

Tourism and Crisis in Europe XIX – XXI centuries

Historical, National, Business History Perspectives

edited by **Margarita Dritsas**

preface by **Harry Coccoisis**

co-authored by:

Christophe Bouneau

Margarita Dritsas

Cédric Humair

Katerina Papadoulaki

Mary Quek

Laurent Tissot

John Walton

ISBN: 978-960-9490-31-3

© Copyright: KERKYRA Publications S.A. – economia PUBLISHING

1st edition, May 2014

Production: KERKYRA Publications – economia PUBLISHING

Edited by: Margarita Dritsas

Index: Maria Koutrouli-Akis Moustakakis

Publication Coordinator: Efi Andrikopoulou

Cover-Layout: Makis Christopoulos – Atelier KERKYRA

Distribution

KERKYRA
publications



www.economia.gr • sales@economia.gr

All rights reserved. No part of this book may be reprinted or reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, electrostatic, magnetic tape, mechanical, photocopying, recording or otherwise, whether in its original form or in a translated or adapted version, without the publisher's prior written permission.

CONTENTS

| | |
|--|---|
| Harry Coccossis , Preface | 7 |
| Margarita Dritsas , Introduction..... | 8 |

Part I

| | |
|---|----|
| John Walton , A Paradox of the Inter-War Depression? Markets and Patterns of Innovation in Coastal Tourism During the 1930s: an International Analysis | 20 |
| Laurent Tissot , Some Considerations on Tourism Business: Strategies and Crises | 39 |
| Christophe Bouneau , The Different Logics of Crisis and the Course of Innovation in the European Tourist Economy: XIX to XX century | 48 |

Part II

| | |
|--|----|
| Cédric Humair , The Long Depression and its Impact on Swiss Tourism: from Manchester Liberalism to the Beginnings of 'Organised Capitalism' (1873-1913) | 60 |
| Margarita Dritsas , Tourism during Economic and Political Crisis in Greece, XIX – XX Centuries | 85 |

Part III

| | |
|---|-----|
| Mary Queck , Re-organisation of Hilton Hotels International, 1958-59: a Reactive Crisis Approach. | 102 |
| Katerina Papadoulaki , Greek Tourism and Economic Crisis in Historical Perspective: The Case of Travel Agencies during the Inter-War Years | 116 |
| Notes | 130 |
| Index | 149 |

THE AUTHORS

Prof. Dr. Christophe Bouneau,

Université de Bordeaux et Directeur, Maison des Sciences
de l' Homme Aquitaine.

Prof. Dr. Margarita Dritsas, Hellenic Open University, Greece.

Dr. Cédric Humair, Ecole Polytechnique Fédérale de Lausanne.

Dr. Katerina Papadoulaki, University of Crete.

Dr. Mary Queck, University of Hertfordshire, UK.

Prof. Dr. Laurent Tissot, Professor University of Neuchatel.

Prof. Dr. John Walton, IKERBASQUE Research Professor,
University of the Basque Country, Leioa, Bilbao, Spain.

PREFACE

In a period of fast economic globalization and opening-up of markets, substantial advancements have occurred in several areas. Particularly important are those affecting information and communication technologies, expansion and facilitation of mobility, new forms of interaction and social and cultural exchange at global and regional levels. New lifestyles spread and are adopted by increasing numbers of population while tourism is growing fast having become a major economic activity even in a period of economic difficulties. As a global phenomenon, tourism is now affecting many other economic sectors and an increasing number of established and emerging source markets and destinations. It has at the same time become a central area of concern for modern societies in many respects related with science, entrepreneurship, and policy making.

The growth and prospects of tourism as well as its economic, social, cultural and environmental impacts have been at the forefront of contemporary analysis and policy, attracting the interest of many disciplines. In such a context, history perspectives can offer a valuable insight into contemporary tourism issues, challenges and opportunities.

This book intends to serve such a purpose, to provide a basis for reflection on tourism growth and development in the 21st century by bringing forward experiences, lessons and perspectives from the distant and not-so-distant European past. The very interesting contributions in the volume focus on business, finance and the State with a view to stimulate thinking about their interaction and role particularly during periods of crisis and transformation, such as the one in which we all live now.

Harry Coccossis
President
Hellenic Open University

INTRODUCTION

Margarita Dritsas

The 2008 global crisis has afflicted the world economy both at the core and across most of the periphery, leaving no sector untouched. World tourism, according to the United Nations World Tourism Organization, started a down-turn, caused by the financial crisis which has produced a general decline in GDP, in personal incomes, and an increase in unemployment, especially in Europe. Southern European countries are experiencing a drastic deepening of social and economic inequality, rampant speculation, and deconstruction of their welfare systems.

