourism into some type of alliance.

Cooper (2005), Edwards et al. (2010), Jaffari (1990), and Xiao (2006) recognized the importance of knowledge networks and how social transformation is possible for tourism change. The respondents thought there was a lack of communication within tourism as a whole and stated a better communication structure might be possible for the region of Canada. Only one participant, N22, stated that the tourism system was too big to bring together, and that an integrated tourism system would therefore not be possible. In another emergent theme, the regional context of tourism for Canada was emphasized. Participants noted that industry leaders of the regional sectors could develop links with global and regional economic policies; the tourism sectors could initiate brand alignment for governance communication.

Conclusion

The research generated collective meaning. The participants unanimously acknowledged a need for better efficiency and efficacy of the tourism sectors and their alignment to the overall tourism system within the region of Canada. Participants from the cross-section of the five Canadian classifications of tourism—Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade—provided the research investigation with breadth and depth. Kirkbride's (2006) full-range leadership model, a methodology of individualistic behavior amongst

leadership, may be applied against each tourism sector to define the tourism system. Participants identified the need for stewardship and governance in the tourism industry for its long-term sustainability. Appropriate sector stewardship and governance could create an integrated framework for tourism training that went beyond the initial educational institution entry-level programs to include higher-level management nurturing. Such tourism positioning would offer ongoing full-range leadership management development and maintenance. This was conceptualized in the research design approach to capture the tourism experts' perceptions of the industry and its related tourism system.

Dodds and Butler (2010) identified eight barriers to overcome in order to creating a global tourism framework: economic parity, stakeholder support, coordination bureaucracy, integration into wider policy, awareness, ambiguity, efficient use of resources, and focus on political leveraging. In the current study, some of the barriers for system development applied to regional factors whereby the collaboration ranged from city, province, and federal areas being recognized as various levels of operational complexity that would require consideration for global construct. Further, the study provided stakeholder value for a tourism system recognizing all five classifications of tourism but within an integrated whole. All participants supported such an integrated system; all wanted a network cluster for the Canadian region. For them this was an emergent regional priority for industry consideration.

Globally integrating the tourism industry communication system through the tourism supply chain was also seen as relevant for all activities of the five tourism sectors. The dominant research outcome of tourism's sustainability through the people

resources of the industry was the most important aspect of the brand of tourism, according to the participants. They wanted a model of development for tourism communities that engaged the five sectors of tourism as an emergent collaborative system, thereby increasing the economic aspects of the tourism brand for Canada within the global marketplace.

The research provided an overall mapping of holistic success strategies that were recommended by the participants for both a regional and global system for tourism communication. Another emergent theme specific to pathway training for industry for the tourism sectors, which provided insight, was industry's acknowledgement that a formal process—and potentially an accreditation system—might be needed for ongoing industry training and higher system of sector evolution of industry resources. More importantly, as a collective, the participants recognized the need for building the brand identity of tourism as a cohesive, integrated group of sectors to organize themselves into highly concentrated strategy to offer global differentiation.

Chapter 5

Conclusions and Recommendations

Research findings from the participants are presented throughout this chapter, offering an understanding based upon common and differentiated themes that were generated from the interviews conducted. The interviews gathered the opinions of the sample population—tourism industry experts—to support the case study design of offering perspectives from multiple aspects of tourism, namely the five Canadian classifications of tourism: Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade. These descriptive, multiple-case study results provide a contribution to the body of knowledge related to the tourism system in the context of regionalized expert opinion of industry structure and alignment. N15 noted that the augmented extension of the brand of tourism and the consumption of each tourist had complexity. Tourism was individualized, and it comprised “all [the] interactions [that] matter. All these people are here just to make that person happy, and that is a mindset skill of the infrastructure and the interactions” (N15). This chapter provides a discussion of the results, implications of these results, limitations of the study, recommendations for future research, and a conclusion.

Summary of the Results

The value chain of tourism is progressing. The skills requirement of the industry, along with the ability to create jobs and promote free enterprise, will continue to build interrelated global economies. According to the G20 meeting of the Ministers of Tourism in 2015, the economy of tourism is growing at the fastest rate of any global industry sector, since tourism’s leadership capabilities continue to embrace technological

advances. Such influencing strategies of economic expansion and diversification are producing interconnected business operations of over \$1.5 trillion USD in global exports forecast for the future, offering an opportunity to integrate all six global tourism regions, internationally, for universally accessible tourism (UNWTO, 2016). This study's participants thus provided a better understanding of the business contribution of the subsector associations and their broader scope of tourism management and self-governance.

Interrelated Global Economies

The different stakeholders in the research revealed how they approached tourism each through their own tourism sector perspective. However, without a globally shared centralization and standardization in communication, a fragmented tourism system that does not allow for industry structure and alignment may be the result (Duffy & Moore, 2011). The participants, representing a cross-section of the five Canadian classifications of tourism—Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade—provided regional breadth and depth to the research investigation. Kirkbride's (2006) full-range leadership (FRL) model, using a methodology of individualistic behavior, was applied to the structure of the tourism system to help promote a transformational tourism that could integrate the five tourism sectors. Such a regionalized integration could also contribute to further system evolution.

Chok, MacBeth, and Warren's (2002) qualitative research study presented an economic research tool for tourism as a means to develop a solution for local poverty. Their solution was to create infrastructure and resources that would support the tourism industry and the local economy in general. Dodds and Butler (2010) envisioned

something similar, adding that responsible governance and a sustainability strategy were also necessary. The positive and logical links to accomplish this already exist—tourism already has interfirm relationships, as does the industrial world of tourism in its technological and managerial relationships (Davies, 2003). In particular, this study’s participants provided insights into the system of tourism from a Canadian perspective.

Tourism Defined as People

Surprisingly, the most dominant theme from this Canadian research, in which all 22 participants (100%) agreed, was that tourism should be defined as *people*. In other words, the tourism industry was created by a network of people interacting with people. Twelve participants (55%) specifically related the concept to people. In particular, N10 said that “tourism is fun, it is show business. [Tourism is] all about the people.” N12 declared that for tourism, “we produce the product, and we are the sales team.” N11 stated that “it’s an industry that makes people happy.” Another participant also envisioned the industry as a whole, stating “one of the key traits, be it in the customer service side or in the sales side is that engagement factor with the customer” (N14). N6 acknowledged the best practices of Disney World in Florida, noting “they have got customer service down to a science.” The views contrast with those from the academic world, where tourism network development is seen as being accomplished through industry guidelines and best practices for responsible management of tourism destinations (Xiao (2006; Casadesus, Frederic Marimonb, & Alonsoc, 2010).

For Sezgin (2008), tourism was the consumer and the destination viewed together. Together, through segmentation, they create the single product of tourism: the interaction of the people and the processes in the place create the consumerism of tourism. Gu and

Ryan (2010) explored the global impacts of tourism on local communities. The strategy of investigating tourism initiatives from the perspective of local community within the global tourism system was considered throughout this case study. McKercher and Buhalis (2001) stated there is little empirical work thus far completed in the context of tourism studies. There are even fewer tourism studies applied to strategic system planning of local, regional, or global tourism. This study's participants spoke about the Canadian local community, yielding a Canadian perspective on both the local system and the global network.

