The Business of Leisure

Tourism, Sport, Events and Other Leisure Industries

Second Edition

Ken Roberts
# Contents

*List of Tables*  viii  
*List of Boxes*  ix  

1. **Introduction**  1  
   - Leisure as a social service  1  
   - Leisure industries  5  
   - Leisure since the financial crisis  8  
   - Book plan  14  
   - Whose business?  17  

2. **Commercial Leisure**  21  
   - Introduction  21  
   - Blurred boundary  21  
   - A brief history of commercial leisure  24  
   - Shopping  28  
   - George Ritzer’s McDonaldization thesis  32  
   - Achievements and limitations of commerce  37  
   - Conclusions  41  

3. **Voluntary Associations**  42  
   - Introduction  42  
   - Overview of the voluntary sector  44  
   - Volunteering  53  
   - The engine: enthusiasm  59  
   - The twenty-first-century context  60  
   - Conclusions  66  

SECTION I. PROVIDERS  19
## CONTENTS

4. The Public Sector  
   Introduction 67  
   Business methods 70  
   The development of public leisure services: the case of the UK 76  
   Incapacities and unique capabilities 85  
   Conclusions 90

SECTION II. PROVISIONS 93

5. Tourism 95  
   Introduction 95  
   Creating the modern holiday 100  
   Twentieth-century developments 104  
   Competing for business 108  
   Managing present-day tourism 114  
   Conclusions 117

6. Sport 119  
   Introduction 119  
   The modernisation of sports 121  
   Sport and the state 129  
   Spectator sport as a commercial business 134  
   Commercialisation and participant sport 143  
   Managing sport 146  
   Conclusions 147

7. Events 149  
   Introduction 149  
   Types of events 152  
   The rise of the events industry 156  
   Do mega events make money for the hosts? 162  
   Conclusions 169

8. Culture: Heritage, the Arts and Mass Media 171  
   Introduction 171  
   Heritage 172  
   The arts 178  
   Mass media 186  
   Conclusions 194
CONTENTS

9. New Leisure Industries 196
   Introduction 196
   Computer games 199
   Virtual worlds 202
   Subsidiary businesses 203
   Social media 204
   Niche operators 207
   Employment in the emerging leisure industries 208
   Cyber-leisure businesses in context 211
   The re-mediation of older media 213
   Conclusions 218

SECTION III. CONCLUSIONS 221

10. Policies, Employment, Education 223
    Introduction 223
    Employment 226
    Public sector capabilities 230
    Education 234
    Final conclusions 235

Bibliography 237

Index 255