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Golden Age of Mass Tourism: Its History and Development

Erkan Sezgin and Medet Yolal
Anadolu University
Turkey

1. Introduction

In the early years of the twentieth century, tourism continued to expand as a consequence of increasing wealth, interest and outgoing attitudes, and improvements in people's transport. Advances in transport allowed people to travel in masses. In fact, mass production and mass consumption was the rationale of that period. Although its roots go back to the eighteenth century, travel was still a novelty for the masses, and the homogeneous character of the demand led to the production of standardized products that could suit everyone. From the 1930s onwards, the growing availability of the motor car stimulated tourism further, and during the interwar years the aircraft began to play a small role in the tourism market as an option for the wealthier classes, particularly in Europe (Swarbrooke & Horner, 2007). Further, the arrival of holiday camps aimed at a growing low income market for holidays was a major development of 1930s, and received widespread acceptance by the public. The instant success of the concept resulted in the construction of similar structures all over the coastal areas and even in inland resorts. Moreover, the allure to the sun in 1960s, from the cool and variable climates of Northern Europe and North America, encouraged the emergence of package tours. As such, the mass characteristic of tourism is strengthened further.

This chapter aims to outline the development of mass tourism. In other words, it is aimed to reveal the golden age of mass tourism, which has dominated the whole industry between 1950s and 1980s. Initially, the constitutional factors effecting the development of mass tourism will be discussed. Further, developmental factors, namely technology, air transportation, accommodation companies and tour operators will be deliberated in detail. Finally, conclusions on the development of mass tourism will be drawn.

2. The constitutional factors and conversion process of tourism

The term mass tourism is briefly used for pre-scheduled tours for groups of people who travel together with similar purposes (recreation, sightseeing etc.) usually under the organization of tourism professionals. Mass tourism has been misused or confused as holiday tourism in the progress. However, mass tourism is the opposite of 'individual tourism' and both are wider in scope consisting holiday, circuit, and other tourism markets. Figure 1 indicates the position of mass tourism in the tourism network.

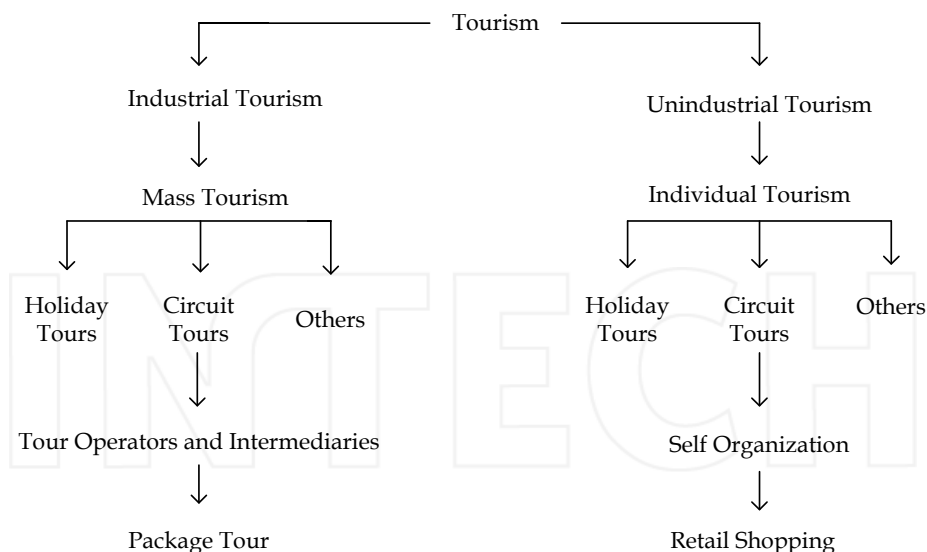


Fig. 1. Mass Tourism in Tourism Network

The continent of Europe and notably England play important roles in the constitution process of industrial tourism. Accordingly, mass tourism initially commenced in England at the second half of the nineteenth century. Mass tourism owes its existence to mainly two specific reasons: the first reason is the development in the transportation technologies and the second is the individual efforts of an English entrepreneur Thomas Cook (Poon, 1993: 30). Using the steam train and ship for transportation, Thomas Cook organized international package tours to three destinations including the Far East, India and America in 1862. By the year 1897, Thomas Cook reached the figure of 20,000 tourists annually (Poon, 1993:31).

It is not a coincidence that mass tourism was first organized in England by an English entrepreneur. It was the Industrial Revolution above the other reasons that brings 'steam train' in technological dimension and inflexible-heavy 'working hours' in sociological dimensions. However, it would seem appropriate to refer to the second half of the 19th century and even the first half of the 20th century as 'infancy period' of mass tourism. Some authors (Cook, Yale & Marqua, 2006:14) are consistent with the idea and called this period (1800-1944) in the literature as '*mobility era*' while some others (Fuller, 1994; Syrratt, 2003) split the period into two, before the First World War and post First World War taking the developments in the car industry and hotel business into a consideration. Middleton and Lickoris (2005:2) credited 1919-1939 as '*new mobility*' claiming that some remarkable developments occurred in the 1920s and 1930s. Weaver and Lawton (2006:66-67) attributed 1880-1950 as '*the post-Cook period*' as a result of Cook and his adaptation of Industrial Revolution technologies and principles to the travel industry. It is worth noting that it is impossible to talk about the 'industrialized mass tourism' apart from some individual enterprises and some technological developments in the mentioned period.

The economic policies in some countries played important roles for the conversion process of the tourism industry. The trade unions forced governments for more flexible working hours and by the year 1939, many European countries agreed on 'salaried holidays' for employees which brought increased prosperity and the need for vacation together (Yale, 1995: p.37). However, the supply for these new types of vacationers was inadequate during 1920's and 1930's. Hotels were quite luxurious and with the upper- income guests in mind (when taking accommodation supply into account). For transportation supply, it could be claimed that the trains and ships were still the more popular vehicles and air transportation was still in its search of progress. One good example was "Zeppelins" which were pioneered by Count Ferdinand von Zeppelin in the early 20th century (Zeppelin, Wikipedia). These huge balloons with passenger cabins underneath carried almost 52,000 people over the Atlantic Ocean by the Second World War (Zeppelin, Wikipedia). However, several zeppelin accidents - mostly because of flammable hydrogen gas- undersized these vehicles' popularity. At the time, the aircrafts on the other hand, were not developed enough to carry bulk of passengers. Consequently, railway and maritime transportation were still popular mass carriers, but far more slow carriers than aircrafts and secured time of the new vacationers' salaried holidays.

