

# Definitions

*All tourism involves travel, yet not all travel is tourism. All vacation travel involves recreation, yet not all tourism is recreation. All tourism occurs during leisure time, but not all leisure time is spent on tourism activities.*

Mill & Morrison (2002, p. 1)

## Aims

The aims of this chapter are to enhance understanding of:

- the challenge of defining tourism
- different types of destinations
- the importance of a marketing orientation.



### Perspective

While tourism has been around for centuries, it is only recently that this field of study has been taken seriously. Not surprisingly, perhaps, there is still a lack of agreement about some of the common terms in use today. Nevertheless, to set the context for the text, it is important to clarify the meanings ascribed to key terms. The chapter begins therefore with an attempt to define the terms tourism, destination, and marketing. Of particular practical importance, for any study in the field of marketing, is an understanding of the role and importance of what constitutes a marketing orientation.

## Defining tourism

Is there really such a thing as the tourism industry? The term comprises hospitality (broken down further into accommodation, wining/dining, gaming), travel, tour operations, entertainment, and leisure, where members of each participate in their own industry. An industry is generally viewed as groups of firms engaged in the same kind of productive activities. However, there has been a lack of agreement about what constitutes a tourism business. For example, many businesses in other services sectors, such as entertainment (e.g. movie theatre) and transport (e.g. taxi), would not generally be classified as a tourism firm. And yet at many destinations these businesses will service visitors as well as locals. For more discussion on the complexities of this, see Vanhove (2005) and Ermen and Gnoth (2006).

An Internet exploration of the word 'tourism', using a search engine such as [www.google.com](http://www.google.com), will generate over one million references. The word is so often used in everyday language that few adults in the developed world would have difficulty articulating some interpretation of its meaning. All of us have been somewhere on holiday, know someone working in hospitality, travel or tourism, and have seen coach loads of visitors from other places. So it is a surprise for many students to learn that there is no universally accepted definition of tourism.

Instead, there have been almost as many different definitions as there are researchers (Smith, 2001). It has even been suggested that defining tourism is almost conceptually impossible (Smith, 1988; Holloway, 1994). Complications arise from the multidisciplinary nature of tourism research, the ambiguity of what constitutes a tourist and tourism business, and overlaps with the concepts of travel, hospitality and leisure. Tourism is a relatively new academic discipline, and as such Leiper (1979, p. 392) found that few academics had devoted effort towards defining what it is:

*The study of tourism as a focal subject has sometimes been treated with derision in academic circles, perhaps because of its novelty, perhaps because of its superficial fragmentation, perhaps because it cuts across established disciplines.*

Tourism research has drawn extensively from theories in other disciplines such as geography, economics, sociology, psychology, business and anthropology. Thus, as has been pointed out by Hall (1998) and Leiper (1995), most tourism texts offer a different definition. Table 2.1 presents a selection of tourism definitions from the academic literature.

**Table 2.1** Definitions of tourism

Author	Definition
Hunziker (1951, in Collier 1997, p. 2)	“. . . the sum of the phenomena and relationships arising from the travel and stay of non-residents, in so far as they do not lead to permanent residence and are not connected with any earning activity”.
Leiper, (1979, p. 403–404)	“It is the system involving the discretionary travel and temporary stay of persons away from their usual place of residence for one or more nights, excepting tours made for the primary purpose of earning remuneration from points en route.”
Mill & Morrison (1992, p. 9)	“Tourism is the term given to the activity that occurs when people travel. This encompasses everything from the planning of the trip, the travel to the destination area, the stay itself, the return and the reminiscences about it afterwards. It includes the activities the traveller undertakes as part of the trip, the purchases made, and the interactions that occur between host and guest in the destination area. In sum it is all of the activities and impacts that occur when a visitor travels.”
Heath & Wall (1992, p. 4)	“The study of tourism is the study of people away from their usual habitat, of the establishments that respond to the requirements of travellers, and of the impacts they have on the economic, physical, and social well-being of their hosts. It involves the motivations and experiences of the tourists, the expectations of and adjustments made by residents of reception areas, and the roles played by the numerous agencies and institutions that intercede between them.”
Holloway (1994, p. 3)	“. . . someone who travels to see something different, and then complains when he finds things are not the same!”
Gunn (1994, p. 4)	“. . . tourism is defined as encompassing all travel with the exception of commuting”.
WTO (1995, p. 12)	“. . . the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”.
Hall (1998, p. 6)	“Tourism is a commercial phenomenon of industrial society which involves a person, either individually or in a group, travelling from place to place (the physical component of tourism), and/or journeying from one psychological state to another (the re-creating component of tourism).”
Sharpley (2002, p. 22)	“It is, in short, a social phenomenon which involves the movement of people to various destinations and their (temporary) stay there.”