Communications Within the Tourism Network

The second dominant theme related to communication within the tourism system from the Canadian region. The participants recommended an overall mapping of holistic success strategies for both a regional and global system of tourism structure and communication. All 22 participants perceived that the importance of building and maintaining a branding of tourism that was related directly to the region of Canada within the global marketplace. To offer global differentiation for Canada, the participants' collective response recognized the need to build the brand identity of tourism as a cohesive group of sectors, and to organize a highly regionalized concentrated strategy. Examining knowledge management initiatives (Alsadhan, Zairi, & Keoy, 2008), part of a critical success formula for intangible and emergent changing business environments, was also a purposes of this case study. Creating an overall global structure, referred to in this study as a tourism management system, could exist for the stewardship and leadership capabilities of the tourism entities to communicate about shared resources and best practices.

Twenty two participants (100%) defined tourism, and all related it to tourism product experiences, not by financial calculations or by the numbers that tourism generates. From their experience, they saw the Canadian region as a tourism brand in itself while still part of the global scheme of the tourism system. The ability “to improve a destination’s competitiveness by eliciting and steering common action” through collaboration “in this context, destination governance, advocates a network form of governance and a relativistic approach” (Pechlaner, Volgger, & Herntrei, 2012, p.154). This study’s participants focused on the needs that incorporated the Canadian government and industry alignment structure that may be present in the tourism system. According to Dodds and Butler (2010) there is apparent lack of competent leadership or any broad-based governance to the tourism industry management system. This study’s participants identified the need for collective evolution to encourage best practices and sustainable management of the tourism system, especially from a global perspective, as the literature review and data collection presented how fragmented the tourism system was.

Tourism Stewardship and Governance

The study’s third dominant theme specifically related to a pathway training for tourism. For system evolution, the participants from the different sectors gave their insight into and acknowledgement of the need for a formal process and an industry accreditation system. In parallel, developing tourism education futures initiatives (TEFI) within academia, was seen as an important aspect for designing a tourism strategy that contains futurity trends and global system design principles (Padurean & Maggi, 2011; Sheldon, 2012). All 22 participants (100%) emphasized the need for ongoing industry

training and a higher-system progression of the industry's resources to ensure that educational programs and industry partnerships were cultivated in an ongoing system of regionalized communication and formal structure. Again, all 22 participants stated the need for a regional tourism that would nurture the recruitment and retention of future tourism employees.

Both academia and industry recognize that processes leading to a global culture for tourism are already emergent. In this study, technology was seen as a tool, whether to manage the infrastructure for the service delivery model when a customer interaction occurred during the tourism consumption of the product, or for the marketing of the various sector services. Since the 21st century, technology has broadened the scope and scale of the interactions of tourism. Six participants (27%) also recommended that technology be utilized as the communication pathway for industry collaboration and network training initiatives. International business has embraced the extended arena of tourism. Businesses within the local tourism infrastructure continue to strive for a network affiliation that is regionalized, while maintaining their own set of sector values. A multinational branding of tourism within the global structure can thus be seen through a regional study of the Canadian leadership perspective on the tourism system, being both local and global in its approaches to business constructs.

According to Higgins-Desbiolles (2010), tourism may be in a myopic state. The Canadian participants in this study provided their insight into this matter. For them, globally, the tourism industry system can be seen to display an elusive management structure, in particular as to what governs the processes of tourism as a whole. They recognized the importance of the destination marketing organizations (DMOs) in the

various tourism areas as key factors in a communication structure for the tourism system. Twenty Participants (91%) recognized that various currently autonomous levels of DMOs, whether municipal, provincial, or federal, needed to be integrated into a regionally constructed tourism system. The gap between the various sectors, the DMOs, and any collective tourism system would require community visioning and stakeholder involvement for a more formal system for tourism communication, both locally and globally.

According to Timur (2005), DMOs are the most important aspect of tourism management systems for stakeholders within the network. The DMOs operate independently at various levels, creating a policy gap for tourism planning. It continues to be difficult to find where legitimate power lies within stakeholder relationships in the current tourism system. The Organisation for Economic Co-operation and Development (OECD, 2014) has endeavored to apply a common structure to country accounts as a national whole, with parity for systems and supporting structure that provides guidance for the tourism system to consider for industry collaboration.

The participants in this research pointed to the industry fragmentation that might have resulted from the current decentralized Canadian system. The 22 participants (100%) from the study suggested that this presented an opportunity for developing shared best practices of professionalization and standardization for a global system of tourism. The most dominant, important requirement was entry level training for tourism, all 22 participants (100%) agreed. The data collected provided evidence, from the regionalized perspective of the Canadian tourism system that such fragmentation does indeed exist within the global structure of the tourism network. Several authors agree. Wijesinghe

(2014) declared that tourism is in need of virtue in an ethics framework. Bramwell and Lane (2011) argued that the tourism industry might be operating in a decentralized manner, thereby creating a lack of a global standardization in communication for tourism that can be relevant to the current structure. Tourism cannot be defined as a united whole.

Davies (2003) has determined that tourism has some interfirm relationships, suggesting hoteliers, tour operators, and travel agents provide positive and logical links between their technological and managerial relationships. The research data of this study gained about different aspects of tourism through interviews with various Canadian tourism experts representing the five different sectors of tourism. The participants explored whether there was a need for an industry-led development of centralized tourism management training that would professionalize the industry through a designation system.

Greenfield (2005) said that an internal compositional fallacy may impact the service industry as a whole when wages and other factors simply stay static. For example, the foundations of Food and Beverage service have not changed in over 100 years. The service sector is the largest influence on the current industrialized economics. Similar to Griffith (2013), the research in this participant study explored the underlying need for a conceptual framework of an apprenticeship model. The core objective of this research was to explore the potential need for attention toward providing knowledge and the possibility for industry-led development of a centralized tourism industry management system as a whole.

Tourism has been calculated since the 1980s by the IMF by calculating inbound and outbound traffic of travelers from over 200 countries; according to the UNWTO

(2015), this offers a definition of the global marketplace. Industry governance in regards to policy design, implementation, and strategic management of systems was explored through the research interviews of 22 participants from the Canadian region, offering insights from a Canadian perspective.

Discussion of the Results

The current study's participants provided a Canadian perspective on the possible ways and means for stakeholders to collaborate within the tourism system, whether local, regional, or global. Through this kind of collaboration, a unification and alignment of the various tourism sectors can take place. If such a system were in place, evolution for the entire tourism industry could take place in an integrated manner. The three dominant themes discussed above offer a strategy for collaborating so that the tourism system could better navigate communication amongst the sectors.

Management-thinking theories as applied to tourism were seen as an avenue toward this goal (Edwards & Presbury, 2004). An attempt to create a matrix for a knowledge network to define what the business of tourism entities entailed was conducted by Edwards, McLeod, and Vaughan (2010). It concentrated on a regionalized management structure of the local tourism system. All 22 participants (100%) noted that people skills were emphasized in the tourism industry. The current research offered regional management thoughts on the tourism system from a Canadian perspective, which can be expanded into consideration of other regions. The UNWTO (2016) enlisted Canada as in the top 20 list of largest economic contributors to global tourism expenditures; that is just one of many areas that is connected to the tourism marketplace. According to Butler et al. (1994, 1999, 2003, and 2010), tourism must integrate the

economic, physical, and social impacts of visitor traffic for responsible tourism management strategies with global dimensions.

