

SUSTAINABLE TOURISM

Training the Trainers Programme



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and Culture in Europe (BRESCE)



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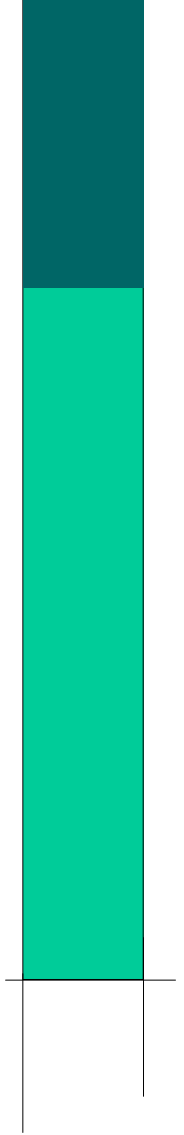
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2009



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FOREWORD

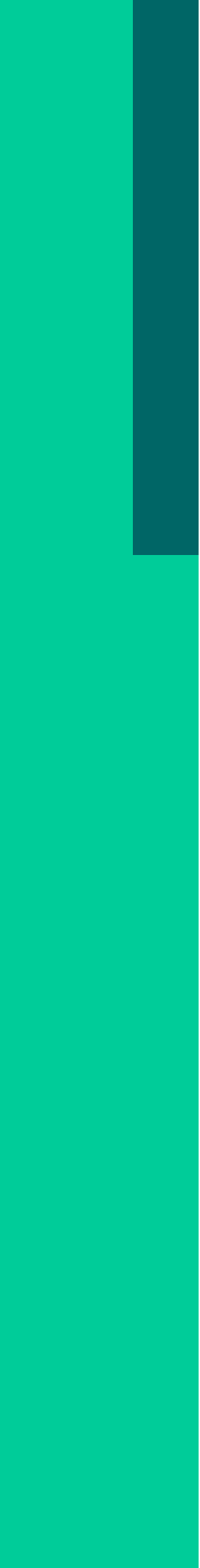
Biodiversity is under serious threat from unsustainable exploitation, pollution and land-use changes throughout Central and Eastern Europe. Ecotourism while still at a relatively modest level of development in the region, provides opportunities as well as challenges for the sustainable use of biodiversity. Environmentally sustainable investments in the ecotourism sector could produce vital benefits to communities and provide an important and viable alternative to investments with negative biodiversity impacts.

The project "Conservation and Sustainable Use of Biodiversity through Sound Tourism Development in Biosphere Reserves in Central and Eastern Europe" will strengthen protection of globally significant mountain ecosystems in selected Biosphere Reserves of Central and Eastern Europe. The project is partly funded by the Global Environment Facility (GEF) of the United Nations Environment Programme (UNEP) and also supported by UNESCO. It aims at implementing the CBD Guidelines for Biodiversity and Tourism Development as well as UNESCO's Man and Biosphere concept.

This is being achieved through the development of new and innovative management systems with a special focus on tourism-related uses of the sites. Concurrently, awareness raising and capacity building systems are being developed and implemented, to ensure long term sustainable impacts. Tourism model initiatives and activities are being initiated to ensure distribution of returns for conservation purposes as well as to local stakeholders.

One of the main difficulties in most regional sustainable tourism development projects is to communicate the principles of sustainable tourism, and the ways in which these principles can be implemented into reality, to the local stakeholders and the local population. The compendium "Sustainable Tourism Training the Trainers Programme" has been developed in the framework of the project to provide a source of information and guidance for teaching programmes on sustainable tourism. It is a detailed, well structured, easy to use document containing a broad overview on the principles of sustainable tourism and its implementation. It is also a useful source of information to assist further research. It served as a basis for a seminar carried out from the 2nd until the 5th of November 2005 to teach trainers from the participating Biosphere Reserves about sustainable tourism and secondly, it is presented as a guiding tool on how such a seminar, designed to educate people about sustainable tourism, can be held.

The compendium is being used in the further implementation of the GEF project as well as in the future work of ETE and its partner organisations, e. g. in the Sustainable Tourism Working Group of the Central East European Working Group for the Enhancement of Biodiversity (CEEWEB) and the UNESCO Summer School 2006 within the frame of "Environmental Education for Sustainable Development - A regional training project scheme for the Adriatic-Ionian Basin", coordinated by UNESCO-BRESCE.



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TOPIC 1

Introduction to Tourism

Tourism is one of the most important and expanding sectors of the world economy. It is also a major source of foreign exchange earnings for many developing countries. Tourism, because it has become such a large industry, has many impacts which can be felt and seen worldwide and that effect all forms of life. The effects of these impacts can be advantageous but they can also cause many disadvantages and bring many problems with them. If tourism is managed properly (sustainable tourism), however, it can increase the benefits for or positive impacts on the social and natural environment of an area and reduce the negative effects significantly.

In this topic participants will be introduced to the topic of tourism. We will look at what tourism is exactly and briefly explore its most important features. This section aims to develop a “common information background” among the seminar participants.

The development of tourism
<p>:: Travel before the 20th century</p> <ul style="list-style-type: none">▪ Travel before 1850 was uncomfortable, dangerous, exhausting and longer. People traveled because they had to. Earlier forms of travel included trade, pilgrimages, education, conquests etc. During the renaissance reasons for travel were for pleasure, education and knowledge. Popular journeys around this time: the “Grand Tour”, trips to the antiques in Greece and Italy. Later: London, Paris and Vienna.▪ During the industrialization there was a significant increase in tourism due to improvements in mail system, road networks and forms of transport (railway/steamboats) and an increase in income. First package tour was organized and offered by Thomas Cook (Leicester to Loughborough by train with afternoon tea). First package tour was organized and offered around this time (1841) by Thomas Cook (Leicester to Loughborough by train with afternoon tea).

:: Travel in the 20th century

- The tourism industry developed quickly from the middle of the 20th century. More time and more money to travel, dramatically improved communications and transport network (passenger flights). The urge to discover new places became greater. The 1960s saw the beginning of mass tourism because of an increased number of services and products in tourism due to cheaper flights and package holidays.
- The number of people travelling has increased three fold since the 1980s from 236 million international travellers in 1986 to 760 million in 2004.
- The negative impacts of tourism are generally connected to the huge increase in people travelling over the last half a century. We are more aware of tourism's impacts since the number of people travelling increased.

What is tourism?**:: Definitions*****WTO definition of tourism:***

"Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. Tourism is different from travel. In order for tourism to happen, there must be a displacement: an individual has to travel, using any type of means of transportation (he might even travel on foot: nowadays, it is often the case for poorer societies, and happens even in more developed ones, and concerns pilgrims, hikers). But all travel is not tourism".

(http://www.world-tourism.org/statistics/tsa_project/TSA_in_depth/chapters/ch3-1.htm)

There are many other definitions of tourism. Tourism of less than 24 hours with no overnight stay (day tourism) is generally not included in tourism statistics.

:: Useful tourism terminology

- Length of tourism:
 - DAY TRIPPERS: Tourists who do not spend the night in collective or private accommodation when visiting a destination, tourists spending less than 24 hours spent at a destination.
 - SHORT BREAK: 2-4 days with 1-3 overnight stays.

- OVERNIGHT VISITOR: someone who stays for one night only in collective or private accommodation at a destination.
- Territorial definitions:
 - INBOUND TOURISM: Non resident tourists travelling into and within a given country.
 - OUTBOUND TOURISM: Residents of a given country travelling into and within another country.
 - DOMESTIC TOURISM: Involves residents of the given country travelling only within that country.
 - INTERNATIONAL TOURISM: Tourists travelling into a given country from another country or travelling out of a given country into another country (combination in inbound and outbound tourism).

Data and measurements relevant to tourism

- Country of origin – travel intensity, travel frequency, total number of journeys taken, average length of journey, destination, choice of transport, organization.
- Border crossings – arrivals, departures, others, nationality, motive, length of stay, time of year, expenditure.
- Destination – arrivals, nights spent, entrance into leisure facilities etc.

:: Tourism as an industry sector, its specifics in comparison with other branches

- Tourism is in comparison with other industries dependent on national, regional and local resources (e.g. destinations, attractions, etc.) of a country. It is an industry, which is bound to territory. Other industries generally depend on natural resources and/or services. Furthermore tourism depends on traditions, culture, etc. These features are incorporated into tourism businesses becoming part of the tourism industry. This in turn creates a cross-sectoral, dynamic approach to tourism with a corresponding management schema.
- Tourism is a service industry which means that it depends strongly on human resources at all levels (regional, national, international) and from many different service sectors, e.g. accommodation, gastronomy, travel agencies, travel writers & publishers etc. etc. Each of these sectors is really an industry of its own. Human resources include all the people who work in the tourism industry at all levels, from the cleaners who tidy the hotel rooms to the individuals who manage tourism resorts. This dependence on human resources means that the quality of tourism fluctuates constantly. The people employed in the tourism industry are often those employed for a shorter amount of time than in those in other industries. Skills learnt involving tourism often do not

stay in one place for very long because of this high roll over rate. Combining these resources to produce well managed tourism that works well is often difficult. This also leads to the fluctuation in quality mentioned above.

- Other industries are generally dependent on human resources on one or two different levels (regional/national, national/international), their resources are all involved in the same type of industry, e.g. car production, computer technology etc. and the turn over rate of the human resources is more stable than in tourism.
- Tourism also undergoes continuously high fluctuations in terms of its products. This is also a big difference in comparison with other industries. The tourism product market changes constantly trying to keep up with tourism trends. Each year new more specialised products are introduced to the market. Different products become in and other products out. Each year many tourism companies fail to keep up with this change and go out of business.
- Other businesses generally produce one type of product and diversify within that product, e.g. Nike produces trainers but hundreds of different types of trainers.

:: Categories and types of tourism

- There are many different ways to categorise tourism. These include:
 - length of journey (day trip, short-term tourism, relaxation tourism...).
 - reason for travel (business, health, relaxation...)
 - holiday organization (individual, complete package holiday...)
 - activities/interests (see below).
 - distance to the destination (local, national, international tourism)
 - etc.
- There are many different types of tourism. Some of these types can be seen below:
 - recreational holiday
 - relaxation and recuperation holiday
 - bathing/beach/sun holiday
 - sports tourism:
 - educational tourism
 - study/sight-seeing tourism
 - adventure tourism
 - pleasure tourism
 - visiting relatives or friends,
 - health/wellness tourism.
- These categories overlap making precise classification difficult:

- The most significant categories are recreational and bathing/beach holidays followed by study, cultural and long distant adventure travel.
- Many holidays combine the above mentioned categories.
- Types of tourism particularly relevant for the Biosphere Reserves:
 - summer tourism in the mountains (hiking, walking, biking, learning about the natural and cultural heritage, relaxing etc.),
 - winter tourism in the mountains (down hill skiing, cross-country skiing, extreme skiing, snowboarding, tobogganing etc.) ,
 - educational tourism, study/sightseeing tourism
 - rural tourism, cultural tourism,
 - fitness/wellness, spa-tourism,
 - congress/seminar, scientific tourism,
 - cycle/hiking tourism,
 - ecotourism (see TOPIC 4), water tourism and other forms of nature based tourism.

Types of tourism vs. motive for travel:

- A motive is the reason why tourists (want to) travel somewhere.
- There are many different motives e.g. relaxation, peace and quiet, enjoyment, to learn something new etc.
- Motives play an important role in tourism especially in tourism marketing. They will be looked at in more detail in the marketing part of this seminar.

:: The tourism chain

Tourism consists of a highly complex system of activities and services with numerous interconnections to other sectors on different spatial levels, these activities and services form a phenomenon more commonly known as the tourism chain. The tourism chain can be separated into different phases, which echo the stages of travel. These are: the journey preparation, journey to and from the chosen destination and the tasks when the tourist has returned home which conclude the holiday. Each of these phases encompasses different activities or services. The complexity of the chain also means that a large number of players are involved in the various tourism activities.

If tourism is to be effectively developed and managed, it presupposes a fundamental understanding of the complexity and characteristics of the global tourism system.

The strategy of drawing certain benefits from tourism - mainly of an economic nature - implies taking advantage of free-market mechanisms for ecological and social purposes, and this means, in turn, accepting the logic of a system mainly driven by private enterprise, in which competitiveness and operational profitability are both the core purpose and at the same time the prerequisite for its very ability to function. Pro-

tected area administration, government institutions, NGOs and rural target groups that want to actively participate in tourism, therefore, will have to begin thinking, at least partially, in these terms.

The tourism chain

Stage	Client's activity	Means	Provider
1. Preparation	Generating interest	Marketing, information, advert.	Travel agencies, destination managements.
	Product check-out and reservation	Marketing, advert, information and communication channels.	Travel agencies, destination managements, providers of various services.
	Preparation of equipment and gear	Purchase, repairs, rental.	E.g. salesmen of equipment for sport, hiking and travelling, bookshops, photo-shops, equipment rentals and repairs, etc.
2. Journey	Transport from home to a tourist destination	Car, bus, train, ship, plane, bicycle, on foot.	Transport companies, car and bike rentals, traffic infrastructure operators (train stations, airports, etc.)
3. Stay	Accommodation	Hotels, guest houses, hostels, camps and other facilities.	Operators of facilities.
	Taking meals	Restaurants, own preparation, etc.	Operators of facilities, shop-keepers.
	Free-time activities	Hiking, sport, relaxing, etc.	Guides, instructors, sellers of equipment, operators of play-grounds and other centres, etc.
	Learning activities	Visiting museums and castles, sightseeing in towns and their vicinities, and the like. Visiting protected territories and the like.	Managers of facilities and territories, tour-guides, bookshops, etc.
	Cultural activities	Concerts, festivals, custom presentations and the like.	Managers of facilities, music bands and theatre troupes, and the like.
	Working activities	Meetings, seminars, exhibitions, fairs, conferences, presentations, excursions, etc.	Providers of facilities, interpreters.
	Shopping and local service	Purchase of souvenirs and local products. Purchase of other necessities (photo-video, magazines, etc.). Banks, money exchange, car repairs, health care and the like. Transportation services.	Craftsmen, producers and sellers of souvenirs and local products. Shops in the locality. Bank and exchange service providers, car repair owners, health care facilities, and the like. Transportation companies, taxi, car and bike rentals.
Other activities.	Spa service, educational activities and the like.	Operators of facilities, providers of services, and others.	
4. Journey back home	Transport from tourist destination home.	Car, bus, train, ship, plane, bicycle, on foot.	Transport companies, car and bike rentals, traffic infrastructure operators (train stations, airports, etc.)
5. Activities after returning home	Equipment - maintenance and repair works.	Washing, cleaning, etc. Repairing items, and the like.	Laundries, car/bike repairs, craftsmen and the like.
	Recording and sharing of memories.	Making photographs, writing articles or web-pages, participating in discussion and other meetings, etc.	Photo-labs, providers of information and communication technologies, operators of facilities.

Current trends and statistics in tourism

:: International tourism figures (economic and social)

- Today
 - Exact quantification of world tourism masses is difficult.
 - According to the World Travel and Tourism Council, “tourism and its related economic activities generate 11% of Global Domestic Product, employ 200 million people [tourism supports 215 million jobs indirectly], and transport nearly 700 million international travellers per year”. This number was 760 000 in 2004.
 - It represents 10.4% of the worlds total GDP (\$4218 billion US) and 12 % of trade exports.
 - Tourism is also one of the top 5 exports in 83% of countries worldwide and is the main source of foreign income for 38%.
 - Domestic tourism is expected to grow strongly. Domestic tourism is estimated to be about 10 times higher than international tourism globally.
 - Europe; the Americas, East Asia and the Pacific count for 80% of total tourism arrivals.
 - Europe accounts for nearly 2/3rds of global tourism. Its share decreased recently.
 - Every second European travels somewhere on holiday at least once a year. Only 9% of Europeans usually travel outside of Europe.
- Future predictions
 - Number of international tourism arrivals is expected to double by 2020, the tourism receipts will have reached \$2 trillion and every one in 4 arrivals will be long haul.

:: Trends

- Behavioural
 - Increased awareness for the environment
 - Increased travel experience
 - Higher consciousness of quality and value for money
 - More selected choice of destination
 - Tourists have become more physically and intellectually active
 - Tourists look for new destinations and new tourism products.
 - Tourists want to visit places, which are environmentally friendly and socially just.
 - Older people and handicapped people are travelling more

- Increase in use of technology - internet (especially within the tourism sector)
- More tourism destinations are adopting the planned and managed approach to developing tourism and wish to develop good quality sustainable tourism.
- More frequent but shorter holidays taken throughout the year.
- In activities
 - More and more tourists wish to participate in recreation, sports and adventure and to learn about culture history and the natural areas of the places visited
 - Forms of adventure tourism are expanding rapidly as are other specialised forms of tourism including cultural, nature, 'roots'(tourism visiting their ancestral home areas), health and religious tourism.
 - Culture and ecotourism are being increasingly developed as a way to protect the natural beauty and cultural heritage of an area.
 - Increase in health and spa tourism.

INTERACTIVE PART

TOPIC 1 Introduction to Tourism

Option 1: Consider the types of tourism that already exist in the respective Biosphere Reserves. Think about the types of tourism that are suitable for a Biosphere Reserve and contemplate what other types of tourism could be developed in the Biosphere Reserves in the future.

Goal: To familiarise the participants with tourism types and especially with those types appropriate for their Biosphere Reserves.

Option 2: A tourist comes to visit Banská Štiavnica. In pairs work out a tourism chain (does not have to be too specific) for their holiday in the region using the different stages of the service chain shown in the table on page 8.