The nature of tourist product has dramatically changed after the Second World War, especially between 1960's and 1980's. While the marketing practice is "customer oriented" nowadays, post-war conditions were completely different and marketing was "sales oriented". There were remarkable supplies for many products across Europe and tourism was not an exception to this. On the other hand, the economical and technological developments that changed tourism in the mentioned period could be summarized as follows (Yale, 1995: 37):

- the greater prosperity of the population at large
- paid (salaried) holidays for many European workers
- a new use of excess aeroplanes after the war
- technical improvements in aircraft production which made it possible to fly further and faster
- a greater sense of democracy and equality fostered by the war effort
- better education
- better packaging of the opportunities by tour operators
- spread of television, bringing images of the rest of the world to almost every household

3. Developmental factors of mass tourism

The factors that cleared the way for mass tourism for its golden age are namely technology, production and management related changes in the progress. These constitutional and developmental factors with their sub-factors are shown in Figure 2. However, these factors mentioned in the figure should be taken as a whole in the progress of mass tourism, and it could be said that they are not homogeneous and may vary depending on the continents, trade customs of the continents and countries as well. The very basic two examples for such simulations are Europe and United States of America (USA) which are also identified as the two leading demand markets of the tourism industry.

The hotel chains, airlines, business travels, cruises and short breaks have been the factors that helped development of USA's mass tourism in the progress. However, it is completely a

different story in Europe because of the demographical and economical structures of the continent. The European mass tourism market has grown relatively from richer and more developed European countries' tourism demand for holidays to rather less developed southern (in other words Mediterranean) countries. The necessity for travelling international inside (short-haul) the continent has brought new actors as organizers in tourism, namely *tour operators*. Tour operators, charter flights, and inclusive tours –especially holiday packages- are the identifiers of European mass tourism in the golden age of mass tourism. On the other hand, the common factors that changed the world tourism business and accordingly mass tourism could be summarized as being technology, air transportation, accommodation companies, tour operators, conglomerates and mass consumption depending on holiday needs. These factors are going to be detailed in the following sections.

3.1 Technology

Technology today is intensively involved in all the industries, manipulating the business world and the tourism industry is not the exception. The impacts of technology are relatively seen on the aircrafts, credit cards and travel cheques, computers and finally reservation systems used in the communication among organizers and intermediaries when the tourism industry's mass tourism age is considered. Tourism is a more 'information flow' friendly industry than 'product flow' and this characteristic is making it more dependent on technologies. As shown in Figure 2, technology has directly affected tourism on four major topics: aircrafts, plastic cards and travel cheques, computers and reservation systems.

Significant technological improvements in aviation and sea transport played a catalytic role in increasing safety record and in reducing substantially the real monetary and time travel outlays (Holloway, 1998). The basic effect of technology on the aircraft technology is related with the Second World War. The war temporarily disrupted commercial flights, but it brought tremendous long-run gains for the development of the air transportation industry, including (Gee, Makens & Choy 1997: 300):

- The creation of a large body of experienced pilots;
- Increased public acquaintance with aviation, as hundreds of thousands of military personnel and civilian employees experienced their first flight during the war;
- Increased knowledge of the weather;
- Improved maps and knowledge of foreign terrain;
- Construction of thousands of airfields in wide parts of the world;
- A large assortment of surplus aircraft design, flying techniques, and other knowledge necessary for advancement of the industry; and
- The development of jet aircraft.

The jumbo jets (Boeing 747, DC 10), which were developed in the late 1960s, flew further with more passengers in shorter time and at a cheaper price. Although it is impossible to compare these jumbo jets' productivity to today's Boeing 777 or Airbus A380 aircrafts by any variable, it shouldn't be forgotten that it was a tremendous invention for the 70s and the mass transportation. As the airline industry grew, so did the tourism industry's dependency on it.

Another technological development in the mentioned period is the credit cards and travel cheques. American Express had announced its first credit card in 1958, followed by the Bank America Card (today's Visa Card) and Master Charge (today's Master Card) (Poon, 1993:43).

These plastic cards and travel cheques surely helped consumers feel more confident especially on vacation. As such, tourists could feel safe in defiance money loses and robbery.