The researcher investigated the expert opinions of Canadian tourism leaders on the tourism system and how it could link to a global network. Breaux's (2004) model of participative congruence was appropriate to the qualitative research methodology used in the research. It offered support for a perspective on collaborative managerial performance in industry relationships. The research also encapsulated Benckendorff's (2008) approach in a think-tank study, another application of knowledge-management thinking, about sustainability in the future. The researcher investigated participants' perspectives of how an evolved tourism system could be created through developing an industry structure that would achieve an inclusive policy through joined engagement. Regionalized tourism was a predominant theme; 20 (91%) of the participants envisioned a local area alliance for a Canadian tourism initiative to develop the five sectors of tourism, forming a global system alliance. Whatever governments choose to do or not do designs public policy, as Butler (2010) described in research that presented an example of defined parameters for public policy constructed against sustainability theory.

Stewardship and development of a tourism system have been discussed by several authors. Hawkins, Chang, and Warnes (2009) defined the importance for network and stewardship development. They stated that promoting mutual benefits between all tourism businesses would create a more effective and accountable system. The OECD (2012) noted that competency-based professions in tourism required channel leadership and management skills, diversity training, social skills, and other customer-handling related proficiencies. To envision a global tourism industry beyond the numbers, tourism

leaders must incorporate management strategies into the industry's knowledge networks, thus creating an overall business focus on the tourism system's sustainability. The theme voiced most often by the 21 participants (95%) was that of creating a unified tourism system for better communication. Currently, calculating the importance of tourism as an industry is approached through the gross domestic products of tourism consumption. Between regions, these calculations tend to be based on the exchange between countries and the related foreign currency, providing influences of the areas of interest (Chen, 2007, 2010).

When overdevelopment of tourism products occurs it can inevitably deplete the earth's resources, affecting tourism sustainability and policy creation (Dodds & Butler, 2010). The 22 participants (100%) unanimously agreed that communication was lacking in tourism as a whole and stated a better communication structure could be put into place. Dodds and Butler's (2010) research offered defined parameters for public policy constructed against sustainability theory through industry best practices for responsible management of tourism destinations is cultivated through system governance. However, this study's participants gave voice to the currently prevailing complexities of the tourism system. Consequently, how the communication and supporting infrastructure of processes required further research to develop a formalized system for tourism that would embrace both regional and global constructs.

One participant's opinion diverged in this particular Canadian region study: "If we can't even get past that fracturedness at a regional level, I don't see how we can do it at a global level" (N6). Pausing, the respondent voiced an apprehension about developing a global tourism system: "I'm really having a hard time though talking about a global

tourism system, about sharing skills and stuff because I'm struggling with how that would work knowing that we don't even do well on a regional level." The participants from this study illustrated the currently prevailing complexities of the tourism system and how the communication and supporting infrastructure of processes require further research to develop a formalized system for tourism that embraces both regional and global constructs.

The local tourism system was investigated to explore the opinions of how Canadian tourism experts envisioned a more collaborative system. A national system that would align the five sectors of tourism was envisioned by 11 (50%) of the participants. Five participants (23%) envisioned a regional system, including the provinces with a federal level added on. Another five participants (23%) also supported a defined structure of a city level plus a provincial level. Edwards and Presbury (2004) offered further insight into management-thinking theories as applied to tourism. Edwards, McLeod, and Vaughan (2010) further attempted to ground a knowledge network in defining what the business of tourism entities entailed. For these authors, network structure was created by concentrating on a regionalized management structure for the local tourism. According to Deming (1994, p. 56), "Efforts by competitors acting jointly or together, aimed at expanding the market and to meet needs not yet served, contribute to optimization for all of them." The City of Toronto (2007, 2013) noted that in order to maximize profits and leverage customer service delivery, the tourism industry needed to standardize its communication system.

Practical Implications

The ability to move from an individualized task delivery of customer interactions within each tourism transaction into a globalized, linked system requires a complex system alignment for the augmented tourism brand as a whole. For Chen and Quester (2007), the growing global tourism industry is a driver for the economy. Hence, much more research needs to be done on industry recognition and accountability procedures in the tourism system. Kirkbride's (2006) full-range leadership (FRL) model promotes a methodology of individualistic leadership behavior for applying transformational tourism for system evolution and systemic value (Appendix I). This research study's findings from 22 participants offer a particular agenda for investigating some elements of the positioning of each of the tourism sectors.

The collective responses of the 22 tourism experts from the five sectors of tourism was that the tourism system currently operating within the region was fragmented. They did not think there was communication between the sectors. Chen and Kim (2010) explored the tourism phenomenon with the hypothesis that tourism expansion could strategically lead to significant tourism growth overall, but only through a regional approach. Investigating the network of the Canadian tourism system within the global marketplace was relevant in this particular study for the insight it gave into the regionalization of tourism.

Tourism is a business, but at the same time ethical contemplations of the impacted community and the overall global influences of the related sectors create a breadth of decision-making considerations that firms must endure. However, Higgins-Desbiolles (2010) cautioned that management structure and accountability is sometimes neglected

with regard to the monitoring of sustainable strategies for responsible tourism development. In the literature review, various authors presented broader tourism management development frameworks for future management systems (Benckendorff, 2008; Bramwell, 2006a, 2006b; Bramwell, Sharman, Richards, & Hall (2000); Cagica Carvalho & Gomes da Costa, 2011; Dodds & Butler, 2010).

This study's participants were investigated tourism through the framework of GLOBE: country clusters that intertwine charismatic values-based leadership and team-oriented, participative, humane, autonomous, and protective style approaches to the system (Bolman & Deal, 2013). Tourism has cultivated prosperity and well-being in an increasing number of countries, generating the creation of socioeconomic progress and infrastructure development. The industry is expected to reach 1.8 billion international travelers by 2030, linking up to 57 percent of emerging global economies (UNWTO, 2016). Giannone's (2002) globalization processes of new systemic, self-creating, and self-regulating system applications consider relationships rather than spaces that create the dimensions of business constructs to fill the new gap of global constructs.

In Canada, "travel and tourism is an \$88.5 billion industry" (TIAC, 2016). The participants from this study offered an opportunity to generate and investigate a regionalized perspective on the future growth of global job creation and linked worldwide job training opportunities. WTTC (2015) predicted that up to one in 10 workers would be employed in global tourism by 2021. This anticipated ongoing growth of the value chain of tourism is creating jobs and building economies around the globe that require industry governance for the system's best evolution. This study's participants noted the opportunity to generate and investigate a regionalized perspective on the future growth of

global job creation and linked worldwide training opportunities. Social media is the new networking platform; it revolutionizes tourism with its opinion-rich resources that may offer a communication system for tourism collaboration (Alizadeh & Mat Isa, 2015). Global industry boundaries make up the marketplace and the complex transactions that both the consumer and the industry channels of communication require alignment in system structure.

Considerations of demographics and economic, political, and technological development are part of managing culturally diverse workforces of corporate social responsibility (Gröschl, 2011). The UNWTO (2012) published a study of social values, community engagement, and their physical impact for a sustainable tourism model that could provide an emergent balanced distribution of wealth. Approximately 30 percent of the world's tourism movement (measured in international arrivals and departures) is contributed to the global economy by Europe and North America. Emerging areas such as China will continue to gain attention in the regional markets of tourism economies (UNWTO 2013, 2016).

