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Martin LOHMANN*, Henrike BEER
Institute for Tourism Research in Northern Europe, Kiel

Fundamentals of tourism: What makes a person a potential tourist and a region a potential tourism destination?

Abstract: The paper introduces a conceptual structural model to describe which central factors determine whether and where tourism takes place. It refers to five factors that are considered to be a prerequisite for tourism: assets, amenities (or facilities) and accessibility on the side of a potential destination, and ability and motivation to travel on the demand side. Empirical evidence is presented based on large sample population surveys in Germany of the strong influence of these five factors. Whether a person becomes a potential tourist or not depends strongly on ability and on the motivational intensity. In addition, the perception of assets, amenities, and accessibility (rated for 10 regions/countries) is essential for the selection of regions considered for the initial consideration set. Both findings support the structure and links used in the conceptual model. They thus emphasize the importance of these basic factors as fundamentals of tourism. The model is helpful in providing a basic understanding of the tourism system. Consequently, when whatever crisis may affect tourism in a source market or a destination, these basic factors should be considered.
Keywords: tourism demand factors, destination prerequisites, crisis assessment.
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Introduction

The term "Tourism" is used to describe behaviour on the one hand, and the offer enabling this behaviour or making it attractive on the other [UN 2010, pp. 9–10]. A travelling person, the tourist, and a region to which she or he travels to, the destination, are essential for tourism. There is no, and will be no tourism without one of the two factors. This paper is about these tourism prerequisites.

To have a closer look at the prerequisites for tourism may generally be considered a good idea. It seems especially important though, with the manifold factors

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* Corresponding author: m.lohmann@leuphana.de.

affecting tourism and leading quite often (at least possibly) to a temporary crisis or persistent challenge. Here, the question is whether and how these events will put an impact on tourism. Understanding the fundamentals of tourism might be helpful in assessing the impacts.

Think of unexpected incidents (such as terrorist attacks [e.g., September 11, 2001, in the U.S.], natural disasters [e.g., the tsunami in Thailand in 2004, the tsunami in Japan in 2011, or the volcanic eruption in Iceland in 2011] or sudden pandemic diseases [e.g., different types of 'flu during the first decade of the 21st century]) or – on the other hand – of more persisting threats, such as economic destabilization in a region or country (take Greece in the years 2009 to 2012 as an example) or climate change processes. As a cross-sectional industry, tourism is greatly influenced by internal and external drivers, which include economic, environmental, political, social and technological dimensions. These driving forces form a complex global tourism system within a dynamic framework. Therefore, global tourism must adopt a specific orientation to cope with crises and challenges effectively and responsibly.

In a recent study, von Bergner and Lohmann [2013] have researched the nature of challenges for global tourism. According to their approach, a challenge may derive from key drivers originating from outside of tourism (exogenous) and/or from within the industry (endogenous). Challenges may be caused by sudden single events or by developments over time that may arise slowly or quickly. How to cope with a crisis or a challenge depends on the way(s) the specific event or process affects tourism or a part of it [Ritchie et al. 2013], as an example of a crisis [oil spill], and Scott, Hall and Gössling [2012], as an example of a challenge [climate change]). We argue that whenever one tries to understand the impacts of such an event or process on tourism one should consider the basic factors, the fundamentals of tourism, and the links between the specific event and these basic factors.

As a basis for such an understanding this paper aims at (a) identifying the elements which are necessary for a person to become a potential traveller and a region to become a potential destination and their position and relationships in a proposed conceptual scheme [Lohmann 2009b] and (b) finding some empirical evidence with respect to these elements and supporting this model. The empirical evidence is based a large scale representative survey of the holiday travel behaviour of Germans and their tourism related attitudes, motivations and interests, the so-called Reiseanalyse [Schrader & Sonntag 2013].

