

**Master Arts Management
AA 15/16**

TOURIST BEHAVIOUR AND TOURISM DEMAND

Roma, 08/11/2016
Master Arts Management AA15/16
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Agenda, 8th November 2016

9:15 – 11:00	Introduction to tourism (history & contemporary tourism)
11:15 – 13:00	Drivers of tourism demand The changing tourism demand
13:30 – 14:45	Key issues of contemporary tourism
15:00 – 16:15	Tourism & culture Experiential tourism



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Why tourism?

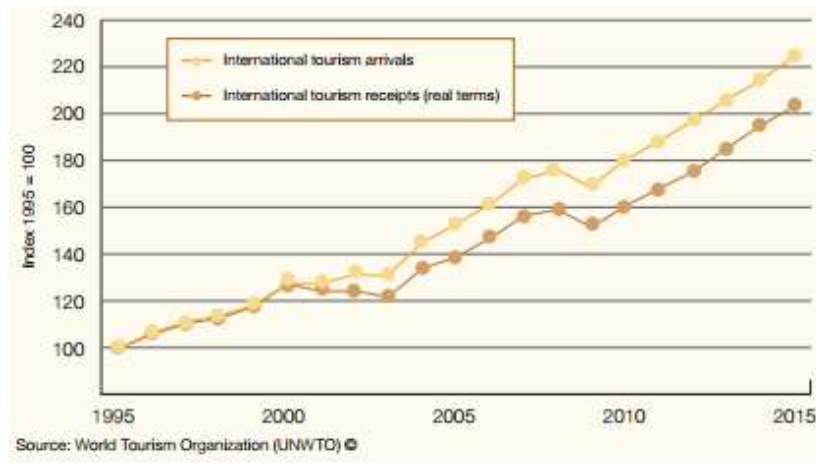
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International tourism arrivals and receipts, 1995-2015



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The tourism phenomenon

- Continuous expansion of tourism to become **one of the largest and fastest-growing economic sectors in the world**
- International tourism now represents **7% of the world's exports in goods and services**
- According to UNWTO's long-term forecast, it is expected that international tourist arrivals worldwide will **increase by 3.3% a year** between 2010 and 2030 to reach 1.8 billion by 2030



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Top expending nations

Rank		International Tourism Expenditure (US\$ billion)		Local currencies change (%)		Market share (%)	Population (million)	Expenditure per capita (US\$)
		2013	2014*	13/12	14*/13	2014*	2014	2014*
1	China	128.6	164.9	23.8	27.1	13.2	1,368	121
2	United States	104.1	110.8	3.8	6.4	8.9	319	347
3	Germany	91.4	92.2	5.7	0.9	7.4	81	1,137
4	United Kingdom	52.7	57.6	3.5	3.8	4.6	65	893
5	Russian Federation	53.5	50.4	28.9	13.7	4.0	144	351
6	France	42.9	47.8	3.9	11.3	3.8	64	747
7	Canada	35.2	33.8	3.2	3.3	2.7	35	951
8	Italy	27.0	28.8	-1.0	6.9	2.3	60	481
9	Australia	28.6	26.3	9.4	-1.7	2.1	24	1,114
10	Brazil	25.0	25.6	24.1	11.7	2.1	203	126

Source: World Tourism Organization (UNWTO) ©

(Data as collected by UNWTO May 2015)

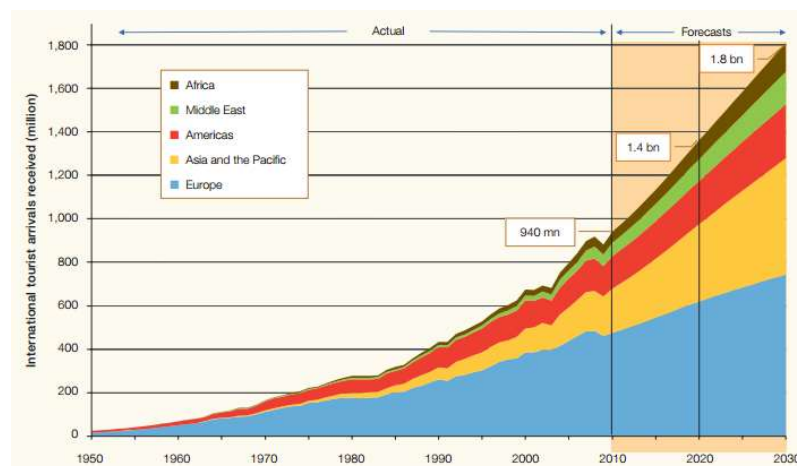
- **China, US and UK** led outbound tourism from their respective regions in 2015, fuelled by strong currencies and economies
- Demand from other major markets was more subdued, partly due to weaker currencies



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Long term forecast



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BRIEF HISTORY OF TOURISM



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Ancient European tourism

- **Ancient Greek**
 - Visiting religious festivals and consulting oracles
 - Olympic Games (776 b.C.)
- **Romans**
 - Tourism for pleasure
 - Created purpose-built resorts, at the coast and inland
 - Developed spas in Italy and Roman provinces



Stabia
San Marco's Villa



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Middle Ages - Pilgrimages

- **Pilgrimages**

- By 1300 some 300,000 people visited Rome that year alone
- Other destinations included Jerusalem and Santiago de Compostela
- Development of dedicated infrastructure of accommodation, eating places and even guide books



17°- 18° century – The Grand Tour

- **Educational Tourism**

- Largely the preserve of the wealthy and well-educated
- Northern Europeans travelling to Southern Europe
- Italy as a favorite destination in the «Grand Tour»
- Around 20,000 young English people alone could be on the continent at any one time



Goethe's portrait, Grand Tour in Italy (1786-1788)

18^o century – Rediscovery of spas

- Rediscovery of **spas**, which had been so popular with the Romans
- Bath in England and many others in France, Germany and Italy
- Many of those were old Roman resorts
- They became major centres of fashion, social activities and gambling



Bath (left)
Baden-Baden (below)



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19^o century – Seaside resorts

- As a continuation of spas, to improve health rather than for pleasure (e.g. Scarborough in UK)
- Introduction of railways allowed the development of regional markets
 - Blackpool catered for Lancashire
 - Scarborough for Yorkshire
 - Margate and Brighton for London



