

2001

## The Need for Diversity in the Tourism and Hospitality Industry

Joel Frater

*State University of New York*

Follow this and additional works at: <https://scholarworks.bgsu.edu/visions>

---

### Recommended Citation

Frater, Joel (2001) "The Need for Diversity in the Tourism and Hospitality Industry," *Visions in Leisure and Business*: Vol. 20 : Iss. 2 , Article 3.

Available at: <https://scholarworks.bgsu.edu/visions/vol20/iss2/3>

This Article is brought to you for free and open access by the Human Movement, Sport and Leisure Studies at ScholarWorks@BGSU. It has been accepted for inclusion in Visions in Leisure and Business by an authorized editor of ScholarWorks@BGSU.

# THE NEED FOR DIVERSITY IN THE TOURISM AND HOSPITALITY INDUSTRY

BY

DR. JOEL FRATER, ASSISTANT PROFESSOR

DEPARTMENT OF RECREATION AND LEISURE STUDIES  
HARTWELL HALL 21A  
STATE UNIVERSITY OF NEW YORK  
COLLEGE AT BROCKPORT  
350 NEW CAMPUS DRIVE  
BROCKPORT, NEW YORK 14420

---

## ABSTRACT

Examined at a macro level, there are several key factors that are likely to influence the tourism and hospitality industry. The first factor is the changing face of the American population. A second factor is the rate of growth of the tourism industry. A third, and very important factor is the extent to which the industry embraces diversity. There is a need for industries to reach out to a diverse group of customers and employees. The need for cross-cultural responsiveness and the adoption of training models is apparent. This paper examines population and travel industry data-trends as a corner stone for embracing diversity as both a moral and global or national economic and social reality. Among the issues to be discussed are the racial and ethnic trends in the travel industry workforce, racial and ethnic trends in the travel market, the content of globalization, and the adaptability of multicultural models used in disciplines such as counseling to the tourism and hospitality industry.

## INTRODUCTION

The U.S. economy entered its 9<sup>th</sup> year of this current expansion in 1999. The end of 1999

marked 106 months of uninterrupted recovery from the 1990-91 recession. GDP increased 4.3% in 1999. There is low unemployment and more than half of all job growth in 1999 was in the service producing industry (34). Consumer confidence reached an all time high in January 2000 (34). One of the most compelling aspects of the above information is the relatively strong position of the service industry, which tourism and hospitality is a part of. It stands to reason that one of the primary contributors to this unprecedented economic prosperity is the tourism and hospitality industry. Between 1990 and 1999, domestic and international travel expenditures rose 48% and are expected to exceed \$577 billion in 2001. International tourist arrivals in 2000 were 670 million, and expenditure was \$650 billion (34). Additional reference information on international travel and travel forecast to the U.S., and top tourism generating countries can be found in Tables 5, 7 and 7. The data on travel, tourism and hospitality suggests its global importance, and in addition to its economic influence, will impact many moral, social, political, and environment decisions.

With activities on the tourism and hospitality economic front providing so much opti-

mism and prosperity, it is easy for individuals to ignore other significant emerging trends that are likely to impact the industry. (a) The population landscape in American is changing rapidly and this trend is projected to continue throughout the 21<sup>st</sup> century. (b) There is a continued long-term growth of global economies and the bridging of communication gaps that will inevitably impact the tourism and hospitality industry (c) The above trends will necessitate strategic management decisions that will serve to position organizations for global changes in industries throughout the 21<sup>st</sup> century. Foremost among these decisions will be the extent to which diversity is embraced at the multiple levels of the tourism and hospitality industry. The tourism and hospitality industry must begin to recognize both the fact and the value of cultural diversity. Failure to tap and develop every potential source of management talent means, at a minimum, a missed chance to expand and enrich the industry's human resources. The industry should assign top priority to motivating and preparing people of diverse backgrounds to pursue opportunities in the industry (30). If the industry is proactive when dealing with issues of diversity, as a better understanding of the potential of these new markets and a better understanding of how to serve them emerge, more jobs opportunities and economic benefits will accrue to the industry, people and nation. The purpose of this paper is to: (a) analyze population and travel industry trends, and (b) analyze and draw conclusions as to the extent to which industry trends provide a framework for incorporating a systematic agenda of diversity in the planning and delivery of the multifaceted tourism and hospitality industry. In so doing, models of diversity, multiculturalism and cross-cultural competencies will be examined. The adaptability of these models to the tourism and hospitality industry will also be assessed.

## POPULATION TRENDS IN AMERICA

Population trends have emerged in the literature on diversity and multiculturalism as a means of underscoring the need to embrace the issue of cross-cultural communication in all facets of society. Although the 2000 census data is not yet in its final stage, and will not be until approximately 2003 (37), the Bureau's methods of forecasting populations are widely accepted. Tables 1, 2, 3, and 4 illustrate population forecasts spanning 1990-2050 and are include for further reference by readers. Some trends of note that are likely to influence the urgency for the tourism and hospitality to implement or expand diversity programs are: the non-Hispanic White share of the U.S. population would steadily fall from 74% in 1995 to 72% in 2000, 64% in 2020, and 53% in 2050. By the middle of the 21<sup>st</sup> century the Black population would double its 1995 size to 61 million. After 2016, more Blacks than non-Hispanic Whites would be added to the population each year. The race/ethnic group with the highest rate of increase would be the Hispanic origin and the Asian and Pacific Islander populations with annual growth rate that will exceed 2% until 2030. By 2010 the Hispanic-origin population may become the second-largest race/ethnic group (37).