1. Tourism basics

A travelling person, the tourist, and a region to which she or he travels to, the destination, are essential for tourism. Other aspects, although they might be impor-

tant, are secondary. This assumption is in line with a great deal of tourism literature [Burkart & Medlik 1981, p. 42] and with the basic definitions provided in the "International Recommendations for Tourism Statistics" [UN 2010]:

> "Travel refers to the activity of travellers. A traveller is someone who moves between different geographic locations for any purpose and any duration" (p. 9).
> „A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips. Tourism refers to the activity of visitors" (p. 10).

Both definitions refer to the travelling person and the place visited as the basic elements of tourism.

Quite often, however, these basic essentials are not actively presented or discussed. In some papers the importance of the person travelling and the destination is simply stated as a starting point for the argumentation [Seddighi & Theocharous 2002] or clandestinely pop up in conceptual graphs and figures [Pearce 2005, p. 17]. Our approach is to focus on these aspects actively:

– What are the necessary requirements for a normal person to become a potential holiday tourist?
– What are the necessary requirements for a normal region to become a potential destination for holiday tourism?

To this end we make use of a conceptual structural model to describe which central factors determine whether and where tourism takes place (Figure 1; for preliminary versions [Lohmann et al. 1998; Lohmann 2009b]). In defining what leads to potential demand and a potential offer in tourism, it refers to the five factors being a prerequisites for tourism: (1) ability and (2) motivation to travel on the demand side and (3) assets, (4) amenities (or facilities) and (5) accessibility on the side of the region to become a potential destination.

Assets refer to physical features, [the beauty of mountains), but may also be used in connection with some kind of event. Amenities are those essential services that tourists need such as accommodation, food and local transport. Finally, accessibility refers to the means of transportation to the destination as well as the psychological distance ('to be reached easily') and the possibility of booking a trip to that specific destination (distribution channels). The assumption is that a region becomes a potentially successful tourist destination (in the sense that it is able to attract a large number of tourists) only if the region is perceived by potential tourists as having all these three characteristics.

Conversely, a person becomes a potential tourist only if she/he is able to travel (usually a question of time, money and health) and has the motivation to do so.
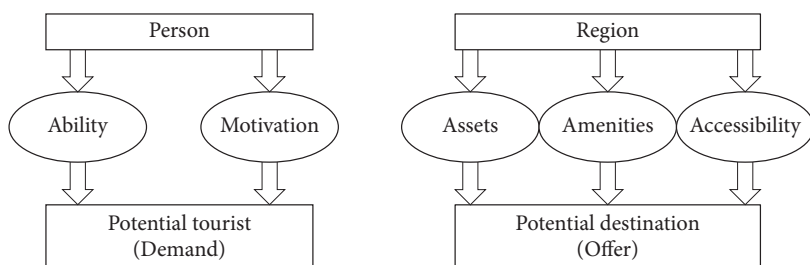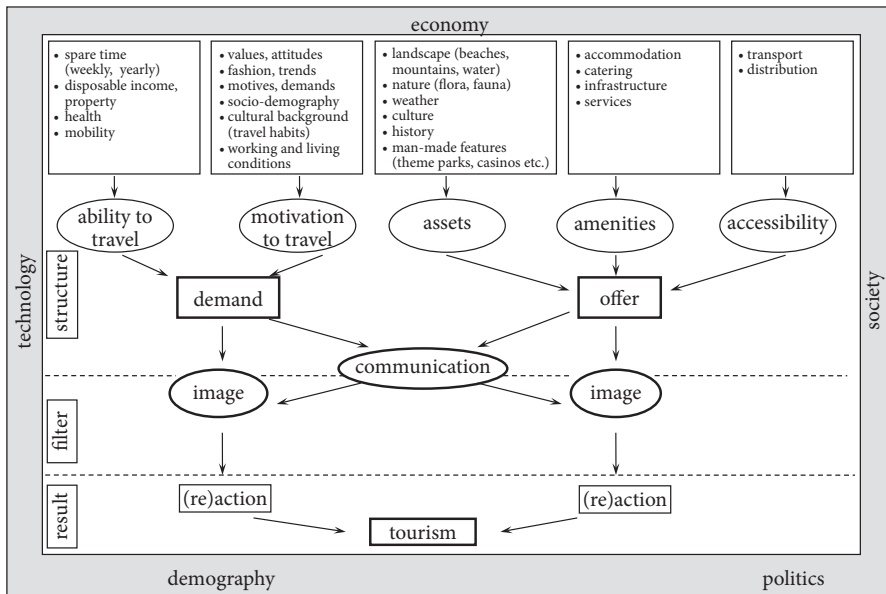
Figure 1. Tourism prerequisites

Both, ability and motivation, are fundamental for the readiness to participate in holiday travel. They are not only necessary predispositions for a person to become a potential holiday traveller but they also play an important role in determining the choice of a destination, the kind of activities during the vacation, etc.