One of the most supported themes in this study was found in that 21 participants (95%) believed that a unified tourism system for better communication within the tourism industry network could be generated. Industry guidelines and best practices for responsible management of tourism destinations were seen as important for a network and stewardship development promoting mutual benefits between all tourism businesses (Hawkins, Chang, & Warnes, 2009). Hawkins et al. (2009) recognized that when governments are involved with tourism locations, both financially and in regard to regulations, a higher level of sustainability was determined, according to the expert

opinions of the world heritage review. In this study, twelve participants stated that some type of governing body that included the five sectors of tourism for Canada as a region could be developed to organize better communication within the tourism system. Proximity, shared distribution of power, collaborative processes, and legitimate stakeholder involvement become the key principles of tourism scale, structure, and scope of the global tourism domain.

In this particular study, the importance of DMO offices responsible for the destination marketing of the various tourism areas in relation to regional consideration was discussed by eight of the Canadian participants. Three noted Tourism Toronto's leadership, while two others noted the regional leadership of Ontario's Tourism Marketing Partnership (OTMP), while three others noted the national leadership of Destination Canada. All of these organizations are marketing strategy offices for the communication of the brand. According to Bramwell (2006), monitoring for sustainable tourism transition through the anticipated growth cycle will be the long-term agenda for management across all subsectors within the global tourism management system. All regionalized brand offices and agencies should be recognized through one centralized communication system to bring better alignment with the activities and the expenditures of promoting the tourism products and services.

Regional industry partnership communication possibly may be globally structured through the seven regional areas assigned by the UNWTO (2016): East Asia & Pacific (37 countries), Europe & Central Asia (57 countries), Latin America & Caribbean (41 countries), Middle East & North Africa (21 countries), North America (3 countries), South Asia (8 countries), and the Sub-Saharan Africa (47 countries). The human capital

and the customer orientation of the whole system of global tourism requires integrated synergies of the leadership systems of industry that can be regionally cultivated. This can be defined by market extension of the tourism system through affiliated associations. Collaborative participation is required as a key industry strategy to align the sectors. Contribution of the many stakeholders requires integrating quality-based communication to fill the broader gap for industry-driven solutions.

Communication within the tourism industry already exists between all the sectors—government agencies, tourism businesses, nongovernment agencies, and community groups of tourism stakeholders. However, it could be expanded. Consideration for collaborative approaches to the emergent current issues such as Food and Beverage gratuities legislation, a lodging assessment system for market disrupters such as AirBnB, or other technological disruptions such as UBER will continue to drive the industry into concentrated business operations requiring defined parameters that are elusive at present within the tourism system. The study participants' findings recommended a more unified approach to defining tourism, supporting system licensing and affiliated accreditation of related employee certification to build a formal brand for tourism.

Theoretical Implications

Integrating tourism as deliberated in this dissertation has been criticized as too commercial—adding to the hypercommodification and consumption of this era (Butsch, 2001). The apparent lack of competent stewardship and industry-led governance of the global tourism economies continues to gain attention as the world becomes more connected through technology. Therefore, authentic and responsible connection to

enterprises that offer participation in cultural ideology, cultivating collaborative and emotional relationships, can build the brand of global tourism through logical positivism. The concept of the impact of the growth and historical evolution of tourism as an industry is core to understanding the intentions of tourism. Being able to collaborate effectively with diverse groups of people (Appendix I), cultivating ongoing relationships with the various tourism entities (Appendix A), and finding a common interest are aspects of the combined efforts needed to better network within the expanded tourism landscape that now reaches global proportions.

Political borders have long been broken down through tourism. As well, the whole world of tourism has changed. Dramatic shifts in the tourism industry have changed everything: “outstanding retail shifts are being seen in tourism” (Rice, 2004). For example, according to Cohen et al. (2000) and Jafari (2000), interactions between tourism employees and management change the certainty of what defines tourism. One sustainability strategy for the tourism industry is to view tourism movement as influenced and accomplished through destination credibility, market penetration, and the tourists’ actual experiences in the tourism process (Cohen et al., 2000). Professional academic and industry organizations such as ICHRIE, TIAC, TTRA, and WTTC continue to focus on these areas of concern. Another sustainability strategy would be to move the industry representatives toward global conferences that would cultivate communication with participating communities.

Creating an apprenticeship model for global tourism may be on the horizon for accrediting tourism management within a global tourism construct of globally integrated people and process for tourism (Appendix I). The concept of global apprenticeship

programming can be viewed in Mitchell, Woodhouse, Heptinstall, and Camp's study (2013). These authors applied design thinking to a tertiary vocational training of the culinary arts through a master-apprenticeship model that extended beyond the Hospitality Standards Institute (HSI) in New Zealand. The extended design included a technology curriculum that assisted students to learn the necessary skills of a master-apprenticeship model of education that incorporated different strategies to industry application. Cohen et al. (2000) identified that the internet had created new systems for the tourism process that this study's participants also identified: technology is an instrument for tourism communication and system management.

The global economy of tourism constitutes a broad base of integrated operations wherein social responsibility may become an overarching theme in tourism. The concept of a global strategy for service was included in a framework by Segal-Horn and Dean (2011). These authors looked to the services of the law and tried to bring the many regulatory differences between countries and the market differences into a global industry perspective. The dimensions of tourism distribution, promotion, and product standardization require a degree of influence by industry-driven leadership. Global competitiveness for the development of human capital requires the effort of the private sector, public bodies, and tourism educators to cultivate the UNWTO Knowledge Network and industry alignment toward a global community.

Substantial increases in tourism consumption have occurred since 1990. Hence, a collective values subsystem, bonding and expanding a complex global platform that is both regionalized and global in its structure, is imminent. As stated previously, the G20 (2015) meeting of ministers of tourism noted that the economy of tourism was growing at

the fastest rate of any global industry. Therefore, as tourism's leadership capabilities continue to embrace technological advances for a new global economy, cultivating better communication is vital. The cultural intelligence in collaboration—of sustainable global teams—requires collective tactical consideration (Janssens & Brett, 2006).

Competency-based professions in tourism require leadership and management skills, diversity training, social skills, and other customer handling related proficiencies. The OECD requires labor and skills training through strategic partnerships between government, industry, and education to adapt for the future workforce and potential labor shortages that may be looming for the tourism industry (Joppe, 2012). The international trends of education as a decentralized system show Canada as the highest in tertiary education among all OECD countries that promote adult-skilled education (OECD, 2015). A national tourism strategy will be needed to enhance more attractive labor market recruitment, and entice more qualified workers into tourism-related jobs in the hospitality sector of lodging and food services.

When organizational structure is looked at through a systems lens, the emphasis of macroeconomics becomes the broader scope of an organizational construct. Integrated, collaborative relationships among leaders through authentic and responsible participation can create the emotional connection necessary to create exchange communities for global tourism. In a review of harmonization of vocational training in Europe, Baum (2005) presented educational programs for global tourism and the concept of jurisdictional certification. The future of tourism may need to be based upon the spatial dimensions of the stratification of tourism, whereby destination images and location proximity links encompass a global system in which all are interrelated.