As the Black, Asian, American Indian, and Hispanic populations increase their percentage of the total population, the White population proportion would decrease. The decrease is even more pronounced for non-Hispanic Whites. By 2050, 75% of the population would be White; 15% Black; 1% American Indian, Eskimo and Aleut; and 9% Asian and Pacific Islander. It is indicated that the Hispanic-origin population would increase to 25% and the non-Hispanic White population would decline to 53%. The White population would be the slowest-

growing race group. The non-Hispanic segment of the White population would stop growing by 2034. Any additional increase in the White population after 2034 would be due entirely to growth in the number of White Hispanics. The Black population would grow more than twice the White population's annual rate of change between 1995 and 2050. The black population would increase 2 million by 2000, 7 million by 2010, and 17 million by 2030, and would double its present size to 61 million by 2050. The black share of the total U.S. population is expected to increase from 12.6% in 1995 to 12.9% in 2000, 14% in 2020 and 15% in 2050 (37).

Another population trend that is strongly influencing the cultural landscape of the U.S. is the number of foreign born individuals aspiring to be American residents or citizens. It should be noted that these individuals bring with them a set of values and beliefs that help to define their existence. Some represented a part of the dominant culture in their country of birth. But, once arriving in the U.S. they find the dominant culture to be one other than their own. Making the adjustment to a new environment becomes a challenge for these individuals, that must be addressed if they are to make the transition that is necessary to make them productive individuals. The estimated 23 million foreign-born persons in 1995 represented 8.8% of the U.S. population. Among the foreign-born in 1995, 68% were White, 7.2% were Black, and 18.4% were Asian Pacific Islanders. 46.4% of all foreign-born persons were of Hispanic origin. More than 25% (6.7 million) of the total foreign-born population in 1995 were born in Mexico. The Philippines was the second largest contributor of immigrants with 1 million persons. Over half a million foreign-born individuals came from each of the following countries: Canada, China, Cuba, the

Dominican Republic, El Salvador, Jamaica, Korea, Germany, Great Britain, and Poland (37).

It is commendable that the tourism and hospitality industry is paying close attention to the above populations trends, and has taken a proactive role in promoting the need for diversity. For example, there are the Hospitality Industry Quality Through Diversity and the Best Practice in Diversity conferences, and the National Multicultural Tourism Summit. These initiatives are not only in response to pressure from Civil Rights organizations such as the NAACP, but are also a part of the strategic planning and management of industry enterprises in light of the economic and social benefits to be derived. The result of the industry paying attention is the motivation to develop an action agenda that will shape a workforce that is representative of the American population and multiple cultural practices that are present.

### **RACIAL AND ETHNIC COMPOSITION OF THE TRAVEL INDUSTRY WORKFORCE**

According to the (39), the travel and tourism industry is the world's leading employer. The industry has generated 127 million jobs worldwide, and it is projected to grow 33%, or 157 million jobs, by the year 2005. Whereas the white male has always been the dominant force in the labor market, the majority of people entering the workforce for the foreseeable future will be women and minorities such as African Americans, Hispanics, and Asians. The ethnic make up of the hospitality industry workforce was as follows for "line level" workers: African Americans = 22%; Asian = 7%; Caucasian = 40%; Hispanic = 29%; Native American = 1%; and Other = 1%. For supervi-

sory/managerial workers it was: African Americans = 13%; Asian = 4%; Caucasian = 69%; Hispanic = 12%; Native American = 1%; and Other = 1% (8). According to a report by the Food Service Research Forum, the following trends in the food service sub-sector of the tourism and hospitality industry were cited: (1) In 1983, 83% of the workers were Caucasians. That number fell to 75% in 1995. By 2005, that number is projected to fall to 66%. (2) African Americans accounted for 10% of the workforce in 1983, a share that increased to 12% in 1989. (3) Hispanics are the fastest growing foodservice minority, more than doubling from 6.3% in 1993 to 13.4% in 1995 (7). It is evident that the disproportionate number of management positions is held by Caucasians. In the restaurant sub-sector of the industry, some parts of the restaurant, namely back-of-the-house, are more diverse than others, namely front-of-the-house and management, which are still dominated by whites. Attracting and training top-notch employees is more critical than ever, and employee satisfaction should take the same place in strategic planning as customer satisfaction (27).

With these changes in the racial and ethnic landscape, the possibility of animosity exists. This is because historic feelings of superiority by any dominant culture are difficult to overcome. Initial barriers may be fueled language barriers that can escalate into barriers such as the labeling and stereotyping of groups of people into various categories. These cultural differences may continue to manifest themselves through the actions displayed by cultural groups and may lead to incidents of discrimination, in the form of limited opportunities for advance among members of some cultural groups. Consequently, managers need a broad background and openness to many kinds of people and cultures to prosper in times ahead (25). This

is because workforce diversity is a primary challenge in today's hospitality industry as an increasing number of women, racial minorities, and individuals with disabilities seek employment (14).

The differences among individuals or groups of people based on such factors as gender or race are not always smoothly resolved. Apart from possible issues of job discrimination or favoritism, or challenges involving work assignments, there may be cliques or conflicts based on differing values, lifestyles, or leadership methods. To overcome such difficulties, managers must face them directly, rather than minimize their importance. Obviously, it is essential to put policies into effect that treat all employees fairly, without any form of discrimination that might have existed in the past. Beyond this, managers must focus on improving two-way communication, honest sharing of views, and other conflict resolution practices (16).

Another contributing factor to the changing landscape in the labor market is the fact that Affirmative Action policies and voluntary hiring decisions have increased the presence of minorities at all levels of the tourism and hospitality industry. For example, minorities will represent 31.5% of the U.S. food service work force, and they will be seeking viable career opportunities (10). With the infusion of issues of diversity in the college curriculum and other training programs, the opportunity to take advantage of an expanding talent pool presents itself. This is particularly important since insensitivity to issues of diversity can have a negative effect on employee morale, satisfaction and productivity. Employees who perceive themselves as valued members of their organization are more conscientious, involved, and innovative. Unfortunately, minority group members often feel less valued than do ma-

jority group members due to stereotyping, ethnocentrism, and prejudice (14). If working teams in the tourism and hospitality industry are to be truly effective, with a powerful sense of internal loyalty, job efficiency and effectiveness, and interdependence, it is necessary for them to deal constructively with issues of diversity including gender, ethnic/racial, religious, and other types.