The five factors have been identified and discussed in the literature [Burkart & Medlik 1974/1981, pp. 45–47; Holloway 1994, pp. 6–9], with respect to the destination factors [Thibault 1984, pp. 37–51], on the ability in terms of time and money as a base for leisure behaviour [Hudson 1999, p. 7; Pearce 2005, p. 51] on motivation). It is quite common to name these aspects (assets) together with their specific shape (what is it that makes destination x attractive?) when it comes to analyzing the travellers' choice process and its determinants [Seddighi & Theocharous 2002].

In Figure 2 a model is proposed, using the same concepts whilst integrating them in a broader context and framework. The model can be looked at as a "conceptual scheme" in the sense described by Pearce [2005, pp. 12–15]: It goes beyond mere statements of the observed world but it is not, however, a fully functioning theory. It may prove helpful to organize scientific information and to allocate different phenomena in tourism. The model has already been used for determining possible impacts of external factors to tourism [Lohmann 2001a] and challenges in destination management [Lohmann 2009a].

The model in Figure 2 gives (in the upper line) examples of what may lead to ability or motivation with a person or constitute assets, amenities or accessibility for a region. In addition, it provides other factors and interactive processes [communication] responsible for bringing a potential tourist and a potential destination together, resulting in factual tourism. It is here through communication that far away events can play a role and lead to a crisis in tourism. In many cases, it is the image of a region, i.e. the perception by the potential consumer that impacts a tourist's decision whether and where to travel [Hudson 1999, p. 15], providing input for the destination choice process. On this basis a potential tourist is able to assign a region from of his awareness set to his consideration set or excluded set [Um & Crompton 1999, p. 85]. The whole system is embedded in a wider general framework which includes society, economy, nature, politics, technological development etc.

Figure 2. Conceptual scheme: tourism basics – framework and prerequisites

Undoubtedly, the model and its structure appear at least plausible. Nevertheless, given its fundamental importance, we tried to submit the five prime factors to an empirical investigation, taking the situation in Germany as an example. The aim was to check the "behavioural relevance" of these factors. Starting with the demand side, we used the data of a regular national survey on the holiday travel behaviour of Germans to define two extreme groups of consumers with very high and very low motivation and ability respectively, and took a closer look at their holiday travel intentions for the near future. So the research question here is: Do "ability" and "motivation" have a clear impact on becoming a potential tourist? Is, in a group of respondents where one of these factors is not present or on a very low level, the share of potential tourists significantly smaller compared to a group of respondents where both factors are at a high level?

In a second step, we addressed the three factors said to be important for a region to become a potential tourist destination. Again we made use of a consumer survey in Germany. The research question was, whether regions which are perceived as attractive (assets) *plus* as offering appropriate facilities (amenities) *plus* as easy accessibility (accessibility) are considered more often as a potential destination than regions, where one of these factors is not present, at least not in the consumers' perception.

2. Demand basics – empirical investigation

The model identifies "ability" and "motivation" as basic factors which have to be present, otherwise there would be no potential tourists and hence no tourism. Motivation is an "initial point in studying tourist behaviour and beyond that for understanding systems of tourism [Pearce 2005, p. 51]. Psychologists have developed a rather fine-tuned vocabulary and a variety of concepts to describe and analyze the different aspects and facets of motivation, its intensity, reasons and directions, and its relation to action [Brehm & Self 1989]. Motivation for tourist behaviour is a multi-layered process with a hierarchical and sequential order. In this model, however, "motivation" refers only to the basic and general willingness to engage oneself in travel activities. We do not ask why, we are not interested in directions, we simply take into account if there is any motivation or not, or more precisely the intensity of this willingness to travel.

