



Sustainable Tourism and Stakeholder Networking for SIDS Policy Makers

- Online-Course Transcript –
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Week 2

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Week 2: Sustainable Destination Management

List of Acronyms

ADR	Average Daily Rate
DMO	Destination Management Organization
DMS	Destination Management System
ETIS	European Tourism Indicators System
FAS	Factors, Attractors, and Support
IUCN	International Union for Conservation of Nature
LOC	Limits of Acceptable Change
NEMO	Natural Environment Marine Observers
MAREA	Management of Aquatic Resources and Economic Alternatives
MSME	Micro-, Small- and Medium- Enterprises
NGO	Non-Governmental Organization
NZTRI	New Zealand Tourism Research Institute
PUP	Public Use Plan
RevPAR	Revenue per Available Room
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
SIDS	Small Island Developing States

Introduction to Destination management

In this unit you will learn to:

- ✓ Describe destination management
- ✓ Articulate long-term goals for tourism development, and track progress toward their achievement
- ✓ Identify and employ strategies and tools to manage destinations more sustainably

Destinations are a focal point for sustainable tourism. The UNWTO (2007) states that destination management is:

“...the co-ordinated management of all the elements that make up a destination (attractions, amenities, access, marketing and pricing). Destination management takes a strategic approach to link-up these sometimes very separate entities for the better management of the

destination. Joined up management can help to avoid duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.”

Sustainable destination management means caring for the area’s natural habitats and heritage sites and providing employment and benefits for local communities. In other words, it is about protecting and sustaining the destination as a whole. Sustainable tourism is an important driver of sustainable destination management.

One of the first steps in sustainable destination management is understanding the elements which make up a destination. Destinations contain a number of basic elements which attract and satisfy visitors. These can be broken down into the elements summarized in Figure 1. The quantity and quality of these elements will be influential in the visitor’s decisions to make their trip.

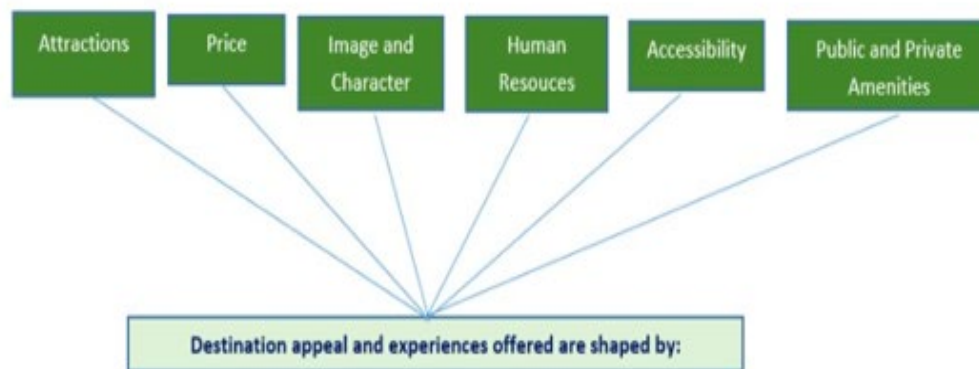


Figure 1: Destination Experience (Derya Taser, 2019), based on UNWTO, 2007.

Each of the above are represented by a diverse group of stakeholders. Destination management requires that all of these stakeholder groups work together for a common goal. This collaboration is often led by a Destination Management Organization (DMO).

Understanding the Visitor

A key aspect of implementing sustainable tourism in a destination is understanding the visitor. The visitor creates the demand necessary for the survival of destinations and businesses. But what are the underlying motivations that shape this demand?

Tourism is different from other consumer purchases because travel experiences cannot be tested in advance. Tourism involves extensive pre- and post-consumption stages, preceding and

following the customer’s journey from pre-planning and decision-making, through to booking, experiencing and post-travel evaluation and recollection. Determinant motivations are often used as a starting point to profile different market segments of visitors (see Figure 2). This segmentation allows marketers and analysts to identify drivers behind tourism product purchases. Segmentation also relies on values to profile visitors, which is likely more reliable than other criteria, such as demographics, since people’s values remain fairly consistent over time.



Figure 2: Tourist Purchase Decision (Derya Taser, 2019), based on UNWTO, 2011.

Criteria that shape visitor profiles in the 21st Century include population location and migration; variety of tastes; prosperity and attitudes towards work, leisure and tourism; and new technology. Global and local trends affect the visitor. Transnational companies cater to millions of mainstream tourists, while niche operators offer local products, services and experiences to individuals and groups. The rise of low-cost airlines has driven overall growth and democratization of air travel and the development of destinations not found near major airports, meaning that the air travel system requires high passenger volumes to ensure profitability.

In terms of market demographics, massive growth worldwide of the senior citizen and millennial travel segments means that the groups will continue to play a major role in the tourism industry and those catering to these markets will need to be cognizant of their needs. The growing rate of



divorce, increasing rates of remarriage, older parents with younger children, single parent families and family groups which include grandparents and even great-grandparents all change the conventional model of a traditional household and a holiday. The market is also shifting toward visitors purchasing with conscience. For example, the impact of air travel on climate change may influence some visitors' decision of which carrier to use. Ultimately, it is important to know who your visitors are and what their values and desires are.

Tourism Statistics and Monitoring

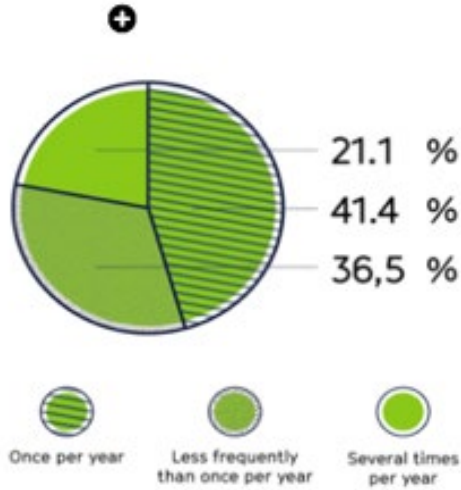
High-quality statistics allow a DMO to make strategic changes to programming and maximize resources. Often, government agencies collect baseline tourism statistics about arrivals and revenues as part of immigration and tax collection systems. A DMO can gather data from a variety of sources to provide a better understanding of tourism supply and demand at the destination and beyond.