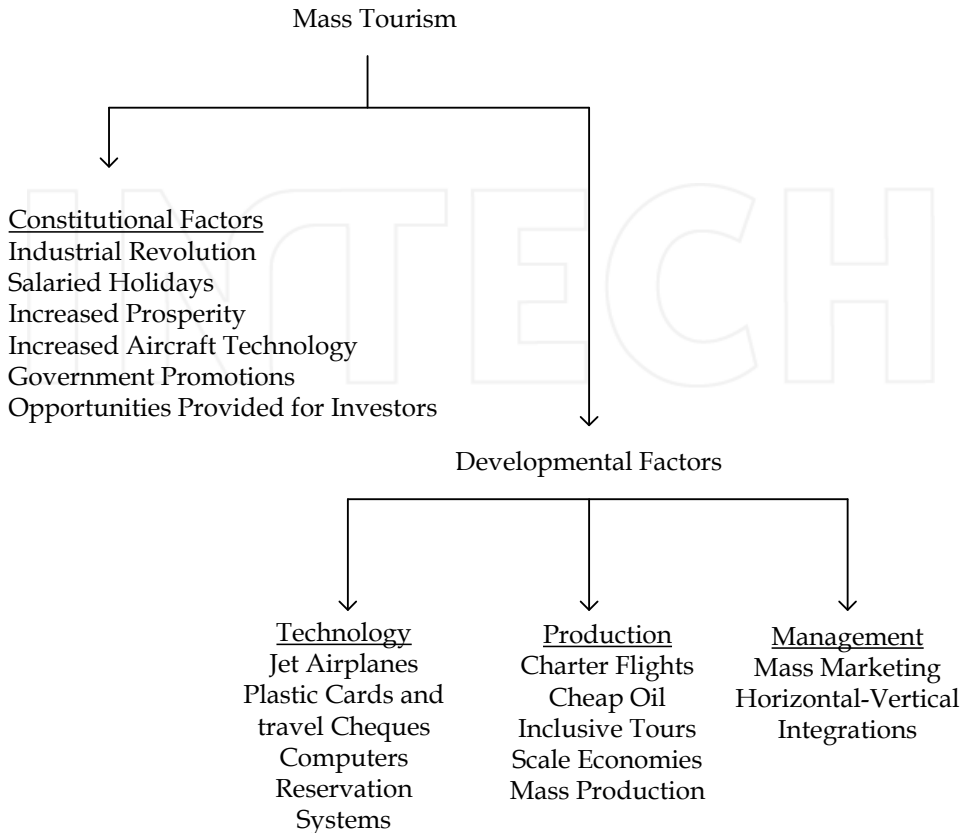


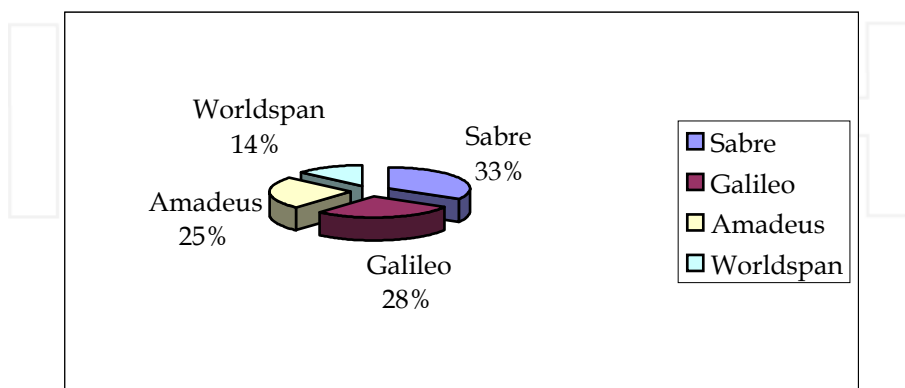
Fig. 2. The Constitutional and Developmental Factors for Mass Tourism in 20th Century

In the early years of mass tourism, computer technology was still in its infancy. Thus, computers were used mainly for planning and delivery process of the tourist product. In summary, computers were more the facilitators of the golden age of mass tourism. Conversely, today's computers are also identifiers in either production or marketing stages of the tourism business with the help of the communication technologies.

The most notable impact of the technology in the golden age is linked to the Computer Reservation Systems (CRSs). Starting from the early years (1950s) of mass tourism, firstly airlines and then the hotels with tour operators established their own CRSs. However, the CRSs in the early years were serving dumb terminals without intranet or internet and they were not working synchronously. Moreover, the CRSs of suppliers (airlines, hotels and tour operators) were not thoroughly adaptable for communicating with each other. The communication between airline CRSs and sales offices were provided by SITA (in Europe) and ARINC (in USA) network consortia (Inkpen, 1998:59).

The limited use of CRSs dramatically changed after the *Deregulations* of USA in 1978. The new companies, schedules, fares and services have brought the fierce competition among airline companies with this process. Some airline companies went on strategic partnerships and established global distribution systems (GDSs) for marketing purposes via travel agencies. The development of GDS was in the meantime the beginning of the end of mass tourism's golden age with the emergence of the deep impact of the internet world.

Today's four GDSs and their market shares are demonstrated in Figure 3.



Source: Galileo Turkey.

Fig. 3. GDSs' Market Shares around the World

3.2 Air transportation

Air transportation diversifies from all other transportations in the industrial tourism and it's probably because of the inclusive tours that dominate the industrial tourism movements. In fact, while one of the two most important components of an international package tour is the hotel bed, the other is undoubtedly the aircraft seat.

There are two important developments tied with air transportation regarding the tourism industry and mass tourism. The first one is the foundation of International Air Transport Association (IATA) in 1945 (Sezgin, 2010:3). The foundational goals of IATA were the organization of safe, regular and economic transportation worldwide and providing the coordination among airlines. The obligation for membership has brought standardization in the scheduled air transportation (Walker, 1996: 38). Today, more than 230 airlines -mostly flag carriers- are members of IATA and that constitutes 93 percent of all scheduled flights around the world (Papatheodorou, 2008:50).

The second and more important development of air transportation regarding mass tourism is the charter flights and the equal rights which were given to charter and scheduled companies for the new directions in 1960 (Renshaw, 1997:43). By means of the mentioned rights, monopolist air transportation market has turned out to be more reasonable for tour operators. The flag carriers had to give contingent for inclusive tours to tour operators with the fierce competition.

Mass tourism related to charter flights started, as early as 1950s in Europe, while the first charter flight which was a part of a package tour in USA was operated in 1968 (Doganis, 1998:11). The countries and governments in the globalization progress softened some procedures and limited the difference between schedule and charter flights. The airlines known as 'charter-only' could organize flights with the liberalisations to new destinations that were previously operated only by the scheduled airlines. Surely, consumers were the most benefitted leg of these conversions and liberalisations. Tourists could find more alternatives to more destinations with better services sometimes, and paying less than before. However, this was another blast effect for mass tourism's golden age that more people could organise their own travel.

Distribution channels of the scheduled flights are shown in figure 4. Although, figure 4 indicates today's distribution channels, it was similar in the golden age of mass tourism with the exceptions of GDSs and web portals of the suppliers.