Contrary to the issue of motivation, there is no vast theoretical framework concerning the concept of ability. Tourism literature often refers to "constraints" instead of ability, thus highlighting the other side of the coin. The topics, however, are the same: time, health, money, and a political framework allowing private mobility [Lew, Hall & Timothy 2008, p. 34]. Swarbrooke & Horner [2007, p. 63] describe the same aspects as "circumstances". Income is probably the most prominent factor affecting the ability to travel and one assumes, that the decision to travel or not to travel is strongly related to this factor [Nicolau & Más 2005, p. 51].

The model requires both, ability and motivation. Of course, a certain weakness in one aspect (ability, e.g. limited funds) can be balanced by a higher motivational intensity. But if one of the factors is not present at all, we expect the person not to be a potential tourist. In reality it would be very difficult to find a person with zero ability and/or zero motivation to travel. Therefore, for empirical testing we try to identify groups of people on both ends of the scale, i.e. respondents with a very low ability and/or motivational intensity will be compared to those with no constraints and a lot of motivational power.

For empirical testing, we use the data of a German survey, the so-called Reiseanalyse RA (travel analysis). This yearly survey is designed to monitor the holiday travel behaviour and travel-related opinions and attitudes of Germans and has been carried out annually since 1970, using the same method and a comparable set of questions in the questionnaire [Schrader & Sonntag 2013; Lohmann 2001b]. The survey is organised by the FUR, Forschungsgemeinschaft Urlaub und Reisen e.V., Kiel, an independent non-profit organisation of domestic and international users of tourism research in Germany (www.reiseanalyse.de). Data is based on face-to-face interviews with a representative sample (German-speaking population aged 14 years and above, living in private households in Germany) of more than 7,500 respondents, the interviews being carried out in January 2013. The sample

is randomly selected in several steps. In addition to the face-to-face interviews, in November 2012 a representative sample of n= 2,500 was interviewed in an online-survey (here referred to as "RA*online* 11/2012").

The central factors influencing possible demand (independent variables) have been defined within the framework of the Reiseanalyse 2013 as follows:
– High ability = respondents (rs) with a monthly household net income of 5000 Euro or more
– Low ability = rs with a monthly household net income up to 1000 Euro
– High motivation = rs interested in visiting more than 10 foreign destinations
– Low motivation = rs not interested in visiting any foreign destinations.

With the help of these variables we analyze two groups, one which has both high ability and high motivation to travel and another, where at least one of these variables is lacking.

The status of a potential tourist has been defined by the expressed holiday travel intentions in January 2013 for the rest of the year. Those definitely planning a trip are considered to be a potential traveller (dependent variable).

Results are displayed in Table 1. The share of potential travellers with a definite travel intention for 2013 is significantly larger in the high ability + high motivation group compared with the group of rs with low or no motivation or ability.

Table 1. Holiday travel intentions and ability (income) and motivation (destination interest) to travel

	Total pop. (Germans 14 years+)	rs stating	
		high ability[a] + high motivation[c]	low ability[b] and/or low motivation[d]
n =	7815	102	97
Holiday travel intention[e] n (%)	4260 (54.9%)	79 (77.8%)	14 (14.0%)
		chi^2 =30,53; df = 1; p = <0,001	

rs = respondents
[a] High ability = rs with a monthly household net income of 5000 Euro or more.
[b] Low ability = rs with a monthly household net income up to 1,000 Euro.
[c] High motivation = rs interested in visiting more than 10 foreign destinations.
[d] Low motivation = rs not interested in visiting any foreign destinations.
[e] Holiday travel intention = rs definitely planning a holiday trip in 2013.

Database: [FUR 2013: RA 2013].