The full impact of the crisis, which has reached dimensions analogous to those of the 1929-32 Depression, and its medium and long-term effects are still not fully unravelled, as the phenomenon continues unabated in many countries. The immediate impact on tourism has been obvious, resulting at first glance in the reduction of travel in terms of number of visitors, tourism revenue, span of visits, and the lowest travellers' budgets for over five years. As a result, the impact has been strong on employment, investment and management strategies of tourism businesses and state organisations, on the balance of payments, and on a series of other less quantitative variables. The trend has been recorded in various indicators, eloquently presented both by the media, international organisations, and by academics.¹ Long-term effects, however, are still not clear, nor are other dimensions of the phenomenon. One of the reasons for this deficiency is the tendency to look at global figures and macro-economic indicators which simply state the fact, but avoid analysing important consequences on individual economies, and on political systems and societies some of which have been pioneers in the tourist industry. It is also common practice to draw attention to actions which would result in mutations of the core of the

tourist phenomenon itself, e.g., the search for the authentic and the particular, the value of heritage and culture, the civilising and educational aspects of travel, which appear to be relegated to secondary importance in comparison with, for instance, the homogenised 'exotic' coastal tourism pattern found all over the world, the ubiquitous theme parks, and other similar inventions which enhance profit maximisation.

Another omission in research has been the study of domestic tourism at most tourism destinations; this has been underestimated as a parameter and an ingredient of economic recovery policies every time foreign incoming tourism has fallen behind expectations.² Other factors have received little interest, among them issues of innovation and organisation of tourism services or the relation between forms of niche tourism and government qualitative services, for instance spa development and its relevance to general health and social services standards, and the ramifications of the use of new communication and social media technologies which are gradually being integrated into national policies in order to enhance the image of a destination and adjust marketing strategy to internet necessities.³ Insight into the effects of a crisis on such variables may be gained through qualitative rather than quantitative analysis, and a historical perspective, if incorporated, would definitely help, on the one hand, to refine the questions asked by using comparisons, and, on the other, to relativise findings.

Even a cursory examination of history would show that modern tourism has been subject to the impact of cyclical fluctuations, recurring economic recessions, political or other forms of crises for the last two centuries. To mention but one type of severe impact, war conflicts in Europe have profoundly disrupted mobility across the continent and beyond, causing profound changes in the patterns of travel, the scope of the experience, its organisation, and in tastes and preferences of travellers. A striking example was the traditional Grand Tour, which changed scope when it was re-orientated further East towards new destinations in Europe and the Near East as a result of the Napoleonic wars. Another example is the early emergence

at the end of the nineteenth century of domestic tourism in a number of countries - and gradually to subsequent destinations - as well as the early expansion of spa culture, and eventually the emergence of a concrete resort policy by European governments before the official introduction of '*social tourism*', aimed at less affluent tourists, e.g., senior citizens and other categories. The generalised feeling of peace, relief, and freedom after the Second World War coupled with new consumption patterns and technological innovations produced an unprecedented expansion of travel in old and new countries around the globe. Yet, the institutional framework lagged behind, as shown by the resilience and overwhelming presence of SMEs and their often opportunistic strategy, in the private sector, and policies with strong similarities across nations in the public sector determined by public revenue issues and much less by sustainability concerns. Again, historical analysis helps us to understand continuity of structures and cases of path dependency in governance which determined strategy, institutions, and the process of innovation in competitive market environments.

The scope of the present volume is to offer a re-examination of tourism development and the tourist industry and its relation with crisis, whether economic, political or social, over time. The analyses presented also take up themes along the lines already suggested in the preceding paragraphs; they follow both a macro and a micro-perspective and are divided into three parts. Furthermore, they combine methodologies from economic, social, and business history. All the authors examine how economic crises in the nineteenth and twentieth centuries led to new perceptions about tourism and economic development, and how they have influenced entrepreneurship, strategies, and state policies. Chronologically, emphasis is placed not only on the inter-war Great Depression (1929-1932), but on earlier and later crisis incidents. Most papers argue that tourism under crisis conditions revealed facets which have remained unexplored by non-historically-minded researchers. The weakness of statistics already compiled either by national bodies or international organisation is highlighted both in terms

of their inadequacies and the absence of homogeneity in compilation methods, which preclude refined comparisons. For the historian, it is important to note that the gap is often filled by using archival material and non-quantitative information from other primary and secondary sources, even if non-specific to tourism literature. This usually painstaking effort bears fruit, and there is a general consensus among authors that the historical study of tourism and of crisis has much to offer and can overcome the paucity of quantitative data by using constructive qualitative research.