Goal: To familiarise the participant with the different types of tourism there are as well as the different features of tourism and the tourism chain. This should help them to gain a better insight into the topic of tourism and what it involves.

YOUR TASK: To familiarise yourself with the different tourism types

⇒ work in groups of two or three people

STEP 1:

Discuss in your group and write down the types of tourism which already exist in your Biosphere Reserve.

STEP 2:

Discuss which types of tourism you think are actually suitable for a Biosphere Reserve and why they are suitable.

STEP 3:

Consider and write down types of tourism that could be developed in your respective reserve in the future.

STEP 4:

Present your ideas to the rest of the group in an imaginative way using the materials available.

TOPIC 2

Impacts of Tourism on the Natural and Cultural Environment

Tourism can be a lucrative source of revenue for a destination, but it can also have major negative impacts on it. These impacts are not only physical, but also cultural. The impacts vary according to the number and the nature of tourists as well as the characteristics of the site at which tourism activities take place. Individual tourists may have relatively small impacts, but every time large numbers of tourists gather at a destination and the resources are overused, tourism causes a variety of severe impacts. These negative impacts can only be managed effectively if they have been identified, measured and evaluated. Only then can a tailored management of impacts be established. The goal of this topic is to familiarise the participants with the negative and positive impacts of tourism on the environment.

Dimension of impacts

The impacts of tourism on the environment can be classified in different ways:

- negative - positive
- ecological - economic - social
- direct - indirect
- financial - non-financial
- local - regional - global
- short term - long term

Negative impacts

:: Negative ecological impacts

The negative impacts of tourism on the natural environment can be put into three categories:

- Consumption of natural resources like water, energy, soil, landscape and others
- Pollution of air, water, littering and solid waste
- Disturbance and destruction of natural habitats

All these impacts occur either through tourism development, such as the construction of hotels or development of the infrastructure, as well as through tourism activities themselves.

Environmental impacts on ecosystems

Whenever the negative impacts on the natural environment are dealt with, it should be considered that these impacts rarely effect only one entity, but that the ecological impacts of tourism usually effect ecosystems as a whole.

Environmental impacts on cultivated land

The impacts on the natural environment do not only effect pristine nature areas, but also cultivated land, which is an important part of the natural and cultural heritage of a region and ecologically valuable because it's the habitat of many species.

Environmental impacts on the global level

Environmental impacts of tourism occur at the local, regional and global level. Climate change and the depletion of the ozone layer are two mayor effects of the increasing global traffic and industrial development, in which tourism plays an important role. Environmental impacts that primarily have effects on the local and regional level also effect the environment globally in the long run. Basically, loss of biological diversity is a major consequence of these impacts.

Tourism itself is affected by the consequences of environmental impacts on a global level: natural disasters are normally followed by a decline of tourism. Climate change causes weather uncertainties which can affect the attraction of tourism destinations (skiing resorts, beach holidays).

:: Negative socio-cultural impacts

All viable societies create traditions, accept elements from outside, invent rituals and, by reinventing themselves, are undergoing a constant process of cultural change. Tourism aid change and development and thus have major effects on the cultural development of a society. The reaction of societies towards tourism is diverse: some reject changes, others involucrate them into their traditions and some will abandon their cultural roots altogether. However, the inevitably spreading international culture is becoming universal, due to influences such as television and multinational cooperations. Tourism also spreads this uniform culture even bringing it to remote and isolated places and, very often, to sensitive, vulnerable cultures. While cultural change is an

unavoidable, natural part of human culture, the sudden and forced changes that tourism often brings can cause the complete breakdown of a society and may consequently cause the loss of entire cultural tradition. Cultures that are economically vulnerable and politically subordinated are those most at risk from cultural changes, which are unwanted by most of the societal members.

Socio-cultural impacts of tourism are often hard to identify or to measure and a subject of personal value judgements. Generally spoken, tourism brings about changes in value systems and behaviour of the people and cause changes in the structure of communities, family relationships, collective traditional life styles, ceremonies and morality. The ambiguity of socio-cultural impacts is due to the fact that tourism may have impacts that are beneficial for one group of a society, but which are negative for another.

:: Negative socio-economic impacts

The tourism industry generates substantial economic benefits to both host countries and tourists' home countries. Economic improvement is the primary motivation to promote a region as a tourism destination, because tourism can cause massive economic development. But it also has hidden costs with unfavourable economic effects. Rich countries usually profit more from tourism than poorer countries. Least developed countries are at least able to realize the benefits of tourism. Large-scale transfer of tourism revenues out of the host country and the exclusion of local businesses and products reduce the revenues of tourism which could otherwise benefit the local population.

Positive impacts

:: Positive socio-economic impacts

The main positive socio-economic impact of tourism is that it generates income for the host economy as well as foreign exchange earnings. Furthermore, tourism stimulates investment in the regions economy and infrastructure, which leads to the generation of employment and, again, to an increase in income for the local population. Employment may be created directly in the tourism industry through hotels, restaurants, nightclubs, taxis, souvenir sales and other tourism related services, or indirectly through the supply of goods and services needed by tourism-related business. Tourism development often implicates infrastructure improvements such as better water and sewage systems, roads, electricity, telephone and public transport networks, thus improving the quality of life for residents. By stimulating economic development tourism contributes directly to government revenues by the taxes on the implementation of income from

tourism and indirectly through contributions that originate from taxes and duties levied on goods and services supplied to tourists.

:: Positive impacts on the natural environment

Tourism income not only improves the economic situation of a destination, but can foster environmental protection. Direct financial contribution to conservation is generated through entrance fees for protected areas, grants with which tour operators and other tourism providers support conservation measures, taxes which the government partly uses for financing environmental protection.

Tourists appreciate a healthy and beautiful natural environment and reject destinations where the pollution and destruction of the natural environment takes place. Tourism can therefore raise the awareness of the local population concerning environmental problems and enhance the motivation for conservation activities or promote the improvement of conservation management.

Another positive impact of tourism on the natural environment of a destination is that it provides an alternative to unsustainable economic activities, e.g. deforestation of the rainforest, intensified agricultural practices and highly polluting industries.

:: Positive socio-cultural impacts

▪ Tourism as a force for peace

One motive for travelling is the desire to interact with people and to get to know foreign cultures. Cultural exchange supports understanding between peoples and cultures, can lead to the reduction of prejudices and thus contribute to the decrease of tension between societies.

▪ Revaluation of local culture and tradition

The experience of locals with tourists that appreciate local cultures, show interest and valuation of traditions and cultures goods and enjoy being with locals can increase the sense of regional identity and pride. The tourists' demand for the original and authentic elements of the destination's culture can cause a renaissance of indigenous cultures, cultural arts and crafts and the rejuvenation of events and festivals that are getting forgotten due to modern development and adaptation to western lifestyles. Tourism supports new or revitalised tradition by creating a demand for them. The cultural and historical traditions whose revitalization is encouraged by tourism often contribute to the environmental conservation and the sustainable management of natural resources.

▪ Strengthening of local communities

The economic revenues of tourism can facilitate the reduction of emigration through the creation of jobs and improving the local population's income.

Tourism, when managed sustainably, can bring the idea of new strategies and concepts of community administration and regional planning to a region. The participative approach of sustainable tourism can encourage the civic involvement and increase the pride of the local population. Tourism can also increase the chances of education and job training because it demands qualified staff for tourism businesses.

Conclusions

- Tourism is not a “white industry”: It has many negative impacts on the natural and cultural environment of the host regions and on a global level.
- The positive impacts of tourism can contribute to a sustainable regional development which benefits local people, fosters environmental conservation and improves the quality of life of local communities.
- The goal of sustainable tourism development is to minimize the negative impacts and to realize as much positive impacts as possible.

:: Negative ecological impacts

Impact	Examples - Explanations	Consequences
Consumption		
Water	<ul style="list-style-type: none"> ▪ direct taking of drinking water ▪ producing artificial snow ▪ watering of golf courses ▪ aqua parks and swimming pools ▪ watering of tourist complexes 	<ul style="list-style-type: none"> ▪ disturbance of hydrological and geo-hydrological conditions ▪ drainage of water from the territory ▪ decreasing the yield of water resources, part of it wasted
Soil	<ul style="list-style-type: none"> ▪ wood clearing / destruction of biodiversity ▪ sealing of the ground ▪ Building concrete and asphalt surfaces of car-parks and large recreation resorts 	<ul style="list-style-type: none"> ▪ retention of soil and landscape is decreased ▪ erosion ▪ changing of ground water system
Landscape	<ul style="list-style-type: none"> ▪ changing and destruction of landscape characteristics ▪ forest degradation ▪ construction at inappropriate locations ▪ insensitive modifications, waste and graffiti 	<ul style="list-style-type: none"> ▪ overexploitation or loss of renewable and non-renewable resources ▪ landscape is visually deteriorated
Other natural resources	<ul style="list-style-type: none"> ▪ high demand of resources due to tourists' expectations 	<ul style="list-style-type: none"> ▪ pressure on local resources like energy, food, and other raw materials that may already be in short supply like minerals, fossil fuels, fertile soil, forests, wetland and wildlife ▪ extraction and transport of these resources cause additional damage due to the physical impact of the exploitation
Pollution		
Air pollution	<ul style="list-style-type: none"> ▪ Transport emissions: aeroplanes, motorized vehicles and boats/ships ▪ emissions from energy production and domestic fuel ▪ tour buses leave motors running for air-conditioning ▪ Noise pollution from airplanes, cars, and buses, as well as recreational vehicles such as snowmobiles and jet skis, and people 	<ul style="list-style-type: none"> ▪ health problems (fauna, flora and human beings) ▪ climate change caused by CO₂-emissions ▪ annoyance, stress, and even hearing loss for humans ▪ distress to wildlife, especially in sensitive areas (see above)
Sewage	<ul style="list-style-type: none"> ▪ waste water pollution of the sea and other areas of water through sewage (bathing, toilets, washing) ▪ damage of flora and fauna ▪ eutrophication 	<ul style="list-style-type: none"> ▪ habitat destruction ▪ loss of biotypes like coral reefs ▪ damage to vegetation and wildlife ▪ decrease of water resources ▪ health problems for humans and wildlife
Littering and solid waste	<ul style="list-style-type: none"> ▪ solid waste and littering degrades of the physical appearance of the water and shoreline and cause the death of marine animals ▪ in mountain areas tourists on expedition leave behind their garbage, oxygen cylinders and even camping equipment 	<ul style="list-style-type: none"> ▪ degradation of the environment ▪ health problems for animals (poisoning) ▪ habitat destruction
Aesthetic pollution	<ul style="list-style-type: none"> ▪ poor integration of tourism structures with the natural features and indigenous architectural of the destination ▪ large, dominating resorts of disparate design 	<ul style="list-style-type: none"> ▪ degradation of the environment ▪ loss of identity of landscape

	<ul style="list-style-type: none"> ▪ lack of land-use planning and building regulations 	
Disturbance and destruction of natural habitats		
Construction and infrastructure development	<ul style="list-style-type: none"> ▪ development of tourism facilities such as accommodation, water supplies, restaurants and recreation facilities ▪ sand mining, beach and sand dune erosion, soil erosion and extensive paving ▪ road and airport construction 	<ul style="list-style-type: none"> ▪ land degradation ▪ loss of wildlife habitats ▪ deterioration of scenery
Deforestation and unsustainable use of land	<ul style="list-style-type: none"> ▪ clearing of forested land for construction of tourist accommodations, e.g. ski resorts ▪ drainage and filling of coastal wetlands for construction of tourism facilities and infrastructure 	<ul style="list-style-type: none"> ▪ severe disturbance and erosion of the local ecosystem ▪ destruction in the long term
Marina development	<ul style="list-style-type: none"> ▪ changes in currents and coastlines ▪ extraction of building materials such as sand affects coral reefs, mangroves, and hinterland forests 	<ul style="list-style-type: none"> ▪ erosion ▪ destruction of habitats ▪ damaged of fragile coral reefs ▪ depletion of the fisheries that sustain local people and attract tourists
Alteration of ecosystems	<ul style="list-style-type: none"> ▪ hiking and other activities in nature areas ▪ safaris and wildlife watching ▪ extraction of plants and other parts of nature (collecting plants/parts of plants, rocks, minerals, fossils, soil, sand, etc.) ▪ woodland fires ▪ destruction of vegetation and soil for permanent and temporary trails ▪ trampling: using the same trail over and over again, trample the vegetation and soil, stray off established trails 	<ul style="list-style-type: none"> ▪ damaging vegetation ▪ changing the attributes of the soil cover (e.g. porosity, retention) ▪ increasing erosion ▪ damaging rocks ▪ changes of hydrological conditions ▪ eroded banks, damaged bank vegetation of rivers and lakes ▪ fragmentation and destruction of wildlife habitats
Anchoring and other marine activities	<ul style="list-style-type: none"> ▪ e.g. anchoring, snorkeling, sport fishing and scuba diving, yachting, and cruising ▪ such tourist activities are accompanied by littering, pollution and noise ▪ destruction of corals and seabed (trampling, breaking off corals, dropping of anchors, commercial harvesting) ▪ disturbance of marine wildlife 	<ul style="list-style-type: none"> ▪ direct degradation of marine ecosystems such as coral reefs ▪ subsequent impacts on coastal protection and fisheries
Disturbance of wildlife through presence and noise, feeding, touching or killing of animals	<ul style="list-style-type: none"> ▪ presence and noise (of people, vehicles and technical equipment) ▪ feeding of animals (occasionally by visitors or feeding points) ▪ touching and killing of animals (catching animals, fishing, hunting) 	<ul style="list-style-type: none"> ▪ escape stress ▪ disruption to breeding patterns ▪ loss of habitats

:: Negative socio-cultural impacts

Impact	Examples / Explanations	Consequences
Change or loss of cultural identity		
Commodification and Staged authenticity	<ul style="list-style-type: none"> local cultures turn into commodities, when religious rituals, traditional ethnic rites and festivals are reduced and sanitized to conform to tourist expectations "reconstructed ethnicity" = destination turns into tourism product influence of tourism demand for souvenirs, arts, entertainment and other commodities lack of respect to sacred sites and objects when perceived as trade goods "staged authenticity" = adapting cultural expressions and manifestations to the tastes of tourists or even performing shows as if they were "real life" 	<ul style="list-style-type: none"> basic changes in human values loss of cultural identity and authenticity
Standardization	<ul style="list-style-type: none"> risk of standardization of destinations due to tourists' desires for familiar facilities landscape, accommodation, food and drinks, etc., must meet the tourists' desire for the new and unfamiliar, at the same time they must not be too new or strange because few tourists are actually looking for completely new things demand for recognizable facilities in an unfamiliar environment, like well-known fast-food restaurants and hotel chains 	<ul style="list-style-type: none"> basic changes in human values loss of cultural identity and authenticity
Adaptation to tourist demands	<ul style="list-style-type: none"> tourists want to see and buy souvenirs, arts, crafts, and cultural manifestations 	<ul style="list-style-type: none"> changes in design of traditional products to bring them more in line with the new customers' tastes cultural erosion may occur due to the commodification of cultural goods
Cultural Clashes		
Economic inequality	<ul style="list-style-type: none"> tourists have different consumption patterns and lifestyles they spend large amounts of money on luxury and leisure 	<ul style="list-style-type: none"> locals may develop sort of copying behaviour this may increase social and ethnic tensions
Irritation due to tourist behaviour	<ul style="list-style-type: none"> out of ignorance and carelessness tourist do not respect local customs 	<ul style="list-style-type: none"> irritation change of lifestyle social conflicts
Job level friction	<ul style="list-style-type: none"> tourism jobs for local people are often at lower level such as housemaids, waiters, gardeners better paid qualified jobs are often given to foreigners 	<ul style="list-style-type: none"> friction and irritation increase of the gap between the cultures
Physical influences causing social stress	<ul style="list-style-type: none"> resource use conflicts: competition between tourism and local population for the use of prime resources as water and energy environmental degradation increased infrastructure costs 	<ul style="list-style-type: none"> deterioration of quality of life of the local population degradation of cultural sites loss of cultural heritage loss of land resources and economic basis

	<ul style="list-style-type: none"> ▪ cultural deterioration through vandalism, littering, pilferage and illegal removal of cultural heritage ▪ conflicts with traditional land-uses, esp. agriculture 	
Ethical Issues		
Crime generation	<ul style="list-style-type: none"> ▪ presence of large numbers of tourists with money, carrying valuables such as cameras and jewelry 	<ul style="list-style-type: none"> ▪ repression of tourism related crime often exacerbates social tension
Child labour	<ul style="list-style-type: none"> ▪ many tourism jobs have bad working and employment conditions ▪ children are recruited for these jobs 	<ul style="list-style-type: none"> ▪ exploitation of children as cheap employees ▪ loss of childhood, educational opportunities and future perspectives
Prostitution and sex tourism	<ul style="list-style-type: none"> ▪ commercial sexual exploitation of children and young women has paralyzed the growth of tourism in many parts of the world 	<ul style="list-style-type: none"> ▪ exploitation of children and women ▪ social conflicts ▪ loss of childhood, educational opportunities and future perspectives ▪ changes of values

