

出國報告（出國類別：研習）

參加亞洲生產力組織(APO)「社區型農村  
旅遊規劃與管理訓練課程」

「Training Course on Planning and Management of  
Community-based Rural Tourism and Agrotourism  
Enterprise」

服務機關：行政院農業委員會、清雲科技大學國際企業經營系

姓名職稱：簡秀芳技正、楊舒淇助理教授

派赴國家：斯里蘭卡

出國期間：99年8月10日至17日

報告日期：99年10月27日

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## 摘要

為期 8 日之「社區型農村旅遊規劃與管理訓練課程」(Training Course on Planning and Management of Community-based Rural Tourism and Agrotourism Enterprise) 計有亞太地區 10 個會員國共 21 人與會。訓練課程主要目的是透過 3 位專家專題演講、研討、實作培訓與參訪考察形式使與會者了解農村旅遊政策對農村經濟發展上扮演的角色及其重要性，並藉機增進與會者策劃、管理與行銷以社區為基礎的農村旅遊計畫(CBRT)之技能，以提升推動亞太地區農村旅遊發展之機會。

應邀授課專家及課程包含泰國籍講師 Dr. Therdchai Choibamroong 講授「社區發展型農村旅遊(CBRT)之概念與理論」及「亞洲鄉村旅遊發展趨勢、機會及挑戰」、「鄉村地區旅遊規劃與管理」、「鄉村旅遊發展機制與策略」，荷蘭籍東非 Mr. Harro Boekhold 講授「農場商品化：概念到產品過程」、「觀光產品組成與銷售賣點」、「觀光產品之訂價與財務組織之發展」、「社區農民訓練與能力開發」、「觀光產品之永續發展」、美籍夏威夷大學執行長 Dr. Linda J. Cox 講授「美國和夏威夷鄉村地區旅遊發展趨勢」、「鄉村旅遊套裝產品之行銷策略」、「鄉村旅遊產品市場之行銷手法與技巧」。藉由授課、經驗分享及分組討論，讓與會之各國代表瞭解以鄉村旅遊發展趨勢、機會挑戰，以及以社區為基礎的鄉村旅遊經營模式、策略運用等課題。我國休閒農業發展均較其他與會國家早，休閒農場經營模式也較多元化，應可透過類似之研習分享，運用資訊科技之優勢，加強休閒農業全方位發展，提升本國休閒農業於旅遊市場之競爭力。

參加亞洲生產力組織(APO)「社區型農村旅遊規劃與管理訓練課程」  
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出國報告

壹、目的

透過專家學者講解社區農業旅遊相關議題及各國發展社區型農村旅遊之模式、產品及策略聯盟等議題，學習農村旅遊發展概念之新知識及運用方法，以有助於創造就業機會及增加農村收益。藉由講座、分享及討論引導參與者規劃行動策略，將推動農業旅遊視為農業、農村及國家發展旅遊觀光產業不可或缺的一環。

貳、研習會基本資料

一、會議名稱：**Training Course on Planning and Management of  
Community-based Rural Tourism and Agrotourism  
Enterprise**

二、舉辦機構：亞洲生產力組織(Asian Productivity Organization, APO)斯里蘭卡秘書處辦理

三、日期：99年 8月 10日至 17日

四、地點：斯里蘭卡可倫坡 (Colombo, Sri Lanka)

五、參加成員：本次研習會計有我國(2人)、柬埔寨(2人)、印度(2人)、斐濟(1人)、孟加拉(1人)、尼泊爾(2人)、斯里蘭卡(4人)、菲律賓(2人)、泰國(2人)及越南(2人)等共計10會員國 21人參加。我國由本會推薦清雲科技大學國際企業經營系楊助理教授舒淇、輔導處簡技正秀芳代表參加。各國參加成員相關資料如下：

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## 七、研習會議程如下：

Time	Activity	Moderators/Presenters
<b><u>Day 1, Tuesday, 10 August 2010</u></b>		

08:30-09:30	Registration	
09:30-10:30	<b>Opening Session</b>	
	<ul style="list-style-type: none"> <li>• Welcome remarks NPOSL</li> <li>• Opening remarks APO</li> <li>• Keynote speech</li> <li>• Introduction of participants and resource persons</li> <li>• Photo Session</li> </ul>	<p>NPOSL  APO  Min of Agri SL  Participants</p>
10:30-11:00	Networking break	
11:00-11:30	<ul style="list-style-type: none"> <li>• Overview of the course and house rules</li> </ul>	<p>Mr. J. Bernardo  Director  Agriculture Department,  APO, Tokyo</p>
<b>Module I. Concepts, Principles and Overview of Trends of Community-based Rural Tourism</b>		
11:30 – 12:30	Session 1 : Concepts and principles of community-based rural tourism	<p>Dr. Therdchai (TED)  Choibamroong  Director  Thailand Tourism  Development Research  Institute (TRI), the  Thailand Research Fund,  Office of the Prime  Minister, the Royal Thai  Government</p>
12:30 – 13:30	Lunch break	
13:30 – 14:45	Session 3 : Trends in tourism industry development in the USA and Hawaii : Focus on rural areas as tourist destination	<p>Dr. Linda J. Cox, PhD.  Interim Associate Dean  and Associate Director for  Extension, University of  Hawaii at Manoa</p>
14:45 - 15:00	Coffee break	

15:00 – 16:15	Trends, opportunities and challenges for rural tourism development in Asia	Dr. Therdchai (TED) Choibamroong Director Thailand Tourism Development Research Institute (TRI), the Thailand Research Fund, Office of the Prime Minister, the Royal Thai Government
16:15 - 16:45		
16:45 - 17:00	Video presentation: Tourism Industry Development in Sri Lanka	
19:00	Welcome dinner	
<b><u>Day 2 Wednesday, 11 August 2010</u></b>		
08:30 – 09:00	Unfreezing Exercise	Assigned group
<b>Module I. Part 2 - Selected Model Community-based Rural Tourism Projects and Agrotourism Products in Asia</b>		
09:00 – 10:15	• APO's Program for Agriculture and framework on community-based rural tourism development	Mr. J. Bernardo
10:15 – 10:30	Coffee break	
10:30 – 12:30	5 Country presentation (Vietnam, Thailand, Sri Lanka, Philippines)	Participants
12:30 - 13:30	Lunch break	
13:30 – 14:45	3 Country presentation (Nepal, India, Fiji)	Participants
14:45 – 15:00	Coffee break	
15:00 –	3 Country presentations (China Rep,	Participants

16:15	Cambodia, Bangladesh)	
16:15 – 16:45	Malaysia's Homestay Program	Mr. Joselito Bernardo
16:15 – 17:15	Scoping session on issues and challenges faced by APO member countries in the development of rural tourism and agrotourism	Mr. J. Bernardo and Resource Persons
<b><u>Day 3 Thursday, 12 August 2010</u></b>		
<b>Module II. Planning the Development of Rural Areas as Tourism Destinations</b>		
09:00 – 10:15	Session 1: Concepts, approaches, tools and processes in knowledge-based rural/agro tourism destination planning, development and management	Dr. Therdchai (TED) Choibamroong
10:15 – 10:30	<i>Coffee Break</i>	
10:30 – 11:30	Session 2. Strategies for engaging the community and other stakeholders for building up a functional mechanism for rural tourism destination planning and development in rural areas.	Dr. Therdchai (TED) Choibamroong
11:30-12:30	Session 3. Group workshop on selected rural/agro tourism destination planning, development and management by participants	Dr. Therdchai (TED) Choibamroong
12:30 – 13:30	Lunch break	
<b>Module III. Planning, Development and Management of Farms as Tourism Enterprises</b>		
13:30 – 14:45	Session 1. A farm as a tourism product: from concept to product	Mr. Harro Boekhold Managing Director CONTOUR Projects Ltd.

		Amsterdam, The Netherlands
14:45 – 15:00	Coffee break	
15:00 – 16:15	Session 2. Components of a tourism product and defining the unique selling point	Mr. Harro Boekhold
16:15 – 17:00	Session 3. Discussion on participants individual assignment: development of tourism product	Mr. Harro Boekhold
<b><u>Day 4 Friday, 13 August 2010</u></b>		
05:30 am	Field Studies 1 : Agro-Park	
<b><u>Day 5 Saturday, 14 August 2010</u></b> <b>Site Visit – On-site evaluation of CBRT model and agrourism enterprise</b>		
05:00am ETA hotel 21:00	<ul style="list-style-type: none"> <li>• Pelwehera CIC farm</li> <li>• Sigrity</li> </ul>	
<b><u>Day 6 : Sunday, 15 August 2010</u></b>		
<b>Module 1V. Marketing and Promotion of Rural and Agrotourism Products and Packages</b>		
09:30 – 10:45	Session 1: Approaches and strategies in marketing places and events as a rural tourism products and package.	Dr. Linda J. Cox, PhD.
10:45 – 11:00	Coffee break	
11:00 – 12:30	Session 2: Tools and techniques in marketing and promotion of rural tourism products and package.	Dr.Linda J. Cox, PhD
12:30 –	Lunch break	

13:30		
13:30-14:45	Session 1. Defining the price of tourism product, financial administration and organization development.	Mr. Harro Boekhold
14:45-15:00	Coffee break	
15:00-16:15	Session 2. Training and capacity building of communities and farmers	Mr. Harro Boekhold
16:15-17:15	Session 3. Sustainable development of a tourism product.	Mr. Harro Boekhold
	<b><u>Day 7 : Monday, 16 August 2010</u></b>	
09:00 – 11:30	Group discussions/reflections of site visits	
11:30 – 12:30	Presentation of findings by groups	
1230 – 13:30	Lunch break	
13:30- 17:00	Preparation of report on individual/country Tourism Product	
	<b><u>Day 8 : Tuesday, 17 August 2010</u></b>	
08:30 – 09:45	Individual presentation of tourism product plan	
09:45 – 10:00	Coffee break	
10:00 – 11:30	Individual presentation of tourism product plan	
11:00 – 12:00	Evaluation /examination	
12:00-12: 30	Closing Session	
12:30- 13:45	Farewell lunch	
	<b><u>Wednesday, 18 August 2010</u></b>	
	Participants Departure to their Country	

## 參、主要議程內容與心得

### 一、專題演講

由APO 安排鄉村旅遊相關學者專家，就本次研習會主題進行專題演講，綜合心得如下：

鄉村旅遊是利用鄉村自然環境、田園景觀、農業生產、農村文化、為都市人提供觀光旅遊、休閒度假、娛樂健身，促進鄉村地區經濟發展，提高農民收益的一種產業發展的方式，基本上除了都市地區的旅遊外，皆可稱為鄉村旅遊。大多數的國家將農業融合鄉村資源及生態資源發展稱為綠色旅遊 (Green tourism)，有的則稱之為鄉村旅遊 (Rural tourism)；有些是早期從農場的遊憩旅遊開始的，例如「假日農場」(Week-end farm)、「休閒農場」(Recreation farm)或「農場旅遊」(Farms tourism)。而命名為「休閒農業」(Leisure Agriculture)者，可能只有台灣，而且有法源的依據。

(一) 美國Dr. Linda J. Cox, PhD授課重點：歐美國家由於生活富裕與教育水準的提高人們愈來愈重視健康與安全的需求，休閒需求的增加、旅遊漸漸成為生活的一部分，加上隨著人口年齡結構之改變，家庭角色與責任之改變與電腦科技之廣泛應用，短期套裝行程、主題旅遊與自助旅遊之盛行，因此更旅遊產品的方便性、舒適性、服務性與價格成為重要的考量。遊客戶外休閒不僅是看農村風光，體驗學習也日漸受歡迎，在美國農村旅遊市場逐漸轉向社區旅遊探險、教育、醫藥 / 保健、文化、宗教與生態等方向。以農村天然資源為基礎朝向社區觀光以增進農村經濟發展。因此，鄉村旅遊產品開發 (定位)、包裝、價格、行銷與農村基本設施的營造成為重要的手段 (附件一至三)。

(二) 荷蘭Mr. Harro Boekhold授課重點：以東非坦桑尼亞吉利馬札羅山的咖啡農業旅遊團為例，說明農場觀光產品化過程。吉利馬札羅山是非洲最高的山，是歐美人士著名的旅遊勝地，其擁有豐富的火山土壤和豐沛雨水生產高品質的咖啡，咖啡產業透過由60個農村合作社組成的

吉利馬札羅本土合作聯盟 (KNCU)，協助該區 6 萬個小農戶，成功的開拓當地咖啡出口市場，促進當地經濟繁榮。然從 1960 年代開始咖啡樹罹患病害導致嚴重農作損失，加上 1972 至 1974 年的嚴重乾旱與烏干達間戰亂等導致咖啡產業瓦解，取而代之是越南成為世界重要咖啡出口國，這些國際趨勢也影響咖啡價格導致坦桑尼亞農戶生活貧困不堪。為了“消除貧困，改善農民生活及達到永續生產的概念。因此，籌組發展永續的地方旅遊產品的組織”，希望藉由具專業管理與熟練的工作團隊提高旅遊產品品質，以取得消費者與生產者認同，增進該區的產業升級。然全世界生產咖啡的國家非常多，如何吸引遊客前來旅遊，除了產品本身的定位及獨特性很重要外，在規劃咖啡旅遊產品組合時尚需注意當地人民的參與、該協會專業經理人的培育、組織與農民旅行業者的分工與拆帳、農民自身解說能力提高、婦女團體（廚師）、農民家庭、網站管理者、營地經理、營地安全、社區基礎建設、財務規劃、產品如何定位、與遊程包裝、行銷、費用的收取與利益的分攤等，皆需妥善的規劃與培訓，才能創造該社區最大經濟效益及永續的經營（附件四）。

（三）泰國 Dr. Therdchai (TED) Choibamroong 授課重點：主要報告分為 3 部分，第一部分：以社區為基礎的農村旅遊概念與原則，第二部份：為亞洲的鄉村旅遊發展趨勢及挑戰，第三部份：農村 / 農業旅遊目的地的規劃，開發和管理，最後以小組研討，各組自選有關農村 / 農業旅遊點的規劃、開發和管理。

2009 年亞洲旅遊統計結果：2009 年上半年下跌近 7%，而在第三季度的穩定上升 5%，總體下降了 2%。其中東南亞最好的大幅度增長與驚人的 11%，使全年共為積極領土輕微 (0.4%)。在東北亞全年下跌 3%。南亞 -3%。大洋洲，整體下降了 2%。

由於亞洲各國政府在 2010 年正努力辦理各項活動，預期亞洲的旅遊會蓬勃發展，由於亞洲各國政府努力辦理各項活動如：大陸 2010 年辦理上海世博、廣州第 16 屆亞運會。澳門旅遊局則為發揮特別行政區，珠江三角洲地區（香港，廣東和澳門）的目標，增加各式新酒店和旅遊產品。印度 10 月在新德里舉行英聯邦運動會，擬提高投資非傳統、高價值的產



品，包括與湯姆斯庫克集團豪華列車合作案，以增加新農村的戶外活動、提高醫療和保健設施、推出品牌酒店套裝行程。印度積極推出對新加坡，芬蘭，紐西蘭和盧森堡落地簽證。新加坡開發聖淘沙和濱海灣金沙綜合娛樂度假村。斯里蘭卡旅遊部則重新開發北部和東部省份的旅遊業。尼泊爾正與東亞市場（中國，日本，新加坡，韓國，泰國）的航空業者合作降低航運成本。預期這些措施將帶動台灣，泰國，印度尼西亞，馬來西亞，菲律賓，老撾和柬埔寨等國的旅遊商機。另外以韓國為例，利用大量培植演藝人員降低韓劇生產成本，成功的將韓國飲食文化、化妝品、工藝、汽車、韓國語言學校、藥草、整形手術、跆拳道、外科手術等行銷到全世界，帶動韓國旅遊風潮。

東亞各國在推鄉村旅遊發展，都設定一個響亮的口號如：汶萊（The green heart of Borneo/ A Kingdom of Unexpected Treasures）、柬埔寨（Home of World Heritage）、老撾（Jewel of the Mekong）、馬來西亞：（Truly Asia）、緬甸（The Golden Land/ Mystical Myanmar）、印尼（The Ultimate in Diversity）、菲律賓（Wow the Philippines）、新加坡（Uniquely Singapore）、泰國（Amazing Thailand）、越南（The Hidden Charm），演講者介紹東亞各國旅遊口號時漏掉台灣（Touch your heart）。這些國家雖然不是最大最好的鑽石級，但卻是由很多精彩的小珍珠所組成，若能彼此共盟將可串連所有的珍珠成為最珍貴珍珠項鍊，具有帶狀文化可提供文化多樣性與熱情的接待，可帶動這條線的旅遊發展（附件五至九）。