More specifically, Part I consists of three chapters in which Laurent Tissot and John Walton raise general issues with regard to crisis and tourism and provide comparative data from several national experiences. Christophe Bouneau's text, on the other hand, deals more theoretically with the issue of crisis as a form of creative destruction which acts as an incentive for innovation in tourism. Laurent Tissot underlines the shortage of extensive research on the topic of crisis and tourism and uses several examples from Europe and beyond to analyse the high vulnerability of tourism as an economic activity, its specificity, and its propensity to speculative or opportunistic investment. He underlines its conservative nature, which has in some cases been related to political changes, and highlights how the dynamism of the sector, its constant change because of cyclical crises and wars, in addition to its predatory effects on nature and history determine the decision-making process of institutions and individuals involved in it. Using the example of Swiss and Austrian tourism in the 1930s, he warns against generalisations, underlining similarities and important differences between them. Although both the Austrian pattern and the Swiss one were characterised by state intervention, the attitude of each state with regard to the role of tourism was different: intervention remained distant in Switzerland '*merely subsidising hotels*', whereas in Austria, tourism was considered an alternative to industrialisation '*within the overall development plan*'. Although crises have long and short-term impacts as well as a strong psychological component which may lead to abrupt reaction or panics, they have

INDEX

A

- Acapulco 36
acquisitions 46, 108
Acropolis (Athens) 89
adaptations 54, 99, 104, 106,
113, 114
advertising 14, 62, 67, 70, 74,
75, 76, 78, 89, 92,
96, 122
advertising agencies 75, 92
agencies 14, 67, 75, 117, 119,
120, 122, 124
Ahmed P.K. 105
Aidipos 89
Alpine 42, 48
amenity migrations 50
American Steamship
and Tourist Agents
Association (ASTA) 121
Arab Spring (Arab
Revolutions) 43, 44
Arcadia 89, 94
Architecture and Decoration
Department 112
Argentina 21, 33, 37
Armoo A.K. 102
Arosa 69
Art Deco (streamline
moderne) Midland Hotel 31
Art Deco Hotels 35
Asia Minor 90
Association Generale des
Opérateurs du Tourisme
(AGOT) 121
Association Générale
pour le Développement
de Lausanne 65
Association Internationale
des Skal Clubs (Skal) 121
Association Internationale
Hotelier (A.I.H) 121
Assumption of 15 August 33
Athens 86, 87, 88, 89, 94, 96
Atlantic City 35
Atlantic Ocean 32
Australasia 21
Australia 36
Austria – Hungary 62
Austria 11, 41, 42, 54
Automobile Touring Club
of Greece 93
automobile tourism 78
Automobile-Club Suisse 79
- ## B
- Baedecker Karl 87
Balearic Islands 55
Balkan countries 119
Balkan Wars 15, 91
Ballets Russes 22
Baltic Sea 34
Basel 69
Basler Rudy 110
Battilani Patrizia 45
Beau – Rivage in Ouchy 61
Bechhold Benno 109, 110, 111, 113
Belle Epoque 42, 62, 66
Benidorm 33

TOURISM AND CRISIS IN EUROPE

| | | | |
|-----------------------------|--|---------------------------|---|
| Benson-Rea | 105 | Castro Fidel | 110 |
| Berlin | 75 | Chadefaud | 32 |
| Berne | 69, 76 | Chambre Suisse | |
| Bernese Oberland | 61, 65, 66 | de Commerce | 80 |
| Biarritz | 22, 32 | Chambre Syndicale | |
| bifurcation | 13, 50, 51, 53 | des Hotels et des Maisons | |
| Binns Joe | 108 | Meublées de Paris | 81 |
| black economy | 35 | Chamonix | 65 |
| Blackbourn David | 22 | Chandler A. Jr. | 104 |
| Blackpool | 30, 31 | Chemins de fer Fédéraux | |
| Blue Mountains | 36 | (CFF, Swiss Federal | |
| Boissonas Fred | 89 | Railways) | 72, 75, 76, 81, 121, 122 |
| Boulogne | 29 | Chicago | 112 |
| Bouneau Christophe | 11, 13 | Chile | 33, 37 |
| Boyer Marc | 39 | civil war | 98 |
| Brendon Pier | 24 | coastal resorts | 12, 20, 22, 26, 27, 29, 31, 32, 34, 35, 37, 38 |
| Brighton | 29 | coastal tourism | 9, 12, 20, 21, 33, 34, 38 |
| Britain | 21, 22, 27, 28, 33 | Cologne | 81 |
| Buenos Aires | 37 | commercialization | 48, 50 |
| business | 14, 15, 16, 17, 25, 29, 52, 57, 58, 60, 62, 73, 79, 85, 94, 97, 102, 105, 106, 107, 110, 112, 113, 115, 117, 120, 122, 123, 124, 127 | commodification | 12 |
| business history | 10, 16, 104, 115 | communication | 9, 15, 44, 62, 70, 78, 86 |
| C | | competition | 14, 27, 50, 58, 60, 61, 62, 63, 66, 68, 74, 79, 81, 121, 122, 124, 125, 126, 127 |
| Calais | 28, 75, 109 | competitiveness | 14, 25, 60, 62, 77, 78 |
| California Western | 34 | Coney Island | 35 |
| Canada | 109 | conference tourism | 23 |
| Cannes | 22, 32 | conservatism | 27 |
| Canton of Lucerne | 79 | consortia | 122, 127 |
| capitalism | 14, 47, 60, 80, 81, 99 | consumption | 10, 32, 86, 98, 109 |
| Caribe Hilton (Puerto Rico) | 107, 113 | continent | 89 |
| cartelization | 42, 62, 68 | Continental Hilton | |
| cartels | 60, 68, 69, 81 | (Mexico City) | 113 |
| | | continental tourism | 28 |
| | | Cook Thomas | 12, 21, 24, 47, 87, 119, 120, 121 |

