



EMERALDHANDBOOKS

THE EMERALD HANDBOOK OF LUXURY MANAGEMENT FOR HOSPITALITY AND TOURISM

EDITED BY
ANUPAMA S. KOTUR
SAURABH KUMAR DIXIT



The Emerald Handbook of Luxury Management for Hospitality and Tourism

The Emerald Handbook of Luxury Management for Hospitality and Tourism, from editors Anupama S. Kotur and Saurabh Kumar Dixit, investigates the challenges of creating luxury experiences in a post-pandemic world, as managers and guests alike increasingly embrace sustainability. From Oman to Delhi, Norway to the Caribbean, this compendium offers historical perspectives and of-the-moment insights on curating meaningful sensory experiences. Social sustainability and the role of technology are also discussed in detail. For those who create and manage luxury experiences, whether in Michelin-starred restaurants or resorts; or who engage in scholarly research in the field of luxury consumption, this comprehensive book is a must-read.

–**Professor Annamma Joy, PhD**, The University of British Columbia, Canada

Luxury Tourism and Hospitality are still a neglected issue, a privilege of few that is perceived with some prejudice. This *Handbook* is one more contribution to shape this trend and bring to the discussion a cutting-edge topic that will pave tourism development in forthcoming years. The *Handbook* looks at the concept and historical perspectives of luxury and introduces the reader to the challenges of managing and marketing luxury within a contemporary perspective of luxury where technology is the leading figure. This edited book shifts the negative perspective of luxury by relating it with sustainability and mirroring luxury trends after the lurking oddness the pandemic brought to the world. With contributions from international experts in the field, *The Emerald Handbook of Luxury Management for Hospitality and Tourism* provides a research-led perspective of luxury tourism and hospitality from different angles in major tourist newcomers; a must-have volume.

–**Professor Antonia Correia, PhD**, University of Algarve, Portugal

Waiting for resorts to open in space, luxury travelers are craving for unique sensory experiences. From wineries in Australia to fjords in Norway, this *Handbook* provides tourism and hospitality executives with ‘Les Clefs d’Or’ (the Golden Keys) to successfully target, attract and retain their luxury personas. A mandatory read!

–**Professor Diana Derval, PhD, EMBA**, Chair of Derval Research and Author of *Designing Luxury Brands: The Science of Pleasing Customers’ Senses*

The Emerald Handbook of Luxury Management for Hospitality and Tourism

EDITED BY

ANUPAMA S. KOTUR

Symbiosis International (Deemed University), India

SAURABH KUMAR DIXIT

North-Eastern Hill University, India



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Copyright © 2022 by Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-83982-901-7 (Print)

ISBN: 978-1-83982-900-0 (Online)

ISBN: 978-1-83982-902-4 (Epub)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

In memory of late Dr Andy Hayes, whose contribution to the Handbook and to the domain of hospitality luxury is invaluable
Saurabh dedicates this book to Suchetan (his brother-in-law), who succumbed to COVID-19 on 7 May 2021
Anupama dedicates this book to her parents Sarojini and Somaling Kotur, and husband Ashwin Kaddi

This page intentionally left blank

Table of Contents

List of Figures and Tables	<i>xi</i>
About the Editors	<i>xv</i>
About the Contributors	<i>xvii</i>
Acknowledgements	<i>xxv</i>

Introduction	1
<i>Anupama S. Kotur and Saurabh Kumar Dixit</i>	

Part 1 Conceptualising Luxury

Chapter 1 Historical Progression of Luxury	19
<i>Vinay Chauhan, Suvridha Khanna and Sandeva Khajuria</i>	

Chapter 2 Emerging Paradigms in Luxury: Understanding Luxury as an Embodied Experience in a Yoga Retreat Holiday	37
<i>Mona Eskola, Minni Haanpää and José-Carlos García-Rosell</i>	

Chapter 3 Koyasan's Temple Lodging: Shades of Grey in the Luxury Tourism Spectrum	57
<i>Amnaj Khaokhrueamuang, Warinthorn Kachendecha and Pongtawat Srichamnong</i>	

Chapter 4 Luxury Tourism in Vietnam: A Political Economy Analysis	83
<i>K Thirumaran and DamXuanMinh</i>	

Chapter 5 Challenges and Prospects for Oman in the Making of Luxury Tourism Destination	101
<i>Amitabh Mishra and Mohit Kukreti</i>	

Part 2 Managing and Marketing Luxury Experiences

Chapter 6 Consuming Luxury Tourism – Differences in Consumption Patterns in the Czech Market	125
<i>Markéta Novotná and Josef Kunc</i>	

Chapter 7 Marketing Luxury Experiences in an Emerging Luxury Destination of Norway	145
<i>Xiang Ying Mei</i>	

Chapter 8 ‘The Butler Did It!’ Luxury Accommodation Management in Tourism from the Caribbean to the Pacific Islands	163
<i>Johnnel Smith</i>	

Chapter 9 Marketing Gastronomic Tourism Experiences as Luxury	183
<i>Namita Roy and Ulrike Gretzel</i>	

Chapter 10 Luxury Tourism and Hospitality Employees: Their Role in Service Delivery	199
<i>Tracy Harkison</i>	

Chapter 11 The Language of Luxury: Decoding the Luxury Hotel Brand’s Marketing Communication	221
<i>Senthilkumaran Piramanayagam and Partho Pratim Seal</i>	

Chapter 12 Branding Luxury Travel	243
<i>Arup Kumar Baksi</i>	

Part 3 Technology and Other Contemporary Facets in Luxury

Chapter 13 Technology and Luxury in Tourism and Hospitality	273
<i>Sandra Maria Correia Loureiro</i>	

Chapter 14 Luxury Hospitality and the Adoption of Voice Assistants: The Role of Openness to Change and Status Consumption 285
Cesare Amatulli, Andrea Sestino, Alessandro M. Peluso and Gianluigi Guido

Chapter 15 Influence of Branded Luxury Guestroom Amenities on Guests' Hotel Buying Decisions: A Case of Five-star Hotels in Delhi 305
Vikas Gupta and Saurabh Kumar Dixit

Chapter 16 Michelin-starred Restaurants and Its Contribution to Luxury Gastronomy Tourism 321
Adela Balderas-Cejudo, Diana Gavilan and S. Fernandez-Lores

Part 4 Sustaining Luxury

Chapter 17 Managing Luxury Brand Creation, Communication and Sustainability: Evidence from the Four Seasons Hotels and Resorts Case 337
Anni Ding and Tiffany S. Legendre

Chapter 18 Sustainable Luxury Tourism: Promises and Perils 353
Deep Jyoti Gurung, Paridhi Brahma and Chandan Goswami

Chapter 19 Conceptualising Social Sustainability in Sustainable Luxury Tourism in Martuwarra, Northern Western Australia 379
Johan Nordensvärd and Anne Poelina

Chapter 20 Sustainable High Yield Luxury Tourism Experiences 403
Jacqualine Spence, Pierre Benckendorff and P. Monica Chien

Chapter 21 50 Shades of the Luxury Hospitality Industry 425
Katarzyna Minor and Andy Heyes