## 二、各國觀光政策報告

- （一）柬埔寨介紹世界文化遺址古蹟之旅，斯里蘭卡介紹農業公園，越南介紹越北原住民部落旅遊，尼泊爾介紹高山、湖泊、宗教與極限運動，孟加拉以麻產業為主，泰國介紹一鄉鎮一特產椰子殼再利用之特色產業之發展，菲律賓介紹菲律賓群島賞鳥、景觀與海上活動，斐濟介紹原住民文化、潛水海洋生態與度假島嶼為主題，印度以宗教、工藝品、藝術與社區旅遊為主，柬埔寨、越南、斯里蘭卡、尼泊爾、等均為近2

~3年開始發展農業旅遊，主要仍以當地自然生態、世界文化遺產、歷史古蹟、民俗文化等元素帶動農業旅遊發展；斐濟以度假村周方式推展漁業旅遊；泰國、菲律賓均已發展5~10年以上，主要以當地農業生產、自然環境生態、古蹟文化遺產、民族文化等元素發展農業旅遊（附件十至十八）。

（二）本國報告及簡報檔如附件十九至二十。

（一）Agro-technology Park

由可倫坡到 Agro-technology Park 沿路經過不少當地頗為落後之農村，需花 5 個小時的車程才到達。該農業公園是國家農業改良試驗場，栽培試驗各種品種糧食作物（米、麥）、香料植物、花卉、蔬菜（葉菜類、根莖類、瓜類）、有機作物等作物外，還有畜牧、養蜂、昆蟲館、古農具博物館、各式傳統建築（樹屋、茅草屋、高腳屋、泥屋等）、水利駁坎示範，為農業試驗保存中心，除了提供農產品生產、各項農產品種源庫外，並開放農業旅遊。該園區開放一區塊提供附近居民種植各式農作物，像台灣早期發展的市民農園，只不過該區在鄉下的地方這樣做的效益可能不是很大。植物園為庭園景觀營造頗為成功之觀光據點。

（二）Pelwehera CIC Agri Business

CIC 的農業綜合企業機構在 2000 年依據斯里蘭卡政府的私有化政策下收購 Pelwehera 農場，面積 634 公頃。當初該公司接管時農場條件非常破舊，該公司投資超過 1 億盧比用於基礎設施的發展。至今已成為最好具國家級農場，該農場為提供農民及農企業最新的技術支援及各項生產、投資、管理諮詢服務外，也協助國、內外農企業投資該國農業生產；其還擁有最先進的組織培養實驗室，協助香蕉、馬鈴薯及其他植物疫病控制預防，並提供平價種子、生產資材、肥料、農藥及其他家庭園藝設備銷售。該企業在肥料生產、碾米設備、種子生產等皆取得 ISO 認證，是斯里蘭卡最大的種子生產公司，該企業管理超過 10000 公頃它自己的農場土地，並直接協助超過 20,000 農村的農民，另外也生產各種農產品、畜產品、水產品及食品加工，如種子稻穀，大米，水果，蔬菜，雞蛋，酸奶，豆腐、蝦等，除了提供該國新鮮農畜產品外，更建立自有品

牌開創外銷市場。該企業最大目標是提高農民收入，改善農村經濟和促進農業發展並協助斯里蘭卡成為一個富裕的國家；該企業在2006年曾獲泰晤士報及英國特許管理會計師公會（CIMA）辦理促進農村教育及振興農村經濟比賽獲頒 - 企業社會責任 - 社區領袖獎 - 銀牌獎。

該農場距離可倫波約5.5小時，目前有經營農業旅遊，主要是以追求農業新知識的農民團體、學校戶外教學1日遊為主，除了認識農作物，參訪參觀園區、香蕉外銷包裝場，並提供新鮮蔬果汁及該場農產品餐。近年亦開始發展以歐美等外籍觀光客為主的農業體驗旅遊活動，未來在另一個場區擬興建住宿、餐飲，擴大農業觀光旅遊市場。

### （三）Sigiriya

錫吉里耶古城(Sigiriya-獅子石城)為斯里蘭卡最著名的觀光景點，於1982年登錄為聯合國教科文組織(UNESCO)的世界遺產，屬於文化遺產。

整個園區佔地約70公頃，四週以人工護城河環繞的。此城為第五世紀時，弑父國王凱夏帕(Kashyapa 477-495)為固守其王權所建，並以其入口(未完工)獅形雕像命名為「獅子岩」。獅子岩山腳下以兩邊對稱展現水利工程的山腳御花園、女王池，逐級登高欣賞雕鑿在岩塊上的佛學講壇，位於山腰的飛天仙女壁畫/巨獅爪岩雕及位於山頂的皇城遺址及許多遊客不曾注意垂掛在懸崖上的黑色蜂巢等。登頂約兩百公尺，遊客需要毅力和耐心，不過除了古蹟，登高遠眺，欣賞“鳥瞰塵世”的觀照，也有發人頓悟的效果。城邊另有博物館展示該王朝古文物與歷史。

整個園區屬於文化性觀光產品，為周邊貧窮的農村帶來了不少經濟效益，包括旅館、餐飲、紀念手工品等產業，以及導覽解說人員及餐旅服務人員等就業機會。

## 四、分組研習討論

由APO農業部Mr. Joselito Benardo先生主持CBR/A-T (Community Base Rural Agro-tourism) 之人力資源計畫分組討論。與會學員分為4組分別討論並口頭報告以下兩項作業。(1) 泰國蛇村經營模式、組織管理、

安全維護、場區控制、遊程規劃及招商吸引(2)參訪Sigirity 及Pelwehera CIC farm，討論其鄉村旅遊發展上之優勢劣勢與觀光組成。

另外，運用一周課程所學，各國代表以兩天時間設計鄉村旅遊產品，並口頭報告接受問答。(本國如附件 二十一)

#### 肆、檢討與建議

- 一、APO 舉辦本研習會設定之主題「社區型農村旅遊規劃與管理訓練課程」與我國推動之休閒農業應無太大差異。惟在用語上，前者多以「Agro-tourism」稱之農業旅遊在先進國家又稱為綠色旅遊，是一種利用田園景觀、自然生態及環境資源，結合農民漁牧生產，體驗經營活動、農村文化及農家生活的一種旅遊方式，我國則直接英譯為「Leisure Agriculture」。如果說，醫院提供了人身體上的健康治療場所，教堂或寺廟提供心靈受創者的治療場域，那麼農業旅遊正是提供了人們一種身心能達到健康的一種活動場域。經營農業旅遊是一種最高品質與高密度的人際關係服務，是非常不容易達到的一種服務境界，如何利用本國優勢提高社區居民參與，增加教育中小學生的食育與農業體驗課程，爭取國外遊客旅遊市場之整體推動發展，並提升本國休閒農業國際化水準是未來工作目標。
- 二、研習會課程包含專家專題演講、研討、實作培訓與參訪考察形式，使與會者了解農村旅遊政策對農村經濟發展之注意及重要性，並藉機增進與會者策劃、管理與行銷農村旅遊計畫之技能，來提升推動亞太地區農村旅遊發展發展、創造工作機會、增進農村收入。從觀光農園、市民農園、都是農園至現今休閒農業發展，皆是以農產業面轉型，提高農產業價值為指導方向，然隨著產業轉型、休閒農業不再只是農產業轉型，其包括休閒服務產業、多元旅遊產品、鄉土性的餐飲，整合了一個旅遊地的食、宿、行、遊、購、娛、育等產品組合。需結合旅遊供應者、運輸業者、各種旅遊地行銷組織、及旅遊仲介業者所組成的一個大系統，這些業者及組織扮演的角色功能相互關連，因此，目前本國以休閒農業區、農村社區的概念，來發展休閒農業方向是正確，然休閒農業業者同

質性高、農村社區整體經營力弱、傳統農村景觀式微、現今農地政策、稅賦政策等，及未來「休閒」「農業」比重應該再重新定位與加強是必要的。

三、本次專家及與會者來自 10 個文化背景及產業狀況差異極大之國家，雖然各國簡報並不完全以農業旅遊為主要報告方向，然透過研習課程、參訪及課餘間交換意見，進一步瞭解其他國家農村旅遊之重點，亦可作為實質發展國內休閒農業之參考。

四、聽取專家專題講座及了解各國農村旅遊發展現況後，設定單一目標市場，如何針對個別市場區隔來開發全產品廠商，理應比同時服務多個市場區隔的業者更能夠滿足顧客的需要。另針對每一目標市場發展適當產品，有效調整價格、配銷通路及廣告，以求更有效接近目標市場將是未來重要研究課題之一，將來各項遊程應依遊客族群及主題特色將農村生活體驗、生態、文化體驗等依 5 感（視、味、嗅、聽、觸）作更深度旅遊規劃，以提升本國休閒農業於旅遊市場之競爭力，台灣目前可積極發展的市場包括新加坡、馬來西亞、日本、韓國、香港、澳門、大陸及回教等國家。

五、為了提高農產附加價值、增加農民所得、增加農民就業機會、改善農民生活品質與社區環境，政府在輔導立場上除協助在地組織成立農村旅遊委員會且必須讓在地居民共同參與，以增加歸屬感該地區。只有自主性越強的社區，才能永續推動適合社區為基礎的農村旅遊業的發展。另應加強休閒農業服務品質、經營管理之專業知識訓練、協助張顯特色及市場行銷，以達成休閒農業永續經營之理想。

## 伍、附錄

附件一～二十一如後附資料。

**Trends in Rural Tourism in the US and Hawaii**

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University of Hawaii at Manoa

**Global Tourism**

- Will average 3 percent growth a year.
- Asia Pacific region will grow 2 % more than the average

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**Community Based Tourism**

Collaborative tools for the socio-economic empowerment of communities by developing the natural and cultural resources of the community to add value to the experience of local and foreign visitors and improve the community

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**Niche Market**

- Narrowly defined group of potential customers
- Businesses may be able to make more money by targeting environmentalists because they have higher incomes.

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**Community Based Tourism**

- Deepens relationship between host & visitor
- Fosters opportunity for local people to participate in the tourism sector
- Is a form of sustainable tourism
- Works for rural areas

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**US Rural Areas**

- Travelers are turning to niche markets associated with community tourism-adventure, educational, medicinal/health, heritage, religious, ag- and eco-
- Need an economic engine to replace a natural resource based industry

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## Visitors want

- Outdoor recreation
- Other activities, not just rural landscapes to look at
- Experiential learning, such as guided tours, classes or participation are popular

## US and European Populations

- Aging
- Healthy and Wealthy
- Interested in comfort
- Keep an eye on price
- Ambience and amenities are important
- Women are making more bookings

## US and European Populations

- 68% of households have internet access
- 94% of these use the internet as their primary resource
- 68% cannot find what they want
- 76% find on-line advertising a nuisance
- 38% will pay up to 20% for customized products or services

## More Trends

- The use of the internet means last minute bookings
- 50 million visit the top ten travel sites every month to find deals
- People will comparison shop
- Since 2/3s book on the internet, then 2/3s of the marketing budget should be for on-line marketing

## On-line Marketing

- Visitors want a relationship that begins and grows on-line
- Social media sites allow this
- For example, business owner takes a picture of six friends, posts it on their Facebook page and tags each person. Then, instantly all the friends and family of each person is notified
- One picture is worth a thousand words of promotion

## Most Important Element

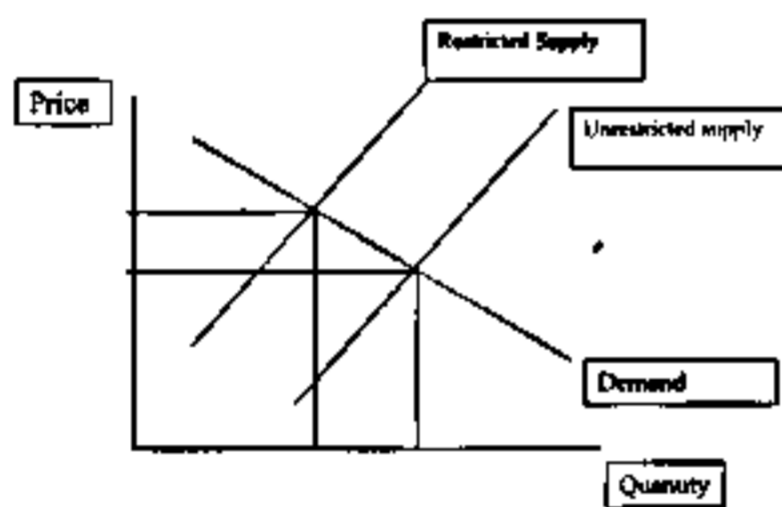
- Critical mass and open air shopping are most important
- Nine retail establishments and four food vendors
- Farmer markets, flea markets, auctions, and country fairs
- Pedestrian friendly shopping with narrow streets and intimate settings

Community tourism will only be sustainable if the number of visitors is managed.

## Carrying Capacity

- Central to sustainability
- Many types exist
  - Cultural
  - Social
  - Ecological
- Limits of Acceptable Change - compromise between resource protection and recreational use stated as a ratio rather than fixed number

## Restricted Supply



## Restricted Supply

- Reduces amount supplied
- Increases price
- Customers need higher incomes to pay for higher prices
- Higher prices likely means higher income consumers who expect greater access to the community/greater satisfaction than consumers in a mass tourism market
- Community may perceive more negative externalities

## Visitor Satisfaction

- Quality
- Health, hygiene and safety conditions
- Sustainability

Rating systems exist for the first two.

## Elements of Conformity Assessment

- Standards
- Assessment
- Certification
- Accreditation
- Recognition
- Acceptance



- More than 100 ecological programs worldwide certify or grant awards to tourism operations
- Each program has its own standards
- Many sustainable tourism and ecotourism initiatives focus exclusively on certification, ignoring the other components
- Goal is a cost effective, credible sustainable tourism conformity assessment system

## Standards

- Prescriptive-how things will be done  
example: Use of Energy Star appliances
- Performance-what will be achieved  
example: Solid waste reduction by 50 %
- Management system- how things will be done and overall what will be achieved  
example: Monitor utility usage and waste

## Assessment

- First-party assessment - supplier (self) assessment
- Second-party assessment - purchaser assessment
- Third-party assessment - done by an organization not related to the supplier or the purchaser

## Certification

- First-party - supplier declaration is common
- Second-party - commonly used by large purchasers
- Third-party - a technically competent certifier is needed
- Supplier's audit confirmation - third party assesses the supplier's internal audit system

- Certification programs mandated by government regulation more rigorous and expensive than voluntary private sectors programs.
- Voluntary programs vary greatly
- Types include
  - Conventional
  - Sustainable
  - Ecotourism

## Accreditation

- Process to certify the certifiers
- Important element of third party systems
- No international accreditation program for tourism
- Peer review process includes
  - Self-evaluation
  - On-site assessment by auditors
  - Judgment by accreditation body

## Acceptance

- Accreditation and recognition address credibility, acceptance requires that producers and customers be educated about the benefits of certification
- A complementary marketing efforts is needed to alert all stakeholders about issues

## Certification Benefits

- Increased Producer Satisfaction
- More Sustainable Tourism Businesses
- More Competitive Local Tourism Markets
- Increased Profitability of Tourism Sector
- Improved Public Image of Tourism Sector
- Increased Community Dialogue

## Certification Benefits

- Better Credit Opportunities
- Reduced Liability and Insurance Costs
- More Capable and Dedicated Workers
- Proactive and Participatory Tourism Businesses
- More Efficient Technology Transfer

## Keys to the Process of Standard Development

- Openness - all persons who will be affected must be allowed to participate
- Balance - no single interest category should account for more than one third of group deciding on the standards
- Consensus - all views and objections should be considered and an effort be made to resolve differences

## Interest Categories

- Producer or suppliers
- Users
- Affected public
- General interest

## Successful Systems

- Continue to be responsive to major stakeholders who prefer a grading mechanism to a pass/fail decision
- Are self-supporting and financially stable - direct cost of assessment (certifier) and the cost of implementing (supplier)
- In the long-run costs should be paid by the tourism industry and its customers

