

A GUIDE TO SUSTAINABLE TOURISM IN DEVELOPING COUNTRIES

INTERACTIVE DIGITAL MANUAL



SUSTAINABLE TOURISM DEVELOPMENT: INTEGRATING COMMUNITIES, CULTURE AND THE ENVIRONMENT

ABOUT THE PROGRAM

'Sustainable Tourism in Developing Countries' is a world-leading training program that gives the next generation of tourism leaders an opportunity to undertake education, research and professional development to become tourism trailblazers and deliver a sustainable tourism future in developing tourism destinations. The program has a project-focused approach that delivers successful outcomes by the implementation of new tourism operations and experiences into local communities.

The course focuses on a triple-bottom-line approach, creating economic, socio-cultural and environmental benefits from tourism. Through community engagement and real-world projects, the program aspires to create sustainable alternatives to existing livelihoods and create jobs, economic growth and reduce poverty in these developing visitor economies. It also aims to assist communities to build resilient destinations in the face of pollution and climate change. It creates a bridge to build foreign affairs and trade relationships between Australia and developing tourism destinations in the Asia Pacific region. The program has a strong alignment with the United Nations Sustainable Development Goals.

The program is built around the concepts of sustainable tourism business practice and destination management. It approaches the training from a commercial and economic development perspective, balanced with the need to preserve and protect tourism destination assets: environmental, social and cultural. The course acknowledges the requirement for improved coordination in the planning and management of the tourism sector to accelerate contributions to national and social development.



WELCOME TO THE INTERACTIVE GUIDE

This interactive digital guide has been created to capture the work delivered as a result of this successful program of courses with their project-focused approach. It seeks to demonstrate the skills, knowledge, experience and outcomes achieved by the participants. This provides evidence of how participants can absorb new knowledge from the program to develop their own projects and achieve successful outcomes.

The content of this guide is based on the business and marketing planning learning modules and best practise tools used in the program. The core topics are presented on the navigation bar and then under each section the sub-headings and additional information including case studies and testimonials make up the content. The guide aims to capture the learnings from delivering this program several times in Indonesia and Sri Lanka and provides a tool to assist the development of sustainable tourism in developing destinations.

THE CORE TOPICS COVERED IN THE SHORT COURSES:

- Research and planning a new tourism venture
- Site analysis and designing experiences
- Environmental studies and impacts
- Stakeholder analysis
- Community engagement
- Brand positioning and marketing plans
- Investment attraction and partnerships
- Business planning
- Staffing considerations



CAPABILITY STATEMENT

The Griffith Institute for Tourism at Griffith University and the University of the Sunshine Coast (USC) have been awarded a prestigious Australian Government Australia Awards Short Course in 'Sustainable tourism' in Indonesia (for six programs, 2015-2020) and Sri Lanka (for two programs, 2018 and 2020). This guide combines the collective learnings and case studies from these programs.

Griffith University ranks in the top 2% of universities worldwide and is Australia's leading tourism university. It was ranked first in Australia and third in the world in the most recent Shanghai Ranking's Global Ranking of Academic Subjects. It is one of only two universities in Australia to receive an ERA 5, indicating tourism research at Griffith University is well above world standards. **Griffith Institute for Tourism** is Australia's largest tourism research institute with 34 academic members, 8 adjunct members and 33 PhD candidates from tourism and tourism-related disciplines, such as technology, economics, architecture, planning and environmental sciences.

The Sustainability Research Centre at the University of the Sunshine Coast has three focal research themes: (1) Sustainable livelihoods covering tourism, food, agriculture and fisheries; (2) Climate change adaptation focusing on, but not limited to, coastal management, disaster management, and urban development; and (3) Environmental management and governance encompassing land, water, traditional cultures, and protected areas. For the Excellence in Research for Australia (ERA) 2018 ratings, the SRC contributed 60 per cent of research income and 58 per cent of publications to USC achieving a 5 ('Well above world standard') for the FoR 0502 Environmental Science and Management. The SRC has (a) seven core members funded centrally and by research grants, (b) 25 affiliates funded through USC schools, and (c) 25 adjunct members who may be affiliated with collaborating institutions and consultancies, or semi-retired academics. These members collaborate with researchers in 25 countries around the world.

TEAM OVERVIEW

We have assembled a team of leading experts to facilitate tourism study experiences to learn about sustainable tourism in destinations and communities.

PROGRAM LEADERS



PROFESSOR RW (BILL) CARTER

*Professor in Heritage Resource Management
University of the Sunshine Coast*

PhD Qld., BSc (For) Hons ANU,
BSc Qld., Churchill Fellow

bcarter@usc.edu.au

Dr Bill Carter has extensive experience in destination planning for tourism in developing destinations that focus on natural and cultural assets. He has designed and delivered numerous short courses in South East Asia, particularly Cambodia and Indonesia. He facilitated the preparation of the ASEAN Community-Based Tourism Standard. His sustainable tourism work in Cambodia has been recognised with three Sahak Metrey Medals for his contribution to sustainable tourism. His expertise is in identifying key success factors in community-based and ecotourism businesses built on natural and cultural resources and strategic and sustainable use of tourism assets. This experience is directly relevant to the objectives of the program including identifying and analysing trends and their impact on communities and the sector.



PROFESSOR NOEL SCOTT

*Professor in Tourism
University of the Sunshine Coast*

PhD Qld., Grad. Cert. Higher Ed. Qld., MBus (Marketing)
QUT, MBA (Warwick), BSc (Hons) Qld.

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Dr Noel Scott is Adjunct Professor of Tourism Management in the Sustainability Research Centre, University of the Sunshine Coast. His research interests include the study of wildlife tourism, tourism experiences, destination management and marketing, and stakeholder organization. He has over 300 academic articles published including 16 books. He has worked as a tourism consultant for UNWTO, OECD, ASEAN, Governments of Australia, Bahrain, China, Fiji, Saudi Arabia, and conducted training in China, Indonesia and Sri Lanka. He is a member of the International Association of China Tourism Scholars.



DR SARAH GARDINER

*Deputy Director of the Griffith Institute for Tourism
Griffith University*

PhD, BBus (Hons)/BExSci

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Dr Sarah Gardiner has a PhD in Marketing and is the Deputy Director of the Griffith Institute for Tourism at Griffith University. She teaches destination and hospitality marketing in the Bachelor of International Tourism and Hotel Management degree. Sarah has worked for over two decades in the private and government sectors of the tourism industry and has an excellent understanding of tourism markets and travel behaviour. She often undertakes research and strategic planning consultancies for government, tourism industry associations, destination marketing agencies and tourism businesses in tourism marketing and management. She has a particular interest in technology in tourism, business innovation and the youth travel market.



SUPPORT TEAM

Gender Equity and Social Inclusion Specialist

Associate Professor Harriot Beazley is a community engagement and gender expert with 20-years' experience supporting community development and gender empowerment. Harriot is an expert in participatory approaches to development, especially with women and children and continues to investigate children who migrate for work in South East Asia; migrant communities and stateless children in Indonesia; and marginalised communities' experiences of change and threat in Cambodia. Dr Beazley has worked as a Community Participation Adviser to AusAID's Women's Health and Family Welfare Project in eastern Indonesia, and as Socioeconomic Coordinator for the Institute of Sustainable Water, Integrated Management and

Ecosystem Research (University of Liverpool). She has also conducted research into young women's experiences of custom and indigenous culture in Vanuatu.

Course Coordinator and Facilitator

Ms Sharm Aboosally has over 15 years' experience in project management in Sri Lanka and Australia. A dual citizen of Sri Lanka and Australia, she speaks Sinhala and Tamil. She has helped develop and implement 27 Australia Awards Fellowships and 10 Australia Awards Short Course Awards, including the AASWA Investigative Interviewing for Police Officers and Police Trainers in Sri Lanka and the AAI Sustainable Tourism Development program in Indonesia. She has worked on the USAID-funded Competitiveness Program in Sri Lanka which ran for 10 years and involved the public and private sectors of

the tourism sector in Sri Lanka and was a manager in the USD 3.4 million Tourism Communications Project (Colombo), which worked with the industry post-tsunami.

Welfare Officer

Ms Rama Brierty is a tourism development professional from Bali, Indonesia with over 9 years' experience in pastoral care, translation and project management. She has managed pastoral care for 12 AAF/ALAF programs from Indonesia from the following regions: East Lombok Coast and Islands, Province of Papua, NTB Provincial, West Papua, Eastern Indonesia- Salatiga, North Lombok. Rama has a Diploma of Tourism from Udayana University (Indonesia). Rama successfully undertook the welfare officer role for all Sustainable Tourism for Regional Development for Australia Awards short courses.

PROGRAM LEARNING OBJECTIVES

The program is designed to increase participants' skills and knowledge to:

- understand the concept of sustainable tourism in a global context and understand the importance of responsible consumption in the tourism sector;
- understand the role of community, province/ state and federal level operators in tourism sector development and identify ways for effective collaboration;
- ensure tourism does not affect the sustainability of natural, heritage and cultural resources of a destination or site;
- enhance tourism business planning processes and cooperation between tourism operators, travel agents, associations, local and federal governments;
- improve the governance and sustainable planning of tourism destinations;
- analyse key legal, social, political, environmental, and economic drivers that enable and limit tourism sector development and understand their impact on the sector;
- identify through benchmarking different methods and benefits of running sustainable tourism operations;
- develop a tourism strategy for a specific tourism sector;
- develop business and marketing plans, including market/competitor/experience analyses, strategies, operational plans, product development and commercialisation of tourism experiences, finance monitoring and management, and accessing finance and attracting investment;
- analyse the role of existing policies and regulations in developing the sector. Identify key factors in ecotourism and tourism businesses built on natural resources; and
- understand the role tourism plays in developing economic growth, creating jobs and building sustainable livelihoods for communities.

PROGRAM TRAINING

PRINCIPLES AND PROCESSES

The program provides expert advice, real-life application of learning and practical tools, as well as personal and professional development.

Principles: The successful program has proven to have highly progressive outcomes for tourism in project development, advanced learning, strategic business planning and decision making. It has a project-focused approach to the training where participants work on their own sustainable tourism project to propose objectives and achieve successful outcomes that can be applied back in their community or business. They learn to identify challenges and build strategies to promote regional growth through sustainable tourism.

The training focuses on sustainable tourism destination management, developing a tourism brand, communicating and engaging with stakeholders and preparing a pitch for investors and/or government to fund a project. Vital insights into workforce development, customer service, the use of data for decision making and developing community-based solutions to rapidly transform the socio-economic landscape through tourism is provided.

The process: In this course, participants begin with an initial project proposal that outlines their sustainable tourism project concept and intended deliverables to their business, destination or community. The Program Leaders visit the home country of participants and/or interact online to assist them to refine their project idea. The program then invites participants to visit Australia for two weeks on the study tour. During the tour, they interact and engage with the program leaders, industry and academic experts and have hands-on learning experiences through educational site visits to leading Queensland tourism experiences, destinations and attractions. As a result, participants further refine their idea and develop a strategic, competitive and creative plan to implement their project before the end of the program. A few months later, the Program Leaders return to the participants home country where the participants report on the progress and outcomes of their project and outline their future vision for their project, destination and community. **Figure 1** presents an overview of this process.



Figure 1. Program delivery approach

KEY LEARNINGS FROM PAST PROGRAMS

- Each program has included between 20 and 30 participants who are local community leaders, business entrepreneurs, and managers from non-profit organisations/non-government organisations (NGOs) and government.
- A mixture of participants from different locations promotes a diversity of projects and backgrounds and sharing of expertise and ideas.
- The course requires each participant to have a short-term project. This works extremely well as it focuses the attention of the participant and gives them an application for their learning.
- Learning between the participants occurs. Participants who are more experienced in project management tend to share their expertise and mentor other participants. For example, asking critical questions, providing suggestions on who they should talk with, practical solutions to problems, or what distribution channel they should use.
- Time is allocated in the post-course for questions following the presentation of each project and this allows for individual feedback and suggestions to improve the longer-term outcomes of the project.
- Participants from previous courses often communicate and sometimes collaborate with new participants. In 2019, a pre-course was scheduled to coincide with a tourism conference in Indonesia and this allowed the alumni from previous courses to meet with some of the newer course participants, providing inspiration and role models to encourage high performance.
- It is important for participants to be able to report back on the progress of the projects in their own province. In addition to the formal reporting in the program, participants often share photos and update project leaders and other participants via WhatsApp© and other social media (e.g. Facebook©). This sharing of updates motivates participants and builds comradery among participants and enables the program leaders to follow the progress of the projects.
- Participants invariably comment that their time in Australia and the site visits are particularly useful to see best practice first-hand, experience tourism services and discuss the future tourism potential of their country. They also comment that they gain a better appreciation of sustainable tourism and the term 'eco-tourism', which they can then transfer to their practices and operations in their own destinations. They also identify benefits through developing understanding of tourism markets and marketing strategies to attract specific markets.

PARTICIPANT TESTIMONIAL

"The course really enhanced my knowledge about sustainable tourism. When I went to some great destinations in Australia, it open my eyes to a better way to manage my company and provide better service to my customers... I got many ideas on how to help local people to develop. I'm so grateful to network with so many great people that I met during the course. Thank you."

A full-page background image of a person scuba diving in clear blue water. The diver is wearing a black and white wetsuit, a mask, and fins, and is swimming towards the left. Sunlight filters through the water from the top, creating a bright, shimmering effect. Other divers are faintly visible in the background.

PROGRAM FEEDBACK

Participant reviews and reflections on the program are overwhelmingly positive. Many participants have expressed their gratitude for being involved with the program and agree that overall, the program delivered on expectations.

PARTICIPANTS SURVEY AND DAILY DIARY QUOTES:

“Amazing!”

“Way beyond our expectations.”

“Very good indeed.”

“Perfect!”

“Good for networking with participants, academics and presenters.”

“Have gained many new perspectives.”

“We really appreciate the selection of participants – a good mix and very open to sharing.”

“Great working together here.”

“I can really learn from the academics, the resources and activities and can apply these learnings.”

“Very much enjoyed the experience.”

“Good presenters.”

“Good provision of knowledge about sustainable practices and application.”

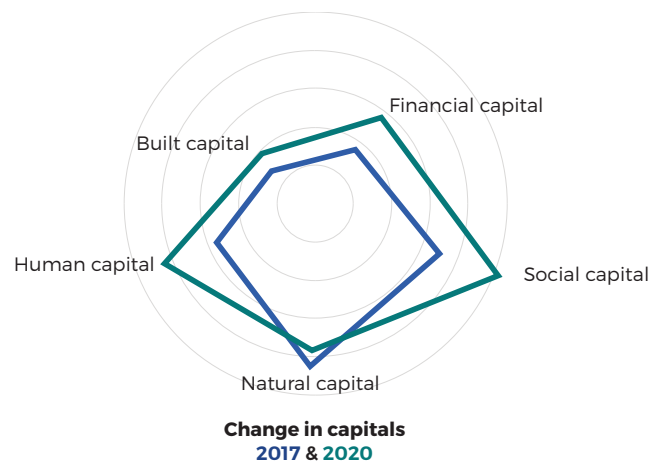
RESEARCH SNAPSHOT:

Success factors in community-based tourism initiatives

In 2019, Professor Bill Carter and Associate Professor Harriot Beazley, with the assistance of three students who were recipients of DFAT Short-term Mobility Program Grants, collaborated with Khairun University and the North Maluku Provincial Government to identify success factors in the Cengkeh Afo and Gamalama Spices project led by past trainee, Mr Kris Syamsudin. Key success factors identified were the importance of community commitment and their investment of 'sweat money' (non-monetary contribution to the project), the dedication of a small group of women, the lack of reliance on government funding, and community celebration of each success, no matter how small. While the restaurant based on local, traditional and spice-enhanced cuisine has brought income to the community, follow-on benefits have been impressive. Traditional dance and music, bamboo manufacturing and village solidarity will see the community represent Indonesia at food festivals in Italy and France in 2020. The collaborative study will enable the community to demonstrate with data why they have been successful.

For further information visit:

<https://www.indiegogo.com/projects/gamalama-spices-community-based-tourism-project#/>



BLOG FROM THE AUSTRALIAN CONSUL GENERAL IN MAKASSAR

Just before lunch, Kris took us to Desa Tongole, half-way up the mountain. Kris participated in the 2017 Australia Awards short course on Sustainable Tourism, spending two weeks in Australia studying modern tourism development. As part of the course, he undertook a project to develop a tourism village, centred on some of the oldest known clove trees in the world around Desa Tongole. In Tongole village is a clove tree reportedly over 200 years old, and another one further up the mountain slope is even older. These trees are called “cengkeh-afo” meaning “old clove”, so the project became known as the Cengkeh-Afo Tourism Village.

The tourism village is a rich garden of all the trees that Maluku is famous for: clove, nutmeg, cinnamon, sea almond; and fruit trees such as durian, nangka (jackfruit), mango, cempedak and rambutan. We arrived at the village kitchen and were given a sweet drink made from the fleshy peel of the nutmeg fruit, and it was very refreshing. The village ladies have also developed a sweet snack made from the nutmeg flesh. It was crisp, sweet moist and a little tart. The ladies told me it helps maintain healthy skin.

The tourism village is also a teaching location, especially for school children who come to learn about their island’s history, including how important it was once in the global spice trade.

The highlight of our visit was lunch. We sat in a bamboo pavilion and the village ladies served us food cooked in special bamboo tubes. Only the “batik bamboo” will do for this type of traditional cooking.

The village headman joined us and explained that under Kris’s guidance the villagers had rediscovered their heritage, re-learning how to cook old recipes. There were fish, chicken and vegetable curries served from bamboo tubes; spicy squid and shredded tuna dishes; sweet potato mixed with shredded coconut; vegetables with a dipping sauce made from the kenari nut. And to wash it down, there was a magic tea spiced with cinnamon, clove and nutmeg. For dessert there was fresh fruit, including a just-opened cempedak, the sticky flesh of which tastes like something between jackfruit and durian.

All this was beautifully presented on hand-made bamboo dishes, with bamboo cutlery. In the background the village men played traditional music on bamboo flutes, goat-skin drums and wooden violas.

Kris’s project, which came out of his Australia Awards course, has now taken off. Lunch at the Cengkeh-Afo Tourism Village has become the highlight of a visit to Ternate. Groups of up to 150 people can book a day in advance for this ultimate island culinary experience. The villagers have taken their cooking and culinary experience to a food fair in Yogyakarta; and soon will go to the Ubud Food Festival. Their family incomes have increased significantly since the project began at the end of 2017.

This blog is from the Department of Foreign Affairs and Trade - www.dfat.gov.au.
https://makassar.consulate.gov.au/mksr/Blog_46.html



EXAMPLES OF OUR OUTSTANDING PARTICIPANTS

GASPAR NIKOLAAS TULALESSY

Gaspar Nikolaas Tulalessy is the Chair of the Ambon Sailing Community in Maluku. His project was to train children to play the ukulele as a win-win for tourism and the community. This project has garnered much media attention and support from the local government. He has also received donations of ukuleles from the Darwin Sailing Club. Nico also visited the Queensland Yacht Club when he was on the Gold Coast. Nico was also congratulated for his work by the Counsellor, Human Development, Australian Embassy, especially his recognition from the Government of Ambon for his contribution to arts, culture and tourism development.

For further information visit:

<https://www.malukuterkini.com/2019/08/10/peserta-sidayr-2019-sumbangkan-30-ukulele-untuk-amboina-ukulele-kids-community/>

<https://youtu.be/UvuZfO-nnGw>

<https://youtu.be/4AJNZcYTUv0>

<https://youtu.be/S4UwJJMX18o>

EXAMPLES OF OUR OUTSTANDING PARTICIPANTS

LIA ANDARINA GRASIA

Lia Andarina Grasia attended the Australian Alumni Networking Dinner on the 12 August 2019 and was chosen to be the speaker in the sharing session in front of 100 alumni and His Excellency Mr Gary Quinlan AO the Australia Ambassador to Indonesia.