Evidence suggests that minorities hold a disproportionate number of management positions. In arguing that the tourism and hospitality industry should tap into the country's growing minority population for managers, customers and supplier, (10), suggested that companies focus their diversity training resources in five key areas: human resources, training, marketing, minority supplier development, and community relations. In marketing, he suggested that strategies that include understanding the values, perceptions, brand awareness, and eating patterns of minority groups be included because they comprise almost 1/3 of the market. In order for training efforts to be successful, (13), stress the value of diversity, in the form of professional education and on-the-job group dynamics programs that promote positive understanding of different cultures and deal constructively with existing prejudices or stereotypes among staff members. Hiring practices should take into account the background of potential minority employees. Many may not have been exposed to the tourism and hospitality industry as a viable career option, and as such, may be apprehensive about joining the industry. Therefore, a nurturing philosophy must be adopted by the industry in order to raise the comfort level of new recruits.

## **RACIAL AND ETHNIC TRENDS IN THE TRAVEL MARKET**

The thriving U.S. economy and low unemployment have combined to raise the level of discretionary income of potential travelers. Groups of individuals who traditionally did not comprise a significant portion of the travel market are emerging as powerful market forces. As a result, companies need to embrace diversity issues, retain the best talent and attract business from these growing minority groups (10). The industry has to be ready for the influx of minorities both on the consumer side and on the workforce side (22). Minority purchasing power is becoming more and more significant in the hospitality industry in both business and leisure (20). Annually, blacks represent a \$469 billion market, and Hispanics represent a \$273 billion market (10). Estimates of purchasing power vary. For example, Moore, 1999, cited Hispanic Americans as the fastest growing minority business community with a purchasing power of \$350 billion. Despite the minute variations, the numbers are staggering enough to draw the attention of any corporation that is entrepreneurial, including the tourism and hospitality industry.

There are additional trends that the tourism and hospitality industry should pay close attention to so it may position itself to take advantage of the economic potentials that are inherent. First, African-American travel volume was up 16% from 1997 to 1999 (increasing from 60.1 million to 69.6 million person-trip), much higher than the 1% percent overall for travel during the same time period. African American expenditure was \$407 per trip, excluding spending on transportation to their destination (32). Second, Asian-American travel volume grew 7% from 1997 to 1999, increasing from 28.5 million to 30.4 million person-trips, though

the share of total volume was flat for the past two years, staying at 3% each year. Asian-Americans spent \$ 635 per trip, excluding spending on transportation to their destination, nearly 50% more than average trip spending in the U.S. (\$438) (32). Third, Hispanic travel volume was up 11% from 1997 to 1999 (increasing from 63.9 million to 71.2 million person-trips), much higher than the 1% growth of travel overall. Hispanic spent an average of \$540 on a trip, Excluding spending on transportation to their destination, and staying an average of 3.6 nights (Travel Industry Association of America, 2000). These numbers signal the end of the days when diversity programs were implemented for the reason of yielding to societal pressures. The industry in on its way to achieving the “bottom line” through recognizing the significance of various minority groups in shaping the economic future.

The tourism and hospitality industry has had a history of prioritizing the economic prospects and this was substantiated by the predominance of economic research. The industry’s research evolved to including substantial socio-cultural and ecological research as fundamental ingredients for sustaining economic viability. Today, the debate on diversity in the industry is evolving from one of “political correctness”, “filling quotas”, and “complying with affirmative action/ EEOC rules”, to recognizing the value of diversity as a viable tool for economic enhancement. An organization that understands the functional linkage among diversity, quality, customers and employees positions itself to enjoy increased market share, improved quality, motivated employees, enhanced customer relations, reduced costs, and better management (31).

## **THE CONTEXT OF GLOBALIZATION**

Couple the phenomenon of a multicultural, multinational and multiethnic workforce with customers in the tourism and hospitality industry, and the context of globalization becomes an integral part of the process toward cooperation among interest groups in the industry. In some ways globalization has become a buzzword, and many writers seem convinced that multinational operation is somewhat a new phenomenon, but, the current global interreliance has grown slowly out of a long history of gradually stronger interaction among foreign business (6). Although the trend toward a more integrated global economic system has been in place for many years, the rate at which this shift is occurring has been accelerating recently, and appears to be poised to continue doing so throughout the early years of the new millennium (12).

Globalization is the process whereby the world’s people are becoming increasingly interconnected in all facets of their lives-cultural, economic, political, technological, and environmental. A major impetus to globalization is the ever-increasing flow of information, money, and goods through multinational corporations (18). There is a fundamental shift that occurred in the world economy that show us moving progressively further away from a world in which national economies were relatively isolated from each other by barriers to cross-border trade and investment; by distance, time zone, and language; and by national differences in government regulations, culture, and business systems (12). Two macro factors seem to underlie globalization. The first is the decline in barriers to the free flow of goods, services, and capital that has occurred since the end of World War II. The second factor is technological change, particularly the dramatic developments in recent years in

communications, information processing, and transportation technology (12). The tourism and hospitality is a prime example of how these factors are brought into play. For example, the import and exports of tourism products such as vacation experiences, and the use of technology in international ticketing and reservation systems.

Whereas globalization leads to new forms of global, regional and transnational communities or organizations that unite people across geographic boundaries, it is also likely to divide and fragment communities, both within and across nation-state boundaries (38). This is because the tourism and hospitality industry is labor intensive and the booming U.S. economy that has influenced low unemployment will necessitate the infusion of expatriate workers from various countries to fill the employment void.