:: Negative socio-economic impacts

Impact	Examples / Explanations	Consequences
Inequitable allocation of revenues		
Leakages	<ul style="list-style-type: none"> ▪ the main benefit often doesn't go to tourism receiving regions ▪ leakages are the subtracted amount from tourist income in form of taxes, profits, and wages paid outside the area and imports purchased ▪ import leakage: amount that must be paid for imported tourism supplies ▪ export leakage: overseas investors who finance the resorts and hotels take their profits back to their country of origin ▪ in case of all-inclusive package tours about 80% of travellers' expenditures go to the airlines, hotels and other international companies 	<ul style="list-style-type: none"> ▪ tourism doesn't have or has less economic revenues for the destination than it could have ▪ exploitation of the natural resources and local population of the destination without of with only small reward
Enclave tourism	<ul style="list-style-type: none"> ▪ "all-inclusive"-packages have a smaller trickle-down effect on local economies ▪ tourist remain in resorts or cruise ships ▪ not much opportunity is left for local people to profit from tourism 	<ul style="list-style-type: none"> ▪ tourism doesn't have or has less economic revenues for the destination than it could have ▪ social conflicts and rejections of locals against tourism
Costs		
Infrastructure costs	<ul style="list-style-type: none"> ▪ tourism development can cost the local government and local taxpayers a great deal of money ▪ improvement of airports, roads and other infrastructure for tourism ▪ tax breaks and other financial advantages for tourism developers ▪ public resources spent on tourism infrastructure may reduce government investment in other critical areas such as education and health 	<ul style="list-style-type: none"> ▪ tourism has more costs than benefits for local economy and population ▪ degradation of living conditions of local population

Increase in prices	<ul style="list-style-type: none"> ▪ of local product as well as resources such as water and electricity ▪ rise in real estate demand and increase building costs and land values 	<ul style="list-style-type: none"> ▪ negatively affect local residents whose income does not increase proportionately ▪ dominance by outsiders in land markets and in-migration that erodes economic opportunities for the locals
Economic vulnerability		
Economic dependence on tourism	<ul style="list-style-type: none"> ▪ significant risk to tourism-dependent economies through over-reliance on tourism ▪ economic recession and the impacts of natural disasters such as tropical storms and cyclones as well as changing tourism patterns can have a devastating effect on the local tourism sector 	<ul style="list-style-type: none"> ▪ deterioration of local economy
Seasonality of tourism jobs	<ul style="list-style-type: none"> ▪ job and income insecurity ▪ no guarantee of employment from one season to the next ▪ lack of training ▪ unsatisfactory housing and working conditions 	<ul style="list-style-type: none"> ▪ exploitation of labour
Effects of economic crisis	<ul style="list-style-type: none"> ▪ Economic crisis like the Asian crisis can be devastating to inbound tourism flows 	<ul style="list-style-type: none"> ▪ deterioration of local economy

TOPIC 3

Natural and Cultural Heritage

The goal of this topic is to emphasise the fact that natural and cultural heritage is the main motivation for a visitor to come to a region. By defining natural and cultural heritage and landscape the participants should be able to identify the specific characteristics of their region which are the fundamentals for tourism. Sustainable tourism is always based in the region's own attractions - not in something brought in from abroad (e.g. a fully air conditioned tropical greenhouse-landscape in a northern region or an indoor ski park in a region where there is never enough natural snow for skiing).

:: What is natural and cultural heritage?

The heritage of a region consists of its physical natural and cultural environment, its natural phenomena and its cultural traditions and immaterial cultural goods. Heritage is always affiliated with a region and/or a society (or part of society) and it is based on the region's history. It has its origin in the past, it has been passed over from one generation to the next and maintained until the present. While cultural heritage is directly related to the region's and society's history, natural heritage also has its roots in the past as it forms the natural environment for former vegetation and wildlife and for mankind, undergoing constant development and changing through geological and hydrological processes, evolution and human influence.

:: Why is it important for tourism?

The natural and cultural heritage of a region is the main motivation for a tourist to visit the region. It is either the main reason for a trip, e.g. cultural or nature tourism, or it provides a complementary offer for other types of tourism, e.g. congress tourism, recreation and sports tourism. The outstanding natural and cultural features of a region are those which make a place "special" - and worth a visit.

:: Natural heritage

Natural heritage consists not only of flora and fauna, but also of every other part of the natural environment, e.g. the inorganic nature such as rocks, geologic formations, rivers, lakes, mountains as well as the relation between these natural components as ecosystems. The main components of the natural heritage are vegetation and wildlife, geology, hydrology and natural phenomena or events such as the climate, volcanic or astrological incidents, the course of the year, evolution and the changes in the ecosys-

tems. They are of differing importance for tourism. This difference is shown in the table on page 3. Besides their importance as tourism attractions each component of the natural heritage may be the topic of educational and scientific interest.

:: Cultural heritage

Any existing cultural phenomena, from the material, e.g. stone-made cathedrals, the arts and handicrafts, to the immaterial goods of a society such as music, dances, legends and rites, and the interaction between these features form the cultural heritage of a region and/or society. Cultural heritage is, as the word "heritage" demonstrates, based in the past, it forms a part of tradition. But that doesn't mean that contemporary culture like music, theatre, literature or fine arts and the like don't belong to cultural heritage. The most important characteristic of cultural heritage is that it is somehow related to a region and its people and that it represents the specific environment from which it originates. Sometimes it's difficult to decide whether a cultural phenomena is endemic, adopted or imported and therefore belongs or not to the cultural heritage. The main parts of the cultural heritage and their importance for tourism are shown in the table on page 4.

:: Landscape

Landscape describes a regions shape and characteristics. Its primarily a part of the natural heritage as it is largely formed by geological, hydrological and botanical features, but it is strongly influenced by mankind and the societies economic activities. It can therefore be seen as an interface between natural and cultural heritage. The landscape is an essential contributing factor to the visitor's impressions of and feelings about a region. Perceiving and admiring the landscape is an indispensable part of the travel experience. Landscape is usually not seen as a specific subject of interest - normally single features such as rock formations, geological phenomena or vegetation, e.g. forests or meadows, are what attracts the visitor. It is, however, experiencing these features in the context of the whole landscape of the area which makes visiting them extra special. Many tourist activities are based on the experience of landscape, like all kind of nature tourism, and nature oriented physical activities as hiking, biking, swimming, etc.

:: Why should heritage be protected?

The natural and cultural heritage is often vulnerable to the impacts of modern development, consumer lifestyles and globalisation. In addition, the use of heritage in tourism may directly threaten its integrity. The local people and visitor's lack of environmental awareness, cultural insensitivity, improper management and insufficient legal framework and law enforcement can lead to deterioration of physical and immaterial natural and cultural goods. To provide the basis for tourism development not only in

the present, but also for future generations, natural and cultural heritage must be protected.

:: How can heritage be protected?

There are several approaches to protecting of heritage which are not necessarily related to tourism, e.g. environmental conservation laws, programmes and education, monument protection and cultural revitalization programmes. Legislation, direct protection via barriers, guarding and the exclusion of harmful activities and visitor management are the main measures which should be taken to protect the heritage from the negative impacts of tourism. Educational activities to increase environmental awareness and peoples appreciation of the natural and cultural heritage should be considered especially when developing tourism in sensitive natural and cultural sites. Considering protection and making use of tourism development as a means of conservation is a basic principle of sustainable tourism development.

:: Uniqueness versus unique experience

From the point of view of the visitor's experience, unique natural "wonders" like the Grand Canyon, the Great Barrier Reef or the wildlife of Krüger National Park may be, at first sight, main attractions that most other regions can't compete with. But this doesn't necessarily mean that a region without such big attractions cannot be a place for an outstanding natural experience. The key to this experience is interpretation. Explaining and informing about natural features like plants, animals, rivers or rocks and their role within complex ecosystems will change the visitor's perspective from just a fleeting experience to an insight into the wonders of the natural world. The same is true for cultural heritage - everybody wants to see the Eiffel tower or St. Peter's, and compared to them, the little village church may be of less importance. But what makes a visit special is the insight and understanding of a region's history, culture and the people as a whole - murals can tell exciting stories, dances can demonstrate great spirit and rites and habits can be inspiring - thus forming a vivid and unique experience.

:: Natural heritage and its importance for tourism

	Flora (vegetation)	Fauna (wildlife)	Geological features	Water	Nature phenomena
Explanation/ Examples	<ul style="list-style-type: none"> one of the most visible parts of natural heritage demonstrating the complexity and interdependences of ecosystems 	<ul style="list-style-type: none"> all wildlife: mammals, bird, insects, reptiles and fish especially endemic species 	<ul style="list-style-type: none"> rock formations, rock layers, geomorphological characteristics e.g. mattocks, dunes, caves, canyons determine the shape of landscape 	<ul style="list-style-type: none"> water courses as rivers, creeks, lakes, swamps, falls, glaciers and oceans shape the landscape and form an important part of it 	<ul style="list-style-type: none"> nature phenomena are essential for the characteristics of an ecosystem they influence all the other features the events where nature shows action: <ul style="list-style-type: none"> climate, singular weather events (storms, regional winds), volcanism, astrological phenomena like northern lights
Importance for tourism	<ul style="list-style-type: none"> influencing tourist activities in nature forming one basic part of landscape 	<ul style="list-style-type: none"> wildlife is generally less important for tourism, but can be the subject of special interest tourism: <ul style="list-style-type: none"> e.g. bird watching or whale watching can form main tourist attractions of their region important as complementary aspect of nature oriented tourism 	<ul style="list-style-type: none"> as the basis for landscape shape geological features form an important part of the visitor's experience outstanding geological formations can be individual subject of interest (Aggtelek caves, Grand Canyon, Ayer's Rock) 	<ul style="list-style-type: none"> as one factor for landscape shape water is important for the visitor's experience many water courses are individual subjects of interest for nature tourism, recreational and sports activities for swimming, surfing, water-skiing, scuba-diving, etc. water courses and their shores, especially lake and ocean shores are very often the main attraction of a region 	<ul style="list-style-type: none"> form part of the visitor's experience (or might spoil it, e.g. bad/ unexpected weather) may be individual subject of interest: nature catastrophe tourism, observation of stars or polar lights together with other natural features as geology, may be the basis for the main attraction of a region (e.g. skiing, stays by water) are very difficult to calculate and control

:: Cultural heritage and its importance for tourism

	Immobile historical monuments	Movable historical monuments	Verbal and customs culture	Music	Culinary Culture	Arts and handicrafts
Explanation/ Examples	<ul style="list-style-type: none"> historical buildings, gardens, parks, industrial facilities, technological constructions, traffic-related monuments 	<ul style="list-style-type: none"> arts and crafts (fine arts as paintings and sculptures, religious artwork, historical handicrafts, crafts equipment, agricultural and industrial tools and machines) testimonials of history (documents and objects) 	<ul style="list-style-type: none"> customs and traditions become manifest in: festivals, rites, costumes, legends, behaviour, habits, religious ceremonies 	<ul style="list-style-type: none"> songs, instruments, music genres and traditions dances 	<ul style="list-style-type: none"> food and drinks mode of preparation and serving 	<ul style="list-style-type: none"> purchase exhibitions demonstration of production workshops for visitors
Importance for tourism	<ul style="list-style-type: none"> target places main part of tourism products attractive infrastructures for various tourism related activities like lodging, restaurants, concerts, exhibitions, museums, presentations, retail 	<ul style="list-style-type: none"> less important than immobile historical monuments individual subject of interest: museums, exhibitions, interior of buildings 	<ul style="list-style-type: none"> usually not the primarily individual subject of interest important part of additional programme exceptions: carnival, festivals chance for getting into contact with locals possibility of vital experience of culture 	<ul style="list-style-type: none"> usually not the primarily individual subject of interest exceptions: e.g. special music festivals great possibility of exchange with locals as it doesn't mainly depend on language important for additional programme possibility of vital experience of culture 	<ul style="list-style-type: none"> important part of tourism products, but usually not individual subject of interest traditional food is easy to experience and understand and therefore a great way to enjoy the cultural differences both, everyday aspect and special experience (e.g. event dinners, historical dinners, dinner shows) 	<ul style="list-style-type: none"> important part of tourism products, but usually not individual subject of interest additional element important source of local benefit also for people that are not directly involved in the main parts of tourism products (lodging, catering, transport, sights, activities)

INTERACTIVE PART

TOPIC 2 Impacts of Tourism & TOPIC 3 Natural and Cultural Heritage

Option 1: Creating a list of the TOP 5 of natural & cultural heritage of the region

Goal: To focus the attention of the participants on the best places and features of their region and to be able to use these features in tourism without causing them damage.

Option 2: Designing an marketing letter to be sent to the clients/tour operators, It should emphasize the natural and cultural heritage as an asset of the given destination and as a source of both learning and pleasure.

Goal: To change the participant's perspective of natural and cultural heritage offered to visitors, from a passive perception of them being beautiful to a perspective where they can actively offer these features as tourist attractions.

YOUR TASK: TOP 5 list of natural and cultural heritage

STEP 1:

Think of the natural and cultural heritage of your home region: What are the most interesting sites/features/cultural characteristics? ⇒ Make a list with the TOP 5 and discuss it with your partner.

STEP 2:

Think of the negative impacts of tourism we looked at in Topic 2. Has modern development and/or tourism done any damage or posed any threats to your TOP 5 attractions? Referring to the particular threats from tourism consider how could your TOP 5 be protected (better)? ⇒ Discuss with your partner.

STEP 3:

Create a poster which shows your TOP 5, the threats and the possible ways of protection that you've discussed. Try creating one poster together with your partner on one poster: What are the similarities of your TOP 5? What are the differences? Feel free to write, draw, paint and use other presentation techniques.

STEP 4:

Present your poster to the rest of the group together with your partner.

TOPIC 4

Principles of Sustainable Tourism

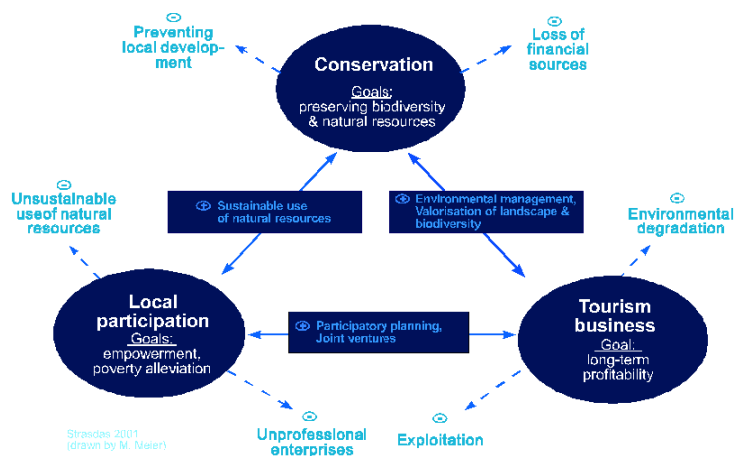
:: What is sustainable tourism?

There is no widely accepted definition for sustainable tourism. Perhaps one of the better known definitions however is that of the World Tourism Organization:

"Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future, It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support system."

(<http://www.world-tourism.org/sustainable/doc/a21-def.pdf>)

Sustainable tourism development should be ecologically sustainable (long term), economically viable, as well as ethically and socially equitable. Sustainable tourism should integrate the natural, cultural and human environment; it must respect the fragile environmental balance that characterises many tourism destinations, particularly in environmentally sensitive areas. It has a long term perspective.



The principles of sustainable tourism find their roots in the phenomena sustainable development.

:: What is sustainable development?

There are many different definitions for sustainable development. The most well known one is from the Brundtland report:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

A more detailed definition is:

"Sustainable development focuses on improving the quality of life for all of the Earth's citizens without increasing the use of natural resources beyond the capacity of the environment to supply them indefinitely. It requires an understanding that inaction has consequences and that we must find innovative ways to change institutional structures and influence individual behaviour. It is about taking action, changing policy and practice at all levels, from the individual to the international."

(<http://sdgateway.net/introsd/definitions.htm#1>)

Sustainable Development is built upon 3 dimensions (ecological, social-cultural, economic) which are closely related; interact with each other, and need to be considered and addressed in an integrative manner.

:: Why are sustainable development and sustainable tourism so important?

Sustainable development is important because the way that society has been developing cannot continue if we want to ensure that resources are available for future generations. The resources we are using within our society are limited and they are depleting at a rapid rate. Sustainable development is seen as a solution to this problem.

The importance of sustainable tourism is derived from the importance of sustainable development. Tourism is one of the world's biggest industries. Since the 1980s the number of international travellers has increased almost three fold, from approximately 240 million in 1980 to roughly 700 million. This figure is expected to double again by 2020. The limits of the natural, social and cultural resource base, which constitute the fundamentals of tourism, will be unable to cope with the continuing tourism growth unless we do something about it. The central challenge for the tourism industry, its businesses and destinations, is: how can the tourism activity, and the growth expected over the next two decades, be managed in such a way as to ensure that it respects the limits of its resource base, and of those resources' capacity to regenerate, whilst

being commercially successful? **Sustainable tourism attempts to solve this problem.**

Another factor is that although tourism brings many benefits to a country e.g. important contribution to gross national product, it can lead to investment in infrastructure with benefits that spread beyond tourism, and can provide a rationale for promoting environmental protection etc., if it is managed incorrectly it can result in negative environmental impacts on land and resources, including impacts on vegetation, wildlife and ecosystems, impacts arising from waste management, travel and transport; and in socio-economic and cultural impacts affecting local communities, social relations and cultural values. (see TOPIC 2). **Sustainable tourism tries to produce tourism which is mainly advantageous rather than disadvantageous for a destination and its inhabitants.**

:: The history of sustainable development

As a concept sustainable development finds its roots in landscape, agricultural and town planning thousands of years ago. The term “sustainable development” as we know it and understand it today, however, was first used at the end of the 60s beginning of the 70s and is an articulation of previous ideas about sustainable development in the context of a global industrial and information society.