## Caveats

- An overall tourism policy and plan are needed first with sustainable tourism as the goal
- Certification is a means to implement the plan
- Commitment to a political process that includes all members of the local community is needed
- Limiting supplies will result in price increases and customers tend to have higher than average incomes

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## Approaches and Strategies in Marketing Events as a Rural Tourism Package

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## Destination Planning

- Complex and best completed on a larger scale
- Regional efforts make it easier to offer a package that can draw enough visitors over time

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## Regional Planning

- Costly capital projects are often needed
- Macro level planning facilitates a regional approach and supports micro/business level planning

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- Situation Analysis
- Planning Process
- Ongoing Engagement

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## Destination Management

- Collaborative process
- Coordinated approach
- Understanding of existing internal and external operating environments
- Tourism supply & demand
- Consider all relevant information
- Clear and agreed strategic direction

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## Situation Analysis

- Community's aspirations and values
- Current visitor market
- Preferred future target markets
- Analyzing the operating environment
- Product and experience analysis
- Measurement of the value of tourism

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## Situation Analysis

- Forecasts of future tourism
- Existing and future resource impacts of tourism
  - Natural areas and protected areas
- Vision for tourism
  - Important issues, challenges, and opportunities
  - Human and financial capital

## Situation Analysis

- Statutory and planning environment
- Alignment of regional-level strategic planning
- Lessons learned from other destinations

## Planning Process

- Strong leadership
- Comprehensive stakeholder engagement process
- Shared stakeholder vision
- Development of strategic planning documents

## Planning Process

- Development of strategic planning documents
  - Long-term Strategic Plan
  - Research Plan
  - Risk Management Plan
  - Strategic Marketing Plan
  - Festivals and Events Plan

## Stakeholder Engagement

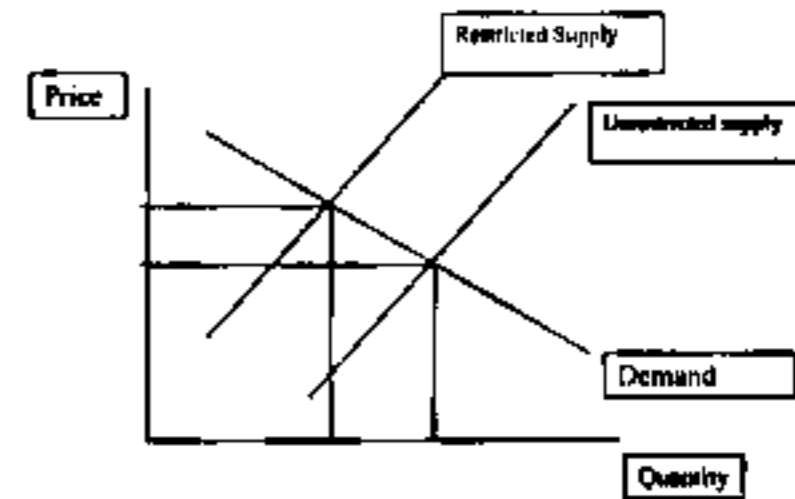
- Specific projects aimed at specific stakeholders
- Measure success and celebrate wins
- Strong leadership
- Partnership agreements

Be sure to spend enough time examining the benefits & the costs of rural tourism development.

## Maximize Net Benefits

- Understand the potential for tourism development
- Inform and educate the community to create support
- Secure investments from public and private sources
- Manage natural, human, and financial resources
- Build an image for the community

## Maximize Revenues



## Asset/Resource Map

- |                       |                    |
|-----------------------|--------------------|
| • Natural settings    | • Retirees         |
| • Scenery             | • Events           |
| • Parks & rec.        | • Festivals        |
| • Historical identity | • Fairs            |
| • Cultural identity   | • Shops            |
| • Ethnic identity     | • Hotels           |
| • Volunteers          | • Local industries |
| • Students            | • Art galleries    |

## Asset Map

- Describe each attraction by quantity and quality
- Separate by core elements from secondary elements
- What needs enhancing
- What do we not want to share

## Target Market Segments

- Define the market area that will draw the most visitors
- Divide the market up into trip length categories
- Define the clientele that will be most attracted to the community

## Geographic Market Area

- Day Trips
  - Short-within 20 kilometers
  - Long-up to 180 kilometers
- Pass Through Visits
  - Day visits
  - Overnight stays
- Overnight Trips
  - Weekends
  - Vacations

## Geographic Market Area Outdoor recreation Activities

- Water Activities
- Camping, Hiking
- Bicycling
- Hunting
- Winter Sports
- Horseback Riding
- Picnicking
- Hang Gliding, Balloning
- Nature Study
- Photography, Painting

## Geographic Market Area

- Other Travel Purposes
  - Visit Friends & Relatives
  - Business

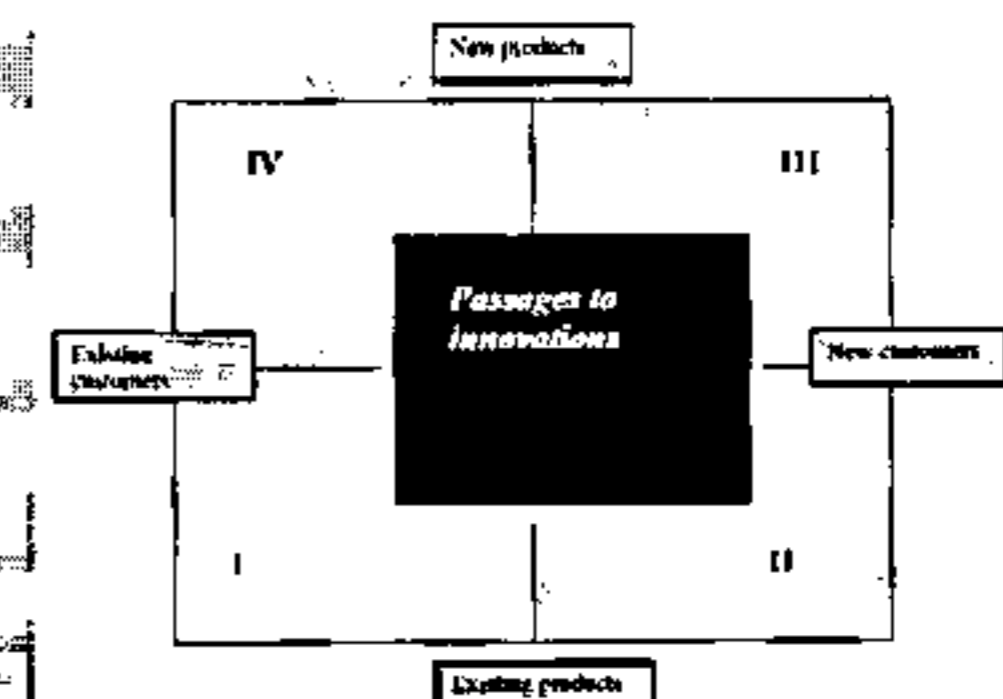
- Certification programs mandated by government regulation more rigorous and expensive than voluntary private sectors programs.
- Voluntary programs vary greatly
- Types include
  - Conventional
  - Sustainable
  - Ecotourism

## Product Development

- Q1-Existing Customers/Existing Products: low risk, aims to refresh existing products/mkt
- Q2-New Customers/Existing Products: medium risk, reposition existing products in new mkt

## Product Development

- Q3-New Customers/New Products: very high risk, extensive research & unique selling point required
- Q4-Existing Customers/New Products: high risk strategy, presents new products to existing customers to fill mkt needs



## American Tourists Buy

- Postcards & booklets about sites  
72%
- Clothes with location/attraction ID 68%
- Crafts 61%
- Local food product (not meals) 52%
- Destination related book(s) 40%
- Collectables 35%
- Small momentos 32%
- Antiques 26%

## Most Money Spent

- Clothes with location/attraction ID 68%
- Crafts 61%
- Local food product (not meals) 52%
- Antiques 26%
- Collectables 35%
- Destination related book(s) 40%
- Postcards & booklets about sites  
72%
- Small momentos 32%

## Four Tourist Styles

- Ethnic, Arts and People tourists
- History & Parks Tourists
- Active Outdoor Tourists
- Urban Entertainment Tourists

## Ethnic, Arts and People Tourists

- Actively involved
- Immerse in the community
- Education & personal development
- Authenticity
- Community festivals, art galleries & museums
- Timeless crafts, food products, antiques, books

## History & Parks Tourists

- Introspective & enjoy scenery
- Take time to plan
- Historic sites, museums, recreated villages
- Gardens and state parks
- Crafts to display, easy to pack and care for, name of site,
- Books, local food products, postcards, books, collectables

## Active Outdoor Tourists

- Outdoor enthusiasts
- Vigorously enjoy parks and nature areas
- Clothes with location/attraction ID
- Buy few crafts from natural products like grasses, dried flowers, stone, etc.



## Urban Entertainment Tourists

- Visit cities
- Always on the go
- Pro sports, theme parks, dancing
- Social interaction is important
- Packaged tours
- Young, higher incomes
- Shop till they drop

34/07/03

## Tools & Techniques in Market Promotion of Rural Enterprise Packages

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## Tourism Services

- Intangible
- Physically and mentally difficult to grasp
- Immaterial value propositions from the supplier
- Require active participation

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## Tourism Services

- Cannot be stored
- Quality is judged after the fact
- Lack of information
- Large risk & uncertainty

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## Tourism Services

- Decision based on information beforehand
- High information cost
- Internet is the most cost effective way to get information

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## Websites

- First priority
- Professionals for pictures, keywords and sponsor matches
- Track current stats
- Mktg material to read & download
- Sell experiences
- Serve as front door to other community websites

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## On-line Promotion Tools

- Feedback forms
  - Clients opinions come in
  - Build relationship by responding
  - Be sure the form does not become a question box
  - If yes, then separate the form from host queries

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## On-line Promotion Tools

- Site address links to marketing strategy
- Fresh content is needed to get repeat visitors
  - Tip-of-the day or week
  - Daily give away/coupons/contests
  - booking incentives
  - Surveys
- Awards and testimonials give credibility

## On-line Promotion Tools

- Online chat provides
  - A forum for customers to share
  - Direct access to customer opinions to gauge trends
- Online tours allow spotlighting

## Virtual Communities/Social Networks/Social Media

- Of high interest
- Tools to build trust in information
- Facebook
  - 350 million active users
  - 130 friends per user (network)
  - 55 minutes per day (involvement)
  - Fan of 2 pages & 12 group memberships per month (commitment)

## Drawbacks

- Fans may control a Fanpage - "Fans are faster than brands"
- Need social media cooperation
- Talk with the founders, determine why they built it & how to support them
- They may be the most devoted fans & an asset

## Drawbacks

- Lack of awareness & incorrect perceptions about social media's importance
- More than a marketing tools
- Social online communication channel (SOCC) linking people, some consumers, who talk & listen to each other
- SOCC builds relationships

## Addressing SOCC

- Shared values
- Vision
- Strategy
  - Where
  - How
  - Must have impact on culture & structure
  - Need agents & policy
  - benchmarks

## Mobile Tourism

- More important
- 65 million active Facebook users-20%-use their mobile devices& they are nearly 50% more active than non-mobile users
- 75% of Japan social network users used their mobile phone, not computer
- Apps using GPS chips are more common

## Travel Apps Types

- Information
- Communication
- Distribution

### Types Overlap

## Information Apps

- Get information to user about their current location
- Augmented reality apps use the camera in your mobile phone in connection with GPS & a compass to supply info about the view

## Communication Apps

- Supply more interactive information
  - Restaurant reviews
  - Check into/on flights
  - Check-into venues get points, badges, freebies or meet people

## Distribution Apps

- Even more interactive
  - Book hotels
  - Rent a car
  - Book flights
- In-app-purchase will make payment as easy as reservations
- Roaming costs are too high now
- Affordable plans will explode the market

## To Do

- Get the website ready for mobile users
- Get apps for brand name cell phones like iphone
- Cooperate with existing apps
- Do more ethnographic online research to access the knowledge that millions of consumers produce online

## To Do

- Have destination management organizations collect & analyze online info
- Create value to ensure that organizations can thrive & re-integrate it into the value chain

## **Trends in Rural Tourism Development in the US and Hawaii**

The worst is over for global tourism. Tourism revenues are expected to grow more than three percent (3%) a year on average, with the Asia Pacific region growing two percent (2%) more than the global market. The competition for the consumer dollar is fierce and destinations will need to concentrate on product development in order to be successful.

The face of tourism has changed in the 21<sup>st</sup> century. Community based tourism is growing. In general, this type of tourism is both an integrated approach and collaborative tool for the socio-economic empowerment of communities through the assessment, development and marketing of natural and cultural community resources, which seeks to add value to the experience of local and foreign visitors and simultaneously improve the quality of communities. It creates a new level of relationships between the host country and the visitor. What are appealing to visitors are the varied natural attractions, local resources and talents, and indigenous attributes of a community or area. Through visitor-community interaction, respective cultures are explored, ideas and information are exchanged, and new friends are made. It fosters opportunities at the community level for local people wishing to participate more fully in the tourism industry. Community based tourism clearly can be described as one type of sustainable tourism, if the environment is included as a component of community quality.

Rural areas have an opportunity because travelers are increasingly turning to the niche markets associated with community based tourism, including adventure, educational, medicinal/health, heritage, religious, agricultural, and ecotourism. Business travel has also changed and the increased competition to attract the new budget minded business travelers bring cities in more rural areas into consideration.

Many rural counties in the US have lost their most important industry of agriculture, timber, mining or fishing in recent years. Nearly all of them are looking to tourism as an economic engine to replace what has been lost. Many of them often focus primarily on marketing themselves to visitors in order to foster a growing tourism sector.

Outdoor recreation is generally considered to be the primary visitor attraction in rural areas. The associated promotional materials tend to focus on the rural landscapes that provide the recreational opportunities. Visitors, though, want activities, not just things to look at. Experiential learning, such as guided photo or wildlife tours; classes with local artists or culinary experts; or participation in day-to-day farm or ranch activities, are very popular.

At the same time, the populations of the US and Europe are aging. They are healthier and wealthier than they were in the past. They are interested in comfort, while still keeping a bottom line on costs. Ambiance and amenities are more important for older travelers; so one-size-fits-all products will not be suitable. Also, women are making more of the bookings than ever before.

In the first decade of the 21<sup>st</sup> Century:  
-68% of all households have immediate access to the Internet.  
-94% of these people use the internet as their primary resources.  
-68% have difficulty finding what they are looking for.  
-76% find on-line advertising a major nuisance  
-38% will pay up to 20% for customized products and services.

The increasingly widespread use of the Internet also has results in last minute bookings being the norm, rather than the exception. Fifty million people visit the top ten travel websites every month to find special deals. No one wants to overpay and people will take the time to comparison shop. Since about two-thirds of today's travelers use the Internet to plan their vacations, about two-thirds of the marketing budget should be devoted to on-line marketing strategies.

Destinations have also changed the approach used for tourism development. Interest in the sustainability of a destination is becoming more important. Tourism can and will evolve with or without planning. However, effective destination management relies on an iterative and continual planning process that integrates

tourism into a community's social, economic and environmental aspirations. This prevents the development of a type and scope of tourism that cannot be supported by the destination.

Visitors are captivated by a relationship that begins and grows on-line. Social media sites like Facebook allow business owners to target and build a relationship with their ideal client. For example, if business owners were to take a picture of a group of six visitors and post the picture on the business' Facebook page and tag each person in the picture, then instantly all the family and friends of each group members are notified. This one picture will be easily worth a thousand words of promotion.

Critical mass and open air shopping are the most important element of successful tourism products. The most popular activity among visitors is open air shopping. For rural communities this means at least nine retail establishments and four food vendors. Farmer's markets, flea markets, auctions, and country fairs are becoming more popular. Pedestrian friendly shopping districts with narrow streets and intimate settings are needed.

The destination must develop a branding plan that also addresses signage, way finding (self-guided tour maps that include detailed summaries of attractions/activities), and gateways. These should highlight the authentic character of the region and reflect the values of the residents, while at the same time provide visitors with an idea of appropriate behavior for guests. Travelers rely on signage and way finding in rural areas. At the same time, rural areas may have more challenges in providing the amenities and infrastructure that visitors want.