Part 5 Luxury in a Post-Pandemic World

Chapter 22 Reinventing Luxury Travel Imaginaries: Early Responses of Travel Influencers to the COVID-19 Pandemic 445
Christian S. Ritter

Chapter 23	Luxury Hospitality and Tourism during the Pandemic	463
	<i>Kuan-Huei Lee</i>	
Chapter 24	The Pandemic of Tourism: How Tourism Has Become an Unsustainable Luxury	479
	<i>Clare Hindley, Willy Legrand and Gabriel C.M. Laeis</i>	
Chapter 25	Delivering Luxury Experiences in the Post-COVID-19 Reality	497
	<i>Barbara Czyzewska</i>	
Chapter 26	Luxury Tourism in the New Normal: In Search of the New Memorability	513
	<i>Diana Gavilan, Adela Balderas-Cejudo and Gema Martinez-Navarro</i>	
Chapter 27	Conclusion: Way Forward for the Hospitality and Tourism Luxury	533
	<i>Saurabh Kumar Dixit and Anupama S. Kotur</i>	
	Index	539

List of Figures and Tables

Figure 1.	Antecedents and Consequents of Luxury Tourism.	3
Figure 2.	Word Cloud of Meanings and Interpretation of Luxury.	5
Figure 2.1.	Flow Yoga at the Beach.	43
Figure 2.2.	Complimentary Loose Outfit in the Room.	47
Figure 3.1.	Research Framework for Conceptualising Shades of Grey in Luxury Tourism.	63
Figure 3.2.	The Luxury Tourism Spectrum: Shades of Black, Grey and White Show the Levels of Material Concerns Versus Experiences.	75
Figure 4.1.	A Conceptual Framework of Ideological Typologies and Luxury Tourism.	87
Figure 5.1.	Bird's Eye View of Shangri-La Barr Al Jissah Resort and Spa.	102
Figure 5.2.	Desert Safari.	104
Figure 5.3.	Bat Tombs and Settlements.	107
Figure 5.4.	Next Generation Luxury Experience through Renovation – Al Bustan Palace – A Ritz-Carlton Hotel.	110
Figure 5.5.	Refreshing Pool and Executive See View – Al Bustan Palace – A Ritz-Carlton Hotel.	111
Figure 6.1.	Spatial Distribution of the Respondents in NUTS 3 Regions of the Czech Republic.	132
Figure 6.2.	Preferences on a Luxury Holiday.	134
Figure 6.3.	The Level of Organisation of the Luxury Holiday.	135
Figure 7.1.	The Location of the Svalbard Islands and their Distance to Mainland Norway.	155

Figure 10.1.	Model of Luxury Hotel and Lodge Experience.	209
Figure 10.2.	Model of How the Luxury Hotel and Lodge Experience Is Created.	211
Figure 11.1.	Brand Portfolio Structure of Marriott International Inc.	229
Figure 12.1.	Standardised Model (Zeroorder from Phase-I Study).	254
Figure 12.2.	TravelLux Brand Relationship – Higher Order Model.	257
Figure 12.3.	Clustered Heat Map of Sentiments.	260
Figure 14.1.	Conceptual Model.	293
Figure 14.2.	Effect of Openness to Change on Perceived Usefulness as a Function of Status Consumption Orientation.	295
Figure 14.3.	The Strategic Focus at Different Levels of Status Consumption Orientation and Openness to Change.	296
Figure 16.1.	The Four Realms of Experiences.	325
Figure 16.2.	Chef Eneko Atxa.	328
Figure 16.3.	Azurmendi.	330
Figure 17.1.	Luxury Brand Framework Based on Dubois et al.'s (2001).	341
Figure 18.1.	Literature Search Process.	357
Figure 18.2.	Trend of Publication.	361
Figure 18.3.	The Countries Mentioned in the Articles.	361
Figure 18.4.	Inside One of the Traditional Cottages.	369
Figure 21.1.	Main Forms of Exploitation and Profiles of Detected Victims, by Subregions.	429
Figure 22.1.	Network Graph Displaying Twitter Users during the Local Event 'Old Town Days Tallinn'.	450
Figure 22.2.	Connected Communities within the Hashtag Public Staycation on Twitter.	455
Figure 23.1.	New Steps Implemented After the Covid-19 Pandemic Adopted by the F&B Industry in Singapore.	474

Figure 26.1.	The Core of Luxury Tourism Experience.	515
Figure 26.2.	The New Mindset of Luxury Tourists after COVID-19.	520
Figure 27.1.	Key Themes Pondered in the Handbook.	534
Table 1.1.	Global Historical Progression of Luxury Tourism.	23
Table 1.2.	Historical Progression of Luxury Tourism in India.	26
Table 3.1.	List of a Series of Adjectives for Measuring Attitudes Related to Interview Questions.	65
Table 3.2.	Demographic Information.	68
Table 3.3.	Tourist Behaviours of 10 Participants.	68
Table 3.4.	Comparing Attitude Tests of Thai Tourists before and after Staying at Yochi-in Temple.	71
Table 3.5.	The Comparison of Opinions and Attitudes of Thai Tourists.	72
Table 4.1.	Political Rule and Luxury Tourism.	89
Table 6.1.	Sociodemographic Characteristics of the Respondents.	131
Table 6.2.	Travel Motivations and Preferences.	136
Table 6.3.	Differences between Czech and Western Affluent Clients.	140
Table 7.1.	Luxury Tourist Needs.	148
Table 8.1.	Profile of Survey Respondents.	169
Table 8.2.	The New and Evolving Mix of Butler Services in Luxury Accommodation.	172
Table 11.1.	List of Brand Differentiators.	231
Table 11.2.	Brand Differentiators – Tagline, Branded Differentiator, External Brand Associations and Meta Description.	232
Table 11.3.	Brand Differentiators – Target Segment, Verbal Cues and Point of Proof.	235
Table 12.1.	EFA Results (Phase-I Study): Rotated Component Matrix. ^a	251
Table 12.2a.	Model Fit Analysis (CMIN/DF).	255
Table 12.2b.	Model Fit Analysis (NFI, GFI, CFI, TLI, RMSEA).	256

Table 12.3.	Construct Validity (CR/AVE/MSV/MaxR(H)).	256
Table 12.4.	Goodness-of-fit Indices for the Proposed Model and RMSEA Value.	257
Table 12.5.	Construct Validity (CR/AVE/MSV/ASV).	258
Table 12.6.	Details of Extracted Twitter Data.	258
Table 12.7.	Descriptive Statistics of the Variables under Study.	261
Table 12.8.	Regression Models.	261
Table 14.1.	Summary of Results Related to the Moderated Model.	294
Table 15.1.	List of Most Preferred and Least Preferred Guestrooms Amenities.	314
Table 15.2.	List of Branded Luxury Guestroom Amenity Items Remembered by the Respondents.	315
Table 18.1.	Sample of Articles.	359
Table 18.2.	Sources of Articles.	360
Table 18.3.	Factors Identified in Previous Literature.	363
Table 18.4.	Concerns Discussed in Previous Literatures.	366
Table 18.5.	Demographic Information of Travellers.	371
Table 18.6.	Frequency Table.	371
Table 18.7.	SWOT Analysis.	374
Table 23.1.	European Hotelstar's Union Classification.	468
Table 23.2.	List of Restaurants Recommended by Michelin Guide Using a Delivery Platform.	471
Table 26.1.	The Economic Impact of Tourists in Fiji.	528

About the Editors

Anupama S. Kotur (Kaddi), PhD, is an Assistant Professor at the Symbiosis Centre for Management Studies, Symbiosis International (Deemed University), Pune. She is an expert in E and Mobile learning for travel and tourism professionals with an experience of working with several global leisure and tourism brands. She has also developed and delivered a number of training programs for luxury tourism and cruise line brands. Her research interests include Wine Tourism, Luxury Tourism and Destination Imagery studies. Anupama can be contacted at anukotur@gmail.com.