Historical development before the 1980s

It is estimated that through excess consumption the capacity of the earth's resources started to be exceeded around the middle of the 18th century. This was caused by the industrial revolution and the consequent increase in the need for energy as well as better living standards, causing an increase in population which in turn resulted in an increased need for food products and new more modern methods implemented in agriculture. During and after the industrialisation the concept behind SD gained increased recognition and importance in many countries. People became concerned about the effects of industrialisation on the environment and realised «that if it were not controlled, the process [the industrialisation] could destroy the physical environment and lead to a very poor quality of life for the population» (Swarbrooke 1999, s.3). Model settlements were established and many organizations concerning the protection of the natural environment were founded. Governments and local councils also began to look towards longer-term development and tried to protect the development of towns and cities.

The second world war was another mile stone in sustainable development. Plans for rebuilding Europe recognised the necessity for Europe's sustainable development.

In the 1960s and 1970s people increasingly began to recognise that the way the world was developing was the cause of many environmental and social problems and that development had to become more sustainable to protect resources for future genera-

tions. The fuel crisis, extreme pollution, rapid growth in poverty in the third world, diseases etc strengthened this increased consciousness → development is inevitable but that it does not have to occur in a way, which will lead to the depletion of resources and the eventual destruction of the fundamentals of our planet.

Sustainable development since the 1980s

There has been a rapid increase in interest in the topic since the 1980s. A few of the most important events which have occurred involving sustainable development are mentioned below.

- The «World Conservation Strategy» (1980 International Union for the Conservation of Nature and Natural Resources (IUCN)) - one of the first reports to talk honestly about sustainable development.
- The Brundtland Report «Our Common Future (1987 World Commission on Environment and Development) - perhaps one of the most well known reports about sustainable development and a mile stone in the history of the phenomenon.
- The Earth Summit in Rio de Janeiro in 1992, however, was probably the most important event in the development of SD. It was a major conference, organised by the UN, held in Rio de Janeiro, and attended by 108 heads of State or Government. Leaders at the Earth Summit built upon the framework of Brundtland Report to create agreements and conventions on critical environmental issues such as climate change, desertification and deforestation

The outcomes were:

- “Agenda 21 - a comprehensive programme of action for global action in all areas of sustainable development;
- The Rio Declaration on Environment and Development - a series of principles defining the rights and responsibilities of States;
- The Statement of Forest Principles - a set of principles to underlie the sustainable management of forests worldwide.
- The United Nations Framework Convention on Climate Change and
- The Convention on Biological Diversity”
(<http://www.un.org/geninfo/bp/envirp2.html>).

Throughout the rest of the 1990s, regional and sectoral sustainability plans were developed. A wide variety of groups, ranging from businesses to municipal governments to international organizations such as the World Bank, adopted the concept and have interpreted it in their own way. Progress on implementing sustainable development plans, however, has been slow. Lots of documents and conferences, but little implementation/action.

:: The history of sustainable tourism

Various bad occurrences related to tourism as well as the sudden increase in mass tourism in the 1960s triggered a lot of tourism critique and led consequently to the introduction of the phenomenon sustainable tourism or, as it was more commonly known at that time, «green» (gentle) tourism into the debate. It is also a phenomena that has developed out of the growth of sustainable development.

International action in this area, however, did not really take off until the early 1990s. After initial scepticism, however, tourism has been officially recognised as an important issue in international environmental politics, both in relation to the Convention on Biological Diversity and to Agenda 21.

:: Some important international conferences and reports

- The establishment of the *“International Guidelines for Biological Diversity and Tourism Development”*. These fulfil the concept of sustainable tourism and should be considered by all relevant bodies as the tool for future planning and management of tourism.
- **The Quebec Declaration**, within the framework of the **International Year of Ecotourism 2002**, was implemented by the Commission on Sustainable Development (CSD), as a contribution to bring the different views of NGOs and the tourism industry into line in accordance with sustainable tourism.
- **The Commission for Sustainable Development** adopted Decision 7/3 on tourism and sustainable development at its 7th session in New York in 1999. This decision includes the adoption of an international work programme on sustainable tourism development and an invitation to the CBD to *“further consider, in the context of the process of the exchange of experience, existing knowledge and best practice on sustainable tourism development with a view to contributing to international guidelines for activities related to sustainable tourism development...”*.

Today sustainable tourism is a term, which is widely used. Many governments and actors within the tourism industry have already developed or have started to develop sustainable tourism policies. There are a wide range of organizations that deal with and campaign for sustainable tourism. There has been a large increase in public awareness about the subject.

The Principles of sustainable development

Overlying principles

1. **Integration of environmental and economic decisions** – consideration of environmental impacts from economic decisions and vice versa)
2. **Stewardship** – protection of the social and physical environment and maintain a viable economy for the present and future generations.
3. **Shared responsibility** - acknowledgement that sustaining the environment and economy is our responsibility.
4. **Global responsibility** - think globally, act locally.

Social principles

5. **Cultural identity** - Value increase and protection of cultural diversity and identity, including local specialities, and local community support.
6. **Protection of health and comfort** by:
 - Ensuring secure, healthy and good standards of living for all community inhabitants
 - Implementing prevention and quality in health care.
 - Ensuring access to water, food, accommodation and heating for acceptable prices.
 - Providing access to knowledge and skills required to enable individuals to be self-sufficient and therefore be a useful part of society.
 - Supporting participation of all community groups and other stakeholders/ interest groups in decision making and considering the impacts these decisions may have on society.
7. **Public participation** – the participation of all stakeholders effected by development in the decision making process is necessary.
8. **Understanding and respect** - Consideration must be given to the aspirations, needs and views of various communities and individuals effected by development.
9. **Access to information** – promotion of the opportunity for equal and timely access to information
10. **Integrated decision making and planning** - encouragement and support of decision making and planning processes that are open, cross-sectoral and that incorporate time horizons relevant to long-term implications.

Environmental principles

11. **Use of natural resources** - effective and efficient use of natural resources. Use of resources should not exceed their rate of growth.

12. Waste minimisation – reduction, recycling and reuse, or proper disposal of materials. Waste production should not lie above the absorption capacity of the earth.

13. Conservation - maintenance and conservation of the essential ecological processes, biological diversity, life-support systems and aesthetic value of our environment. Increase peoples awareness about the importance of biodiversity and its value.

14. Prevention - anticipation, prevention or mitigation of significant adverse environmental and economic impacts of policy, programmes and decisions.

15. Enhancement – enhancement of the long term productive capability, quality and capacity of our natural ecosystems.

16. Rehabilitation and reclamation – restoration of damaged or degraded environments.

17. Scientific and technological innovation - research, development, test and implementation of technologies essential to develop environmental quality.

Economical principles

18. Basic material and immaterial needs – should be fulfilled and guaranteed.

19. Minimum standard of living - must be guaranteed.

20. Profitable/ viable business.

21. Economic utility and stability

22. Economic growth - qualitative not quantitative

:: The principles of sustainable tourism management

The challenges of key importance for the development and implementation of sustainable tourism exist world-wide. The specific nature and intensity of these challenges, however, vary from place to place. Moreover, particular geographical areas, such as the Mediterranean and the Alps have their own specific problems and challenges..

The following principles should underlie any approach to sustainable tourism (this saves confusion with the variation in different definitions) and they relate to how sustainable tourism might be achieved and what its implications could be.

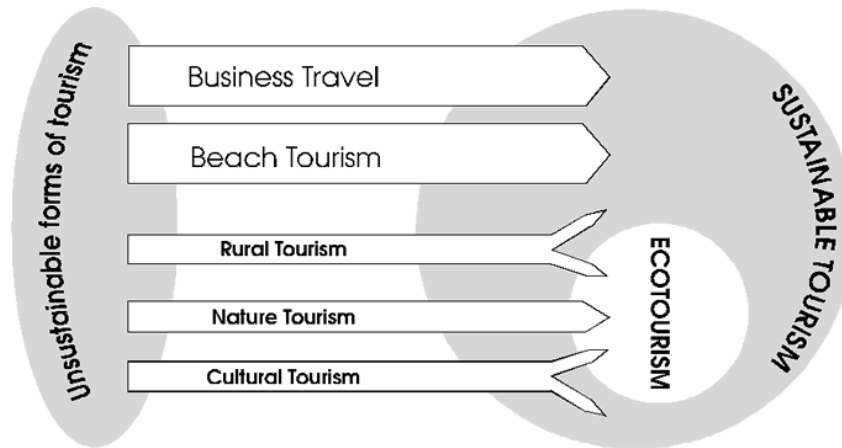
- Sustainable tourism management is an approach which:
 - Minimizes the negative environmental, social and cultural impacts of tourism
 - Generates economic profit from tourism for local people and improves their quality of life, their working environment and their access to technology and information.

- Allows local people and other stakeholders¹ to participate in decision making processes involving tourism development which could effect them.
 - Informs all stakeholders of tourism development which could effect them.
 - Contributes to natural and cultural preservation and conservation and promotes the importance of and protects biodiversity.
 - Provides tourists with more meaningful tourism experiences, e.g. meeting, cooperating, communicating and working with local inhabitants etc. bringing the tourist closer to the culture of the destination.
 - Enables visitors to observe and understand environmental and cultural relationships and contexts.
 - Is sensitive to local people, as well as other stakeholders, their needs, rights and aspirations.
 - Sees policy, planning and management as extremely important to combat the problems caused by non sustainable tourism.
 - Emphasises that there are limits to tourism development.
 - can be very frustrating because there are limits to how much can be achieved in the short and medium term. It is a slow process of development.
 - Generally involves frequent conflicts between stakeholders over resources, implementation etc. Compromises may be necessary.
- ETE has developed a set of principles for sustainable tourism development in Banska Štiavnica in Slovakia. These principles are a good example of sustainable tourism principles in a destination.

:: Types of sustainable tourism vs. conventional tourism types

Sustainable tourism is an overarching concept. All forms of tourism can be sustainable – even mass tourism- when it's managed properly! But certain types of tourism tend to be viewed as being more inherently sustainable as others, namely ecotourism, pro-poor tourism, community-based tourism, fair-trade tourism, cultural tourism and rural tourism. The relationship between forms of tourism considered sustainable and those considered unsustainable can be seen in the diagram below.

¹ The host community, governmental bodies, tourism industry, tourists, pressure groups, voluntary sector, experts, media.

Sustainable tourism: an overarching concept.

Strasdas 2001 (drawn by M. Meier)

The table below shows main differences between sustainable and non-sustainable tourism.

Non-sustainable growth of tourism	Sustainable tourism development
Unplanned activities <ul style="list-style-type: none"> ▪ e.g. building a guest house ad hoc, without knowing if it is beneficial; ▪ building a slope for down-hill skiing – could not be successful, but ecological damage remains; ▪ duplicate activities in a region, useless competition and resource squandering. 	Development concepts and plans <ul style="list-style-type: none"> ▪ responsible business plans; ▪ plans of tourism development in a region Makes possible a responsible and co-ordinated use (therefore in decreased amounts) of accessible re-sources.
Central planning and decision-making <ul style="list-style-type: none"> ▪ decisions about regional projects are made in Bratislava; ▪ when making plans, regions are not considered, and the like. 	Decisions made at local level, involving local people and businessmen <ul style="list-style-type: none"> ▪ subsidiary; ▪ true public participation in zoning plan preparation; (entrepreneurs and citizens decide what they want and what they don't want in tourism, of course assisted by experts)
Unlimited development <ul style="list-style-type: none"> ▪ when planning and implementing tourism-related activities, the tourism interests are considered only, nothing else; 	Regulated development in time and space <ul style="list-style-type: none"> ▪ restrictions are respected, e.g. acceptable number of visitors in village, nesting time of birds, carrying capacity of a territory, etc.
Intensive use of landscape and resources <ul style="list-style-type: none"> ▪ things get concentrated on a few places; ▪ effort is made to get the most out of a client; ▪ negative impacts of intensive development are ignored. 	Extensive use of landscape and resources <ul style="list-style-type: none"> ▪ effort is made to disperse visitors in the territory; ▪ to get out of the client only what is necessary; ▪ efforts to regulate impacts are respected.
Understanding tourism as a universal remedy for social and economic problems in a region <ul style="list-style-type: none"> ▪ unprofessional approach that ignores the basic economic and logical aspects of development; ▪ development cannot depend on one sector – high risk, low capability to withstand threats; ▪ low rate of using the potential of landscape and community. 	Understanding tourism as one of the tools for solving social and economic problems in a region <ul style="list-style-type: none"> ▪ it is necessary to have a wider portfolio of branches, so if one fails or faces problems, the others can keep the economy going; ▪ better use of the potential of the landscape and community
Focus on economic goals only <ul style="list-style-type: none"> ▪ orientation on financial profit. 	Harmonisation of economic, social and environmental goals <ul style="list-style-type: none"> ▪ benefits include not only financial profit, but also e.g. good feelings, education, cultural exchange ,

	pleasant atmosphere, clear conscience, pretty and diverse landscape, and the like.
<p>Universal support of tourism activities without differentiation</p> <ul style="list-style-type: none"> ▪ no priorities are determined, resources are just scattered with no true result required; ▪ difficult-to-measure results, though usually there is no interest to measure them. 	<p>Differentiated and targeted support of tourism activities</p> <ul style="list-style-type: none"> ▪ defining priorities—what is important for the region, what has to go first and what can wait; ▪ well measurable results, effort to transfer experience in to next phases.
<p>Implementation of individual projects in the region</p> <ul style="list-style-type: none"> ▪ individual interests are promoted, interests and needs of others are not respected; ▪ however, this could be “only” a consequence of bad co-ordination. 	<p>Coordination of projects in the region</p> <ul style="list-style-type: none"> ▪ effort is made to increase synergy in the region.
<p>Construction and dev. for the purpose of satisfying unlimited demands - “the more visitors the better” method</p> <ul style="list-style-type: none"> ▪ absence of professional analysis (or they are not respected) – they define what is best for the region and where is the focus meaningful. ▪ if having a lot of visitors, low income is sufficient and so the quality can be worse; ▪ effort to get quick money, not reflecting consequences. 	<p>Determining the limits of a territory - “the most proper visitor” method</p> <ul style="list-style-type: none"> ▪ analysis and surveys are prepared and respected; ▪ rather to have fewer but better paying visitors – this, however, requires higher standards and quality (long-term process).
<p>New constructions (lodging, recreation centres, various parks, etc.)</p> <ul style="list-style-type: none"> ▪ easier way, but causes more damage to the environment (occupying new areas, influencing biodiversity, etc.); ▪ quicker money, easier preparation. 	<p>Use of existing objects</p> <ul style="list-style-type: none"> ▪ usually complicated and more expensive; ▪ however, the strengths of the region are promoted and used.
<p>Copying not local and not typical models and construction technologies in architecture</p> <ul style="list-style-type: none"> ▪ uniformity; global materials, technologies and companies ▪ it is an easier way but decreases the quality of experience. 	<p>Implementing architectural elements and construction technologies typical for the region</p> <ul style="list-style-type: none"> ▪ difficult way, but increases the quality of experience ▪ however, biases exist and results are expectable in mid-term horizon.
<p>Use of cars</p> <ul style="list-style-type: none"> ▪ intricate problem, difficult to solve; ▪ the entire society is based on cars; ▪ cars have a strong negative impact on the environment – exhausts, spatially demanding, safety problems, degradation of tourism, etc. 	<p>Promoting public and non-engine ways of transportation</p> <ul style="list-style-type: none"> ▪ difficult goal because public transport (PT) is usually less comfortable and low quality; ▪ PT – significantly less pollution, considering the number of transported people; ▪ non-engine transportation – positive impacts on health, no pollution, more intensive experiences.
<p>Seasonal character of demand and/or offer</p> <ul style="list-style-type: none"> ▪ being satisfied with the peak time periods when enough money is made for the year but it is accompanied by a number of social (seasonal employment, crowded centres) and environmental impacts. 	<p>Permanent demand and/or offer</p> <ul style="list-style-type: none"> ▪ easier on the social and economic environment.
<p>Stereotypic and universal products for everyone</p> <ul style="list-style-type: none"> ▪ degrading the visitor to a „piece“; ▪ decreasing the quality of experience, stronger feelings of dissatisfaction, and the like; ▪ the visitor is then less sensitive to the landscape and community. 	<p>Tailor-made products for small groups</p> <ul style="list-style-type: none"> ▪ atmosphere of friendship and pleasant experiences; ▪ good feeling from visiting the region; ▪ visitor supports the community and landscape protection.
<p>The visitor’s passive acceptance of the environment</p> <ul style="list-style-type: none"> ▪ lying on the beach, going up and down on skis, etc. ▪ the visitor is then less sensitive to the landscape and community. 	<p>Interactive relation between the visitor and the environment</p> <ul style="list-style-type: none"> ▪ visitor learns more and then understands the need to protect the community and landscape and is supportive of this protection.
<p>Favouring cheap but unqualified labour force</p> <ul style="list-style-type: none"> ▪ attempts to have increased profit, even for the price of long-term losses; ▪ frequently, this is also a consequence of a bad external situation. 	<p>Efforts to employ highly qualified people</p> <ul style="list-style-type: none"> ▪ thinking in long-terms; ▪ investing in local people, who live in the place and presumably will stay there for longer.
<p>Use of labour force from outside of the region</p> <ul style="list-style-type: none"> ▪ exploitation of employees and violation of human rights; ▪ low quality of work; 	<p>Use of local labour force</p> <ul style="list-style-type: none"> ▪ this is a responsible approach to the region where profit is acquired; ▪ this way, usually, the visitor’s experience is better,

▪ out flow of financial profit from the region.	too.
Commercial way of selling	Selling "with heart"

Ecotourism and sustainable tourism:

- There tends to be a lot of confusion in definition between the two terms. In some countries the term ecotourism is used instead of sustainable tourism. Ecotourism, however, should be considered as a concept separate to sustainable tourism. It is, as mentioned above, a type of tourism or tourism sector, which is considered to be inherently more sustainable than other forms.
- Definition of ecotourism: "responsible travel to natural areas that conserves the environment and improves the well-being of local people."