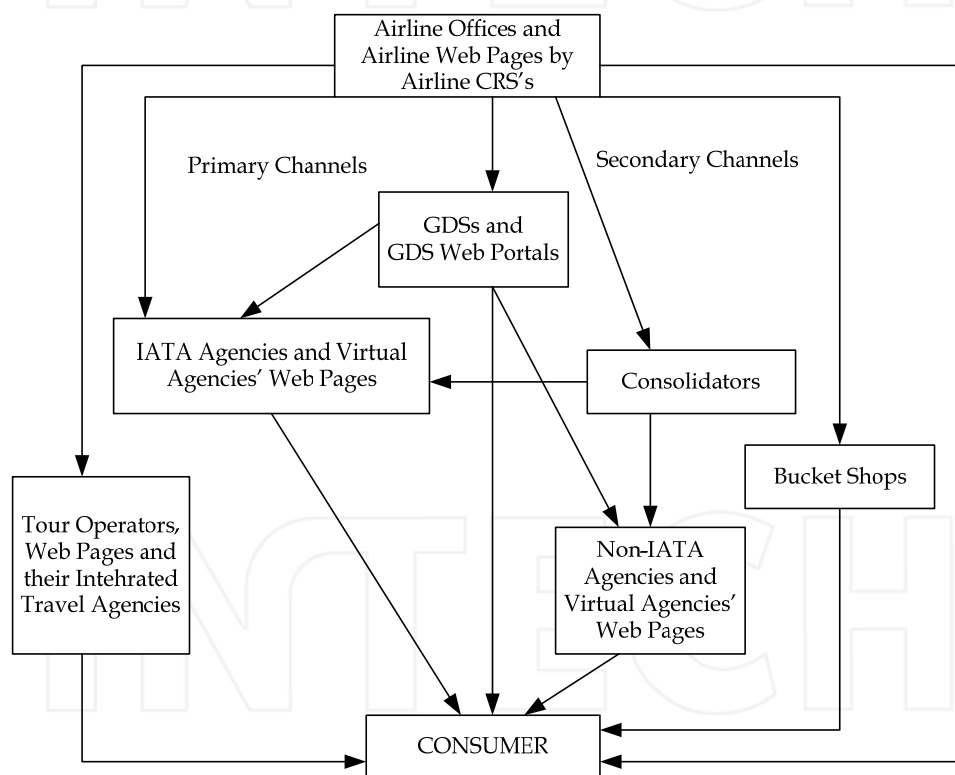


Fig. 4. Scheduled Flights Distribution Channels

Figure 5 demonstrates the distribution channels of charter flights. As can be seen from the figure, it has a much less simple structure when compared to scheduled flights. Today's new intermediaries are also mentioned in the figure.

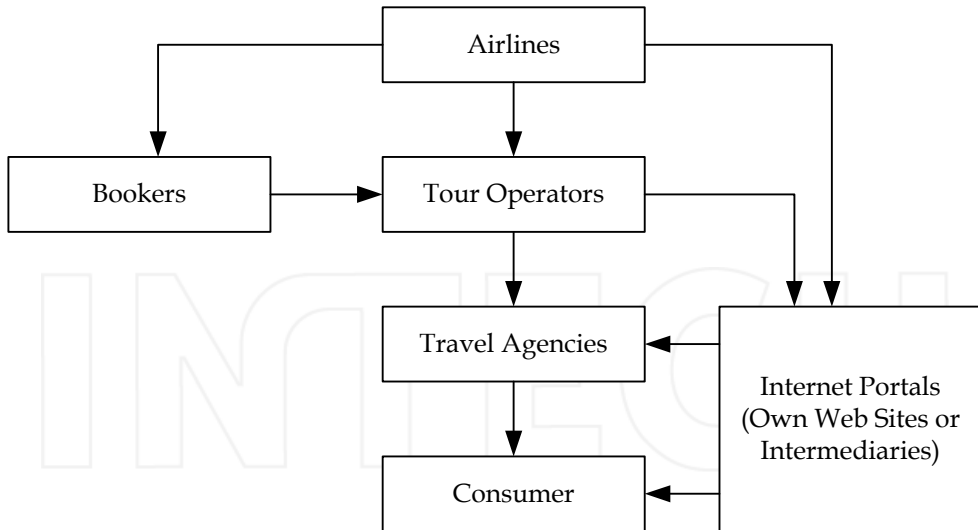


Fig. 5. Charter Flights Distribution Channels

3.3 Accommodation companies

As discussed before, the tour operators in Europe and the chain hotels and airline companies in the USA were the leading determinants in the development of mass tourism. The first American hotel was opened in 1794 (Walker, 1996: 78); taverns and small hotels followed. The expansion of hotels in the USA as in the case of Europe was boosted in the first half of the 20th century till Second World War. This period witnessed the rise of luxury hotels being operated all over the country and they spread to the continent. The chain hotels and the airline companies being the initiator of mass tourism in the USA did not happen accidentally. Different than Europe, the USA had the potential to develop all kinds of tourism apart from cultural tourism. Consequently, the development of tourism was mainly domestic in the USA.

In the early years of the twentieth century, travel continued to expand, encouraged by the increasing wealth, interest and outgoing attitudes of the population, and by the steady improvement in transport. Roads and the railroad transportation determined the development of accommodation businesses till the First World War. This led to the construction of new hotels and motels in destinations and crossroads. The arrival of the airline industry signaled the beginning of the end, not only for long-distance rail services but, more decisively, for the great steamship companies. Air transportation increased the number of urban hotels and the holiday camps both in the continent and the USA.