The definition used will also depend on the purposes for which it is to be applied, which most commonly are to define markets and analyse visitor impacts and statistics. For DMOs, these include, for example, reports that seek to:

- promote the economic and social benefits of tourism to a community in a bid to enlist government funds for destination promotion
- promote the scale and growth of tourism in a business investment prospectus
- highlight potentially negative environmental impacts at a proposed development site
- report negative sociocultural impacts at a destination.

Following Buck's (1978) assertion that tourism scholarship was organised across two distinctive streams, economic development and tourism impacts, Leiper (1979) sought to develop a general framework for tourism that would bridge the two. In reviewing previous attempts at defining tourism, Leiper identified three approaches. The first was economic, where definitions only recognised business and economic aspects, such as:

*Tourism is an identifiable nationally important industry. The industry involves a wide cross-section of component activities including the provision of transportation, accommodation, recreation, food, and related services. (Australia Department of Tourism and Recreation, 1975, in Leiper, 1979, p. 392.)*

Leiper criticised this approach for the lack of a number of elements, the most important being the human dimension. The second approach was technical, where the interest was in monitoring the characteristics of tourism markets, such as describing tourists, travel purpose, distance travelled and length of time away. For example, the first of these was that adopted by the League of Nations Statistical Committee in 1937, which defined an international tourist as someone who 'visits a country other than that in which he habitually lives for a period of at least twenty-four hours' (OECD, 1974, in Leiper, 1979, p. 393). Most definitions have used this approach, usually as a basis for collection of comparable statistics. The third approach was holistic, where the attempt was made to capture the whole essence of tourism, such as:

*Tourism is the study of man away from his usual habitat, of the industry which responds to his needs, and of the impacts that both he and the industry have on the host's sociocultural, economic and physical environments (Jafari, 1977, in Leiper, 1979, p. 394).*

Many historians (see, for example, Shaffer, 2001, p. 11) cite the Oxford Dictionary explanation of the origin of the word 'tour' as originating from the Latin *tornus*, which came from the Greek word for a 'tool describing a circle'. This is representative of a circular journey away from home, from site to site, and then returning home. Shaffer suggested that the verb *tour*

first emerged in the English language during the 17th century. According to Sigaux's (1966, p. 6) overview of the history of tourism, the word first appeared in the 19th century. Sigaux cited the *Dictionnaire Universal du XIX Siecle* of 1876, which defined tourists as 'people who travel for the pleasure of travelling, out of curiosity and because they have nothing better to do'. Sigaux (p. 92) also limited the scope of tourism to preclude domestic travel: 'One can almost say that national tourism, at home in one's own country, hardly counts as tourism.'

Such perspectives clearly don't encompass all categories of temporary visitors to a destination, who would otherwise still contribute to the coffers of businesses whose managers consider they are in the tourism industry. Other than travel for general pleasure, many other types of tourism which may or may not fit the category of a holiday have been documented. These include:

- business travel, including attendance at conferences or exhibitions or trade fairs
- attendance or participation at sporting events, the arts and entertainment
- visiting friends or relatives
- sex and romance
- gambling
- educational field trips
- adventure sports
- hunting and fishing
- spiritual events and pilgrimages
- day excursions.