Scarborough, UK



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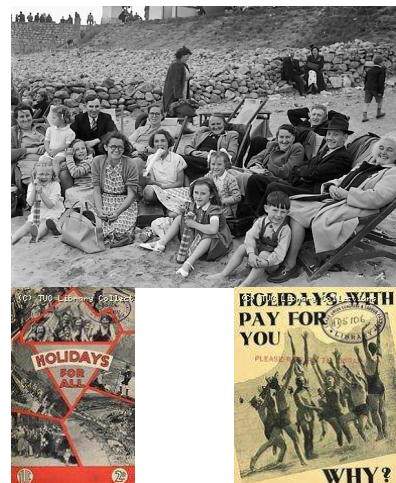
...and (late 19th century) sun-seeking

- Nice and Biarritz frequented by royalty from other European countries
- Thomas Cook starts its tour operating activity
 - In 1841 local rail excursion to Leicestershire
 - Later on in Italy
 - By the end of the century, to Egypt



In the 1930s – Leisure time increase

- Increase in leisure time
- Result of legislation on the length of the working week in many European countries
- E.g. Holiday with Pay Act of 1938 in UK
- Introduction of «social tourism»



In the 1950-60s – Mass tourism

- Annual migrations to the Mediterranean, notably Spain and Italy
- Introduction of the jet engine
- Growth of package travel
- Governments promoting social tourism
 - France
 - Germany
 - Scandinavia

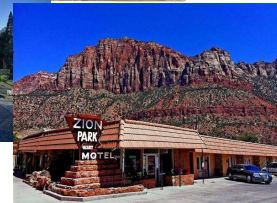
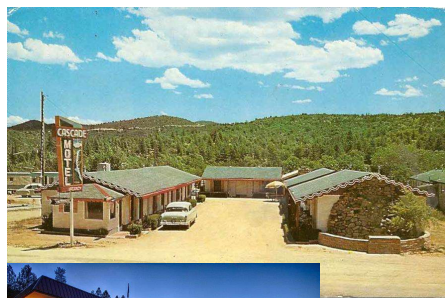


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While in North America....

- In the 20s car ownership stimulated:
 - the creation of roadside motels (such concept developed in Europe only in the 1980s)
 - the visit to remote national parks, which remained a feature of US tourism



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...and more recently...

- Development of a number of new visitor attractions:

- **Theme parks** (starting with Disneyland in California which marked its 60th anniversary in 2015)
- **Leisure shopping**
- **Open air museum**, with live interpretation (e.g. Old Sturbridge Village)
- **Waterfront redevelopment** projects (e.g. Baltimore, Boston, San Francisco)



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TOURISM SEGMENTS (by key motivations)



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Types of tourism

- Visiting friends and relatives (VFR)
- Business tourism
- Religious tourism
- Health tourism
- Social tourism
- Educational tourism
- Cultural tourism
- Scenic tourism
- Hedonistic tourism
- Activity tourism
- Special interest tourism
-



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Visiting friends and relatives (VFR)

- Stimulated by:
 - Increased leisure time
 - Improved transport systems
 - Better housing so that people can accommodate their friends and relatives more comfortably in their own houses
- Has received new impetus from the growth of economic migration in recent years
- It brings **little benefit for accommodation suppliers** but can bring considerable new business for transport operators and travel agents



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Business tourism

- One of the oldest forms of tourism
 - Visits to potential customers by «sales people»
 - Transportation of goods to the customer (e.g. the «Silk Route» which brought silk from China to Europe through Samarkand, Constantinople and Venice)
 - Participation to trade fairs
- It boomed after the World War II, as a consequence of improvements in transport technologies, rise of global economies, growth of supra-national trading blocks (e.g. EU)
- Development of new forms of business tourism (**conferences, incentive travels, training courses**, etc.)
- **Strong link with leisure tourism**, because the business tourist:
 - Becomes a leisure tourist when the working day is over
 - Is often accompanied by a partner who is a full-time business tourist
 - Can be a particularly high-spending segment if travels at someone else's expense



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Religious tourism

- Visiting places of religious significance like shrines or attending religious events
- It does not only encompasses Christian pilgrimages in Europe
 - Devotion motivated trips by ancient people including **Egyptians, Greeks and Jews**
 - Travel for religious reasons existed in India and Asia (e.g. **Zoroastrians**)
 - The **Islamic pilgrimage** to Mecca is still perhaps the greatest single tourist flow in the world
 - **Christian** religious tourism peaked in the Middle Ages and later declined
- For one segment there is a strong link between religious and health tourism (e.g. visits to Lourdes)
- Religious sites and routes have also become entertainment for cultural tourists



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Health tourism

- Pioneered by the Romans (spas)
- At first it was simply about exploiting natural phenomena such as mineral springs and sea water for their medicinal benefits
- Later the resorts became centres of fashion and social activity
- It **grew in the 17° and 18° century** as a response to the unsanitary conditions of towns and cities, with climate playing a major role
- Although many of traditional spas went to decline, others (and new ones) have **rejuvenating** proposing new products:
 - Combination of leisure facilities and entertainment (e.g. Auvergne region in France)
 - Rediscovery of sea-water bathing (thalassotherapy)
 - Health farms in Europe and USA where tourist make a short break to lose weight and improve their fitness
 - People travelling abroad for medical treatments



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Social tourism

- In a number of countries tourism and holiday-taking is encompassed within the realms of welfare policy
- Holidays area subsidized in some way, by governments, trade unions or NGOs
- E.g. Germany, Spain and France
 - «**Chèques-Vacances**» which can be exchanged for tourism services
 - Social tourism holiday villages and centres, operated by non-profit organizations
- It includes also «**accessible tourism**», with regard to:
 - Tourists with disabilities
 - Single-parent families who are unable to take advantage of the usual «family offers»
- Issue of including in the mainstream tourism people from ethnic minority communities



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Educational tourism

- A long history (members of Greek and Romans elites, «Grand Tour»)
 - In recent years two streams are particularly relevant:
 1. **Student exchange** (e.g. ERASMUS programme in the EU)
 2. **Special Interest Holidays**, where people travel to learn something new
 - ✓ Painting holidays
 - ✓ Cookery classes
 - ✓ Gardening-themed cruises
 - ✓ Language classes
- Particularly strong among early retired people



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Cultural tourism

- Linked to previous typologies but broader in scope
- Desire to experience other cultures and view the artifacts of previous cultures is a major tourism motivator since Greek and Roman times
- Today is extremely popular:
 - Visits to **heritage** attractions and destinations and attendance at **traditional festivals**
 - Holiday motivated by the desire to sample **local food and wine**
 - Watching **traditional sporting events** and taking part in local leisure activities
 - Visiting workplaces (**farms, craft centres, factories**)
- Concern is often expressed about impacts that tourists can have on the cultures they wish to experience