The Great Depression of 1930s which originated in the USA not only affected the global economy but also the hotel owners and the investors. This resulted in the limited number of new hotel construction till the beginning of 1950s due to precautions taken by the banks and financial companies to overcome the crisis. The economic recovery in the 1950s and the advent of air transportation led to an exponential growth as tourists could travel almost

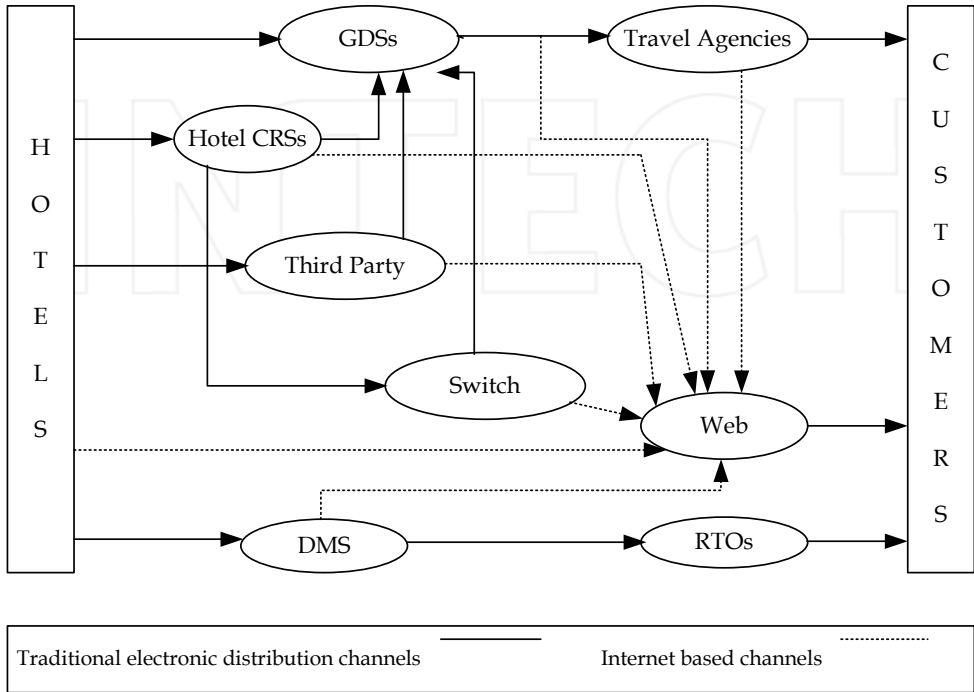
anywhere with a fast, reliable and routine system (Walker, 1996: 78). The increasing number of people travelling resulted in the institutionalization of small, independent hotels converted to multi-partner companies, working with franchise system, benefiting financial instruments such as leasing, management contracts etc. This was followed by flourishing international chain hotels operating in Europe and Asia. Multinational chain hotels in Europe and Asia were so successful that they entered the American market where a fierce competition existed (Go et al., 1990: 297).

Multinational hotel companies had also made important investments in the developing countries. For the developing countries, tourism was appreciated to be an important medium for increasing employment opportunities and reducing the foreign currency deficit. Consequently, they made some regulations to attract foreign investment. Incentives such as build-operate-transfer, privilege of the profit transfer, financial supports, support for financial projection, capital sharing, exemption of income taxes, investment credits and special exchange rates were offered by the developing countries for the potential investors (Poon, 1993: 37). Overdependence to multinational chain hotels in the developing countries was more intense when compared to developed countries. As a result, some hotel chains like Hilton Corporation and Holiday Inn, succeeding a certain level of standardization expanded their branches all over Europe and other countries targeting business travel and high income markets.

In the process of mass tourism development in Europe, economically developed Northern European countries are cited to be tourist-generator countries and less developed Southern countries on the coast of Mediterranean are destination countries. The tour operators in the leading countries in the European tourism industry, namely Germany, the UK and France, have invested in tourist attracting countries. The most influential are the hotel investments for the purpose of product standardization. In this vein, tour operators as the first liable body when any inconveniences occur, tried to eliminate possible problems that could be stemmed from the accommodation businesses. In fact, they maintained their audits via their representatives in the destination countries. In the course of time, however, they further undertook hotel ownership and used other methods to increase their role in the destinations.

Conclusively, the urban hotels mainly American roots serving to business travellers, and meeting organizations, the holiday camps and the resort hotels common to Mediterranean region specialized in leisure travellers. These were sold as a component of packaged tours. In the globalizing process, urban hotels were urged to diversify their markets and developed integration methods specific to destinations they are located in. For example, Hilton Hotels used franchise or management contracts in the markets they perceived to be economically risky while employing joint venture or direct investment in developed countries. Coastal hotels and holiday camps flourished with the mass tourism development on the continent. The leading conglomerates integrated with the accommodation businesses in popular mass tourism destinations in the Mediterranean region. Aimed at the growing low-income market for holidays, the holiday camps set new standards of comfort, offered 24-hour entertainment at an all-inclusive price, were efficient in operation and originally European (Holloway, 1998). According to Holloway the success of this of all-in entertainment concept was later to be copied by hotels, and the hotel with its leisure complex became a popular development even before the war in the USA. Club Med and

Robinson Club chains, which were pioneers and being operated in most of the Mediterranean destinations, are still owned by conglomerates. Although the integration methods used by the urban hotel benefited from holiday camps and coastal hotels, direct investment is much more common due to the policies of mass tourism players such as conglomerates and tour operators in Europe.



Source: O'Connor, 1999:110

Fig. 6. Distribution Channels for Accommodation Companies

3.4 Tour operators

Many of the current day trends in tourism can be dated to the post-war period –particularly the rise in demand for holidays. This period saw a growth in income, leisure time and opportunities for international travel (Page, 2003: 41). Mass tourism is basically developed in forms of package tours from developed western and northern European countries to the Mediterranean. Tour operators in developed countries prepared package tours by making contracts with hospitality principals and airline companies, and offered these tours to consumers in travel agencies via travel literature such as brochures, leaflets etc. As such, tour operators are an important component in the European mass tourism market.

In the course of time, tour operators needed to integrate/merge with airline companies and the hospitality units in destination countries in order to increase their control on their final

product, the packaged tour. Such a development boosted tourism investments in Europe and resulted in tour operators to become multinational companies. In order to diminish the risks taken, tour operators also took part in operating and managing coastal resorts and hotels in developing destination countries. However, it was not always possible to control the hospitality units unless an investment was made and the risk was taken. Besides, integrations methods such as franchising, management contracts etc. which eliminates the investment risks were limited for charter operations. Consequently tour operators were faced with heavy investment requirements and managerial costs when they aspired to control the airline companies or the seat capacity.