Saurabh Kumar Dixit, PhD, is an Associate Professor and founding Head of the Department of Tourism and Hotel Management, North-Eastern Hill University, Shillong (Meghalaya), India. His research interests include Consumer Behaviour, Gastronomic Tourism, and Experiential Management and Marketing in hospitality and tourism contexts. He has 15 books to his credit, including *The Routledge Handbook of Consumer Behavior in Hospitality and Tourism* (2017), *The Routledge Handbook of Gastronomic Tourism* (2019), *The Routledge Handbook of Tourism Experience Management and Marketing* (2020), *Tourism in Asian Cities* (2020), *Tourism in India: Marketing Perspectives* (2021) and *Consumer Behavior in Hospitality & Tourism* (2021). Presently he is editing *The Routledge Handbook of Wine Tourism and Teaching Cases in Tourism, Hospitality and, Events* (CABI) to be published in 2022. He is an editorial board member and guest editor of many international journals such as *International Journal of Contemporary Hospitality Management*; *British Food Journal*; *Journal of Research in Interactive Marketing*; *Tourism Recreational Research*; *Anatolia*; *Journal of Hospitality, Leisure, Sport & Tourism Education*; *Journal of Foodservice Business Research*; *Qualitative Market Research* and *Journal of Global Scholars of Marketing Science*, etc. He can be contacted at saurabh5sk@yahoo.com. His detailed profile can be seen at <https://www.routledge.com/authors/i15903-saurabh-dixit>.

This page intentionally left blank

About the Contributors

Cesare Amatulli is Associate Professor of Marketing at the University of Bari, Italy, and Adjunct Professor of Branding at LUISS University (Rome). He has taught at EMC Business School (Paris) and IUM (Monte Carlo). He has been Visiting Researcher at the Ross School of Business (USA). His research focuses on consumer behaviour, luxury consumption and sustainable consumption. He has published three books and several articles in major academic journals.

Arup Kumar Baksi is working as a Professor in the Department of Management and Business Administration, Aliah University, Kolkata, West Bengal, India. His area of research includes Customer Relationship Management, Service Quality Modeling and Tourism Branding. He has obtained his PhD from the University of Burdwan, West Bengal (India).

Adela Balderas-Cejudo, PhD, is a Lecturer at ESIC Business and Marketing School, and coordinator of the Management Area and coordinator of the Master's programmes at Basque Culinary Center, Spain. Adela Balderas-Cejudo is Research Fellow at Oxford University (UK). Dr Balderas completed executive training programmes in Professional Coaching and Leadership at New York University, Stanford University and Harvard University (USA). She is Visiting Lecturer at various international universities and the Ecole hôtelière de Lausanne, Switzerland.

Pierre Benckendorff is an Associate Professor and an award-winning educator and researcher specialising in tourist behaviour, experiences, design, technology, and tourism education and training. He is presently associated with the University of Queensland Business School, Australia.

Paridhi Brahma is a Research Scholar at the Department of Business Administration, Tezpur University, Assam, India. His research interests are in avitourism, community-based tourism and sustainable tourism.

Vinay Chauhan is a Professor at the Business School and Dean, Student Placement at the University of Jammu, India. He has also served as Dean (Planning and Development), Himachal Pradesh Technical University, besides holding several academic and administrative positions like UGC Nominee of SAP programme – Dibrugarh University; Visitor nominee – Assam Central University, etc. His interest areas include Tourism Management, Consumer Behaviour, Retail Marketing and Marketing Research. He has to his credit excellent research

work in various refereed journals, edited books, funded research projects while also being on the editorial board of several journals.

P. Monica Chien holds a PhD in Marketing and is a Senior Lecturer within the University of Queensland Business School, Australia. Her scholarly interests lie in the field of Consumer Behavior in marketing, tourism and sport. She specialises in the examination of consumer information processing and behavioural change using experimental studies.

Barbara Czyzewska is Academic Dean and Head of Luxury Marketing and Brand Management Specialisation at Glion Institute of Higher Education in Switzerland. Prior to joining Glion, she served as Course Leader for MA in Luxury Hospitality Management at University of West London. Her research interests focus particularly on the history of luxury hotels as well as luxury brand management.

Anni Ding, MS, is a PhD candidate of the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston. Her research focuses on branding, advertising and sustainability.

Mona Eskola is a doctoral student of tourism research at the University of Lapland, Faculty of Social Sciences, Multidimensional Tourism Institute (MTI), Finland. Her research interests are in the areas of experiential luxury, tourism and hospitality experiences, the body, and embodiment, sociomateriality, affect, and ethnographic methodologies.

Susana Fernández-Lores has a PhD in Marketing from Complutense University Madrid, UCM. She is a Senior Lecturer at ESIC Business and Marketing School, Head of the bachelor's degree in marketing at ESIC Business and Marketing School. She is Editor-in-Chief of *International Academic Journal of Communication Research*; author of several book chapters and academic papers; speaker at academic and professional conferences and co-author of the *Work Experiential Engagement* model. Her research is focused on branding, communication and new technologies.

José-Carlos García-Rosell, PhD, is a Senior Lecturer at the University of Lapland, Faculty of Social Sciences, Multidimensional Tourism Institute (MTI), Finland. He works in the fields of corporate social responsibility, business ethics and responsible management education. His current research agenda focuses on human–animal relations, sharing economy, tourism experiences and experiential learning.

Diana Gavilan has a PhD in Economics and a BA in Sciences Information (Extraordinary award) from Complutense University, Madrid, Spain. She is Assistant Professor of Marketing at Complutense University. She has co-authored *Work Experiential Engagement* model, two books and more than 40 published academic articles. She is a regular lecturer in professional forums. Her research interests are in the field of consumer experience and sensory marketing.

Chandan Goswami is a Professor of Marketing at Tezpur University, Assam, India. He has authored and co-authored many book chapters and research papers. He has more than 25 years of teaching and research experience. His research interest focuses on marketing, advertising and tourism.

Ulrike Gretzel is a Senior Fellow at the Centre of Public Relations, University of Southern California and Director of Research at Netnografica. Her research focuses on persuasion in human–technology interactions, smart technologies and intelligent systems, tourism experiences, online and social media marketing, adoption and use of technologies, as well as non-adoption and digital detox.