Although some of the above could be subsumed under the heading of pleasure travel, it is doubtful whether all participants would regard themselves as *tourists*. Consider the case of travel for health or recuperation, such as spa visits. For example, a report in the *News Mail* (22/1/04, pp. 18–19), entitled 'Nip and Tuck Holiday', discussed the potential of the Queensland coastal resort Noosa to become Australia's cosmetic surgery capital. Leading Melbourne cosmetic surgeon Professor Gerard Sormann spends 12 days a month at his practice in Noosa to cope with demand from visitors from around Australia and overseas:

*I should be nominated for a Noosa tourism award. Why wouldn't people who want cosmetic surgery come here, it's a fantastic destination and only makes sense to combine the two – surgery and holiday.*

Tourism then is concerned with the activities and interactions of people as they visit different places. Importantly, people not only include travellers, but also the travel trade at the origin and the host destinations and residents of the host communities. Visiting involves travel by various modes while transiting and temporarily residing. Places include destinations at various levels from continents to visitor attractions. That there is no commonly accepted definition is neither problematic nor unique to tourism

(Leiper, 1995). For the purpose of this text, no new definition is offered, other than to state an interest in:

*The activities and interactions of people, other than regular commuters, and the resultant impacts on both the demand and supply sides, while visiting places away from home.*

## Types of destinations

A destination is a geographical space in which a cluster of tourism resources exist, rather than a political boundary. A cluster is:

*...an accumulation of tourist resources and attractions, infrastructures, equipments, service providers, other support sectors and administrative organisms whose integrated and coordinated activities provide customers with the experiences they expected from the destination they chose to visit (Rubies, 2001, p. 39).*

Some clusters exist within a section of a political boundary, others are a political boundary, while others cross political boundaries. Examples of these are shown in Table 2.2.

Other terms for clusters identified in a literature review by McDonnell and Darcy (1998) include: precinct, recreational business district, peripheral tourism area, tourism destination zone, enclave, integrated beach-resort development, tourism shopping village, and tourist district. Their analysis of the competition between Bali and Fiji in the Australian short-haul market, suggested that one of the key reasons for the latter losing 50% of its market share between 1982 and 1995 was the lack of tourism clusters. This was in part due to a non-interventionist approach to tourism development by the Fijian government. Without a proactive development policy private-sector driven all-inclusive resorts are scattered over a wide area, with no distinct tourism precincts offering a cluster of other attractions and services.

From the demand perspective, destinations are places that attract visitors for a temporary stay, and range from continents to countries, to states and

**Table 2.2** Destination cluster types

Section of a political boundary	A political boundary	Across political boundaries
<ul style="list-style-type: none"> <li>• The French Quarter, New Orleans, USA</li> <li>• Darling Harbour, Sydney, Australia</li> <li>• Fisherman’s Wharf, San Francisco, USA</li> </ul>	<ul style="list-style-type: none"> <li>• The Gold Coast, Australia</li> <li>• Rotorua, New Zealand</li> <li>• Las Vegas, USA</li> </ul>	<ul style="list-style-type: none"> <li>• The Algarve, Portugal</li> <li>• Outback Queensland, Australia</li> <li>• European Alps</li> </ul>



**Figure 2.1**  
The author's son at  
Peel Island

provinces, to cities to villages, to purpose-built resort areas, to uninhabited islands. Regarding the latter, consider the case of Peel Island shown in Figure 2.1. Accessible only by private boat, this subtropical island off the coast of Brisbane in Queensland's Moreton Bay is a year-round retreat featuring a beautiful beach, bush walks, snorkelling, fishing, and wildlife such as eagles, dolphins and dugong (sea cow). Once housing a leper colony, the island is now uninhabited and is protected from commercial development. The only facility on the island is an eco-toilet. So, even though there is no opportunity to spend money on the island, this is seen as a competing destination by nearby places, since on any given weekend you will find a small fleet of pleasure craft moored or beached at the island, and maybe a few tents pitched on the beach.

At the foundation level, destinations are essentially communities based on local government boundaries. With regard to the multidimensional nature of destinations, it has been suggested that the smaller the destination region, the greater the likelihood of internal homogeneity (Kelly & Nankervis, 2001). Intuitively this appears logical since a town or city would likely be more compact and less geographically diverse than an entire country. However, a diversity of natural features and tourism facilities also represents both a strength and a challenge for many smaller regions. In fact, the operating environment is a microcosm of that faced by NTOs. The WTO (2002a) think tank offered the following working definition of a local tourism destination:

*A local tourism destination is a physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions and tourism resources within one*

*day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders, often including a host community, and can nest and network to form larger destinations.*

Since the majority of tourism activity takes place at destinations, they can be described as:

*. . . a place at which visitors temporarily base themselves to participate in tourism related interactions and activities.*