INDEX

| | | | |
|--------------------------|-------------------------|-----------------------------|-------------------------|
| Corbin Alain | 49 | | 82, 86, 89, 90, 91, 92, |
| Corinth | 89 | | 95, 96, 98, 99, 102, |
| Costa Brava | 55 | | 103, 106, 107, 108, |
| crash 1929 | 94 | | 110, 111, 114, 115, |
| Creative Tourist Agents' | | | 117, 126, 127 |
| Conference | 121 | Development Associations | 14 |
| Crete | 17 | Devon, South | 26, 27 |
| Crimean War | 22 | dictatorship | 37, 43, 95 |
| crisis management | 53, 102, 103, 113 | disneylandisation | 55, 56 |
| Cuba | 109, 110 | domestic tourism | 9, 10, 12, 15, 20, 22, |
| Cultural Olympiade | 88 | | 25, 28, 32, 33, 34, |
| culture | 9, 10, 23, 56, 76, 87, | | 93, 97 |
| | 88, 92, 95 | Dopolavoro | 34 |
| Czechoslovakia | 25 | Dover | 28, 29 |
| | | Dritsas Margarita | 13, 14, 15 |
| D | | Dubrovnik | 57 |
| Daylesford (Australian | | Duncan Isadora | 89 |
| spa resort) | 36 | Dunkirk | 13, 22 |
| Deauville | 22, 32 | Durie Alastair | 27 |
| deficit | 87, 89 | | |
| democracy | 43, 44 | E | |
| Department of Trade | | Eastbourne | 29 |
| of Switzerland | 78 | Economic Cooperation | |
| dependency | 10 | Administration (ECA) | 106, 107 |
| destination | 9, 10, 12, 14, 20, | economic crisis | see financial crisis |
| | 22, 24, 25, 28, 30, | education | 14, 86, 87, 95, 96 |
| | 40, 43, 44, 50, 54, | educational agencies | 95 |
| | 55, 56, 60, 92, | efficiency | 70, 103, 105, 111, |
| | 102, 126 | | 113, 114 |
| development | 9, 10, 11, 13, 14, 15, | Egypt | 13, 88, 111 |
| | 16, 20, 21, 22, 24, | El Panama Hilton (Panama) | 113 |
| | 28, 31, 34, 35, 39, | Eleftheroudakis (publisher) | 94 |
| | 40, 41, 42, 43, 44, | emigration | 42, 88, 117, 122 |
| | 45, 47, 48, 49, 50, | employers | 63, 67, 68 |
| | 51, 53, 54, 55, 56, | employment | 8, 19, 20, 24, 30, 31, |
| | 57, 61, 63, 64, 65, | | 35, 67, 68, 96, 97 |
| | 69, 70, 71, 72, 73, 74, | Engels F. | 39 |
| | 75, 77, 78, 79, 80, 81, | England | 26, 28, 119 |