Gianluigi Guido is a Full Professor of Marketing at the University of Salento, Italy. He has been a professor at the University of Padua, Sapienza and LUISS University of Rome, Italy, and visiting researcher at the University of Florida at Gainesville, and Stanford University, USA. He has published 20 books and more than 250 articles in major scholarly journals in marketing and consumer behaviour.

Vikas Gupta is an alumnus of Amity University, Uttar Pradesh, India, and holds a PhD in Hospitality. He has rich and extensive teaching experience for more than 14 years in both India and abroad with some renowned names. His primary research areas include gastronomy, talent management and consumer behaviour. His work is widely published in national and international journals.

Deep Jyoti Gurung is Assistant Professor at the CHRIST Deemed to be University, Bengaluru, India. His research interest focuses on tourism marketing and consumer behaviour with special interest on the impact of social media on tourism. He has received his PhD from Tezpur University, Assam (India).

Minni Haanpää, PhD, is a Senior Lecturer at the University of Lapland, Faculty of Social Sciences, Multidimensional Tourism Institute (MTI). Her research interests are in the areas of tourism and event experiences, co-creation, affect and ethnographic methodologies, especially videography and autoethnography.

Tracy Harkison is the programme leader for the Bachelor of International Hospitality Management in the School of Hospitality and Tourism at Auckland University of Technology, Auckland, New Zealand. She has worked for 14 years in luxury hotels and lodges. Her research interests include co-creating luxury accommodation experiences, hospitality education and hospitality human resource management.

Andy Heyes holds numerous positions within organisations in the United Kingdom and mainland Europe. He is actively researching the luxury hospitality field and has published research in academic journals, authored and contributed numerous book chapters on hotel operations and strategic brand management, and presented at international conferences both in Europe and the Middle East.

Clare Hindley is a Professor in the Language and Communication Department at IU International University of Applied Sciences in Bad Honnef-Bonn, Germany.

She lectures primarily in research methods and communication modules and is a university research coordinator. Her international career in business and education has been diverse in location and focus, but language, culture and communication have remained the guiding lights with interest in cross-disciplinary studies. Her recent research publications focus on areas of hospitality, tourism, management education, culture and sociology.

Warinthorn Kachendecha is a Lecturer of MICE, Faculty of Hospitality and Tourism Industry, Rajamangala University of Technology Rattanakosin, Thailand. Her research interests lie in tourism marketing, event management and sustainability.

Sandeva Khajuria has an MBA in Hospitality and Tourism Management. She has qualified for the National Eligibility Test and pursued a PhD in Tourism Management, on the topic 'Risk Perception and Visiting Intentions of Tourist in North India'. She has also worked at School of Hospitality and Tourism Management, University of Jammu, India, as a contractual faculty. Her research papers have been published in various national and international journals. She has also presented papers at conferences and attended workshops and seminars.

Suvridha Khanna has been working as an Assistant Professor at SHTM, University of Jammu, India, since 2007. Before that, she worked in the Department as UGC-JRF for two years. She pursued a doctorate in the area of hospitality, relating to Gender issues and HRM. She also has degrees in PGDBA, PGDJMC and PGDHRM. Her articles and research papers have been publishing in various books, magazines and journals. She has also participated in national and international conferences and seminars. She has been secured the best paper award at the Indian Hospitality Congress, 2008.

Amnaj Khaokhrueamuang is an Associate Professor of Tourism at the School of Management and Information, University of Shizuoka, Japan. His research interest is a focus on rural tourism-related issues associated with community development, agricultural extension, culture and heritage, and sustainability.

Mohit Kukreti is former Program Director of the International Business Administration Program at the Ministry of Higher Education, Oman, DG of Applied Science Colleges. He is currently associated with the newly established Government University of Technology and Applied Sciences in Oman. His areas of interest are in Human Resources Development and Tourism Planning and Development.

Josef Kunc is an Associate Professor at the Department of Regional Economics and Administration, Faculty of Economics and Administration, Masaryk University, Czech Republic. His research activities primarily deal with consumer's preferences and shopping behaviour, special interest tourism and sustainable development, mainly from an economic and spatial perspective.

Gabriel Laeis is a Professor of Hospitality Management at the IU International University of Applied Sciences located in Bad Honnef, Bonn, Germany. He has a

keen interest in gastronomy, food and sustainability. Gabriel holds a BA in Hotel Management and an MSc in Organic Agriculture and Food Systems and has worked for several restaurants, hotel chains and hospitality management consultancies. For his PhD in Development Studies at Massey University, he looked at the role of cuisine in tourism–agriculture linkages in Fiji. Gabriel has co-organised the first conference on tourism and the SDG in Auckland and published in leading hospitality journals and textbooks.

Kuan-Huei Lee is an Associate Professor at the Singapore Institute of Technology. She graduated from the University of Queensland, with a PhD in Tourism Management and holds an MBA from the University of Illinois at Urbana-Champaign. She accumulated many years of industry experience in hospitality businesses. Her research interest includes food tourism, food and beverage management and cross-cultural studies of tourists.

Tiffany S. Legendre, PhD, is an Assistant Professor in the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston. Her research focuses on branding and sustainability, and her teaching concentrates on food and beverage management, sustainability and research methods.

Willy Legrand is a Professor of Hospitality Management at the IU International University of Applied Sciences located in Bad Honnef, Bonn, Germany. He is the lead author of *Sustainability in the Hospitality Industry: Principles of Sustainable Operations* as well as *Social Entrepreneurship in Hospitality: Principles and Strategies for Change* and the co-editor of the *Routledge Handbook of Sustainable Food and Gastronomy*. Prof. Legrand is Guest Chief Editor of the *Hotel Yearbook Sustainable Hospitality 2018* and *2020 Special Editions*. He chairs the *Hospitality Net World Panel on Sustainability in Hospitality*. This panel is supported by more than 80 experts across many fields, including food, energy, water, waste, facilities, communication, social and strategy.

Sandra Maria Correia Loureiro, PhD, is an Associate Professor at Instituto Universitário de Lisboa (ISCTE-IUL), Portugal, and she is the Director of the PhD in Management, specialising in Marketing and the PhD in Tourism Management. Her current research interests include relationships between marketing and tourism marketing issues connected to VR, AR and AI. Her papers have been published in a variety of peer-reviewed journals that include *Journal of Marketing*, *Journal of Retailing*, *Tourism Management*, *Tourism Management Perspectives* and *International Journal of Hospitality Management*. She has written several books and book chapters connected to tourism and hospitality.

Gema Martinez-Navarro has a PhD in Economics from Complutense University at Madrid and a BA in Business Administration from Carlos III University (Madrid). Currently, she is an Associate Professor of Marketing at Complutense University. She has authored several academic and professional articles. Recently she published *Fashion Marketing*. Her research interests are in the fields of fashion, tourism and new technologies.