## Marketing orientation

Tourism features a negotiation between two forces: a supply-side and a demand-side. The supply-side is the travel and tourism industry, which seeks to stimulate demand for products and services. The demand-side represents consumer-travellers, who seek travel products and services to satisfy certain needs. Marketing is an exchange process between the two forces:

*Marketing is a social and managerial process by which individuals and groups obtain what they need through creating and exchanging products and value with others (Kotler et al., 1999, p. 12).*

What is not explicit in many definitions of marketing is whether it is a strategy, a series of processes, or a philosophy. Ideally, marketing should be viewed as an organisational philosophy, not the sole responsibility of the marketing department. After all if a firm fails to sell its wares, there won't be any need for accountants or human resource managers, except to close the business. On this basis it could be argued that marketing is the most important function of an organisation. A *marketing orientation* should therefore pervade the entire organisation. The focus in this approach is based on the principle of making decisions with the customer's needs in mind:

*A marketing orientation is a philosophy that recognises the achievement of organisational goals requires an understanding of the needs and wants of the target market, and then delivering satisfaction more effectively than rivals (Kotler et al., 2003).*

This represents the third stage in the evolution of marketing. Medlik and Middleton (1973) proposed that tourism was following the traditional three-stage process towards a marketing orientation, which had been experienced by other industries. The three stages were identified as:

1. **Production orientation** This stage is characterised by a shortage of available goods and services, and is therefore a seller's market. The main problem is to increase output. Until the 1950s tourism was, in general, at this stage.

2. **Selling orientation** This occurs when technological progress enables mass production, leading to increased competition, lower prices and a supply in excess of demand. This is therefore a buyer's market with a sales orientation from the producer to sell the increased output. The development of wide-bodied jets and large hotels in the 1960s and 1970s are examples of the second phase in tourism.
3. **Marketing orientation** Increased competition and sophistication of buyers in an affluent society leads to the recognition of the necessity to identify consumer needs. Selling will not be sufficient since consumer needs become the starting point for what is produced. 'Modern marketing is designed to achieve optimal satisfaction of the consumer and to do so at an appropriate return to the producer' (p. 34). Tourism has been slow to achieve the full potential of moving from the selling orientation to a marketing orientation.

A fourth level that has since been introduced to the hierarchy is the *societal marketing orientation*, which dictates a market orientation, but operationalised in a way that also considers the well-being of society and the environment. DMOs, as representatives of a host community and natural environment as well as commercial tourism services, have such a wider societal obligation. For DMOs, marketing may be considered as representing:

*... the process of matching destination resources with environment opportunities, with the wider interests of society in mind.*

Case Study 2.1 summarises a government-funded initiative in one rural area of South Africa to enhance tourism as a means for community development. Heath (2003, p. 20) is a proponent for tourism as a means of reducing poverty in South Africa, and to 'improve the quality of life of millions' through the capacity to create new jobs in small-scale developments. A key inhibitor to harnessing the potential of tourism in South Africa has been the lack of coordinated efforts in policy, planning, development and marketing between stakeholders holding generally myopic attitudes about their own personal interests.

## Case study 2.1 Mbombela Local Municipality, South Africa

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South Africa, situated on the southern tip of the continent and known as the rainbow country, is synonymous with Nelson Mandela, the Big Five, the Bafana–Bafana soccer team, the Protea cricket team and the Springbok rugby team. *The South African Yearbook* boasts that the country's unique combination of people, landscape, scenery, history and the different cultures makes this one of the most enchanting countries in the world to visit.

The Mbombela Local Municipality is situated within the Mpumalanga province. Mpumalanga, the place of the rising sun, is one of South Africa's nine provinces. The province is positioned as the newest and fastest-growing province for tourism in South Africa. Tourist attractions in the province are numerous and vary from game viewing, such as the 'Big Five' and world-famous Kruger National Park, to spectacular natural wonders created by the escarpment of the Drakensberg Mountains. The province also offers hunting safaris, farm holidays, lodges, caves, cultural heritage and traditional African trials, arts and handicrafts (see <http://www.mii.co.za>).

It is not possible for all provinces in South Africa to cater for all tourists, and so it is important to help provinces segment markets so that they can develop, manage, plan and market tourist attractions more effectively. Existing and potential tourism market segments were identified through government-funded research in order to determine the appropriate tourism strategies. The tables below indicate the broad markets to be considered, based on market trends and the visitor demand for the Mbombela area. They include the distinguishing characteristics of the market, and an indication of the growth potential for each segment.