TOURISM AND CRISIS IN EUROPE

| | | | |
|---|--|-------------------------------------|---|
| England, Midlands | 29 | festivals | 73 |
| England, North | 29 | finance | 15, 33, 58, 60, 89, 91, 97 |
| England, South-eastern | 29 | financial crisis | 8, 9, 10, 11, 12, 13, 14, 15, 16, 20, 21, 28, 31, 41, 42, 46, 48, 51, 53, 57, 58, 60, 61, 63, 68, 69, 74, 76, 81, 82, 85, 86, 87, 88, 90, 91, 92, 93, 94, 95, 97, 98, 99, 102, 103, 111, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 126, 127 |
| entrepreneurs | 43, 80, 85, 87, 92, 93, 120, 121, 122, 123 | | |
| entrepreneurship | 10, 116 | | |
| Essex | 29 | | |
| Euboea | 89 | | |
| Europe | 8, 9, 11, 13, 15, 22, 24, 25, 48, 49, 51, 53, 57, 79, 86, 87, 88, 94, 98, 106, 107, 112, 124 | First World War | 13, 15, 22, 23, 34, 41, 42, 76, 80, 89, 90, 93, 119, 124 |
| Europe, Central | 95 | | |
| Europe, Northern | 22 | | |
| Europe, Southern | 8, 49, 55 | | |
| Europe, Western | 48, 55 | | |
| European Recovery Plan (ERP) | 106 | Fletcher Charlie | 109, 110, 111, 113 |
| European Spa Resorts | 22 | Florida | 35 |
| European Union | 127 | fluctuation | 9, 25, 40, 45 |
| Evian | 61 | Folkestone | 29 |
| exhibitions | 15, 66, 73, 76, 88, 92, 97 | Fordism | 51, 55, 56 |
| expansion | 10, 12, 16, 30, 90, 97, 104, 106, 107, 108, 109, 110, 114, 122, 126 | foreign tourism | 9, 15, 16, 17, 25, 32, 41, 46, 75, 85, 86, 88, 89, 97, 117 |
| expenditure | 15, 25, 30, 39, 46, 86, 91 | France | 13, 21, 23, 31, 32, 33, 48, 54, 55, 62, 81, 119 |
| F | | Franco Francisco | |
| family business | 16, 97, 124 | Bahamonde | 43, 44 |
| fascist regime | 33 | French Channel Coast | 22 |
| Federal Chambers | 78 | French Popular Front | 24 |
| Federal Code of Obligations | 68 | French Revolutionary Wars | 23 |
| Federal Council | 79 | G | |
| Federal Transport Department | 71 | Galveston | 35 |
| Fédération Internationale des Agences de Voyage (FIAV) | 120, 121 | General Staff (of Hellenic Army) | 95 |

INDEX

- | | | | |
|-----------------------------------|---|--|---|
| Geneva | 61, 64, 65, 68, 69, 71, 72, 73, 75, 76, 77, 78 | H | |
| Geneva Society for Development | 74 | Habana Hilton (Cuba) | 110, 113 |
| Genikon Travel | 119 | Havana (Cuba) | 109 |
| German Switzerland | 63 | health pavilions | 35 |
| Germany | 21, 25, 33, 34, 62, 71, 119 | health resort | 15, 35, 72, 89 |
| Ghiolman Travel | 94, 119, 121, 123 | heavy calibre model | 42 |
| Global Panorama | 24 | Helfat C.E. | 105 |
| globalization | 60 | Hellenic Association of Travel and Tourism Agencies | 122 |
| Golden Arrow (train) | 28 | Hilton Conrad | 106, 107, 108, 109, |
| good neighbour policy | 109 | Hilton Hotels Corporation's (HHC) | 106, 107, 108, 112 |
| Gordian Knot | 58 | Hilton Hotels Corporation's (HHC) Eastern Division | 112 |
| Gordon (General) | 12, 21 | Office | 112 |
| Gotthard Tunnel | 61 | Hilton Hotels International (HHI) | 16, 103, 104, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115 |
| Grand Tour | 9, 14, 22 | holiday | 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 40, 68, 93, 94, 95, 96 |
| Great Britain | 46, 48 | hospitality | 14, 16, 55, 87, 91, 94, 96, 97, 103, 113, 126, 127 |
| great/long depression of 1870 | 13, 46, 47, 60, 61, 64, 65, 80, 90 | Hotel – Revue/ Revue Suisse des Hotels | 64, 66, 67, 75 |
| great depression of 1929-1932 | 8, 10, 12, 15, 16, 21, 24, 25, 26, 27, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 57, 117, 124 | hotel business | 42, 68, 109, 126 |
| Great Western Railway | 26 | Hotel Casino Carrasco in Montevideo | 36 |
| Greece | 14, 15, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 97, 98, 116, 117, 118, 120, 124, 125, 126, 127 | Hotel Grande Bretagne | 87 |
| Greek diaspora | 88 | hotel industry | 41, 46, 61, 66, 110, 113 |
| Greek-American Community | 92 | Hotelbesitzer Verein | 81 |
| Gstaad | 69 | hoteliers | 63, 64, 65, 67, 68, 69, 75, 76, 77, 78, 126 |
| Guia del Veraneante | 37 | Hoteliers Societes | 14, 66, 74, 75, 79, 81 |
| | | Hotels de la Suisse Guide | 68 |