Xiang Ying Mei is Associate Professor in Marketing at Inland Norway University of Applied Sciences, Norway. She holds a PhD in Tourism Management from the University of Queensland, Australia. Her research interests range from government policies, innovation, regional development, tourism management and development, experience economy, consumer behaviour and marketing, to digital learning tools and student engagement in higher education.

Dam Xuan Minh has a Master of International Tourism and Hospitality Management from James Cook University Singapore. He is working at the Consular Section of the Royal Embassy of Saudi Arabia in Hanoi. He has a research interest in overtourism and heritage tourism. With over five years of professional working experience in luxury hotels in various positions related to sales and marketing, he continues to be updated with local and international travel agents in Vietnam.

Katarzyna Minor is a Lecturer in Hospitality Management at Cardiff School of Management and a Researcher at Welsh Centre for Tourism Research, based at Cardiff Metropolitan University. Her research interests include hospitality and tourism management, focusing on digital media, user-generated content and social media in the hospitality industry. She is involved in a number of national and international collaborations researching, amongst others, skills gaps, digital applications and effects of discounts upon the hospitality and tourism industry.

Amitabh Mishra is the Head of the Business Administration Department at the newly established Government University of Technology and Applied Sciences in Oman. His interest areas are in Tourism Management and Marketing.

Johan Nordensvärd is a Senior Lecturer at the Department of Political Science, Uppsala University. Johan's research focuses on the intersection of environmental politics, international development and social policy, especially regarding low carbon development, innovation policy and energy policy. He is particularly interested in developing a broader understanding of environmental justice, identity and ecological citizenship concerning renewable energy technologies.

Markéta Novotná is an Assistant Professor at the Department of Regional Economics and Administration, Faculty of Economics and Administration, Masaryk University, Czech Republic, and a member of the Czech Association of Scientific Experts in Tourism. In her research, she focuses on regional tourism planning, consumer behaviour and the issue of sustainable tourism development.

Alessandro M. Peluso is Associate Professor of Business Management at the University of Salento, Lecce, Italy, and Adjunct Professor of Visual Marketing and Marketing Research at the LUISS University and the LUISS Business School, Rome, Italy. His research activity focuses on consumer behaviour, sustainable consumption and social communication. He has published three books and more than 50 scientific articles in major academic journals.

Senthilkumaran Piramanayagam is a Professor at the Department of Allied Hospitality Studies, Welcomgroup Graduate School of Hotel Administration,

Manipal Academy of Higher Education (University), Manipal, India. He has authored many book chapters, case studies, articles, reports and conference papers on consumer behaviour in tourism and hospitality. He has been selected as a Research Director for a research project funded by the Indian Council of Social Science Research (ICSSR), Government of India, on employing people with disability to manage high employee attrition in hospitality firms in India. His current main areas of interest include consumer behaviour in tourism and hospitality, branding of tourism services and hospitality educational administration.

Dr Anne Poelina is a Nyikina Warrwa Traditional Owner (Australia), Adjunct Professor Senior Research Fellow with Notre Dame University and a Research Fellow with Northern Australia Institute Charles Darwin University and Visiting Fellow Australian National University and Member of Water Justice Hub. Anne holds a Doctor of Philosophy (First Law), Doctor of Philosophy (Indigenous Wellbeing), Master Public Health and Tropical Medicine, Master Education, and Master of Arts (Indigenous Social Policy). Her current work explores First Law and the emergence of ancestral personhood, property rights, and equity through legal pluralism. Poelina advocates a Bio-regional Framework that focuses on new economies, regional governance, unity, and co-design in planning and decision-making.

Partho Pratim Seal has more than two decades of experience in academics and hospitality. An alumnus of IHM Chennai and postgraduate in Hotel Management and Management, he is pursuing his PhD in Hotel and Tourism Management. An avid wordsmith who believes that writing is the most influential and resourceful medium to disseminate information, he has authored three books, *Computers in Hotels: Concepts and Application*, *Food and Beverage Management* and *How to Succeed in Hotel Management Job Interviews*. His interest is in human resource management, entrepreneurship and food anthropology. He has published research papers in indexed international journals and is a reviewer of international journals.

Christian S. Ritter is lecturer in the Department of Media and Communication at Erasmus University Rotterdam. He was a research fellow in the Department of Social Anthropology at the Norwegian University of Science and Technology and at the Centre of Excellence in Media Innovation and Digital Culture at Tallinn University. His main research interests include cultures of influencers, locative media, digital labor, platformization, and tourism media. His latest research, which was funded by the Estonian Research Council between 2018–2020, assesses the emergence of travel influencers as a professional group in the global tourism industry. Christian's recent work appeared in the *Journal of Contemporary Religion*, *Qualitative Research and Anthropology of the Middle East*.

Namita Roy is a Researcher at the School of Management, Operations and Marketing, University of Wollongong. Her research focus is consumer culture in the field of tourism. She is interested in applying post-humanist perspectives to understand consumer experiences. Her doctoral thesis focused on tourist experiences of gastronomic trails in Australia.

Andrea Sestino is a PhD Candidate in Management and Marketing, at the University of Bari, Italy, and Assistant Researcher at the University of Salento, Italy. He holds an MSc in Business Management from Sapienza University, Rome (Italy). Additionally, he is also an R&D Consultant in the field of Applied Research to Digital Business, and his research focuses on technology as a phenomenon and related impact to companies and consumers in designing marketing strategies.

Johannel Smith is a PhD Scholar at Griffith University, Australia, and the University of Otago, New Zealand. She has been a Lecturer in Tourism, Management and Marketing with Universities in the Caribbean and Pacific regions for over 13 years. Miss Smith holds a Master's and a Bachelor's degree (honors) in Tourism and Management from the University of the West Indies. Her expertise and scope of research areas include Big Data Mining, Netnography, Tourism and COVID-19, Gender and Luxury Management.

Jacqueline Spence is conducting research in tourism and business strategy within the University of Queensland Business School, Australia. A board member with services and retail companies, her research interests include strategic management, entrepreneurship and international business.

Pongtawat Srichamnong is a Lecturer of Tourism, Faculty of Hospitality and Tourism Industry, Rajamangala University of Technology Rattanakosin, Thailand. His particular interest concerns tourism and history.

K Thirumaran holds a PhD from the National University of Singapore. He is currently the Academic Head for the Business School at James Cook University, Singapore. He specialises in tourism and hospitality management. His varied research interests are primarily located in luxury and cultural tourism.

Acknowledgements

No one who achieves success does so without acknowledging the help of others. The wise and confident acknowledge this help with gratitude.

–Alfred North Whitehead

The Emerald Handbook of Luxury Management for Hospitality and Tourism, which began as a humble idea in late 2019, could not have been a reality without the help and assistance of many individuals. As editors of the Handbook, we owe them a huge debt of gratitude and take this opportunity to thank them immensely.