Sustainable tourism in protected areas

Protected areas (PAs) are important destinations for a growing tourism segment (nature or ecotourism) which uses intact and diverse nature, landscapes and biodiversity as major attractions. This represents both a potential threat to, and an opportunity for conservation goals. On the one hand, negative environmental and other impacts have to be minimised; on the other hand, nature tourism can provide significant benefits, both for conservation agencies and for local people living in and around PAs. One of the most important challenges that many PA agencies and conservation NGOs face today is satisfying these requirements in a sustainable way.

Tourism in protected areas should be based on the special character of the protected area and includes:

- Tourism based on appreciating nature, such as studying, photographing or painting nature or landscapes and activities such as mountain walking, climbing, caving, diving, cross-country skiing, cycling or canoeing, where they are enjoyed primarily to discover nature, rather than as a sport.
- Cultural and educational tourism aimed at increasing people's understanding of the protected area and its surroundings, for example, school visits, nature camps, visiting natural and cultural sites, learning local crafts.
- Quiet, small-scale or small group activities which maintain the area's peace and quiet and wild qualities.

INTERACTIVE PART

TOPIC 4 Principles of Sustainable Tourism

Role play using the information and arguments from the topic to discuss different points of view concerning tourism development in the region.

Goal: To familiarise the participants with the arguments for and against sustainable tourism. To get them to practice using arguments for sustainable tourism, so that they can use these in the future in their regions.

YOUR TASK: Take over one of four roles and argue their viewpoint for or against sustainable tourism development.

⇒ The class should be divided into 4 groups of two or three people, who together take on one of four particular roles:

Role 1: **Mayor:** has an offer from an investor to develop tourism in the region.

Role 2: **Hotel owner:** wants to work together with the investor and build a hotel complex.

Role 3: **National Park Warden:** works in the local National Park and is worried about the effects of a large increase in tourism

Role 4: **Local tourism guide:** takes tourists on tours around the National Park and has already observed some of the negative impacts tourism can have on an area.

STEP 1:

Decide on the role you want to play.

STEP 2:

Together with your partner(s), form a list of points arguing your point of view (for or against sustainable tourism development).

STEP 3:

One person from each group meets the others in a meeting organised by the mayor to discuss tourism development in the region. Each person should argue their point of view.

STEP 4:

After the role play there will be an opportunity for feed back from the rest of the group and from the moderator.

TOPIC 5

Strategic Planning for Regional Tourism Development

:: Why strategic planning?

There are four main reasons why strategic planning is useful for tourism development. These are mentioned in this section.

A region could have great potential for tourism development. It is, however, necessary to consider this potential carefully in order to ascertain how this potential can be used in a way, which will make tourism development good for the region. A good strategy can help to do just that! It helps the people managing such development to create sound conditions for tourism development in the region, it also enables individual stakeholders to recognise their position in the development process and it sets out guidelines for the implementation of tourism activities in a profitable way.

Tourism development in a destination is a long-term, systematic process. In contrast the projects of individual stakeholders are almost always of a short-term, rarely mid-term, character. It is, therefore, necessary to create a framework, into which the individual projects will fit, thus supporting the long-term character of tourism development. Strategic planning provides this framework.

The tourism products of a region are influenced by a number of different factors and consist of a variety of major or minor products and services, which are provided by various stakeholders. If a region intends to create conditions for tourism development there and to sell tourism product harmonising and coordinating these products is necessary. Strategic planning can assist and organise this process.

Having a good strategy is also helpful when applying for financial support from banks, funds, etc.

:: Basic requirements

If a tourism development strategy (or any local/regional strategy) is to be successful and effective, it must be created through a process of cooperation between all stakeholders and adopted by them in a form which is convenient. The final document should be an outcome of intensive discussions and negotiations amongst stake-

holders. General agreement must be achieved in visions and goals, as well as in actual measures towards meeting them.

When creating a tourism development strategy it must be clear in advance that the stakeholders actually want it and that they will respect it and therefore stay true to its contents. It can only be viable as a document when it is supported and required or at least confirmed by the people, who will use it, i.e. by the stakeholders. In addition, it should not be initiated when the main aim behind it is to make money from various sources.

Even if a strategy is officially adopted, e.g. by local parliament or a tourism association, it remains an informal and voluntary tool. A strategy should achieve its goals through the voluntary commitment of all the stakeholders.

A strategy is flexible and open. Neither the process of preparing a strategy nor the final document should be fully defined in advance. Only the basic framework is predetermined.

The strategy and action plans which are derived from it, should be realistic and achievable and should not focus on activities and goals which maybe tremendous but which are unrealistic. A well designed sequence of small, realistic steps can lead to the completion of larger goals, which may have previously seemed improbable (see TOPIC 6).

Tourism development strategies should determine and coordinate the steps to be taken for each industry sector in a region, not just one(e.g. public administration or hotel service).

:: Essential parts of a strategy

A strategy usually consists of five basic parts:

1. Diagnosis of the present state and a problem analysis
2. Defining the vision and goals of tourism development
3. Identification of strategies
4. Programmes and projects put into action
5. Monitoring and feedback

1. Diagnosis of the present state and problem analysis

The diagnosis of the present state of an area, is a description of the existing situation in the field of tourism. It clearly defines a common basis for determining goals, programmes and for joint decision-making and can include:

Analysis of the present situation in the region:

- natural features (landscape, interesting fauna and flora, rich biodiversity, geological formations, water, protected areas, etc.);

- cultural features (historical monuments, typical architecture, traditions, customs, music, gastronomy, events, etc.);
- tourism infrastructure (lodging, eating, attractions, services, etc.);
- other basic data (distances from cities, airports, bus/train stations; means of transportation to and within the region, density of shopping network, health care, banks, police, various services, etc.);
- marketing data (existing market segments; visitors' interests, needs and motivations; modes of marketing; modes and channels of promotion, etc.);
- legislative environment (national and regional tourism concepts and plans, small business legislation, zoning plans, nature conservation and historical monuments protection, etc.).

Analysis of the external environment:

- identifies relevant threats and opportunities that need to be faced or used in the tourism development (e.g. trends, political situation, expected legislation, demographic development, etc.).

The present situation can be defined and the problems analysed through a number of steps, which include:

- an inventory of the above mentioned elements;
- SWOT analysis (see TOPIC 11);
- benchmarking – the comparison of selected regional parameters with those from another region, which is considered to be at a further point of development;
- creating scenarios – estimation of possible scenarios for various versions of development. Usually the best and worst scenario are thought out and then compared. The result of this process is the initial identification of aspects which are especially important for tourism development.

2. Defining the vision and goals of tourism development

A vision is developed with the aim to answer the following questions: “Where are we going?” and “What do we want to achieve?”. The vision justifies the tourism development and defines the development goals, from the perspective of regional and social development. The vision and goals need to be defined through a creative process, where bold, even utopian ideas should be explored (see TOPIC 6).

3. Identification of strategies

After defining the vision and goals, the basic and strategically important areas of long-term tourism development should be defined. The main direction of the goal-achieving process also needs to be determined. Factors which need to be specified are: what

needs to be developed, what given features of the region will be used, what procedures will be pursued, and who will be the main actors.

Depending on the perspective, a number of strategies can be identified. These can be divided into two basic groups:

a) Sectoral strategies, e.g.:

- *diversification strategy* – if it is apparent that the existing products/market segments are not sufficient this strategy looks at what new products will be introduced into the market and what market segments addressed;
- *human resources development strategy* – identification of professions that need to be developed and determining the focus and extent of this development;
- *marketing strategy* – detailed identification of market segments (target groups) and the selection of a way of marketing, which will attract these segments to the region;

b) Cross-sectional strategies (all sectors are regarded), e.g.:

- *win-win strategy* – conflicts that have hindered tourism development need to be solved. This helps to satisfy any doubts that stakeholders or the local population may have about the development and also means that the conflicts no longer block further development;
- *sustainable development strategy* – defines the principles of a sustainable tourism development.

4. Operation programmes and projects

The strategies identified above should then, in so called *operation programmes* or *action plans*, be converted into the steps that are required for achieving the development goals. *Operation programmes* define, among others, (a) the measures which lead to the goals being met, (b) the organisation and finances required, (c) the time schedule, etc.

The operation programmes are usually sectoral, i.e. deal with measures and actions to be taken within one sector. In the case of tourism development in a region, they can include:

- creation/improvement of conditions for business in tourism;
- protection of nature, landscape and the environment;
- development of human resources in tourism;
- building infrastructure for tourism;
- transportation;
- ensuring clean and safe public areas;
- marketing and promotion,
- etc.

Operation programmes, or the measures defined within them, form the basis for decisions about individual projects. Projects are comprehensive groups of short-term activities with real goals. A project should deal with real problems and its activities and outcomes should be described thoroughly in the operation programme. A number of projects can be included in one operation programme; they can be implemented parallel to or after one another. All projects have a manager and follow a clear project cycle (preparation – implementation – evaluation – feedback).

It is appropriate to create projects and ideas that are related not only to project activities but also to the manner of project management, financing, communication, etc.

The following components need to be clearly defined when carrying out projects (in the operation programme or project supply):

- project justification (i.e. what measures of the operation programme are implemented and what goals of the strategy are intended to be achieved by the given project);
- project description (localisation, goals and description of activities);
- description of project outcomes;
- principles of project financing (indicative budget, financial management, follow-up costs and the way of handling them etc.);
- people/institutions responsible for project implementation;
- description of the project management;
- plan of activities and project milestones.

Operation programmes should be consistent, mutually interlinked and the following aspects should apply to them:

- they should consist of short-term but complex measures focused on tourism development in the region;
- these measures should be prioritised, i.e. it should be determined what is more important and what less;
- programmes focused on operation and maintenance should be perceived as being supportive of development and innovation but not as an individual goal of the strategy;
- operation programmes should follow an integrated approach, i.e. effort should be made to link those measures from various sectoral operation programmes, which are (a) common/shared, (b) have the same manager, or (c) are possible to finance from the same resource;
- similarly, individual projects, will be integrated into a “central project”. If the individual projects share some of the project activities; these can be interlinked and will also influence one another;

- projects should have a multiplicative effect, i.e. several new activities should arise from one project. They should, however, not be dependent on the original project;
- programmes and projects should be innovative, i.e. they should look for and encourage new views and solutions. An innovative element is usually tested on one project and if it is successful, it is included in other projects as well. Innovations can be implemented in products, methods and approaches. Creativity is an essential part of innovations;
- particular measures and projects should be as concrete as possible. They should provide deadlines and define the people/institutions responsible for carrying out the measures etc.

5. Adaptive management and monitoring

Tourism development strategies, like any other strategy or development plan, are accompanied by a certain amount of risk and uncertainty. This can be increased when innovations and creative thinking are implemented into the strategy and also in the strategy's preparation process. This is, however, perfectly natural. Nothing can be planned perfectly in advance. When implementing a strategy, unexpected development should be taken into account and if necessary, changes to the strategy and its operation programmes should be made. Quick reactions to inappropriate or unexpected development is the basis of adaptive management. To achieve this, it is important to take into account the fact that the feedback mechanism is an important part of the process, e.g. feedback from the strategy and its stages, operation programmes and their stages, and the fact that all projects should be evaluated. In addition, the acquired knowledge has to be included in the updated version of the strategy/operation plan, used in the next stage or project.

When monitoring the implementation of a strategy, it is necessary to determine what should be monitored, how aspects of the projects should be measured, what the results of the measurement will be used for, who is responsible for what, etc.

Regarding feedback: in the process of a strategy preparation, it is important to remember that updates will be elaborated (e.g. in regular intervals or after achieving a goal). It is; therefore, important to develop a mechanism of evaluation and to incorporate the results of this evaluation in the actualised version of a strategy.

Basic principles of developing and implementing a strategy

The process of strategy preparation is as equally as important as the strategy itself. During the strategy's preparation, it is already decided whether the given strategy will

be a formal, unused document or whether it is will be an actual framework for tourism development in the region. The following two areas need to be considered:

1. „Ownership“ of the strategy;
2. Participants in the strategy development process

1. Ownership of strategy

A tourism development strategy can be only be successful if it is widely accepted by the public in a given region. It should be understood and accepted not only by the authors but also by stakeholders (e.g. entrepreneurs, local parliaments, state institutions in the region, etc.) and primarily by the local population. The reason or group of people behind the strategy preparation process is important in determining the future use of the strategy. This reason or group of people can be one of the following:

- a) **Bottom-up** – the demand for the strategy development, its principles and content (to some extent) comes from the local population or from a group of public professionals, who do not have the right to make decisions (usually businessmen in tourism). This approach is ideal because it creates “ownership feelings” towards the strategy among quite a large number of people. These people then not only accept and implement the measures defined in the strategy more willingly, but also demand that the local authorities do the same. At the same time, this approach is the most difficult, because it requires extensive communication with the public interesting.
- b) **Top-down** – the demand for a strategy comes from local authorities (self-administration or state). The local people are then convinced (or forced) to accept the strategy and the measures derived from it. Although this is the approach, which is used most frequently, it is actually the one, which is the most ineffective because people tend not to trust the authorities and their decisions. When deciding on, whether or not they should accept a strategy, people often look at who is behind the strategy (Popular or unpopular politician? Did I vote for him or not? What political party is he/she a member of?, etc.) before making their decision, rather than at its content. In addition, the wishes and interests of the public are not incorporated into the process or they are taken into consideration but in a formal and ineffective way, which does not have any significant influence on the final strategy.
- c) **Middle-out** – the demand for a strategy comes from local experts, research institutions or organisations on the middle management level (ones that do not have the rights to make decision but which have the executive capacity and expert knowledge to carry out the strategy). This approach depends strongly on the capability of local experts to take the public interest into consideration and their ability to assert themselves among the local people and on decision-making levels.

This approach can be either successful or unsuccessful, depending on the way it is executed.

- d) **A combination of the above mentioned approaches** – this is the least systematic approach but the one which still occurs quite often. It should, however, be avoided because it creates an intricate set of unclear relations. It is unclear who is responsible for what, who is the author and “owner” of which part of the strategy etc. In addition, those who are to accept and implement the strategy may not know what their tasks are.

2. Participants in the strategy development process

A successful strategy incorporates the entire community, e.g. the local people, relevant social groups, decision making structures, professional and executive institutions in its preparation and should not be the result of the work of just a small group of people (or even by just a few authors). Generally at least one representative for each interest group should be involved in the process. To suggest the best possible results from this approach the following issues should be dealt with:

- Who will be responsible for the preparation, implementation and evaluation of the strategy? This is something which needs to be clear to everybody involved and accepted by a large (as large as possible) number of stakeholders.
- Who will participate (what people and what institutions) in the strategy preparation? Here, two viewpoints need to be distinguished:
 - the involvement of various types of “action-takers”, e.g. leaders, innovators and creative people, “hard-workers”, pedants, “decision-makers”, etc. so that the result is as harmonic as possible;
 - involvement of representatives for all stakeholders groups and groups of local people (parliament members, entrepreneurs, officers, etc.) in the preparation process as well as the final stages of the strategy implementation. The adoption of the strategy by the public will be less problematic with this approach.
- At what stages, to what extent and in what activities should the particular stakeholders, or local people, participate?
- How (in what form) should the individual stakeholders be involved in the strategy preparation and adoption?
- How can a consensus, compromise and generally accepted decisions be achieved? How will the suggestions, ideas, interests and needs of stakeholder be collected?

Though the participation of the local population and the stakeholders is an inevitable prerequisite of a good strategy, equally important is the effective participation of experts – both local experts and those from outside of the region. Tourism, like other industry branches, has its rules, verified procedures and methods. It is essential that the strategy is a methodically correct document – otherwise it will not meet the expected goals. This is why experts should be invited to take part in the procedure and assigned responsibilities. Strategic planning cannot be done without them.

INTERACTIVE PART

TOPIC 5 Strategic Planning for Regional Tourism Development

The participants will take part in a practical exercise, which will take them roughly through steps 2 - 4 of a strategy development plan (step 1 in both options should be prepared previously by the moderator).

Option 1: In smaller groups develop a few ideas for stages 2-4 of a tourism strategy for your home region for a particular type of tourism, which can be found in your region.

The task is described more detailed below.

Goal: To develop a few ideas for each step of the strategy, helping to increase the participants familiarity with the process of strategic planning and the different aspects which it encompasses.

Option 2: The whole group of participants (if the group is larger than 15 people it can be split into 2 or 3, just bare in mind that a moderator will be needed for each group) work together, with the help of a moderator, to develop ideas for the strategic development of tourism in the region which they are in.

Goal: To develop a few ideas for each step of the strategy, helping to increase the participants familiarity with the process of strategic planning and the different aspects which it encompasses.

YOUR TASK: You have been allocated a type of tourism, which takes place in your region. Use the information in TOPIC 5 and come up with 6 ideas each for the steps 2-4 of a development strategy, for this type of tourism in your region.

⇒ The class should be divided into 3 groups and each group should be allocated a different type of tourism found in the region, e. g. cycle tourism, hiking tourism, horse riding tourism. Each group is allocated 10 minutes for each step of strategic management. Step 1 will be prepared by the moderator before the task and should include information on the present situation of each type of tourism in the region. A short example for cycling tourism can be seen here:

Cycling tourism in the region X is fairly popular. X-thousand people per year come to the area to cycle. There are a number of cycle paths through beautiful scenery. Unfor-

unately many of the paths need repairs, there are very little rest areas along the paths and very little other infrastructure etc.