Another divisive factor is that globalization involves greater cross-cultural human resource concerns relating particularly to worker quality, training, and mobility (6). These issues require careful attention by managers in order to ensure a less turbulent transition in the global economy. Because the tourism and hospitality industry is an essential component of the global infrastructure, it has always been among the first to feel the effects of globalization (6). The ability to anticipate and react swiftly and effectively to these trends has become crucial to establishing and maintaining a competitive position in the hospitality business (6). The management of globalization and its tensions requires a global consensus about purposes and direction (18). The benefits of globalization reach far beyond preventing the loss of market share that would result from not following a major industry trend (6). The challenges of globalization include communication difficulties, different

labor patterns, costs, religions, work ethic, and languages (6).

In many ways, the tourism and hospitality industry can be classified as a global one. This trend of generating and receiving visitors from global communities will cultivate a cultural milieu that cannot be ignored. Multinational ownership a diverse workforce and other forms of diversity will be emblematic of the industry in the 21<sup>st</sup> century. In recognizing that tourism and hospitality and related activities are important entities in historical and modern societies, and that they are related to broader social, cultural and moral global and national issues such as the economy, telecommunications, national boundaries, political ideologies and globalization in general, a proactive approach to the resulting diversity is assumed.

It is also apparent that a residue of globalization in the tourism and hospitality industry is the need for the industry to manifest its commitment through the training of the resulting multiethnic and multinational workforce in the area of cross-culture competence. One way to do this is to embrace the philosophy of Perry Barnevik, who according to Clark and Arbel, (6) describes global managers as having: (a) exceptionally open minds, (b) respect for how different countries do things, (c) the imagination to appreciate why they do things the way they do, and (d) the courage to push the limits of culture. They also articulated that what is needed for the future are managers who not only will be motivated by self-interest and profit maximization, but will also consider the long-range impact of their decisions on both the global community and the global environment in terms of their growth and long-term survival. Not only must they have the courage to see the right decision for the host country, but also they should have the



courage to make, and to stand by, the right decision in spite of the additional constraints and pressures of the various cultural milieus (6).

### **THE NEED FOR DIVERSITY IN THE TOURISM AND HOSPITALITY INDUSTRY**

While most advocates for the tourism and hospitality industry would agree that diversity efforts have improved, they would also agree that there is room for much growth in this area. Diversity has become recognized as a catalyst for understanding ourselves and other groups in the context of education, play and work. While there is confusion over the meaning of diversity, the common thread in its various definitions is the evidence of differences in peoples from all walks-of-life. In an attempt to address the issue of diversity in the context of the tourism and hospitality industry, it is important to identify and or clarify the meaning of the following terms that are commonly used in the literature:

**Culture:** most definitions point to the set of values, beliefs, traditions, norms, artifacts, and customs that influence the behavior(s) of a group of people which is learned and transmitted from generation to generation. Some define it narrowly while others define it broadly. The narrow definition of culture has limited multiculturalism to what might more appropriately be multiethnic or multinational relationships between groups with a shared socio-cultural heritage that includes religion, history and ancestry (24). Ethnicity and nationality are important to individual and family identity as one aspect of culture. However, the cultural context broadly defined goes beyond national and or ethnic boundaries or physical characteristics. Persons from the same ethnic or national group

may still experience cultural differences (24). Therefore, the broad definition of culture is particularly important in preparing professionals to deal with the complex differences among tourists and workers from every cultural group who are likely to be involved in the tourism and hospitality industry.

Population trends previously mentioned in this paper, taken at face value, place culture in the narrow definition category that is based on multiethnicity and multinationality (23). However, once the tourism and hospitality industry leaders and staff begin to interact with these groups at micro levels, broader interpretations of culture are likely to emerge.

**Diversity:** most definitions point to differences rooted in age, culture, health status and condition, ethnicity, experience, gender, sexual orientation, and many other variables and combinations of variables. The ways that domestic and international tourists and employees contribute to the diversity of the tourism and hospitality industry cannot be ignored since diversity is not homogeneous and will accommodate a myriad of activities that help people to manifest their cultures. In order for the meaning of diversity to be maximized in the context of the tourism and hospitality industry, the traditionally physical characteristic method of labeling or identity groups in America will fall short. An open-minded approach that capitalizes on the unique, and not so obvious elements of unique cultures, will add to civility within the organization.

**Cross-cultural competence:** is defined as the ability to think, feel, and act in ways that acknowledge, respect, and build upon ethnic, socio-cultural and linguistic diversity (19). It also refers to a set of practice skills, knowledge and attitude that must encompass

five elements: (a) awareness and acceptance of differences, (b) awareness of one's own cultural values, (c) understanding of the dynamics of difference, (d) development of cultural knowledge, and (e) ability to adapt practice skills to fit the cultural context of the customer (19). As American society has become more heterogeneous, cross-cultural effectiveness has emerged as an essential skill for service providers (19). Cross-cultural competence does not require a unique set of skills per se, but rather requires a specific type of philosophical orientation in which responsiveness to the relevant socio-political dynamics of race and principles of cultural socialization are integrated into the orientation process regardless of the customer's ostensible socio-demographic characteristics (11). The advantage of having access to a specific set of competencies is that they permit one to think of multiculturalism in more culturally diverse ways (11). One cannot merely memorize cultural competencies, but must learn and demonstrate it through a variety of active self-involving strategies and procedures (11). Cross-cultural competence can help the organization and their managers understand how to target culturally diverse customers in their marketing efforts. It can also help the organizations to communicate its values and philosophy to line staff in ways they can identify with. They in turn will reciprocate the communication of these values through the delivery of top quality service to customers.

**Multiculturalism:** refers to the integration of dimensions of customer culture into pertinent training or counseling theories, techniques, and practices with the specific intent of providing customers of all socio-demographic and psycho-demographic variations with effective customer services (11). Consequently, multicultural competencies in the tourism and hospitality industry

should encompass the capacity to interpret and embrace the various cultures of guests and staff in a manner that best suits the guest's vacation needs and the staff's/manager's relevant competencies.