Heterogeneity of the tourism products poses difficulties in standardizing the experience. Since the package components are all in different places, standardizing the package tours as the final products of the tour operators is more difficult when compared to other industries. Package components that would be purchased from destination countries may not be at a desired standard due to economic, social and cultural characteristics of destination countries. Besides, fragility of tourism businesses under the threats of undesired actions such as terror, natural disasters and economic crises may require customers to be oriented towards other destinations. Considering such risks, tour operators prefer to integrate with the hospitality principals in destination countries in search for control. Moreover, the hospitality units in the destination countries, especially the resorts and camps in the Mediterranean coasts had limited financial resources to mitigate the under capacity and they represent a homogenous structure. As the controllers of European mass tourism, tour operators obtained other advantages apart from the product standardization as a result of homogenous structure of these hospitality units. Most important, they had the power to stimulate the demand. On the other hand, taking the golden age of mass tourism and demand from tourist generating countries (northern European) to destination countries (Mediterranean) into a consideration, figure 7 demonstrates the inclusive tour distribution network.

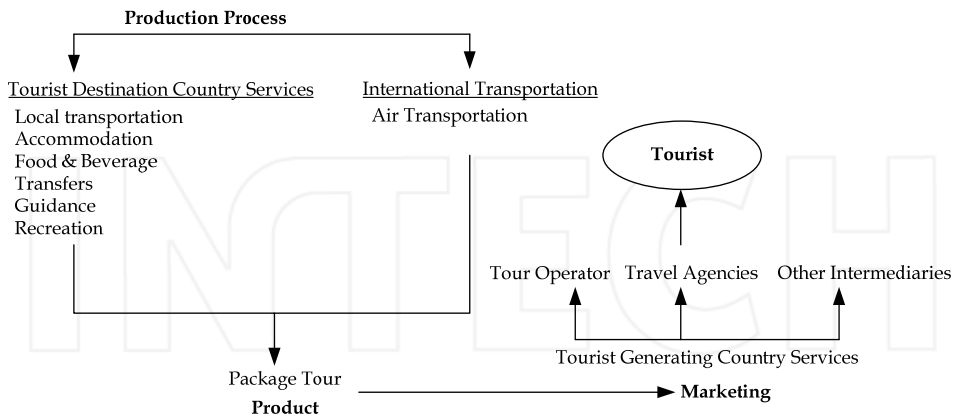


Fig. 7. Inclusive Tour Distribution Network

Security is a must for a healthier development of the tourism industry at a given destination. As such, any crisis in some destinations like Turkey, Egypt and the former Yugoslavia led dominant European tour operators to shift their reservations to other destinations. On the

other hand, large tour operators also tried to help these countries to overcome their crisis by sustaining their operations. For the purpose of eliminating the effects of both political and economical crisis, tour operators should consider some factors (Cavlek, 2002) such as:

- The type, size, estimated duration and the consequences of the crisis in destination countries.
- Their investments in those destinations.
- Government policies in the tourist generating countries about the destinations in crisis.

Tour operators also stimulate the tourism demand due to pricing policies in the destinations. However, it took tour operators more than half a century to become determinant actors in mass tourism, as they are backed by finance companies, banks and holdings. These financial institutes are multi-national and global firms launching in tourism by integrating tour operators, namely conglomerates.

The capitalist economic environment in the beginning of twentieth century in the USA and the UK provided many companies to institutionalize at an early stage. Such institutionalized and growing firms diversified their product range and reduced the associated risks by investing in diverse industrial sectors. Increasing competition and decreasing profits led these companies strive to enlarge the markets and benefit opportunities in other countries. In search for such strategies they formed conglomerates operating in multi-national markets.

Increasing importance of the conglomerates played a vital role in changing the investment structure and in the development of mass tourism. At present, the largest tourism companies are under the control or ownership of these conglomerates.

3.4.1 Vertical integrations

Vertical integrations have been applicable in the all levels of the tourism industry's production and distribution levels. Airlines, hotels, travel agencies and even food & beverage companies have integrated with the other suppliers with different purposes in the golden age of mass tourism. However, the majority of vertical integrations in tourism industry are in fact done by tour operators.

As the producers of the final product (inclusive tour), tour operators went to backward vertical integrations for controlling the product components, product standardization and to gain a competitive advantage. Tour operators also went to forward vertical integrations with travel agencies for marketing purposes and for controlling the market.

The vertical integrations in the European tourism industry are both the reason and the consequence of mass tourism. The reasons of why the vertical integrations increased the tourism demand are lowered costs and prices due to integrations (Yarcan, 1996:65). On the other hand, the urge for more vertical integrations is related with controlling the 'seat' and the 'bed' supply and gaining competitive advantages. Figure 8 depicts the structure of vertically integrated tour operators in the golden age of mass tourism.

3.4.2 Horizontal integrations

Tour operators integrated also horizontally especially for the scale economies. It is expected to increase the production and reduce the cost when the companies operating on the same levels of the production and distribution levels are horizontally integrated (Pender, 2000:233).

When they want to enter new markets, outgoing tour operators horizontally integrated with other outgoing tour operators which they already serve and had some market share in those markets. On the other hand, they sometimes horizontally integrated with incoming tour operators in order to control the operations in destination countries.

Today, horizontal integrations are more popular in tourism industry as in the other industries. The main reason of this is globalization and accordingly, the need for brand image. It is easy to observe that the tour operators serving in the golden age of mass tourism did not have such branding priority and they preferred vertical integrations more as multinational companies with different brands. However, horizontal integrations became very popular in the globalization process and some giant European tour operators have accelerated their branding efforts either by integrating with each other or bringing all the companies under the same brand. Europe's largest tour operator, Touristik Union International's (TUI) integrated structure is shown in Figure 9.