Industry Indicators

DMOs can use tourism statistics to inventory destination products, assess capacity, monitor changes, and better ensure market positioning by ensuring that rates and availability are commensurate with the competition. The most common means to collect industry data is through a survey, either online or in person (see Unit 2).

Data should be collected regularly and in accordance with the objectives of the study. For example, if the DMO is looking to monitor visitor arrival numbers in the winter, they would initiate a study during that time frame. Many businesses only contribute their internal data with strict confidentiality. Any analysis that relies on data shared by businesses should be shared with those who contributed. Some of the best tourism statistics are kept by destinations that rely most heavily on tourism revenue. The Cayman Islands Department of Tourism tracks visitor travel patterns and cruise ship arrival data to advance marketing and ensure repeat visitation. Visitor demographics and generating region are identified in order to better understand the market. Reporting is sourced through visitor surveys as well as various government departments and is released bi-annually. The Cayman Islands Department of Tourism's publishes biannual reports to keep key stakeholders informed (Figure 3).

Frequency of Previous Visits



Mode of Transport for Previous Visits

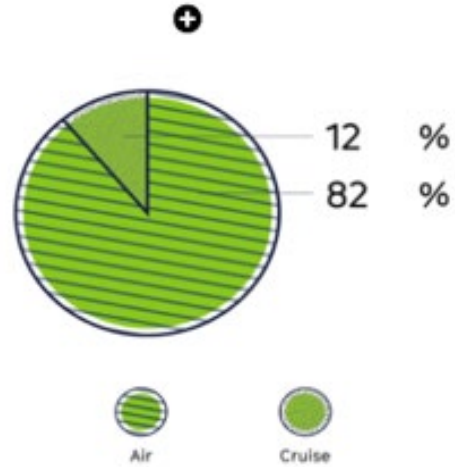


Figure 3: Figures by Julia Flitta (2019), based on Visit Cayman Islands (2017).



Figure 4: Figures by Julia Flitta (2019), based on Visit Cayman Islands (2017).



Figure 5: Figures by Julia Flitta (2019), based on Visit Cayman Islands (2017).



Figure 6: Figures by Julia Flitta (2019), based on Visit Cayman Islands (2017).

Common industry indicators include:

- Number of Hotels
- Available rooms
- Occupancy rate (30-day period): $\text{Number of room-nights booked} / \text{Number of rooms} \times 100$



- Average Daily Rate (ADR): Total revenue earned by the provider x number of rooms sold that day
- Revenue per available room (RevPAR): Revenue from rooms / total number of rooms available
- Number of tour operators
- Personal trips: number of excursions led x number of people in attendance
- Average daily excursion rate: cost of one excursion / days on the excursions

Traveler Indicators

Understanding visitor profiles helps to identify target markets, craft meaningful messages, and develop products and resources in such a way that they meet particular demands. Surveys also reach travelers and can be given while visitors wait in line for an attraction, during a transfer from one location to another, or left at the accommodation to be filled out. Some DMOs reward those that fill out surveys with a small token of appreciation. A disclaimer of strict confidentiality should also be given to the survey taker. Common questions for the traveler include:

- Age, gender, race
- Travel party size
- Point of origin
- Length of stay at the destination
- Average daily expenditure
- Types of activities planned and completed
- Type of traveler (independent, group, tour)
- Methodology for booking travel arrangements
- Level of satisfaction

Above all, indicators should abide by five key elements outlined by UNWTO (2007):

- Relevance to the selected issue
- Feasibility of obtaining and analyzing needed information
- Credibility of information and reliability for users of the data
- Clarity and understandability
- Comparability over time and across jurisdictions and regions

While data analysis and survey methodology properly require a much deeper exploration, key understandings are:

- Participants should understand the true purpose of the survey before administering it
- Surveyors must convey strict confidentiality and that results will only be published in aggregate form



Auditing the Visitor and Resident Experience

Auditing the visitor experience, which involves understanding who visitors are, why they visit, when they visit, and how much they spend, aids immeasurably in developing destination products and sustainable destination management. For example, it improves economic sustainability by allowing destination managers to create products based on visitor spending trends and their primary motivation for coming to the destination. It improves cultural and environmental sustainability by understanding who the visitors are and how their actions can be used to minimize negative impacts. For instance, if visitors are typically Americans who are interested in bird watching, destination managers can create legislation or guidelines for tour operators in their activities revolving around these products.

Additionally, we must gauge resident attitudes. Experience indicates that if residents are unhappy with tourism, the less likely it will be sustainable. We must therefore monitor their attitudes in order to determine whether tourism is benefiting them (or could in the case that it has not yet begun) and which improvements could increase their satisfaction.

Finally, tourism is a service industry that depends heavily on communication. All destinations can use statistics to understand the size, scope, and impacts of the tourism sector. The destination management system (DMS) compiles this information and is an excellent source for communicating with all stakeholders. This unit addresses each of the above topics relating to auditing the visitor and resident experience. Understanding the supply and demand elements, along with customer perception, are key components for successful destination management.

Stages of Travel

The visitor experiences different stages when planning a holiday. The information in this “value chain” provides insight into the mind of the visitor and allows destination managers and tourism stakeholders to target them more efficiently. Although many industries sell products with multiple activities and experiences (restaurants, gymnasiums, car sales, professional sports), perhaps tourism depends more than others on the customer experience. A strong understanding of place combined with a strong understanding of market provides the tourism planner with materials to create experience opportunities that very specifically target the needs, desires, and expectations of particular market segments (Pine & Gilmore, 1999).