The need for an agenda of diversity in the tourism and hospitality industry is influenced by a number of factors, as stated previously in this paper: (a) the changes in the composition of the U.S. population and changes in the economy. These changes have influenced demographic shifts in the travel market, and the tourism and hospitality workforce. (b) The issue of globalization is as prominent in the tourism and hospitality industry as it has been in other industries. These two factors will bring guests and employees from different communities to share in activities of necessity or leisure. As a result, the issue of diversity needs to be addressed on two fronts. (a) The perspective of employees and host communities, and (b) the guests who participate in the tourism and hospitality experience.

Cultural background has virtually been ignored in visitor studies, yet it is likely to be an increasingly important issue, as more tourism is generated from previously developing countries and as many resident populations become increasingly heterogeneous (21). Because tourism is generated from and received in a global community that continues to celebrate cultural and linguistic diversity among its members, including tourists, if a country's tourism industry desires to maintain its share in the tourism market, its practitioners must accommodate the culturally based needs of foreign visitors (15). Recognizing that communication between visitors and hosts is vital from various backgrounds is challenging strategies to break down language barriers must be devised. Challenges could also emerge in patterns of social interaction, differences in skill and

knowledge, differences in values and attitudes, and differences in learning and processing information. Examples would include non-verbal communication patterns such as handshakes, reactions to the invasion of personal and the making of eye contact. Another challenge for planning a balanced tourism product is being able to take into account the socio-cultural wants and needs of the visitor and balancing these with positive attributes for the employees and host community (9). However, a carefully planned, well-organized tourist destination can benefit area employees and residents by exposing them to a variety of ideas, people, languages, and other cultural traits. In addition, there are economic benefits.

#### **APPLICATION OF MULTICULTURAL MODELS IN DIVERSITY TRAINING TO THE TOURISM AND HOSPITALITY INDUSTRY**

Each cultural group wants to maintain its identity, be respected for its uniqueness, and socialize future generations to honor its heritage (3). The blossoming of expanded social contacts that has long characterized the American experience is in danger of being replaced by insulated, alienated subgroups who resist all but the most superficial types of existence (2). The need for cross-cultural sensitivity and the search for training are apparent not only for helping professions such as counseling, social work, and therapeutic recreation. The field of international management has become painfully aware of the high financial cost of cross-cultural insensitivity, and managers have been sent scurrying in search of further training (4, 17). The time is right for the tourism and hospitality industry to recognize the value and applicability of multicultural models to the industry, particularly in the area of staff training and development. Among

the models to be discussed are those advanced by: (a) Pedersen, (b) Ridley, (c) Sue, and (d) Berg-Cross and Chinen.

Pedersen (23), presented a three stage developmental progression from awareness through knowledge to skill. The *awareness stage* emphasizes assumptions about cultural differences and similarities of behavior, attitudes, and values. Multicultural awareness increases a person's intentional and purposive decision making ability by accounting for the many ways that culture influences different perceptions of the same situation. The *knowledge stage* expands the amount of facts and information about culturally learned assumptions. The *skills stage* applies effective and efficient action with people of different cultures based on the participants' clarified assumptions and accurate knowledge.

Although this framework makes specific reference to the counseling profession, its appeal is universal. Managers and employees in the tourism and hospitality industry can demonstrate cultural awareness by broadening their knowledge of their own culture. Understanding their own culture will serve as a springboard for engaging in dialogue with guests and colleagues from other cultures. They can demonstrate knowledge of how institutionalized prejudice and stereotypes have created conflicts among groups and engage in intellectual conversations with others about similar experiences in their own culture. They can demonstrate skills by capitalizing on the organization's efforts to provide diversity training or by initiating opportunities to submerge themselves into situations that will help them to develop cultural competencies and applying these skills on the job.

Riley, et al. (26) presented a six-program training and curriculum design for multi-

cultural training. These range from programs that do not recognize the role of culture to those that use culture as a basis for all conceptualization and interventions. Although it was developed to understand counseling programs, it can be used by industries to refine the various levels of at which their own diversity programs are operating (3). The program designs are: (a) The *traditional program design* that typically views existing counseling models as appropriate for persons of all cultural backgrounds, and therefore makes few cross-cultural references. (b) The *workshop design* does not alter the traditional curriculum but incorporates a multicultural training module into a program of study. (c) The *separate course design* is a single course that covers academic and clinical approaches to a variety of subgroups in the community. (d) The *interdisciplinary cognate approach* is more intense and uses diverse disciplines such as psychology, sociology, anthropology, etc. to understand how culture influences human behavior. (e) The *subspecialty model* puts increased emphasis on multicultural knowledge by requiring a number of different courses and experiences that lead to cross-cultural competency. (f) In the *integrated program design*, multicultural theory is woven into every aspect of the training program.

Operationalized in the context of the tourism and hospitality industry, the traditional program design could be applied in situations where the participants are able to identify with similar experiences. For example, a lesson about quality customer service should have universal appeal throughout the organization regardless of the employees' background. The workshop design may occur on a regular basis throughout the organization. Since the workshop is rotated, each presentation may include issues that are unique to the various cultures that are represented. The separate course may be applied

in situations where the organization is catering to a specific group of clients. For example, if the resort expects to receive a large delegation of Japanese guests, there may be a training program designed specifically for communicating Japanese etiquette to the employees. The interdisciplinary cognate approach and the subspecialty model may be applied by offering diversity training in various departments throughout the organization. For example, housekeeping, foodservice, and recreation may have training programs in their respective departments where individuals from one department would be required to participate in training that is taking place in other departments. The integrated program design would allow the organization to inject issues of diversity in all aspects of its operation. Once this becomes a part of the organization's culture, it will be reflected in the recruitment philosophy as well as the work processes and management structure throughout the organization.