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Scenic tourism

- It brings back to the «Romantic Movement» in the arts, when artists and writers drew inspiration from the natural environment and created popular interest in landscapes
- Scenic tourism grew dramatically last century in both Europe (particularly the Alps and the lakes region of Italy) and the USA, where the steady growth of tourism led to the creation of the world's first national park in 1872
- Many seaside resorts, that are now become urban areas, owe their original appeal to their first visitors who were motivated by their natural scenery



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Hedonistic tourism

- A long history, dating back to Romans' resorts
- In the 19th century:
 - «Dirty weekends» made by Londoners in the Victorian era to the south coast of Brighton where they could behave in ways that were not acceptable in London
 - In Paris became the capital of hedonistic tourism, as young men from affluent families were sent to complete their «education» in brothels, risqué shows and gambling
- Since the 1960s hedonistic tourism has reached its peak with the rise of the «sea, sun, sand and sex» package holiday, being the core offer of operators such as Club 18-30 in the UK market
- Hedonistic tourism is often seen to a negative impact on the host community, involving considerable international debate about sex tourism



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Activity tourism

- A more recent development but a fast growing market
- As a consequence of:
 - Desire of new experience on the part of the ever more sophisticated tourist
 - Growing social concerns such as health and fitness
- Broad field which encompasses:
 - Transportation which requires and effort on the part of the tourist (**walking, cycling, riding**)
 - Participation in land-based sports such as **golf**
 - Water-based activities such as **diving** and **wind-surfing**
- Some forms are criticized for their impact on the physical environment (e.g. green field sites taken up by golf courses, erosion caused by walking and riding)
- On the other hand, activity tourism is often positively view because it is seen as a phenomenon that improves people's health



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Special interest tourism

- Fast growing market linked to the sophistication of tourists
- It encompasses several niche markets which differ from activity tourism because they involve little or no physical effort:
 - Painting
 - Gastronomy (learning to cook or enjoying gourmet meals in restaurants)
 - Military history and visiting battlefields
 - Visiting gardens
 - Attending music festivals
 -



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DRIVERS OF TOURISM DEMAND



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Main questions

- Why do visitors travel to make a tourism experience?
- Which underlying motivations shape visitors' behaviour and how?

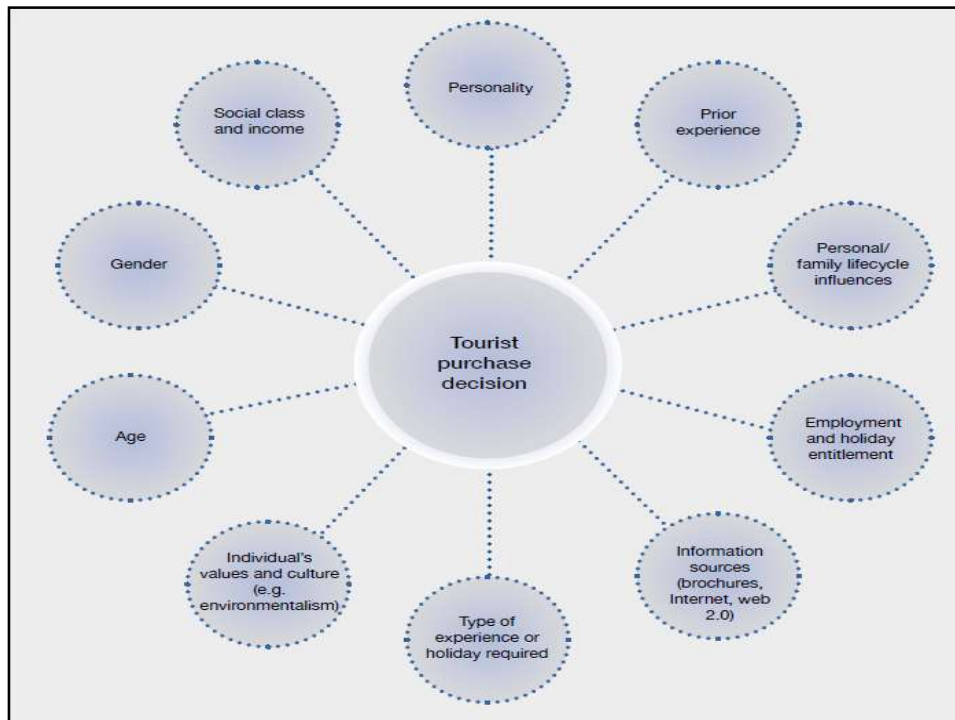
➤ *Many models available*



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Types of motivating factors

- **MOTIVATORS**

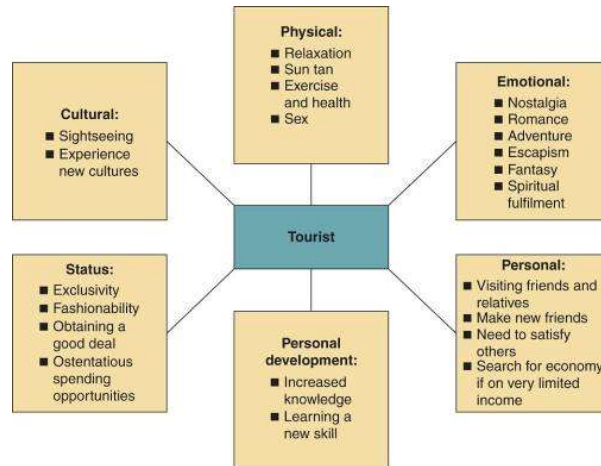
Those that motivate a person to take a vacation

- **DETERMINANTS**

Those that motivate a person to take a particular vacation to a specific destination at a particular time

(Swarbrooke and Horner, 1999)

Motivators



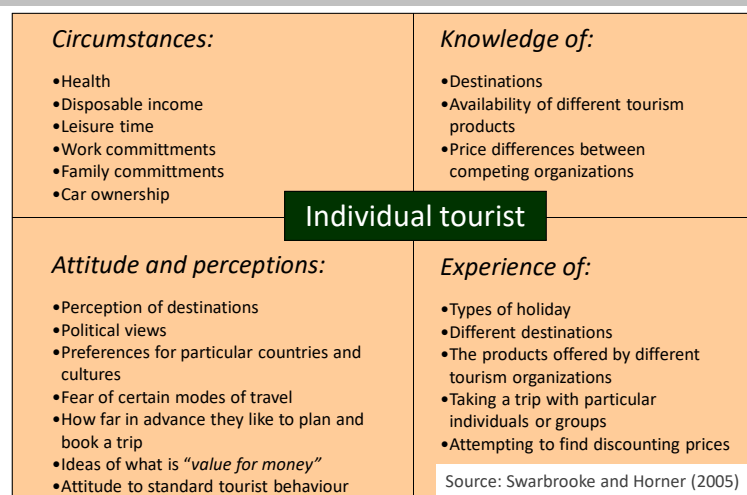
Source: Swarbrooke and Horner (1999)