Figure 7: Five Phases of Travel (Created by Sustainable Travel international, 2018 - based on Advanced360, 2016)

One can divide the realization of a tourist experience into five phases (Advance360, 2016, and Hawkins, 2005)

In the initial phase, anticipation of a holiday prompts **dreaming** and fantasizing about ideal accommodations and experiences, and initial research into the world's range of destinations.

In phase 2, **planning**, travelers choose a destination, taking into account cost, atmosphere and first contacts with the chosen destination.

In the third phase, the trip takes shape and its pieces are **booked**, such as transportation tickets and hotel reservations.

Now in phase 4, the visitor is on holiday and **experiences** the sensations, feelings and transformations of their holiday, as well as satisfaction and dissatisfaction of its various pieces.

Phase 5, **sharing**, actually takes place in all of the stages, as images fuel initial inspiration, online reviews influence planning and booking, videos and photos are shared with friends and family online, and continues through to post-trip reviews and more information sharing. Thoughts about repeat visits and recommending the destination to others is also shared.

The explosion of social media outlets including posting videos, photos, reviews, and blogs, has made "sharing" an additional phase of today's vacations.



For more information on how smartphone technology occurs at each of these phases, see ThinkWithGoogle's article: "[Travel trends: 4 mobile moments changing the consumer journey](#)"

Designing and Conducting a Visitor Survey

A visitor survey (or market segment) describes a variety of characteristics about a certain type of visitor, often including:

- demographic information (age, mode of travel, group size, nationality, income levels),
- psychographic information (values, benefits pursued, desired experience, beliefs),
- spending patterns (daily expenditures, types of purchases made, even form of payment)

Each profile then provides important baseline information necessary in not only designing tourism products but also for strategies throughout the tourism value chain, such as economic impact and kinds of infrastructure that might be needed to accommodate certain profiles.

Visitor data is often gathered through visitor questionnaires, although other sources may be even more apt for following visitation trends such as immigration statistics, economic studies, and statistics submitted by hotels and other service providers. Examples of organizations which provide visitor statistics include:

- DMOs (national, regional, local)
- Government agencies (e.g. Ministry of Tourism)
- UNWTO
- World Bank
- Universities

Questionnaires can be conducted through the following formats:

- Face to face interviews
- Paper and pencil administration
- Through a mailing address
- Online post-visitation

Questionnaires normally ask:

- Which types of people visit the destination (demographics)
- How long they stay (demographics)
- What they do (demographics)
- How much they spend (spending patterns)
- How they found out about the destination (demographics)
- Their perception of the site (psychographics)



Caribbean Tourism Organization conducts cruise visitor surveys when visitors are about to leave the country. The survey is designed to determine why the visitors chose the country as their destination, if they spent any money, how much, what they spent that money on and whether the visit was up to their expectations.

Additional information and a detailed example of how to conduct a visitor survey can be found in: <https://www.onecaribbean.org/content/files/survey.pdf>.

Tasmania also conducts a visitor survey that is considered the most reliable source of statistical data on visitors to the island. Their website includes an interactive “analyser” and be found at: <https://www.tourismtasmania.com.au/research/tvs>.

CASE STUDY: Designing and Conducting a Visitor Survey - Cook Islands International Visitor Survey

The Cook Islands International Visitor Survey has been administered by the New Zealand Tourism Research Institute (NZTRI) annually since 2012. The Cook Islands receive more than 120,000 travelers annually. The primary purposes of the survey are to collect data to “target higher yield markets” and deflect some tourism from the mainland Rarotonga to outer islands (NZTRI, 2018). The online survey is voluntary and collects both qualitative and quantitative data within two weeks after the visit. To date more than 14,000 responses have been collected -- this is the first time a SIDS in the region has had detailed data available. The data allows researchers to understand visits comprehensively through analysis of visitor demographics, motivations, participation, spending and overall satisfaction (ibid). Data has also been used to support government legislation towards tourism policy. Research and results of surveys conducted in 2018 are expected to be available on [www.nztri.org](http://nztri.org) in 2019. More information available at: <http://nztri.org.nz/case-study-1>

Creating a Resident Perception Survey

Now that we have studied visitor motivations to travel, the stages they go through when traveling, and how to collect data on their holiday experience, what remains are community perceptions of tourism. Since residents often first feel the impacts of tourism, they represent a vital stakeholder. When done correctly, tourism provides opportunities to generate wealth and conserve natural and cultural resources that might otherwise be destroyed or lost. Tourism can also evoke a sense of pride in local culture. The local population, however, can suffer at the hands of tourist encroachment.

A resident survey provides baseline information on attitudes, after which the DMO can then monitor and manage those perceptions by influencing tourism development. A successful resident attitude survey ascertains resident experiences with tourism earnings, employment, infrastructure, site access, food and water access, safety, destination stewardship, cost of living,

and overall quality of life. Community demographics in terms of race, gender, ability, and education should also be captured and monitored. These indicators could red flag potential alienation of at-risk populations. Results also could influence tourism development to improve environmental, social, and economic issues. The very same community research can also serve to educate the community not only about tourism benefits and risks, but inspire them to take pride in their heritage.

CASE STUDY: St. Kitts Resident Perception Survey

The Caribbean island of St. Kitts is a destination that is well aware of the importance of sustainable, community-driven tourism. The warm and welcoming Kittitian people are undeniably the heart and soul of the island. The St. Kitts Ministry of Tourism is working to make sure that they are at the heart of tourism as well, by giving them a voice in development.

To gauge local attitudes toward tourism, Sustainable Travel International supported the Ministry in administering a resident survey in July 2017. This was the first survey of this kind in St. Kitts. Over 320 Kittitians, representing all parishes and demographics completed the survey. The results examine how well tourism in St. Kitts is meeting local needs, creating opportunities for residents, and impacting their quality of life.

Understanding resident concerns is the starting point. The next step is taking action to actually address any existing or potential issues. The Ministry is using the survey findings to guide policy and program interventions, making it a valuable tool for community development. Of course, as tourism grows and the destination changes, residents' feelings and priorities will change as well. The Ministry plans to create additional avenues for residents to share their opinions and be involved in decision-making, as well as implement future surveys to monitor changes over time.