We find the same picture in the currently available data set of the RA *online* 11/2012, a survey carried out in November 2012 which included questions related to expectations about the personal situation and holiday travel plans for the coming

year. In this case the sample is smaller, but the possibilities to define groups rather close to the conceptual scheme in the model are better due to different questions (referring directly to time and money as ability factors) in the survey. On the basis of this dataset we define:

– Ability = rs expecting to have sufficient financial means and time to travel next year
– No Ability = rs expecting to have either no sufficient financial means or no time (or both) to travel next year
– Motivation = rs already in November joyfully anticipating next year's holiday trip
– No Motivation = rs in November not no pleasure in anticipating next year's holiday trip.

With the help of these variables we again analyze two groups, one of which has both the ability and the motivation to travel and another, where at least one of these variables is lacking. The status of a potential tourist here has been defined by the expressed holiday travel intentions in November 2012 for the coming year. Again, the results in Table 2 show that the share of potential tourists is significantly and much larger in the ability + motivation group (98% vs. 50%). However, the share of 50% potential tourists in the no-ability or no-motivation group is still quite high. This may indicate that the post-hoc operationalization of this group out of the data of this survey has its limits, especially with regard to motivation.

Table 2. Potential tourist share and ability and motivation to travel

Number of cases/%	Total pop. (German speaking, 14–70 years)	rs stating	
		ability[a] + motivation[c] to travel	no ability[b] and/or no motivation[d] to travel
n =	2514	909	214
Potential Tourists[e] n (%)	2062 (82,0%)	891 (98.0%)	107 (50.0%)
		$\text{chi}^2 = 28{,}58$; df = 1; p = <0,001	

rs = respondents.
  [a] Ability = respondents (rs) expecting to have sufficient financial means and time to travel next year.
  [b] No ability = rs expecting to have either no sufficient financial means or no time (or both) to travel next year.
  [c] Motivation = rs already in November joyfully anticipating next year's holiday trip.
  [d] No motivation = rs in November not joyfully anticipating next year's holiday trip.
  [e] Potential tourists = rs expecting to go on at least one holiday trip in the next year and already have a definitive idea either about the destination or about the organisation of the trip.

Database: [FUR 2013: RA 2013 – RA online 11/2012].

Further analysis of this data is still ahead, looking e.g. for the effects of different combinations of ability and motivation, for different ways to operationalize the two

concepts within the framework of a survey and the questionnaire, and for related factors which may be responsible for a low/high ability and motivation. So far we can note that the data strongly support the relations assumed in the model.

Of course, this empirical approach has its limits and raises a lot of points for discussion. Just to name some of them:

– We are not able to identify absolute non-motivation or non-ability respondents in the sample (which in theoretical terms would be crucial).
– The operationalisation for ability and motivation is rather narrow and does not provide a complete picture, e.g. regarding ability we did not look at the aspects of health
– Social influences may modify decisions and thus the status of a potential traveller [low motivation of an individual may be compensated by a high motivation from his spouse).

Nevertheless, we can already state that being a potential holiday traveller strongly depends on the factors of ability and motivational intensity. This supports the conceptual scheme of the tourism basics. We leave the open questions and discussion points for further research.

3. Destination basics – empirical investigation

The model (Figure 2) states, that the "prime factors" constituting "the tourist qualities of a destination" [Burkart & Medlik 1974, p. 46] assets, amenities, and accessibility (the three "a") are necessary, indispensable prerequisites for a region to become a potential tourism destination. Looking at the fundamental character of this assumption an empirical investigation should be the 'natural' next step to take. Our research question here is, whether the selection of regions admitted to the initial consideration set [Um & Crompton 1999, p. 85] of a potential tourist depends on the perceived realisation of the three "a" in a given country or region.

In a representative survey of the German population respondents were asked in face-to-face interviews to assess ten countries/regions with respect to the total assets (labelled as attractiveness – "attracts me as a destination for holidays"), the amenities ("offers facilities for tourists which I like when on holiday"), and accessibility ("is accessible without problems for me"). Respondents could also state, that none of these factors are appropriate for a given country or that they simply have no idea about this region. The list of countries represents a rather broad variety of destinations in order to stimulate different ratings: Austria, Belgium, Hawaii, Mallorca, Poland, Schleswig-Holstein (one of the German federal states 'Länder' in the north), Sweden, South Africa, South Korea, and Thuringia (another German federal state, in central Germany). The assessments were taken as independent variables.