STEP 1:

Each of the groups should be allocated a type of tourism and given a piece of paper, which should be divided into four sections titled step 1, step 2, step 3 and step 4. Step one should already be filled with a current description of the present situation of that tourism type in the participants region. Each of the other sections should then have the numbers one to six written down the left hand side. The type of tourism should be written clearly at the top of the piece of paper.

STEP 2:

Each of the groups should take a few minutes to examine the given information about the present situation of their tourism type.

STEP 3:

10 minutes will then be given to each group to discuss and write down 6 ideas for the second step of the strategy development - designing the visions and goals of a tourism development plan. Use the information in TOPIC 5 to help you.

STEP 4:

After the time has elapsed, each piece of paper, with the ideas for step 2 from the current group, should be passed on to the next group, clockwise around the room.

STEP 5:

Each group will now have a piece of paper with another type of tourism on it and should again take time (5 minutes) to read through the information for step 1 and the information for step 2, added by the group who had the piece of previously.

STEP 6:

Again 10 minutes will be given for each group to then find 6 ideas for step 3 of the strategy development. Groups should note that they are now of course dealing with a different type of tourism than before.

STEP 7:

After the 10 minutes has passed the piece of paper should again be passed on clockwise to the next group.

STEP 8:

Steps 5 and 6 of this task will then be repeated again but for the type of tourism, which the group has not yet dealt with.

STEP 9:

After the ideas for steps 2-4 of the tourism management plan have been collected for each tourism type, the three completed pieces of paper can be pinned onto a pin board or hung somewhere where they can be seen by everybody.

STEP 10:

Comments can then be made, the ideas can be discussed and the task in general evaluated.

TOPIC 6

Creating a Vision

:: What is a vision?

A vision describes a state in the future, towards which development should be directed. A vision does not provide detailed goals, it is not a state that is truly intended to be achieved but is more the direction that people intend to follow, a description of an ideal state that people dream of. Creating a vision means asking "Where do we want to go?".

Developing a vision is a creative process, which allows daring and utopian ideas. Visions can sometimes be quiet easy to achieve and sometimes it might be impossible. Whether the vision is achievable must be clear to the managers, stakeholders and the local inhabitants of the planning process.

:: What is visioning?

Visioning (vision building) is a managed process used by a group of people (community, group of businessmen, local government, company, etc.) to create and build a the vision itself. It is used for participative approaches in a long-term policy agenda setting, using the imagination of the stakeholders as a source of ideas. It allows the participation of a wide public in the development of long-ranged regional plans. It is a democratic way to obtain disparate opinions from every stakeholder and to look for common ground among participants for exploring and advocating strategies for the future.

Visioning determines the direction people want to go in with development activities. It also defines goals, whilst respecting the opinions, needs and wishes of all the participants of the visioning process. This is a strong prerequisite if the goals of the development are to be defined properly and also for designing a good strategy to achieve those goals. Visioning brings the different tourism scenarios, issues, problems, different points of view and competing demands to the forefront. The collected scenarios serve as a basis for generating the end vision. The end vision is based on the opinions, ideas and the diverse perspectives of many people and can therefore be considered a democratically-derived consensus.

Vision building connects stakeholders, refines the environment where the development will take place, creates necessary networks and makes discussions

possible. In addition, a vision leads towards the adoption of common goals, programmes and projects.

:: How to create a vision?

Creating a vision with a range of stakeholders or the general public is done through surveys, meetings and voting. There are, however, many different approaches to the process of visioning and towards the adoption of a common vision. Some of these are mentioned below:

- The creation of a vision in a single or in several stakeholder meetings, informing the public about it afterwards and then discussing the results with stakeholders and the general public which should finally lead to the adoption of one of the visions.
- The conduction of a public survey to find out the public's issues with, concerns about and ideas for tourism development and biodiversity conservation. From the results different options for the vision should be developed and discussed. The stakeholders and general public should then vote for one of the options.
- The conduction of a public survey to find out the issues with, concerns about and ideas for tourism development and biodiversity conservation. Discuss the results in stakeholder meeting(s) and create a vision based on the discussions.

Surveys and discussion not only lead to the adoption of a common vision, but should also identify priorities and major concerns, which need to be integrated into the tourism management plan. They can also provide ideas for goals, which will be derived from the vision and for their implementation. These ideas can then be used in the next steps of the planning process.

It is important to recognize that visioning will require time, staff and will need to be well prepared (for further information on methods of visioning see the literature list at the end of the guide).

:: Methods

There is a number of methods that can be used to create a generally acceptable vision, most of them being based on, what is called, guided imagination. When implementing this approach, the participants should firstly imagine the ideal state of the place where the tourism is to be developed, secondly, they should try to describe it and write some notes on their ideas and finally they should create a vision. The method of guided imagination for visioning is described in detail in the interactive part for this topic.

INTERACTIVE PART

TOPIC 6 Creating a Vision

A method designed by Dr. Trevor Hancock is recommended for creating a vision. Dr. Hancock is one of the fathers of the *healthy cities* idea. He designed this method for Toronto, Canada, but it was also implemented successfully in Banska Bystrica, Slovakia. It is an inexpensive, playful method, which does not require high investments or a lot of experience. For the purpose of this hand-out, the procedure has been slightly modified – participants will not work on a vision of a healthy city but on a vision of a successful tourist destination.

Material and conditions required:

- a set of felt-tip pens;
- sheets of poster paper, or flipcharts;
- adhesive tape;
- a quiet room, well isolated from the surrounding world;
- a number of smaller rooms for work in groups;

Participants:

- From 15 to 100 people, representing various sectors, groups, social classes – the greater variety the better;
- 1 facilitator + a some assistants.

Time:

The workshop will usually last for half a day.

Procedure:

STEP 1: Start the workshop with a short explanation of what a successful tourist destination actually is.

The goal is to introduce the issue to the participants. Make sure that you do not present your own ideas. It should just be a short start-off speech, without any details and personal input. Let the participants know that you are not going to do anything unusual; that it is a commonly used method to motivate sportsmen or people to fight serious diseases etc. and that it has been adjusted to the specific needs of the given course.

STEP 2: Ask the participants to try and recall a recent positive experience that reflects the image of a successful tourism destination, e.g. something they may have seen, a pleasant feeling, etc.

Guiding text: „In your mind recall and tell us about a feature or an example of a successful tourism destination that you experienced 6 - 12 months ago“

Make sure that people recall their own experiences or knowledge, not something they have heard or read about. Insist on positive personal experiences!

Give people just a short time to think about this experience– about 30 – 60 seconds. The goal of this part is not to collect examples but to create a positive atmosphere and the right frame of mind.

If working with a large group, ask only 15-20 volunteers to present their positive experiences or knowledge – 2-3 words from each will suffice. When working with a smaller group (-15), each participant can be given the chance to present their experience. In addition, if this has not been done previously, you can ask them to introduce themselves briefly so that they get to know one another.

STEP 3: Make notes of previous positive experiences on a flipchart

After presenting their experiences, review and analyze them briefly as a group. Try to find what connects them, common features, etc. Again, keep in mind that the purpose is not a complete analysis of examples but creating a constructive state of mind in the group. Details are, therefore, not necessary. In fact not more than 10 minutes are required for this activity. After the analysis is over, make sure you mention to the participants that they actually already know what a successful tourist destination is and what it should look like.

STEP 4: Introduce the process of the guided imagination

It is important to inform the participants that this part can take 15-20 minutes, so if they wish they can sit back and relax, stretch their legs, close their eyes, etc. They should not be disturbed during this phase; so the necessary precautions should be taken. The lights should be dimmed and the windows and curtains closed etc.

Then you should read the guiding text found at the end of this interactive part to the participants. By doing this you will lead them through the images in their minds and encourage their imagination. Read the text in a monotonous, hypnotising, quiet voice. The following statements should be particularly emphasised and taken into consideration:

- we are looking at the future 20-30 years from now;

- a vision is an idyllic situation that a person can dream of, but which does not necessarily have to come true (i.e. self-censorship should not be used);
- don't be authoritative and avoid specifications (e.g. do not say „hotel“ but rather „place where visitors sleep“), do not mention colours etc;

Allow the participants to experience this part, give them time to finish dreaming and to complete the images they are producing in their minds eye.

STEP 5: Gather first impressions

Ask everyone (15-20 people maximum) to write their most vivid impression of what they have experienced on the flip chart. It can be something they have seen, heard, felt or something unusual, surprising, pleasant or exciting. This step should not last for more than 10 minutes. After this step a coffee break is recommended.

STEP 6: Have people draw the pictures they imagined

Divide the participants into groups of 6-10 people, which are as varied as possible. Isolate these groups from one another (in different rooms or at least in far away from each other as possible in one room). Paper and felt-tip pens need to be available to the groups.

Ask the group to draw the images they imagined. The quality/standard of drawing is not important. It should embrace all the images, which were pictured by the participants. Make sure that (a) no one dominates the drawing process (e.g. architects could be the first to grab the pens and they may want to draw and draw) and that (b) everyone draws something. This phase can last for 45-60 minutes.

Suggestions, which can make this step easier:

- ask the participants to describe only the key points of what they imagined or the something which occurred often;
- if somebody is embarrassed because they cannot draw very well, ask the group to draw like 7-year olds would do;
- if no one takes the initiative, give the pen to somebody and ask them to start drawing – this can soften the situation if it is uncomfortable and can encourage others to join in;
- if somebody is being particularly quiet, encourage them to share what they experienced during the exercise. After listing it let them draw it;
- every 10-15 minutes the participants should be reminded to return their minds and to recall the pictures they have seen – they should try not to forget anything and to draw everything that they can remember;

- the drawing does not have to be realistic - they can take various directions. The aim is not to draw a map but to obtain the things the participants imagined. Symbols can be used to describe abstract images (e.g. dollar sign for wealth).

STEP 7: Join the groups separate images to form just one vision.

After the drawings have been completed, ask the participants to return to their original places and let one of the group describe their group's drawing in detail. The other group members should, of course, be allowed to correct the speaker or add something, if necessary.

At the end of the process, things that appear in all or in the majority of drawings should be identified. Write these reoccurring items down on an empty sheet of paper. If there are too many, cluster them to make the list shorter. When making these final adjustments, make sure the wording is understandable and clear. The final list constitutes **the essence of a shared vision**.

Guiding text for controlled imagination (example):

We are preparing for a trip to future, a trip to an idealistic tourist town of XX 20 years from now. This town is neither the one we know today nor the one we think it probably will become in the future. This is XX exactly the way we would like it to be as a truly successful tourism town, which was created because everything that we wanted to happen, happened in exactly the way we imagined it to. So now just sit back and relax. Maybe if you close your eyes it will be easier for you to see this town of the future in your minds eye.

Now I want you to imagine that you are hovering in a helicopter or a hot-air balloon a couple of thousands of metres above a successful tourist town 20 years into the future. Look down at the town. What does it look like? What colours and shapes do you see? What season is it? How might it look in another season? Look at the town and its structure. You can see people and things moving about. Some people are just standing at places and some are doing something at other places. What are they doing? What sounds can you hear and what can you smell?

Now, descend slowly into the centre of the tourist town. On the way down, look at the shapes and structure of the buildings and public areas that you are passing. Prepare to land. It is a beautiful day. As you get closer to the town, you can hear the towns sounds and smell the towns smells more and more. What do you hear? What do you smell?

Land in the centre of the town and look around. Who is there? How old are the people? What are the people doing? Are they tourists or locals? How do they interact with you and among themselves? Walk into the town square, look into the side streets.

What do these spaces look like? How safe are they? What activities take place in them? Where do the people work? What kind of work are they doing? Where are they relaxing? How are they relaxing?

Enter a facility – it could be a café, hotel, museum, etc. Look at who is there and what they are doing. What do the people look like? How do you perceive this facility, what do you feel towards it? Do you perceive it as a place to work or as a place to rest? Is it a good place for working or resting? How are the people interacting? Go to other work places and take a walk there. Now imagine yourself in various parts of the town – in the streets around the centre, on the hills and meadows outside of the town, in the park, forest, etc. What is the different between these places? What activities are taking place? Who is carrying them out? Imagine it is lunch-time. Where do the people do for lunch? What are they eating? What does the food look like? How does it smell? Where do people go after lunch? What shops are nearby? What do these shops look like? What are they selling?

The day is coming to an end. Go with one of the towns visitors to the place where they are spending the night. How far away is it? How do you get there? What does it look like? What types of buildings are there around? Do not forget that this is a successful tourist town. What are the people like? What are the buildings like? What are the public spaces like? What are the visitors doing? Who are the visitors? Are they families, do they have children? Are they retired people? Businessmen? From this country or foreigners? Where are they from?

We are preparing to leave. Before leaving this successful tourist town, think of everything you have seen. Recall your walk in your mind. What did you see? What impressed your eyes, nose or tongue?

This guide is just an example of a text. It can be adjusted according to the environment in which it is to be used (town, village, region) and according to what needs to be achieved (choose questions that need to be answered for the aim to be fulfilled).

TOPIC 7

Tourism Associations

Tourism associations as leader of marketing

In the tourism sector, the effort of only one producer or hotel manager is usually not sufficient to promote the sustainable tourism products of a region. Cooperation, coordination and joint action are, therefore, important issues for tourism promotion and marketing in a region. Mutual organization, e.g. a tourism association, is generally considered appropriate for the marketing of one or several tourism products or of a tourism region as a whole. A tourism association can be established by local or regional administration or by a cooperation of tourism providers, e.g. hotels, restaurants, guides, tour operators, agencies etc. The association can focus on the promotion of the whole region as a tourism destination, thus fostering the long term success of many providers instead of concentrating on the individual short term revenues of only one. In countries where the tourism service is highly developed, e.g. in Austria or Switzerland, tourism associations have been effectively functioning for more than 100 years. They were established by local stakeholders and their aim is to develop tourism in their region. Membership in these associations is frequently obligatory for tourism businesses. In Tirol, Austria for example it is a legal requirement.

The goal of this seminar is to examine various forms of tourism organisations and to explain particularly the role and advantages of tourism associations.

Functioning of an association

:: Essential features of tourism associations

- an open structure with content and responsibilities, which are clearly defined;
- efficiency and expertise;
- acceptability by decision-making bodies and sufficient competence;
- enough personal, financial and methodical resources;
- management and co-ordination skills.

:: Membership

Possible members of an tourism association are:

- Individual tourism providers and providers of additional services (e.g. shop owners, banks, etc.)
- Communal government: Its membership has a specific character but it is very important if an association wants to be successful because it improves the coordination of activities and contributes to the image building of the destination. Communal governments often support associations financially but their votes, however, do not have extra weighting in decision-making processes.
- Non-governmental organizations, citizens' initiatives, local museums, galleries, civic associations and cultural institutions

:: Financing

There are different ways to finance the association:

- Each member of the association pays a membership fee that is either a lump sum or is calculated according to selected criteria (number of employees, share in turnover, etc.).
- Enrolment fees are single payments paid when a member registers.
- The generation of individual income for the association, e.g. income from TIC (tourist information centre) operation, from providing information about accommodation, selling souvenirs, organising events, etc.
- External sources such as visitors' taxes and fees are also a source of income for associations. This is typical for Austria, Germany and Switzerland.
- State and EU funds can provide support for non-profit organizations, structural funds, etc.
- Gifts from large businesses and corporations, from dedicated individuals, etc.
- Sponsorship from other businesses.

:: Internal structure

The associations usually have a different legal structure. Most of them are civic associations or associations of legal entities. Their structure usually includes the following:

- General assembly of members – elects members of the association's bodies, votes on principal decisions and plans;
- Board of trustees – is in charge of supervision and control of the association's financial management;
- Executive body – takes care of the day to day functioning of the association and organises its programme;
- Board of directors – makes decisions on and manages the work of the executive body.

- Preparation committee – has a specific task, which is to specify the image of the association-to-be, prepare data and a proposal of initial documents and open a public discussion about the association, its function and goals. In addition, it should define the associations tasks (issues that the association will focus on) and place them in a realistic time frame and also prepare the founding meeting of the association.

Goals and tasks of an association

:: Tourism product development and coordination of regional tourism development

- Tourism associations help to develop the region's tourism products through a continual process that involves as many stakeholders as possible. As a result the services are continually being improved and extended and the ability of the region to compete with other tourist destinations is maintained. In principle, the development of tourism products is the task of a tour operator. If, however, the association helps the individual tourism providers with this work, individual tourism providers can then focus on other things (e.g. improving the quality of their service, extending their products, marketing, etc.).
- To foster tourism development, tourism associations can organise events that are attractive for visitors, i.e. cultural, social or sport events, which are part of a region's tourism product.
- Tourism associations also have an important role in marketing tourism destinations as well as activities that are focused on improving the product and services provided, such as training those working in the tourism sector.

:: Visions and concepts of regional development

All stakeholders should get engaged in influencing or even creating a tourism development policy (as well as regional development in general). This is not the exclusive task of local governments or local state administration authorities. Members of tourism associations should be actively involved in defining the development objectives of a town or region, while the association itself can be used as a platform for communication. In addition, the association can manage this communication and take part in the preparation and implementation of particular strategic steps of regional development – it links people and interests of tourism stakeholders. An association, which functions well and which is representative also has the power to influence communication with the state administration authorities as well as with the local government. It is therefore able to bring its own particular interests (e.g. adjusting the open-hours in museums or

in the process of developing a zoning plan) to the forefront and to promote them. The association puts effort into promoting tourism in the town/region and works towards helping stakeholders make their voices heard at decision-making levels.