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Determinants



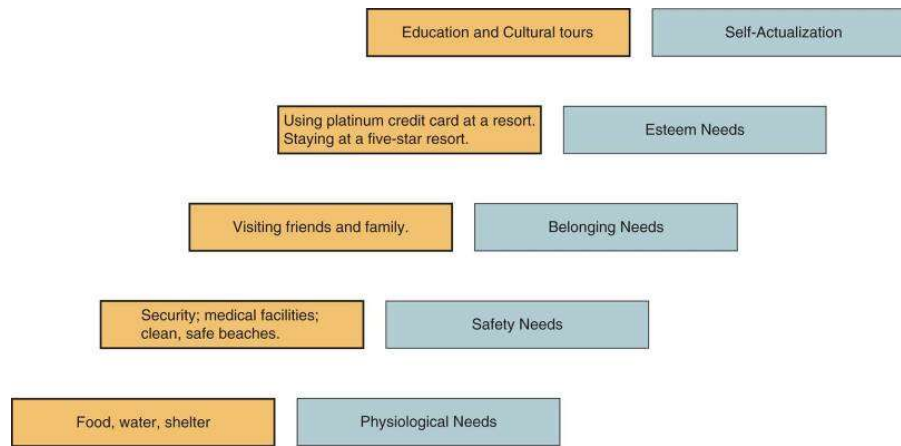
Source: Swarbrooke and Horner (2005)



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Maslow's hierarchy of needs



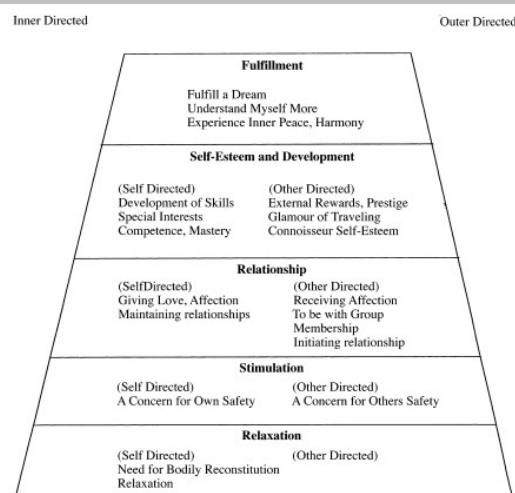
Source: Maslow (1970)



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Pearce's travel career ladder



Source: Pearce (1985)



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The push and pull model

People travel because they are:

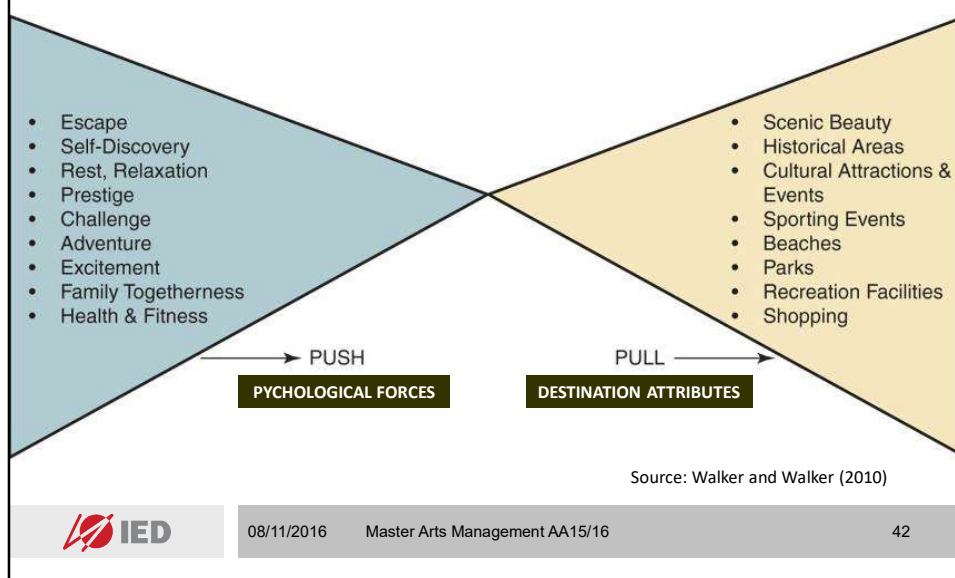
- **“Pushed”** into making travel decisions by internal, psychological forces (intangible desires to travel generated from within)
- **“Pulled”** by external forces of the destination’s attributes (attractions such as Pompeii or Disneyland)



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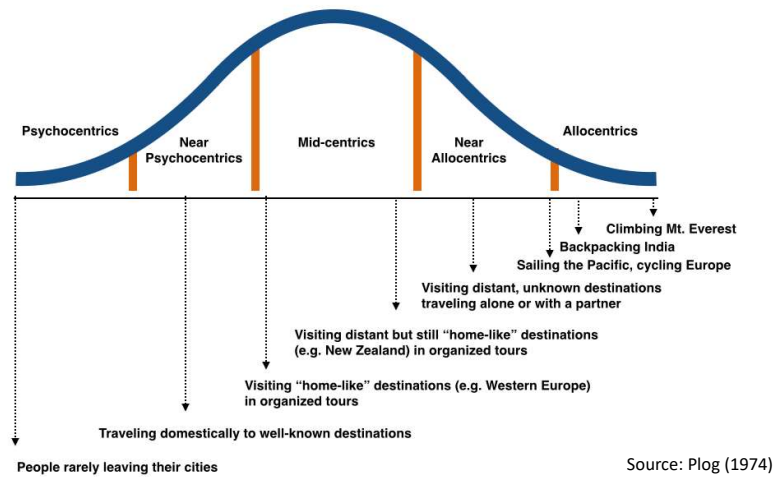
The push and pull model