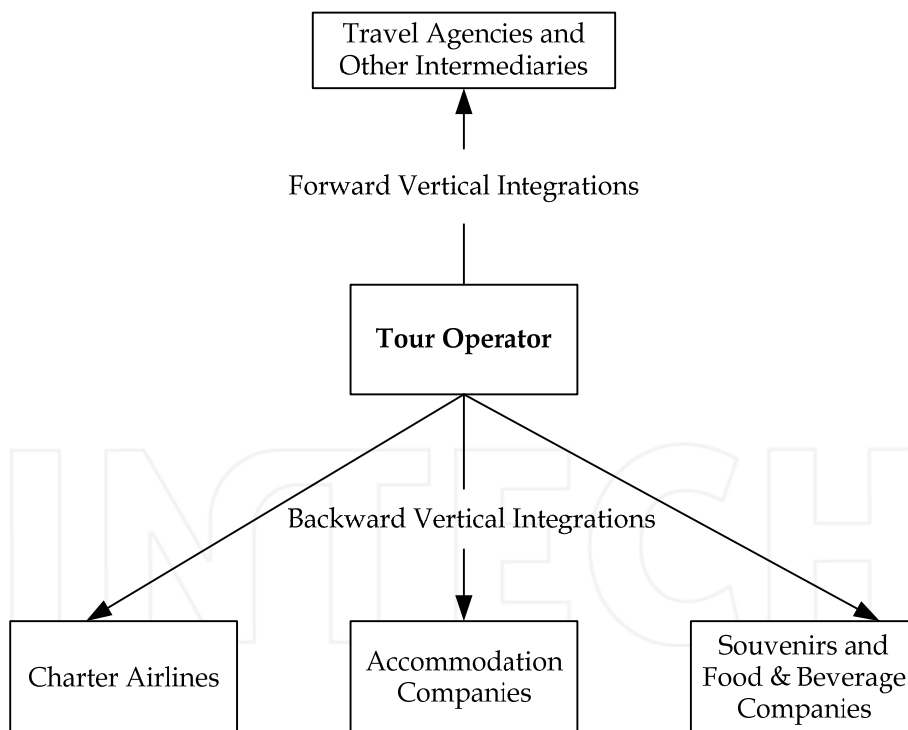
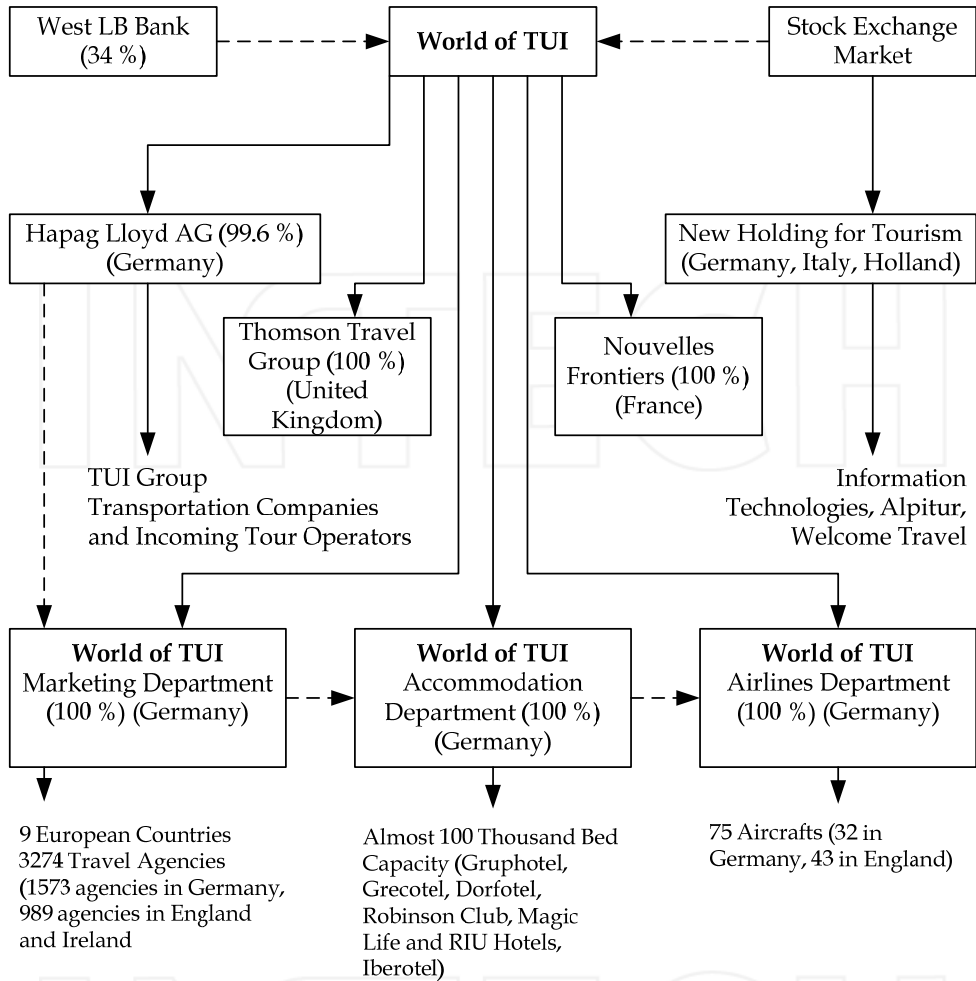


Fig. 8. Tour Operators' Vertically Integrated Structures in the Golden Age



Source: TUI Booklet, 2004

Fig. 9. Horizontally and Vertically Integrated Structure of World of TUI Tour Operator

4. Conclusions and reflections of mass consumption in tourism

Consumers are core to any economic activity, and tourism is not an exception to this. However, the post-war years are slightly different. The focus of business in 50s is the mass production, scale economies, standard products and low prices in the tourism industry as in the case of other industries (Poon, 1993:38). The idea of “selling as much as produced” was common among the businesses due to changes in demand. In short, mass tourism was sales-oriented rather than a consumer one. In other words, due to the large number of tourists demonstrating homogenous interests, the tourism product was provided under conditions

of mass production (Urry, 1990). A changing demand structure also influenced the development of mass tourism after the Second World War. Leisure needs of working classes also facilitated the development of mass tourism.