Another trend that is moving quickly from Europe to the US is sustainable tourism evaluations systems. The tourism sector is familiar with reliable, measurable indicators of satisfaction, such as Fordor's star rating system for hotels, which are aimed at ensuring that service providers conform to various practices. These types of measures include: (1) quality indicators that reflect how consumers feel about the services, which are readily available from a variety of sources; (2) health hygiene and safety indicators that are often regulated by the government; and (3) sustainability indicators that have been developed in tourism destinations internationally. Around 100 programs worldwide certify tourism sustainability, with 78 percent of these being based in Europe and 68 percent focusing on accommodations. Without such systems, visitors will never know if a firm is truly utilizing sustainable or community based tourism practices.

Many sustainable tourism initiatives focus exclusively on certification. However, certification is only one component, and without addressing all the components of an assessment system it has a very low possibility of being successful. A sustainability evaluation system needs the following components:

- Standards
- Assessment
- Certification
- Accreditation
- Recognition
- Acceptance

The three types of standards are: (1) prescriptive standards that outline how things will be accomplished, (2) performance standards that outline what will be accomplished; and (3) management systems that specify elements of the process. A system that includes all three is likely the most useful.

Assessment and certification systems vary depending on who is responsible for completing the assessment and who is responsible for ensuring that a product, service provider, or management system conforms to a standard. First party assessment/certification involves suppliers assessing themselves and declaring themselves in conformance. Second-party assessment/certification involves the customers or purchasers assessing the supplier and/or their products and assuring they are in conformation. Third party assessment/certification is done by an independent organization not related to the supplier or the purchaser and may be mandatory or voluntary.

Accreditation is the process to certify the certifiers, which is crucial to third party systems that rely heavily on accreditation to provide credibility. Recognition and acceptance will ensure that the marketplace

provides an incentive to certified suppliers so that an increased return on investment results in the tourism sector's willingness and ability to fund the program in order to support the system.

### **Approaches and Strategies in Marketing Places and Events as a Rural Tourism Package**

Tourism destination planning is a complex problem that must be completed on a community, regional or country specific scale. Regional efforts are likely to be more successful than single community efforts because it is difficult for a single community to offer a product compelling enough to attract enough visitors to be cost effective.

Often capital projects, both public and private are what is most needed to develop a successful tourism destination. These often can be costly and maybe more feasible if regional benefits could be realized from the projects. Macro-level planning helps facilitate a regional approach and can then be used to support planning at the micro or business level. It involves:

- Situation Analysis
- Planning Process
- Ongoing Engagement

Effective destination management looks at the strategic direction for future development, marketing and management of tourism where decision making is based on an assessment of the best available knowledge. Destination planning should:

- Be a *collaborative process* that ensures the engagement, participation and commitment of all relevant stakeholders,
- Be a *coordinated approach* that is managed based on clearly defined processes and frameworks,
- Be based on an *understanding of existing internal and external operating environments* of the destination,
- Be based on a sound understanding of *tourism supply and demand* forecasts for the destination,
- *Consider all relevant information* including market research, stakeholder values, the planning environment and available resources and assets,
- Develop a *clear and agreed strategic direction* for the destination including a tourism vision, goals, strategies and actions, brand and positioning, roles and responsibilities, ongoing management processes and performance measures;

Realizing the potential of a destination requires an understanding how it performs against a set of agreed benchmarks, such as revenues generated, market share, or employment. The situation analysis involves analyzing and understanding the environment in which a tourism destination operates. The aim is to assist destination managers in identifying key factors that will influence how a destination is developed, marketed and managed over time.

A comprehensive situation analysis should include:

- An understanding of the destination *community's aspirations and values*;
- Identification and analysis of *current visitor markets*;
- Understanding consumer (visitor) characteristics, behaviors and preferences to identify *preferred future target markets*;
- Reviewing and *analyzing the operating environment* of a destination, including internal and external factors that might influence the planning and development a destination;
- Undertaking an infrastructure, *product and experiences analysis* that is matched with a visitor demand analysis to identify key gaps in the destination's product offering and opportunities to value add to the visitor experience;



- **Measurement of the value of tourism**, including economic and non-economic contribution, to provide understanding and potentially increased recognition of the importance of tourism;
- **Forecasts of future visitation** in sufficient detail to support understanding of the likely demand and the future mix of visitors;
- An understanding of the **existing and future resource impacts of tourism** on a destination and identification of strategies to develop a sustainable approach to tourism development and growth. This includes an assessment of the impact on **natural areas and protected areas** within a destination;
- An indication of the **vision for tourism** that is articulated and agreed by the governments, tourism industries, and community stakeholders;
- A review of **important issues, challenges, and opportunities** facing the destination across the short-term, medium-term and long-term;
- Recognition of the **human and financial capital** available to support tourism and destination management;
- An analysis of the **statutory and planning environment** and how these regulations will impact on tourism planning and development in a destination, including the impact of climate change regulations;
- Review and where possible the **alignment of region-level strategic planning** with national and state policies and plans to assist the development of partnerships and leverage strategic opportunities.
- Review of **lessons learned from other destinations** on pitfalls, successes and future opportunities.

The planning process should be informed by the findings of the situation analysis to ensure that **all existing knowledge** is considered and incorporated into the strategic direction of the destination. Lessons for an effective destination planning process include:

- **Strong leadership** needed from destination managers and local tourism champions to ensure stakeholder participation and commitment;
- Development of a **comprehensive stakeholder engagement process** and clear definition of stakeholder roles and responsibilities in order to leverage skills and experience, and provide focus for planning and management;
- Development of a **shared stakeholder vision** for tourism and destination management in the destination over time to agree on a common direction and values for the destination;
- **Development of strategic planning documents** that provide a long-term direction for the destination's development, marketing and management as well as short, medium and long-term actions to achieve the destinations vision. Strategic planning documents include:
  - **A long-term Strategic Plan** identifying the strategic priorities and direction for the destination including prioritization of actions and strategies;
  - **A Research Plan** that identifies the data and information required by destination managers to make informed planning and strategic decisions;
  - **A Risk Management Plan** that outlines a framework and processes for identifying and responding to tourism risks and crises that may impact on a destination;
  - **A Strategic Marketing Plan** that identifies the marketing strategies and activities to successfully attract target visitor markets and influence destination and product choice.
  - **A Festivals and Events Plan** that identifies opportunities to bring locals and visitors together to celebrate the unique and special features of a destination.

Successful tourism at a destination level relies on a partnership between a wide-range of stakeholders. Many destinations succeed in gaining input and having stakeholders participate in planning. However, few manage to keep those stakeholders engaged throughout the implementation and performance stages.

Lessons for successful ongoing engagement of stakeholders include:

- Specific projects or strategies to address;
- Implementation funding, including a Project Manager to ensure continuing progress;
- Using a benchmarking system to measure success and celebrate wins.
- Having strong leadership to continue to inspire progress at an operational level.
- Utilizing Partnership Agreements to formalize ongoing engagement, moving beyond simply having a responsibility allocated in a project plan.

The pros and cons of tourism development in rural areas are varied. Tourism provides income and diversification to rural communities. Most of the dollars generated from outside visitors stay within the local economy.

In addition to gains from direct sales to visitors, many indirect benefits are realized from tourism. Visitors contribute to the tax revenues collected and can influence the quality of life by financing community facilities. Community events intended for tourists, also attract local residents. The need to provide services to tourists creates new jobs in the community. Although they may not be high paying employment opportunities, these jobs satisfy the need of students and dual-earning families for part-time or seasonal employment.

On the other hand, developing and maintaining the tourist industry in a community requires added costs and puts pressure on public services. The cost of surveys, impact analysis, promotions, insurance, fund raising, and operations are some points to consider. Other negative effects of tourism are well documented.

Advanced planning maximizes the advantages and minimizes the disadvantages of rural tourism. This will assist in gaining:

- An understand for the potential for tourism development,
- Information and education throughout the community to create support,
- Secure investments for public and private sources,
- Management awareness in natural, human, and financial resources,
- A responsible image for the community

Managing natural, human and financial resources is an important component of tourism development. Most communities have existing resources and attractions that can draw visitors, such as:

- |                         |                    |
|-------------------------|--------------------|
| • natural settings      | • retirees         |
| • scenery               | • events           |
| • parks and recreations | • festivals        |
| • historical identity   | • fairs            |
| • cultural identity     | • shops            |
| • ethnic identity       | • hotels           |
| • volunteers            | • local industries |
| • students              | • art galleries    |

### *Capitalize on Existing Resources*

An inventory of the things that a community has to offer to tourists must be developed. Each type of attraction should be described in terms of quality and quantity. They should be separated by "core elements" (primary reasons tourist are attracted) and "secondary elements" (supporting resources; those that contribute positively to the tourists' travel experience). Resources that might be enhanced or used more fully need to be identified. At the same time, resources that the community does not want to share with visitors need to be identified.

Surveys and models are used in the process of tourism planning to determine:

- Community attitudes toward tourism
- Recreational use value and demand
- Tourism patterns
- Travel costs
- Economic impacts

The survey may include questions that ask:

- Where does the visitor live?
- What attracts the visitor to the community?
- How does the visitor find out about tourist attractions?
- What type of businesses/facilities does the visitor use?
- What kinds of accommodations/services are needed?
- How do residents feel about visitors?
- What impact will visitors have on the community?

An important step in tourism planning is determining target market segments. Experts begin by defining the market areas that will draw the most visitors. They then divide the market into trip length categories. Finally, they define the clientele that will be attracted to the community. Use the chart below as a guide:

Geographic Market Areas	
Day Trips	<ul style="list-style-type: none"><li>• short -- within 50 miles</li><li>• long -- up to 200 miles</li></ul>
Pass Through Visits	<ul style="list-style-type: none"><li>• day visits</li><li>• overnight stays</li></ul>
Overnight Trips	<ul style="list-style-type: none"><li>• weekends</li><li>• vacations</li></ul>
Outdoor Recreation Activities	<ul style="list-style-type: none"><li>• Water Recreations</li><li>• Camping, Hiking, Bicycling</li><li>• Hunting</li><li>• Winter Sports</li><li>• Horseback Riding</li><li>• Picnicking</li><li>• Hang Gliding, Ballooning</li><li>• Nature Study</li></ul>

	<ul style="list-style-type: none"> <li>• Photography, Painting</li> </ul>
Entertainments	<ul style="list-style-type: none"> <li>• Cultural Heritage</li> <li>• Historic sites</li> <li>• Events</li> <li>• Fairs, Festivals</li> <li>• Shopping</li> <li>• Picnicking</li> </ul>
Other Travel Purposes	<ul style="list-style-type: none"> <li>• Visit Friends &amp; Relatives</li> <li>• Business</li> </ul>

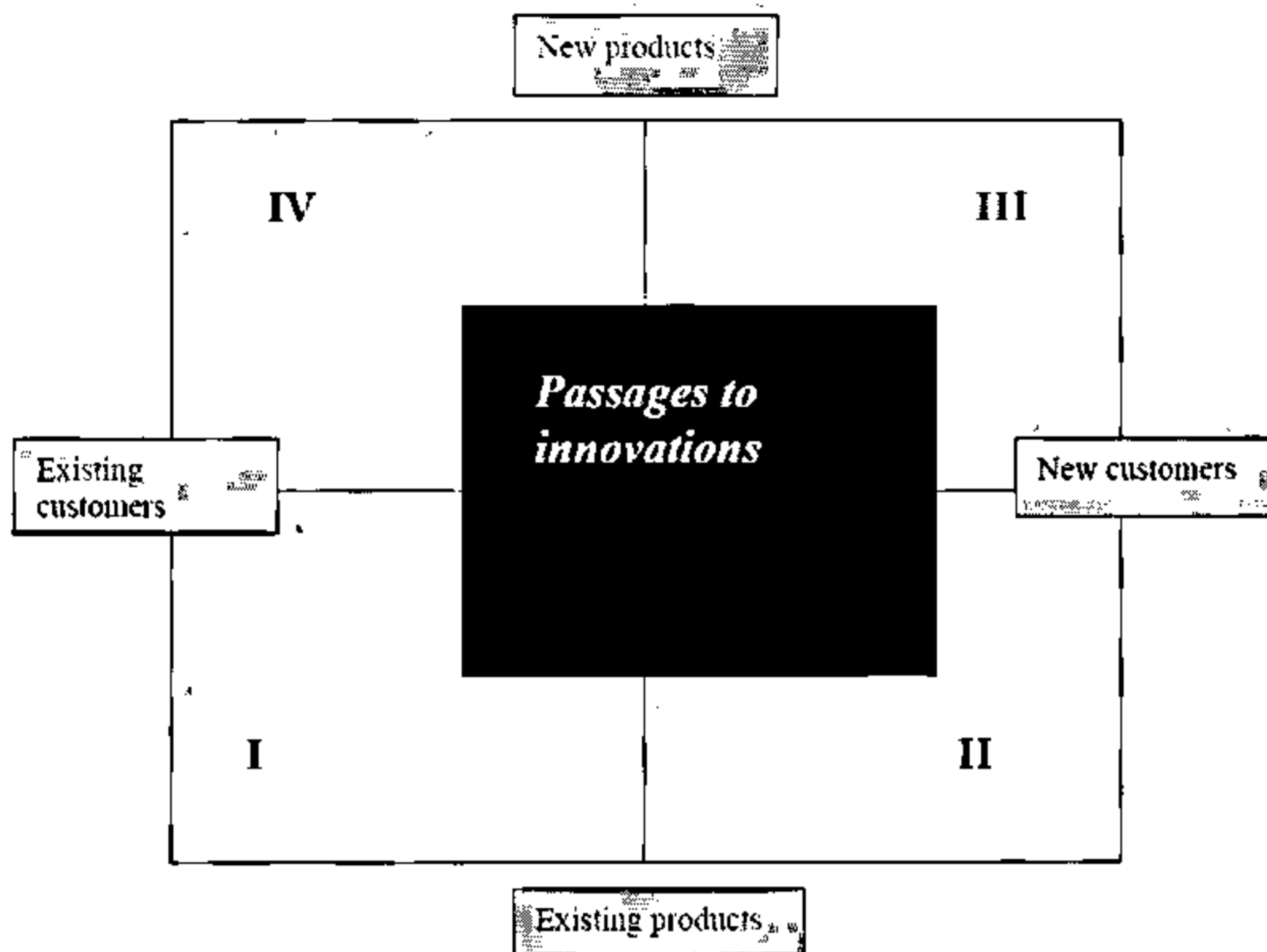
#### *Tourism Market Segments*

When the market segments have been identified, leaders of the community are ready to make a written marketing plan. This plan helps them to see the best combination of marketing strategies, prices, places and promotions to use. All facets of the community need to be included in the decision making process. Everyone and everything the visitor has contact with projects and promotes something about the community.

Product development, whether it be the development of new products or refreshment of existing products is the cornerstone for the success of a tourism destination. Without appropriate products or services that are relevant to visitor demand a destination cannot survive. Product development should be based on the findings of the planning process. The planning process identifies the market potential and goals for business development and growth, while the product development phase is the implementation of specific actions for the business.

A product development plan looks at the marketing mix including *product, price, place, promotion*. The type of product development will depend on the stage of development of the business. The four quadrants of product development include:

- **Q1 – Existing Customers / Existing Products:** a low risk strategy that aims to refresh existing products for the current market segments;
- **Q2 – New Customers / Existing Products:** a medium risk strategy that looks at repositioning existing products with a new market segment;
- **Q3 – New Customers / New Products:** a very high risk category that all new businesses start in. Extensive research and a unique selling point is required;
- **Q4 – Existing Customers / New Product:** a high-risk strategy that presents new products to existing customers that are still aligned with the markets needs.



Source: Canadian Tourism Commission 2003, 'Passages to Innovation: A Dynamic Interactive Planning Tool for Tourism Product Developers in Canada'.

As a highly competitive service industry, tourism destinations face the challenge of being able to effectively reach and communicate with the visitor market and successfully generate sales. Marketing is often restricted by resource and funding availability. The marketing of a destination should be guided by an overall plan and be underpinned by the destination's unique selling points and core values. Seven approaches can be used to drive profit in any business.

1. Increasing the number of leads
2. Increasing conversion to sales
3. Increasing average sales value
4. Increasing sales per customer - repeat visitation
5. Increasing the profit margin per sale
6. Decreasing variable cost per sale, and
7. Decreasing fixed overheads

The type of marketing strategies that a destination employs can significantly influence most of these opportunities. Successful marketing should:

- Be based on *market research* and identification of *unique selling points*;
- Employ relevant *promotional and advertising actions* to influence visitor perceptions, awareness and product choice;
- Employ effective *sales and distribution channels* to enable conversion of intention into actual visitation;

- Identify and leverage *cooperative marketing programs* with tourism organizations and businesses to provide resource synergies and increased visitation potential;
- Gaining 'cut-through' of the marketing message through innovative, cost effective marketing tactics such as *media and PR generation*.