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The Plog's model



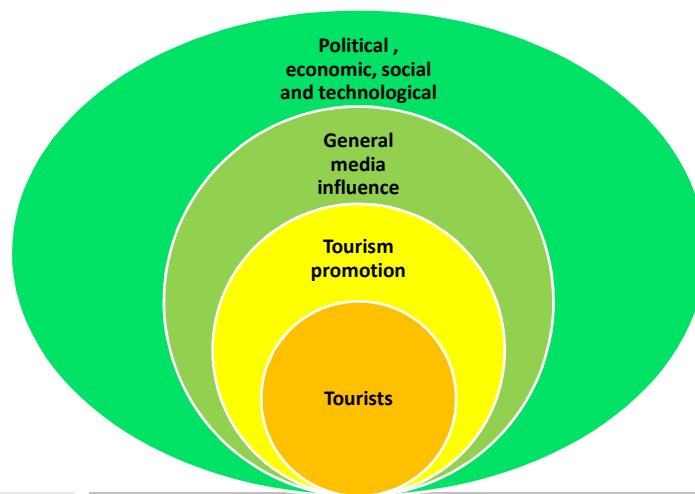
Source: Plog (1974)



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Relevance of different factors



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THE CHANGING TOURISM DEMAND



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New travel motivations

- Travel motivation is becoming increasingly characterised by a search for:
 - leisure
 - emotional recharge
 - authenticity
 - fulfilling experience
 - outdoor activities/adventure
 - and a general desire to participate and explore rather than merely relax
- In particular, there is a need to «get away from it all», and to use travel and holidays as discovery, cultures and of self

Source: UNWTO (2009). *Handbook of Destination Branding*



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Key points by UNWTO

- People in the larger, more established source markets are increasingly seeing themselves as 'travellers', rather than 'tourists'. They are looking for immersion in a culture, an understanding of the destination's human and physical environment, and personal fulfilment from their holiday experience.
- Tourism is experiential: The total experience of the holiday has become larger than the sum of its individual parts and travellers are looking for new sensations and unique experiences, even at established traditional destinations.
- Tourism is experimental: Holidaymakers seek out adventure and "freedom from the limits imposed by things familiar and owned".
- Tourism is existential: Travellers are striving for purpose and self-realisation, whether indulging in sporting challenges, learning a new skill, participating in an exciting new activity, or just searching for personal space in natural surroundings and an emotional reconnection with their own soul or with their partner.
- People are increasingly focusing on the personally regenerating, fulfilling power of a holiday, and on the opportunity to reconnect with a partner and sometimes with the family.
- People are increasingly seeking escape, authenticity, emotional recharge and exploration, rather than passive sightseeing or just relaxing on a beach.



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The change

**Sun, sea,
sand**



**More
various
types of
tourism**



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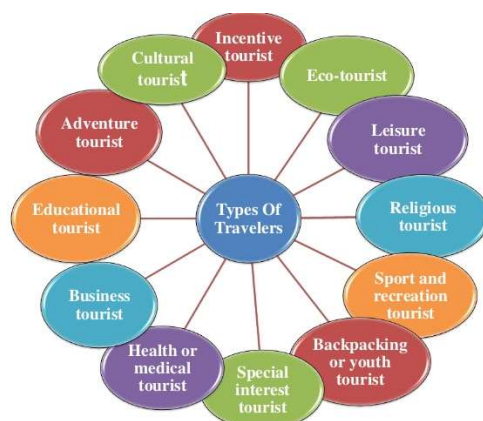
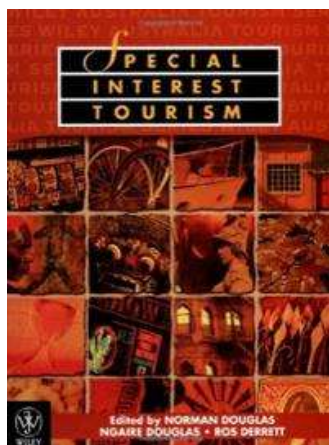
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Niche market demand

- Previous motivational factors allow for:
 - the grouping of different visitors into discrete groups
 - classifying them according to market segments
- This process of «segmentation» bring to the identification of common reasons for the purchase of tourist products
- This can often transform weaknesses in strenghts



Special interest tourism



Examples

- **Remote African islands**, without tourism infrastructure and formal accommodation units attract niche markets to live with the local community and experience the living habits participating to day activities
- In **Italy** two examples:
 - An american tour operator organize visit to Italy where the son of a famous Mafia godfather, Angelo Provenzano
 - to understand such «obscure» side of Italy
<http://oggimedia.it/cronaca-news-notizie-informazioni/15120.html>
 - Tourists called by destinations to make holidays to help fighting pollution by cleaning beaches from plastic accumulated by the wind (e.g. «Cinque Terre»)



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KEY ISSUES FOR CONTEMPORARY TOURISM



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Key issues

1. Globalisation – localisation divide
2. Rise of low cost carriers and greater accessibility
3. Aging generation and increased life expectancy
4. Changes in household composition
5. Population location and migration
6. Increased prosperity and attitudes towards work, leisure and tourism
7. Ethical values and attitudes
8. New technology
9. New business models
10. Fragmentation of tastes



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1. Globalisation-localisation

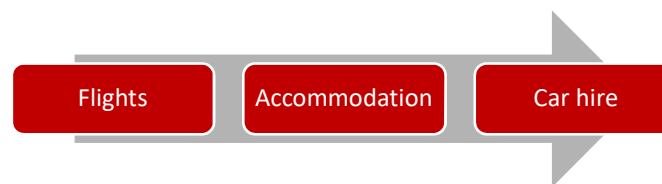


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2. Low cost carriers and greater accessibility

- Growth of low-cost carriers and cheaper long-haul travel has made most parts of the world accessible
- Increased use of regional airports favoured has led improvements in infrastructure and increases in local tourism
- The rise of internet has enabled travellers to access information on most part of the world electronically and to make independent travel arrangements (**DYNAMIC PACKAGING**)



3. Aging generation and increased life expectancy

- Massive growth of the **60+ generation**
- Particularly evident in **developed nations**
- Expected increase in older visitors not only to live longer but also relatively **fit with a younger outlook**
- These «young older» are becoming a **primary target** both domestically and internationally
 - More active, healthy, fashion conscious
 - More media and internet aware
 - More experienced and discerning
 - More independent
 - More interested in travel

....catering to «young old»

- Proximity of **medical facilities**
- **Accommodation and transport designed** for those with reduced mobility
- **Staff training** which meets the need of the older generation
- Consumers may be more interested in **well-being therapies and sport activities** in order to stay healthy
- Increase in **medical and therapy-related tourism**
- **Travel outside school holiday periods** and therefore help address some issues of seasonality