When the tourist supply zone is considered, global images, identities, and boundaries become the spatial dimensions of tourism. Thus, cultural roots and homogeneous regional communities may build future business systems within tourism. Baum (2005) recommended that global tourism should embrace cultural diversity. Baum also stated that a key link to a wider tourism policy, would be for government to proactively coordinate operational roles and universal training.

According to the 22 participants (100%) in this study, such integrated communities can be established within tourism industry sectors. A tourism system comprising industry, education, and government would create a more formalized system that is needed for a global network approach. According to the participant feedback, stakeholder value of economic, environmental, and social links can be created in a value chain alignment of interrelated global tourism ambassadors (Appendices A, I). Quality management of people, processes, and performance are dimensions of tourism operations that make the reputation of an augmented tourism brand.

Factors influencing the tourism industry as a global sector have been discussed through many initiatives of the United Nations World Tourism Organization. According to the UNWTO (2016) the business of tourism continues to show economic robustness. Including the five sectors of tourism in a tactic of strategic operations emphasizes the interrelatedness of all the sectors by region. This may be developed through integrated global solutions of tourism as a brand (Appendix I). Part of the continuous improvement aspect of managing an industry is to ensure focus on quality in products and related services. Therefore, a trajectory is needed for improving quality connection amongst the

tourism system sectors, which requires strategic collaboration in communications to help find industry-driven global solutions to help align the evolving brand of global tourism.

Limitations

Qualitative research involving in-depth interviews allows for minimal researcher bias. Individual participants themselves provide context for the data being collected, through opinions and perspectives. Exploring situations through sample individual interview protocol ensures consistency and brings an organized plan to ensure that all stakeholders receive the same questions and interview script. According to Bramwell (2006a, 2011), McKercher & Buhalis (2001), and McKercher and Prideaux (2014), monitoring and gaining stakeholder interest in large networks are foreseeable challenges for strategies of community envisioning for development and enticing industry involvement. Furthermore, making control for decision-making a collective matter presents conceptual framework challenges for defining a sovereign center of communication and organizational change (Ford, 2005). Exploring the need for an industry-led development of a centralized tourism management system would offer professionalization through an apprenticeship model (Griffith, 2013).

Like all case studies, this case study research had its limitations. The findings may be limited in scope due to the nature of sample participants within the context, in this study, of the tourism network. The sample population, selected from the Canadian region, comprised participants who were considered tourism experts. They were chosen through a nomination process in snowball sample selection of full-time professionals in leadership positions of the five tourism sectors. The field study provided validation of the survey instrument but did not determine the relationship between the sectors and the

participants. Descriptive research provides insights into how others experience a situation. The study's findings offered insight toward the development of a global system, with the structure of the current situation and identification of best practices related to regionalized network alignment.

Recommendations for Further Research

The participants from this study showed that there is need for centralized communication within the tourism industry. A unified system to improve communications within the tourism industry network could be generated through industry collaboration. More research is needed on how regionalized tourism industry, government, and educational institutions could be brought into a network alignment on all levels. Generalizations of tourism can be limited; opportunity may come through the diagnostic globalization of the tourism sector with higher heterogeneity industry application as the rationale towards case studies continue to gain attention. Although the study included unique trends and issues, the data collected could still hold transferable potential wherein other researchers' interpretation or evaluations of the study's data could be useful in other settings, such as transfer of the findings to other contexts for additional testing or comparison purposes.

The study participants revealed that the most prevailing requirement for entry-level training for tourism was to obtain sector-specific product knowledge. Training for interpersonal skills and customer service culture cultivated an understanding of the global origins of complexity was also needed. Other business skills related to accounting and finance principles, as well as marketing and competitive environment training. Other recommendations were related to technology and software training, regional law, and

multitasking skills that were identified by participants as essentials to ensure a well-rounded training system for regionalized tourism. Further research into developing a global tourism apprenticeship model, including these elements, is needed.

According to the 22 participants (100%), more research is needed to better align educational institutions with industry at the higher (i.e. management) level. Educational institutions and managerial positions in industry need to integrate in order to facilitate ongoing managerial training. The research respondents stated that ongoing management-level training comprising a concentrated focus on customer service and culture training was required for this industry integration. Such training would take place at educational institutions, and would need to include training for leadership skills and strategy, human resources with mentoring and coaching capabilities, technology, accounting, finance, law, and languages.

Further research into how the global tourism could be standardized through regionalized approaches is also needed, if the industry intends to move toward an accreditation system for tourism management. Twenty participants (91%) agreed that management-level accreditation linked to the five sectors of tourism was possible. Foundations of the tourism product and communications within such an extended system could be laid through a cohesive branding strategy that elevated the industry with aligned overall business complexity. Developing an industry accreditation program for tourism would create the opportunity for regionalized, collaborative performance among all sectors.

In the various tourism areas in Canada, many hospitality and tourism programs that offer many of the identified requirements needed for both entry-level and

management training content already exist. A more collaborative approach is recommended for educational institutions to work collectively with the leadership of the tourism industry to develop tiered training programs for accreditation, which may offer ongoing business acumen for industry. Government support and industry recognition are also required. Ministerial activities could integrate the various tourism programs offered by educational institutions and industry, so that some form of tourism accreditation could be furthered. A more formal approach and more collaboration amongst educational institutions, government, and industry would also improve communication within the tourism system.

Conclusion

This multiple-case study, based on interviews with regionalized experts on industry structure, has contributed to the body of knowledge related to the tourism system. The research was conducted in three areas: the literature review; a field test review of interview questions conducted by three qualified Canadian tourism research faculty; and semistructured interviews with 22 Canadian industry participants. Further research may be conducted to include a similar sample group in other regions around the globe to offer a geographically wider sample group that could yield different results, since the culture and value profiles of the regions might vary.

The purpose of this qualitative study was to enhance the dimensions of tourism in three ways. First, tourism is a brand that is defined by *people*. Whether the traveler is participating in business or leisure activities, the perspective related to tourism is experiential. Therefore, the reputation of the brand of tourism is individualized through the consumption experiences of an augmented product, this would include the product,

the people, and the integrated processes of the system. Tourism as a brand requires constant vigilance for customer service satisfaction, which is produced through its service people and the supporting infrastructure. Through the participants of this study, people were recognized as the most important element of delivering the brand of tourism.

Second, the knowledge networks of the educational programs and the tourism industry system are interrelated. However, there is a need for better structure among the tourism industry sectors and ongoing educational program synergy overall with regard to student placements. The study recognized that the region of Europe would be a good potential area in which to review system development benchmarking for an apprenticeship model of global training programs. A better communication system that incorporated both entry-level and ongoing managerial level training programs could further evolve development for the stewardship of tourism.

Third, a good outcome for a global community for tourism would be a regional construct for the network of the tourism system within Canada. The information provided a strategy for creating a value system for governance through a network of collaborative cooperation that would include the five Canadian classifications of tourism: Accommodation; Attractions and Recreation; Food and Beverages; Meetings and Events; and Travel Trade. A predominant theme from the participants' responses envisioned a regionalized tourism network for a Canadian tourism system initiative to bring development of the unification of the local five sectors of tourism forming some type of global tourism leadership alliance.