"Today I am so lucky because I have an opportunity to share about my project and my experiences in Australia Awards Indonesia to some stakeholders in Kabupaten Madiun, East Java. I think my previous class about stakeholder's coordination from Professor Noel really helped me. This meeting was attended by people from Kabupaten Madiun Regional Planning Board, Kabupaten Madiun Tourism Board, Kabupaten Madiun Information and Communication Board, and Tourism Village Management in Kabupaten Madiun (Pokdarwis). They're very happy to help me in this project. Then after almost four hours discussion, I decide to choose one destination that is ready to be promoted, we call it "Kopi Kare". It's one of the biggest coffee plantations in Indonesia and have a lot of interesting story to tell. "Digital Marketing for Kopi Kare in Madiun, East Java."

- Kusdiana Lusi Kartikasari



EXAMPLES OF PARTICIPANT PROJECT OUTCOMES FROM INDONESIA COHORT 2019:

- Redemta Bato, Sumba Hotel Foundation, developed the official website for tourism in Sumba using R630 million obtained from Willyam and Lily Foundation.
- Julita Koromtis, Head of Institution Development at the Manado Tourism Office, obtained R400 million for training local guides in basic Mandarin and worked with other AAI participants, Teddy Tandaju.
- Benny Irwan Towoliu conducted homestay management training in Budo Village, North Minhasa Regency. He obtained R750 million from village funds and worked with other AAI participants on homestay management training in Budo and Wori Villages, North Minhasa Regency.
- Muhammad Buhato identified historical information that links rocks and caves to certain historical events and can be used as new tourist attractions.
- Surayh Ryha, NGO worked with La Ode Ahmad Ready Putra, Tourism Department of Wakatobi, to build the capacity of the local Bajau people in Wakatobi. She developed a local tour that was included in the event program.
- Istausius Anindito from Bappenas created a white paper to provide input into the government's policy on sustainability. The paper advocated a shift in paradigm from numbers to quality tourism.
- Siti Chotijah developed guidelines for digital promotion. A hashtag is being used to monitor the project's success. There has been 23,000 uses of this specific hashtag in a three-month period after launch.
- Amila Yunita developed "Guidelines for Adventure Tourism" supported by the Tourism Ministry.
- Amanda Fauziah, from Geopark National developed design plans for a visitor information centre and a creative space – which has begun functioning and has had a lot of local visitors, with displays of local crafts, booklets, leaflets, etc.
- Bet Lagarensse, former Tourism Advisor of North Sulawesi Province and Professor of Tourism at Politeknik Negeri Manado, developed an tourism accreditation program. She also attended an international training course in Siam Reap, Cambodia, with Professor Carter.
- Alex Waisimon has built a new guest house in his Nimbokrang Community, Papua to support birdwatching tours.
- Yuliana Ramayanti obtained sponsorship from the company Nutrisari and held a local sandcastle building event attracting 200 children from primary school.
- Kris Syamsudin has developed a community run café that began in December 2017 and received 10,200,000 in income in February 2018. He continues to help the community build this business.
- Ferry Armeinus developed a recycling program that allowed villagers to gain extra income of approximately Rp. 200.000 up to Rp. 500.000 per month for each household that is a member of the garbage bank.
- Fanti Frida Yanti cooperated with TELKOM to help install internet facility in media centre as node for tourism business of Baubau.



1. UNDERSTANDING TOURISM

TOURISM IS A SYSTEM

Tourism is somewhat different from other industries; in fact, many governments do not consider it an industry at all, but rather an economic sector. This is because tourism draws on the goods and services of other industries, and a business that caters mainly for tourists can be classified elsewhere. For instance, you can see that tourism is part of many industries listed in the Standard Industrial Classification for Australia and New Zealand.

This highlights an important consideration for tourism planning, development and management: for a tourism business to be successful, it relies on multiple other businesses. This necessitates tourism businesses working collaboratively with others in the same business, the same industry area and almost all other industries. This interrelationship and dependency forms what has been called the tourism system, and understanding this is vital for sustainable tourism businesses and destination planning and development.

TOURISM BUSINESSES ARE DIFFERENT

- They rarely own, control or manage their principal asset.
- Their success can mean their principal business asset is degraded.
- Their clients (often) purchase products without 'seeing' them, or through someone else.
- Clients buy tourism products to get something else (experiences).
- A sale lost is forever.
- Client satisfaction depends (in part) on with whom they are 'shopping' and other 'shoppers'.
- Their success depends (in part) on what happens to clients before and after they use the product.
- They rely on others for success.

A classification of 'industries'

Australian and New Zealand jointly developed a Standard Industrial Classification (ANZSIC) to make it easier to compare industry statistics between the two countries and with the rest of the world. 'Industries' recognised are:

- Agriculture, forestry and fishing
- Mining
- Manufacturing
- Electricity, gas, water and waste services
- Construction
- Wholesale trade
- Retail trade
- Accommodation and food services
- Transport, postal and warehousing
- Information media and telecommunications
- Financial and insurance services
- Rental, hiring and real estate services
- Professional, scientific and technical services

90% OF TOURISM PRODUCTS ARE SUPPLIED BY SMALL BUSINESSES

Tourism relies on small businesses, which makes it an ideal economic sector for communities to enter and improve their economic position and well-being. The problem is that 50% of small businesses fail within 5-years, and 70% by year 10. The reasons for this are many, but can involve events and circumstances external and internal to the business operation (Figure 2). A successful tourism business must work within the tourism system, be resilient to external influences, but plan and manage its internalities.

QUESTIONS?

What are the implications for a tourism business within the tourism system? With whom do managers need to interact?

How do the differences that characterise a business that caters mainly for tourists affect sustainability?

How can the factors that lead to business failure be managed at the time of establishment and during operations?

SMALL-BUSINESS CHARACTERISTICS

Externalities

- Civil strife, recession, high taxation, high interest rates, excessive regulation

Internalities

- Insufficient capital
- Cash flow problems
- Insufficient marketing
- Poor management
- Inadequate business planning
- Inability to compete with similar businesses
- Lack of market for the business product

TOURISM BUSINESS CHARACTERISTICS

Externalities

- Poor regional planning, inadequate access, no destination differentiation
- Insufficient product (attractions and services) to hold tourists

Internalities

- Poor quality product and service
- Failure to work with others of the tourism system
- Failure to understand that tourism is about delivering memorable experiences


COMMUNITY BASED TOURISM (CBT) CHARACTERISTICS

- Lack of needed skills
- Inequitable distribution of benefits proportionate to inputs
- Costs (social, environmental, economic) outweigh benefits
- Decline in the quality of tourism assets
- Decline in valued community assets
- Internal conflict and social disharmony

Figure 2. Some compounding influences on the lack of CBT sustainability.



2. SUSTAINABLE TOURISM

A woman with long brown hair, wearing a white t-shirt and a long, wide-leg floral skirt, is walking away from the camera on a path. The path is heavily littered with plastic waste, including bags, bottles, and food wrappers. The path is flanked by dense green trees and foliage, with sunlight filtering through the leaves. The overall scene suggests a contrast between nature and human impact.

This section introduces the concept of sustainable tourism for initiatives in remote locations and outlines the steps in planning for triple bottom line outcomes. The aim is for a tourism business to create economic, social and environmental benefits and minimises negative outcomes. Key consideration in sustainable tourism are discussed, including steps in tourism development, women in tourism, innovation, travel decision-making and planning for tourism growth. We begin this section with defining sustainable tourism.

WHAT IS SUSTAINABLE TOURISM?

When first identifying an innovative tourism project or expanding an existing venture, the economic, socio-cultural and environmental sustainability of that project must be considered. A critical aspect of sustainable tourism is the need to avoid or minimise socio-cultural and environmental impacts on the area visited by tourists. Planning and trialling tourism operations for minimal impact before implementation is critical. Consideration should also be given to understanding how a new venture will impact on the destination. Will it attract more visitors to the destination? Will these visitors access new or different areas or use local resources? What are the potential intrusions into natural habitats by tourists? How can local communities and businesses get involved? Answering these questions requires expertise and a high-level of skill. One first step is to understand what minimal impact tourism is.

There is no single, universally agreed definition of minimal impact tourism. In practice, it is commonly known as 'sustainable tourism'.

SUSTAINABLE TOURISM SHARES SOME FEATURES WITH:

- Green tourism
- Responsible tourism
- Eco-tourism
- Environmental tourism
- Ethical tourism

THREE CRITICAL STEPS IN PLANNING A SUSTAINABLE TOURISM PROJECT:

Step 1. Identifying objectives, options, activities and resources required

The first step in developing a sustainable tourism project is to clearly determine the objective of the project. An objective should be **SMART**: Specific, Measurable, Attainable, Realistic, and Time-bound.

Next recognise that there are usually many ways to achieve some objective and you should not jump straight to an action plan without evaluating different options. It can be useful to complete the table outlined below:

Use the principle of SMART Action Planning to evaluate your idea. Specifically, think about the timeframe and the impact that you can have realistically. Your objective needs to be specific and realistic.

Specific: What activities will you do to implement your project?

Measurable: How will you measure if your project is successful? Be specific and, if possible, provide some quantifiable measures of success.

Achievable: How can you achieve your project? Explain how you will ensure this happens.

Timely: Why is this a good time to implement your project? When will you aim to complete your project? Given a specific date and work towards this deadline.

You should also establish criteria on which different options can be evaluated. Then you will be in a position to identify the best option to achieve your objective. Now you can identify activities or operations to be conducted to achieve this option. Each activity must be:

- Comprehensively described and quantified.
- Researched to determine the factors that may be impacted by the proposed activity.
- Analysed to identify relevant compliance requirements that need to be met.
- Thoughtfully planned and implemented with reference to a suitable and detailed written proposal and plan of action.

Often, in the early stages of a project it will be necessary to revisit the objectives and options for the project and the proposed activities or operations as new information is received. It may be that early costings or resource assessment for the project means that the overall objective needs to be reduced in scope.

ACTIVITIES WHICH MAY NEED TO BE CONSIDERED CAN INCLUDE:

CONSTRUCTING FACILITIES AND INFRASTRUCTURE

- Introducing tours
- Increasing the tourist footprint

TOURISM OPERATORS SHOULD:

- Avoid damage to the area
- Minimise impact on the area
- Repair previous damage



New tourism developments must be considered in the context of the whole destination. The existing tourism assets of the region should be assessed. These assets can include natural assets (e.g. waterfalls, beaches, wildlife) as well as man-made assets (e.g. harbours and jetties, cultural villages, temples). Consider the fit of your new tourism development with the existing tourism assets. Will it bring new visitors to the region or take market share from existing businesses? How many visitors do you expect?

Key stakeholders that may have an interest or be impacted by the development should also be identified and their interest, concerns and the impact of the development should be considered. Some key stakeholders in tourism typically include: community, environmental and business groups.

Critical infrastructure should be considered. This might include soft and hard infrastructure. For a new dive tourism offering, soft infrastructure may be trained personnel, such as boat skippers and dive instructors, to provide a dive experience on a reef. Hard infrastructure may include the boats and dive equipment to deliver this experience. Supporting infrastructure, such as roads, boat ramps and jetties, rubbish bins and toilet facilities, are also critical considerations.

New sustainable tourism initiatives that involve constructing facilities, access roads, buildings, or infrastructure must consider community, cultural, heritage and environmental impacts. Thus, tourism planning and management to develop the experience is needed as well as having the marketing expertise and resource to communicate the experience and sell the destination to potential customers.

Step 2. Finding a location

The next step in sustainable tourism planning is to identify the location for the initiative being the immediate geographic vicinity in which the activity or operation itself is proposed. The following needs to be considered through all planning:

- Local attractions –towns, villages, communities, areas, regions, locales and/or points of interest.
- Geographic features – such as mountains, rivers, lakes, coastlines, islands and other prominent landforms.
- Position of supporting facilities – such as parking and loading/unloading areas, airfields/landing areas, storage space for permanent plant and equipment, infrastructure, buildings, toilet facilities and drinking water.
- Transport routes that will enable access to the activity/ operation – including details of land, water and air access.
- The environmental, community, cultural and heritage impacts – positive and negative.

Step 3. Demonstrating project viability and sustainability

Once the location for the tourism activity and operations is determined then a strategic proposal to demonstrate sustainable tourism and detailed planning needs to be completed. It is vital to include stakeholders.

- Demonstrate transparency and openness in the proposal, which is an essential pre-requisite for generating genuine support and positive commitment to the initiative from all stakeholders.
- Ensure all those potentially affected are aware of the

proposal and can have input, provide comment and express concerns that they believe are appropriate and relevant with considered feedback.

- Make sure the correct and necessary people are involved and can be involved in the planning and subsequent stages including communities, locals and government agencies.
- Begin the process of researching government funding which may be available for the area to support new sustainable and minimal impact tourism initiatives.
- The key to demonstrating project viability and sustainability is to monitor and evaluate change, environmentally, socially and economically. This will require the collection of data in an assessment phase and then evaluation of performance against objectives and targets. An important step here is to select criteria, indicators and measures that reflect goals to inform performance evaluation (Figure 3).

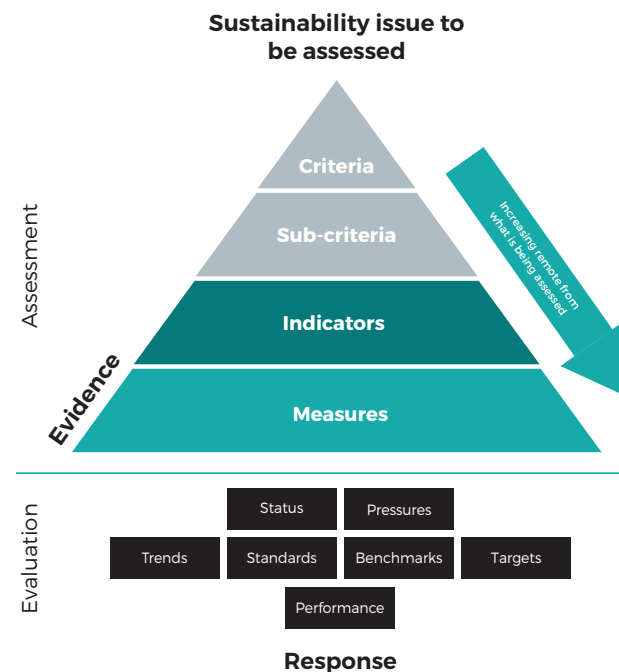


Figure 3. Sustainability Assessment.

QUESTIONS?

Do your location plans consider all infrastructure requirements including amenities and services?

What impact will the new tourism operation have on the local environment?

Have you considered all the potential positive and negative impacts the operation will create?

Have you allowed for planning and trialling to test the impacts to the local environment and community?



BENEFITS

SOCIO-ECONOMIC

Strategies to encourage others to engage with sustainable tourism, starts with acting as a role model for action. Key considerations include:

- Make socially and culturally responsible decisions that protect local cultures and ways of life.
- Consider embedding social and environmental values in the design of your tourism experience and business enterprise.
- Involve stakeholders and local communities in your planning. Listen to their viewpoints. Responding to stakeholder and local community concerns may require you to alter plans and, where necessary, abandoning projects.
- Sharing lessons learned with industry, government agencies and other tourism operators, will help spread the word and will create advocacy for sustainability tourism.

BENEFITS

WOMEN IN TOURISM

Women can play a critical role in developing sustainable tourism in developing countries. Bringing more women into tourism offers the following benefits:

- Tourism expands economic opportunities for everyone and facilitates a shift in employment patterns.
- Provides women with access to jobs with higher returns and strengthens women's economic autonomy.
- Contributes to decreasing poverty in communities.
- Challenges traditional roles of women and helps in the advancement of women in society.
- Challenges traditional roles and stereotypes in the workforce – serves as a model for other developing industries.
- Women in untraditional occupations become a role model for new generations.
- Educates tourists on women's rights and how to properly respect them.
- Women participate and contribute to tourism systems, travel cycle and tourism growth.

United Nations Sustainable Development Goal 5: Achieve Gender Equality and Empower All Women and Girls

- End discrimination against women
- End violence against women in public and private spheres
- Ensure women's participation and opportunities for leadership
- Enhance the use of enabling technology to empower women



QUESTIONS?

Will the tourism operation allow for women to contribute and participate in employment opportunities?

What do the community women currently do that can be included in the tourism offering to visitors? Examples include arts and crafts, cooking, cultural dances and traditions.



BENEFITS

INNOVATION IN PRACTICE

Developing a tourism project requires innovation – doing new things. Being innovative and considering future scenarios allows for strategic thinking about your organisation and its future.

Ways to build an innovative culture in your organisation or destination:

- Nurture new ideas
- Build trust and openness
- Find people with passion
- Make it fun

Understanding consumer trends and what competitors will do in the future is required to be at the forefront of tourism. You will need to think about what you will need to do to create and maintain a competitive edge over your competitors. What creative and innovative ideas will maximise opportunities for growth for the business and destination?

As the tourism industry in your destination grows, it is important that organisations can mobilise resources to capitalise on that growth. However, most organisations have fixed resources. That is, the number of staff, your cash in-flow, etc. remains constant even though potential demand for organisational growth increases. Therefore, it's how you organise your resources that is important. Could you make some changes to your resource allocation to maximise the productivity and innovation in your business? Could you gain extra resources through additional investment or a grant scheme?

Once you have an idea for an innovation you need to target your future visitors. The easiest group to target is often customers who you are currently serving. You can also consider targeting new markets. Understanding where your customers will come from and their age, lifestyle, occupation, etc. can help you plan better.

- Being innovative means continually learning, implementing new ideas in your work and being aware of what other businesses are doing
- An innovation can be a 'Big Leap' – a breakthrough idea – and a 'small step' - incremental growth and value-adding from new activities.

Figure 4 shows a matrix of four ways to innovate by changing who you target (your market strategy) and what you sell them (experience design).

Innovation to increase profit from existing markets

1. **Consolidation:** This strategy involves knowing and understanding the needs of your existing markets and then continuing to build your business through improving your existing experiences to appeal to these markets.
2. **Experience innovation:** This strategy aims to take your existing experience to new markets. For example, you currently don't see many Chinese visitors, but could you change your market strategy to market to this group?

Innovation to attract new types of customers

3. **Experience innovation:** If you know your existing markets, then could you add a new experience to attract them to your business? For example, is there a new experience that you could offer to grow income from domestic visitors?
4. **Transformational innovation:** This strategy requires the most innovation of the four in the matrix. Using this approach, you intend to develop new experiences for new markets. For example, you currently offer a sightseeing tour to the domestic market, but could you offer a food tourism experience visiting the same locations to international visitors?

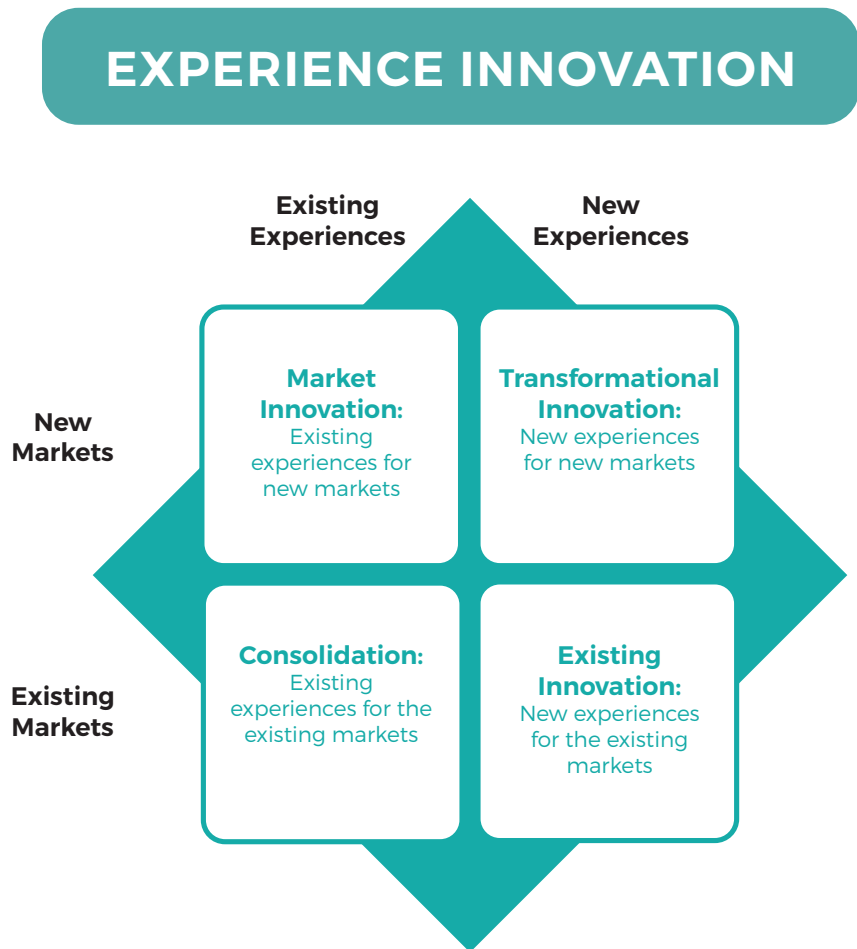


Figure 4. Identifying new markets and experiences for destinations (Destination innovation matrix by Gardiner & Scott, 2018).