We would like to thank the contributors of the book who responded to our call to be a part of this endeavour even during these challenging times. At every stage, they were enthusiastic and extremely generous in accommodating our requests well within time. It has indeed been a privilege working with such a talented pool of experts, and we remain indebted for their support. We thank the team at Emerald Publishing, Fiona Allison, Publishing Editor, and David Jak Mulvaney, Content Development Editor, for their constant support and help. We also express our appreciation to the entire editorial team, production and marketing teams at Emerald Publishing for their valuable assistance. We thank the reviewers of the *Handbook*, whose advice has been helpful at every step of the way. Further, we owe our sincere gratitude to Prof. Antonia Correia, Prof. Annamma Joy and Prof. Diana Derval for sharing their generous endorsements for the *Handbook*. Finally, we thank our respective parents and families for keeping our spirits high and motivating us throughout this project.

Anupama S. Kotur (Kaddi), Pune and
Saurabh Kumar Dixit, Shillong
2021

This page intentionally left blank

Introduction

Anupama S. Kotur¹ and Saurabh Kumar Dixit²

Offline is the new luxury.

–Name of a popular documentary film

The title of a documentary, *Offline Is The New Luxury*, aired in 2016, interestingly, conveys volumes about the constant redefinition of what luxury means to individuals. People have surrounded themselves with the idea of luxury for hundreds of years, although the understanding of what it means has continued to evolve with the passage of time. The idea of luxury as well as luxury travel, throughout history, has been shaped and reshaped in response to changes in societal values, economic advancements and cultural shifts. The luxury tourism phenomenon has, over the years, undergone a continuous metamorphosis where one witness a mindset change in the perception of luxury ‘from a transactional relationship to a holistic experience’ (Atwal & Williams, 2007). The fluid, elastic and, in essence, subjective (Kapferer, 2014) concept of luxury has changed dramatically across time and culture (Yeoman & McMahon-Beattie, 2018). In the phenomena of ‘luxurification’ (Atwal & Williams, 2017) in societies, newer ideas of luxury continue to be embraced, making it even more interesting to explore ‘where ordinary ends and luxury begins’ (Tynan, McKechnie, & Chhuon, 2010; Yang & Mattila, 2016).

The Intriguing Mosaic of Luxury Definitions

Luxury has long been a subject of interest among academia, and, therefore, one finds a wealth of literature as a result of this constant examination. While some notable and comprehensive works (Conrady, Ruetz, & Aeberhard, 2020; Kanani, 2017; Swarbrooke, 2018; Thach & Yeung, 2019) have paved the way for discussions on luxury tourism, hospitality and culinary experiences, literature is still scarce (Correia, Kozak, & Del Chiappa, 2019) and evolving. With every successive study, newer dimensions of luxury tourism have emerged over time, lending a deeper insight into the meaning of luxury and its value among

¹<https://orcid.org/0000-0003-4202-4716>

²<https://orcid.org/0000-0002-9478-084X>

consumers. Defining what luxury means in general has been a rather complex endeavour and more so within the tourism context. It has been widely acknowledged among scholars that there are multiple dimensions and interpretations to its definition. *Firstly*, much of the understanding about luxury is drawn from literature from wide-ranging disciplines such as history, economics, sociology, psychology, marketing, among others (Tynan, McKechnie, & Chhuon, 2010), where newer dimensions and themes of luxury have and continue to emerge (Correia et al., 2019). *Secondly*, the standpoint used to define luxury can be either product-centric, referred to as ‘old luxury’, where the inherent nature of the product makes it a luxury offering, or consumer-centric, referred to as ‘new luxury’, where luxury is more experiential and individualistic in nature (Florin, Callen, Mullen, & Kropp, 2007; Tynan, McKechnie, & Chhuon, 2010). *Thirdly*, the interpretation of luxury within the cultural and etymological precinct varies from one country to another. Kapferer (2014, p. 717) points out that the

...world can be divided into two groups of countries: those for which the word luxury is part of their usual language and those where the word itself is not known.

This has been observed to influence the meaning, perception and value that individuals attach to luxury in different contexts and cultural settings (Kapferer, 2014). Lastly, luxury as a specific business strategy or business model (Kapferer, 2014) in different sectors continues to evolve, making it even more dynamic. Integrating these transient meanings of luxury into mainstream academic research and discussions, perhaps, is complex and time consuming. One can conclude that the phenomena of luxury is a grand mosaic that has endured through time and space, where every onlooker discovers a different interpretation, making it challenging to define what luxury means.

The Evolving Landscape of Luxury Tourism: Meaning and Interpretations

In its traditional most understanding, luxury, referred to as the ‘old world luxury’, was seen as a prerogative of the royalty and elite. Travel for pleasure was largely considered a preserve of the affluent, where travellers surrounded themselves with material comforts and extravagant indulgences while globe-trotting. The conventional definition of luxury, leaning towards conspicuous consumption (Veblen, 1899, 1992), was viewed as something with a symbolic value. In this seminal work on luxury consumption, based mostly on observation and experience, Veblen highlighted that wealthy individuals often consumed highly conspicuous goods and services in order to achieve greater status and prestige in their social circles (Bagwell & Bernheim, 1996). Leibenstein’s work (1950) further contributed to ‘Veblen effect’ theory by adding two more dimensions, namely the snob effect and bandwagon effect in luxury consumption, where he demonstrated the relationship between luxury consumption and its value perception among the luxury class. Vigneron and Johnson (1999, 2004) proposed a framework delineating the value perception of luxury where they captured both personal (hedonism and quality) and non-personal

(conspicuousness, uniqueness and social value) dimensions of luxury (Yang & Mattila, 2016). Kapferer (1998) associated attributes such as expensive and exclusivity of the product or experience, while Dubois, Laurent, and Czellar (2001) argued that besides conspicuousness, luxury could be perceived as anything that is scarce, aesthetics and superfluous. Tynan, McKechnie, and Chhuon (2010) associated attributes such as high quality, expensive and non-essential products and services with luxury. Correia et al. (2019), examining the antecedents and consequents of luxury tourism, proposed a framework depicting six factors (social value, conspicuousness, uniqueness, status, self-esteem and public display) that drive tourists to make a luxury-driven tourism trip (see Fig. 1). They argued that ‘luxury has more a socially driven meaning than a self-constructed meaning’ (p. 1). Dubois (2020, p. 76) highlights that through luxury consumption, ‘consumers navigate social hierarchies and accompanies their rise and fall in the social hierarchy’. One may observe that this genre of luxury, categorised as ‘absolute luxury’ (D’Arpizio, 2007 in Brun & Castelli, 2013), influenced a growth of tourism trend where notions such as prestige, elite, status and special attention have come to be linked unavoidably and extensively with luxury tourism (Correia & Kozak, 2012; Correia, Kozak, & Reis, 2016; Correia & Moital, 2009; Jaworski & Thurlow, 2010; Riley, 1995; Thurlow & Jaworski, 2012).