Public relations can be an excellent way to promote a community or attraction. Public relations activities are uniquely different from advertising. Advertising is paid, but public relations uses free public exposure to ensure goodwill. Public relations can use radio, television or newspapers.

Public relations efforts not only can be used to promote the destination to tourists, but also to promote the community itself. It can help create a feeling of pride in the community by educating the local community about what it has to offer tourists. This can develop a feeling of pride for the residents when they are asked to describe their community to tourists. Instead of seeing tourists as invaders, they will be seen as an economic boost to the local economy.

Some research has been done on what American tourists are most likely to purchase and what they spend the most money on. These include:

#### Most likely to purchase

Postcards and booklets about sites visited - 72%  
 Clothes with name or picture of location or attraction - 68%  
 Crafts - 61%  
 Local food products (not meals) 52%  
 Books about area, state, people, history, or attractions - 40%  
 Items they can add to a collection - 35%  
 Mementos of location or attraction - 32%  
 Antiques - 26%.

#### Most Money Spent

Clothes with name or picture of location or attraction - 34%  
 Crafts - 19%  
 Local food products (not meals) - 10%  
 Antiques - 9%  
 Items they can add to a collection - 8%  
 Books about area, state, people, history, or attractions - 7%  
 Postcards and booklets about sites visited - 5%  
 Mementos of location or attraction - 4%

#### Four specialized tourist styles

Many communities, especially rural ones, have focused their tourist attractions on a limited range of activities. Four specialized tourism styles among US tourists to rural areas. People in each tourism style enjoyed similar travel activities and shopping opportunities. They reacted in similar ways to words describing craft themes and types of craft producers. They used similar criteria when they bought crafts. A tourist might adopt more than one of these tourism styles depending on where she or he is traveling and what's available.

Ethnic, Arts, and People tourists are actively involved in their tourism. They immerse themselves in the community. For them, tourism is an opportunity for education and personal development. It's a time for experiencing authenticity in a community and its way of life.

They visit ethnic communities; participate in community festivals; visit art galleries and museums; attend concerts and the theater; and interact with local residents. They buy crafts, local food products (not meals), antiques; and books about the area they are visiting. They are attracted to timeless crafts such as ethnic

crafts; folk art; designer crafts and traditional crafts of the region

Specifically they look for crafts that can be used in the home; jewelry; and crafts to add to their collections. Their criteria for selecting crafts include appealing color, design, and quality workmanship; items that are unique and represent new ideas; and crafts made by well-known artisans who sign their work. The sources they use for finding crafts include printed materials such as directories or maps of craftspeople's studios, brochures at museums and suggestions from local residents and shops. The places they shop for crafts include art gallery or museum shops, antique shops, booths at craft fairs, festivals, bazaars, and flea markets and craftspeople's studio or workshop. They prefer craft shopping in shops with rustic appearance, historic houses and with artisans demonstrating their work.

The history and parks tourists are introspective. They devote time to enjoying scenery, contemplating a sense of place, reflecting on the past, and photographing the experience. They take time to plan their trips. They visit historic sites and homes, museums, recreated villages that depict a past way of life, gardens and state/national parks. The products they buy include crafts, postcards, books about the area and its history, local food products and items to add to their collections. They like crafts with regional, historic, ethnic, nature and country themes. They look especially for crafts they can display in their homes. Their criteria for selecting crafts include appealing color, design, and quality workmanship, clever ideas, can display in the home, easy care, easy to pack and includes the name or theme related to site. The sources they use for finding crafts include travel packets from state tourism bureaus prior to a trip and materials available at tourist sites. They shop for crafts at parks and tourist sites, theme parks, tourist visitor centers, highway or rest stops, craft shops and gift shops, craft fairs, festivals, bazaars, and flea markets, craftspeople's studio or workshop, and art gallery or museum shop

Active Outdoor tourists are outdoor enthusiasts who vigorously enjoy parks and nature areas. They buy T-shirts and sweatshirts with a name or design related to the location. Crafts are not a major focus. When they do select crafts they prefer products made from natural materials such as grasses, cornhusks, pinecones, dried flowers, and stone.

Urban Entertainment tourists visit cities where they are constantly on the go, day and night. Social interaction is important to these travellers. Many use packaged tours. These are young men and women with higher incomes. They travel extensively in the U.S. They enthusiastically "Shop 'til they drop." They also attend professional sports events, visit recreational theme parks and go dancing and nightclubbing. They look for products with the name or design representing their vacation location. They are attracted to shops that are crowded or have a modern appearance.

Successful craft producers promote themselves and their products by providing business cards and hang tags, signing their work, using a logo, offering limited edition information, and providing written biographical data

#### **Tools and Techniques in Market Promotion of Rural Enterprise Package**

Unlike many other industries, tourism services are intangible by nature. They are both physically and mentally difficult for the customer to grasp. They represent immaterial value propositions by the tourism supplier to the customer; require the active participation of the customer; cannot be stored due to the simultaneous production and consumption; and can only be judged after their consumption. Tourism services are therefore characterized by an enormous lack of information and a large amount of risk and uncertainty about their value, because the customer does not know what to really expect at the time of purchase and makes a decision based on information received beforehand. This results in high costs for customers as they search, obtain and verify information. Therefore, the tourism sector will remain a forerunner in using the internet, because it is the primary means for customers to inform themselves.

Websites should be the number one marketing priority for any destination and professionals should be used to develop keywords, sponsor matches or keyword listings to ensure the site comes up near the top of the list in search engines. All marketing materials should be downloadable or available on the website; the site should sell experiences, rather than places or organizations, and the pictures should be professional. A destination website should serve as a front door for other community websites to help demonstrate the authenticity of the place.

Various on-line promotional tools can be used to make websites more effective. Feedback forms show clients that their opinions are of interest and helps build relationships with them. If customers are using a feedback form to get answers to questions, then effort needs to be put in to developing a way to lead them through the process of providing feedback and the process of contacting the website host for more information.

Bookmarking should always be encouraged and the website address should be consistent with the marketing strategy. Fresh content is needed to encourage repeat visitors. A tip of the day or week, daily give away/coupons/contests, booking incentives, and surveys can all be used as a way to provide new content and generate repeat visitors.

Awards and testimonials provide credibility. Online chat provides a forum where customers can get together and share experiences. Online chat allows direct access to customer opinions in order to gauge trends and online tours allow particular products or services to be highlighted.

Virtual communities, which we now call social networks or – in a broader sense – social media, are therefore of high interest for customers as well as suppliers, because they are tools that build trust in information. Some destinations already have a presence on Facebook. Currently Facebook has more than 350 million active users with the average user having 130 friends (*social network*), spending 55 minutes per day on the platform (*involvement*), becoming a fan of 2 pages and member of 12 groups each month (*commitment*). A Facebook presence can be set up for free in under 10 minutes.

The drawbacks of using social media are twofold. First of all fans are faster than brands. Destinations may already have a Fanpage, that is not controlled by the destination management organization, but by some fans. In this case, a strategy for social media cooperation is needed. It may not be a good idea to take back the destinations domain. It may be better to get in touch with the founders and determine why they built the Fanpage and how the destination can support them. They might be the destinations biggest fans and therefore can be a great asset in promoting the destination.

The second drawback of using social media is based on the lack of awareness and incorrect perceptions about the importance of social media. Social media is not just simply a promotion tool. Social media is a *social online communication channel (SOCC)*: linking consumers and ordinary people who talk and who listen to each other. The purpose of a SOCC is to build a relationship with these consumers and ordinary people.

A social media vision is needed that outlines the organization's future course, based on shared values. Based on these values and vision, a *social media strategy* that outlines exactly where the organization (or destination) stands, where it wants to go and how it will get there. This strategy will/must have an impact on the organization's culture and structure. A "social media agent" who will be responsible for the coordination your social media engagement and take care that employees and even community residents will be open to a cooperative culture. A social media policy will need to be defined in order to reduce uncertainty relative to social media activities. And, benchmarks or indicators will be needed to measure progress toward the goals outlined in the strategy and provide information to calculate a social media return on investment.

Mobile-tourism is becoming increasingly more important. According to Facebook, more than 65 million of the active users, about 20% of the total users, currently access Facebook through their mobile devices and



those users are almost 50% more active on Facebook than non-mobile users. Recent research found that 75.4% of the respondents to a survey among almost 4,000 social network users in Japan accessed social network sites from their mobile phone and not from a computer.

The growing availability of useful mobile apps that make use of the GPS-chipsets is also coming into its own. Three kinds of apps are importance to the travel and tourism industry:

- travel information
- travel communication
- travel distribution

The three do not necessarily represent exclusive sets. In fact, they overlap and may overlap more in the future. Travel information apps aim to help the user to get information on nearly everything in his or her current location. Augmented reality apps like nearest wiki, acrossair or google goggles use the camera of your mobile phone in connection with GPS and a compass in order to supply information about that, what can be seen through a camera-lens.

Travel communication apps supply more interactive informaiton. For example, qype radar provides thousands of restaurant reviews. Apps like foursquare or gowalla allow users to "check-in" at venues and earn some points, be awarded with badges, maybe get some freebies or just meet new people. flight track helps users check into a flight and find out if flights have been canceled.

Travel distribution apps are even more interactive. Users can book hotels with hrs, rent a car with isixt or avis and book flights with lufthansa launcher. In-app-purchase will become wide spread and make payments as easy as reservations. Fantastic possibilities for new businesses in this area exist, with obstacles being roaming-costs. Once mobile providers offer affordable data-plans, mobile businesses will explode.

Destination websites must be ready for mobile users. Customers will benefit from an app explicitly built for mobiles like the iphone, blackberry or nexus one. Benefits could also accrue from cooperating with existing apps like foursquare or qype radar or app-suppliers like HRS. The cost of doing nothing may be high.


As social media use increases, ethnographic online research will become more important. Millions of consumers interacting through various online communities and their associated cultures produce a great source of knowledge. Access to this knowledge will be a challenge.

Destination management organizations will have to start collecting and analyzing information online in order to offer new, authentic knowledge and market intelligence in a timely manner to the hotels, restaurant, and specialist stores that are clients. Gathering and managing knowledge in this field of interest is a great way for destination management organizations, to add value to *their* customers and to re-integrate into the tourism value chain. Or at the very least, individual businesses must begin to undertake this activity themselves.

**Planning, Development & Management of Farms as Tourism enterprises**

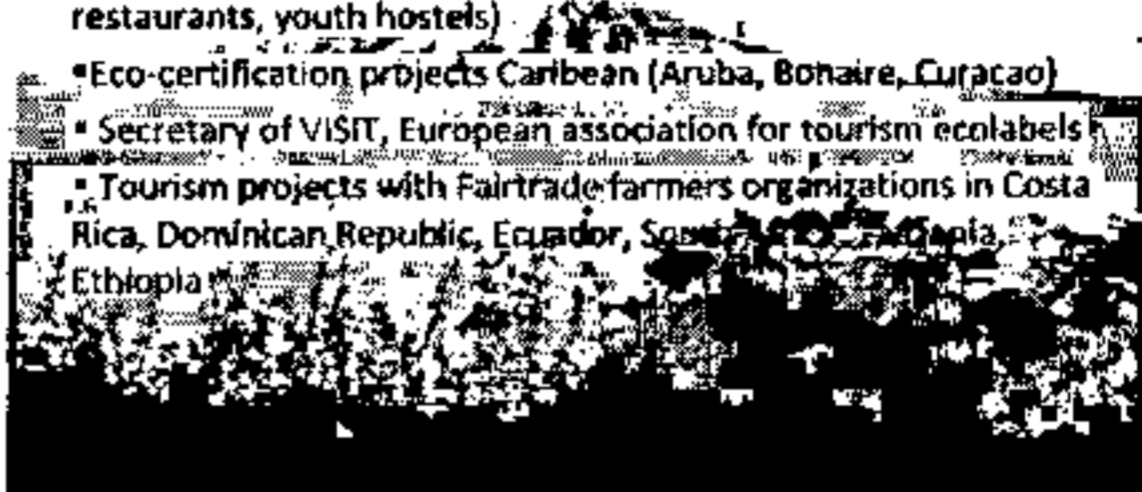
Harro Boekhold MSc

CONTOUR Projects Ltd



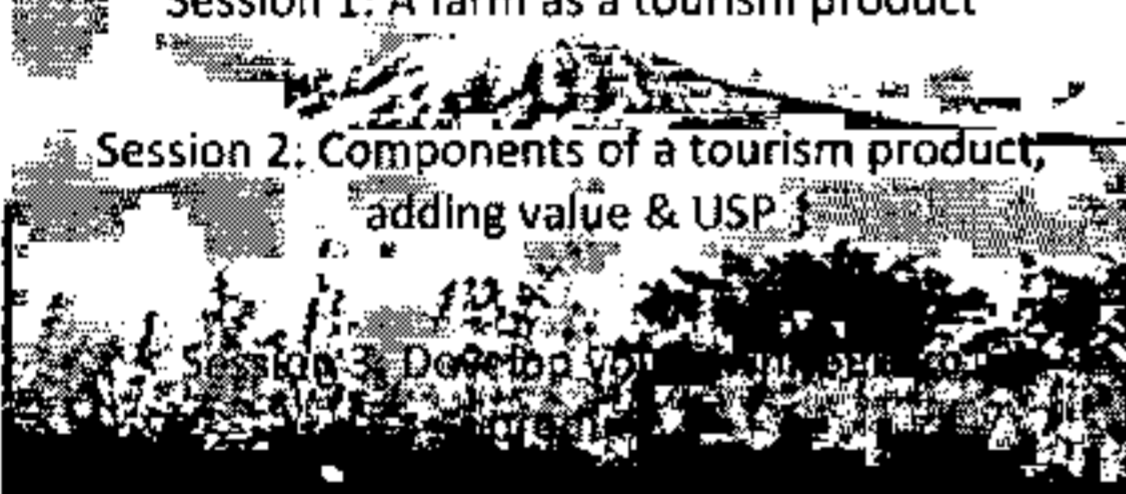
**Background**

- Management of tourism ecolabel "Green Key"
- Environmental audits, 300+ (hotels, campsites, lodges, restaurants, youth hostels)
- Eco-certification projects Caribbean (Aruba, Bonaire, Curacao)
- Secretary of VISIT, European association for tourism ecolabels
- Tourism projects with Fairtrade farmers organizations in Costa Rica, Dominican Republic, Ecuador, Somalia, Tanzania, Ethiopia




**Contents**

- Session 1: A farm as a tourism product
- Session 2: Components of a tourism product, adding value & USP
- Session 3: Develop your business plan




**Sustainable tourism with Kilimanjaro coffee farmers**




**The start**

- Demand & commitment from coffee farmers
- Demand & commitment from travel company
- Demand & commitment from development NGO



**Rationale**

Local people, whose environment is used for tourism purposes, should be the main beneficiaries of that particular tourism development



### Tourism product portfolio

- Coffee Tour
- Campsite
- Chagga History Hike
- Cultural Village Walk
- Mongyoni Falls Adventure
- Nature Walk
- Restaurant
- Medicine Tour

### Coffee Tour

Product	2004	2005	2006	2007	2008	2009	Totals
Coffee Tours (pax)	218	783	672	1,191	1,162	1,002	5,029

### Kahawa Shamba Campsite

Product	2004	2005	2006	2007	2008	2009	Totals
Campsite (bednights)	n.a.	535	436	1,345	622	1,005	3,943

### Additional tours

Product	2004	2005	2006	2007	2008	2009	Totals
Additional tours (pax)	n.a.	2	189	783	931	48	1,787

Product	2004	2005	2006	2007	2008	2009	Totals
Restaurant (meals)	n.a.	n.a.	n.a.	2,397	1,361	1,831	5,589

## Financial performance

Gross income (in US\$)	2004	2005	2006	2007	2008	2009	Totals
Coffee Tours	2,900	12,040	10,080	18,314	16,570	17,715	77,619
Campsite	n.a.	2,675	2,180	7,522	3,104	5,025	20,506
Additional tours	n.a.	430	1,415	7,500	2,980	5,195	17,520
Restaurant	n.a.	n.a.	n.a.	10,853	6,312	9,531	26,696
<b>TOTALS</b>	<b>2,900</b>	<b>15,145</b>	<b>13,675</b>	<b>44,191</b>	<b>28,966</b>	<b>37,466</b>	<b>142,343</b>