Technology is rapidly advancing. It is therefore imperative to be aware of what immediate technologies are changing or could be changed in the destination or within the organisation. New technologies create opportunities but may also increase competition for tourism operations. For some businesses, having a new website and social media platforms developed will be the first step into innovation by using technology in developing countries. Think about your innovation strategy using the three circles shown in **Figure 5**. Is your idea for a new experience, product, service or process new to your organisation, new to your destination, new to the tourism industry or new to all industries globally?

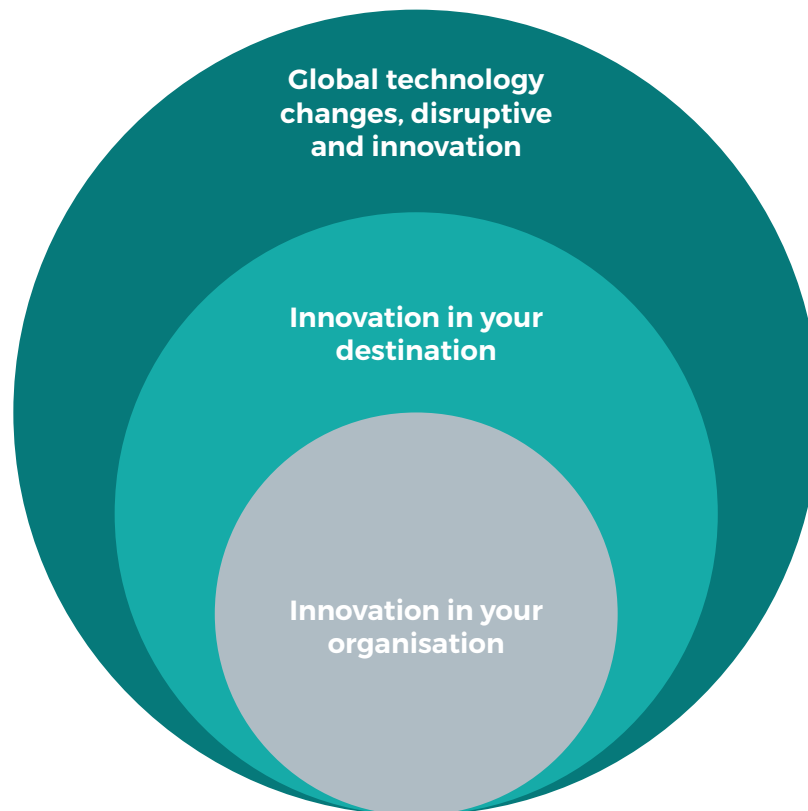


Figure 5. Levels of innovation.

QUESTIONS?

Are there others in your destination that can join you on your innovation journey?

Can you anticipate what will affect your organisation next?

Do you have the entrepreneurial mindset of a problem solver?

What is the new innovative idea that will set you apart from your competitors?

Can a new experience be introduced or enhanced to make a better experience for your guests?



TOURISM SYSTEM

Let's think about tourism as a 'system', a series of interrelated parts. From the customer's point of view, a tourism system consists of several interacting, but separate, modules: promotion, distribution channels, transportation, destination. In addition there are parts of the system that the customer normally doesn't see: stakeholders, planning, policy and research. These modules operate within a dynamic environment and are affected by events outside of control. Details of each module follow:

PROMOTION

From a customer's point of view, the first step in taking a trip involves making a decision - called the travel decision making process. It is in this module that potential tourists develop awareness of destinations to visit, and attitudes towards them - called a destination image. Their destination image is the result of reading information about what to expect at that place. The traveller then develops expectations about their trip, as a result of talking to friends, social media, travel editorials, tour operators, airlines, travel agencies and other information sources. As people progress through the decision-making process, they reach a stage where decisions to travel to a particular destination are made. It is at this point that interactions occur between the promotion and distribution modules of this tourism system. **The key question here is who are you targeting?**

DISTRIBUTION CHANNELS

The distribution module of a tourism system comprises the process of potential visitors obtaining general and specific destination information. This module encompasses travellers obtaining information necessary to make their travel reservations. These reservations may be direct (with operators in destinations) or indirect (through the online booking or the "trade"). The distribution module has a number of distribution channels such as retail travel agents, wholesalers, online travel agents and other distribution mechanisms including direct bookings. **The key question here is how are your target markets booking?**

TRANSPORTATION

Transportation is how a tourist reaches their destinations of choice. Different types of travellers travel through the tourism system differently. This may be by road, train, air or water; and be either direct or multi-destination travel. By examining the transport “profile” for an origin/destination the impact of travel cost and airline access can be determined. **The key question here is how are your target markets travelling to your destination?**

DESTINATION EXPERIENCE

The destination experience consists of attractions, events, infrastructure, accommodation, and hospitality components. Attractions consist of natural and/or man-made components which attract visitors to destinations. Other components such as accommodation and infrastructure (encompassing water, power, roads and so forth) facilitate destination accessibility and serve the needs of tourists while actually visiting the region. The existence of such supporting services, determines to some extent whether visitors return to a region. Hospitality is concerned with the way in which tourist services are delivered to the visitor. **The key question here is what visitor experience is expected and delivered?**

STAKEHOLDERS

Stakeholders are involved in the tourism system and encompass local, state and federal government; regional, state, national and international industry bodies; industry operators; and the community. Stakeholders are important as they control, influence, and comment upon all other interacting modules of the tourism system. Analysing tourism in terms of this model supports the view that influence over the tourism experience is actually divided among many stakeholders. **The key question here is do the stakeholders co-operate?**

PLANNING, POLICY AND RESEARCH

The policy, planning and research functions which, while outside the visitors’ “gaze”, nevertheless influence visitor expectations and experiences through other modules. Policy guides and regulates the actions of stakeholders. The tourism system model considers that tourism may be planned and developed as an integrated system within itself and that it is also integrated into the overall plan and total development patterns of destinations. **The key question here is does government (and other stakeholders) have supportive policies, adequate plans and research programs in place?**

EXTERNAL ENVIRONMENT

The tourism system model views tourism as being continually influenced and shaped by extraneous environmental factors including demographic, cultural, economic, natural, technological and political forces. Such factors can inhibit or promote tourism behaviour. **The key question here is do the stakeholders monitor and respond quickly to external events?**

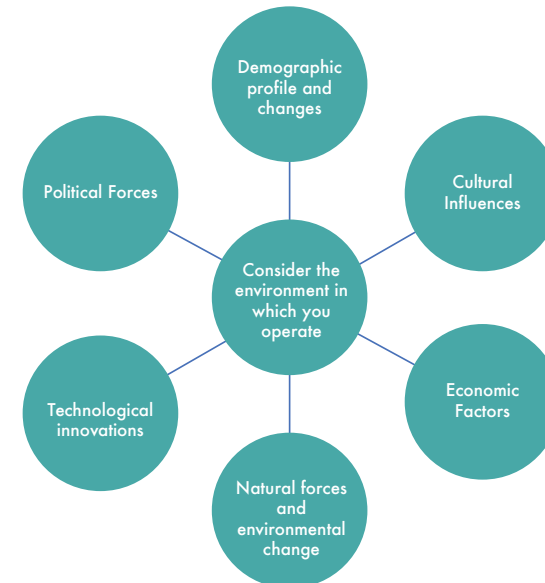


Figure 6. Considering your environment.

QUESTIONS?

Do you understand the various stages of the tourism system that gets visitors to your destination and business?

Are there stages in the cycle that can be improved to make it easier for the visitors?

How do you inspire potential visitors?

How do visitors book your experience?

Do your plans look to the future for increase growth and development?

KEY CONSIDERATIONS WHEN PLANNING FOR TOURISM GROWTH

Figure 7 shows four key considerations for tourism development. They include identifying tourism attractions, planning and development, marketing and management. Plans to grow tourism to your business or destination should:

- Be future orientated – and should support your vision for tourism, business, the community, the environment and support sectors.
- Provide a framework for decision making.
- Provide guidance for development.
- Be flexible to respond to changes as growth proceeds or the environment changes. They should therefore be reviewed regularly.
- Consider the long-term as well as the short-term implications of tourism growth. Plans must provide strategies for responding to sporadic growth, before it occurs.

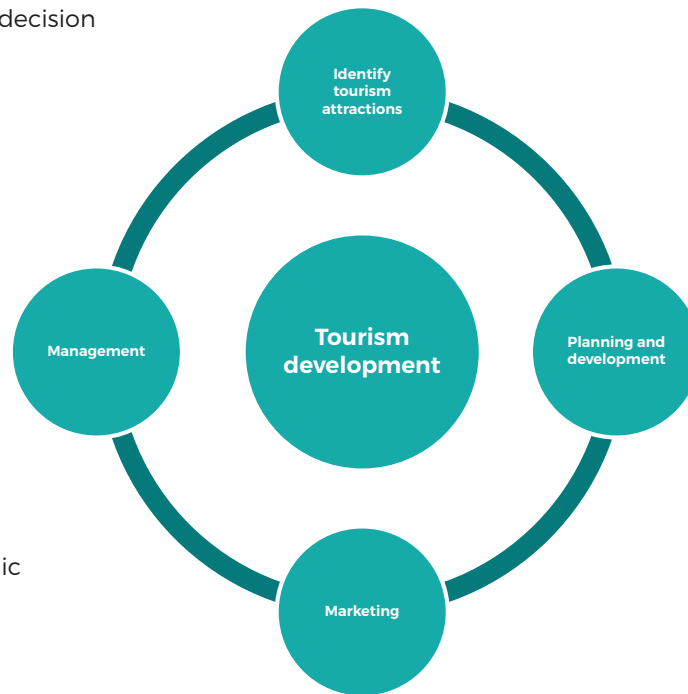
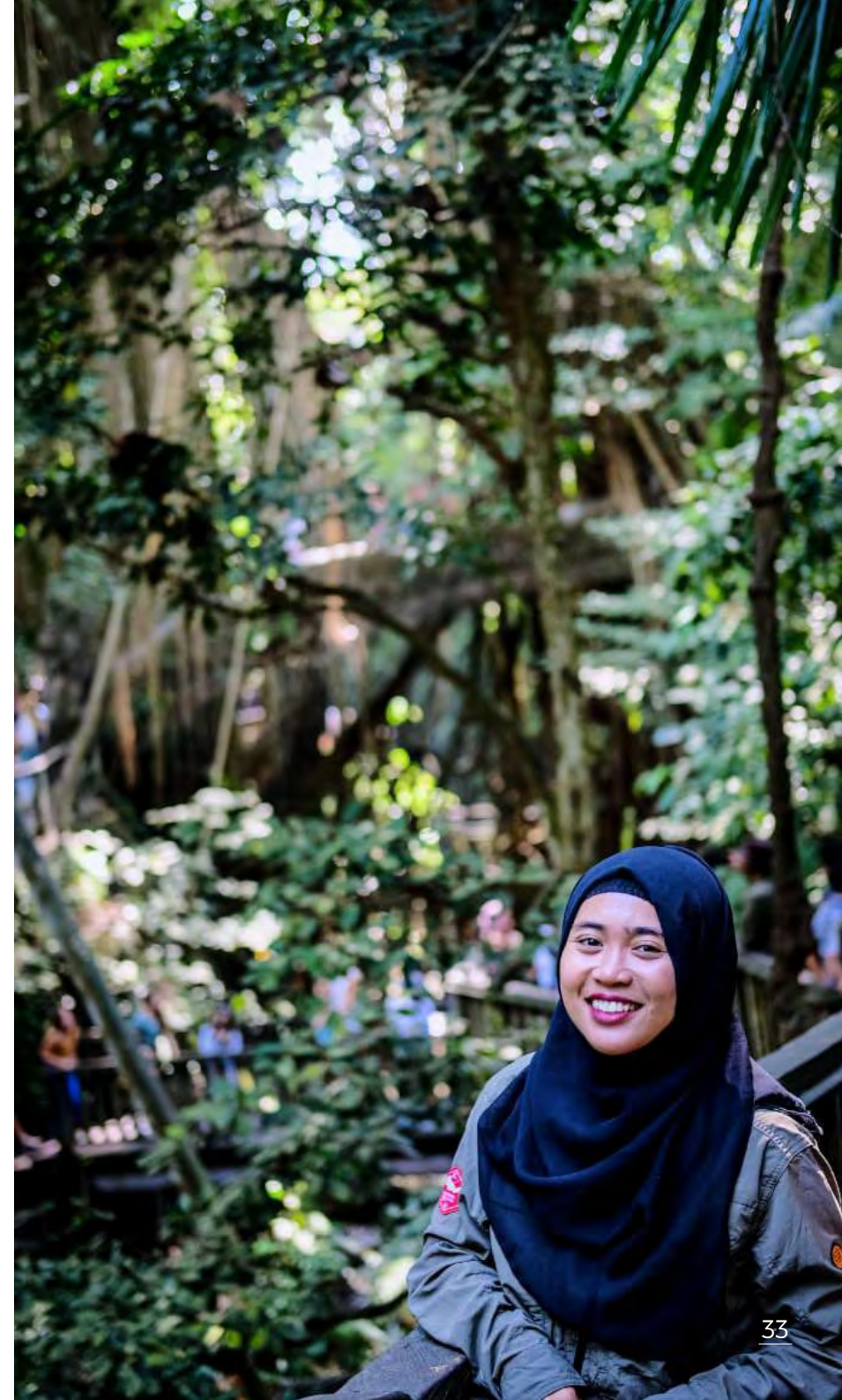


Figure 7. Key tourism destination development considerations





3. PLANNING YOUR NEW TOURISM VENTURE



PLANNING

When planning a new tourism project or venture, it is imperative to identify the legislation and regulations you need to comply with. Legislation means the laws (the Acts) which need to be complied with. You will need to comply with the laws of the individual countries in which tourism activities are being conducted and/or consider relevant aspects of laws which may emerge.

There are also by-laws, and these are mandatory rules and regulations imposed by various bodies such as government agencies, local councils and local communities. Check government websites to look for legislation information and seek legal advice before commencing your venture. You may also want to meet with local economic development officers to ask their advice. You should be aware of the activities of bodies such as ASEAN (Association of Southeast Asian Nations) as they can provide lots of useful information.

Voluntary Codes of Practice may be created by an industry body to set industry-wide standards for its members. These may be recognised by a government agency who use them to support attainment of their strategic plans.

Standard operating procedures (SoPs) are developed by individual tourism operators to operate their businesses in compliance with legal requirements and customer needs.

Operators may seek to create an individual Code of Practice that provides a 'point of difference' for them when compared with their competitors. This can be used to create a public statement about themselves to customers to advertise and demonstrate their orientation and practices regarding responsible tourism. For example, some businesses donate a part of the money they receive from tourists to local communities.

LEGISLATION AND POLICY

Mandatory Codes of Practice are written by government agencies and are legally-binding requirements. These Codes of Practice are created under the authority of nominated pieces of legislation and are written to show organisations how they can/must operate to fulfil their legal obligations. In effect, if the business follows the Code of Practice, they are complying with the law.

There may be agreements which are already in place with local communities, as they have been negotiated with other tourism operators for previous tourism activities. These previous arrangements already agreed to by tourism operators may be imposed by virtue of formal, written contracts with suppliers and clients or verbal agreements and 'promises made' with partners, businesses and stakeholders.

ACTS, REGULATIONS AND LEGAL OBLIGATIONS THAT NEED TO BE UNDERSTOOD:

- Land use zoning plans.
- Destination management plans.
- Permits to operate.
- Policies and guidelines.
- Responsible practices in natural areas.
- Safety, health and welfare – as it applies to workers, customers/tourists and members of the public.
- Salaries, wages and industrial relation requirements.
- Taxation – and registration as a business and payment of applicable rates of tax which can include import taxes, company tax, bed tax, consumption tax, service tax and others.
- Operational matters – such as: responsible sale and service of alcohol; food safety preparation, service and storage.
- Vehicles – in terms of vehicle registration, licensing of drivers and obeying road rules.



GREAT BARRIER REEF MARINE PARK CASE STUDY:

Participants in our program experience the Great Barrier Reef, a world heritage area, an environmental powerhouse and a vital economic hub. The Great Barrier Reef stretches across 2300 kilometres of the north coastline and is an Australian national and globally treasure. It is managed as a commonwealth marine park by the Great Barrier Reef Marine Park in partnership with the Queensland Government.

The Great Barrier Reef Marine Park Authority (GBRMPA) is the lead manager of the Great Barrier Reef Marine Park. Their purpose is to ensure the long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community through the care and development of the Great Barrier Reef Marine Park. Management is underpinned by a strong legislative base.

The reef tourism industry offers a wide range of tourism experiences including cruise ships, liveaboard dive vessels, day trips to large pontoons, fishing charters and kayaking tours.

THE GREAT BARRIER REEF VISIT IS USEFUL TO UNDERSTAND

Threats to the Reef:

Climate change / Poor water quality from land-based runoff / Impacts from coastal development / Remaining impacts of fishing

Strategy:

Ecologically sustainable tourism use / A productive, open and adaptive partnership with tourism industry

Sustainable tourism in a World

Heritage area achieved through:

Management / Working with industry / Partnership programs

Tourism controls:

Act and Regulations / Zoning plan / Management plans / Permits / Policies

Working with industry:

Policies / Site planning / Responsible reef practices / Consultation and engagement / Partnership programs

Partnerships:

Common goals / Healthy reef, healthy experience / Protection, presentation and partnerships

Partnership programs:

High Standard Tourism Program / Climate Change Action Plan / Eye on the Reef Monitoring Program / Incident response - Crown of Thorns Starfish Control Program

TOURISM OPERATORS MUST HAVE HIGH STANDARDS

"I am committed to raising the standards of the charter boat industry in the Whitsundays. I believe that it is incredibly important that we don't lose sight of the fact that we need to care for this environment if it is to be here for future generations to enjoy."

Greg Lambert, Kiana Sail and Dive, Whitsundays



STRATEGIC BUSINESS PLANNING

A structured and strategic approach to any business planning is crucial to the future direction of the decision making, investment and long-term sustainability of a tourism operation. To generate increased visitation, expenditure and awareness it is imperative to understand that the core strategies will be followed by the actions and initiatives to bring them into a competitive tourism marketplace. The business plan needs to be in a formal document that can be shared in confidence with key partners and investors. In some cases, this would also be shared with key influencers, community leaders, staff or other stakeholders necessary to gain support for the business plan concept.

BUSINESS PLAN STRUCTURE

Key Questions:

VISION

What is the long term dream for the venture? What's its reason for existing or its big new idea?

MISSION STATEMENT

How will you work towards this vision over the next five years? What is needed to make it happen? How can the vision be realised?

OBJECTIVES

What is your project objective and how will it match your criteria for achieving your vision?