More information: <https://sustainabletravel.org/project/st-kitts-resident-survey/>

Sustainable Tourism Tools and Strategies

To mitigate and minimize the previously identified threats from tourism, and maximize its benefits, destinations have employed a variety of strategies to increase the sustainability of their touristic operations. These strategies (featured below) recognise and include components from the triple bottom line and offer several methods for promoting local economic development while ensuring benefits for local communities and safeguarding natural and cultural heritage. Ideally, destinations would include many, if not all, of these strategies as each play a central role in sustainable development. One of the first actions destinations must do is take stock of the situation.

Scientific research. Ecosystems are under pressure almost everywhere. Protecting them requires understanding how they work. At Australia's Great Barrier Reef, for instance, marine

ecology findings led to the politically difficult but scientifically defensible decision to increase “no take” fishing zones from 14% to 33%. Elsewhere, National Geographic and others have been funding similar research that has led to such actions as bans on fishing the Nassau grouper spawning aggregations on the Belize Barrier Reef.

Monitoring and Evaluation. For tourism to be sustainable within a destination, it is necessary to constantly observe the trends and changes which influence the destination’s performance and resources, also known as monitoring. Monitoring is the systematic and periodic measurement of key indicators of conditions at the destination (e.g. natural and social conditions). A central aspect of monitoring is the development and use of indicators, which should relate to issues or conditions at the destination which are influenced by tourism actions. Through the evaluation of relevant indicators, monitoring is a tool that can be used (UNWTO, 2015):

- To check whether conditions set out in the plans are being properly implemented and complied with
- To identify any changes of circumstances such as environmental conditions or biodiversity status
- To identify impacts of tourism activities
- To assess how far the objectives of tourism development have been achieved
- To establish trends concerning the state of the biodiversity, tourism development and the economic and social development of the local communities

For example, China’s Yangshuo’s karst landscape and constituent towns are a major Chinese tourist attraction. To understand sustainability issues, UNWTO has worked with Sun Yatsen University to monitor some 40 sustainability indicators developed by UNWTO. This “Tourism Observatory” conducts annual surveys of four key groups: businesses, residents, foreign tourists, and domestic tourists, and then assesses indicator data. Thus, the exercise includes input from people often left out of tourism management: visitors and residents. The reports help local leaders identify and resolve problems.

As another example, the European Commission has developed the European Tourism Indicator System (ETIS) to support sustainable destination management. This system is “a management, information and monitoring tool specifically intended for tourism destinations. It is designed as a locally owned and led process for collecting and analysing data with the overall objective to assess the impact of tourism on a destination” (European Union, 2016).

There is a toolkit with guidelines to facilitate understanding and use of ETIS, and 12 countries participated in the first pilot phase in 2013/14. More information is available at: http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators_en

Public Use Plan: A Public Use Plan (PUP) proposes how best to manage visitation to a site or destination—volume of traffic, fees, protection of sensitive areas, interpretation (process of provoking deeper appreciation of the site), and so on. Two key tools within a PUP are Limits of Acceptable Change (LOC) and carrying capacity. These two approaches help to control the



number of visitors to tourist sites and manage their impacts to ensure they have a sustainable future.

Carrying capacity: This tool refers to the number of individuals who can be supported in a destination or specific area without degrading the natural, social, cultural and economic environment for present and future generations. It is important to note that the carrying capacity for any destination (local, regional or national) is not fixed and depends on the local context.

Limits of Acceptable Change: An approach to managing environmental and social conditions based on experimentation, learning, and application of subjective values as opposed to carrying capacity. LOC involves inventorying natural and cultural heritage within a destination and establishing the maximum degree in which change to those resources is acceptable (Hall & McArthur, 1998). In turn, this helps to avoid detrimental effects on local society and natural environments.

CASE STUDY: Belize Limits of Acceptable Change Marine Management

The UNESCO World Heritage Sites of Half Moon Caye and Blue Hole Natural Monuments in Belize attract thousands of divers and snorkelers every year. To protect these unique marine resources, the PUP for the two sites uses indicators such as coral cover and conch abundance as part of its Limits of Acceptable Change management approach. That in turn provides guidance on tourist management. PUP workshops engaged tourism service providers throughout the process to ensure a cooperative approach and to help develop new tourism products in a sustainable way, so that diving boats, for instance, go to ecologically robust sites rather than fragile ones.

For more information, visit: <http://whc.unesco.org/en/list/764>

Tourism and Conservation

A destination's natural and cultural assets are the basis of its tourism offerings and appeal. For many people, nature, beauty, and tranquillity are the first criteria for choosing a destination, even before price. They are what attract visitors to a destination in the first place. This is especially true when these natural and cultural heritage resources are particularly unique or rare. Special treasures sometimes become victims of their own attraction when tourism is not well managed in these environmentally and/or culturally sensitive areas. However, there is also a positive side to the relationship between tourism and the environment. Tourism can be credited with:

- Extending environmental appreciation
- Providing a financial incentive for conservation and the establishment of parks



- Preserving historic and archaeological sites
- Exposing environment malpractice

Negative tourism impacts on the environment comes chiefly through intensive resource use and/or a lack of policies, regulations or management structures to manage and monitor visitor behaviour. And as a result of the high profile given to the environmental consequences of unplanned and poorly managed tourism development, considerable attention has been given to the question of how to make the relationship between tourism and the environment more sustainable. One of the main strategies is conservation, which is discussed further below. Additional common environmental conservation techniques include:

- Zoning and establishing protected areas
- Reforestation
- Ecological restoration
- Raising public awareness through education
- Recycling
- Efficient energy usage

Environmental Conservation

Conservation, or the act of preserving or safeguarding, is vital for the future of a destination's natural and cultural heritage resources. Environmental conservation is an essential tool in the sustainable development of tourism and can be defined as the protection, preservation, management or restoration of natural environments and the ecological communities that inhabit them. Swarbrooke (1999) identifies four key strategies that tourism development itself can use to support environmental conservation:

- Provide a motivation for governments to conserve the natural environment and wildlife because of its values as a tourism resource,
- Raise tourist awareness of environmental issues and lead them to campaign for environmental protection based on what they have learned while on holiday,
- Keep farms viable by providing a vital extra income for agriculturists,
- Provide new uses for derelict buildings in towns and cities, through the development of new visitor attractions

These strategies represent core principles relating to environmental conservation within sustainable tourism by emphasising (Swarbrooke, 1999):

- good practices
- regulating negative impact
- long-term and universal planning
- education
- upholding a balance between conservation and development

Rare and Solimar International, a well-known tourism consultancy firm, have analyzed their own and partners' sustainable tourism projects to identify linkages between sustainable tourism, biodiversity conservation and community development. The result is a framework encompassing six primary means for achieving conservation and community development goals. They are presented below in order of increasing complexity in terms of commitment of resources (money, time, infrastructure), required collaboration amongst stakeholders, and overall coordination and implementation. This framework builds on valuable work by Brandon (1996) and Brandon and Margoluis (1996). The six overall tourism and conservation strategies include:



Figure 8: Tourism Conservation Models by HAW Hamburg (2019) based on Brandon, K. (1996) Ecotourism and Conservation.

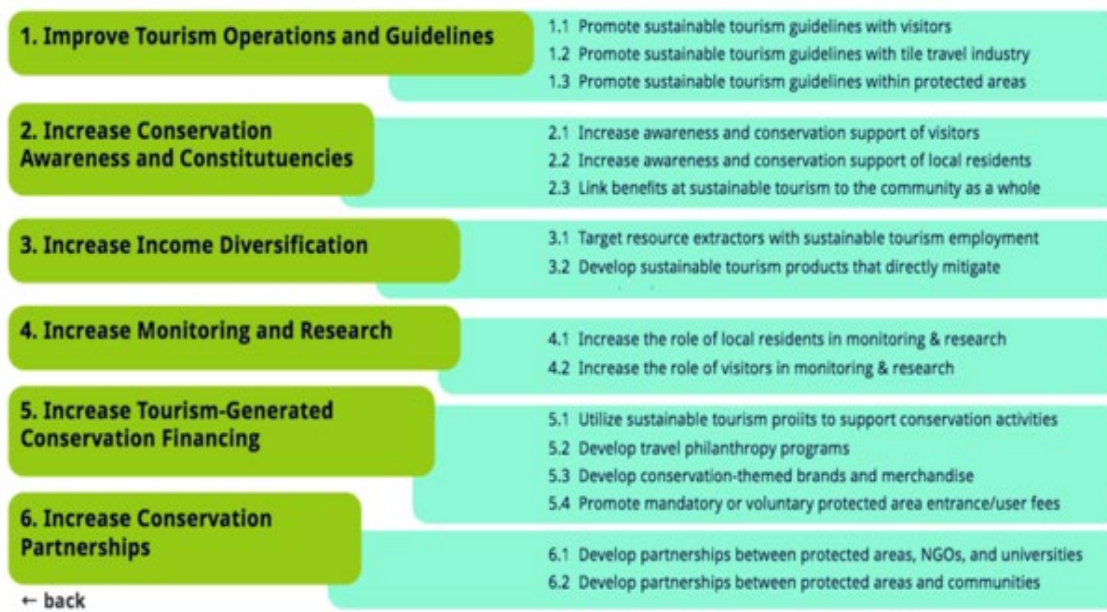


Figure 9: Tourism Conservation & Activities by HAW Hamburg (2019) based on Brandon and Margolous (1996) The Bottom Line.

Tourism Conservation Activities

Each of the six strategies contains different activities that utilize unique approaches to achieve the overarching tourism and conservation strategy. Figure 6 presents the framework as used in the USAID-MAREA project, a project designed to address human-based threats to coastal and marine ecosystems throughout Central America. However, none of the strategies and activities included are exclusive to Central American coastal and marine ecosystems or conservation threats. The principles and assumptions upon which they are based apply equally to terrestrial ecosystems, conservation threats, and tourism products as well.

Protected Areas

The IUCN defines protected areas, also known as conservation areas, as a “clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values”. Over the past century, tourism use of protected areas has developed and increased (IUCN, 2014). As more protected areas are established, and with expanding populations and increased ability to travel, protected area managers have “adapted their policies and management structures as the use evolved” (ibid). Many countries, for example Kenya, Australia, Costa Rica and New Zealand,

attribute a significant portion of their tourism industry and income to tourism activities which take place in protected areas. Types of protected areas include:

- National parks
- Strict nature reserve
- Wilderness area
- National monument
- Habitat management area
- Protected landscape / seascape
- Protected area with sustainable use of natural resources

More information on these protected area types can be found at:
http://www.iucn.org/about/work/programmes/gpap_home/gpap_quality/gpap_pacategories/

The use of tourism in protected areas involves a wide ranging set of values and stakeholders. Furthermore, tourism can contribute to the above-mentioned negative impacts and benefits for protected areas. To effectively manage this relationship and ensure environmental, social and economic sustainability, stakeholders need to be aware of the impacts and monitor use and changes over time. Informed management decisions typically include the application of broad strategies supported by specific managed actions or tools (IUCN, 2014).

CASE STUDY: NEMO, Using technology and citizen-science to protect the Mesoamerican Reef

The Mesoamerican Reef is the second largest barrier reef and a sensitive ecosystem whose future is at stake. Climate change, overtourism, and unsustainable fishing have wreaked havoc along the reef, leading to coral bleaching, pollution, and invasive species outbreaks. These devastating impacts threaten the thousands of marine species and 2 million people who depend on the reef.