Furthermore a as dependent variable, the respondents stated, in which of these countries they spent a holiday within the last five years (= behavioural relevance) or want to do so in the coming five years (consideration set). The survey has been carried out with a representative sample of n = 1.000 Germans aged 14 years or older, living in private households, in January 2000. Some of the results have been reported earlier [Lohmann 2009b].

In line with the literature and the model the expectation is that if these three aspects / features of a region are really important, people should prefer those destinations which they consider attractive, with appropriate facilities, and accessible to those which do not fulfil these requirements. Furthermore all three features must come together, if a single one lacks, the destination will have a significantly lower probability of being part of the consideration set. Thus, for a given country we will compare two groups: (1) rating the destination "a+a+a" and (2) rating the country a "one or two a" destination. We expect group (1) to have a higher preference for the destination than group (2). We do not research here what it is that makes a region attractive, what the right amenities are and what really constitutes accessibility. We simply concentrate on the perceived realisation of these factors.

The data allows a ranking of destinations with respect to the three prime factors (Sweden is more attractive than Hawaii; Austria ranks best in amenities; Belgium is more easily accessible than South Africa) and derived calculations. It also turned

Table 3. Perceived features of a region and behavioral relevance and consideration set – the case of Majorca (Mallorca)

in %	Total pop. (Germans 14 years+) (n = 1000)	rs rating Majorca	
		a+a+a[a] (n = 120)	one or two "a"[b] (n = 529)
Have been there within the last five years	19,0	37,3	25,6
		chi^2 = 7,004; df = 1; p = 0,00	
Will most probably go there within the next five years	13,0	29,4	17,2
		chi^2 = 8,95; df = 1; p = 0,00	

rs = respondents.

[a] Majorca perceived as attractive, as offering appropriate facilities, and as easily accessible.

[b] Majorca perceived as having max. two out of the three features.

Database: representative survey in Germany, n = 1000.

Source: [Lohmann 2009b].

out that with regard to some countries (South Korea, Belgium) many Germans simply do not have any idea whether these basic factors apply or not.

With respect to the actual research question we have analysed the data for Austria, Majorca and Schleswig-Holstein. As the results for all of these three countries showed the same pattern, we take Majorca as a pars-pro-toto example (tab. 3). Respondents who put Majorca into the "a+a+a"-category are more interested in spending a holiday there (and in fact have done so more often within the last years) than those who rate the same country a one or two "a" destination (let alone those, who see none of the three prime factors realised in this country). In addition, but not visible in the table: for respondents rating Majorca "a+a+a" the island is the most preferred destination out of the ten presented. And: respondents rating Majorca as a "no a" destination do not want to spend a holiday there at all.

Given the great number of possible holiday destinations (many of our respondents identified more than one destination as offering a+a+a) it is reasonable to assume that even a country offering all three features will not "automatically" be visited by all those seeing the prerequisites realised. In addition, other aspects of other destinations (prices) or personal motivation (curiosity to explore something new) may influence the consideration set at different stages and the factual destination choice.

As with the demand side empirical approach, a lot of work for an in-depth analysis lies also ahead here, too. But we can clearly see that the three "prime factors" constituting "the tourist qualities of a destination" do significantly influence destination choice preferences. In tourism these prime factors are of utmost relevance, but quite often their role is underestimated or completely overlooked.

Discussion

A travelling *person*, the tourist, and a *region* to which she or he travels to, the destination, are essential for tourism. This paper tried to identify the factors necessary, the prerequisites, for a person to become a potential traveller and for a region to become a potential tourist destination. A conceptual model was proposed, focusing on two factors (ability and motivation) for the demand side and three factors (assets, amenities, and accessibility) for the region (tourism offer).