TARGET MARKETS

What are the geographical and demographical profiles of the visitors? What motivates this market to use/purchase your experience?

SITUATION ANALYSIS

What are the strengths, weaknesses, opportunities and threats of the new venture?

COMPETITOR ANALYSIS

Who and where is the competition? What is the new businesses unique selling points and competitive advantage?

CORE STRATEGIES

What are the 4-5 core strategies to activate this business plan? Revenue streams, marketing, branding, stakeholder engagement, local employment, environmental sustainability, etc.?

What are the actions that sit under each core strategy that will need to be implemented?
What are the predicted forecasts year on year to demonstrate increased success?

BUDGET

What investment is needed? What is the predicted forecast on capital costs, income and expenditure?

TIMELINE

How long will this take to get operational or started?
How long until marketing and sales are activated?
How long will it take to reach target goals?

MEASUREMENTS AND EVALUATION

How will you measure success? Sales and revenue generated, website visits and social media followers, key performance indicators identified, local engagement etc.?

In addition, an action plan should also be developed to align with the business plan:

ACTION PLAN

List of all the action points from the core strategies need to be added to any other additional actions required to implement the plan. This needs to be a work in progress report style document that can be actively worked on weekly.

RESEARCH

Thorough research is an essential step in the planning process. The aim of research is to identify key factors that may be important for the proposed tourism project or venture.

RESEARCH ENVIRONMENTAL AND SOCIAL IMPACTS

You should begin with collecting information to understand the impacts of the venture. Impacts can be positive or negative - a positive impact in one area/set of factors can also result in a negative impact in one or more other areas/sets of factors. The impact is not always unilaterally positive or negative for any given tourism initiative. There is often a lack of clarity or consensus about what the projected implications of a minimal impact tourism initiative will be. Despite consultation, debate and discussion, there can be quite heated disagreement about the way research is done, assumptions made, stakeholder involvement and the amount and type of engagement.

Tourism operators who subscribe to an industry code relating to sustainable and minimal impact tourism development and operations

are commonly required by that code to research what the impact on these factors are. This can be a standard practice requirement. Also, there can often be mandatory external requirements for research of this type to be undertaken, before a proposal can be approved by local communities, government agencies or industry bodies. This requirement could also be essential for funding requests.

The key role for research in the tourism industry needs to recognise that change in demand may be rapid and therefore destinations need to be aware of changing trends in demand and respond by making continual changes in supply. The key to being aware of changes in demand and supply lies in good research and it needs to be professional and undertaken at every level of the industry.





CUSTOMER *RESEARCH*

Do not start your business planning before you understand who your customers will be. You will need to be able to describe a typical customer, how much they will spend, where they will come from, and how they will find your business. This is important for your business plan as a successful business must set its prices to cover its costs and make a profit.

It can be useful to visit a business similar to the one you want to establish but in another destination. Often there is an industry organization that can provide you with useful information. Join your local destination management organization. Talk to the local government tourism officers. There will be lots of information available about businesses like yours online.

You will need to also understand how you will get customers, direct or through a travel agent? Find out how much commission they expect and what they suggest you charge. Key sources of information to inform your tourism project planning include:

PRIMARY DATA SOURCES:

Collect data directly from customers or suppliers to inform your planning. Some simple and easy ways to research your project include:

- Surveying and interviewing existing and potential customers;
- Looking at online reviews on your experience and destination as well as competing experiences and destinations;
- Be a mystery shopper. This involves being a regular customer and evaluating your experience. Visit experiences and destinations with a similar offering and determine what makes them successful.

SECOND DATA SOURCES:

This involves finding existing information and statistics from various sources including:

- Tourism visitor statistics from tourism authorities, such as your national tourism office or the UNWTO.
- Reading consultancy research reports on consumer and travel trends.
- Searching for journalist stories related to your project.

PLANNING A WHOLE-OF-DESTINATION PROJECT

Tourism activity makes destinations come alive by animating the public and private spaces and enabling visitors to engage in a wide range of memorable experiences. Many cities and regions are taking an increased interest in place making - the reimagining and reinvention of spaces at the heart of communities to strengthen the connection between people and the places they share. It emphasises innovative thinking, creative patterns of use, and solutions-based thinking.

Destination management needs to have the following to enhance the visitor experience and define the experience:

- clear purpose/goals
- activities and functions
- good structure

Planning for tourism for a whole-of-destination approach begins with identifying the tourism businesses who are operating in the area. This will help determine the cumulative size of the industry, the dispersal of businesses and visitors across the destinations and, potentially, the impact of visitors to the area.

PROBLEMS FACED BY DESTINATIONS:

- Distance from tourism generating regions if targeting international visitors: especially Europe and North America
- Emergence of new low-cost competitor destinations
- Change in consumer demand for tourism experiences
- Climate and environmental change – **being seen as a climate champion and helping a community attracts customers**
- Cyclones, fires, floods and natural disasters such as COVID 19
- Terrorism, accidents and environmental issues, such as coral bleaching, rainforest depletion, wildlife extinction, etc
- Seasonality – summer, autumn, winter, spring – resulting in peaks and troughs in travel demand and ability to deliver the experience
- Lack of cooperation between people in the destination. Destinations will succeed if their stakeholders cooperate together

SEASONALITY

Seasonality is an issue faced by most destinations. A way to try to overcome the problem of seasonality is by developing new markets and experiences that attract visitors in low and shoulder seasons. Generally, the tourism industry in the Southern hemisphere promotes images of warm weather in the northern hemisphere winter period to attract visitors who live in cold climates. Major or unique events and festivals have been successful in attracting off-season tourists into destinations. Business tourism also offers the potential to attract visitors during the week.

PLANNING A NEW VISITOR ATTRACTION

Below is a list of some of the most effective approaches to use for researching and planning for attractions:

- Talk to those who have conducted similar operations in similar areas to obtain their input.
- Read reports on previous similar activities, as many of these exist and provide data on other tourism initiatives.
- Speak with local communities who have been the subject of previous attraction activities.
- Communicate with those expected to be impacted by the proposed activity.
- Establish baseline data and benchmarks to use as reference points for future monitoring and evaluation.
- Visit the area to gain first-hand experience of the location and meet face-to-face with the community and those who will or may be impacted.



SITE ANALYSIS AND PLANNING

One of the critical considerations when setting-up a new tourism venture is identifying its location. Several sites might first be considered and criteria for site selection established. Visit the proposed sites and take notes. Talking to locals to identify community leaders and influencers and initiating contact and building relationships is also important. Consider the feasibility of the site in terms of accessibility, visibility, geography, legislative restrictions (e.g., building height limitations, etc.) and other limitations, and financial considerations to develop the site.

Determine other tourism operations in the area. Could you collaborate with these operators or would they see you as competition? Would your venture build upon the

established tourism experience mix in the location? What success and impacts would your venture have on the community? Discussions with local stakeholders might include conversations around local employment, supply chains and facilities. Obtaining applicable building codes, reports and other relevant research on the area should also be collected.

Liaising with government agencies will allow information to be obtained on the proposed site, including applicable legislation as well as determining their orientation and initial thoughts of the proposed tourism activity.

SITE ANALYSIS AND PLANNING

LAYERED DIAGRAM OF PHYSICAL ASPECTS

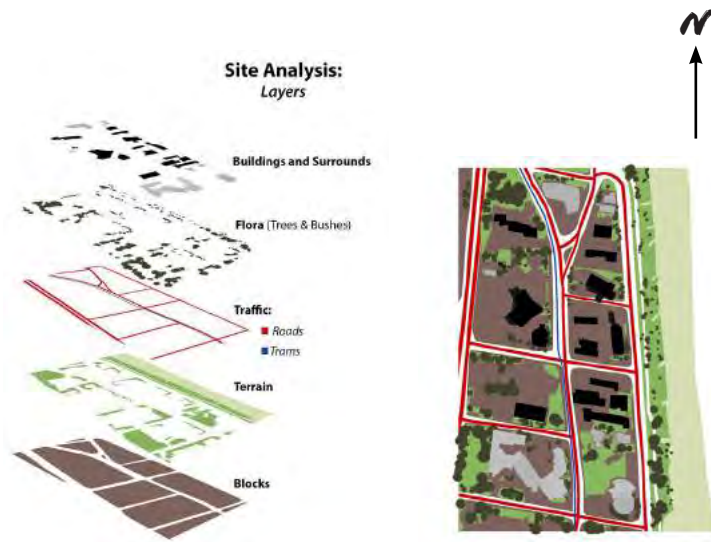


Figure 8. Layered diagram of physical aspects. Image courtesy of Michael Toomey

- **Draw a sketch plan** of part or all of the site (an example site plan is provided in Figure 8).
- **Site analysis** - Who is currently using the site (e.g., locals, tourists)? Who do you think is the target users when the site was opened for tourist use?
- **Define the experience users currently receive.**
Are they:
 - Recreational
 - Touristic
 - Aesthetic
 - Educational
- **Mark on the sketch plan** - areas and flows of tourist use; areas of degradation; areas that are exceeding site capacity; areas meriting special protection; existing and potential views; site features that provide use amenity or contribute to site appeal; vehicle parking; retail and food sale areas; areas where tourists and locals compete for use of the site; uses or use areas that detract from site appeal.
- **Are there any facilities not provided that would help to improve the enjoyment of the target users?**
- **Redraw the sketch plan** with the site elements you want to keep or improve. Improvement plan to enhance the visit experience.
- **Who are the site users you want to target?**
- **Define the experience** you want users to have when they visit the site: recreational, aesthetic, touristic and educational.
- **Mark on the redrawn sketch plan** - layout changes e.g., separation of use areas from retail or food sale areas.
- **Identify any structural modifications or infrastructure** required for your venture (e.g., road widening, building improvements, boardwalks, viewing platforms, freshwater, toilets, etc.).
- **Consider management improvements requirements** (e.g. litter management, amenity improvements such as grassed areas, vegetation to guide site access and use site interpretation).

BUILDING NEW *INFRASTRUCTURE*

The definition of infrastructure can mean roads and electricity but in the context of a participant's project usually is smaller in scope. It may refer to the building of a small building, a boardwalk, or new toilet facilities. Despite this it is important to consider how new infrastructure may affect a site and try and reduce its impact by:

- **Use graded tracks or boardwalks- as opposed to building a road**
- **Use portable facilities - rather than building them on-site**
- **Making arrangements with local people, communities and/or businesses to supply services - as distinct to creating/establishing them from scratch, or transporting all goods into the area**
- **Consideration of transport, social, environmental and collaborative infrastructure**

When developing a project, you should consider how to monitor it during implementation. Monitoring resources will have been identified. Monitoring may be compulsorily required by government agencies, or local communities. You may need to monitor the impact on local people, the effect on the environment, and the use of local resources.

The need for communicating with stakeholders cannot be over-stated and can require:

- **Community meetings - on-site and with local communities**
- **Face-to-face discussions with key individuals**
- **Distribution of hard copy plans - supported by verbal explanations and other explanatory documentation, as required such as copies of operation, site and business plans, legislation, codes of practice and reports**

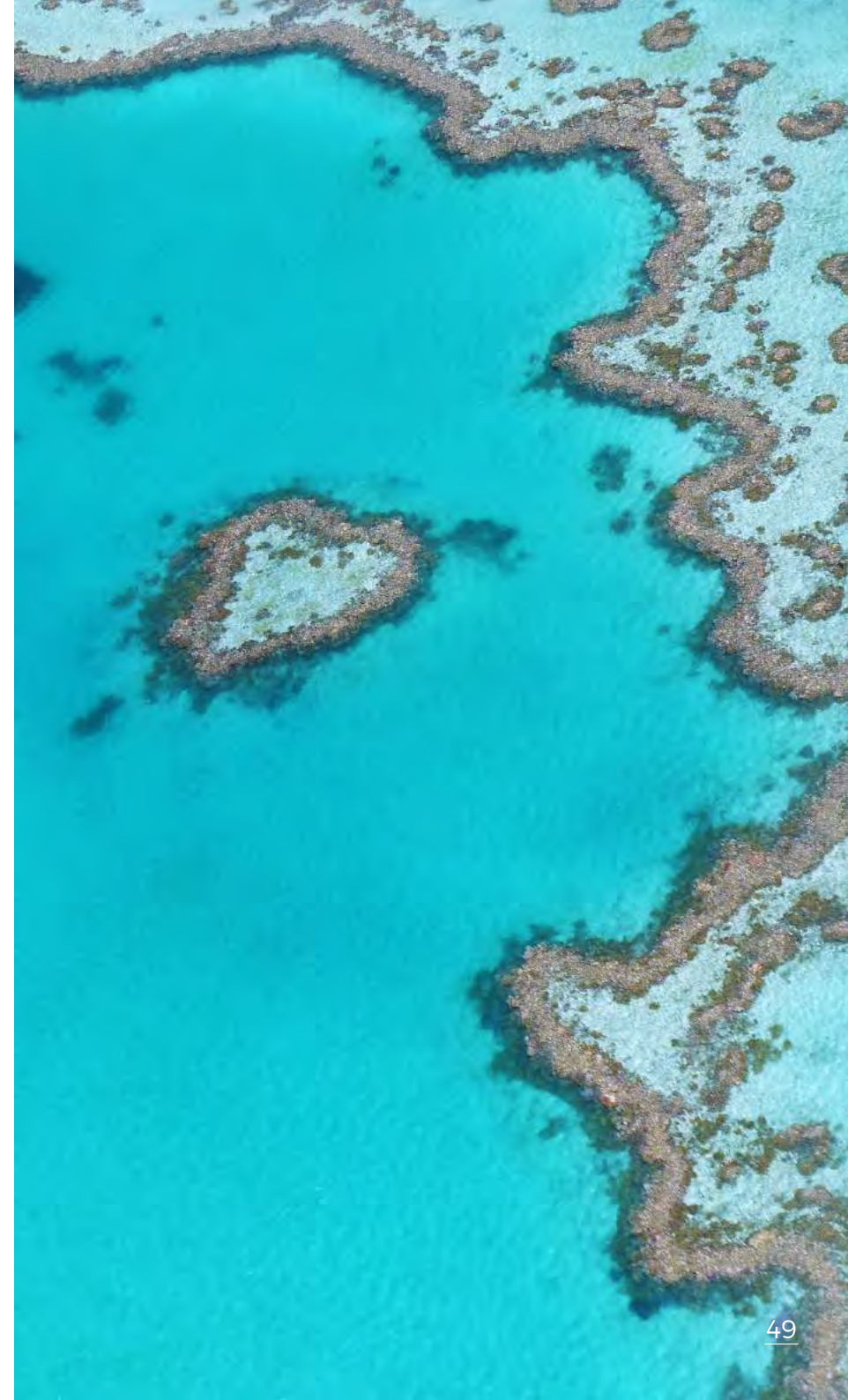


CONSIDERING *CARRYING CAPACITY*

Simply, **carrying capacity** is the number of people, animals, or crops that an area can support without environmental degradation; but there are other issues that tourist destinations must consider.

Ecological carrying capacity of an area is variable and depends on factors such as climate, water availability, soil fertility, geography, vegetation, fire regime and animal populations exploiting resources. **Social carrying capacity** of an area is also highly variable and is influenced by such things as human, perceptions, perspectives and setting. For sustainability, both need to, and can be managed.

Physical carrying capacity (PCC) is the maximum number of people an area can support. For example, the PCC per day of a location = area (m²) x visitors per metre x daily duration. This is the maximum number of people that could be crammed into a place at any one time, but would be socially and environmentally unacceptable. So, for tourism, it is better to think of **social carrying capacity** as being where local tolerance of tourism is exceeded, or where visitor enjoyment is decreased, or where crime exceeds acceptable limits. Similarly, **biophysical carrying capacity** needs to be considered as being where the natural environment can tolerate interference from tourists. For tourism, there is also the issue of **economic carrying capacity**, which is the extent to which a tourist destination can accommodate tourist functions without the loss of local activities (e.g. a souvenir store replacing a shop selling essential items to the local community, or the point where inflation caused by tourism overtakes tourism revenue). So, all types of carrying capacity depend on context and the level of management applied. For this reason, the concepts of **limits of acceptable change (LAC)** and **recreation (tourism experience) opportunity spectrum (ROS)** have been introduced into planning considerations. LAC defines points beyond which any additional environmental, social or economic change will be considered unacceptable and management will need to be applied. ROS is about identifying use zones so that the desired spectrum of experiences can be maintained within acceptable limits. It involves separating incompatible uses of resources in space or by time because of the decline in the quality of experiences.



STEPS IN DEVELOPING TOURIST EXPERIENCE PROTECTION ZONES

Tools for managing capacity and sustaining desired experiences

While environmental conditions can be modified to help nature be resilient, most problems of capacity arise from the actions of people and require influencing (changing) their behavior. Tools exist for achieving this (Figure 9).

STEP	ACTION
1 Identify and define impact issues and concerns	Gain community support for the activity and collectively locate spatially and temporally
2 Define desired tourism experiences	Locate spatially and temporally and describe environmental, social and economic capacity requirements to sustain quality experiences
3 Select indicators of resource and social conditions, including economic	Ideally sensitive to undesirable change and with quantifiable measures
4 Inventory existing resource and social and economic conditions	Identify spatially and temporally
5 Specify measurable standards for the indicators	Clarify levels of use and development likely to protect experiences
6 Define tourism experience zones (TEZ)	Define experience and compatible and incompatible tourism development and when change is unacceptable
7 Identify management actions needed to sustain the experience in each TEZ (from 5 and 6)	Define actions within available management resources or return to step 6
8 Define and implement actions to sustain TEZ	Ensure community is supportive
9 Monitor and evaluate conditions and adapt management as required (return to 1)	Identify trends and performance achievement against targets and TEZ definitions (from step 2)

Figure 9. Steps in delivering tourist experience protection zones.

BUSINESS OPERATIONAL IMPLEMENTATION

Once you have a business plan and objectives you need to implement it. There are four elements in this stage to plan, trial, implement and evaluate the minimal impact of how operations will affect the location.

ELEMENT 1 – PLAN MINIMAL IMPACT OPERATIONS

- Identify the proposed activity/operation to be conducted.
- Identify the location in which the identified activity/operation is proposed to be conducted.
- Research the factors that may be impacted by the proposed activity.
- Research the compliance requirements that apply to the proposed activity/operation and location.
- Develop a plan that details the experiences and activities to be implemented.

ELEMENT 2 – TRIAL MINIMAL IMPACT OPERATIONS

- Organise for the trial to be conducted.
- Conduct the trial operation as planned.
- Monitor the impacts of the trial.
- Evaluate the information generated by the trial.
- Utilise the information from the trial to modify previous plans to minimise negative effects and maximise positive impacts.
- Confirming the plans/details for the trial/pilot of an activity may:
 - Require presentation and explanation of final trial plans – in a face-to-face meeting with stakeholders/local communities.
 - Involve explanation of details.
 - Necessitate responses to questions and concerns.

ELEMENT 3 – IMPLEMENT MINIMAL IMPACT OPERATIONS

Conduct the trial exactly as planned so outcomes can be readily matched against planned actions as this is an essential pre-requisite for a viable evaluation of the trial. Record any variations that are necessary to the planned implementation, this acknowledges things rarely go exactly as planned and there is a need to adapt on-the-spot as the need to do so arises. *When implementing the trial for a proposed sustainable tourism activity or operation the following should be undertaken:*

- Act to ensure implementation of the trial reflects future actual tourist activity after the trial. That is, nothing must be done to influence the behaviour, impact or presence of tourists during the trial period.
- The monitoring data captured needs to be a real reflection of tourist impacts so evaluation decisions are based on genuine information, not false or otherwise misleading information.
- Seek permission from stakeholders to vary the agreed plan in advance of making any changes to previously agreed protocols if this is possible.
- Be prepared to delay implementation if there are significant unexpected or unforeseen issues arising which common sense demands that require input from, or the approval from stakeholders. This will allow them to then discuss important and urgent issues, monitoring information received and acknowledge, problems arising can be decided and interest and support in the trial can be demonstrated.