**Foreign target market segments for Mbombela**

Target market	Geography	Length of stay	Growth potential
Holidaymakers	Primarily UK, Mozambique & Swaziland	Medium	Medium
VFRs	Primarily UK, Mozambique & Swaziland	Short	Medium
Shoppers	Primarily Mozambique & Swaziland	Short	High
Business tourists	Primarily Mozambique & Swaziland	Short	High

**Domestic target market segments for Mbombela**

Target market	Geography	Length of stay	Growth potential
Holidaymakers	Primarily Mpumalanga, Gauteng, KZN, Limpopo, Western Cape	Long	High
VFRs	Primarily Mpumalanga, Gauteng, KZN, Limpopo, Western Cape	Long	Low
Shoppers	Primarily Mpumalanga	Short	High
Business tourists	Primarily Gauteng	Short	High
Transit tourists	Primarily Gauteng, Limpopo, KZN	Short	Medium

## Potential products

The Product/Market matrix shown below provides an overview of the existing products which meet a market need as identified in the target market segments above. The matrix indicates the strongest market segments for Mbombela are holiday and VFR for both the domestic and foreign markets. The strongest products on offer are entertainment and recreation, shopping and arts & crafts. This matrix is unweighted and merely provides an overview for discussion purposes.

Products	DOMESTIC					FOREIGN				
	Holiday	VFRs	Shoppers	Business	Transit	Holiday	VFRs	Shoppers	Business	TOTAL
Entertainment and recreation (19%)	✓	✓	✓	✓	✓	✓	✓	✓	✓	9
Scenic drives and nature (17%)	✓	✓			✓	✓	✓			4
Shopping (12%)	✓	✓	✓	✓		✓		✓	✓	7
Adventure (9%)	✓	✓				✓	✓			4
Conservation & wilderness (7%)	✓	✓				✓	✓			4
Industrial tourism (7%)				✓					✓	2
Agricultural tourism (6%)				✓		✓	✓		✓	4
Fishing and hunting (5%)	✓	✓				✓				3
Arts and crafts (4%)	✓	✓	✓			✓	✓	✓	✓	7
Sport (4%)	✓	✓								2
Historical interest (4%)	✓	✓								2
Cultural interest (4%)	✓	✓				✓	✓	✓		5
<b>TOTAL:</b>	<b>10</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>4</b>	

### Product-market readiness

In terms of product development and improvement it was necessary to evaluate and determine the readiness of the product for the markets as identified above. Most products are reasonably ready for the market while in some areas improvements are required. Attention is required to the grading of products as only 40% of products in the study area as indicated by owners are graded. This will become increasingly important for the 2010 Football World Cup, and as the South African Tourism Grading Council grading system becomes more widely accepted.

The next stage of the project is to develop a marketing plan for the Mbombela Local Municipality. The destination's marketing resources are limited, and remain reliant on government support.

### Discussion question

How does the planning approach used in the case relate to the proposed definition of a marketing orientation?

### Further reading

<http://www.mii.co.za> (Mpumalanga Investment Initiative)

van Niekerk, M., & Geldenhuys, S. (2005). Developing a tourism sector plan for the Mbombela Local Municipality. In *International Conference on Destination Branding and Marketing for Regional Tourism Development*. Macau: Institute for Tourism Studies.

*Note:* The research was carried out by the Tshwane University of Technology, Tourism Department, Nelspruit Delivery Site for the Mbombela Local Municipality in South Africa.

## Destination marketing organisations

Organisations have been defined as 'formal entities in which a complex interaction of people, materials, and money is used for the creation and distribution of goods and services' (Inkson & Kolb, 1998, p. 6). All organisations, whether in business, the public sector, or not-for-profit sector, share a common set of characteristics. Each usually has a range of objectives, a chairperson and governing board, a chief executive officer, and staff. The study of organisational behaviour emerged during the 1940s, and was primarily undertaken by psychologists interested in job satisfaction (Lawrence, 1987, in Kolb et al., 1995). Since then the field has expanded to cover a broad range of macro- and micro-issues relating to the external and internal environments in which organisations operate, such as: productivity, ethics, open systems, strategic management, innovation, leadership, governance, organisational culture, change management, human resource management, outsourcing, communication, networks, and organisational learning.