Sustainable Travel International is launching NEMO (Natural Environment Marine Observers), an interactive citizen-science program that empowers the millions of tourists and locals who visit the Mesoamerican Reef to play an active role in saving it. NEMO will be powered by a mobile app that enables divers, beach-goers, and wildlife enthusiasts to provide valuable scientific data, simply by taking pictures of marine life and reporting the threats they observe. This data will be shared with the the Mexican marine park authority, scientists, and conservationists in real-time. As a result, they will be able to better understand reef conditions and quickly detect concerns. NEMO

will allow these key actors to respond immediately, improve marine management, implement more effective policies, develop better conservation practices, and minimize tourism impacts on the reef.

More information: <https://sustainabletravel.org/places/mesoamerican-reef/>

Some additional strategies/tools used in destination management include:

- Stakeholder engagement: The process by which all individuals or organizations with an interest in tourism and its impacts at the destination engage with each other to influence decisions.
- Tourism assessments: Destinations can undertake impact assessments to identify lapses in sustainability strategies, prioritize them, and select projects, systems, and employees to manage them. It is important to note that these assessments are vital to sustainability and once compiled, must then be implemented.
- Sustainable tourism planning: Just like businesses do, destinations can implement a sustainability plan and related management. This tool helps destinations to make informed decisions, track change and progress over time, and build accountability and transparency.
- Travel philanthropy: Destinations can encourage voluntary action of conscientious consumers and responsible travel companies to donate money, time, and talent to protect the natural and cultural heritage that they visit.
- Capacity building and development: Tourism businesses and destination managers can learn how to improve their operations, practices, and expertise in a broad array of topics related to business operation and destination stewardship. This course is an example!
- Cluster development: Networks of tourism-related businesses provide centralized points of coordination for tourism promotion and good practice. They benefit local businesses by increasing communication and knowledge sharing.
- Carbon neutral tourism planning: Strategies for tourists to offset their carbon footprint can improve travel sustainability. Carbon reduction saves money and carbon offset projects improve the natural environment aesthetically, which in turn enriches communities and attracts visitors.
- Sustainable tourism standards and certification: The Global Sustainable Tourism Criteria, discussed in the next section, help travel professionals evaluate their tourism development at business and destination levels. The criteria provide recommendations for adopting profitable and sustainable solutions.
- Market access: Linking destinations to new markets connects travellers to the products and services they want. Tours can be packaged together into multi-day, niche-specific

itineraries to create stronger and more diverse offerings at the destination and ensure that local businesses remain profitable.

- Marketing and promotions: Marketing and branding should hone a destination’s unique qualities and leverage the growing market desire for sustainable options. Local community members should be involved in the development of these materials.
- Micro-economic enterprise development: Sustainable tourism requires ensuring that Micro-, Small- and Medium- Enterprises (MSMEs) have access to the human and financial resources they need to grow. Small businesses are key to generating local employment and creating authentic products and services for travellers.

Asset Inventory

Tourism elements include assets, services and goods to be enjoyed or bought by visitors. This includes natural and cultural resources, attractions and supporting infrastructure. This “supply” shapes the demand for a destination. Understanding an area’s tourism assets provides important information in identifying gaps in supply and highlighting opportunities for development.

The following asset inventory process is based on the UNWTO FAS methodology (Fayos-Sola, Alvarez and Cooper, 2014). It identifies and evaluates tourism elements for potential tourism development. Various types of assets are considered including *Factors* (natural, human, capital); *Attractors* (natural, cultural, man-made) and *Support* (services, transport, hospitality). The figure 7 below provides an example of how tourism assets are categorized.



Figure 10: Categorization of tourism assessment according to FAS methodology. Created by Sustainable Travel international, based on FAS methodology (Fayos-Sola, Alvarez and Cooper, 2014)

The assessment begins by developing an inventory of tourism elements in each category (Factors, Attractors, and Support). To further illustrate tourism assets, see the example list of tourism Attractor types:

Cultural Assets	Museums and history expressions	Museums Art and technical expressions Historic and heritage sites Archaeological sites
	Folk and traditions	Religious and popular beliefs Fairs and markets Dance and music Arts crafts and popular art Typical food and beverages Ethnic groups
	Events	Traditional and popular architecture Religious and popular festivals Artistic and cultural Carnivals or specific local holiday events
Natural Assets	Natural sites	Mountains and flat lands Lagoons, lakes and wetlands, rivers, waterfalls Caves and caverns, spring water Flora and fauna observation sites Hunting and fishing sites Picturesque trails and routes Natural parks and reserves
Man-made Assets	Technical, scientific and industrial	Mining sites Rural activities and sites Industry and factories Scientific and technical centres
	Leisure Facilities	Amusement / Water Parks Golf Courses Aquarium, Museums, & Zoo Tourism Trains Sports complex
	Events	Sport Events Fairs and exhibitions Contests and competitions

Figure 11: Cultural, Natural, Man-made Assets. Created by Sustainable Travel International, based on the FAS methodology (Fayos-Sola, Alvarez and Copper, 2014).

Then the potential of each asset is evaluated based on two indicators: Market Attractiveness and Market Preparedness:



Figure 12: Asset Tourism Potential. Created by Sustainable Travel International, based on the FAS methodology (Fayos-Sola, Alvarez and Copper, 2014)

Market Attractiveness is evaluated for each asset in terms of attraction for visitors in order to identify its importance for tourism. This could include different criteria (such as attraction of source markets, volume of visitors, or contribution for positioning the destination). Market Preparedness

is also evaluated for each asset to identify the asset’s readiness. This can include factors such as condition, accessibility, and protection level. The better performance in these criteria will provide a higher or lower index of asset potential. The figure below shows an example of evaluation criteria:

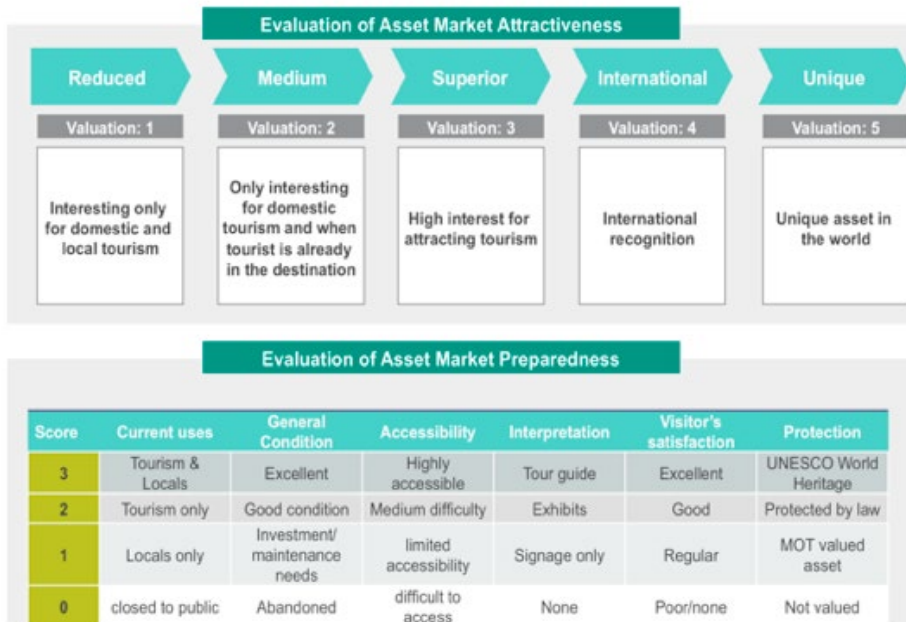


Figure 13: Evaluation of Asset Market Attractiveness and preparedness. Created by Sustainable Travel International, based on FAS methodology (Fayos-Sola, Alverez and Copper, 2014)

Next high scoring asset locations are mapped, and connections are evaluated. This task is fundamental in order to identify areas with higher concentrations of assets, their ease of access and the availability of support services. The image below shows an example of asset location connections specifically historical churches, mapped in Antigua:

Historical Churches

1. Spring Garden Mission Church
2. St. John the Baptist Anglican Church
3. St. James Catholic Church
4. American Methodist Church
5. St. George's Anglican Church
6. St. Peter's Anglican Church
7. St. Stephen's Anglican Church
8. St. Philip's Anglican Church
9. Bethesda Methodist Church
10. St. Bernard's Anglican Church
11. St. Paul's Anglican Church
12. St. Mary's Anglican Church
13. St. Mary's Anglican Church
14. St. Mary's Anglican Church
15. St. Mary's Anglican Church
16. St. Mary's Anglican Church

religious devotion, missionary doctrine, and policy of education for all had been spread to the poor and enslaved. These "traces" unaffiliated religious groups, particularly the Methodists and Baptists were the first to educate the slaves and to ultimately revolutionize the educational system of the region.

Several of these early churches remain standing but a few have been expanded, modernized and the buildings in their condition deteriorated. Regardless they are valuable national heritage resources that were built by enslaved Africans. This document will take focus on their in an effort to create an educational tour into the religious history of Antigua. The designated architecture and social development.



1 Spring Garden Mission Church

The Mission church in Antigua in the 18th century in the heart of the period of sugar and slavery. They immediately embarked on a mission to educate and improve the lives of the enslaved Africans. Spring Garden was the site of their largest church and mission house to St. John's.



2 St. John's Catholic

The St. John's Catholic dominates the Baroque of St. John's. At one time it was the largest and most imposing structure on the cityscape. It carries the names of St. John the Apostle and at the south gate on Temple Street, statue of St. John the Baptist and St. John the Divine. It is ornate and Baroque in architectural style. The original was a wood structure that was built shortly after the time of settlement in the 1620s. The second was a small stone and brick building (1722) that was completely destroyed by the Great Earthquake of February 1862. The new structure was a unique building of stone that completely replaced a wooden building on its inside. This was intended to protect the wood from another major earthquake occur when the cathedral was in use.



3 St. George's Anglican Church

St. George's Anglican Church was built as the Parish Church on Phipps Street since 1685, of brick and limestone. The four corners of 1850 were particularly distinctive and St. George's had to be extensively repaired. It was again repaired and expanded in the 1880s to create the church as we see today. The altar table ran on the eastern side of the property adjacent to the sea. The church also contains the tomb of the first English settler to be buried within the sanctuary of a place of worship in Antigua, William Barrow in 1664.



6 St. Peter's Anglican Church

St. Peter's Anglican church is located in the town of Phipps, and is the Parish church for St. Peter's Parish. It is a unique octagonal building dating to 1662. It replaced the older church that had been built at Phipps in early 1710s. The structure is of white limestone and is a masterpiece of Georgian neoclassical architecture built in "red brick manner" and a roof formed Bar the roof of a ship. It was designed by an English architect Thomas Watson and built by local enslaved carpenters. It was the first building in Phipps to be lit with electricity.



7 St. Stephen's Anglican

St. Stephen's Anglican was built on the main street that once traversed Antigua in a straight line from East to West. It is located at the intersection of the main road from Phipps to Whitehall at the intersection leading to Phipps, St. John's, St. Stephen's, it is built of white limestone, some of which were taken from the old plantation structures at Barley's House. Today nearby.



16 Bethesda Methodist Church And Schoolhouse

The Methodist church in Bethesda village is not the most ornate or picturesque like in Antigua, but the most interesting in architecture or style, but historically it is one of the most important like in Antigua and in the Caribbean for it was the first place built by slaves, for slaves, and devoted to the education and religious instruction.



11 St. Bernard's Anglican

St. Bernard is a small stone church built on a hillside on the main road to English Harbour, on a narrow strip in Whitehall village. It is built of the local green stone found in the area, and brick imported from England. St. Bernard is a popular attraction for tourists on the way to English Harbour. There is an alleyway that would take the corner through the road and embedded in the Bar behind the altar but this has never been confirmed. It is a popular photo spot for tourists and others admiring the green volcanic stone.