ELEMENT 4 – EVALUATE MINIMAL IMPACT OPERATIONS

Standard practice is to pre-determine how the trial will be assessed before the trial commences with reference to topics of interest or concern for local communities or other stakeholders such as:

- Quality of local water or a designated water source.
- Noise levels generated by visitors and operations.
- Crimes reported as a consequence of the initiative.
- Money spent in the local community by visitors.
- Satisfaction of visitors with the tourism experience or activity.

Parameters for determining whether the trial was 'acceptable' and could therefore go ahead or 'not acceptable' and would need to be abandoned or amended and re-trialled. *Standard industry protocols identified when implementing monitoring activities include:*

- Provide easy-to-use channels to facilitate the return of information.
- Oversee and manage the monitoring process.
- Make public the raw data as it is obtained to demonstrate the commitment to transparency, honesty and openness.
- Obtaining photographic evidence for the distribution of images and video.
- Using technology and equipment to take basic measurements.
- Gathering anecdotal evidence through being proactive.
- Collect objective environmental data.

- Prove openness and transparency of the project.
- Supplement use of local communities and stakeholders with the use of a recognised professional, external consultant who has experience with tourism initiatives and environmental monitoring.
- Solicit feedback from the local community and staff.
- Collaborate with local authorities to manage issues caused by or related to the activity.

It is critical to identify important points when evaluating trial data, by analysing positive and negative impacts. In theory, every tourism trial holds the potential to generate positive and negative outcomes, so the evaluation needs to be alerted to identifying, describing and quantifying both potential results to achieve balanced and unbiased findings. It should highlight any difficulties, problems or issues which occurred during the trial period and had an impact on the data that was collected.

- Involve the stakeholders in the process to demonstrate transparency and to avoid conducting the evaluation behind closed doors and generating results and recommendations (findings of the trial) in private.
- Explain the methodology used to undertake the evaluation – so those reading the findings can understand.
- Generate a set of clear and distinct findings from the evaluation, which can be presented as the basis for moving the sustainable tourism project forward.
- Communicate the outcomes of the trial by sharing, publishing or otherwise widely communicating the findings.



4. ECONOMIC AND EXPERIENCE DESIGN CONSIDERATION

CONSIDERATION

For many communities in developing countries, a new tourist venture can bring significant economic benefits for local people. However, there can also be negative concerns that can affect communities that also need to be considered.

From the visitor perspective, tourism destinations and operators also need to be mindful of inflationary practices or two-tiered pricing (i.e. different prices for the local and visitors), which may be perceived as exploitative and fraudulent. Balancing the visitor economy to ensure visitor expenditure is maximised and retained in the local community is a critical priority for tourism destinations.



POSSIBLE POSITIVE ✓ ECONOMIC IMPACTS

Increased employment opportunities for local population providing:

- Higher levels of disposable income.
- Improved standards of living from a material perspective.

Increased investment in the local area that:

- Generates all the benefits of the multiplier effect
- Tends to be self-perpetuating in that one lot of investment often attracts more from other parties

Increased local revenue which has flow-on effects on:

- Foreign exchange earnings (export income).
- Taxation.
- Potential investment in upgrading local facilities.

POSSIBLE NEGATIVE ✗ ECONOMIC IMPACTS

- Potential for unacceptable levels of inflation as prices of local commodities including food, housing, land and resources increase because of the standard economic supply and demand principle.
- Diversion of a country's limited funds from other necessary projects towards tourism activities, thereby causing increased hardship on locals.
- Problems resulting from too much reliance on tourism income when there is an unexpected and dramatic downturn in tourist numbers and spending.



VISITOR EXPERIENCE DEVELOPMENT

This begins with an innovative idea that can be developed into an experience that will create enough interest to attract tourists to visit and experience the product themselves. A new visitor experience may involve the local environment or require infrastructure. Financial, time and people investment will need to be considered on how this project will be planned, implemented and operated. There will also need to be consideration about marketability of the new experience and how it will be marketed. Who is the target market and how will they be reached to learn about the new experience?

When considering a new experience for a specific destination, consider what the unique selling points are and what will give the new tourism experience an advantage over its competitors (known as the 'competitive advantage'). Identifying other tourism operations and experiences in the area will be essential to determine who the competitors are and how you will compete on price, position and promotion of your experience.

Experience development will require substantial financial investment as a start-up business or new initiative, so a budget forecast will need to be planned with what revenue will be generated and what expenses will be incurred. Capital costs, staff costs, supplies, leasing fees, taxes, training etc. must all be considered.

All the social, cultural, economic, environmental factors and their impacts need to be considered when developing a new experience. Therefore, an elevated level of engagement with community, government and stakeholders is necessary to see if the experience is feasible in a community or interest or place.

WHAT TO CONSIDER?

- What are the physical or tangible components of your experience?
- Where and how will it take place?
Who will be involved in delivering the experience?
- How will your experience make visitors feel? This is the intangible component of your experience but very important in creating memorable experiences that drive repeat visitation and positive word-of-mouth about it.
- Is it memorable and something that visitors will want to share with others?

To make experiences memorable, their design should stimulate visitors' emotions and senses. Consider the emotion and sensation reactions you want to stimulate when visitor experience your offering as outlined in **Figure 10**.



Figure 10. What to consider?



ECOTOURISM

Ecotourism is an environmentally-friendly economic alternative in countries with high biodiversity. The principles of ecotourism promote responsible travel to a destination, that ensure the tourism experience conserves the environmental and cultural values of a destination. **Figure 11** outlines the International Ecotourism Society's principles of ecotourism.

POTENTIAL POSITIVE IMPACTS

Increased awareness of ecological issues – these will vary between locations, but it is generally accepted raising awareness of ecological problems that exist in an area is a good thing in that it:

- Can encourage action to stop or reduce activity that is causing the problem.
- Attract external assistance to mitigate the rate of degradation which is occurring.

Potential for investment in the area to:

- Create additional habitat to encourage the growth and development in numbers and species of flora and fauna.
- Rehabilitate damaged land.
- Protect existing areas from damage.

POTENTIAL NEGATIVE IMPACTS

Damage to flora – which may be:

- Trampled by foot and vehicle traffic.
- Illegally picked/removed.
- Overcome by introduced plant-life.

Disturbance to fauna – which may entail them:

- Being scared away from the area by the tourist activity.
- Being hunted by tourists.
- Being preyed on by feral/exotic species.

TIES RULES FOR ECOTOURISM:

1. MINIMIZE IMPACT
2. BUILD ENVIRONMENTAL AND CULTURAL AWARENESS AND RESPECT
3. PROVIDE POSITIVE EXPERIENCES FOR BOTH VISITORS AND HOSTS
4. PROVIDE DIRECT FINANCIAL BENEFITS FOR CONSERVATION
5. PROVIDE FINANCIAL BENEFITS EMPOWERMENT FOR LOCALS
6. RAISE SENSITIVITY TO HOST COUNTRIES' POLITICAL, ENVIRONMENTAL AND SOCIAL CHANGE

Figure 11. TIES Ecotourism

COMMUNITY BASED TOURISM

Community-based tourism is when a local community generates economic benefits through offering an experience to tourists that showcases local lifestyle and culture and/or, natural resources and assets. This type of tourism enhances the social and cultural benefits of local community through the social and cultural exchanges with tourists. Rural and small towns can greatly benefit from introducing tourism opportunities based on the community experience.





CULTURE **BASED TOURISM**

Culture based tourism is highly sort after globally due to the unique experiences that attract tourists. Tourists want to explore, have adventure and experience something that is unfamiliar, new, novel and exciting.

This makes cultural tourism attract visitors who want to experience tangible cultural experiences of monuments, historical buildings and relics, as well as intangible culture tourism that showcases the people through performance, religion, art and craft. Visitors get to meet and experience their livelihoods. Many tourism experiences can be developed in communities that have these unique cultural experiences that can be shared with visitors.

INTANGIBLE AND LIVELIHOOD HERITAGE

Intangible cultural tourism is based on unique experiences about people themselves and their way of life. Communities demonstrate their culture, religion and heritage through performance, creativity and livelihood activities such as cooking and crafting. Tourism initiatives can be developed from these unique experiences that will attract visitors wanting to explore culture and people. These experiences can include:

- Festivals – secular, historic, rural livelihood, rituals.
- Religious - modernist Islam, traditional Islam, Protestant, Catholicism, Hinduism, Buddhism, Confucianism, Keбатinan.
- Arts – traditional, dance, music, literature, performance.
- Crafts – traditional, painting, sculpture, ceramics, pottery, jewellery, cooking, tool making, metalwork, woodwork, textiles.
- Folklore – beliefs, customs, stories.
- Cultural practice - language, rituals, governance.

TANGIBLE CULTURAL HERITAGE

Tangible cultural heritage refers to outstanding monuments and groups of buildings in a country that have authentic, historical, archaeological, scientific, anthropological and ethnic value.

- Sites - Archaeological, occupation sites, settlements, fortifications, burial sites.
- Petroglyphs and rock art, geoglyphs, cave & rock paintings, inscriptions.
- Historical - settlements, ancient cities and towns, abandoned cities and towns, prisons, fortifications, defensive walls, city walls, gates and towers, fortresses & forts.
- Rock-cut architecture and sculpture, sculptures and reliefs, tombs and catacombs, temples and monasteries, cemeteries, monuments and shrines, event sites.
- Recent/current - settlements, rural, industrial, cities, towns, villages, houses, cemeteries.
- Belief sites - modernist Islam, traditional Islam, Protestant, Catholicism, Hinduism, Buddhism, Confucianism, Keбатinan.

NATURE BASED TOURISM

Nature-based tourism provides visitors with an opportunity to experience unique or outstanding physical, biological and geological formations. Nature-based tourism attracts tourists that want to explore the environmental wonders of different destinations, including animals/wildlife, plants, mountains and oceans. Many destinations have unique selling points in offering experiences based around their nature surroundings that will attract visitors to their destination. Tourism based initiatives can be centred around developing the experience and promoting these natural experiences.



KEY NATURE-BASED ENVIRONMENTS:

- Marine environments: Coral, marine life, sea/oceans, waterfalls, lakes and rivers.
- Forests.
- Grasslands, mangroves, savannas, shrublands.
- Habitats, marine, reef, island, coastline, river, lake, estuary, moist forest, dry forest, shrubland, grassland, swampland, cave, limestone.
- Vegetation, rare & threatened ecoregion/habitat, rare & threatened species, iconic species.
- Animals, colonies, rare & threatened species, high diversity, iconic species.
- Fossils, plant, animal.

NATURAL AND GEOPHYSICAL:

- Landscape, mountains, hills, plain, river, lake, meteor crater.
- Seascape, coastal, estuary, reef.
- Rock formations, cliff, canyon/ravine, natural arch, rock spire, monolith, boulder.
- Caves, limestone, sink hole.
- Volcanic - volcano, fumarole, geyser, travertine spring.
- Springs, mineral, subaquatic, thermal, riverine, waterfall, rapids, whirlpool.
- Rare natural material, gem field.



MARINE BASED TOURISM

Oceans have extensive tourism initiative opportunities as visitors want to experience natural reefs, marine life and surf coasts. Not only is there an abundant underwater world that has tourists travelling globally to dive, snorkel or visit by boat but also the attraction of water sports, including surfing, jet skiing and paddle-boarding.



To ensure marine based tourism is sustainable it is imperative that the right protection plans are in place to prevent waste, including sewerage, being pumped into our visitor designated ocean areas. Sewerage does affect the reef quality and that correlates with water quality, for when there is more sewerage, there is more algae, resulting in less coral and fewer fish.

Coral communities are impacted in the wet season when turbidity and effluent runoff is high. They get no relief in the dry season when effluent levels are extreme and currents transport impacts beyond outfalls. The result is loss of coral communities around all marine outfalls, drains and beyond. Declining water and biotic quality threaten marine-based tourism.

For sustainable tourism to exist, clean water is needed. There is also a need to protect reefs and marine life from the effects of coral bleaching,

climate change, Crowns of Thorns (COTS), and cyclonic damage. Australia's own Great Barrier Reef that is world heritage listed suffers from coral bleaching and crown of thorns starfish outbreak that destroys coral by eating it. Being a thriving tourism attraction for Australia, its protection is essential for sustainability.

Therefore, an intervention research project and action are on-going to try and fix the problem. Destinations need to research how they can improve and protect their marine life and keep their water clean to ensure long-term sustainability of tourism.

LEISURE BASED TOURISM

A holiday that is based on leisure is for recreation, fun and enjoyment. This can therefore represent many tourism experiences including attractions, accommodation and tours.

When thinking of a new innovative tourism experience or operation, considering what the traveller will want to do that is leisure based would be a good start. Being recreational can also include relaxing and easy-going activities that people on holidays can be looking for as their holiday experience.



ATTRACTING INVESTMENT

Funding can come from government and non-government sources and will require substantial documented information for consideration. A business plan proposal with a detailed budget will need to be created to attract investment.

This needs to be a strategic professional document that can include:

- **Vision**
- **Mission Statement**
- **Objectives**
- **Target Markets**
- **Competitor Analysis & SWOT**
- **Core Strategies**
- **Budget**
- **Timeline**
- **Measurement and Evaluation**

Other documentation may also be required including research and data collected, permits and reports, environmental studies and proof of community support. Investors will want to know what is in it for them, how they will benefit, what are the returns on their investment and how long it will take to see the results.

QUESTIONS?

Does your destination have cultural tourism opportunities?

What nature-based and nature heritage tourism initiatives exist?

Do you know the possible positive and negative environmental impacts your operation will cause?

Are you prepared with professional documentation to be seeking investment?



5. ENVIRONMENTAL CONSIDERATIONS

Tourism operators must prioritise all the environmental factors that will potentially affect a community and a destination. It is their responsibility to identify all the positive and negative impacts that their activity, operations and infrastructure has on the environment. Tourism operators and staff should be advocates for protecting the environment and making sure their visitors are educated and do the same. To maintain a sustainable tourism operation, it will be essential that all environmental impacts are identified.

Possible environmental factors impacted by a tourism initiative can be related to:

- The natural environment
- The built environment
- The ecology



POSSIBLE *POSITIVE* ENVIRONMENTAL IMPACTS:



- Opportunities for conservation and protection of buildings and facilities – because of tourism operators wanting to preserve these things and/or enhance them for the benefit of tourists.
- Opportunities for conservation and protection of the natural environment – where the tourism operator is prepared to act to protect the landscape against threats to preserve it for tour groups to experience and enjoy.
- Education of visitors relating to local environmental issues – meaning the message about local problems and challenges can be spread around the world and awareness of the problems might stimulate action to mitigate problems.
- Potential to improve sites that have been degraded prior to the initiative – in that tourism operators are often prepared to pay for the repair and/or upkeep of buildings and the natural environment.

POSSIBLE *NEGATIVE* ENVIRONMENTAL IMPACTS:



- Physical damage to building and facilities – caused by pedestrian traffic, vehicles, use/extra use, normal 'wear and tear' as well as accidental and deliberate damage.
- Damage to the natural environment – including soil/land erosion, compacting of soil, use of land for buildings, car parks, camp sites.
- Pollution – which may involve air/smoke pollution, water pollution, noise pollution.
- Presence of waste – or additional litter/rubbish and human waste.
- Use of local limited energy resources - water and wood.
- Adverse visual impacts on the site/area – as the initiative negatively affects the beauty of the area or interrupts or interferes with the look and feel of the location.
- Contamination of fresh water, sea water and drinking water – through litter and sewage.
- Degradation of land/landscape – because of vehicles, presence of tourists and tourism activities in the destination.
- Increased use of scarce local resources – such as fuel, supplies and drinking water.
- Greater levels of noise – caused by the extra vehicles, activities and people.
- Aesthetic pollution – simply caused by the presence of vehicles, people and constructed items in a natural environment.



There is also the built environment impact of extra people/tourists in relation to:

- How their presence will affect the existing infrastructure – such as impact of tourist coaches and vehicles on local roads; impact of extra people at monument sites and buildings (e.g. museums, public toilets, hospitals and transport hubs).
- Need to build and provide new infrastructure and buildings to cater for proposed traffic - vehicular and pedestrian/foot.
- Animals and their habitat; marine life and reefs, plants – flora and fauna and other living organisms.

WASTE

It is imperative to identify how all waste will be managed and minimised by the increase of visitors into the location. This includes rubbish as well as human waste and what facilities exist, what needs to be constructed and the most suitable type of facility that will be acceptable and sustainable to the community and the environment. There are varying types of human waste functional facilities that need to be considered as the most appropriate, this includes:

- Low-tech waste-water treatment
- Wastewater treatment
- Pit toilet
- Composting toilet
- Septic systems
- Advanced septic and composting systems
- Natural processes
- Systems using ecological process
- Wet bioretention system
- Low-tech village sewage system

It is essential that community water ways are free from waste including human waste to prevent health risks and long-term environmental damage. This becomes a major responsibility of the tourism operator bringing in visitors into a community not prepared for the increase in people numbers.



POLLUTION - SEWERAGE

All tourist attractions, accommodation, transportation, restaurants, and other services need to provide toilets for visitors. Discharge of wastewater and sewage is an important issue as untreated or insufficiently treated effluents can cause health problems for locals and visitors. Effluent discharges into waterways can cause eutrophication. Eutrophication is excessive concentration of nutrients leading to algae blooms and a lack of oxygen for underwater life. Poorly treated effluents can lead to die off of coral reefs. Effluent in harmful quantities may not be visible in water but is still harmful. The effects of untreated sewage on ground water quality can be long lasting.

A number of low-cost methods for the treatment of sewage and wastewater are available. These include composting toilets, ponds using plants to remove nitrogen and phosphorus, or simply proper location of facilities. Treatment should be included in destination tourism development and individual site plans.

QUESTIONS?

Have you planned out a trial for the new tourism operation?

What infrastructure will be needed?

What pollution will be caused?

Are there amenities for human waste?

What are the possible negative environmental impacts?





6. COMMUNITY - CREATING LOCAL HOSTS

COMMUNITY

Once a new tourism venture is identified, it is imperative to work with the people of the community to understand all the impacts that will affect their livelihood and environment. To be sustainable it's imperative that the cultural, religious and environmental needs and expectations are considered as part of the planning process.





ENGAGEMENT

Effective tourism development in small communities requires the community to be very engaged in the process. Most small communities are unable to bring about effective development by themselves as they are just too small and lack expertise and knowledge to plan and implement, therefore the following should be considered.

STAKEHOLDER ANALYSIS

Identifying the key stakeholders in a new tourism venture is important. Different stakeholders can have different perspectives on a topic and these varying views need to be considered before the project begins. Stakeholders are those individuals and organisations affected by, influenced, or simply have an interest in the issue or idea. Key stakeholders in tourism ventures are typically:

- **Other tourism operators and businesses in the destination**
- **Industry and university experts**
- **Destination marketing organisations**
- **Industry associations and chambers of commerce**
- **National, state and local government officers and political leaders**
- **The local community.**

Other documentation may also be required including research and data collected, permits and reports, environmental studies and proof of community support. Investors will want to know what is in it for them, how they will benefit, what are the returns on their investment and how long it will take to see the results.

LIASING WITH KEY STAKEHOLDERS CAN INCLUDE:

- Base decisions on facts and evidence – all findings must be able to be supported by proof and defended or be able to be validated if challenged.
- Reference evaluations to the criteria and parameters established for the trial as these are the keys for determining the final outcomes for the trial.
- Consider quantitative and qualitative data as both have a role in the total evaluation of any trial, providing factual evidence as well as descriptive references.
- Align relevant data to identified topics – so there is a direct link between criteria established for the trial and the data which was captured.