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4. Changes in household composition

- Growing rate of **divorce**
- Increasing rate of **marriage**
- **Older parents** with younger children
- **Single parent** families
- Family groups which include **grandparents**
.... All of which are changing the conventional model of an household and of the traditional holiday
- **Single traveller**, with young people that want to spend some time living alone or with friends before starting a family
- **Youth tourism** accounting for 20% of global market
....More flexible accommodation and travel arrangements are required



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5. Location and migration

BRIC economies
(Brazil, Russia, India, China)

- Around 5% of population have travelled overseas
- They can have a tremendous impact on international tourism

Migration

- Tourism-led migration (working in tourism-booming countries)
- Migration-led tourism (visiting friends and relatives)



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6. Prosperity and attitudes toward work, leisure and tourism

Less full time employment and more contract work

- Shorter holidays
- Less distinction between work and leisure

Time poor / Money rich travellers

- Trend to escape from workplace stress
- Visits to spas, adventure tourism experiences, etc.

Rising demand for short breaks

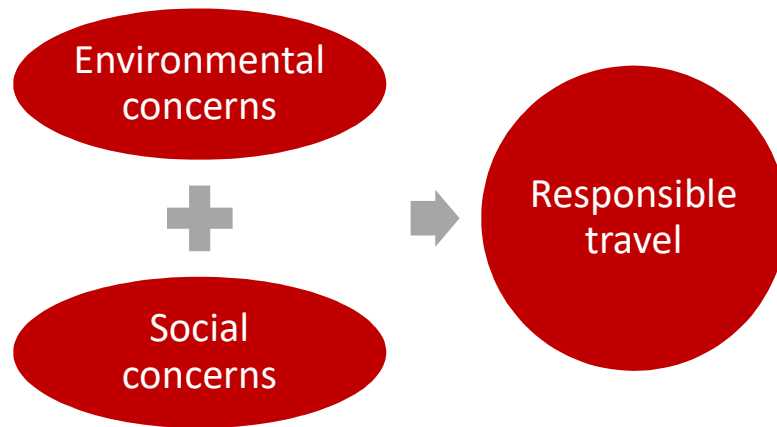


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7. Ethical values and attitudes



8. New technology

- **Technology empowers the traveller**

- **Acquisition of information** can be undertaken at every moment
- **Travel planning and booking** have become a flexible process
- **New social media** allow people to access information from friends and recent visitors at destinations (e.g. Trip Advisor)

- Tourism organizations must maximise their **virtual presence** on an ongoing basis
- Need to manage tourism as an «experience» since social media encourage **post-trip reflection and evaluation**

New technologies



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9. New business models

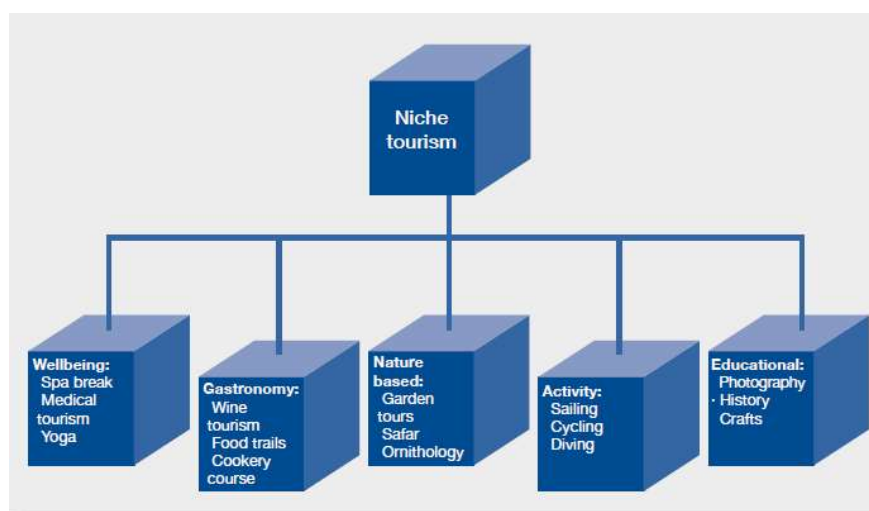


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10. Fragmentation of tastes



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TOURISM & CULTURE




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Which needs does culture satisfy?



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Product benefits

- Many possible reasons to visit a site or attend to a cultural event:
 - Interest in that particular art form o artist
 - Participation in a social ritual
 - Entertainment
 - Self-improvement
 - Social involvement

Probably already
visiting or attending

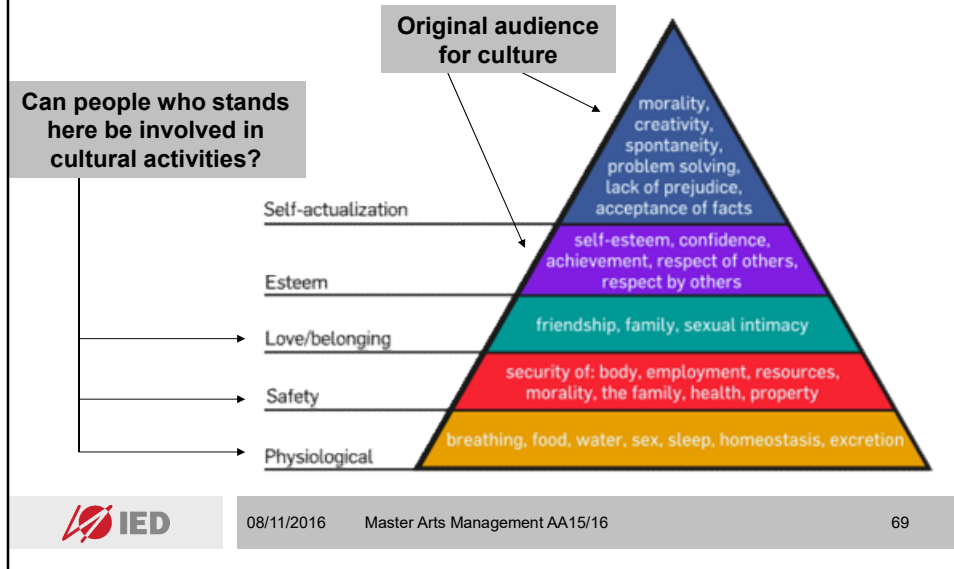
Relevant to understand to
design the right product,
select the correct price,
chose the appropriate venue,
create effective promotion



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Maslow Hierarchy of needs



Which needs should culture and arts satisfy?