## Involvement of local people

- Project manager
- Assistant project manager
- Tourguides (farmers)
- Women groups (cooks)
- Farmer families
- Site managers
- Campsite manager
- Campsite security

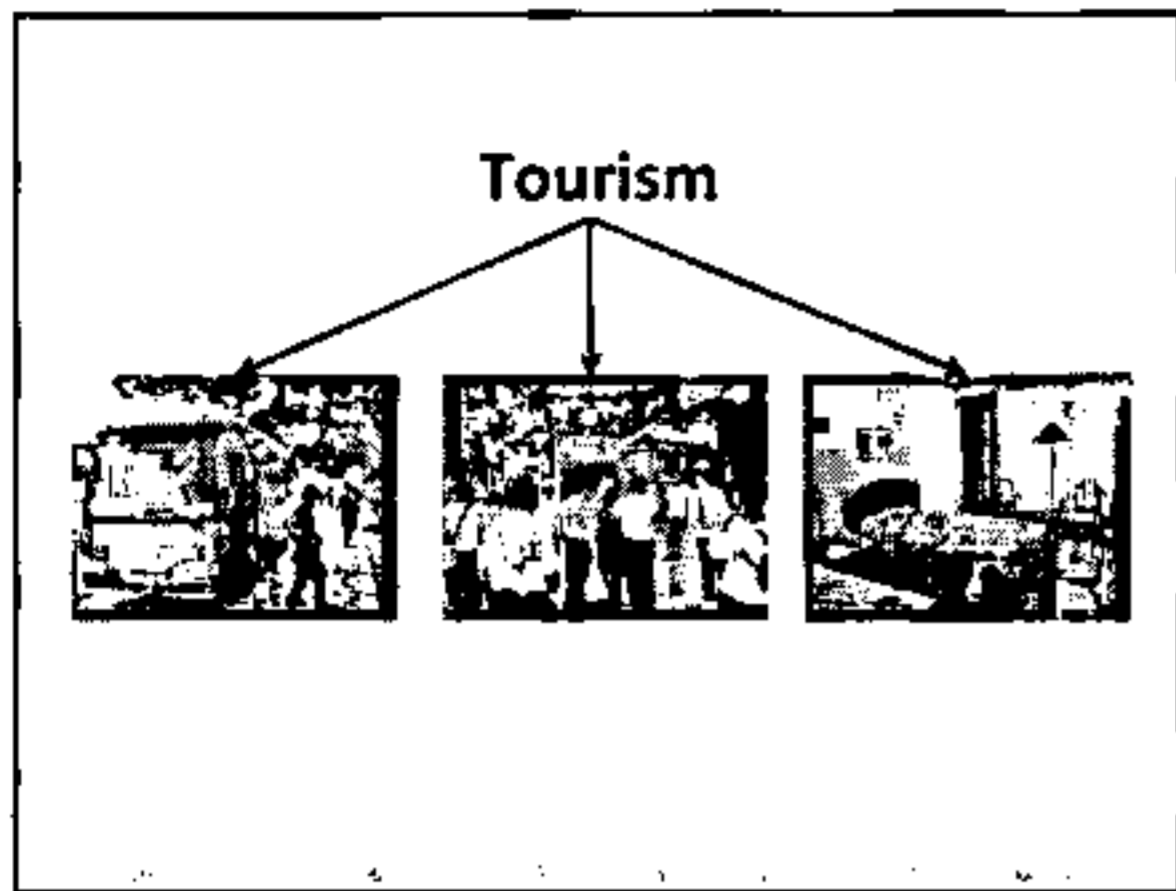
## Distribution of income 2008



## The finish

- Consolidation (2010):

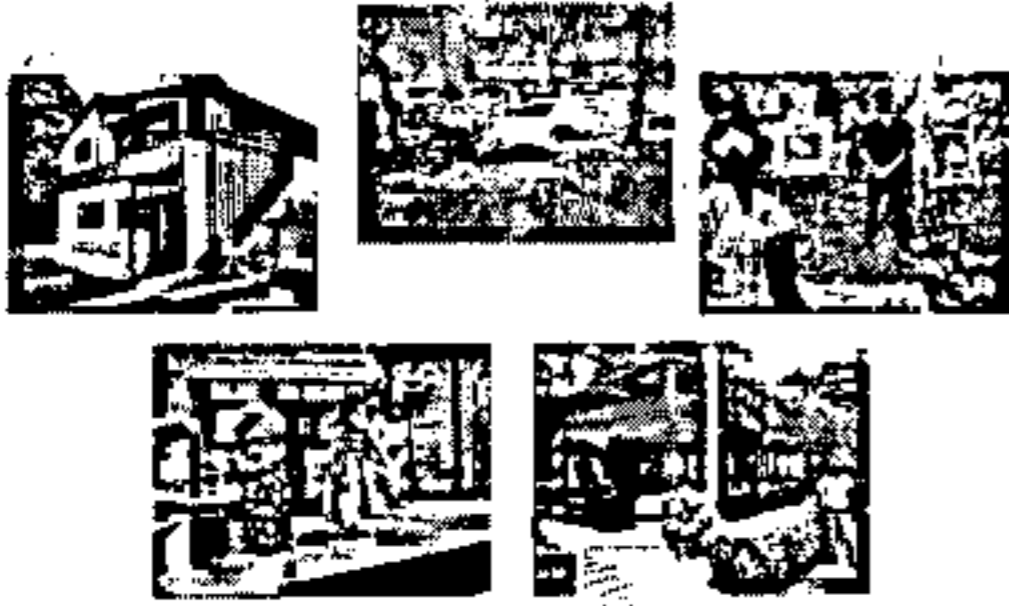
→ "Kahawa Shamba" Tourism Cooperative Union



- El programa**
- |                            |                            |
|----------------------------|----------------------------|
| • Bienvenido con chocolate | • Bienvenido con chocolate |
| • Siembra y cosecha        | • Siembra y cosecha        |
| • Fermentacion             | • Fermentacion             |
| • Secadora                 | • Secadora                 |
| • Almuerzo                 | • Chocolate artesanal      |
| • Tostar                   | • Chocolate industrial     |
| • Chocolate artesanal      | • Almuerzo                 |
| • Vino y mermelada         | • Teatro                   |



### ... y de ellos



### El precio

- RD\$ 1.100 por persona, con almuerzo incluido
  - ¿Buen precio?
  - ¡SI!
  - ¿Precios especiales?
  - ¡SI!
- RD\$ 1.100 por persona, con almuerzo incluido
  - ¿Buen precio?
  - ¡NO!
  - ¿Precios especiales?
  - ¡SI!

### Numero de personas por grupo

- Maximo 7 pax



- No limite



### La consecuencia...



¡Y no puede mostrarnada ni involucrar a los visitantes tampoco!

### Los visitantes quieren participar...



### La comida de nosotros...

- Grupo de mujeres



- Comida típica



- Bienvenido a nuestra casa!



### ... y de ellos

- ¿Grupo de cocineros?
- ¿Comida típica?



• ¡Bienvenido al restaurant!

### La tienda



¿Remodelar su ruta?

### EL PRODUCTO TURISTISCO QUE SE VENDE SE LLAMA...



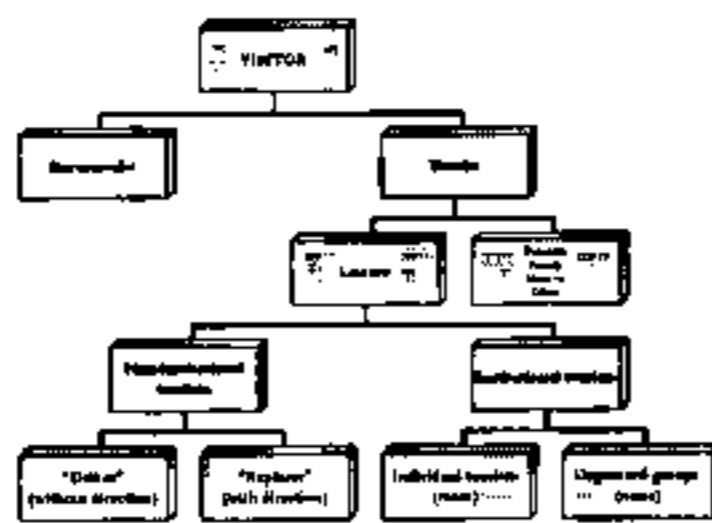
### LA EXPERIENCIA DE...



la vida local

?

CATEGORIZATION OF TOURISM - TYPE OF TOURISTS



## 4. Coffee Tour

<b>Info:</b>	<b>Costs:</b>	Exchange rate	1,300	
3-4 hours	Tourguide	USD	TZS	€
Half day activity	Commun. Dev. Fund	5	6,500	4
Minimum 2 pax	Farmer	3	3,900	2
Maximum 6 pax/group	Administration	2	2,600	2
	KNCU (p.m.)	4	5,200	3
		0	-	0
		14	18,200	11
	<b>Price per pax</b>	<b>10</b>	<b>13,000</b>	<b>8</b>

# pax	Income US\$	Distribution					
		Tourguides	CDF	Farmers	Admin.		KNCU
2 pax	\$ 30	\$ 5	\$ 6	\$ 2	\$ 4	\$ -	\$ 13
3 pax	\$ 45	\$ 5	\$ 9	\$ 2	\$ 4	\$ -	\$ 25
4 pax	\$ 40	\$ 5	\$ 12	\$ 2	\$ 4	\$ -	\$ 17
5 pax	\$ 50	\$ 5	\$ 15	\$ 2	\$ 4	\$ -	\$ 24
6 pax	\$ 60	\$ 5	\$ 18	\$ 2	\$ 4	\$ -	\$ 31
7 pax	\$ 70	\$ 10	\$ 21	\$ 4	\$ 4	\$ -	\$ 31
8 pax	\$ 80	\$ 10	\$ 24	\$ 4	\$ 4	\$ -	\$ 38
9 pax	\$ 90	\$ 10	\$ 27	\$ 4	\$ 4	\$ -	\$ 45
10 pax	\$ 100	\$ 10	\$ 30	\$ 4	\$ 4	\$ -	\$ 52
11 pax	\$ 110	\$ 10	\$ 33	\$ 4	\$ 4	\$ -	\$ 59
12 pax	\$ 120	\$ 10	\$ 36	\$ 4	\$ 4	\$ -	\$ 66
13 pax	\$ 130	\$ 15	\$ 39	\$ 6	\$ 4	\$ -	\$ 66
14 pax	\$ 140	\$ 15	\$ 42	\$ 6	\$ 4	\$ -	\$ 73
15 pax	\$ 150	\$ 15	\$ 45	\$ 6	\$ 4	\$ -	\$ 80
16 pax	\$ 160	\$ 15	\$ 48	\$ 6	\$ 4	\$ -	\$ 87
17 pax	\$ 170	\$ 15	\$ 51	\$ 6	\$ 4	\$ -	\$ 94
18 pax	\$ 180	\$ 15	\$ 54	\$ 6	\$ 4	\$ -	\$ 101
19 pax	\$ 190	\$ 20	\$ 57	\$ 8	\$ 4	\$ -	\$ 101
20 pax	\$ 200	\$ 20	\$ 60	\$ 8	\$ 4	\$ -	\$ 108

# pax	Income TZS	Distribution					
		Tourguides	CDF	Farmers	Admin.		KNCU
2 pax	39,000	6,500	7,800	2,600	5,200	0	16,900
3 pax	58,500	6,500	11,700	2,600	5,200	0	32,500
4 pax	52,000	6,500	15,600	2,600	5,200	0	22,100
5 pax	65,000	6,500	19,500	2,600	5,200	0	31,200
6 pax	78,000	6,500	23,400	2,600	5,200	0	40,300
7 pax	91,000	13,000	27,300	5,200	5,200	0	40,300
8 pax	104,000	13,000	31,200	5,200	5,200	0	49,400
9 pax	117,000	13,000	35,100	5,200	5,200	0	58,500
10 pax	130,000	13,000	39,000	5,200	5,200	0	67,600
11 pax	143,000	13,000	42,900	5,200	5,200	0	76,700
12 pax	156,000	13,000	46,800	5,200	5,200	0	85,800
13 pax	169,000	19,500	50,700	7,800	5,200	0	85,800
14 pax	182,000	19,500	54,600	7,800	5,200	0	94,900
15 pax	195,000	19,500	58,500	7,800	5,200	0	104,000
16 pax	208,000	19,500	62,400	7,800	5,200	0	113,100
17 pax	221,000	19,500	66,300	7,800	5,200	0	122,200
18 pax	234,000	19,500	70,200	7,800	5,200	0	131,300
19 pax	247,000	26,000	74,100	10,400	5,200	0	131,300
20 pax	260,000	26,000	78,000	10,400	5,200	0	140,400



# pax	Income €	Distribution					KNCU
		Tourguides	CDF	Farmers	Admin.		
2 pax	€ 24	€ 4	€ 5	€ 2	€ 3	€ 0	€ 11
3 pax	€ 36	€ 4	€ 7	€ 2	€ 3	€ 0	€ 21
4 pax	€ 31	€ 4	€ 9	€ 2	€ 3	€ 0	€ 13
5 pax	€ 38	€ 4	€ 12	€ 2	€ 3	€ 0	€ 18
6 pax	€ 46	€ 4	€ 14	€ 2	€ 3	€ 0	€ 24
7 pax	€ 54	€ 8	€ 16	€ 3	€ 3	€ 0	€ 24
8 pax	€ 62	€ 8	€ 18	€ 4	€ 3	€ 0	€ 28
9 pax	€ 69	€ 8	€ 21	€ 4	€ 3	€ 0	€ 34
10 pax	€ 77	€ 8	€ 23	€ 4	€ 3	€ 0	€ 39
11 pax	€ 85	€ 8	€ 25	€ 4	€ 3	€ 0	€ 44
12 pax	€ 92	€ 8	€ 28	€ 4	€ 3	€ 0	€ 50
13 pax	€ 100	€ 12	€ 30	€ 5	€ 3	€ 0	€ 51
14 pax	€ 108	€ 12	€ 32	€ 5	€ 3	€ 0	€ 56
15 pax	€ 115	€ 12	€ 35	€ 5	€ 3	€ 0	€ 62
16 pax	€ 123	€ 12	€ 37	€ 5	€ 3	€ 0	€ 67
17 pax	€ 131	€ 12	€ 39	€ 5	€ 3	€ 0	€ 72
18 pax	€ 138	€ 12	€ 42	€ 5	€ 3	€ 0	€ 78
19 pax	€ 146	€ 15	€ 44	€ 6	€ 3	€ 0	€ 78
20 pax	€ 154	€ 15	€ 46	€ 6	€ 3	€ 0	€ 83

## ANNEX to FASE 1

### **Tourism development objectives**

To be successful tourism development has to combine and balance economic, environmental and social-cultural issues. The objectives should be determined in close coordination with community residents and their leaders. The objectives state what is expected to be achieved through tourism development.

***The main question for CONACADO/the Bloque: What does CONACADO/the Bloque expect to achieve by tourism development in its area?***

### **Organizational issues**

Tourism development has to be compatible with other economic activities which exist in the area or have potential for development, for example agriculture, cacao farming, trade business.

***The main question for CONACADO/the Bloque: Are there associates / members available who can spend their (full) time on tourism development?***

#### Related questions that have to be answered:

- How many people are available for tourism activities?
- How much time is available during the week?
- Who will be in charge of tourism development?
- Who will be the central person who can be contacted for everything?
- Who is going to organize additional activities (self-guided trails, guided tours, excursions)?

### **Economic issues**

Several tourism activities can be offered like for example a "Chocolate Tour", a full-day programme by which the tourists learn everything about the cacao producing process. Also other activities can be offered, like renting bikes, guided walks into the surrounding natural areas or to the village. Tourists are likely to spend money on accommodation and buying products at the local grocery like water, softdrinks, snacks, etc.

***The main question for CONACADO/the Bloque: How is CONACADO/the Bloque going to deal with the projected financial revenues?***

#### Related questions that have to be answered:

- Who will be in charge of collecting the revenues from activities?
- What will be the projected division of income between the members, CONACADO, others?
- What about issues of tax paying, operating licenses?

### **Environmental issues**

The overall environmental quality of the area can be an important supplementary attraction for the tourists. Environmental quality elements include levels of air, water and noise pollution, cleanliness of the environment, attractiveness, and maintenance of the buildings, cleanliness of toilets, control of crime and other elements. Most tourist groups will be 20 people on average.