PARTNERSHIPS

Partnering with others can provide benefits, such as additional financial support, skills and expertise and potentially a greater network of contacts. They may also have previous experience in the tourism industry or starting a new venture. There can be advantages and disadvantages in having a partner, so these pros and cons need to be considered upfront. You will also need to consider their level of involvement and potential stake in the venture, for example, are they just investing as financial partners and won't play a role in the daily operations of the business or do they want a more hands-on involvement as an operational partnership. The right sustainable partnership needs to attract the right people that can work together on-going at a professional level with clear boundaries and role responsibility determined upfront. A legal agreement to set out the terms of the relationship for all partnership arrangements is recommended. This can range from a Memorandum of Understanding (MOU) which outlines the intention for two or more parties to work together to a formal partnership contract. When a group of tourism operators want to work together, they might form an incorporated association that enables the establishment of a legal identity separate from its members. Seek legal advice on the best option for your venture.

TO PARTNER AND COLLABORATE WITH OTHERS, THE FOLLOWING IS NEEDED:

- Trust, honesty and openness.
- Shared objectives to initiate the alliance.
- Mutual needs to build commitment.
- Risk sharing to reinforce the bond.
- Person-person relationships - people make partnerships, not agreements.
- Mutual reliability but this means mutual vulnerability.
- Regular reinforcement and review of the partnership foundations.
- Clear role responsibilities.

CULTURAL IMPACTS AND RESPONSE

When identifying a location for a tourism initiative it will be essential to understand the cultural impacts that will affect the local community. Some communities' cultural backgrounds may not support the idea of hosting visitors in their destinations, while others will embrace the idea. Knowing the positive and negative impacts will allow for greater understanding and more successful transition of the local people accepting the new tourism venture.

POSSIBLE POSITIVE CULTURAL IMPACTS:

- Sharing of culture with the wider community can bring greater recognition to communities regarding their rites, celebrations and their unique nature which serves to generate greater interest in the area and attract more tourists.
- Better understanding of culture amongst other communities.

POSSIBLE NEGATIVE CULTURAL ENVIRONMENTAL IMPACTS:

- Trivialisation of the culture and exploitation of it for commercial gain and to satisfy the interests of outsiders.
- Offence, often unintended given to locals by the comments, dress and behaviour of visitors.
- Potential for established culture to be altered against the will of and despite the activities of the local community, such as the so-called 'westernisation' of communities and a diminution on the importance of family.

SOCIAL IMPACTS **AND RESPONSE**

New tourism initiatives being introduced to a community need to consider the positive and negative social impacts on the local people. How will their lives be enhanced or affected by the increase number of visitors into their community? How will they behave and adapt to the various changes that will now be affecting them?



POSSIBLE **POSITIVE** SOCIAL IMPACTS:

- Improved facilities and infrastructure which can be used by local communities and/or which provide enhanced experiences such as comfort and safety for tourists.
- Improved understanding regarding local issues so there is wider awareness, and appreciation of these problems which can lead to a better understanding of the communities and may trigger external assistance for problems.
- Improved relationships between the local community and other communities, based on the knowledge which flows when there is interaction between the two.
- More things for local communities to do and increased opportunities for them to interact with others and expand their horizons to become more aware of other cultures, countries and communities.

POSSIBLE **NEGATIVE** SOCIAL IMPACTS:

- Social dislocation which disrupts the established pattern of communities and may cause changes to regular things such as where people live, how they work and changes to traditional lifestyles and values.
- Potential for increase in criminal activities caused commonly by tourists stealing from local communities, or by local communities stealing from tourists.



- The potential for assaults, prostitution and child sex may also be an issue.

Reduced focus on and potential interruptions to traditional social interactions and activities between people in the local communities caused by:

- The physical presence of tourists.
- Competing pressures on time.
- Stress caused by the need to accommodate tourist-related needs/demands.
- Commodification of a community/society where their rituals and culture are converted into an experience to be sold, creating what they call a reconstructed ethnicity which is altered for commercial purposes.
- Standardisation – meaning the unique nature of a culture/society is standardised to meet the expectations of some tourists.
- Loss of authenticity as the people adapt to accommodate the actual or perceived needs of the tourists, producing sometimes what the UN refers to as 'staged authenticity'.
- Adaptation to tourist demands as local communities focus of producing artefacts and items suited to the demands of tourists rather than their own needs.

Fiji: Marketing an island

Co-creation
Experiences
Lessons



$$\begin{array}{l} 1. SP - VC = CM_{gross} \\ 2. Total FC = GE_{units} \\ CM_{gross} \\ 3. BE_{units} \times SP = GE_{units} \\ 4. Total FC / SP = Units \\ Capital \end{array}$$



7. MARKETING



Marketing is a business function that specifies the product/experience sold to visitors, the price of that product, and how and what to communicate to customers. A business cannot function without marketing of some type. Marketing generates sales, awareness and communications about the tourism experience and destination among consumers in the marketplace. Marketing is about demonstrating the features and benefits of an experience, business and/or destination and how it can satisfy the customer's needs. Given visitors often select a destination first and then the experiences within it, a well-established mantra in the tourism industry is "Sell your destination first and then your business". An essential part of tourism business is that it demonstrates key messages that have a **call to action on how, where, when and why** consumers should choose an experience.

Contemporary marketing can be via traditional methods (such as advertising in the travel section of the printed newspapers), but it is increasingly focused on online via the Internet (for example, Facebook advertising and banner advertisements on websites). In addition to advertising, marketing activities also include market research, branding, publicity, pricing (including setting a price, discounting and value added incentives), public relations, social media, direct marketing (such as direct email to consumers) and sales (such as sales booths, consumer and travel trade shows). Figure 12 overviews these activities.



Figure 12. Tourism enterprise marketing principles

There are five key phases to the consumer travel marketing cycle that influence the effectiveness of your marketing and ultimately your sales. **Figure 13** shows these phases and the marketing goal and associated communications differ in each phase.

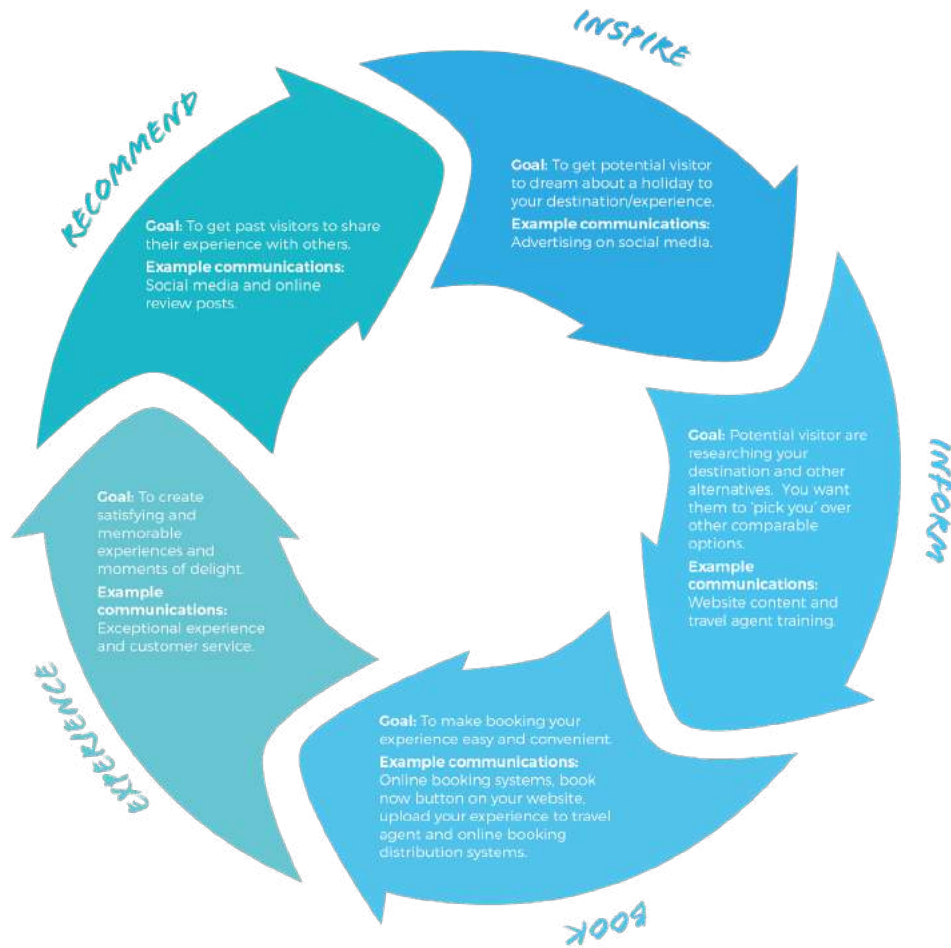


Figure 13. The consumer travel marketing cycle

MARKETS & TARGETING A CONSUMER GROUP

As most tourism ventures have limited resources, marketing to everyone (known as mass marketing) is not viable. Therefore, most tourism ventures adopt a 'target market approach' to their marketing efforts. Target marketing is about selecting a limited group of consumers to direct your marketing efforts. In doing so, you create and maintain a marketing mix specifically designed to satisfy the needs of group members (your market). Thus, your product, promotion, distribution and pricing strategy (that make up your marketing mix) is aligned to targeting the members of that group.

THE *TARGET* MARKET SELECTION PROCESS

Target markets are often determined based upon geographic, demographic and behavioural characteristics. This then allows you to identify your main customer groups.

Geographical determines where they come from, and can be broken down into international, domestic, then into specific regions. This way you will know where to put your marketing and sales efforts into as these locations are where your visitors comes from. Knowing the home country of international markets can also give you an understanding of their cultural background which can influence their consumer choices.

The demographic profile can breakdown gender, age, life stage, etc. This profiling will allow marketing and sales to specifically reach your customers. This includes the imagery and messaging that you put into the marketplace.

Target markets can also be broken into segments based on the behaviour of groups of people or businesses. For example, consider the different travel motivations and behaviour of the adventure travel market, study tour groups and business travel market. Understanding the behaviour of each segment you seek to target can inform the positioning of your experience and the way you communicate with them in your marketing strategy. **Figure 14** outlines key steps in this process.



Figure 14. Target market selection process (adapted from Pride et al., 2012)

CREATIVE THINKING AND MARKETING

Clever marketing requires logical and creative thinking. Strategic planning based on research and data can help you logically develop a rationale for a marketing strategy. However, capturing their attention and communicating with your target market also requires an artistic, innovative and creativity approach. **Figure 15** shows key considerations in logical and creative reasoning.

Logical reasoning | Logic over creativity

- Analytical
- Formal, fixed rules
- Deductive and computational
- Vertical thinking
- Recognising, analysing, formulating and implementing activities
- Consistency and rigour
- Objective, (partially) knowable
- **Strategy as science**

Creative reasoning | Creativity over logic

- Intuitive
- Informal, variable rules
- Inductive and imaginative
- Lateral thinking
- Reflecting and sense-making activities
- Imagining and doing activities
- Unorthodoxy and innovativeness
- Subjective, (partially) creatable
- Logics seen as fluid
- **Strategy as art**

Figure 15. Logical and creativity thinking (adapted from De Wit, & Meyer, 2010)

Storytelling is important to sell the experience and set the right expectations, by bringing it to life. Giving the experience a wow factor element will help in generating sales. Tourism and Events Queensland have developed workbooks and videos outlining key considerations in experience development to create WOW moments. Topics include:

1. Inspiring experiential travel
2. Creating a memorable experience
3. Knowing your guest and what they want
4. Storytelling: Bringing the experience to life
5. Delivering on the promise

Available at:

<https://teq.queensland.com/industry-resources/how-to-guides/experience-development>



BRANDING - IMAGE & IDENTITY

A brand represents the businesses identity through design elements that create a unique image to consumers about the business. It is the way that the consumers visually see the business through its name, logo, design, images and colours. Branding allows a business to have a point of difference from their competitors and to stand out to consumers. Usually a graphic design professional would assist in the creation of these design elements. Developing the right brand image for the business will help the long-term sustainability of the tourism business.

It is important that a set of brand values are created to assist in developing the most appropriate brand that sells the business. This could include important values that satisfy consumer needs including safety, environmental protection, fun, friendly service and consumer satisfaction.

Developing a brand suite of assets will create great cut-through and consistency in the marketplace and all advertising, collateral, signage and promotions will need to have the same brand design elements. By doing this repetition of the brand will be seen by consumers. The brand suite would have templates designed of business cards, email signature, brochures, signage, website, online and social media profiles. They would all have the same design layout with the same colours, fonts and design elements including the name and logo.

Refer to the Tourism and Events Queensland brand guide for an example – see:

<http://teqld.uberflip.com/i/960942-queensland-brand-book/17?m4=>

COLLABORATIVE MARKETING

To collaborate marketing efforts with other tourism businesses can have great benefits in the way of costs, as marketing or advertising initiatives could be shared. It could also be more impactful as the shared cost allows for a bigger campaign and can therefore have a greater reach into target markets. Many government tourism organisations work on collaborative marketing to target international and domestic markets.

By collaborating with the right businesses there are opportunities to enhance the destinations overall tourism offering to consumers, demonstrating that the destination has multiple experiences to choose from.

For example, Tourism Australia works cooperatively with leading tourism experiences in particular product categories to market Signature Experiences of Australia. Key categories that currently comprise these experiences are: wineries, luxury lodges, golf courses, guided walks, Aboriginal guided experiences, fishing adventures, wildlife encounters and cultural attractions.

FOR FURTHER INFORMATION SEE:

<http://www.tourism.australia.com/en/about/our-programs/signature-experiences-of-australia.html>.

TRADITIONAL ADVERTISING

Traditional advertising is usually mainstream promotion channels that are used to sell the tourism experience. This includes television, radio, newspaper, magazine, brochures and signage. As these can all be costly, it reinforces why target marketing is so important to ensure all advertising efforts are reaching the right consumers. The reach and frequency of advertising are the two key factors to generating success from these advertising mediums. Most advertising campaigns with bigger budgets will have multiple advertising mediums promoting the business at the same time.

DIGITAL ADVERTISING

Online advertising has become a major focus when marketing to consumers. This is because of the huge increase in online use by consumers via computers and mobile devices. Online advertising has taken a lead role over the traditional newspaper and magazine advertising. Businesses today, where possible, should have a website that is well laid out for user friendly functionality and designed with the brand elements.

Social media advertising and promotion (e.g. Facebook®, Instagram® and Twitter®) has also become a lead channel to market a business. Different countries may also have their own social media platforms. Promotion by social media platforms that tourism businesses set-up themselves are at no cost, only time investment, as they need to be managed daily to capture positive and negative feedback. It is important to promote these platforms to customers so they can share their experience with their network of friends and followers, therefore, promoting and growing awareness for the business.

DIGITAL STRATEGY BUILDING BLOCKS

- Identifying the unique selling points to make the operation stand out from competitors.
- Know the target market and their profiles.
- Know what content, platforms and experiences they need and use.
- Understand the role of the business in the travel purchase cycle.
- Develop inspiring content, images and videos that captures the emotion of the experience being offered.
- Use TripAdvisor® as it is a high-performance website that is mobile friendly, has good usability and allows people to find what they need.
- Have a distribution strategy - have a balanced portfolio of third-party distribution and direct sales.

ACTION STEPS

- Precede any digital plan with a strategic review of customers, what they need and the platforms they use and the unique selling points of the tourism experience.
- Appreciate the fundamental importance of sharable content to drive all digital marketing activities.
- Content is the number one driver for Google to rank a website highly to target markets.
- Treat Google like a customer and do all the things it needs to make it easy for Google to like the website.
- Have a balanced distribution strategy for direct business and work with partners with influence in the different travel phases - bloggers, TripAdvisor, Online Travel Agents.
- The website is the online shop front, treat visitors like customers visiting the business, providing engaging and helpful information so they want to experience the product.
- In a culture of transparency, review feedback and manage the businesses online reputation.
- Be strategic about social presence, manage brand presence on social and set up a single branded page on Facebook and Instagram.
- Use the Facebook real estate to your best advantage, be consistent and frequent with posting, keep content interesting, entertaining and motivational, create calls to action to the website.
- Measure and do more of what works.

Marketing helps to create an idea about your experience in the minds of consumers and gives them some ideas on what they can expect from the experience. If your marketing efforts are successful, then these expectations will be shaped by your marketing communications. However, they can also be shaped by past travel experiences or past experience with your offering, word-of-mouth, awareness of competing brands as well as other influences that shape their views on what you offer.

During the experience encounter, consumers compare their expectations of the experience with the performance of the experience. This is the 'moment of truth' for your brand. If the experience meets their expectation, they will be satisfied. However, if it doesn't deliver on their expectation, dissatisfaction can result. You should aim to exceed their expectations which can result in delight! **Figure 16** overviews how to meet and exceed customer expectations.

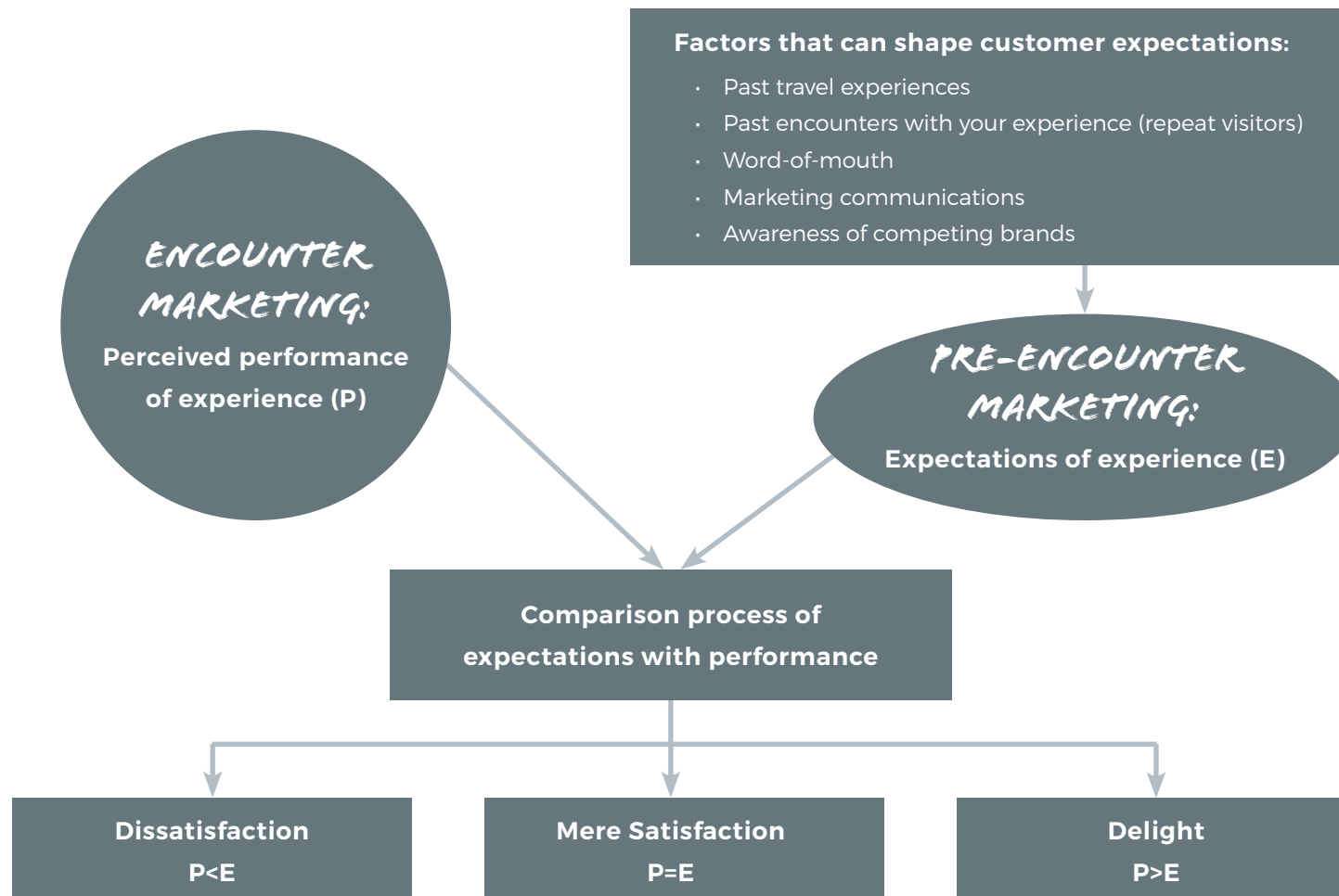


Figure 16. Meeting and exceeding customer expectations (adapted from Lovelock and Patterson, 2015)

QUESTIONS?