The participants in this study provided the opportunity to collect opinion-forming dialogue in a socially interactive process that focused on the tourism system from a local

Canadian perspective. Tourism is socially constructed: it is created through the collaboration of different tourism entities in the various tourism sectors, but it is intangible. This inquiry has provided practical meaning for this intangibility through defining tourism, its related brand elements, and the importance of the leadership in sustainability towards the human resources and the communication within the network.

The tourism industry continues to experience an expanding technology, in impacts which continue to redesign the structure and expansion of communication for the tourism exchange system. Today's power relations and related decisions evident throughout the tourism distribution system present cohesiveness in the tourism system network. Collaboration and mutual reciprocity between stakeholders already exist, through the regionalized complexity of the tourism sectors. However, a Canadian tourism council comprising various tourism sector leaders could form a business communication system to help navigate the tourism system (Appendix A). Such a professional advisory committee for industry would offer a collaborative evolution for industry networking with educational institutions and government agencies.

The leadership participants of this study provided further acknowledgement for the perspective yield by the literature review's perspective that tourism was a developing and emergent global brand. Innovation for the tourism industry requires Canada to be included in constructing the global tourism system brand. Canada is one of the global communities that already interconnect, but better network communication within the global tourism system is needed. Therefore, in order to envision an optimized, centralized tourism system, this highly organic, complex structure needs formal industry/education/government collaboration.

Further research is needed to bring about a mature, globally shared standardization system through a regionalized network approach to communication. A prevalent need exists for a more formalized process to develop regional sectors within the global tourism system into a communication and network structure. This evolution of the global tourism system may be achieved if local industry, education, and government collaborate to align tourism entities by recognizing the need for better communication among many aspects of the interrelated regionalized activities.

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Appendix A

Global Tourism System

Scope of Hospitality and Tourism Worldwide from a Canadian Industry Perspective: Region - Canada

Worldwide Entities : Industry Tourism Sectors					
Sectors of Tourism	<u>Accommodation</u>	<u>Attractions</u>	<u>Food and Beverage</u>	<u>Meetings and Events</u>	<u>Travel Trade</u>
Subsectors of Hospitality and Tourism	Hotels, Motels, Resorts	Attractions, Gaming, Parks & Recreation	Restaurants, Managed Food Services	Meetings, Conventions & Visitor Bureaus, Expositions, Events, Destination Management Companies	Airlines, Automobile, Cruise Lines, Coaches, Rail, Online Services

Industry : Global Community Knowledge Network - Management System of Tourism Entities

Canadian Professional Affiliations & Associations: Subsectors for Industry Networking (Sample Subpopulation) Local –Canada (E.g. Toronto Leadership Groups)	GTHA (Greater Toronto Hotel Association), ORHMA (Ontario Restaurant, Hotel, Motel Association) CHMSE (Canadian Hotel Marketing and Sales Executives), HAC (Hotel Association of Canada)	Les Clefs D’Or International (Concierge Canada, Toronto), Ontario, Tourism Toronto (DMO), Ontario Tourism Marketing Partnerships (O.T.M.P) Destination Canada, Canadian Tourism Commission (C.T.C.)	C.A.F.P. (Canadian Association of Food Professionals, Toronto), Restaurants Canada, C. F.I. A. (Canadian Federal Inspection Agency)	MTCC (Metro Toronto Convention Centre), M.P.I. (Meeting Planners International, Toronto) I.S.E.S. Canada (International Special Events Society) P.C.M.A. (Professional Convention Management Association)	ACTA Association of Canadian Travel Agencies, IATA (International Air Transport Association), SKAL (Skal International, Canada NAASK, Toronto 151), TIAC Tourism Industry Association of Canada
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Education: Global Community- Knowledge Network – Student System

Note: Adapted from J.R. Walker (2013) for standardization model in the training and development for global tourism classification system.

Appendix B

Interview Questions for Field Test

Scope of Hospitality and Tourism Worldwide from a Canadian Industry

Perspective:

1. What decisions led you to choose a career in tourism?
2. What are your *credentials and qualifications* that you possessed that helped you further your career in tourism?
3. What are the particular *technical skills* you feel are a required knowledge set (and educational level) for each of the following sectors of tourism?
 - a. Accommodation-
 - b. Attractions & Recreation-
 - c. Food & Beverage-
 - d. Meetings & Events-
 - e. Travel Trade-
 - f. Any other area of the tourism business that require special industry skills consideration?
4. What makes tourism *different* than other global business sectors?
5. What industry solution would create *better communication* for tourism leadership as a global business platform look like?
6. What organization would be a good representative task force to embrace regional leadership if there was an international leadership approach for tourism as a whole?

7. How do current student placements for short-term industry *free externships* and longer-term *paid co-op* programs deliver sector value?
8. What would you envision to be business training entry-skills requirements toward a global *tourism apprenticeship* model? And management-level *accreditation* linked to the global *sectors* of tourism as a united whole?
9. What is your perception of working to move tourism *as an industry* from being considered more of a *vocation* to being a *professional career* choice?

Thank you for your collaboration to this research topic of *A Global Approach to Tourism*

Appendix C

Interview Questions for Participants

Scope of Hospitality and Tourism Worldwide from a Canadian Industry

Perspective:

1. What decisions led you to choose a career in tourism?
2. What *credentials and qualifications* do you possess that helped you further your career in tourism?
3. a) What are the particular technical skills and education (i.e., knowledge set) *front line personnel* should have in each of the following sectors of tourism?
 - i. Accommodation-
 - ii. Attractions & Recreation-
 - iii. Food & Beverage-
 - iv. Meetings & Events-
 - v. Travel Trade-
- b) What are the particular technical skills and education (i.e., knowledge set) *management level* should have in each of the following sectors of tourism?
 - vi. Accommodation-
 - vii. Attractions & Recreation-
 - viii. Food & Beverage-
 - ix. Meetings & Events-
 - x. Travel Trade-
4. What makes tourism *different* than other global business sectors?

5. What industry solution would create *better communication* for a global platform of tourism leadership?
6. What organization would be a good representative to embrace regional leadership if there was leadership concentrated as a united approach to global tourism as a whole?
7. Do current student placements for short-term industry *free externships* and longer-term *paid co-op* programs deliver sector value? If so, how?
8. a) If there were a *global tourism system* that embraced training inclusive of the five sectors of tourism (Accommodation; Attractions & Recreation; Food & Beverage; Meetings & Events; and the Travel Trade) - what would be the business training for *entry-skills* requirements?
b) And if there were a *global tourism system* - what would be the *management-level accreditation* linked to the five sectors of tourism?
9. How can we move tourism *as an industry* from being considered more of a *vocation* to being a *professional career* choice?

Thank you for your collaboration to this research topic of *A Global Approach to Tourism*.

Appendix D

Script for Interview Protocol

Participant Code provided at time of Interview: (_____)

Hello, my name is Joanne Gellatly and I am a doctoral student at the University of Phoenix, Arizona. I've been working in the Canadian tourism industry since my first high school job in 1980. After a long career in many aspects of the industry, I next moved into hospitality and tourism education for the past decade. Out of a quest to learn more, I decided to pursue a doctorate of business administration. As part of the program, I am required to conduct a research study. My study is entitled, *A Global Approach to Tourism*.