On average a tourist staying overnight on a campsite uses 100 liter water per overnight stay. This means there has to be at least 2000 liters of water per group per overnight stay.

Tourists also use energy (electricity). On average this will be approx. 1.5 kWh per overnight stay. This means the visitors will consume approx. 20 kWh per group per overnight stay.

And last but not least the tourists will also produce solid waste during their stay. This will be approx. 0.8 kg per overnight stay. This means the visitors will produce about 10 kg of waste per group per overnight stay.

***The main question for CONACADO/the Bloque: How is CONACADO/the Bloque going to face environmental issues like waste, water, energy.***

**Related questions that have to be answered:**

- Will there be enough water?
- How to handle the wastewater?
- Will there be enough electricity?
- Who is in charge of paying the bills for water and electricity?
- What to do in case of a power cut?
- How to handle the amount waste? (f.e. separation of organic waste?)

### **Social-cultural issues**

Quality tourism results in a high level of tourist satisfaction and, at the same time, protects the social environment and culture of an area. Short visits by tourist groups should be carefully controlled so as not to disrupt village life. However, the tourists will affect in one way or the other the local culture by their behaviour, the way they dress, etc. Good contact with the tour leaders (that are in charge of the tourist groups) will be essential to discuss how to meet the expectations of the local people and how to respect the local culture.

On the other hand, the community is responsible for meeting the expectations of the visitors. One important aspect in this case is the assurance that the tourism site meets safety standards. In practice: there should be no begging (by children), no approaching by drunk people, protection against robbery, theft, etc.


Also facilities like toilets have to meet certain health, sanitation and hygiene standards. Furthermore the local tour guides should be properly trained and examination and licensing procedures will be applied to tour guides.

***The main question for CONACADO/the Bloque: What are the important factors of tourist safety and security that should be considered in your area?***

**Related questions that have to be answered:**

- What general safety precautions are going to be taken?
- Who will be in charge of informing the tourists / tourleader about local expectations etc.?
- Who will educate the local people on how to behave towards the visitors?

3/1/06 天




**Global Tourism Dynamics,  
Concepts and Principles of Tourism  
and Community-Based Rural Tourism**


APO, 10-17 August 2010, Colombo, Sri Lanka

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*The new reality that we  
all need to know !*



3




"Change has come to America."  
"I'm asking you to believe.  
Not just in my ability to bring about  
real change in Washington...  
I'm asking you to believe in yours."



BARACK OBAMA  
U.S. President

4


"If the rate of change on the  
outside is faster than the rate of  
change on the inside.....  
the end is in sight."



JACK WELCH  
Former GE Chairman

5

We always  
overestimate the change  
that will occur in the next two years and  
underestimate the change  
that will occur in the next ten.  
Don't let yourself be lulled into inaction.



BILL GATES  
Microsoft Co-Founder  
Co-Chair of Bill & Melinda Gates  
Foundation

6

### The Future of Our Globe

- Climate change
- Food shortages
- Water shortage
- Infectious diseases
- Natural disasters
- Extreme poverty
- Inequity of education
- Terrorism
- Etc.

Take a look at global tourism circumstances!

### International tourist arrivals 2008\*

Unit: Million

Region	2006	2007	2008*
World	847	904	922
Africa	1	1	1
Middle East	4	4	4
Asia Pacific	18	18	18
Europe	4	4	4
Americas	4	4	4
Oceania	1	1	1

Region	'07	'08	'08/'07	'08
World	92	1.9	10	
Africa	2	4.1	5	
Middle East	18	2	6	
Asia Pacific	18	1.2	20	
Europe	4	0.1	53	
Americas	4	3.0	16	
Oceania	1	1.5	5	

Source: World Tourism Organization 2009  
\*Preliminary results

- The number of tourists in 2008 is 922 millions.
- Europe has the highest number of tourists, but having the lowest growth rate.
- Asia and Pacific is ranked no. 2 for market share.
- America will be less visited.
- The Middle East will have the best chance for tourism industry in the future.

*If you don't know where you are going, you will not know when you get there!*

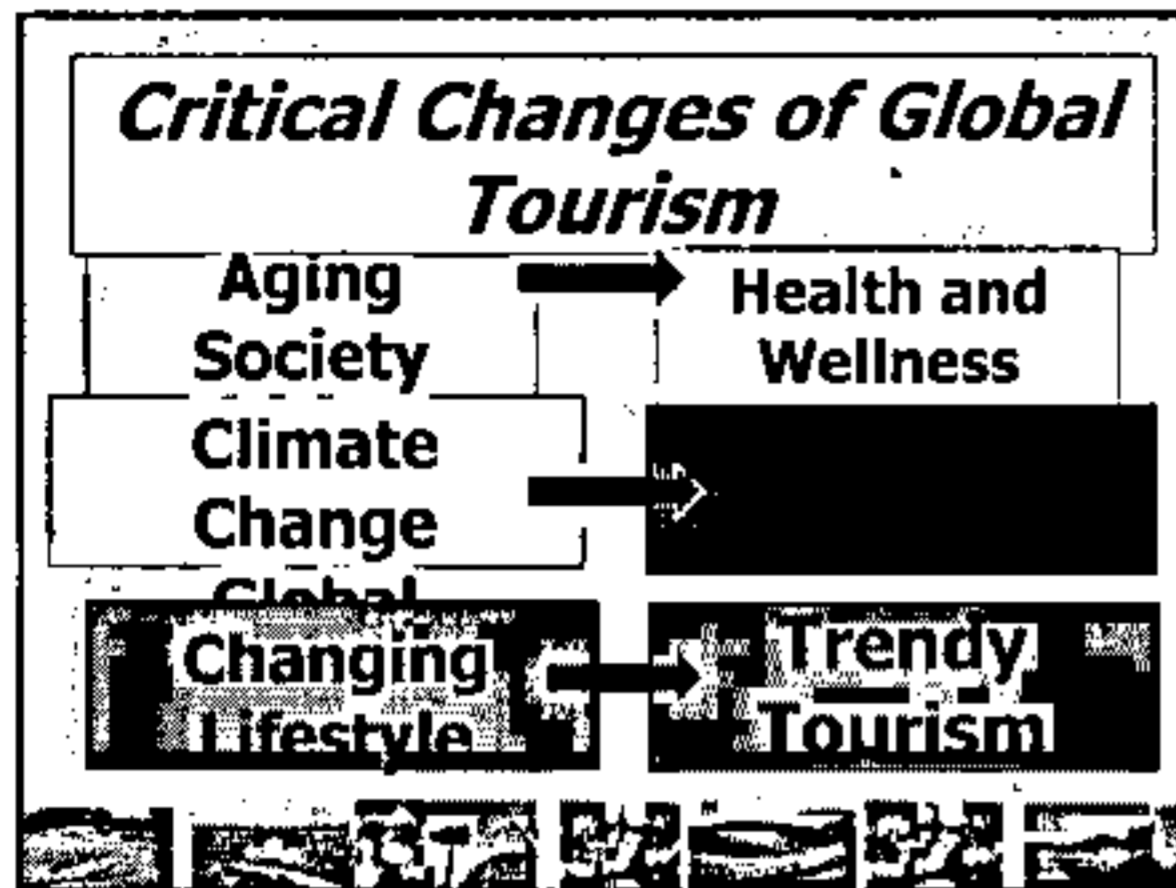
Tourism and Hospitality Industry → Experience Industry/ Experience Economy

Peace Industry



“The industry as a whole now needs to design, develop, refurbish and operate a new generation of tourism destinations that have a minimal ecological footprint and which also support and strengthen the communities in which they operate.”

”



HRH The Prince of Wales  
President  
The International Business Leaders Forum



### 6 Trends that will transform tourism and service industry

- Growth in tourist numbers 
- Climate Change 
- Resource shortages
- Staying at home
- Time versus money
- Nostalgia


### 1. Growth in Tourist Numbers

- WTO predicts 1.5 billion airline trips will be made by the year 2020. 
- 265 Million Chinese couples aged between 40 and 64 with no dependent children keen to travel abroad. 
- Middle class in BRIC countries are more to travel.



- Countries will have to implement annual quotas.
- Tourists will have to book months or years in advance to visit destinations.
- Attractions will face severe environmental damage.


### Baby Boomers and People with Disability

- In 2020, Baby Boomers: 700 Millions
- In 2006-2026, American baby boomers: 77 millions and 8,000 will have birthday parties at an age of 60 per day.





### Baby Boomers and People with Disability

- In Japan, 8500, happy birthday at an age of 60 
- Around the globe, there are 400 millions of people with disability. 



### 2. Climate Changes

- Some destinations would be under water while some will be too hot to visit. 
- Ski resort would vanish. 

Sealed climate-proof holiday domes.  
Indoor areas offer the same benefits of the outdoors

### 3. Resource shortages



- Expensive fuel for aero planes.
- Long-haul flight will become an expensive luxury enjoyed by the rich.
- Hotel will come under pressure to reduce their carbon footprints and conserve vital resources such as water.



### 4. Staying at home

- If flying from one places to another becomes too expensive, too-time-consuming or to stressful, people will stay at home.
- Travel and tourism will be close to home.
- Holiday in virtual worlds on the internet.
- Transform homes and gardens into miniature resorts and entertainment complex.
- Business teleconferencing will become popular.



### 5. Time versus money

- The Time-Rich and the Money-Poor will enjoy low cost journey.
- The Time-Poor and the Money-Rich will enjoy instant luxury and relaxation.
- We will see backpacker and low cost airlines sitting alongside private jets.



### 6. Nostalgia

- Globalization makes all things the same.
- Old things will come back.
- All businesses offer opportunities to go back into the past will dramatically grow.



### Anticipated Tourist Consumption Pattern in the Future

By Dr. Ted Choibamroong

- People tend to travel in a shorter period of time.
- People tend to travel more individually and in a small group.
- People tend to prefer "more authenticity"; being close to the nature and local people- just to avoid the mundane routines.
- People tend to pay less for their travels.
- People-provided services tend to be a must.
- People tend to spend more time to prepare for their journey.
- People tend to enjoy activities at the site more than the site itself.
- People not only want to physically relax but spiritually.



# What really is "tourism"?



## DEFINITION OF "TOURISM"

- "The business of providing services for people on holidays" (Collins Cobuild English Dictionary)
- "The act of traveling for pleasure, the developed industry providing services and the opportunity for people to escape from their normal environment and their mundane routine" (Coltman, 1988)
- "Tourism is an activity in which tourists travel to, and stay at, destinations" (Travel and Tourism, 1994)



## Different Views on Tourism for Developers

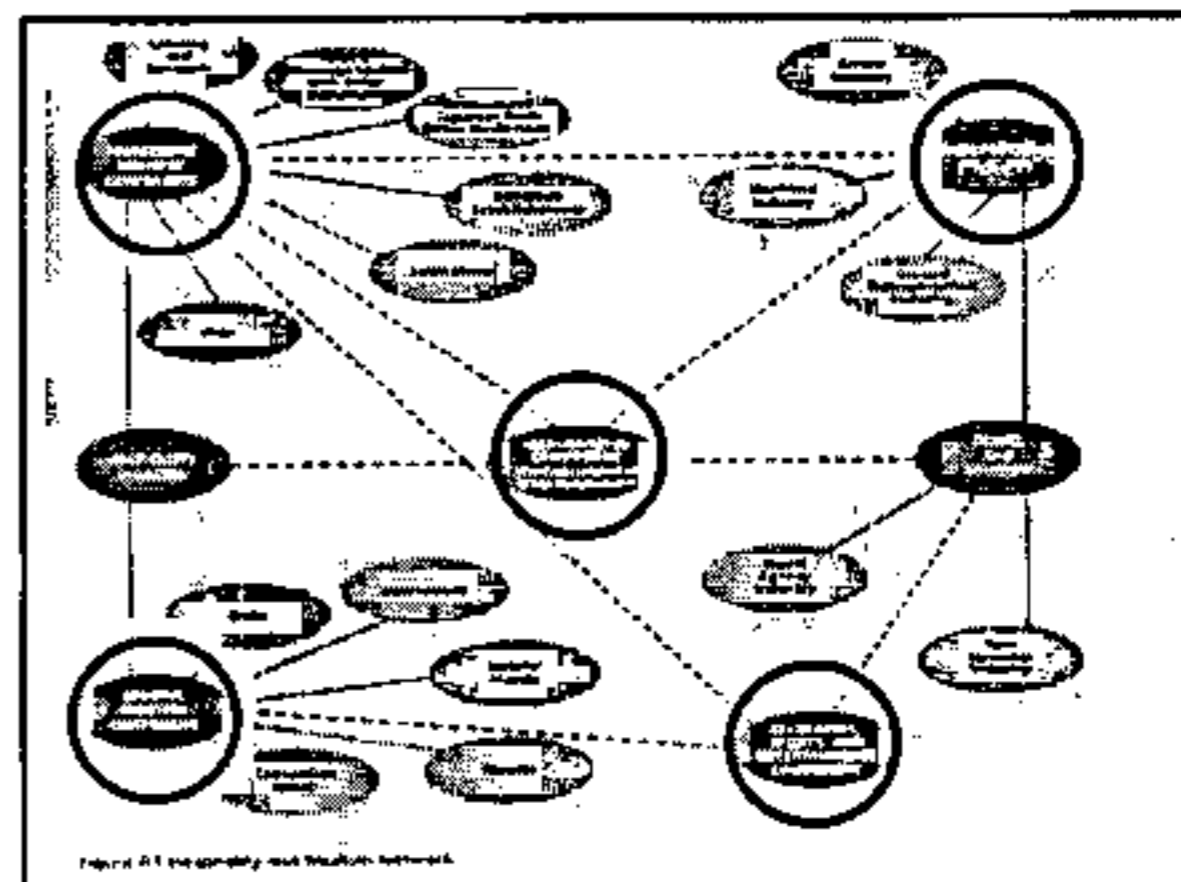
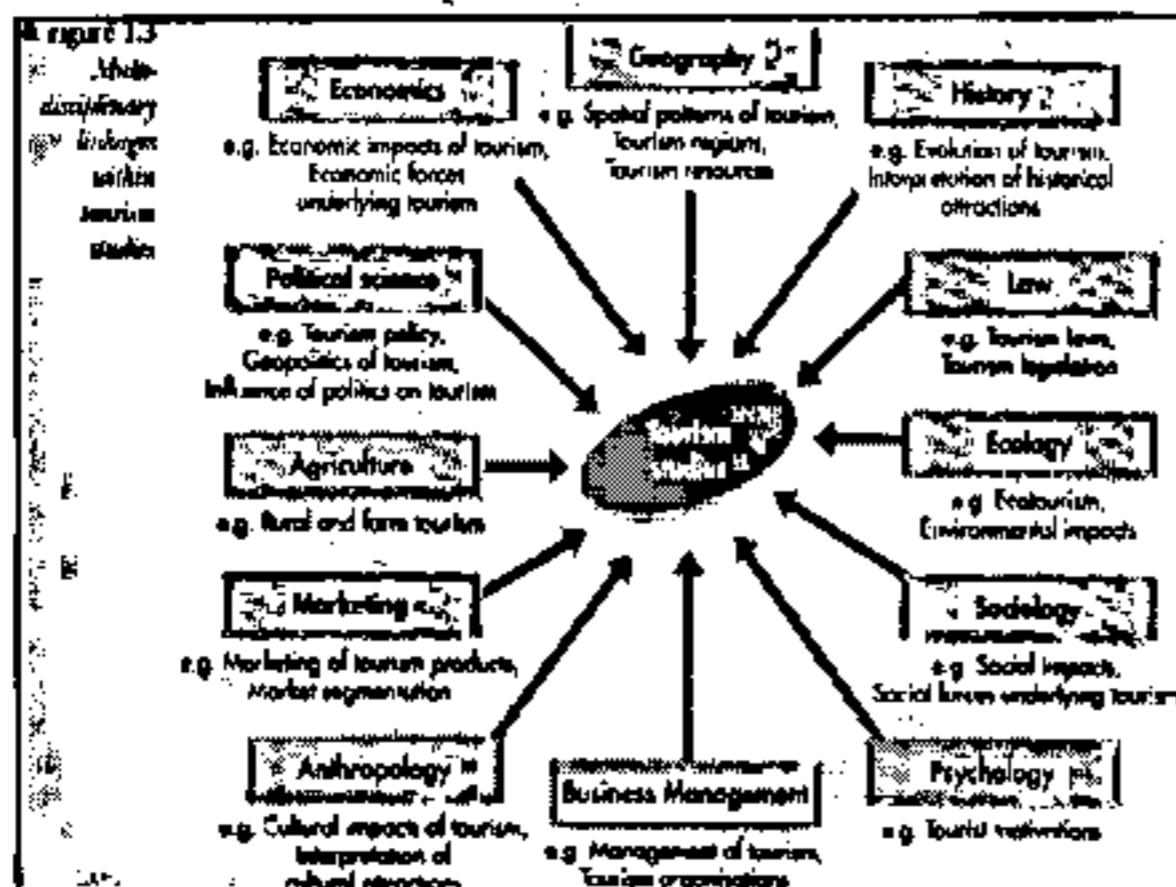
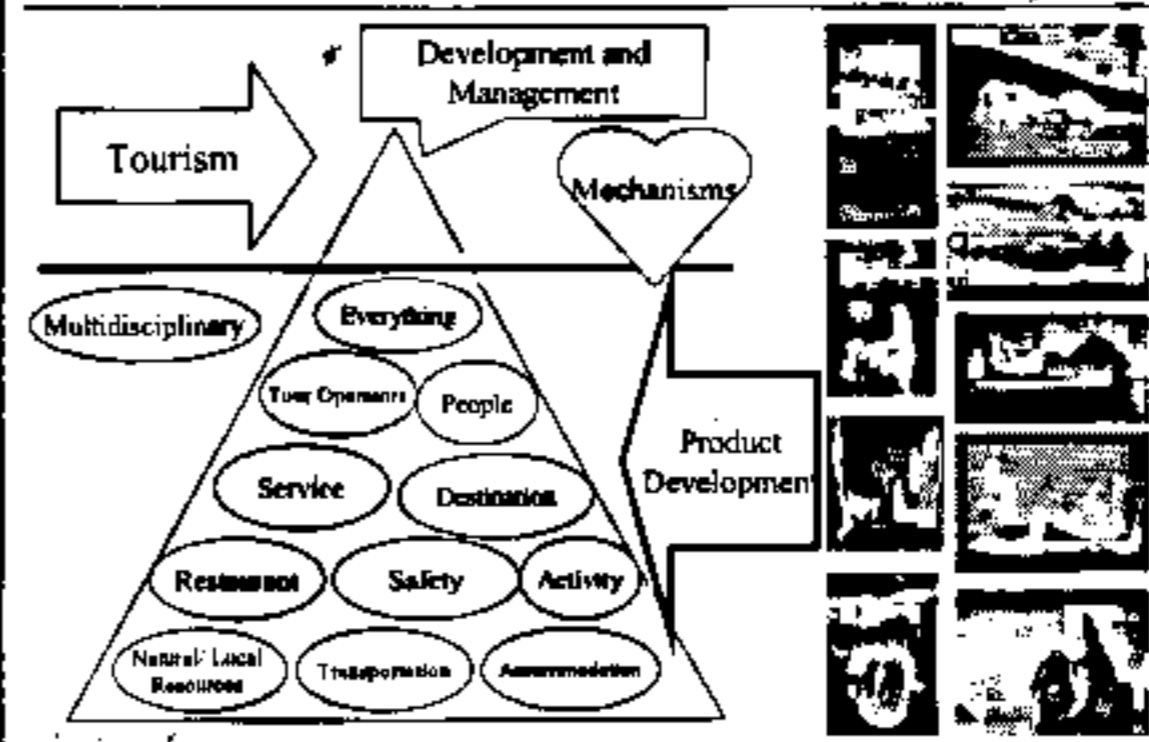
- Tourism as an Economic Development Tool
- Tourism as a Tool for Poverty elimination
- Tourism as a Tool for Environmental Conservation
- Tourism as a Tool for People Understanding and Peace
- Tourism as a Tool for People Empowerment