:: Acquiring public support

Successful tourism development is only possible if the local public has a positive attitude towards tourism. The association should therefore communicate its work, objectives and plans to local citizens (top-down). At the same time, it creates a platform for a bottom-up communication approach at regional or national levels where the interests of the association's members are promoted. Communication between the association and citizens can be carried out in a number of forms. These can include media activities, various events, publications, training courses (study trips, seminars), round table, discussions, exhibitions, etc.

:: Operational function

The association carries out practical activities that benefit a great variety of tourism stakeholders. These are often non-profit activities (e.g. running a tourist information office, marking and maintaining biking trails, hiking trails and cross-country skiing trails, preparing maps, etc.).

:: Business advisory service

Tourism associations provide or help to search for experts and consultants in various fields (e.g. advisory service for certification, use of EU-funds, marketing, etc.).

:: Marketing

Tourism associations carry out surveys and analyse the level of visitor satisfaction, produce and distribute promotional materials, prepare workshops and presentations for potential partners, invite journalists to the region, who can write about the given destination and its attractions. Tourism associations coordinate the cooperation of tourism stakeholders and public administration, e.g. the public administration makes sure that the infrastructure for the development of the region is sufficient, while the association is responsible for promoting the destination and its product among the competing tourist sites.

:: Moderation of conflicts

The association can also serve as an independent non-biased institution, which deals with visitor complaints or problems or handles conflicts between two stakeholders.

Typical problems for tourism associations in Central and Eastern Europe

Even today there are not many tourism associations in central and eastern Europe that function well. The main reasons for this include:

- Psychological barriers: in the past, especially in states in Eastern Europe, the organization of public life was enforced by state authorities and because of this people usually distrust collective institutions.
- Lack of appropriate legislation: There are no rules and regulations that would (a) guarantee financial resources to associations and (b) assign them certain rights in tourism development in the region.
- Lack of financial resources
- Absence of a clear and concrete programme: Many tourism destinations have not prepared good regional development plans. These plans would indicate the need of tourism development plans and „justify“ the foundation and existence of a tourism association.
- Lack of professional staff: The activity of an association must be managed by experienced professionals. Associations, however, usually do not have the money to pay such professionals for their work.
- Unreasonable expectations: Inadequate expectations of the way associations' work are induced and cultivated among its members. This often occurs when the association is founded.
- Lack of motivation: Individual tourism providers have no motivation to become members of a tourism association, they are not able to see the potential of such an association.

INTERACTIVE PART

TOPIC 7 Tourism Associations

Role play using the information and arguments from the topic to discuss the advantages of tourism associations.

Goal: To familiarise the participants with the goals and tasks and the functioning of a tourism association.

YOUR TASK: Initiate a tourism association for a tourism destination and convince others of your idea.

⇒ Divide the class into 4 groups, who take on one of four particular roles:

Role 1: **Local tour operator:** has the idea to establish a tourism association to promote the region as a tourism destination.

Role 2: **Manager of the Biosphere Reserve:** is searching for financial funding possibilities for the BR and therefore supports the idea of a tourism association.

Role 3: **Hotel owner:** wants more visitors in his hotel, but worries about the costs of marketing.

Role 4: **Director of the local tourism department:** is already working in tourism development, but has bad experiences in cooperation with tourism providers.

STEP 1:

Decide on the role you want to play.

STEP 2:

Together with your partner(s), form a list of points arguing your point of view (for or against a tourism association)

STEP 3:

One person from each group meets the others in a meeting organised by the local tour operator to discuss the founding of the tourism association in the region.

STEP 4:

After the role play there will be an opportunity for feed back from the rest of the group and from the moderator.

TOPIC 8

Certification in Tourism

:: What is certification?

Certification is the implementation and fulfilment of certain criteria or requirements given by the particular certification scheme within a facility, service, product or other entity. The facility etc. receives a certificate or a logo when the schemes requirements or criteria have been fulfilled. The logo may then be displayed by the facility and serves as confirmation to clients that the facility etc. meets the requirements and respects the goals of the certification scheme whose logo it displays. This logo is generally used for marketing reasons. It shows that the facility or product has fulfilled certain criteria and this can be used to attract more customers.

It is a voluntary procedure that, through assessment, monitoring as well as written assurance, shows that a business, product, service, facility etc. meets specific criteria and therefore a particular standard.

Certification programmes in sustainable tourism are also often known as eco-labels. Certification is important because it introduces standards into tourism. This is useful for facilities etc. and for customers. Labels are clear benchmarks for products etc. that are of acceptable standards or that are particularly sustainable. Unfortunately not many people are aware of certification schemes and what they entail or mean.

:: Reasons for certification in sustainable tourism

- Certification can be a good tool for the individual/ company implementing the scheme because it can be used to reach the goals that they are trying to realize. If a tour operator is trying to become more sustainable then a certification scheme can give them the incentive and direction to become more sustainable. It provides smaller steps, which they can apply so that they eventually get to their larger goal.
- As mentioned above certification is a good marketing tool for a facility/product or business. Certificates tend to be focused on and therefore attract specific target groups e.g. environmentally friendly/ sustainable tourists, people who buy organic produce etc. If a facility is certified for something, e.g. a hotel wants to be certified as being environmentally friendly, the certificate/logo not only informs the target group automatically that the hotel has

certain environmental standards but it also increases the attractiveness of the hotel for the target group.

- Certification is also useful for customers who use the labels for product/facility orientation. A facility or other entity, which is certified generally shows some kind of good quality and gains the facility credibility in the eyes of the customer.
- A certification scheme also shows that the individual, company or facility which is certified, obviously believes in/respects/supports the topic/ issue of certification and that their interest is not just in better marketing.

:: The basic characteristics of certification schemes

- They are voluntary.
- They exceed the standards which are required by law.
- They usually cost money.
- They allow the facility etc. to use a logo, which makes the facility stand out from its competition.
- They award a logo/ brand to the entity .
- This logo is however only allowed to be displayed when the entity obtains the certification, in other words, if they fulfil the criteria set by the scheme. These criteria reflect the goals of and issues behind the scheme.
- The rules of the certification scheme are generally clearly stated. They define the criteria, mode of application of the certificate, the way it will be evaluated and how the certificate will be presented, how monitoring and control of the scheme takes place as well as the time limit for its application and regional specificities.
- Certification schemes include a formalised evaluation process. This process includes self evaluation, external verification, spot checks, evaluation through customers and checks at regular intervals.
- The certification scheme should be well marketed. This is necessary if the scheme is to be successful. Without good marketing the certification scheme itself and the benefits it should bring to the facilities implementing the scheme will most likely fail.

:: Orientation of certification schemes

- Process-orientated
 - Goal: continuous improvement, without fixed figures.
 - Certification schemes which focus on process are especially created for facilities or products which are interested for example in becoming more sustainable but want to achieve this by continuously striving to

reduce the impacts they have on the environment without actually trying to reach a certain target. For example a hotel may get a certificate of this type may meet the goals defined by the certification scheme (these are usually more general than the criteria) but not individual criteria. An example of a goal might be for example under the heading rubbish: attempting to increase the amount of recycling and reuse of resources in a firm. Whereas criteria for rubbish could be: to use recycled toilet paper.

- Almost any facility can achieve this type of certification, which reduces the marketing value of the certification.
- Performance-orientated
 - Goal: Achievement of clearly defined criteria.
 - These types of certification scheme certify facilities etc. which do want to reach a certain target through the fulfilment of criteria. In sustainable tourism certification schemes based on fulfilment this means that just meeting the goals of the scheme is not enough. The individual criteria must be met if certification is to be obtained. This means that the facility has to make a lot more effort where its levels of sustainability are concerned. It has to take all the criteria into account and change its approach accordingly.
 - This certification is more difficult to obtain but has therefore a stronger marketing effect. On the other hand the fact that it is so difficult to obtain means that fewer facilities want to make the effort to become certified.

:: Types of certification

- Affiliation with a trademark (franchising)
 - the facility fulfils the criteria/goals of a certification scheme, which means that they can benefit from a given affiliation. These benefits may include being able to use the companies logo, marketing strategy, products etc.
- Increase in comfort specific target groups
 - criteria that need to be met involve improving the quality and comfort of a facility for particular target groups so that it is more attractive for them.
- Quality
 - the facility attempts to increase the quality of their service for clients or to fulfil set international standards. This is generally involves improvements in the area of management but also other areas.
 - EMAS, ISO - Standardization systems

- Sustainability
 - the facility attempts to reduce their impacts on the natural and cultural environment.
- Regional identity
 - the facility attempts to fulfil criteria which state to what point the facility fits into a certain region. The facility should generally sell regional products, cook regional specialities, promote regional tradition and culture etc.

These certificates can also be applied to and are often orientated towards a number of different entities. These may include improving the (environmental) management of a facility, improving the sustainability and quality of (tourism) products e.g. beaches, bathing areas (blue flag), accommodation, tour operators etc., certifying food which has been produced organically etc.

Certification schemes may actually strive to improve more than just one of the above mentioned areas and also more than one of the above mentioned entities.

:: The development process

- Initial steps:
 - Declarations, codes of conduct, contest/awards
 - Implementation:



:: Certification criteria for sustainable tourism facilities

Natural aspects	Social aspects	Economic aspects
Energy saving, use of renewable energy sources.	Protection of human rights	Fair-play business
Economic water consumption	Prevention of use of illegal or improper labour.	Preferred use of local resources.
Protection of the natural environment	No employee discrimination	Local ownership
Prevention of or reduction in air pollution	No child labour	Local ownership
Prevention or reduction of noise pollution	No use of forced labour	Local investment of profit.

Minimisation of tourism impacts	Use of a management approach which is highly sensitive towards the environment.	involvement in local economic development programmes
Correct disposal and management of liquid and solid waste products.	Educating and informing visitors.	
Minimising the use of hazardous and harmful substances	Involvement in local social development programmes	

:: Some certification schemes for sustainable tourism

- For an overview of these certification programmes see www.eco-tip.org
- Europarc - <http://www.europarc.org/international/europarc.html>
 - Certification scheme for protected areas.
- Forum Anders Reisen - <http://www.forumandersreisen.de/>
 - Based in Germany
 - Certification scheme for tour operators.
 - Concentrates on increasing their sustainability in all areas of their programmes.
- Green globe 21 - www.greenglobe21.com
 - Certification scheme which has been applied worldwide.
 - This scheme focuses mainly on the protection and conservation of natural resources and biodiversity effect by tourism and also considers the social impact of tourism.
- Natures Best – www.naturesbasta.com
 - A Swedish scheme for tour operators
 - Concentrates on increasing the sustainability in all areas of tour operators programmes.
- Green Tourism Business - www.green-business.co.uk
 - Also applied worldwide.
 - This certification scheme concentrates on the conservation of natural resources and biodiversity and particularly considers tourism's impacts on the economy.
- NEAP- www.ecotourism.org.au/neap
 - Is an Australian certification scheme
 - Certifies tourism products
- Swan Labels - www.svanen.nu/Eng/default.asp.
 - This scheme is used by the countries in northern Europe.
 - Has a wider scope than just tourism.
 - The conservation of natural resources and biodiversity are its focal points.
- Viabono - www.viabono.de
 - Is a German certification scheme.

- Focused on the conservation of natural resources and biodiversity as well as on the social impacts of tourism.

:: Critique of certification schemes

- Be aware that there is also a lot of critique surrounding certification. Although it is a useful tool for improving and monitoring standards of sustainability in the tourism industry it is not perfect.
- There are many different types of certification schemes around the world, with different standards, criteria and aims. This not only makes it difficult to set a standard which applies everywhere, but can also confuse the customer, who might either be put off choosing holidays with eco-labels because the choice is too confusing, or may not pay attention to the content of the eco-labels using ones which are not particularly good instead of those which are.
- Smaller firms/ facilities may not be able to afford the certification or may decide that the scheme does not bring enough benefits for the amount that they would have to pay.
- Certification schemes are sometimes considered too complicated by facilities that want to apply them, they feel like too much is expected of them and that the certification is too much work for few benefits. This can mean that the entity decides against the scheme.

INTERACTIVE PART

TOPIC 8 Certification in Tourism

To produce a set of criteria for a certification scheme based on the sustainability of tourism within the respective Biosphere Reserves or for protected areas in general and to think about whether the respective Biosphere Reserves of the participants would fulfil the criteria produced. What would be the advantages and disadvantages of such a scheme for the reserve?

Goal: To familiarise the participants with certification schemes and their advantages and disadvantages. To examine how sustainable the existing tourism is within the Biosphere Reserves.

YOUR TASK: Create a certification scheme

⇒ work in groups of regions.

STEP 1:

Each group will be given a copy of the Viabono certification scheme. Using this as a basis think about and write down a few ideas for criteria for a certification scheme based on the sustainability of tourism within your Biosphere Reserves.

STEP 2:

Think about your Biosphere Reserve. Would it fulfil all the criteria you have produced? If not, what methods could you undertake so that the criteria could be fulfilled?

STEP 3:

What would the advantages of certification be for your reserve? What about the disadvantages?

STEP 4:

Present your criteria to the class in an interesting way using the available material.

TOPIC 9

Introduction to Marketing in Tourism

:: Why marketing in sustainable tourism?

The lack of marketing expertise and knowledge of the tourism's industry distribution channels is the main reason why entrepreneurs in sustainable tourism fail. They often assume that because they have an authentic and exciting tourism product, tourists will be interested, failing to understand the nature of the tourism industry as a marketplace. Many donors and policy makers also underestimate the challenge and the costs of distributing the tourism product and do not recognize marketing as a key to economic success, which, in the case of sustainable tourism development, is a part of the sustainability of tourism development.

The aim of this seminar is therefore to clarify and emphasise the fact that marketing is an essential part of sustainable tourism development and that its basic principles should be understood if economic failure, disappointment and discouragement of the ones engaged in sustainable development is to be avoided.

:: What is marketing?

Once sustainable tourism development begins, stakeholders of the region design tourism products, create management plans to monitor and prevent unwanted negative impacts and take measures to make the best use of tourism benefits. At this point, just "waiting for the visitor" won't do. Tourists will only purchase the product if

- they find out information about the product,
- the product meets their needs and interests,
- they are able to buy it.

Marketing involves these issues: To have a product which is of interest for a potential visitor, to find out about the customer who might buy it, to make sure that the potential customer is informed about the product, to bring the product to the market, so that the customer is able to buy it, and to keep in contact with the customer and the public to ensure further purchase of the product. Market analysis, product development, distribution and advertising, or more general, promotion are all parts of marketing.

The key stages of marketing

There are many different ways to structure marketing. The stages of marketing management may be different according to the product, the markets and goals of a business. The stages of marketing presented here simply give an overview of the different issues and strategies which should be considered in tourism marketing. For this purpose, marketing here is divided into four stages: analysis, goals and strategies, marketing mix and implementation and control.

I. Analysis

The first step of marketing is to gain profound knowledge about the potential or given tourism products which one has to sell, about the environment in which the business is developed and about the market, that is, potential costumers and existing or future competitors. According to product development there are two approaches: either to develop the tourism product first and then determine the appropriate market segments where the product may be purchased, or to have a look at the potential costumers first: to find out what their interest and needs are, what their budget for a holiday is, what their expectations about quality are, etc., and then develop a product which meets these interests and needs. Sustainable tourism product development tends to follow the first approach, because it is based on the use of the given environment (natural and cultural resources) and aims not to change the region's lifestyle, characteristics and original features but to provide tourism which the tourist will enjoy. But ignoring the point of view of the visitor may lead to unsatisfying outcomes. The key to a successful tourism product development is a combination of the two approaches, balancing what it is possible to offer with the wishes and needs of the tourists.

II. Goals and strategies

This stage is about the creation and operationalisation of an overall marketing strategy.

The **segmenting strategy**

- aims to select market segments: to which type of tourist should the products be offered?
- make decisions about targeting: will the product be offered to one or more market segments, to local, regional, national or international markets? Will there be new products introduced or will a diversification of products take place? Is the aim to penetrate the existing market or to develop a new market?

The **competition strategy**

- decides whether the differences between the own product and other products (here: other providers or other regions) should be pointed out, or

- whether a 'Me-too-Strategy' should be followed, which means taking advantage of an already existing strong market leader, or
- whether a Cooperation Strategy should be established with other competitors. This option of particular interest for tourism associations and non-commercial stakeholders in the tourism sector.

The **costumer strategy**

- concentrates on the identification of the right target groups for the product and involves finding out about new, additional target groups, e.g. special interest groups.
- The outcomes of this strategy may lead to a change in the developed tourism product or to a diversification of products to meet the needs and wishes of the identified potential costumers.

The **positioning strategy**

- decides on the main focus of the marketing: quality or price.

Combination of strategies

Normally, the strategies presented don't exclude one another. A mix of the different strategies will generally take place. There may be different strategies for different business segments.

III. Marketing Mix or tactical marketing: promotion and distribution

To implement the marketing strategies, the optimal combination of marketing methods must be selected according to the developed goals and considering the given environment. There are different instruments, often summarized as the four P's: product (or services), price, place (distribution policy) and promotion (communication policy).

Product policy

The product policy concentrates on the adequate product design for the selected market segment. It may consist of combining various product elements (tourism product chain) to achieve the right tourism package or of the design of a single product. The distinction between competing products is part of the product policy. It decides whether to continue with what is already on offer or to change the products on offer (elimination, variation or innovation). In the tourism sector, product policy often concentrates on the improvement of services (e.g. for hotels), or, in the case of tour operators, the selection of agencies and staff, the quality of consultation and the creation of additional services (guide books, information meetings, etc.).