12 St. Paul's Anglican

St. Paul's Anglican Church was built the first church built in Antigua shortly after colonization by the English in 1622, in the first town, Whitehall. The original church was a small wood building that also served as the courthouse and official place of government or judicial council and the St. John's was established. The building of today was built on the site as a replacement for the original wooden building that was destroyed by St. George's Parish military persons were buried in the churchyard, including Capt. James Charles Pitt of the British naval ship HMS Hornet, in the grounds of the church history, a short distance away, is a large "landmark" was that built close to before Emancipation.



14 St. Mary's Anglican

St. Mary's Anglican is built on a small site on the west coast of Antigua. It is a small mountain landscape and from the church, a view of the Jolly Beach area.



15 Sea View Farm Catholic Chapel

Sea View Farm Catholic Chapel is a small stone chapel in the western section of Sea View Farm village. It was built partially of the common Bar stone that is abundant in the area, which is known for its grey and reddish veins.

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Figure 14 & 15: Asset inventory map of the historical churches in Antigua by Antigua & Barbuda Ministry of Tourism.

This analysis leads to an identification of prime tourism assets, which combined with environmental, social and infrastructure inputs will enable the development of tourism products.

Developing a Vision and Goals for the Destination

Now that the destination has a clear understanding of its current state, stakeholders must come together to envision a desired future state.

A shared vision is an inspiring picture of a destination's desired future and is intended to motivate stakeholders to work together to achieve this future. Visioning is most successful when it is participatory and creates an image that integrates all the separate visions of stakeholders. This again increases investment and ownership on behalf of all stakeholders that participate. In order for a vision to mobilize resources — ultimately the purpose of a vision — it must find common, higher ground in which each stakeholder sees part of their future. A strong vision then can motivate disparate stakeholders to work together to achieve what otherwise might be unachievable.



Tourism visions, in particular, involve the elaboration of the style of tourism the destination would like to host (ecotourism, culinary, cruise port, allowable ship size, voluntourism, etc.), and who the target market is for the destination. The vision may also include elements of a shared strategy although the how, rather than the what, often falls to the mission, objectives, and strategies elements of a process.

Since a vision is only as strong as those who share it, the assessment team will want the broadest possible participation from a diverse set of industry representatives (including private and public stakeholders). Some questions to ask during the visioning:

- How do you see your destination after tourism development?
- What do you want to see happen?
- What is an acceptable level of change in your community?
- What is unacceptable?
- How much of what type of tourism development fits with your image of your destination's future?
- What future state of tourism here really gets you excited to think about?

Ideally visioning is an ongoing effort since both individual and collective visions continually evolve and the process must capture that evolution to avoid turning sterile (Senge, 2006). Following the process incorporates one destination-wide meeting, and a month's gathering of local responses, to draft a vision which was then revised and adopted at a final meeting, as a means to get started. The process, though short, is an essential element in establishing tourism development goals.

Once a vision is in place, it is time to develop goals to make the vision a reality. Goals are realistic, measurable targets for the destination's tourism vision. That is, every goal must be consistent with the future vision established in the prior section. For example:

- What are the products that truly represent a true sense of place from the destination?
- How many inbound tourists does the destination want to attract?
- What alliances do they want to create?
- How do we create meaningful jobs for our people?
- How many jobs, for whom, at what pay scales, and for what seasons?
- What is the anticipated percentage increase of income for local residents?
- How many tourists are too many and what is the maximum level of impact we want to see on our environment and culture?

As mentioned above with vision, stakeholder engagement should result in greater resolve and commitment from stakeholders to implement the goals. It also produces a broader range of ideas during the initial brainstorm. As such, a group process composed of all stakeholders should identify and prioritize project goals followed by small group work to agree on specific targets for each goal.

CASE STUDY: DOMINICA TOURISM MISSION AND VISION

Our Mission: To provide the enabling environment to facilitate the development and expansion of economic activities in tourism in a manner consistent with development goals, so as to contribute to national economic growth, while maintaining an efficient and effective justice system, that enhances the quality of life for both residents and visitors.

Our Vision: To position Dominica as the premier Eco-tourism destination in the region, supported by an enabling justice system and facilitated by efficient and effective support services.

For more information, visit: <http://tourism.gov.dm/about-us/our-responsibilities>

(Source: Government of the Commonwealth of Dominica, n.d.)

Establishing a Destination Management System

In order to organize data collected, track progress towards goals, and keep stakeholders informed, destination managers could create a destination management system (DMS). A DMS is a database for the collection, manipulation, and distribution of information in all its forms. This information includes:

- Supply inventory and performance of hotels, tour operators, attractions, restaurants, etc.
- Events, festivals, activities, shopping
- Visitor profiles and spending patterns
- Resident survey results
- Social, economic, and environmental impacts

In its simplest format, DMS information can be compiled into a catalogue of destination services and other information. In a more sophisticated format, this catalogue can become part of the destination's website. Zoom Sri Lanka (<http://www.srilanka.travel/>) illustrates the destination's collection of data and portrays this clearly for visitors.

How can the DMS be used?

- Organizes information
- Facilitates public and private collaboration

- Enables a destination to offer dynamic packaging and reach a global market of customers through an internet presence

Cumbria Tourism in the UK has a DMS that manages information about accommodations, attractions, events, restaurants, activities, shopping, cycle routes, towns, villages, and beautiful vista spots. This information is then distributed to a network of 19 associated websites. In 2003 this attributed to £15 million worth of accommodation reservations. Cumbria makes gathering information for tourism suppliers easy by providing easy to download forms as links on their website.

Exercise: Asset Inventory

Develop an asset inventory for the main attractors (the assets which already attract significant visitors) of a SIDS destination of your choice.

- Next, evaluate the market attractiveness and market preparedness of these attractors as described earlier in this section.
- Identify up to three attractors that have high market attractiveness and low market preparedness.
- Explain the main barriers that are impeding market preparedness for each.
- Finally, make a recommendation on how to improve the situation (such as adding tour guides, investing in maintenance upgrades for a facility, adding shuttle transportation connection, etc).

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