The purpose of my study is to investigate development toward communication standardization of a global tourism system, with the ability to share regionalized industry resources and sector best practices. The intent of this Toronto study is to describe the *tourism system* by investigating the regionalized communication of best practices through interviewing industry experts of the Canadian tourism sectors. The tourism sector are within the management areas of: *accommodation; attractions and recreation; food and beverage; meetings and events; and the travel trade*.

Your participation is very much appreciated. The open-ended interview process will take approximately a 50-minute process to investigate the current structure of the tourism system from your management perspective. The interview will be recorded for research data collection, I will also be taking some personal notes to help navigate me through reviewing the transcribed recording later. The compilation of interview transcripts and notes will be kept in a confidential manner, after three years' time of completion of the study all data will be destroyed per the University of Phoenix standards.

Once you start, you may resign from this participant process at any time during the interview without any penalty, the recorded data will be permanently deleted and not included in the study. The results of the research study may be published but your *identity will remain confidential* and your name will not be made known to any outside party.

At this time I will require you to review the introduction letter (Appendix E), and also to read and sign the statement of informed consent (Appendix F) in order to begin the data collection process.

This is an open-ended semistructured interview, at any time should you require any clarification of a question please feel free to ask me during this research investigation.

May I have your consent to begin with the 9 research interview questions? (Appendix C). Please review my tourism system model of the five sectors (Appendix A), then we will start with the first question.

Thank you for your collaboration on my research study. I will be transcribing the interview data into a Microsoft copy that will be emailed to you within 72 business hours. Next, I please ask that you turn around any further edits to the transcripts within 24 business hours, after a further 24 business hours I will assume the transcripts are approved as transcribed. Would you like also to receive a copy of my research sent to you when I am done the study? (Yes/No).

If you have any further follow up questions about the research study, *you may call me on my* _____ or email me at _____

Thank you again for collaborating on this research investigation.

Joanne Gellatly

Appendix E

Letter of Introduction

To Whom It May Concern:

My name is Joanne Gellatly and I am a doctoral student at the University of Phoenix, Arizona working on a Doctor of Business Administration degree. I am conducting a research study entitled, *A Global Approach to Tourism*. The purpose of the research study is to investigate development toward communication standardization of a global tourism system, with the ability to share industry resources and sector best practices. The intent of this study is to describe the *tourism system* by investigating the *communication of best practices* through interviewing industry experts of tourism sectors within the management area of *accommodation, attractions and recreation, food and beverage, meetings and events, and the travel trade*.

Your possible participation will involve an interview process at your offices, or location of your choice. The interview will take approximately a 50-minute process to investigate the current structure of the tourism system from your management perspective, which will be recorded for research data collection as part of a total sampling participants of up to 25 tourism experts from the Ontario region for the final project execution. You may resign from the participant process at any time during the interview research process.

You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any penalty or loss of benefits. The results of the research study may be published but your *identity will remain confidential* and your name will not be made known to any outside party.

In this research, there are no foreseeable risks. Although there may be no direct benefit to you, a possible benefit from your being part of this study is toward the investigation of the professionalization of the tourism industry. This research study may be situated into the broader political economy of alignment in a professional communication system for decision making and global standardization for tourism overall. There will be no costs related to you being a part of this research other than your participation in the interview, should I be so fortunate as to have your support in this doctorate project I would be much obliged to your collaboration.

If you have any questions about the research study, *please call me at* [REDACTED] or email me at [REDACTED]

For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

Joanne Gellatly

Appendix F

Informed Consent



INFORMED CONSENT: PARTICIPANTS 18 YEARS OF AGE AND OLDER

Dear Industry Expert,

My name is Joanne Gellatly and I am a doctoral student at the University of Phoenix, Arizona working on a Doctor of Business Administration degree. I am conducting a research study entitled, *A Global Approach to Tourism*. The purpose of the research study is to investigate development toward communication standardization of a global tourism system, with the ability to share industry resources and sector best practices. The intent of this study is to describe the *tourism system* by investigating the *communication of best practices* through interviewing industry experts of tourism sectors within the management area of *accommodation, attractions and recreation, food and beverage, meetings and events, and the travel trade*.

Your possible participation will involve an interview process at your offices, or location of your choice. The interview will take approximately a 50-minute process to investigate the current structure of the tourism system from your management perspective, which will be recorded for research data collection as part of a total sampling participants of 15 tourism experts from the Ontario region for the final project execution. You may resign from the participant process at any time during the interview research process.

You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any penalty or loss of benefits. The results of the research study may be published but your *identity will remain confidential* and your name will not be made known to any outside party.

In this research, there are no foreseeable risks. Although there may be no direct benefit to you, a possible benefit from your being part of this study is toward the investigation of the professionalization of the tourism industry. This research study may be situated into the broader political economy of alignment in a professional communication system for decision making and global standardization for tourism overall. There will be no costs related to you being a part of this research other than your participation in the interview, should I be so fortunate as to have your support in this doctorate project I would be much obliged to your collaboration.

If you have any questions about the research study, *please call me at* [REDACTED] or email me at [REDACTED]

For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

Please see the next pages for your signature of understanding of the research conditions.

As a participant in this study, you should understand the following:

You may decide not to be part of this study or you may want to withdraw from the study at any time. If you want to withdraw, you can do so without any problems. Please refer to the next page for further information on how you may withdraw from the study at any time.

Your identity will be kept confidential.

Joanne Gellatly, the researcher, has fully explained the nature of the research study and has answered all of your questions and concerns.

If interviews are done, they may be recorded. If they are recorded, you must give permission for the researcher, Joanne Gellatly, to record the interviews. You understand that the information from the recorded interviews may be transcribed. The researcher will develop a way to code the data to assure that your name is protected.

Data will be kept in a secure lock box at the researcher's residence during data collection. Then the data will be kept for three years at a bank vault box, and then destroyed.

The results of this study may be published.

Withdrawal Procedures



Withdrawal Procedures

Your participation in this study will be completely voluntary. As a participant in this study, you have the freedom to withdraw your consent and discontinue at any time before, during, or after the data collection without any consequences. The procedure would be to contact the researcher using the contact information below this form, and mailing the form to the address below. A request that you would be withdrawn from your participation will be granted once received and all data collected to that point will be deleted and destroyed from the study.

Name of Researcher: Joanne Gellatly
Affiliation: University of Phoenix
4025 South Riverpoint Parkway
Phoenix, Arizona 85040

Return Address: **Joanne Gellatly**
[REDACTED]
Toronto, Ontario
CANADA
[REDACTED]

_____ Signature of Researcher	_____ Printed Name	_____ Date
_____ Signature of Participant	_____ Printed Name	_____ Date

By signing this form, I ask that I be removed from further participation in this study.

“By signing this form, you agree that you understand the nature of the study, the possible risks to you as a participant, and how your identity will be kept confidential. When you sign this form, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here.”

I accept the above terms. I do not accept the above terms. (CHECK ONE)

Signature of the interviewee _____

Date _____

Signature of the researcher _____

Date _____

Appendix G

Premises, Recruitment and Name (PRN) Use Permission

PREMISES, RECRUITMENT AND NAME (PRN) USE PERMISSION

(Insert Name of Facility, Organization, University, Institution, or Association)

Please complete the following by check marking any permissions listed here that you approve, and please provide your signature, title, date, and organizational information below. If you have any questions or concerns about this research study, please contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu.