TOURISM AND CRISIS IN EUROPE

| | | | |
|---------------------------|---|---|--|
| Houser John W. | 113 | Istanbul (Turkey) | 109 |
| Humair Cédric | 13, 14 | Istanbul Hilton | 111 |
| | | Istanbul Hilton Hotels | |
| | | Corporation of Delaware | 111 |
| | | Italian Switzerland | 63 |
| | | Italy | 13, 14, 21, 25, 33, 34, 62, 81, 119 |
| | | Italy Northern | 65 |
| I | | J | |
| Ibanez del Campo | 37 | Jet d'Eau | 72, 77 |
| identity | 16, 21, 38, 47, 53, 95 | Journal et liste des etrangers | 74 |
| independence | 86 | Jura-Simplon Railway | 75 |
| individualism | 64, 81 | | |
| Indochina | 45 | K | |
| industrial civilization | 39 | Katakolo | 94 |
| industrial revolution | 22, 43 | Kolberg | 34 |
| industrialization | 11, 41, 42, 50, 70, 73, 76, 91 | Korean War | 107 |
| infrastructure | 12, 14, 15, 33, 36, 38, 40, 41, 42, 45, 46, 49, 72, 73, 77, 86, 87, 93 | Kraft durch Freude (strength through joy) movement | 34 |
| innovation | 9, 10, 11, 12, 13, 20, 31, 48, 49, 50, 51, 52, 53, 54, 56, 57, 58, 66, 97, 117 | Kurverein | 63 |
| institutionalization | 14 | | |
| integration | 45, 50, 86, 90, 91, 104, 114, 125, 126 | L | |
| Inter War period | 10, 26, 42, 46, 47, 79, 81, 82, 87, 93, 98, 116, 117, 120 | Lake Constance | 65 |
| Interlaken | 61, 65, 69 | Lake Geneva | 61, 63, 65 |
| International Statistical | | Lancashire | 30 |
| Association meeting | | Las Vegas | 35 |
| in Cairo 1927 | 24 | Latin America | 21, 36, 109 |
| International Statistical | | Latin America's Southern | |
| Association Meeting | | Cone | 37, 38 |
| in Warsaw 1929 | 24 | Lausane Society for | |
| internationalization | 104, 107, 108, 109, 110, 111, 112, 113, 114 | Development | 73 |
| Ireland Northern | 30 | Lausanne | 61, 64, 65, 66, 71, 73, 77, 79 |
| isolats | 49, 53 | Le Touquet | 22, 32 |
| | | League of Nations | 91, 93 |
| | | Leblebici H. | 104 |
| | | Leeds | 29 |

INDEX

- | | | | |
|---|--|--|--------------------------------------|
| leisure | 15, 23, 33, 36, 39, 46, 49, 52, 53, 55, 56, 58, 86, 89, 93, 98, 122 | marketing | 9, 17, 41, 46, 103, 122, 126, 127 |
| Les Hotels de la Suisse | 75 | Marshall Plan | 98, 106, 107 |
| Levinthal D.A. | 105 | mass tourism | 48, 116, 126, 127 |
| liberalism | 14, 15, 60, 80, 87, 99 | mergers | 46, 122, 126 |
| London | 29, 75 | Metaxas Ioannis | 95 |
| London and North Eastern Railway | 29 | Metaxas regime | 15 |
| London, Midland and Scottish Railway | 30, 31 | Methana | 94 |
| Longue durée | 50 | Mexico | 109 |
| Loutraki | 89, 96 | Mexico City | 109 |
| Lucerne | 61, 65, 69, 78, 79 | Miami Beach | 35 |
| Lugano | 71, 72 | MNEs | 16 |
| Luna Park (New York) | 35 | mobility | 9, 14, 52, 53, 58, 70, 71, 79 |
| Luxor | 40 | modernization | 12, 31, 41, 87, 91, 93 |
| Lyon | 67 | monetary policy | 89, 127 |
| Lyon -Geneva- Chamonix | 71 | Monte Carlo | 22 |
| Lytham | 30 | Monthly Bulletin (Meniaion Deltion) | 96 |
| M | | Montreux | 61, 69, 73, 74, 75 |
| M&A | 46 | Moses Robert | 35 |
| Madrid | 33, 109 | motorcars | 93, 94 |
| Malaysia | 40 | MultiNational Enterprise (MNEs) | 16 |
| Malvinas/ Falklands | 22 | Murray John | 87 |
| management | 46, 54, 55, 56, 67, 68, 92, 103, 104, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 117, 123, 124, 127 | Myrtle Beach | 35 |
| management strategies | 8, 16, 54, 67, 111, 116, 123 | N | |
| managers | 96, 103, 106, 108, 114 | Napoleon | 14 |
| Manchester Liberalism | 80 | Napoleon III | 22 |
| Mar de Plata | 37 | Napoleonic Wars | 9, 14 |
| March J.G. | 105 | Narcissus Festival | 73 |
| Margate | 29 | National Bank of Greece | 97 |
| | | National Exposition in Zurich | 64, 74 |
| | | national holiday | 12, 29 |
| | | National Tourism Organisation (NTO) | 91, 92, 96, 97, 127 |