While status and associated symbolism continue to drive luxury travel globally, yet another genre of luxury focussed on experiential value and personal fulfilment, sometimes also referred to as the ‘feminisation of luxury’ (Danziger, 2005; Israel, 2002; Gambler, 1997 in Yeoman, 2011), is reshaping the luxury consumer behaviour. The ‘old world luxury consumption’ leaning towards ‘ultra-hedonism’ (Yeoman, 2011), owing to constant shifts of socio-economic paradigms, has paved the way for ‘new and individualistic’ and a ‘post-modernistic’ (Atwal & Williams, 2017) form of luxury to emerge. Tourists, in an attempt to seek luxury beyond materialism, are investing in intangibles and ‘experiences of time, space, authenticity, community individuality and well-being’, allowing them to ‘boost their social and cultural capital’ (Yeoman & McMahon-Beattie, 2018, p. 205). Tourist experience has drawn much attention from academia (Pine & Gilmore, 1999; Ritchie & Crouch, 2003; Ritchie, Tung, & Ritchie, 2011; Swarbrooke, 2018) and its significance in creating a holistic tourism value universe. Creating a luxury tourism experience entails recognising the essence

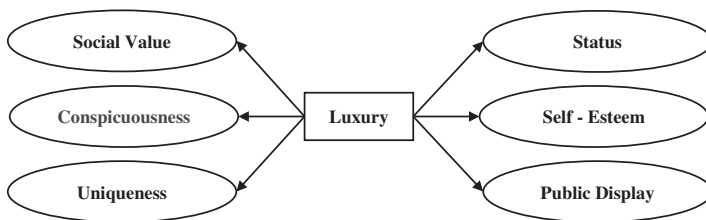


Fig. 1. Antecedents and Consequents of Luxury Tourism. *Source:* Correia et al. (2019).

of a tourist offering and ‘amplifying it into a set of tangible, physical and interactive experiences’ (Atwal & Khan, 2008, p. 341) that reinforce and augment the sense of luxury.

While experience remains the mainstay of ‘new world’ luxury tourism, some of the contemporary discussions highlight a growing trend among luxury tourists who seek to associate with luxury brands focussing on sustainable and ethical practices. The idea of sustainability is being built into luxury semiotics (Yeoman & McMahon-Beattie, 2018) and the brand narrative by a number of tourism and hospitality brands owing to a shift in tourist preference, motivated by rarity and authenticity of experience rather than conspicuous consumption (Moscardo & Benckendorff, 2010). Authors have argued that the sense of luxury for this segment of tourists emanates from curated tourist experiences, uniqueness of access to preserved sites, ethical care of the places people visit and equitable tourism development at destinations (Scheyvens, 2011; Poelina & Nordensvard, 2018). Griskevicius, Tybur, and Van den Bergh (2010) identified these phenomena as ‘green conspicuousness’ that is, perhaps, driving the trend of sustainable luxury today. This form of luxury tourism is identified by many terms such as green luxury, balanced luxury, deeper luxury, intelligent luxury (Ahn & Pearce, 2013; Moscardo & Benckendorff, 2010) and responsible luxury (Brenner & Aguilar, 2002). Many authors have also argued that the interrelationship between luxury tourism and sustainability is a rather complex one, as luxury based on conspicuous consumption is ‘inherently rooted in social inequality’ (Moscardo & Benckendorff, 2010) and, therefore, not sustainable. However, this interplay continues to be explored in order for the luxury tourism brands to remain leader versus mass, and ‘luxury will have to be sustainable in social, economic and ecological terms’ (Kapferer, 2010) for these brands to carve out a niche for themselves.

While a more conscious way of experiencing luxury tourism gains momentum worldwide, the idea of ‘minimalistic luxury’ (Hampton, 1998; Kapferer, 2010; Liu, Yildirim, & Zhang, 2018), on the same veins, is drawing attention from the scholars of luxury. Some of the notable hotel brands have been quick to embrace this trend and create hotel spaces with ‘fresh and minimal’ designs ‘while maintaining an elevated level of luxury’ (Luxury Travel Magazine, 2018). The ‘minimalist aesthetic’, or what is also known as ‘purposeful limitation’ (Fagan, 2017) approach to luxury, is popularised even in culinary circles using minimalist décor and menu to convey a sense of exclusivity and luxury. The idea of minimalistic luxury tourism is also being seen as a shift from ‘eco-conspicuous’ consumption to a more ‘eco-conscious’ consumption (Ramchandani & Coste-Maniere, 2018, p. 1).

Globally, yet another new segment of luxury tourism consumers is accelerating the luxury phenomena – the growing affluent middle classes in emerging economies. This segment, ‘no longer at a financial distance from luxury’ (Atwal & Khan, 2008), is aspiring to travel to exotic locales, experience premium hospitality and invest in exclusive experiences. One may observe that the chasm between unattainable luxury and ‘accessible luxury’ is gradually blurring, making luxury travel more ‘democratised’ (Lipovetsky & Roux, 2003 in Vigneron & Johnson,

2004; Brun & Castelli, 2013; Correia et al., 2019; Yeoman & McMahon-Beattie, 2018). This trend indicates a shift in the notion of traditional luxury where ‘affordable luxuries and premiumised offerings’ make luxury tourism more reachable. The concept of ‘masstige’ brands is also gaining recognition among academia (Kapferer, 2014; Paul, 2018; Truong, McColl, & Kitchen, 2009). Masstige brands are ‘just a step below traditional luxury brands and a step above mid-priced brands’ (Paul, 2018, p. 723). A number of traditional luxury hotel brands have experimented with their masstige brand extensions to cater to this growing tourist segment.

The idea of luxury is constantly journeying through time and evolving to acquire newer interpretations. Fig. 2 illustrates the various constructs that interpret the meaning of luxury based on examination of the literature. The luxury marketing space is witnessing a number of discussions and debates on how ‘the next wave of luxury spenders’, namely, the millennials and generation Z, will reshape the luxury market (de Kerviler & Rodriguez, 2019; Kapferer & Michaut-Denizeau, 2020). A number of researches have indicated that millennial luxury consumers avoid engaging with brands that lack ethics and integrity, while a Deloitte study (2017) argued that ‘the sustainability consciousness of millennials was paradoxically quite low in luxury buying’ (in Kapferer & Michaut-Denizeau, 2020). Within the luxury tourism space, one finds limited literature addressing the value that millennial tourists associate with luxury.

While luxury tourism and hospitality brands navigate their way through the ‘attention economy, the aesthetic economy and the experience economy’ (Kohrs, 2020), technology and innovation have undeniably changed the luxury landscape. Holmqvist, Wirtz, and Fritze (2020) observe that luxury industry has been slow and rather cautious to adopt technology-led change; however, many brands have



Fig. 2. Word Cloud of Meanings and Interpretation of Luxury.

Source: Authors.

also demonstrated that digitisation can be embraced by luxury brands successfully. Luxury hotel brands that rely heavily on heritage value have attempted to create a fine blend of technologically transformed spaces and bespoke experiences through personalisation while continuing to maintain human interactions at the core of their offering. Marketing communication has also transformed the brands' storytelling in order to engage better with the next generation of luxury travellers (Langer, 2020; Thirumaran, Jang, Pourabedin, & Wood, 2021) through social media networks. In a hyper-digitised, hyper-connected and hyper-viralised age that we live in, luxury brands are often faced with predicaments to find the right balance between exclusivity and ubiquity (Hennigs, Wiedmann, & Klarmann, 2012). For tourists whose idea of luxury leans towards status, prestige and public display, social media networks have created a window to showcase their luxury travel experiences. While technology and digitisation permeate through most travel activities today, there is a small but growing section of luxury tourists who seek to digitally isolate themselves. Digital or more specifically, social media privacy is increasingly being deemed as a luxury (Papacharissi, 2010; Papacharissi & Gibson, 2011) where tourists prefer to deliberately stay offline and refrain from posting about their luxury vacations in order to accentuate the feeling of exclusivity.