Price policy

The price policy can be market oriented, that means that the price of a product is not determined by considering the costs, but by evaluating the current market situation and competition. Different price policy strategies include price differentiation, high

pricing (quality, exclusiveness), low pricing (discount offers) and price balancing (financing the discount on one product through another product which has a high price). In the tourism sector, price policies are often based on price differentiation of the following factors:

- time: peak season - off-peak season, weekend - working day, stand-by-offers
- customer: families, kids, students, seniors
- volume: rebates for groups, prices for contingents
- distribution chain: discounts for tour operators
- point of time of payment: discount for early booking/payment
- spatial criteria: different prices for different departure points/geographically separated markets
- commercialisation of "free goods": climate, air, water, location, view, orientation ("ocean view")

Distribution policy

The main decision here is whether the product is purchased directly by the customer or via tour operators. On this decision depends the selection of agencies, booking systems and strategies of motivation and as well as guaranteeing the loyalty of tour operators or agencies (through information meetings and trips, commissions).

Communication policy

The communication policy consists of making the potential customers, tour operators and a wider public aware of the product and guarantee the continuing interest of customers.

The corporate identity (CI) is "the message", philosophy or of the tourism product, the provider or the region. It is a useful starting point for the other parts of communication and helps to position the product in the market.

Public relations (PR) describes the communication of a company with the wider public. It is usually unspecific, giving general information about the product and the provider and it focuses on contact with the media to ensure ongoing and positive media coverage.

Advertising transmits specific information to specific target groups. Forms of advertising are TV spots, ads in the press, the internet and elsewhere. Advertising and PR are areas which overlap.

Promotion

The ongoing activities in advertising, sales and public relations are often considered aspects of promotion. The aim of promotion is to keep the product in the customer's and tour operator's mind and to stimulate the demand for the product. Various methods can foster incentives to buy the product. Tour operators which resell the tourism

products and journalists can be invited to FAM (familiarization) or press trips. Decoration services, presentations at fairs and direct merchandising like little presents and customer's cards can motivate tourists to buy a product.

IV. Implementation and control

The implementation takes place after developing the product and other decisions about the presented strategies and it consists of the concrete organization of the marketing measures, considering resources, costs and time. **Controlling** the outcomes of marketing by comparing the goals with the results is not only required at the end of the process, but also throughout the process through constant monitoring, tests and surveys ensuring appropriateness of the selected strategies.

TOPIC 10

Tourism Product Development

:: What is a tourism product?

A tourism product is a combination of services, commodities and other material or immaterial items that enable the clients to have a „complex experience“, which starts at them leaving their home and ends out their return. The experience consists of what the tourist does and learns during his stay and the individual impressions he gets from visiting the destination.

The so-called original tourism product consists of the natural and cultural attractions of a region. Derived tourism products are developed at a later stage at the destination either to increase tourism or because of an increase in tourism, e.g. transport facilities, hotels, restaurants, information and communication services. The socio-cultural environment and the infrastructure of a destination for example politics, education, communication, transport, supply and disposal, can be considered separate or can partially come under both of the above categories. There are a large number of stakeholders (businesses, institutions, people and associations etc.) responsible for the maintenance of the above mentioned tourism attractions categories. Some of them can be seen in the list below:

- Accommodation: Hotel managers, private accommodation landlords.
- Gastronomy: Restaurants, cafes, Kiosks, retailer (tradesmen), farmers.
- Service: Local authorities, tourism departments & associations, travel agencies.
- Infrastructure: the town or regions building authority, the trade promotion office, culture and sport administration etc.
- The character of the destination: Regional Planning Authorities, Towns building authority, citizen initiatives.
- The surroundings: Nature and conservation authorities, planning authorities, farmers, the village citizens, nature conservation initiatives.
- Transport: road construction administration, communal transport businesses, civil engineering office, national railways, police.

:: Specific features of tourism products

When compared with other products, a tourism product has a number of specific features:

- It cannot be produced on stock, it cannot be stored, and it is always prepared for a particular customer and for a certain time.
- It always consists of items that the product's initiator cannot influence, but that must be considered (e.g. weather, character of landscape, history, etc.).
- Part of the tourism products are immaterial items such as hospitality, customs and traditions.
- Tourism products are bound to a particular territory – it is not possible to transport them elsewhere.
- A tourist buys a product even though he hasn't seen/experienced it.
- Finally, the product user - the tourist - has an impact on its quality. He/she can decide about the content and form of the product, even when it is being used.

:: The structure of the tourism products

The final tourism product is defined by the tourism chain that was described in TOPIC 1. It consists of a number of basic elements: preparation, travel to, stay at, travel back from the destination and activities to be completed after returning home. The topic of this lecture deals mainly with one of these elements – the stay in the region, therefore, the term regional product will be used.

From a practical point of view, the product consists of four basic parts: the itinerary, lodging, eating and additional services (e.g. travel, money exchange, purchase of maps and camera films etc.). These items are not products themselves but when they are combined they become a part of a regional product.

:: Who can produce a regional product?

In principle, three basic „producers“ can be identified:

- **Individual service providers** (e.g. hotels, restaurants, tour guiding) coordinate their products and each of them tries to sell their own service, which is supplemented by the service of other partners. They generate profit mainly by selling the primary service that they provide.
- **Travel agencies and tour-operators** sell a tourism product which is a combination of services from other providers, mainly providers and organizers of itineraries, lodging and catering. The tour operator then sells this product under its own name (or in co-operation with vendors). The income of the travel agency/tour operator is generated from percentages received from providers of individual primary services or by increasing the total price of individual products, or by the combination of both methods.
- **Destination management organizations (DMOs)** (e.g. tourism association, tourist information centres, tourism department of the local administration),

similarly to a tour operator, create products from services of other providers. They do not, however, sell this product but provide it for vendors. The profit is generated from the percentages received from the vendor (who generates his income based on percentages received from primary service providers) and/or from percentage gained from the income of primary service providers.

Packages

A tourism package is a form or even a synonym of a tourism product, for the package is what is sold to the customer by the vendor. Producing a package involves a number of steps:

1. Offer inventory

A detailed summary of everything that the region can offer the client. It is important that existing attractions and activities are included in the list, not the potential ones. The inventory should not, for example, include “folk customs”, if there is nobody to present them to the client; “good traditional cuisine”, if no restaurant offers local dishes or “gothic churches” if it is not possible to visit them. For the purpose of a creating a tourism package, each of its elements should be an independent service with a clear provider, price and conditions.

2. Combining offers to a package and its organisation

When the list of existing offers of the region is completed, its individual elements need to be combined. It is usually necessary to create a balanced composition, where the following features of the individual elements should be included:

- Focus – the product should have a certain character, a unifying element (e.g. mining history of the region, active relaxation in nature, etc.). From this perspective, the product items should be combined so that they compliment each other – e.g. noisy discos should not be included in a relaxation programme for seniors, highly technical tours of architectural monuments should not be a part of a programme of active relaxation in natural surroundings, etc.
- Quality – the individual items should be of similar quality. For example an old bus which hardly works should not be used for rich clients with high purchasing power who are accustomed to high standards. Equally it would not be correct to organize a seminar for them in a noisy restaurant, etc.
- Length – particular items of a tourism package should have an appropriate and complementary lengths. A client should be given enough time to experience the “full flavour” of everything that is part of the product. A perfectly prepared programme also leaves a certain amount of time for the client to do activities on his/her own (e.g. going for walks, spending time in cafés, taking

naps, etc.). It is important that the itinerary is planned realistically so the clients do not need to be rushed or stressed. This can give them a negative impression of the package they have paid for.

- Variability – even though each package has its own focus, a certain level of variability also needs to be included, e.g. alternating between active parts and parts for relaxation, indoor and outdoor activities, etc. Morning activities should be different from the afternoon programme, places to eat should vary and so should the character of activities.
- Appropriateness of activities – the client's wishes, habits and values need to be respected. Someone who appreciates good food should not be taken to a fast-food restaurant, a nature conservationist should not be offered a colourful plastic aqua park, a Muslim client should not receive pork for lunch, etc.

3. Marketing of the package

When the package is ready, it is necessary to find the proper market for it. Identification of the market segments, communication channels, sale methods, etc. is necessary. More attention is given to this topic in TOPIC 8.

The above described procedure is obviously subject to change. The points 2 and 3 are often interchanged, i.e. appropriate market segments for a region are identified first, and then the available attractions are used to make a package for the identified market segments.

:: Frequent mistakes of product-making

- Services that cannot be guaranteed are included in the package – a typical example is when churches are advertised as a great attraction of a region but entries into them are not always possible.
- Tight programme – too many activities are planned for one day. This can result in late arrivals, nervousness and a bad impression of the product. On the other hand, long and boring periods of time whilst waiting for the next point of the programme (e.g. waiting too long to enter a museum), also needs to be avoided. Good knowledge of local services and ability to foresee and solve complications are therefore required.
- Too much organization – effort is made to arrange the entire programme for the client and he does not get the chance to experience the magic of wandering in quiet historical streets, sitting in cafés, talking to local people, etc.
- Improperly set price – tour-operator is afraid to include an appropriate price for their service (for making the product and organization work) in the total price. As a result, they do not generate sufficient profit for future work.

- Unequal offer – in an effort to satisfy the customer as much as possible, things that were not part of the original package are offered to him as a surprise. Such additional and operative products are all right if provided to each client. Problems may occur if this is not possible because a client may find out about the new product and, if he did not receive it and paid the same price as those who did, his satisfaction is at risk. Extra services need to be guaranteed for all clients, or each client has to pay for them additionally.

INTERACTIVE PART

TOPIC 9 Marketing in Tourism & TOPIC 10 Tourism Product Development

Option 1: Creating a regional tourism package for your region

Goal: focus the attention of the participants on the way tourists make use of a region's places and features and their needs and expectations

Option 2: Identify market segments

Goal: to enable the participants to assess the tourism potentials of their region. What kind of visitors come to the region? What do they expect? What are their needs? Which of the region's places and features are interesting for which type of visitor?

YOUR TASK: Create a regional tourism package

STEP 1:

Select one of your TOP 5 lists of natural and cultural heritage and create a regional tourism package together with your partners! Look at your TOP 5 list:
How could these be combined in a tourism package? Besides the sights, think of transport, lodging, food, culture and recreation! Consider focus, quality and length!

STEP 2:

Create (part of) a marketing strategy for your package
(Make a short list with the following aspects:
- market segment (short description of the typical tourist who would enjoy your package, e.g. backpacker, young, low budget, searching adventure - or elderly, recreation-seeking, demanding comfort)
- potential communication channels for offering and promotion
- name and slogan for the package

STEP 3:

Promote your package!
⇒ Present your package to the group
⇒ Try and don't only repeat your TOP 5 list
⇒ Explain (very briefly) the advantages and highlights of your package

TOPIC 11

SWOT Analysis

:: Meaning and goal of a SWOT Analysis

S – Strengths

W – Weaknesses

O – Opportunities

T – Threats

The SWOT Analysis is an effective tool for assessing the current situation. It is necessary for developing a master plan, a strategy or operation programme for a distinct region, town or any other location. It helps to determine existing gaps, potentials and risks as well as to identify the desired direction of future development. It serves as a foundation for further planning and development in any sector. This applies to business and town management as well as tourism development.

When implementing the SWOT method, four basic groups of factors can be identified. These can be put in two main groups:

- Internal factors (strengths and weaknesses):
Factors that are inherent to a region, society, project or other units; they can be influenced or changed, they are present in a given territory, their owners are identifiable, etc.
- External factors (opportunities and threats):
Factors that are outside of an analysed region (organization, project or feature), we cannot influence. They can however have an effect on any of the areas examined

:: General proceeding of a SWOT Analysis:

1. Taking the inventory: determining the current situation by carrying out surveys and investigations; gathering all accessible facts and information
2. Drawing the SWOT Chart: evaluation of the current situation by identifying the strengths, weaknesses, opportunities and threats. Include any of the acquired facts in one of the above described groups of factors.
3. Outlining a further strategy (plan, procedure, programme) with the aim to:
 - Promote strengths and/or use them
 - Eliminate weaknesses
 - Use the opportunities offered

➤ Eliminate threats

The procedure of a SWOT Analysis is simple and highly effective, which makes the analysis a convenient tool to be used not only by experts but also by the general public.

It can be used in several stages of tourism development, e.g. at the beginning of a process to find out what the properties are, the potentials and needs of a region, and how these should be developed further. The SWOT Analysis can be also be used for the evaluation of the existing situation and methods and thus to find out if it is satisfactory and if the most effective solution was proposed for the given environment and objectives.

Carrying out a SWOT Analysis remains the same for every purpose. Only the thematic areas to be evaluated change depending on the field you are working for.

:: Thematic areas for tourism planning

- Legal and administrative framework
 - International, national and regional (local) laws, regulations, programmes and plans
 - Access to funds
- Regional actors and stakeholders
 - In the area of nature protection, regional planning, etc.
- Image of the region
- Transports
 - Transport connections (by plane, train, car, etc.)
 - Transports facilities for tourists and public transports, etc.
- Accommodation and gastronomic services
 - Sufficient number of hotels, pensions, camping places, restaurants, etc.
 - Quality of services, etc.
- Recreation facilities and infrastructures
 - Winter- and summer sport facilities (skiing, swimming, hiking, etc.)
 - Bicycle and walking paths, etc.
 - Cinemas, theatres, discos, pubs, etc.
 - Information centres, etc.
- Events
 - Traditionnel festivals, public performances, concerts, etc.
- Cultural heritage (sights)
 - Historical buildings and monuments (old churches, castles, etc.)
 - Museums, etc.
 - Typical handcraft, etc.

- Specific traditions and customs (traditional costumes, dialects, dances, etc.)
- Natural heritage (sights)
 - Landscapes (mountains, forests, volcanoes, beaches, etc.)
 - Flora and fauna (rare plants, wild animals, etc.)
- Climatic condition
 - Temperature, precipitation, snow, etc.

In regions, where tourism is already more or less developed it is also important to take a detailed look at the current tourist situation:

- Current situation of tourist

Data needed:

- Number of tourist arrivals and number of overnight stays
- The development over the last few years (determining increase and decrease)
- Repartition of tourists over the seasons
- Tourist operators and actors
- Marketing activities

Tourism impact evaluation on

- The economic situation of the region (e.g. more employment)
- Culture (e.g. loss of certain customs)
- Nature (e.g. decrease of animal species)

:: Frequent errors when realising a SWOT

- Not distinguishing between the strengths and opportunities, or between weaknesses and threats. This means that the authors do not follow the essential principle. This is that the strengths and weaknesses should refer to the internal features of the analysed object, while the opportunities and threats refer to the external situation, in which the analysed object is situated.
- Steps to be taken instead of opportunities
It is wrong to believe that opportunities are in fact possibilities or steps that should be taken to improve the analysed object.
- SWOT without participation of residents
The involvement of the local population is important in all steps of tourism planning. They are the most eligible persons for the analysis of the region, because they have an inside view of what activities and services are missing. In addition, they should get involved in the strategy preparation, thus increasing the sense of “public ownership” of the strategy.

INTERACTIVE PART

TOPIC 11 :: SWOT Analysis

To carry out a SWOT Analysis for the participants' region.

Goal: To understand the elements of SWOT and to recognize its advantages and difficulties.

YOUR TASK: Carry out a SWOT Analysis for your region

⇒ work in groups of two people (together with the participant from your region)

STEP 1:

Take the empty SWOT chart on the following page and try to find at least one point for each field.

STEP 2:

Select one field that was easy for you to fill in and one field which you had special difficulties with.

STEP 3:

Present these fields and the reasons why they were easy or difficult to the group.

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Aggteleki Nemzeti Park

Aggtelek Biosphere Reserve and National Park is situated in a vast karst area which belongs to the southern limestone foothills of the Carpathian Mountains, at the northern frontier of Hungary with the Slovak Republic.

Aggtelek Biosphere Reserve and National Park

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www.anp.hu



Babiogórski Park Narodowy

Babia Góra is the highest massif in the West Beskidy mountains which form part of the Western Carpathians, situated in the Southwest of Poland at the frontier with the Slovak Republic. With a peak of 1725 m, Babia Gora is a perfect example of plants zonation in European mountains.

Babia Góra Biosphere Reserve and National Park

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Správa Národního Parku Šumava

The Biosphere Reserve and National Park in the Šumava mountain range, situated along the southwest borders of the Czech Republic with Germany and Austria, covers a great variety of precious natural habitats, including remnants of primeval mountain forests, glacial lakes and extensive peat lands.

Šumava Biosphere Reserve and National Park

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Ökológiai Intézet a Fenntartható Fejlődésért Alapítvány

The Institute, founded in 1992, aims to promote the idea of sustainable development by building understanding on the idea of sustainability and helping the practical implementation of sustainable development.

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www.ecolinst.hu



Stowarzyszenie Przyjaciele Babiej Góry

The main goal of the Friends of Babia Gora Association is to support sustainable development of local communities living around Babia Góra through the development of the economic sector with simultaneous protection of its rich natural and cultural heritage.

Friends of Babia Góra

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Ústav systémove biologie a ekologie, Akademie věd České republiky

The Institute, established in 1993, focuses on dynamic properties of biological and ecological systems at various hierarchical levels, from molecules to landscape. Scientific research and graduate education are its primary activities.

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Ökologischer Tourismus in Europa (Ö.T.E.) e.V.

The society, founded 1991, offers information and education about environmentally friendly forms of tourism. It carries out regional model projects designed to promote sustainable tourism as an element of sustainable regional development.

Ecological Tourism in Europe

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