D. W. Sue (29) described a model that provides the educator, manager or consultant with the framework for assessing the specific training needs of a program or organization. The first dimension is the *functional focus*. The second dimension is those *barriers to diversity* encountered in an organization. The third dimension is the *specific competencies* that are desired. These three dimensions form a matrix that the multicultural educator, manager or consultant can use to identify appropriate interventions for the organization. Once an area of need has been identified with this model, specific training exercises can be used (3).

The functional focus can be addressed when the organization identifies its diversity training needs and makes an attempt to address those needs. For example, an organization may wish to focus on training its staff in bilingual education in response to a

growing number of multinational and multilingual guests. The organization should encourage an environment of openness that will allow them to identify barriers such as stereotypes, discrimination, language differences, differences in work ethic, and differences in management and communication styles. The specific competencies that are desired in the tourism and hospitality industry include, cross-cultural communication skills, working partnerships with persons of another culture, and the ability to respond to the needs of customers from various cultural backgrounds without compromising the customer's level of satisfaction with the organization.

The Person-in-Culture Interview is a training device that gives therapists, counselors, and business managers a way to approach and dismantle multiple barriers to cross-cultural understanding. It is a simple tool that can be incorporated into many models of cross-cultural training (3). The Person in Culture Interview is rationalized by the need to address barriers arising when customers and staff are from different cultures. Such barriers include different communication patterns, different values, different explanations concerning the cause and solution of problems, and different social and interpersonal needs (40). The model is designed to provide cross-cultural experience that is sensitive to cultural issues without stereotyping any particular individual. It is a one-on-one, open-ended interview with the goal of birthing a deep human encounter between individuals with culturally different backgrounds by asking each party to share his or her worldview with the other (3). This training model is important when dealing with staff from cultures that inhibit open communication. This approach can allow managers and staff to gradually build a relationship of mutual trust and understanding in a less threatening environment since the in-

tervention may take place in a less open forum.

## CONCLUSION

This paper sought to examine population and travel industry trends as a framework for incorporating an agenda of diversity tourism and hospitality industry. The trends that were examined included racial and ethnic trends in the travel industry workforce, racial and ethnic trends in the travel market, the content of globalization, and the adaptability of multicultural models to the tourism and hospitality industry. The above trends are likely to influence the landscape of the tourism and hospitality in terms of the travel market, labor-force and the need to embrace diversity in response to these demographic and economic and resulting cultural shifts. The connection between tourism and hospitality and culture is strong. This strength is evident in the diversity that exists in the U.S. population, the relative strength of the tourism industry, and the acceptance of the phenomenon of globalization as an integral part of the industry.

Most interventionist researchers have focused more heavily on minimizing potentially negative outcomes of diversity than on directly enhancing positive outcomes, probably because containing the former is assumed a precursor to realizing the latter (5). Too often, bold proclamations of organizations' commitment to diversity, as stated in vision and mission statements, are an exercise of futility. The architects of these documents are usually highly intellectual beings who are adept at translating ideas into words, but this is not enough. The application of multicultural training models emphasizes that organizations should draw on ideas that will influence them to undertake the planning and implementation of

programs that involve management, staff and customer where possible. At a general level, the application of these models suggests that organizations that take the steps to activate programs of diversity may avoid some of the skepticism about some organization's commitment to the issue.

This paper should serve as a beginning for more in-depth study of particular cultural groups that are involved in the tourism and hospitality industry. It is a philosophy that can be used as a guide to gain knowledge and understanding of culturally diverse individuals and groups within an organization. It is obvious that if only individuals change

and not the system in which they work, the textbooks that are used for teaching, the practicum experiences that are provided, the ethical standards and competencies that guide professional practice, and the institutions that set up policies and influence legislation, the status quo will remain (1). This paper should challenge institutions of higher education and other settings such as hotels and resorts where services are provided, to engage in a self-examination process. They will need to assess the commitment, cultural appropriateness of and relevance of the organization's structure, policies, and procedure in addressing issues of diversity.

#### REFERENCES

1. P. Arredondo, R. Toporek, S.P. Brown, J. Jones, D.C. Locke, J. Sanchez and H. Stadler, Operationalization of the Multicultural Counseling Competencies, Journal of Multicultural Counseling and Development, Vol. 24(1), pp.42-78, 1996.
2. L. Berg-Cross, B.J. Starr and L. Sloan, Race Relations Training on College Campuses: Goals and Techniques for the 90's, Journal of College Student Psychology, Vol. 8, pp. 155-177, 1993.
3. L. Berg-Cross and R.T. Chinen, Multicultural Training Models and the Person in Culture Interview. In Pontereto et al., (Ed.), Handbook of Multicultural Counseling, Sage Publications, Thousand Oaks, California, 1995.
4. J.S. Black and M. Mendenhall, Cross-cultural training effectiveness: A review and a Theoretical Framework for Future Research, Academy of Management Review, Vol. 15, pp. 113-136, 1990.
5. S. Brickson, The Impact of Identity Orientation on Individual and Organizational Outcomes in Demographically Diverse Settings, Vol. 25, pp. 1-26, Academy of Management, 2000.
6. J.J. Clark and A. Arbel, Producing Global Managers: The Need for a New Academic Paradigm, Cornell Hotel and Hospitality Administration Quarterly, Vol. 34(4), pp. 83-94, 1993.
7. M. DeLuca, Is Diversity the Answer to Labor Woes, Restaurant Hospitality, Vol. 81(4), pp. 16-17, 1997.