Do you have a marketing plan?

What social media platforms will you establish?

Does your planned business have a brand that will get cut-through in the market place?

How will you identify your target market?

How will you demonstrate your unique selling points through your marketing?

What mainstream advertising will you need to use to reach your target market?

1. STAFFING

When developing a new innovative experience or business plan, staffing will need to be a key consideration. It will also need to be determined the level of skills, knowledge and expertise that might be needed for daily operation of the business. In smaller communities, ideally it would be well received if local people are employed. Other operational considerations include trading hours across a 7-day week and role responsibilities including human resource requirements of employment contracts and wages. Figure 17 outlines some key staffing considerations.

"We are competing for business and work opportunities in a global marketplace. Australian businesses and those who work in and for them are already competing for opportunities in a global marketplace and in a global labour market. This competition is expected to broaden and intensify as the take up of technology and internet usage expands across the globe."

(Australian Chamber of Commerce and Industry, 2018 , p. 4)



Figure 17. Key workforce considerations (Queensland Tourism Industry Council, 2019)



24/7 GLOBAL INDUSTRY

Consumers and workers are not confined to single jurisdictions and time zones and, accordingly, more flexible ways of working are needed to service the global consumer.



HIGH PROPORTION OF SMALL BUSINESSES

Resourcing skills training (time and cost) and capacity to learn and invest in new technologies and innovation. Diffusion of technologies from large to small businesses.



SEASONALITY

Timing of training, transferability of skills, and training of temporary workforces.



PART-TIME/CASUAL EMPLOYEES

Delivery of workforce development programs and training programs for varying work profiles.



DECENTRALISED INDUSTRY

Delivering workforce development and training to regional and remote areas.



AGE DEMOGRAPHICS OF TOURISM WORKFORCE

Non-traditional work opportunities and arrangements. Employment strategies for younger and older workers. Increasingly educated workforce, but job seeking difficult for young and/or low skilled people.



HIGH LABOUR MOBILITY

Transferability of digital skills and training.



FEMALE-DOMINATED WORKFORCE

High proportion of female employees in the tourism industry. Need to consider flexible working arrangements for carer duties.



TRAINING

There will always be a requirement for on-going training in tourism businesses as employee upskilling, advancements in tourism and the rotation of staff makes training necessary. Technology is also making a significant impact on the tourism industry and therefore training will be necessary to build expertise.

TRAINING OPPORTUNITIES

Consider industry sectors, human resource management/safety procedures and the various levels of training needed to up skill the tourism workforce. Skill shortages can include:

- Skills to create and manage the online presence of the business, e.g., website, electronic direct marketing, social media, online reputation management, etc.
- Skills to operate software, hardware and technology-enabled devices.
- Customer service hospitality satisfaction.
- Product knowledge.
- Safety procedures and responsibilities.

GENDER & EQUALITY

The issue of tourism development and gender equality is multi-dimensional. Men are usually found in the gender stereotypical roles of managers, technical persons and machine operators. Women in the lower end of the tourism sector are generally employed as casual workers, part-time and seasonal workers. From a gender perspective, however, it is important to avoid filling the opportunities created according to traditional gender expectations. Worldwide, tourism is a particularly important sector for women, who make up to 46% of the tourism labour force.

Global trends often have women as sex objects within the tourism industry. They are expected to be attractive and accommodating to male customers. They are often portrayed in a stereotypical way in brochures and other promotional materials. One of the negative effects of tourism is the aggravation of social problems of disadvantaged groups like prostitution and sexual exploitation of children.

OPPORTUNITIES FOR WOMEN IN TOURISM

- An important opportunity to reform the socio-cultural patterns associated with gender.
- Opportunity for women's traditional roles to be altered by becoming tourism entrepreneurs e.g. via eco-tourism and business leaders.
- Exciting opportunity from women to develop new skills - with women applying for new management positions.
- Ecotourism is an opportunity for new sources of non-traditional occupations for youth and women e.g. eco-lodges, diving tours, boat services for fishing activities.

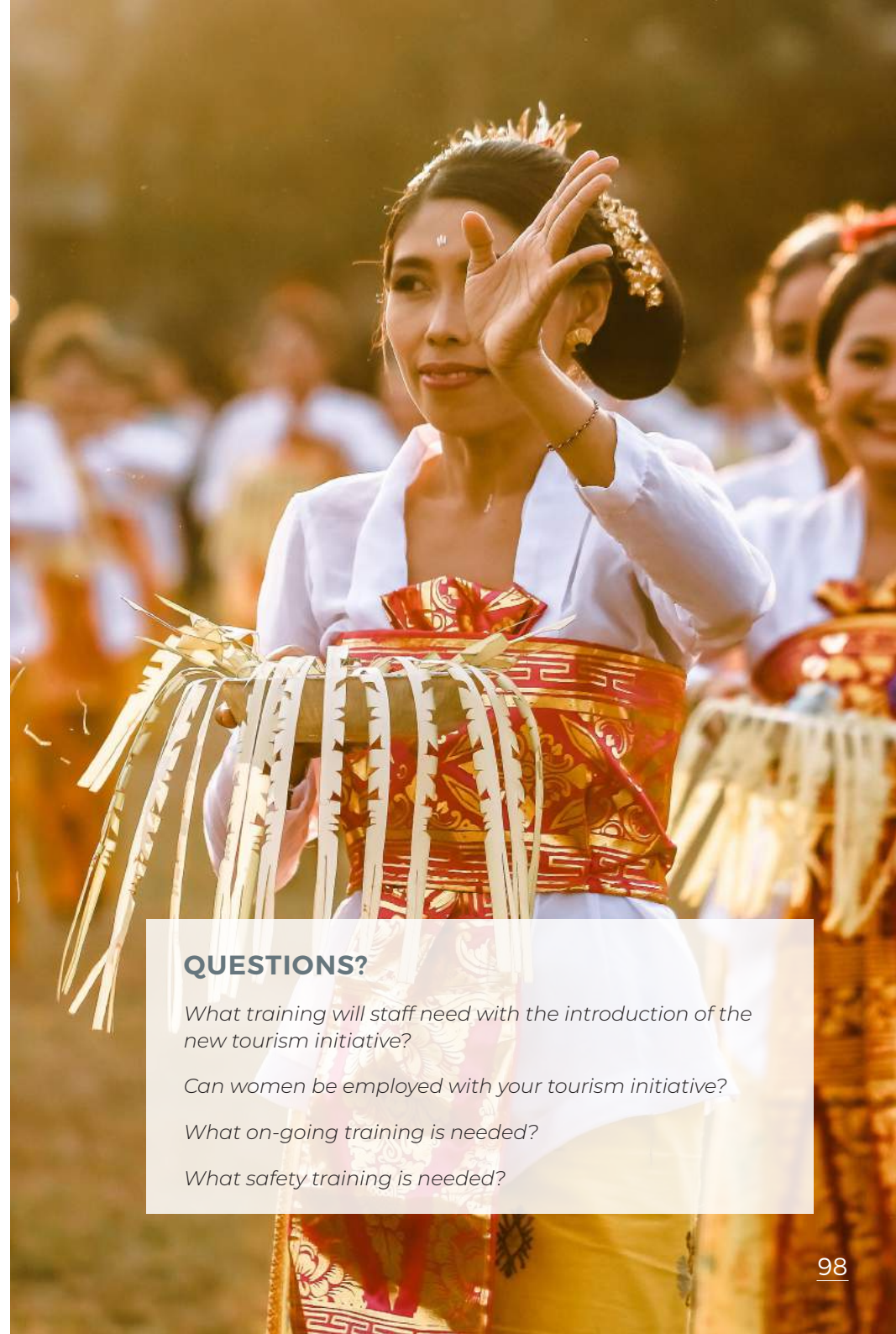
QUESTIONS?

What training will staff need with the introduction of the new tourism initiative?

Can women be employed with your tourism initiative?

What on-going training is needed?

What safety training is needed?



2. SECTOR COLLABORATION & REPRESENTATION

Distinct levels of tourism organisations exist from regional tourism organisations to state and national levels. Tourism operators want to be associated and engaged with them to maximise opportunities for marketing and communications, access the latest data and research, visitation numbers and target markets. Each level of tourism organisation will be actively promoting the region, state or country to domestic and international tourists.

There are also clusters of tourism business that work together to maximise these types of opportunities. This could be a cluster of several types of tourism businesses, all based in the one destination or spread across different destinations. It could also be a cluster of the same type of tourism business, such as an attraction or accommodation clusters. These business clusters can be thought of as a network of individual organizations working together. Figure 18 shows the network of tourism businesses in one tourism destination in Australia.



Figure 18. Levels of destination planning

Destinations or regions that have a thriving tourism industry may want to collaborate as a larger cluster group and make their own tourism association or organisation. This would then allow them to market the destination collectively to generate visitation to the destination that benefits everyone in the community, especially the tourism operators. In this situation, trust is built first by the cluster group, and once a regional tourism organisation or office is set-up, corporate governance is put in place to maintain sustainability and a high level of professionalism. Government funding requests would be applied for here. **Figure 19** overviews the process of working together as a group in a cluster or industry association.



Figure 19 . Working together as a group in a cluster or industry association

QUESTIONS?

Are there other tourism businesses with whom you can collaborate in marketing efforts?

Is there an opportunity for a cluster of tourism businesses in your destination to work together?

Are you working with your regional tourism organisation?

3. SUPPORT SERVICES

(ENERGY, WATER, SEWAGE, TRANSPORTATION, TELECOMMUNICATIONS)

Sustainable tourism requires adequate support services to ensure customer satisfaction and safety, as well as ensuring health risks are eliminated. Support services need to be maintained and kept in a satisfactory condition to ensure operational functionality and safety. When introducing a new tourism experience or operation into a destination, identifying what services already exist can prevent extra costs and infrastructure. If a new idea requires all services, then not all communities will be able to provide them and therefore consideration about choosing an alternative destination or investment in bringing the services into the community may be necessary.

TECHNOLOGY

Innovative technologies can transform business, economics, jobs and society. Characterised by the integration of smart, connected and automated digital and physical technologies like the Internet of Things and robotics. Today, smart phones and other electronic devices are growing globally in numbers and will continue to play a significant role in tourism bookings.

Are you ready to harness this change?

Will you be a leader or follower?

Can you introduce technology now?

Tourism was one of the first sectors to digitalise business processes on a global scale, bringing flight and hotel booking online to become a digital pioneer. As information and communications technology (ICT) became a global phenomenon, tourism was a consistent early adopter of recent technologies and platforms. Looking at the travel cycle journey, technology can be used in every stage from being inspired to booking to the actual tourism experience. Refer to **Figure 20** to see key technologies that will influence key phases of travel decision-making.



Figure 20. Technology throughout the tourism experience (Queensland Tourism Industry Council, 2019)

A digitalised tourism sector must innovate and generate new business opportunities to ensure the continued competitiveness, growth and sustainable development of the sector. The goal is to make a solid contribution to achieving the Sustainable Development Goals of the United Nations and the global development community.

Technologies are emerging, disrupting and affecting our lives in ways that indicate we are at the beginning of a Fourth Industrial Revolution, a new era in which digitalisation builds and impacts societies in new and often unanticipated ways. Refer to [Figure 21](#) for an overview of these four eras. As we embrace Industry 4.0, it is worthwhile considering exactly what kind of shifts we are experiencing and how we can ensure, collectively and individually, that this revolution creates benefits for all.

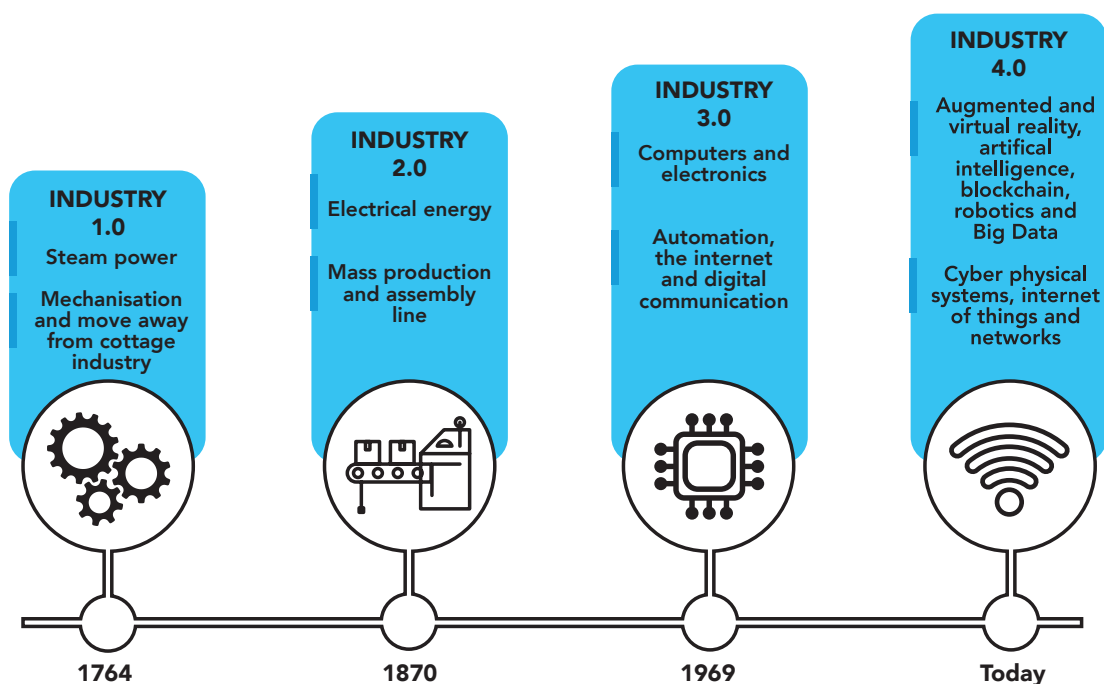


Figure 21. Industry 1.0 to 4.0 (Queensland Tourism Industry Council, 2019)

WHAT IS INNOVATION?

- New ideas
- Innovative technologies
- New experiences
- New processes

SIMPLE WAYS TO DO THIS INCLUDE:

- Adopt modern technologies or invent innovative technologies
- Create new processes
- Develop better ways of doing what you already do

WHY INVEST IN TECHNOLOGY FOR BUSINESS?

- Solves business problems
- Increases efficiency and productivity
- Reduces transaction costs
- Increase sales
- Gains advantage over competitors
- Improves customer satisfaction through a better-quality experience
- Reduces resource use to improve environmental sustainability
- Builds reputation as an innovator and market leader
- Marketability and reach
- Globalisation reach

Today, we can access more destinations faster and cheaper than ever before. Air, land and sea transport technologies have made this possible. This leads to more choice but also more competition. **Figure 22** overviews key digital technologies that will influence the future of tourism and travel.

Living services and the 'Internet of Things', devices interconnected via the Internet and embedded in everyday objects, enable the objects to send and receive data. Smart mobile technologies provide the ability to augment the tourism experience, making it more personalised and delivered in real-time based on the individual's location.

The volume of potential data transmitted through devices is increasing rapidly. Location-based services and Apple's 'iBeacons' allow mobile apps and devices to listen for signals from beacons that tell them the device's physical location. It can be used to track customers and trigger a location-based action on the device such as a check-in on social media or a push notification to alert people that a coffee shop is nearby and that it's time to buy a coffee.

Artificial intelligence and its diverse applications could monitor people's movements and behaviour at an event. Machine learning could know normal movement patterns and behaviour of individuals, and alert event organisers when there is an abnormality in behaviour (e.g. a person has collapsed or there is overcrowding in a particular area).

Blockchain technology is a public register in which transactions between two users belonging to the same network are stored in a secure, verifiable and permanent way. This is the technology that sits behind digital currency, also known as cryptocurrency.

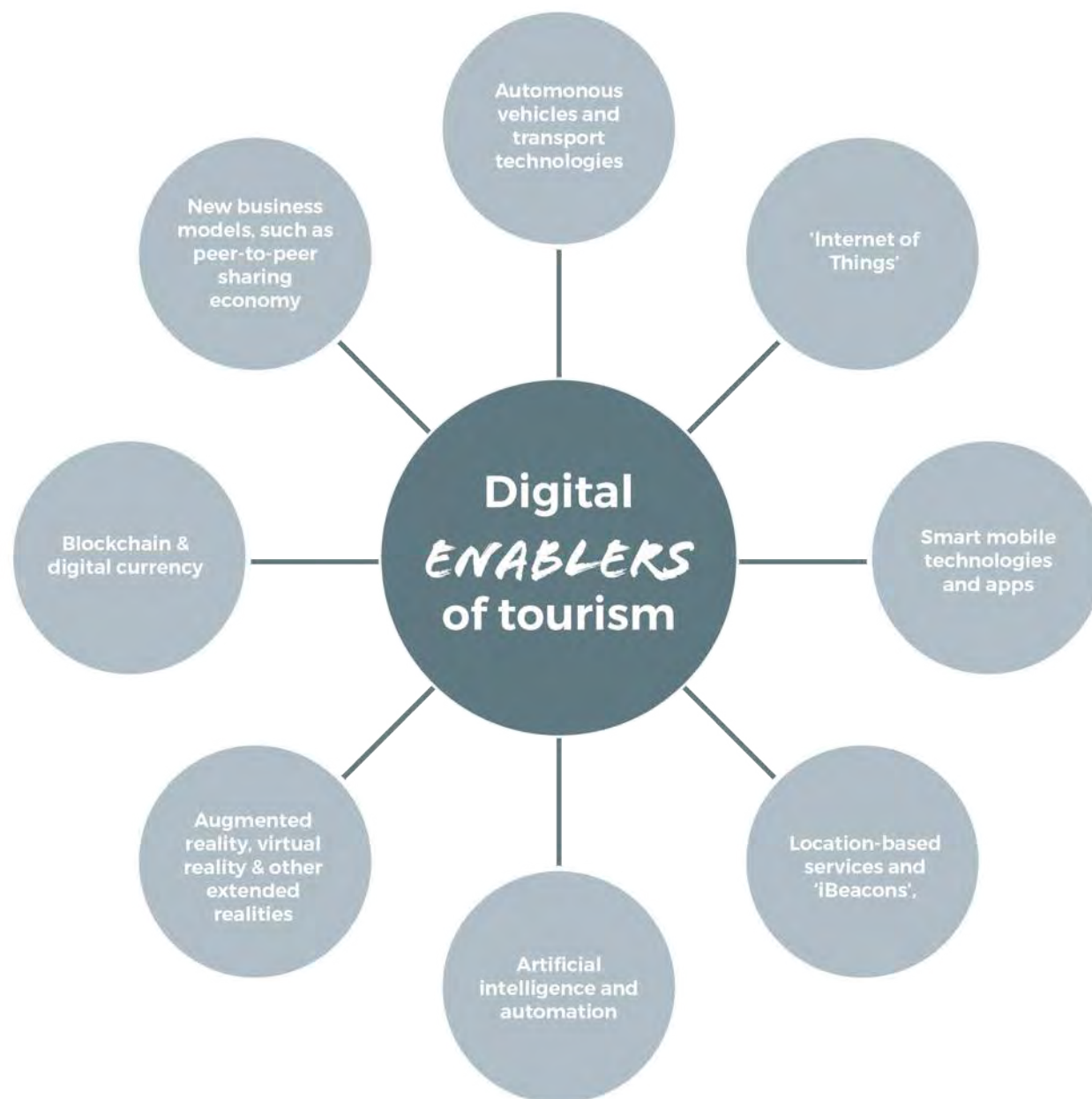
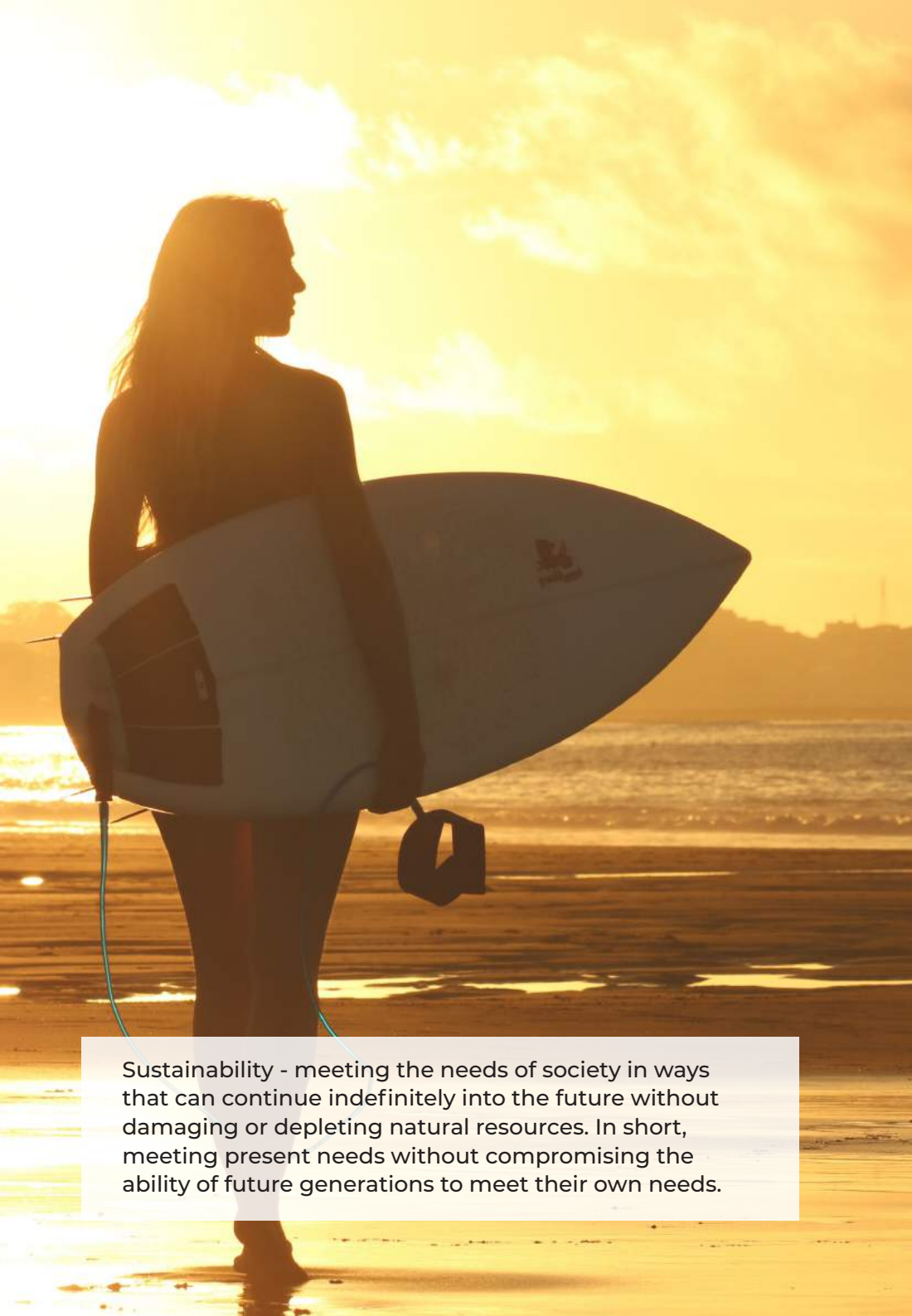