We have presented some empirical evidence based on large sample population surveys in Germany for the strong influence of these five factors. According to the data, whether a person becomes a potential tourist or not, strongly depends on time and money ("ability") and on motivational intensity ("motivation"). Both factors must be present; otherwise it is quite unlikely that a person turns into a potential tourist. On the other hand, whether a region is considered a potential destination for tourism depends on the perception of assets (attractiveness), amenities, and ac-

cessibility. Both findings support the concepts and structure used in the conceptual model. They thus emphasize the importance of these basic factors as fundamentals of tourism.

The model in turn is helpful in providing a basic understanding of the tourism system. In respect of the variety of possible internal and external drivers of global tourism, obviously, the consideration of the basic factors depicted in the conceptual model is important. It helps to sort things and aspects, and it comes it is very useful for impact analysis [Lohmann 2001a].

Why did international tourism in the world did not collapse totally after the events of 9/11 in 2001? Because the effects of the shocking terror attacks in the USA barely impacted the basic requirements for tourism on the demand side (ability and general motivation) for most of the international source markets. Of course, people around the world were very concerned and shocked, but it did not affect their private income, their health and their interest to spend a good time in the sunshine. On the other hand, the three basic factors for regions remained the same, except for some destinations in the USA for a limited time span in autumn 2001.

Thus, when facing sudden events like political crises or natural disasters or long-term developments like an ageing society or climate change, the conceptual model points out where to look for possible impacts. Just a few examples:
–   The algae plaque in the Adriatic Sea in 1989 [Dall'Aglio & Gasperoni 1991] has been quite a challenge for tourism on the north eastern shores of Italy. It hit tourism by affecting one of the basic *assets* of a seaside destination, the quality of the water and the beach. Holiday tourism demand in general in important source markets like Germany has not been affected, but the impact could be measured in the region affected (reduced number of tourists and over-nights). In line with the conceptual model, communication played an important role, as potential tourists learned about the algae plaque through the media and considered this information in their decision process [Danielsson 1996].
–   In 2004 a tsunami in Indonesia and Thailand destroyed most of the touristic infrastructure of the western coastline and bordering regions. In this case, for the regions affected all of a sudden the basic destination factors, mainly *amenities*, were no longer present. Consequently, the number of arrivals and overnights in the area decreased instantly [UN-Thailand 2006, p. 18]. General holiday demand in the source markets remained unaffected. As soon as the three "a's" were back again, tourism in Thailand made a restart.
–   The financial or economic crisis in the world and in Europe at the end of the last decade in 2008/2009 had the power to influence one of the basic requirements on the demand side: the *ability* to travel. In Germany, this crisis was at first felt by rather wealthy people. Their ability to travel was not really affected, thus, and total demand did not go down to a huge extent. Nevertheless, the reduced ability was visible in the time series data of German holiday behaviour: The demand for

less expensive holidays and domestic or nearby destinations increased; average holiday travel expenditure per trip/person went down from Euro 834 in 2008 to Euro 820 in 2009 [Sonntag & Aderhold 2010, pp. 5–6].

– International tourism to Egypt declined following the "Arab spring" and the years of unrest and instability since them. One reason here may be reduced *availability*: air carrier and tour operators cut capacities, cruise line operators avoided ports of call in Egypt preceding a possible decline in demand. In addition, *communication* processes has lead nowadays to an image as an insecure destination with potential customers. Thus, tourism in the whole country declined [Nassar 2012, p. 172]. Referring to our conceptual model, one may argue that, given the assets of Egypt as a destination and the up-to-date amenities in parts of the country, tourism will make a quick recovery once the accessibility issue has been solved and the communication of security problems has stopped.

These few examples have shown the usefulness and the usability of the conceptual model as presented in Figure 2 as a tool for a first assessment of possible impacts in a crisis or with respect to a long-term development. Along with that it may be used as a guideline for further research in a given context of a specific event.

With the knowledge of the basic framework and prerequisites the impact of up-coming known challenges can be estimated by e.g. a destination in advance. The identification of the essential factors of the tourism product and the awareness of possible threats may be a main competitive advantage in tourism as strategies to cope with major consequences can be prepared.

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