I hereby authorize Joanne Gellatly, a researcher from University of Phoenix, permit to use the premises (facility identified above and address below) to conduct a study entitled A Global Approach to Tourism.

I hereby authorize Joanne Gellatly, a researcher from University of Phoenix, permit to recruit subjects for participation in a study entitled A Global Approach to Tourism at the facility identified above.

I hereby authorize Joanne Gellatly, a researcher from University of Phoenix, permit to use the name of the facility, organization, university, institution, or association identified above when publishing results from the study entitled A Global Approach to Tourism.

Signature

Date

Name

Title

Address of Facility
(include URL if Website)

Email Address

Phone Number

Appendix H

Withdrawal Procedures



Withdrawal Procedures

Your participation in this study will be completely voluntary. As a participant in this study, you have the freedom to withdraw your consent and discontinue at any time before, during, or after the data collection without any consequences. The procedure would be to contact the researcher using the contact information below this form, and mailing the form to the address below. A request that you would be withdrawn from your participation will be granted once received and all data collected to that point will be deleted and destroyed from the study.

Name of Researcher: Joanne Gellatly
Affiliation: University of Phoenix
4025 South Riverpoint Parkway
Phoenix, Arizona 85040

Return Address: **Joanne Gellatly**
[Redacted]
Toronto, Ontario
CANADA
[Redacted]

_____ Signature of Researcher	_____ Printed Name	_____ Date
_____ Signature of Participant	_____ Printed Name	_____ Date

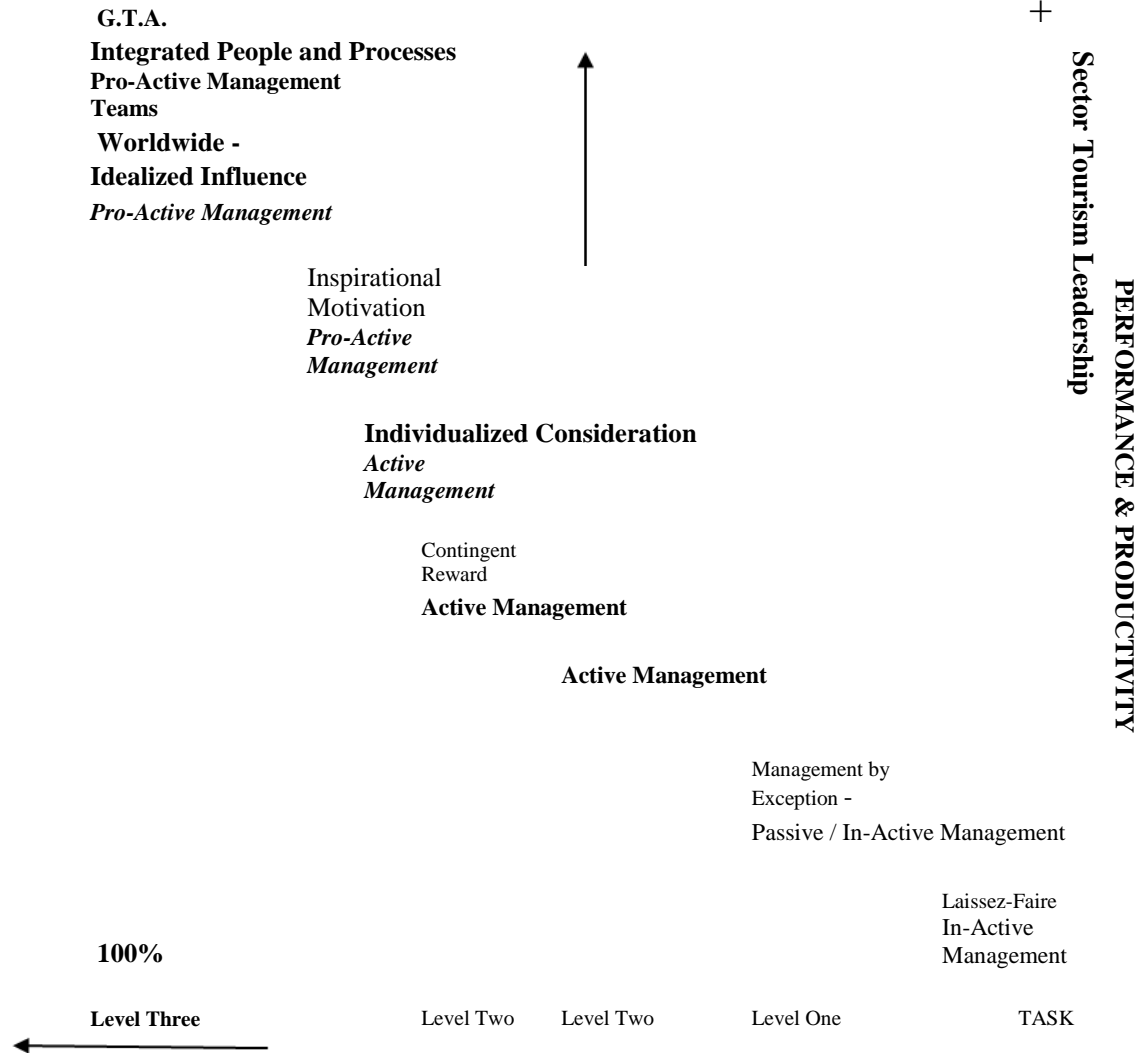
By signing this form, I ask that I be removed from further participation in this study.

Appendix I

Integrated Global Tourism System

GLOBAL TOURISM Performance Map - Global Tourism Ambassadors

Transformational Leadership Plan for Tourism- (DBA model)



GLOBAL TOURISM EMPLOYEE ENGAGEMENT & G.T.A. TOURISM SYSTEM

Model: The Transformational Leadership Pathway for Global Tourism

Note. Adapted from Developing Transformational leaders: Kirkbride (2006).

AUTHOR BIOGRAPHY

Joanne Paulette Gellatly, with over 30 years of experience in the field of hospitality and tourism, graduated from Seneca in 1984. She earned an MBA from the University of Guelph in 2002. She received an honorary international MBA from IMI University, Switzerland in 2010. Currently, she is a full-time faculty member in the School of Hospitality and Tourism Management (SHTM), in the Centre for Hospitality and Culinary Arts (CHCA) at George Brown College in Toronto, Canada. In the past, she has delivered courses in both professional and non-professional arenas. Gellatly's classroom experience is enhanced by her management background with airlines, car rental companies, cruise lines, hotels, and convention centers, along with experience as a tour operator and background in the travel agency business. Her work history includes executive positions as Brand President of Contiki Canada, Executive Director of Sales & Marketing with Sheraton and Best Western in North Toronto, and National Cruise purchaser for Marlin- Thomas Cook Travel Canada. After traveling the world for the past 25 years, she now lives in Toronto with Kim Ciolfe, their son, Corey, and their dog, Max. She chose this pathway for completion of her DBA for its online accreditation, the international connectivity to graduate student colleagues, the wealth of doctoral dissertation mentors, and the variety of teaching methodologies planned within the program. An exciting time in Canada, it was just nominated by Lonely Planet as the top place in the world to visit in 2017. Tourism has so much to offer for worldwide interconnectedness. Her hope is to integrate an advanced operating tourism learning model, through education for industry collaboration.