TOURISM AND CRISIS IN EUROPE

| | | | |
|--------------------------|--|-----------------------|---|
| National Youth Movement | | Pangosmion | 122 |
| EON | 95 | Papadoulakis Katerina | 16, 17 |
| Nazi | 34 | Paris | 75, 121 |
| Near East | 9 | Parnassos Mt. | 89 |
| Nelly | 89 | Patras | 90 |
| networks | 91, 97, 117 | Patronato Nacional | |
| new deal | 35 | de Turismo | 33 |
| New World | 90 | Peloponnese | 87, 90, 94, 96 |
| New York | 35, 75, 94, 112 | Periegitiki Leschi | |
| Nice | 22 | (Touring Club) | 93 |
| Night Ferry | 28 | Peronism | 21 |
| Nile Hilton | 111 | Peteraf M.A. | 105 |
| Nile Streamers (Cook T.) | 12, 21 | philhellenism | 14 |
| North American continent | 107 | Piraeus | 89, 90 |
| North Sea | 34 | planning | 14, 16, 38, 53, 56, 85 |
| Norval A.J. | 25, 27 | policy | 10, 12, 15, 32, 37, 42, 43, 56, 67, 79, 80, 81, 85, 91, 92, 97, 106, 109, 118, 124, 127 |
| O | | Porter | 105 |
| occupation (German) | 23, 98 | Post Second World War | |
| Ocean Forest | 35 | period | 16, 48, 98, 122 |
| Office National Suisse | | predator | 45 |
| du Tourisme | 76 | Pre-War period | 91, 93 |
| Ogilvie F.W. | 25, 27 | price | 29, 31, 35, 62, 68, 69, 75, 78, 85, 91, 121, 127 |
| oil crisis | 117, 124, 125, 126 | Pritchard | 26 |
| Olten | 69 | Pro Loco | 63 |
| Olympic Games in Athens | | Pro Lugano | 71, 77 |
| 1896 | 88, 89 | prohibition | 35 |
| opportunities | 23, 43, 57, 86, 90, 105, 106, 107, 114, 117, 122, 123, 126 | Prora | 34 |
| organized capitalism | 60 | protectionism | 15, 44, 95, 97 |
| Ostend | 23 | proto-Keynesianist | |
| Ouchy | 66 | deficit Spending | |
| P | | Programs | 12, 21 |
| P. Konstantinides and | | Puerto Rico | 109, 113 |
| A. Kokinakis' | 122 | | |
| Panama | 111 | | |

INDEX

Q

- Queen Elizabeth II 22
 Quek Mary 16, 17

R

- railways 13, 15, 22, 26, 27,
 33, 37, 71, 78, 86,
 87, 93, 94, 121, 123
- recession period 9, 12, 13, 40, 85, 88,
 90, 94, 110, 116
- refugees 90, 91, 93
- regeneration 50, 127
- regional 14, 29, 34, 36, 43,
 44, 47, 51, 55, 63,
 64, 65, 66, 69, 70,
 71, 76, 80, 81, 94
- requalification 55
- resort 10, 12, 13, 20, 22,
 23, 25, 26, 28, 30,
 32, 33, 35, 36, 37,
 38, 40, 41, 45, 49,
 50, 51, 52, 53, 54,
 55, 56, 61, 62, 71,
 73, 74, 89, 94, 96
- revolution 13, 48, 49, 51, 58
- Rheinfelden 69
- Rimini 45
- risk management 67
- River Plate 37
- Riviera 32
- Romandy 65, 66
- Rugen 34
- Russian Revolution
 of October 1917 22

S

- Saint Petersburg 75
- San Sebastian 22, 32

- Saratoga Springs Park 35
- Sauvabelin 77
- Schumacher Beatrice 42
- Schumpeter Joseph Alois 13, 48
- Scotland 31
- Second Republic of France 32, 33
- Second World War 10, 15, 23, 34, 37, 46,
 48, 85, 94, 98, 109,
 116, 120, 124, 127
- secondary sector 39
- Senn H. G. 70
- Shah N. 104
- shipping 15, 29, 61, 74, 123
- Simplon 61
- Skidmore, Owings
 and Merrill (SKO) 112
- Small and Medium
 Enterprises (SMEs) 10
- Smyrna 93
- social tourism 10, 12, 15, 21, 24,
 34, 38
- Societa Italian degli
 Albergatori 81
- Société d' Embellissement
 de Montreux 65
- Société d' Embellissement
 in Romandy 63
- Société d' Utilite Publique 63
- Société d' Art Public 72
- Société de Developpement 63
- Société des Auteurs,
 Compositeurs et Editeurs
 in Paris 67
- Société des Hoteliers
 de Montreux et Environs 64
- Société des Maîtres d' Hotels
 et Pensions de Lausanne,
 Vevey, Montreux et Environs 64