8. R. Donoho, Diversity Conference Tries to Catch On, Successful Meetings, Vol. 46(7), pp. 16-17, 1997.
9. D.L. Edgell, Sr., Tourism Policy: The Next Mellenium, Sagamore Publishing, Champaign, Illinois, 1999.
10. G.A. Fernandez, Minority Markets Offer Diverse Opportunities, In Hotel and Motel Management, Vol. 214(6), pp. 30-31, 1999.
11. Helms and Richardson, How “Multiculturalism” Obscures Race and Culture as Differential Aspects of Counseling Competency. In D.B. Pope-Davis and H.L.K. Coleman, (Ed.), Multicultural Counseling Competencies, Sage Publications, Thousand Oaks, California, 1997,
12. C.W.L. Hill, International Business: Competing in the Global Marketplace, McGraw Hill, Boston, Massachusetts, 1999.
13. K. Hollister and D. Hodgson, Diversity Training, Accepting the Challenge, Parks and Recreation, p. 18, June, 1996.
14. K. Iverson, Managing for Effective Workforce Diversity, Cornell Hotel and Restaurant Administration Quarterly, Vol. 41(2), pp. 31-38, 2000.
15. J. Jafari and W. Way, Multicultural Strategies in Tourism, Cornell Hotel and Restaurant Administration Quarterly, Vol. 35(6), pp. 72-81, 1994.
16. R.G. Kraus and J.E. Curtis, Creative Management, 6<sup>th</sup> Edition, McGraw Hill, Burr Ridge, Illinois, 2000.
17. L.C. Li, The Strategic Decision of Cross-cultural training programs, Journal of Management Development, Vol. 11, pp. 22-29, 1992.
18. G.C. Lodge, Managing Globalization in the Age of Interdependence, Pfeiffer and Company, San Diego, California, 1995.
19. Lynch and Hanson, Developing Cross-Cultural Competence 2<sup>nd</sup> ed., Paul H. Brookes Publishing Co., Baltimore, Maryland, 1998.
20. R. Moore, Multicultural Confab Weighs Supplier Diversity as Rising Bottom-line issue. In National Restaurant News, Vol. 33(19), pp. 46-47, 1999.
21. G. Moscardo, Making Visitors Mindful: Principles for Creating Sustainable Visitor Experiences Through Effective Communication, Sagamore Publishing, Champaign, Illinois, 1999.
22. W.S. Norman, Quality Through Diversity Conference, Hotel and Motel Management, 1997.

23. P. Pedersen, A Handbook for Developing Multicultural Awareness 2<sup>nd</sup> ed., American Counseling Association, Alexandria, Virginia, 1994.
24. P. Pedersen, Culture-Centered Counseling Interventions, Sage Publications, Thousand Oaks, California, 1996.
25. T. Powers and C.W. Barrow, Introduction to Management in the Hospitality Industry, New York, John Wiley and Sons, Inc., 1999. Sagamore Publishing, Champaign, Illinois, 1999.
26. C.R. Ridley, D.W. Mendoza and B.E. Kanitz, Program Designs for Multicultural Training, Journal of Psychology and Christianity, Vol. 11, pp. 326-335, 1992.
27. R. Rousseau, Empowering the New America, Restaurants and Institutions, Vol. 107(7) pp. 40-52, 1997.
28. J.A. Rutherford, The Electrifying Job of the Front Office Manager, D.G. Rutherford (Ed.), Hotel Management and Operation, Van Nostrand Reinhold, New York, New York, 1995.
29. D.W. Sue, A model for Cultural Diversity Training, Journal of Counseling and Development, Vol. 70, pp. 99-105, 1991.
30. A.T. Stutts, Multicultural Recruiting a Must, Lodging Hospitality, Vol. 52(11), pp. 21-22, 1996.
31. A.T. Stutts, Diversity's Fruitful Dynamics, Lodging Hospitality, Vol. 55(10), pp. 26-27, 1999.
32. Travel Industry Association of America, Minority Travelers: A Large and Growing Market, <http://www.tia.org/press/010901minority.asp>, 2000.
34. Travel Industry Association of America, Travel Statistics and Trends, <http://www.tia.org/Travel/TravelTrends.asp>, 2000.
35. Travel Industry Association of America, Research: Tourism Employment and Payroll, <http://www.tia.org/Travel/TravelEmploy.asp>, 2000.
36. U.S. Census Bureau, Population Projections of the United States by Age, Sex, Race, and Hispanic Origin: 1995 to 2050, U.S. Department of Commerce, 1997.
37. U.S. Census Bureau, The Foreign Born Population in the United States, U.S. Department of Commerce, 2000.
38. Van Esteren, Conceptualizing the Impact of U.S. Popular Culture Globally, Journal of Popular Culture, Vol. 30(1), pp. 47-89, 1996.
39. World Travel and Tourism Council, London, England, 1995.



40. R.A. Young and S.E. Marks, Understanding Attribution Processes in Cross-cultural Counseling, International Journal of Advancement of Counseling, Vol. 9, pp. 319-326, 1986.

TABLE 1

Population by Race and Hispanic Origin 1990 to 2050  
(In thousands.)

Year	Total	Race				Hispanic origin	Not of Hispanic Origin			
		White	Black	American Indian	Asian		White	Black	American Indian	Asian
ESTIMATEE										
1990	249,402	209,180	30,599	2,073	7,550	22,549	188,601	29,374	1,802	7,076
PROJECTIONS (Middle Series)										
1995	262,820	218,078	33,144	2,241	9,357	26,936	193,566	31,598	1,931	8,788
2000	274,634	255,532	35,454	2,402	11,245	31,366	197,061	33,568	2,054	10,584
2005	285,981	232,463	37,734	2,572	13,212	36,057	199,802	35,485	2,183	12,454
2010	297,716	239,588	40,109	2,754	15,265	41,139	202,390	37,466	2,320	14,402
2020	322,742	254,887	45,075	3,129	19,651	52,652	207,393	41,538	2,601	18,557
2030	346,899	269,046	50,001	3,515	24,337	65,570	209,998	45,448	2,891	22,993
2040	369,980	281,720	55,094	3,932	29,235	80,164	209,621	49,379	3,203	27,614
2050	393,931	294,615	60,592	4,371	34,352	96,508	207,901	53,555	3,534	32,432

Source: U.S Census Bureau. NOTE: Persons of Hispanic origin may be of any race

TABLE 2

Percentage Distribution of the Population by Race and Hispanic Origin, 1990 to 2050