At a country level there are often three quite distinctive types of tourism organisations with interests in destination tourism development. These are

a destination marketing organisation (DMO) responsible for promotion, a government ministry providing policy advice to government, and a private sector umbrella industry association that champions the causes of member organisations. The focus of the text is on the activities of organisations responsible for marketing the destination. A destination marketing organisation is:

*The organisation responsible for the marketing of an identifiable destination. This therefore excludes separate government departments that are responsible for planning and policy, and private sector umbrella organisations.*

### National tourism office (NTO)

The WTO (1979, p. ii) introduced the term national tourism administration (NTA) as: 'the authorities in the central state administration, or other official organisation, in charge of tourism development at the national level'. The term 'NTA' was used to distinguish it from national tourist organisation and national tourist office. For consistency in the text, the term national tourism office (NTO) is used to represent:

*The entity with overall responsibility for marketing a country as a tourism destination, whether purely a DMO or an NTA.*

### State tourism office (STO)

A state tourism office is:

*The organisation with overall responsibility for marketing a state (e.g. USA), province (e.g. Canada) or territory (e.g. Australia) as a tourism destination, in a country that has a federal political system.*

### Regional tourism organisation (RTO)

The term region has a number of different meanings, ranging in geographic scope from a transnational area such as South East Asia to a local area. For the text the term is used to represent 'concentrated tourism areas' (Prosser et al., 2000, p. 4), such as cities, towns, villages, coastal resort areas, islands and rural areas. This level of DMO is also known by other titles in different parts of the world, such as convention and visitor bureau (CVB), RTP in Wales, regional tourism boards (RTB) in the UK and area tourism boards (ATB) in Scotland. A regional tourism organisation is defined as:

*The organisation responsible for marketing a concentrated tourism area as a tourism destination.*

## Local tourism administration/Local tourism association (LTA)

Not all local tourism areas, as defined by a local authority boundary, have a standalone RTO. Instead they may have an LTA, which is a term used to represent both a local tourism administration and a local tourism association. The former may be the local government authority, while the latter is a form of cooperative association of tourism businesses.

## Glossary

ATB	Area tourist board
BHAG	Big hairy audacious goal
CAM	Commercial accommodation monitor
CBBE	Consumer-based brand equity
CVB	Convention and visitors bureau
DMO	Destination marketing organisation
EAV	Equivalent advertising value
IMC	Integrated marketing communication
LTA	Local tourism administration/Local tourism association
Marcom	Marketing communication
MDP	Management decision problem
M.I.C.E	Meetings, incentives, conventions, exhibitions
MRP	Marketing research problem
NTA	National tourism administration
NTO	National tourism office
PPP	Public-private partnership
PR	Public relations
ROI	Return on investment
RTB	Regional tourist board
RTO	Regional tourism organisation
STO	State tourism office
ToMA	Top of mind awareness
TTRA	Travel and Tourism Research Association
USP	Unique selling point
VIC	Visitor information centre
VFR	Visiting friends and/or relatives
VMP	Visiting media programme
VRM	Visitor relationship management

### Key points

#### 1. The challenge of defining tourism

Although tourism has been around for centuries, it is only recently that the field of study has been taken seriously. Due to the complexity of tourism, and the intertwining of concepts such as tourism, travel, leisure, recreation, and hospitality, the definition used will differ according

to the writer's purpose. Commonly, definitions have been based on technical, economic or holistic terms.

## **2. Different types of destinations**

A DMO is often established or funded by the government of a political boundary. However, travellers do not necessarily view a destination as being based on such a political space. Therefore, a destination may be a section of a political boundary, an entire political boundary, or across political boundaries.

## **3. The importance of a marketing orientation**

It has been suggested that the tourism industry has been slow to evolve towards a marketing orientation. A marketing orientation is a philosophy which should pervade the entire organisation that is based on making all decisions with the consumer in mind. Marketing is seen as an exchange process between the demand side and supply side, in a way that matches organisation resources with environment opportunities.

## **Review questions**

- What is a market orientation? To what extent does your DMO demonstrate a marketing orientation?
- For your favourite destination, what type of cluster does it represent?
- When you are on holiday, do you regard yourself as a tourist? Does the term sound derogatory?