- People who are busy satisfying lower-level needs **can as well be able to appreciate culture**
- It might however be presented in a manner and setting which also **can help to satisfy their other needs** at the same time
 - e.g. *tourist services for family with children or elderly*
- Unfortunately, some people working in cultural organizations **feel that supplying cultural events that meet lower-level human needs somehow debates culture**
- They see with suspect culture that meet needs different than higher motivations

Which are culture's competitors?

- For many consumers attending a concert or visiting a museum is only **one of many possible alternatives** that might be chosen as a means to fill their leisure time
- Benefits such as **relaxation, entertainment**, opportunity to **socialize** with friends and family can be **provided by other leisure activities**
- Such activities are **direct competitors** of the cultural experience
 - *attending sporting events*
 - *play at home*
 - *surfing on the internet*
 -



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EXPERIENTIAL TOURISM



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Attracting the target groups

1. **Pine & Gilmore** model for the experience economy
2. **Falk** typologies of museums' visitors
3. **Csikszentmihalyi** model of flow



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The Pine & Gilmore model



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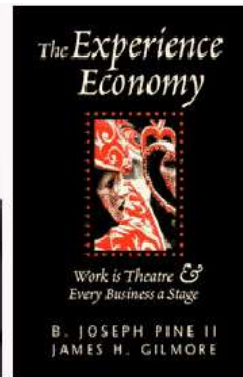
Towards an “experience economy”



Jim Gilmore



Joe Pine



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Key concepts

- People do not buy goods or services
- They buy **experiences**
- Building **excellent experiences** is the real organization's priority

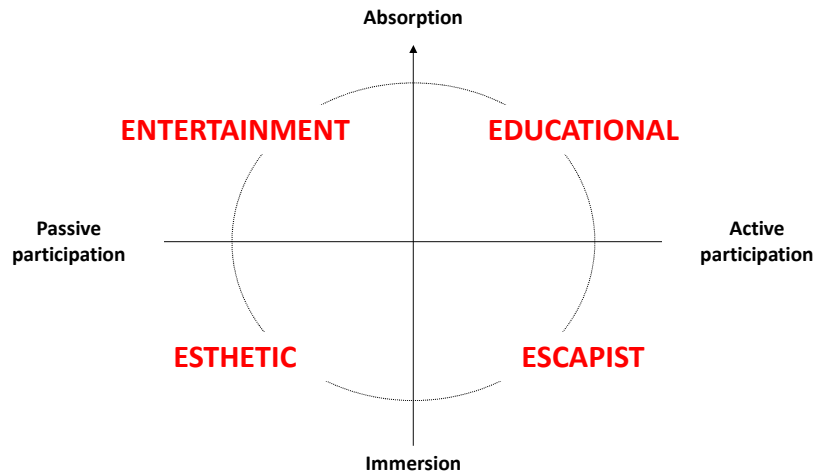
How to recognize an excellent experience?



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The experience realms



Entertainment

- **Passively absorbtion** through senses
 - viewing a performance
 - listening to music
 - reading for pleasure
 -

Adam Smith singled out entertainers “players, buffons, musicians, opera singers, opera dances...” as unproductive labourers....times are a changin’...

Changing products....



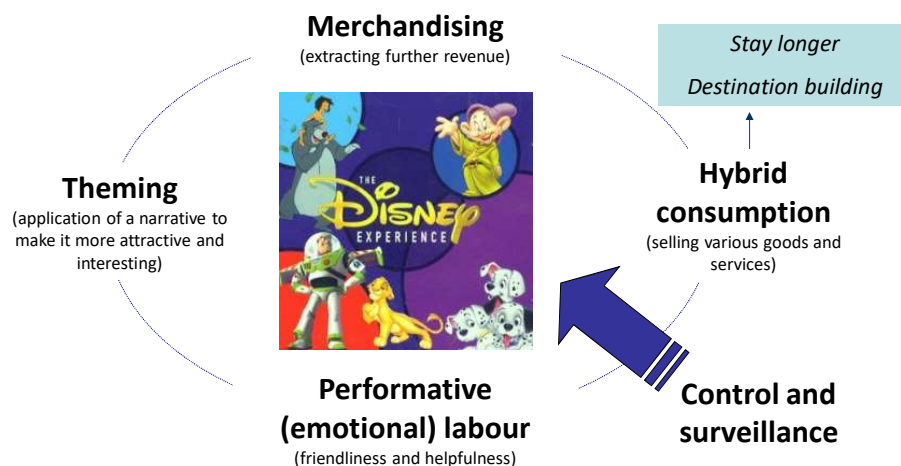
Long-haul airlines will increasingly be seen not only as transport systems but as entertainers [Pine & Gilmore, 1999]



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The Disney approach



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Educational

- Differently from entertainment, educational experiences involves the **active participation** of the individual
- To truly inform a person and increase his knowledge and/or skills, educational events must **actively engage the mind** (for intellectual education) **and/or the body** (for physical training)

Education is a serious business, but that doesn't mean that educational experiences can't be fun

EDUTAINMENT



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The Universeum Science Discovery Center in Gothenburg



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Escapist

- Escapist experiences involve **much greater immersion** than entertainment or educational experiences
- They are the polar opposite of pure entertainment
- The guest of the escapist experience is completely immersed in it, an **actively participant**
- Examples include theme parks, casinos, chat rooms, extreme sport vacations
- Surfing on the **internet** is escapist
- **Virtual reality** devices do offer escapist experiences

The individual becomes the actor, able to affect the actual performance



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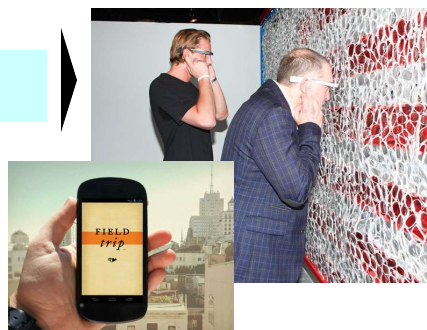
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Wearable technologies at museums Google glasses at Smithsonian

Applications linking across smart devices that provide an informative and digestible multimedia experience based on geolocation and user preferences

Google Now to maximizes museums' opportunities for engagement

Field Trip categories for "Architecture," "Art and Museums" and "Historic Places and Events"



Read and discuss the related article



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Esthetic

- Individuals immerse themselves in an event or environment but have **little or no effect on it**
- Standing on the rim of the Grand Canyon, setting at a café in San Marco square in Venice