Although mass tourism was not customer oriented in the beginning, the tourists were the final consumers of the package tour. Supply was composed of accommodation establishments, tour operators and travel agencies. As a result of increasing production, the potential demand was converted to active demand. The trend was mass production, mass marketing and mass consumption. Consequently consumers drove similar cars, consumed similar food and travelled to similar destinations (Poon, 1993: 39).

On the basis of aforementioned reasons it cannot be concluded that mass tourism always expanded in the same direction and manner. Expectedly, wealthier people with higher educational levels were in a way above this trend. However, the masses found mass tourism reasonable due to its price levels.

The core of mass tourism in Europe is composed of cheaper package tours organized by tour operators and charter flights. Tour operators had representatives in destinations on the basis of research. This led tourists to feel secure while travelling. On the other hand, in the USA the determinants of mass tourism were airline oligopolies and hotel chains. While tours in Europe were towards coastal areas in the Mediterranean, package tours in the USA were basically focused on business travel and domestic travel. As a result, the transportation vehicles in the initial phase of mass tourism were charter flights in Europe, and coach companies or private automobiles in the USA. Even in 1987 three fourth of the transportation in the USA was on highways (Poon, 1993: 50). For these reasons, the role of American hotels was completely different than the hotels included in package tours in Europe. Consequently, motels, highway hotels and urban hotels developed in the USA, while resort hotels and holiday camps were flourishing in European destinations. The American chain hotels with standardized products spread out around the world.

Another factor that affects different developments in mass tourism in both continents is the paid (salaried) vacations. The average length of paid vacation is two weeks in the USA compared to four weeks in Europe. As a result, Europeans could elect more international travels. On the other hand, weekend vacations and short holidays are more common in the USA.

Although the development of mass tourism experienced different phases in both Europe and the USA, its global development can be examined in two parts. First is the holidays taken by low or middle income individuals. Their holidays are inclined towards sea, sun and sand. The organizers of the holidays are the conglomerates and the tour operators. In international transportation mostly charter airline companies under the control of conglomerates and tour operators are used. The travel related services are mostly held by incoming tour operators under the provision of conglomerates or tour operators or representatives working under the supervision of outgoing tour operators. Accommodation in these packaged tours is offered by homogenous hotels and resorts in the coastal areas offering entertaining and recreational activities. As can be seen, holiday tourism is directed towards low and middle income tourists having two to four week paid holidays. Vacations are realized in resorts or holiday camps closed to the outer environment and hence cheaper due to higher rate of participation.

The second structure in mass tourism is cultural tourism. The range of cultural tourism activities include the use of cultural heritage assets such as archaeological sites, museums, castles, palaces, historical buildings, famous buildings, ruins, art, sculpture, crafts, galleries, ethnic communities, religious buildings and other features that represent people and their cultures (Miller, 1997). In a broad sense, cultural tourism also includes activities with a cultural content as parts of trips and visits with a combination of pursuits (Medlik, 1996). The income level of cultural tourists is higher compared to vacationers. Essentially, cultural tours are organized by expert tour operators. Destination services are usually supplied by independent incoming tour operators and the guides employed by these tour operators. The cultural tourists stay in urban hotels. In this sense, a comparison of cultural tourism and holiday tourism under the umbrella of mass tourism is given in Table 1.

	Travel Purpose	Consumers	Organizers	Transportation	Destination Country Services	Accommodation
Holiday Tourism	Recreation, Amusement	Low and Middle Income	Conglomerates and Holiday Tour Operators	Charter Airlines	Integrated Incoming Tour Operators and/or Representatives	Holiday Villages and Resort Hotels
Circuit Tourism	Travelling, Sightseeing	Middle and Upper Income, Senior Citizen Groups	Specialist Tour Operators	Scheduled Airlines	Independent Incoming Tour Operators	City Hotels

(Sezgin, 2004:57)

Table 1. Holiday Tourism and Circuit Tourism Characteristics in Mass Tourism

Mass tourism developed differently in two continents but its managerial structure is fairly similar. Product standardization, branding and homogenous company structure is achieved in both continents. However, these are achieved by chain hotels in the USA and by the conglomerates and tour operators in Europe (Poon, 1993: 50). Whatever the direction of the development is, mass tourism allowed masses to enjoy vacations, entertainments and holidays. Although, Poon (1993) claimed that tourism has changed and converted into 'new tourism', and mass tourism has completed its golden age, it may be concluded that mass tourism is still popular and still the dominator of the industrial tourism as long as new markets emerge.

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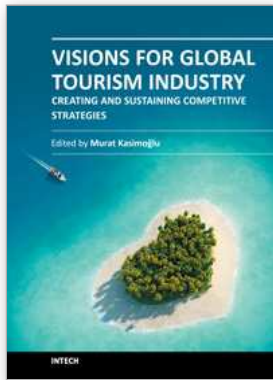
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We have been witnessing huge competition among the organisations in the business world. Companies, NGO's and governments are looking for innovative ways to compete in the global tourism market. In the classical literature of business the main purpose is to make a profit. However, if purpose only focus on the profit it will not be easy for them to achieve. Nowadays, it is more important for organisations to discover how to create a strong strategy in order to be more competitive in the marketplace. Increasingly, organisations have been using innovative approaches to strengthen their position. Innovative working enables organisations to make their position much more competitive and being much more value-orientated in the global tourism industry. In this book, we are pleased to present many papers from all over the world that discuss the impact of tourism business strategies from innovative perspectives. This book also will help practitioners and academicians to extend their vision in the light of scientific approaches.

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University Campus STeP Ri
Slavka Krautzeka 83/A
51000 Rijeka, Croatia
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Unit 405, Office Block, Hotel Equatorial Shanghai
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Phone: +86-21-62489820
Fax: +86-21-62489821