Figure 22. Dimensions of technology in tourism



Sustainability - meeting the needs of society in ways that can continue indefinitely into the future without damaging or depleting natural resources. In short, meeting present needs without compromising the ability of future generations to meet their own needs.

GREEN TECHNOLOGY

The term **technology** refers to the application of knowledge for practical purposes. The field of green technology encompasses a continuously evolving group of methods and materials, from techniques for generating energy to non-toxic cleaning products. The present expectation is that this field will bring innovation and changes in daily life of similar magnitude to the information technology explosion over the last two decades. In these initial stages, it is impossible to predict what green technology may eventually encompass.

The goals that inform developments in this rapidly growing field include:

- Cradle to cradle design - ending the cradle to grave cycle of manufactured products, by creating products that can be fully reclaimed or re-used.
- Source reduction - reducing waste and pollution by changing patterns of production and consumption.
- Innovation - developing alternatives to technologies - whether fossil fuel or chemical intensive agriculture - that have been demonstrated to damage health and the environment.
- Viability - creating a centre of economic activity around technologies and products that benefit the environment, speeding their implementation and creating new careers that truly protect the planet.

QUESTIONS?

What technology will you need for the future?

What technology can you be using now?

How do you learn more about technology?

What support services are required to start the new tourism operation?

How can green technology be used in your tourism business?

BEST PRACTICE RESOURCES

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CASE STUDIES

PREPARED BY COURSE PARTICIPANTS

CASE STUDY 1.

GUIDELINES FOR WASTE MANAGEMENT IN WILDLIFE RESERVES, NATIONAL PARKS, NATURAL TOURISM PARKS, GRAND FOREST PARKS, AND HUNTING PARKS - DEDI PARENDEN

Guidelines have been developed for the priority of maintaining the cleanliness of tourist destination areas. Waste management is needed to preserve endemic flora and fauna within wildlife reserves, national parks, natural tourism parks, grand forest parks, and hunting parks in Indonesia.

Therefore, efforts to reduce and manage waste in the area need to be made to encourage good conservation area management practices. The purpose and objectives of preparing guidelines for waste management are:

- As a reference for regional stakeholders regarding the procedures for managing waste in wildlife reserves, national parks, nature tourism parks, grand forest parks, and hunting parks.
- As a reference for local governments to make regulations on waste management procedures in the Great Forest Park.
- The implementation of waste management processes in wildlife reserves, national parks, nature tourism parks, grand forest parks, and hunting parks based on appropriate methods, rules and regulations.

IMPLEMENTATION OF WASTE MANAGEMENT

The waste management process was introduced and implemented in Suaka Margasatwa, National Park, National Tourism Park, Run Forest Park and Buru Park.

The principles of waste management that were implemented:

- Reduce - is a technique to reduce waste by maximising the use of goods. Example: tumbler, shopping bag, etc.
- Reuse - means to reuse garbage that can still be used for the

same function or other functions. Example: handkerchiefs, print paper back and forth, etc.

- Recycle - has the meaning of the process of making used materials or waste into new materials that can be reused. Example: composter, can, etc.

The community need to manage natural resources and the environment - waste bank, community waste management, and or non-governmental organisations have the duty to provide guidance and training as well as community involvement in:

- Performing waste segregation according to the type of waste.
- Carrying out action on caring for waste in the conservation area.

KEY FACTORS FOR SUCCESS

- Waste management
- Provision of facilities and infrastructure
- Education and improvement of community awareness
- Collaborative waste management

Waste Management is a key success factor in developing tourism destination on conservation land area.

THE SCOPE OF GUIDELINES, INCLUDES:

PRINCIPAL OF WASTE MANAGEMENT	REDUCE - REUSE - RECYCLE
IMPLEMENTATION	Stakeholders Involved Coordination and Technical Guidance The Community
STAGE OF WASTE MANAGEMENT	Waste Inventory Provision of Facilities and Infrastructure Management of Waste Management Education and Improvement of Community Awareness Collaborative Waste Management
MONITORING AND REPORTING	Standard Operational Procedure (SOP) of Waste Management for: <ul style="list-style-type: none"> • Climbing • Camping • Business Activities • Cooperation with Waste Banks • Monitoring and Reporting
FINANCING	National Budget Other budgets from stakeholders

CASE STUDY 2.

PRESERVING THE HABITAT OF ENDEMIC BIRDS; INDONESIA - ALEX WAISIMON

Papua, Indonesia, is one of the most biologically diverse regions in the world. The island is home to more than 800, bird species including birds of paradise, bowerbirds, largest flightless species cassowaries, and crowned pigeons, believed to be one of the closest living relatives of the dodo. Most of these species inhabit lowland forest that is being threatened by hunting, bird trade and habitat loss.

Alex Waisimon is a tour guide who owns a bird-watching camp in Nimbokrang, Papua. He is working with his community to develop ecotourism to preserve endemic birds and boost the local economy at the same time. The local community can help to preserve endangered bird habitats and make money from birdwatchers. Alex operates a lodge consisting of several buildings built close to the road in a forest setting. Typically, a birdwatcher will stay 2-3 days and may undertake a morning and afternoon tour. A tour may take 3-4 hours.

Alex became interested in the natural environment that his clan controlled, and he decided to set a goal of developing ecotourism in the region. He is a champion of the protection of the traditional area of his clan. Forests in Papua are managed under customary rights of indigenous peoples. The clan has 11 villages containing 2,400 people who are very dependent on the forest, because they make a living hunting and gathering. Alex plans to increase the resident's income through fostering ecotourism.

Representatives of nine tribes in the Rheapang Muaif region have signed an agreement to give 98,000 ha of communal land rights to be managed as conservation areas. Alex has been working with World Wide Fund for Nature (WWF) staff who directly coordinate with the Minister of Forestry and Environment of Indonesia. The WWF name provides for significant marketing advantages for a business.

Alex has developed his business to minimise disturbance of wildlife. He may face problems as numbers grow. However, he is planning to diversify his tours by adding in Leatherback Turtle nesting and Tree Kangaroos in the surrounding clan areas. This will allow him to provide other members of his clan with income and reduce crowding in one location. He is also planning to develop a community training centre on his land and has started building a learning centre.

CASE STUDY 3.

CREATING A SUSTAINABLE TOUR PACKAGE IN JATIMULYO TOURISM VILLAGE, KULON PROGO - LIA ANDARINA GRASIA FROM BULE MENGAJAR

Key learnings from the course include the importance of partnerships and packaging.

Objectives:

- Creating one day tour package for Jatimulyo Tourism Village
- Promoting Sustainable Tour as the new main attraction in Jatimulyo Village
- Empowering local people to relate more to the tourism activities

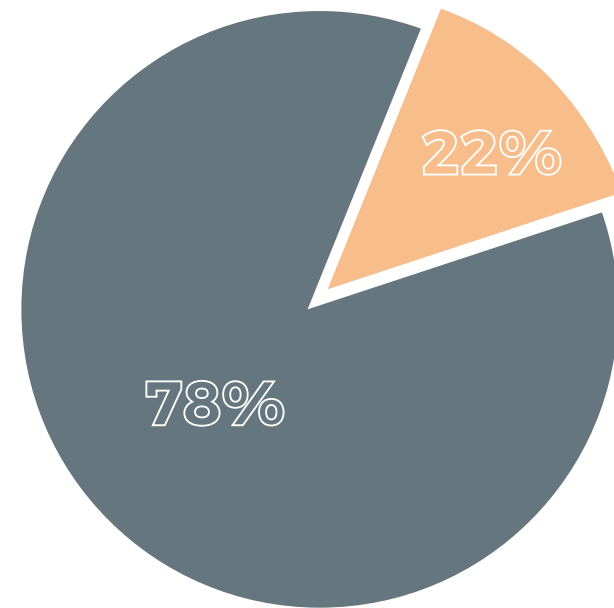
KEY IDENTIFIED ATTRACTIONS:

- Bird watching
- Klanceng's (small bee) hive
- Making brown sugar
- Dawet sambel
- Coffee processing
- Kembangsoka waterfalls

CREATED A ONE-DAY TOUR PACKAGE FROM 7AM-5PM THAT INCLUDED:

- Admission
- Snacks
- Meals
- Tour guide
- Entry fee of Kembangsoka Waterfall
- Insurance

JULY (100 TOURISTS)



INTERNATIONAL (22)

United Kingdom = 11
Netherland = 4
Spain = 2
Australia = 3
Portugal = 2

DOMESTIC (78)

Kulon Progo = 14
Yogyakarta = 25
Central Java = 13
Jakarta = 9
West Java = 10
East Java = 7



CASE STUDY 4.

SAVE MOROTAI ISLAND, GET RID OF PLASTIC; D'ALOHA RESORT - BASURI TJAHAJA PURNAMA

No Plastic Bottles!! Plastic has become an enemy in this world, using plastic bottles becomes a lifestyle. Each bottle leaks harmful chemicals into our environment along the way as it decomposes. Studies show that the toxins from decomposing bottles of water leach into our environment cause a variety of health issues, including reproductive problems and cancer. <https://waterbottles.healthyhumanlife.com/plastic-water-bottle-pollutionplastic-bottles-end/>

Special Economic Zone (SEZ) Morotai is one of the 10 new Bali's appointed by Government Morotai island's vision to becoming a Green island in Indonesia. D'Aloha resort is the first resort in Morotai island and it will become the pioneer of Go Green in Morotai island.

OBJECTIVE	Sustainable Tourism Development 2019 Project for D'Aloha Resort Morotai Island will get rid of 18250 plastic bottles per year = 10,950 m3 of plastic waste /year.
STEP ONE	Do not use plastic bottles and plastic straws in our rooms and restaurant to service our customers.
STEP TWO	Every customer that brings a tumbler or reusable bottle to drink will get a Rp10.000 voucher. The vouchers can be used to pay restaurant and hotel rooms.
STEP THREE	Everyone who visits Morotai island and its community will become one strong army to drive plastic waste out from our environment.



CASE STUDY 5.

DEVELOP A COMMUNITY TOURISM AND VISITOR CENTRE; ASHABUL KAHFI SUSANTO

Site Management Planning of the Sidrap Wind Farm Tourism (Lookout) Centre Ashabul Kahfi Susanto Community / CSR and External Relations Officer PT UPC Renewables Indonesia - PT UPC Sidrap Bayu Energi.

Lainungan Village, Sidenreng Rappang (Sidrap) Regency, South Sulawesi, Indonesia

Planning the development required the support and approval of key stakeholders including the community. Government bodies were also necessary to gain permits and agreement to implement the development plans for the infrastructure and new tourism operation. This included:

- Stakeholder engagement & public consultation
- Community and village level and local government
- BUPATI – Regency Government
- Tourism Agency and Provincial Government
- Media

Master Plan for Sidrap Windfarm Spatial Plan of Tourism (Shelter – Lookout) Area:

- Integrated with Sidrap tourism object - Rest Area
- Socio-Economic Analysis and Business Analysis
- Institutional and stakeholder involvement
- Project Recommendation with several program plans integrated with Shelter and lookout area
- Renewables Energy Learning Centre
- Agri-tourism area, traditional market / shop for souvenirs, Café and restaurant

Planning of initial project, a simple DED (Detail Engineering Design) of lookout area and Tourism Centre – Site Management Planning

Development of Sidrap Wind Farm Tourism Centre:

- Site Location: Lainungan Village
- The Plan for the Tourism Centre has a concept of Wind

Farm Scenic Site equipped with an Information Centre and Visitor Centre and shops that will sell and promote local products.

- The Sidrap Wind Farm Tourism Centre will be integrated with Sidrap Regency and South Sulawesi Province's tourism development initiatives.
- Preparation of composition for the Wind Farm Tourism Centre Master Plan Study and seek stakeholder agreement on the concept, funding options and delivery roll out
- Tourism Centre Concept Design Completed.
- Sidrap Leads Indonesia in the Utilization of Clean Wind Power.
- Sky View from Wind Farm Tourism Centre.
- Construction Stages of the Sidrap Wind Farm Tourism Centre.

The Sidrap Wind Farm Tourism Centre construction will be undertaken in 4 stages:

- Sidrap Wind Farm Tourism 3D Design Concept
- A Simple Detailed Engineer Design (DED) Buildings
- A Simple Detailed Engineer Design (DED) Cross Section
- A Simple Detailed Engineer Design (DED) Tourism Centre Layout 1

Amenities for the Sidrap Wind Farm Tourism Centre:

- Scenic Lookout Area with an area of approx. 0.4 – 0.5 hectare.
- Parking lot that can accommodate 50+ cars with spare area that can accommodate additional 50 cars, overspill carpark.



CASE STUDY 6.

CRUISE SHIP IN KEI ISLAND; NGILNGOF VILLAGE

Increasing extra income for community by maximising the visit of a Cruise Ship in Kei Island required the development of a tour for cruise visitors to Ngilngof Village, District Manyew, Southeast Maluku Regency. The Coral Adventurer Cruise ship arrived regularly on Kei Island with 89 visitors, so a tour was arranged to deliver a 7am to 5pm day of scheduled activity by the locals. This has provided the opportunity to increase extra income for the community by maximising the quality and experience of the visitors while on the island for the day.

The impact on community locals is demonstrated by the number of people involved in hosting one day activity itinerary for guests while on the island. Locals participate in cultural ceremonies, dances, activities, attractions, refreshments, beach hire equipment, guides and helpers. The following itinerary demonstrates the number of villagers involved in creating the tour experience which is rich with culture and entertainment.

- Visitor Centre to be equipped with solar panel roof that can act as Information Centre. or Wind Farm Development Museum, or General Assembly Hall that can be utilized by the community and has minimum dimension of approx. 12 x 18m; can accommodate up to 105 – 130 persons (seated) and 160 – 270 persons (standing).
- Nacelle model that will show the inside of wind turbine generator and further doubles as a children playground with possible blade section to see inside.
- Table in the shape of a wind turbine rotor with diameter of 20-25m, covered by sail shades to shade visitors. 20% of real scale model turbine table feature.
- Souvenir shops to be rented and operated by the local community to sell local souvenirs: yard and agricultural products, snacks, handicrafts, shirts, etc.
- Selfie platform equipped with a large frame with inscriptions “SIDRAP” and “First Wind Farm in Indonesia” on the top and bottom of the frame, respectively.
- Entertainment facilities to be developed featuring petting farm concept.
- Shuttle bus stop to visit the Sidrap Wind Farm every day of the week – ticketed.
- Fencing and gate turbine entry gate for site and location security. Parking lot.
- Prayer, clean water and waste disposal facilities for visitor convenience.

CASE STUDY 7.

CLOVE & GAMALAMA SPICES COMMUNITY DEVELOPMENT PROJECT; TERNATE, MALUKU UTARA - KRIS SYAMSUDIN

This project has proven to be a successful development of a tourism attraction for the community. The project has identified the community opportunity to highlight the spice destination and make a tourism experience by strategic planning, engagement with community and government, business and product development.

Objective:

Develop a community-based tourism attraction based on spices.

Activity:

Engagement of multiple stakeholders and interested organisations. Produce multiple spice products e.g. nutmeg, clove and cinnamon to sell from a community-based sales outlet in the bush, including food sales in a restaurant during the morning, lunch and afternoon.

Output:

Developed a kitchen, toilet, sales area, dining areas, paths built. Guided tours commenced on the spices.

Outcome:

A memorable tourism experience created that increases the well-being of the local community. Community income quadrupled in three months. Great media coverage and government interest and support.





CASE STUDY 8.

DIVERS CLEAN UP REEF - ENVIRONMENT AND EDUCATIONAL DEVELOPMENT IN THE LOCAL COMMUNITY; LABUAN BAJO - MARTA MUSLIN

Objective: Support environment and educational development in the local community and to provide a community benefit from tourism.

- West Mangari – all officials from region are course program participants.
- Marta Muslin's is from Labuan Bajo.

Divers clean up reef project focuses on training young people to swim, so they can then get divemaster certificates. Waste is the major issue so as a group they then went to Jakarta and did a reef clean-up. Other program course alumni helped plan this project for the dive industry.

On return from Australia, Savannah Guides and Indigenous representative were inspired and created a conservation guard. They graduated four dive-masters with the expertise to train other locals to dive and help clean the reef.

The divers were promoted as clean-up group and 'Bring your own bottle' campaign was created. This project gained great interest and support from the Minister of Environment. As a result of the success of this project the course

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