Year	Total	Race				Hispanic origin	Not of Hispanic Origin			
		White	Black	American Indian	Asian		White	Black	American Indian	Asian
<b>ESTIMATEE</b>										
1990	100.0	83.9	12.3	0.8	3.0	9.0	75.6	11.8	0.7	2.8
<b>PROJECTIONS (Middle Series)</b>										
1995	100.0	83.0	12.6	0.9	3.6	10.2	73.6	12.0	0.7	3.3
2000	100.0	82.1	12.9	0.9	4.1	11.4	71.8	12.2	0.7	3.9
2005	100.0	81.3	13.2	0.9	4.6	12.6	69.9	12.4	0.8	4.4
2010	100.0	80.5	13.5	0.9	5.1	13.8	68.0	12.6	0.8	4.8
2020	100.0	79.0	14.0	1.0	6.1	16.3	64.3	12.9	0.8	5.7
2030	100.0	77.6	14.4	1.0	7.0	18.9	60.5	13.1	0.8	6.6
2040	100.0	76.1	14.9	1.1	7.9	21.7	56.7	13.3	0.9	7.5
2050	100.0	74.8	15.4	1.1	8.7	24.5	52.8	13.6	0.9	8.2

Source: U.S Census Bureau. NOTE: Persons of Hispanic origin may be of any race

TABLE 3

## Population Change by Race and Hispanic Origin

Year	Total	Race				Hispanic origin	Not of Hispanic Origin			
		White	Black	American Indian	Asian		White	Black	American Indian	Asian
<b>PERCENTAGE CHANGE</b>										
1995 TO 2050	49.9	35.1	82.8	95.0	267.1	258.3	7.4	69.5	83.0	269.1
<b>AVERAGE ANNUAL CHANGE</b>										
1995 to 2000										
2000 to 2005	0.88	0.67	1.35	1.38	3.68	3.04	0.36	1.21	1.23	3.72
2005 to 2010	0.81	0.61	1.25	1.37	3.22	2.79	0.28	1.11	1.22	3.25
2010 to 2020	0.80	0.60	1.22	1.37	2.89	2.64	0.26	1.09	1.22	2.91
2020 to 2030	0.81	0.62	1.17	1.28	2.53	2.47	0.24	1.03	1.14	2.53
2030 to 2040	0.72	0.54	1.04	1.16	2.14	2.19	0.12	0.90	1.05	2.14
2040 to 2050	0.64	0.46	0.97	1.12	1.83	2.01	-0.02	0.83	1.03	1.83
	0.63	0.45	0.95	1.06	1.61	1.86	-0.08	0.81	0.98	1.61

Source: U.S Census Bureau. NOTE: Persons of Hispanic origin may be of any race

TABLE 4

Percentage of Total Population Growth by Race and Hispanic Origin, 1990 to 2050

Year	Total	Race				Hispanic origin	Not of Hispanic Origin			
		White	Black	American Indian	Asian		White	Black	American Indian	Asian
<b>PROJECTIONS (Middle Series)</b>										
1990 to 1995	100.0	66.3	19.0	1.3	13.5	32.7	37.0	16.6	1.0	12.8
1995 to 2000	100.0	63.1	19.6	1.4	16.0	37.3	29.6	16.7	1.0	15.2
2000 to 2005	100.0	61.1	20.1	1.5	17.3	41.3	24.2	16.9	1.1	16.5
2005 to 2010	100.0	60.7	20.2	1.5	17.5	43.3	22.0	16.9	1.2	16.6
2010 to 2020	100.0	61.1	19.8	1.5	17.5	46.0	20.0	16.3	1.1	16.6
2020 to 2030	100.0	58.6	20.4	1.6	19.4	53.5	10.0	16.2	1.2	18.4
2030 to 2040	100.0	54.9	22.1	1.8	21.2	63.2	(X)	17.0	1.4	20.0
2040 to 2050	100.0	53.8	23.0	1.8	21.4	68.2	(X)	17.4	1.4	20.1

Source: U.S Census Bureau. NOTE: Persons of Hispanic origin may be of any race

TABLE 5

## Forecast of Inbound Travel to the U.S.

Year	Number of Visitors (Million)	Annual Percentage Change
2000	51.5	6.3
2001	54.2	5.2
2002	56.9	4.9
2003	59.6	4.8

Source: Source: Travel Industry Association of America

TABLE 6

## International Travel to the U.S 1990-1999

Year	Visitors (Million)	Travel Spending in the U.S. (\$Billion)	Passenger Fares (\$Billion)	Total Spending (\$Billion)
1999	48.5	74.4	21.1	95.5
1998	46.4	71.3	20.0	91.2
1997	47.8	73.3	20.8	94.1
1996	46.5	69.8	20.4	90.2
1995	43.3	63.4	18.9	82.3
1994	44.8	58.4	17.0	75.4
1993	45.8	57.9	16.5	74.4
1992	47.3	54.7	16.6	71.4
1991	42.7	48.4	15.9	64.2
1990	39.4	43.0	15.3	58.3

Source: Source: Travel Industry Association of America

TABLE 7

## Top 25 Tourism Generating Countries for the U.S. in 1999

Country	Number of visitors
Canada	14,110,000
Mexico	9,915,000
Japan	4,826,077
United Kingdom	4,252,160
Germany	1,984,627
France	1,059,014
Brazil	65,013
Italy	626,217
Venezuela	501,660
Netherlands	526,819
Argentina	501,660
South Korea	498,643
Australia	483,157
Taiwan	453,299
Colombia	415,724
Switzerland	405,626
Spain	362,848
Sweden	314,258
Israel	283,306
Bahamas	282,286
Belgium	248,821
Ireland	246,394
Jamaica	233,547
India	228,072
Dominican Republic	220,817

Source: Travel Industry Association of America