Traditional visits to art gallery or museums are esthetic experiences



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Aims of the experiences

Type of experience	Aim
Educational	To learn
Escapist	To do
Entertainment	To sense
Esthetic	To be there




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Falk's museum visitors' model




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Museums' segments

- The literature provide us with **various reasons** for visiting cultural sites and attending to cultural events
- With reference to museums' visitors, Falk observed the existence of the following segments:
 - *Experience seeker*
 - *Facilitator*
 - *Explorer*
 - *Professional/hobbist*
 - *Recharger*



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Experience seekers

Who they are	Motivated by	Ask for
<ul style="list-style-type: none"> • Adult groups • Organized tours • Foreign visitors • Young couples on short trips 	<p>Not to become a subject matter expert, but to have a memorable experience – a “Disney Experience”</p> <p>Making memories</p>	<p>Follow good orientation, otherwise they just wander and / or follow the crowds</p> <p>To see the “highlights” of the museum</p> <p>Read “Guides to the Museum’s Best”, designed to highlight and help appropriately interpret museum exhibits</p> <p>Get an overview of the place rather than “deep” understanding</p> <p>Audioguides that give the “big picture” and a few salient facts, highlighted by interesting sound bites</p> <p>Not emphasized details (ad many audioguides do...details should be in smaller print and not obstruct the goal of moving quite quickly)</p> <p>Easily find the washrooms, coatrooms and cafés</p> <p>Taking pictures, memorializing such important experience also for others when they are back home (museum staff to take picture of them?)</p> <p>Gift shop: some of them will start the visit here and never go beyond it – gifts are likely to be one of the most salient aspects of the visit</p>

I have been there! I have done that!
Very much interested in collecting memories



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Facilitators

Who they are	Motivated by	Ask for
<p>Parents with children</p> <p>Group of friends lead by one expert fellow</p> <p>Group of scholars</p>	<p>Supporting what’s best for their loved one or companions</p>	<p>Occupy, stimulate and engage the children</p> <p>Educational place/event to engage in meaningful social experiences</p> <p>Family guides, signage and orientation specifically designed for them</p> <p>Signages that indicate “child-friendly” attractions</p> <p>Demonstrations, including children as volunteers</p> <p>Food services and restrooms facilities</p> <p>Gift and shops café which are used before leaving – a reward for a day well spent</p> <p>Buying educational books, games or toys to prosecute the educational experience at home/school</p>

It is important to provide engaging social experiences



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Explorers (curious)

Who they are	Motivated by	Ask for
Large part of cultural visitors May become professional / hobbists	Intellectually challenging place/event that has the potential for satisfying personal curiosity and interest in a specific cultural field	Exhibitions not too linear or prescribed Not much orientation support or guidance Labels, brochures and guides to achieve learning objectives New technologies that offer choice and control over content Not much souvenirs Books on the topic of museum's exhibit or something more substantial Quick Response Code (QR code)

The can ben targeted by using CRM techniques



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Professional / Hobbists

Who they are	Motivated by	Ask for
Specialized visitors Repeat visitors True "cultural" visitors At large attractions, normally up to 5% of total visitors	"To do a job", not to wander	No interpretative tools such tours, audioguides or brochures but the old "visual storage" model Behind the scenes tours or visits Direct interaction with museum staff experts In depth books on the topic of interest, reference materials and specialized books or supplies that they believe cannot find somewhere else

Interested in specialized services



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Rechargers

Who they are	Motivated by	Ask for
Usually nearby residents	Find peaceful and aesthetically pleasing corner where to relax Receive spiritual rather than physical or commercial nourishment	Quite place where they can sit without being disturbed – a place where they can recharge their “personal” batteries Special “at-one” experiences Food and drink at the café to meet their high aesthetic standards

The can be a target for low season or less crowded days



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The Csikszentmihalyi model of flow



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Self-improvement

- Self-improvement is a **major motive** of visiting a site or attending a cultural event
- Anthropologist Nelson Graburn foresaw a society in which leisure-oriented activities, particularly those focused on **personal growth and development**, would soon become dominant
- The most sought leisure goods and services would therefore become those with the richest potential for combining:
 - A high degree of **self-enrichment and self-actualization**
 - A high degree of **convenience**



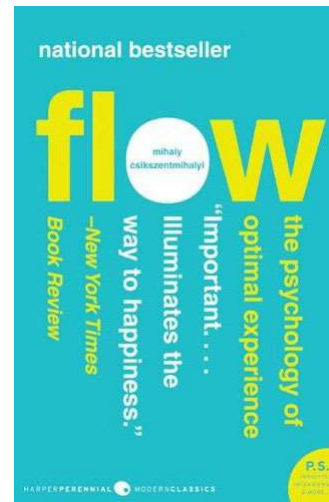
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Csikszentmihalyi's model of flow

- Successful cultural sites and events do create **"optimal" experiences** that are appropriately scaled to visitor's interest and abilities
- People exhibit a common set of behaviors and outcomes when engaged in tasks which they find intrinsically **rewarding**
- Csikszentmihalyi called this common experiential quality the **flow experience**



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Features of flow experiences

- **Clear goals**
- **Continuous feedback**
- Task demanded in **balance with person's abilities**

The more one does the activity, the greater one's skill

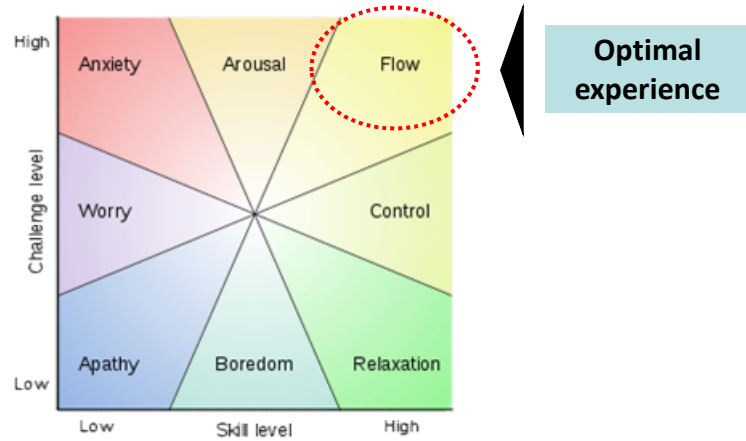
The greater one's skill, the greater the challenges required to continue enjoying the activity and remain in a state of flow



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Csikszentmihalyi's model of flow



- http://www.ted.com/talks/mihaly_csikszentmihalyi_on_flow.html



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