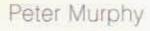
the business of CSOTT management













Contents

| List of tables | | |
|----------------|---|--|
| Lis | List of figures | |
| Pa | rt A History and features of resorts | |
| 1 | Constants and changes in resort development Introduction Academic interest Resort management analysis Resort management framework Resort management analysis: seniors market Summary and book structure Case studies Spa, Belgium Waikiki, Hawaii, USA Questions References | 3 3 5 7 13 15 17 19 22 27 28 |
| 2 | Management definitions and theory applicable to resorts Introduction Management objectives Applicable theories and frameworks Operational frameworks Summary Case studies Environmental scanning and Butlins Holiday Resorts, UK Tourism area life cycle and the Gold Coast, Australia Questions References | 30 30 31 36 42 50 51 51 54 58 |
| Pa | rt B External challenges for resort management | |
| 3 | Changing market and competitive conditions Introduction | 65 65 |

| | Global demand trends | 66 |
|----|--|------------|
| | Benefit segmentation | 70 |
| | Supply considerations | 72 |
| | Competition | 74 |
| | Summary | 79 |
| | Case studies | 79 |
| | Butlins' Changing Markets | 79 |
| | The Cruise Ship Market | 83 |
| | Questions | 88 88 |
| | References | 00 |
| 4 | The seasons | 90 |
| | Introduction | 90 |
| | Seasons and sport | 92 |
| | Resort seasonality | 94 |
| | Resorts and human seasons | 98 |
| | Summary | 103 |
| | Case studies | 103 |
| | Sport Tourism – Hyatt Regency, Coolum, Australia | 103 |
| | Weather Seasonality – Wickaninnish Inn, Canada | 106 |
| | Health Tourism – Roompot Vakanties, Netherlands | 109 110 |
| | Questions | 110 |
| | References | 111 |
| 5 | Governance | 113 |
| | Introduction | 113 |
| | Corporate governance | 114 |
| | Corporate social responsibility | 116 |
| | Various levels of political governance | 118 |
| | Multiple levels of governance | 124 |
| | Dual mandate situations | 128 |
| | Land ownership and leases | 132 |
| | Summary | 133 |
| | Case study Victorio's Almino Resorts | 134 134 |
| | Victoria's Alpine Resorts Questions | 134 |
| | References | 137 |
| | References | 137 |
| Pa | nrt C Internal challenges and strategies for resort management | |
| 6 | Planning and financial management | 141 |
| | Introduction | 141 |
| | Planning process | 142 |
| | Planning and financial feasibility | 154 |

| | Strata-title financing | 159 |
|---|--|-----|
| | Public-private partnerships | 161 |
| | Financial implications | 164 |
| | Summary | 168 |
| | Case studies | 168 |
| | Dubai, United Arab Emirates | 168 |
| | Huis ten Bosch, Japan | 170 |
| | Grand Hotels Bad Ragaz Health, Spa and Golf Resort, | 170 |
| | Switzerland | 174 |
| | Questions | 178 |
| | References | 179 |
| | References | 179 |
| 7 | Marketing issues for resorts | 181 |
| | Introduction | 181 |
| | Place marketing | 182 |
| | Cluster theory marketing | 185 |
| | Changing product emphasis | 187 |
| | Marketing changing seasons | 189 |
| | Branding | 191 |
| | Services marketing and management | 195 |
| | Summary | 197 |
| | Case studies | 198 |
| | Las Vegas, Nevada, USA | 198 |
| | Whistler, BC, Canada | 202 |
| | Questions | 204 |
| | References | 204 |
| 8 | Environment and site management | 207 |
| | Introduction | 207 |
| | Sustainability for resorts | 209 |
| | Applying sustainable development principles | 213 |
| | Alternative management options | 223 |
| | Conflicting demands and land uses | 227 |
| | Product design | 229 |
| | Summary | 235 |
| | Case studies | 236 |
| | Walt Disney World, Florida, USA | 236 |
| | Kingfisher Bay Resort, Queensland, Australia | 240 |
| | Questions | 242 |
| | References | 242 |
| | | |
| 9 | Community and housing relationships | 246 |
| | Introduction The interpretation of the second secon | 246 |
| | Tourism as an agent of change | 248 |
| | Collaboration | 251 |

| | Mutual education | 254 |
|-----|--|-----|
| | Local entrepreneurship | 257 |
| | Housing types | 258 |
| | Summary | 267 |
| | Case studies | 267 |
| | Housing market failure responses | 267 |
| | Whistler, Canada | 269 |
| | Questions | 271 |
| | References | 271 |
| 10 | Human relations practices | 274 |
| | Introduction | 274 |
| | Labour shortage | 275 |
| | Stress | 277 |
| | Turnover | 279 |
| | Flexibility | 282 |
| | Empowerment/enfranchisement | 284 |
| | Quality service and total quality management | 287 |
| | Summary | 292 |
| | Case studies | 293 |
| | Employee turnover in isolated resorts, Australia | 293 |
| | The Ritz-Carlton Company, USA | 294 |
| | Questions | 301 |
| | References | 301 |
| Par | t D Future directions | |
| 11 | Risk management | 307 |
| | Introduction | 307 |
| | General risk | 308 |
| | Security | 310 |
| | Adventure tourism | 314 |
| | Risk management | 317 |
| | Crisis management | 322 |
| | Sustainability crisis management | 327 |
| | Summary | 333 |
| | Case studies | 335 |
| | Indian Ocean Tsunami | 335 |
| | Hurricane season for Walt Disney World | 337 |
| | Questions | 339 |
| | References | 340 |
| Inc | lex | 343 |