The global COVID-19 crisis brought tourism activities worldwide to a sudden and abrupt halt, affecting the tourism industry's demand and supply dynamics (Sigala, 2020). The COVID-19 crisis is being seen as a change trigger, bringing about a transition in tourism (Brouder, 2020; Cheer, 2020; Hall, Scott, & Gössling, 2020). Post-pandemic luxury tourism consumption is observed to be witnessing a realignment of consumer sentiments and behaviour with regard to how they view conspicuous spending. Luxury consumption patterns have altered, if only temporally, forcing luxury tourism brands to pivot and redesign tourist experiences in order to re-start tourism. This may further see newer meanings of luxury to emerge, redefining what luxury means to individuals.

Marketing Luxury Hospitality and Tourism

As complex as it is to define luxury, marketing luxury can be even more so. The marketing of luxury services has become increasingly composite because of its linkages with conveying an image of quality, performance and authenticity, and endeavouring to offer an experience by connecting it to the lifestyle constructs of consumers. Extant literature in luxury tourism and luxury, in general, is nuanced with a number of interpretations of luxury, perhaps, making it difficult to arrive at a precise definition. It would, therefore, be safe to assume that the business of luxury is unlike any other. Further, luxury consumer behaviour is constantly changing. The recent global COVID-19 crises have forced luxury travellers to 're-examine their priorities and, as a consequence, attitudes and behaviours towards luxury' (Yeoman, 2011). This would require unlearning the classical marketing principles, and approach and re-examine luxury tourism marketing from different angles (Kapferer, 2016).

The need for luxury is largely psychological (Derval, 2018; Dubois, Jung, & Ordabayeva, 2020; Sung, Choi, Ahn, & Song, 2015). While this is true, understanding luxury itself ‘simply as something that is, or an object waiting to be analysed’ is nearly impossible (Kapferer, 2016). Therefore, luxury tourism marketing will have to take into account a sociological, psychological, economic as well as other functional dimensions associated with luxury. Kapferer and Bastien (2012, in Kapferer, 2016) proposed a framework on functional perspective on luxury segmentation where the authors divide the luxury market segments into four quadrants made up of two variables forming a continuum between ‘personal experience’ to ‘display for others’ and ‘dissociating from below’ to ‘integration above’. The resultant market luxury segments are as follows:

- Luxury as membership (luxury travellers who choose popular luxury destinations and brands in order to conform or mark their entry into the luxury segment);
- Luxury as an affirmation of power (luxury travellers choosing ultra-luxury destinations, uber-luxurious hotel brands in order to stand out and demonstrate power in their social circles);
- Luxury as a personal expression (avant-garde luxury travellers who seek unique, authentic and curated experiences);
- Luxury as an art of living (cultural connoisseurs who seek meaningful experiences that fulfil their personal aspirations and well-being).

These luxury traveller segments respond to their own unique stimuli, and luxury marketing will have to address them effectively by connecting the right tourism experiences with the right segments. Tourists, and more so the luxury tourists, have ‘traditionally been experience collectors, iconic figures of the experience economy’ (Dixit, 2020; Richards, 2021). Experience marketing is ‘any form of customer-focused marketing activity that creates a connection to customers’ by way of evoking experiences and focussing on enhanced customer engagements and interactions (Ketter, 2018; Schmitt, 2011). Experience marketing in luxury tourism and hospitality must also identify and adapt marketing strategies to the tourist ‘experiential zones’, namely, education, escapist and aesthetic values (Pine & Gilmore, 1999). Therefore, Atwal and Williams (2017, p. 345) propose that luxury experience marketing must focus on customer experiences and lifestyle that enhance ‘sensory, emotional, cognitive and relational’ values. Secondly, it must create effective ‘synergies between meaning, perception, consumption and brand loyalty’. One may conclude that experience marketing in luxury tourism must highlight the richness of the experiences using the right marketing channels that can effectively deliver emotions and complex messages (Ketter, 2018; Schmitt, 1999).

The idea of luxury in tourism and hospitality is constantly being reimagined and reinterpreted. This has created an opportunity for a constant engagement between industry practitioners and academia to explore associated theoretical and practical issues. Through this book, it is our sincere attempt to offer a deeper and

comprehensive insight into the ever-evolving phenomena of luxury tourism. The *Handbook* presents chapters authored by academicians and researchers in the field of luxury tourism and hospitality who discuss several examples and case studies drawn from current practice in order to help readers to understand clearly. This *Handbook* will definitely help researchers and practitioners to better appreciate luxury management concepts and practices through its rich literature comprising review of existing knowledge, upcoming paradigms and contemporary global case studies from luxury hospitality and tourism.

The Handbook Organisation

The *Handbook* consists of 27 chapters grouped under five thematic parts. Each part is assigned carefully a theme to offer a glimpse of both theoretical and practical dimensions of luxury management in tourism and hospitality. Part 1, 'Conceptualizing Luxury', attempts to examine the concept of luxury from various standpoints in order to create a foundation for the *Handbook* so as to establish the multi-disciplinarity of luxury. Part 2, 'Managing and Marketing Luxury Experiences', addresses the multidimensionality of marketing and managing luxury tourism, enabling the readers to appreciate the finer nuances of luxury experience creation and management. Part 3, 'Technology and other contemporary facets in Luxury', introduces that technological dimension to experience creation in luxury tourism and hospitality. Part 4, 'Sustaining Luxury', examines luxury tourism from a sustainable and ethical viewpoint, highlighting a shift among luxury consumers towards a more responsible luxury consumption. Part 5, 'Luxury in a post-pandemic world', attempts to give a glimpse of changes that the luxury tourism industry is witnessing since the onset of the COVID-19 pandemic.

Part 1 – Conceptualising Luxury

Part 1, comprising five chapters, builds a comprehensive theoretical base to the understanding of luxury tourism. Chapter 1, authored by Vinay Chauhan, Suvidha Khanna and Sandeva Khajuria, examines luxury tourism from a historical standpoint in an attempt to understand the historical progression. Authors highlight that the concept of luxury is constantly evolving and that the concept is not limited to one society or one culture. Authors conclude that any study of the progression of luxury tourism and its development must be viewed from a cross-cultural perspective. Chapter 2, authored by Mona Eskola, Minni Haanpää and José-Carlos García-Rosell, sets out to explore consumer-centred experiential luxury from the perspective of a human body. Using an autoethnographic approach, the authors investigate the tourist practices inducing luxury in the premises of a luxury hotel enriches the discussion of the co-creation between human bodies and the experience setting. The study proposes that luxury is sensed only through individuals' five external senses, and a deeper insight into the co-creation of luxury experiences could be gained through understanding the