TOURISM AND CRISIS IN EUROPE

| | | | |
|--------------------------------|-------------------------|--------------------------------|-----------------------------|
| Société Lausannoise | | Swiss Society for Hotel Credit | 42 |
| d' Interet Public | 65 | Switzerland | 11, 13, 14, 25, 41, 42, 54, |
| Société Suisse des Aubergistes | | | 60, 61, 64, 65, 69, 74, 75, |
| et Hoteliers | 64 | | 76, 78, 80, 81, 82, 92, 122 |
| Société Suisse des Hoteliers | | Sydney | 36 |
| (SSH) | 64, 65, 66, 67, 68, | Sydney Harbour | 36 |
| | 69, 74, 75, 76, 78, | Syndicat des Interest | 63 |
| | 79, 80, 81 | | |
| South Carolina | 35 | T | |
| Southern Railway | 28, 29 | technology | 52, 98 |
| spa resorts | 22, 36, 53 | Teece et al. | 106 |
| Spain | 21, 22, 23, 31, 32, 33, | Teeside | 31 |
| | 43, 44, 55, 81, 109 | Tel Aviv | 37 |
| Spanish Civil War | 23 | The Channel | 28, 29, 32 |
| specialization | 53, 123 | The Times of London | 29, 30 |
| Spiez | 61 | The Union Suisse | |
| St. Anne | 30 | des Musiciens | 67 |
| stabilization | 89, 91, 121 | Third Republic of France | 22 |
| Stafford G. | 102 | Thun | 61 |
| state | 8, 10, 11, 14, 15, 33, | Tissot Laurent | 11, 12, 117 |
| | 37, 42, 44, 60, 64, | Torquay | 26 |
| | 76, 78, 80, 81, 85, | totalitarianism | 23, 95 |
| | 88, 93, 95, 96, 97, | tour leaders | 125 |
| | 99, 116, 125, 127 | tour operators | 17, 45, 120, 125, |
| state agencies | 14 | | 126, 127 |
| state Intervention | 11, 14, 33, 38, 41, | Touring-Club Suisse | 79 |
| | 42, 44, 45, 46, 54, | tourism agencies | 117, 119, 127 |
| | 68, 70, 72, 81, 95 | tourism business | 8, 39, 62, 102 |
| State Park | 35 | tourism crisis | 102 |
| statistics | 10, 12, 15, 24, 25, | tourism locations | 25, 45, 52, 56, 71, 109 |
| | 26, 27, 28, 30, 33, | tourist areas | 50, 54 |
| | 61, 87, 91, 116 | tourist revolution | 49 |
| Steam-shipping | 86, 121 | tourist towns | 55 |
| Sudan | 13 | Tourist Travel Bureau | 92 |
| Sunshine Slopes gardens | 31 | Touristiki Hellas magazine | 119 |
| Super Swimming Pool | 31 | Tramways Lausannois | 77 |
| Swinemünde | 34 | transition | 14, 23, 41, 44, 47, |
| Swiss Confederation | 71, 78 | | 50, 65, 99, 116 |

INDEX

| | | | |
|--|--|-----------------------------|--------------------|
| transport | 14, 17, 20, 21, 25, 26, 41, 46, 49, 58, 62, 63, 69, 71, 72, 73, 74, 78, 89, 91, 94, 96, 117, 126 | Venizelos Eleftherios | 92 |
| | | Verkehrsverein | 63 |
| | | Verschonerungsverein | 63 |
| | | Vevey | 64 |
| travel | 8, 9, 10, 15, 17, 25, 26, 30, 40, 75, 86, 88, 89, 93, 94, 98, 102, 107, 112, 116, 117, 120, 121, 122, 126, 127 | Victoria's Great Ocean Road | 36 |
| | | Vina del Mar | 37 |
| | | vulnerability | 11, 46, 99 |
| travel agencies | 16, 62, 74, 94, 117, 119, 122, 125, 127 | W | |
| | | Wall Street Crash of 1929 | 23 |
| | | Walton John | 11, 12 |
| travel business | 17, 116, 117, 126 | Walvin James | 28 |
| Trikoupis Charilaos | 87 | Wang C.L. | 105 |
| Trouville | 22 | War of Independence | 86 |
| Turkey | 15, 87, 90, 109, 111 | Washington | 92 |
| Tyrol | 82 | Weggis | 69 |
| Tyrolean Alps | 41 | Weimar Republic | 34 |
| U | | West Yorkshire | 30 |
| unemployment | 8, 20, 23, 30, 31, 32, 34, 35, 36, 93, 94 | White Richard | 36 |
| Union – Helvetia | 67 | Winterthur | 67 |
| Union Suisse des Sociétés de Developpement (USSD) | 66, 71, 76, 79, 81 | Woodside John T. | 35 |
| Union Suisse du Commerce et de l'Industrie | 80 | Y | |
| United Nations Tourism Organisation | 8 | Ypati | 94 |
| urbanization | 53, 56, 72 | Yu L. | 102 |
| Uruguay | 36, 37 | Yugoslavia | 25, 57 |
| USA | 16, 21, 32, 33, 34, 35, 38, 88, 90, 106, 113, 118, 119, 122, 124, 126 | Z | |
| V | | Zettinig | 105 |
| Vale of Aylesbury | 29 | Zurich | 67, 68, 69, 73, 76 |
| Valencia | 33 | | |
| Veblen Thorstein | 57 | | |