## Why developers love tourism ?

- Quick money
- Based on what the destinations have/ Low financial investment (*invest a lot for resources*)
- Customers come to the product, less logistics expenses
- Negative impacts are time-consuming.
- And they think *easy to manage* because they believe if they do some other things okay, tourism is going to be good.

## Tourism is like an Iceberg





The Tourism & Hospitality Network:  
Lodging Industry Component



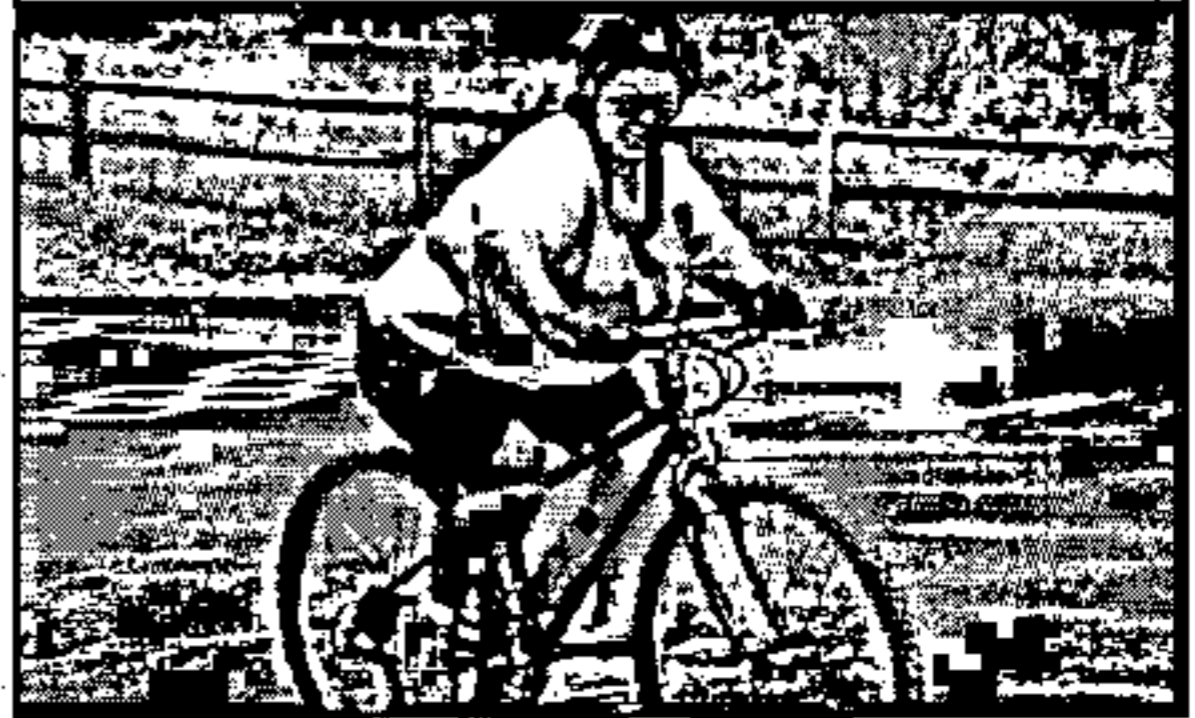
The Tourism & Hospitality Network:  
Food & Beverage Industry Component



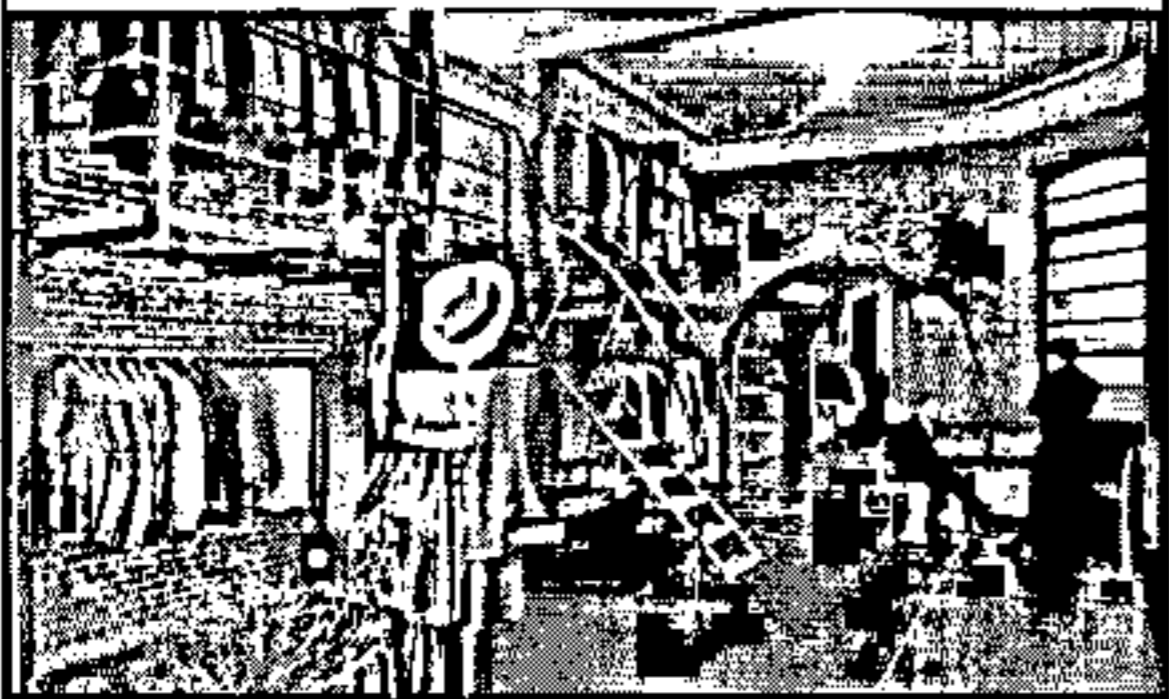
The Tourism & Hospitality Network:  
Transportation Industry Component



The Tourism & Hospitality Network:  
Recreation, Sports, & Entertainment Component

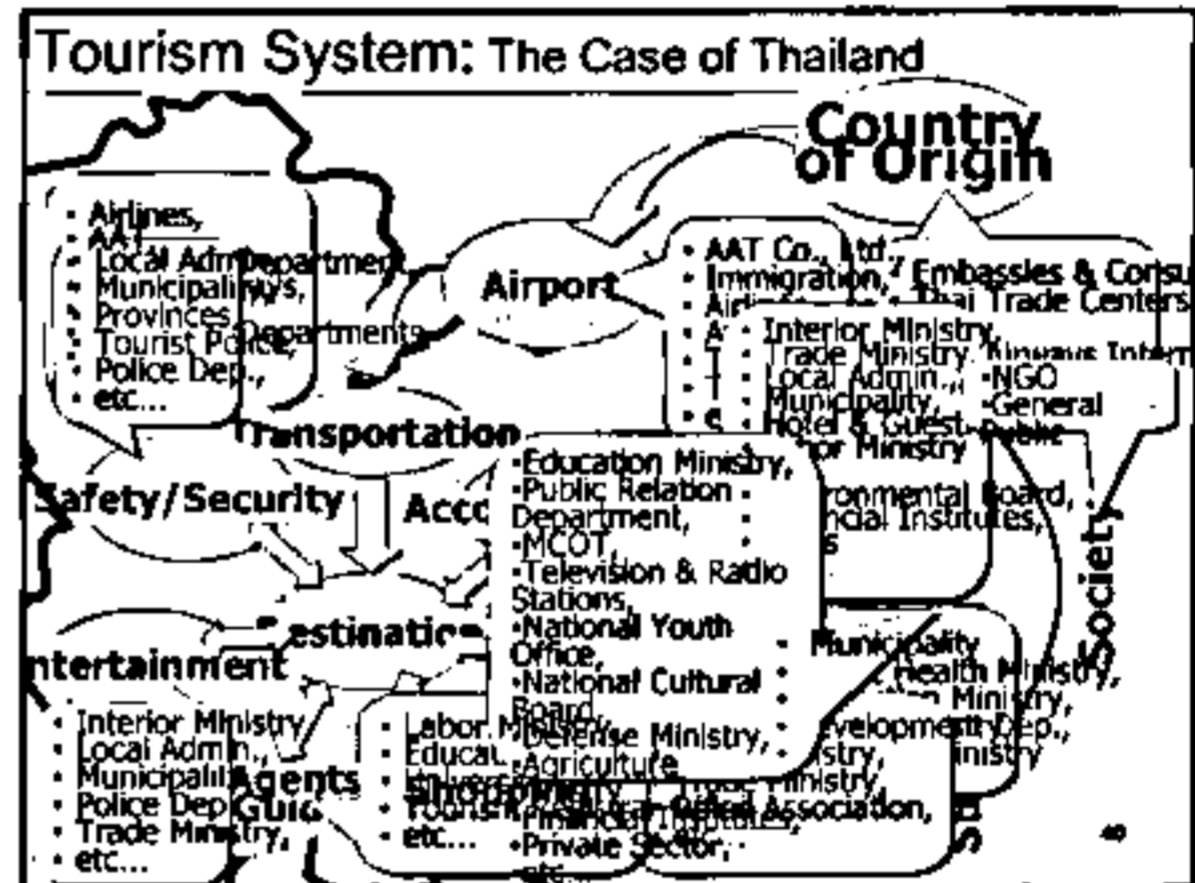
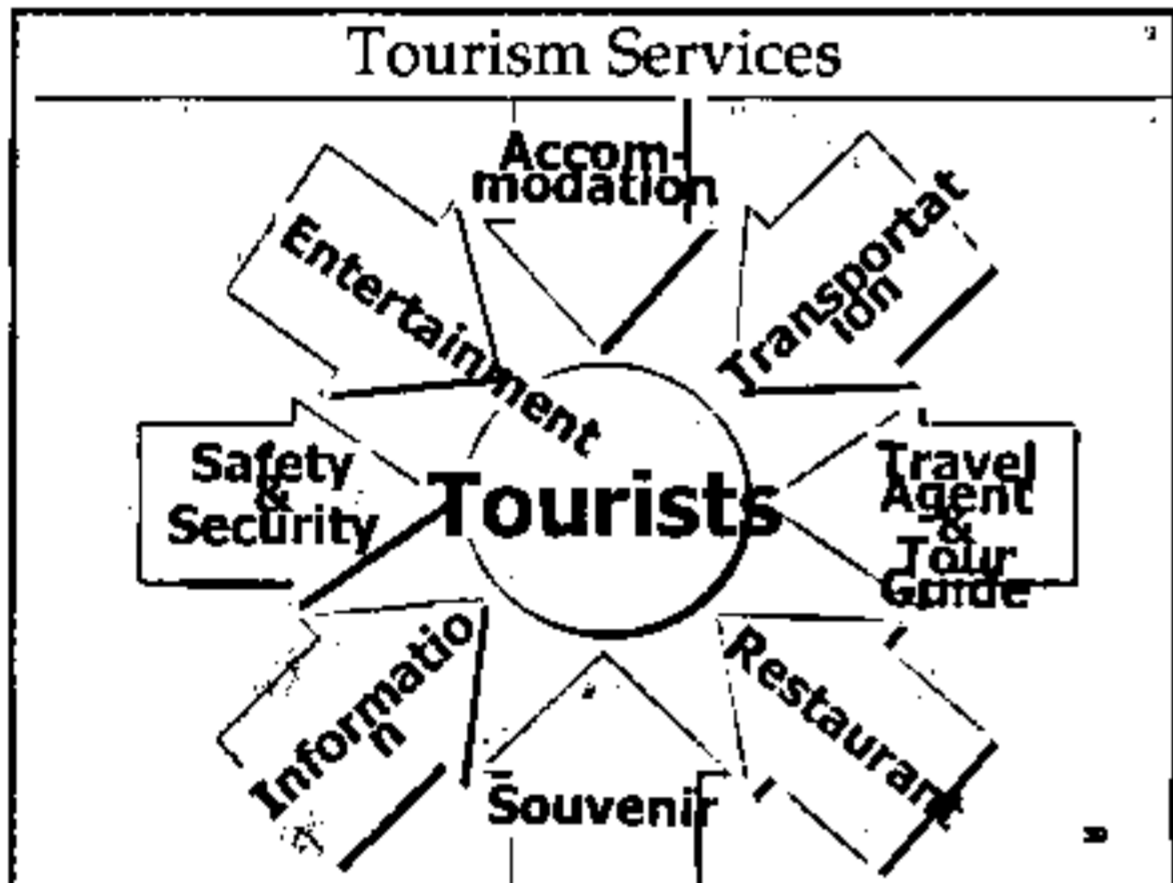
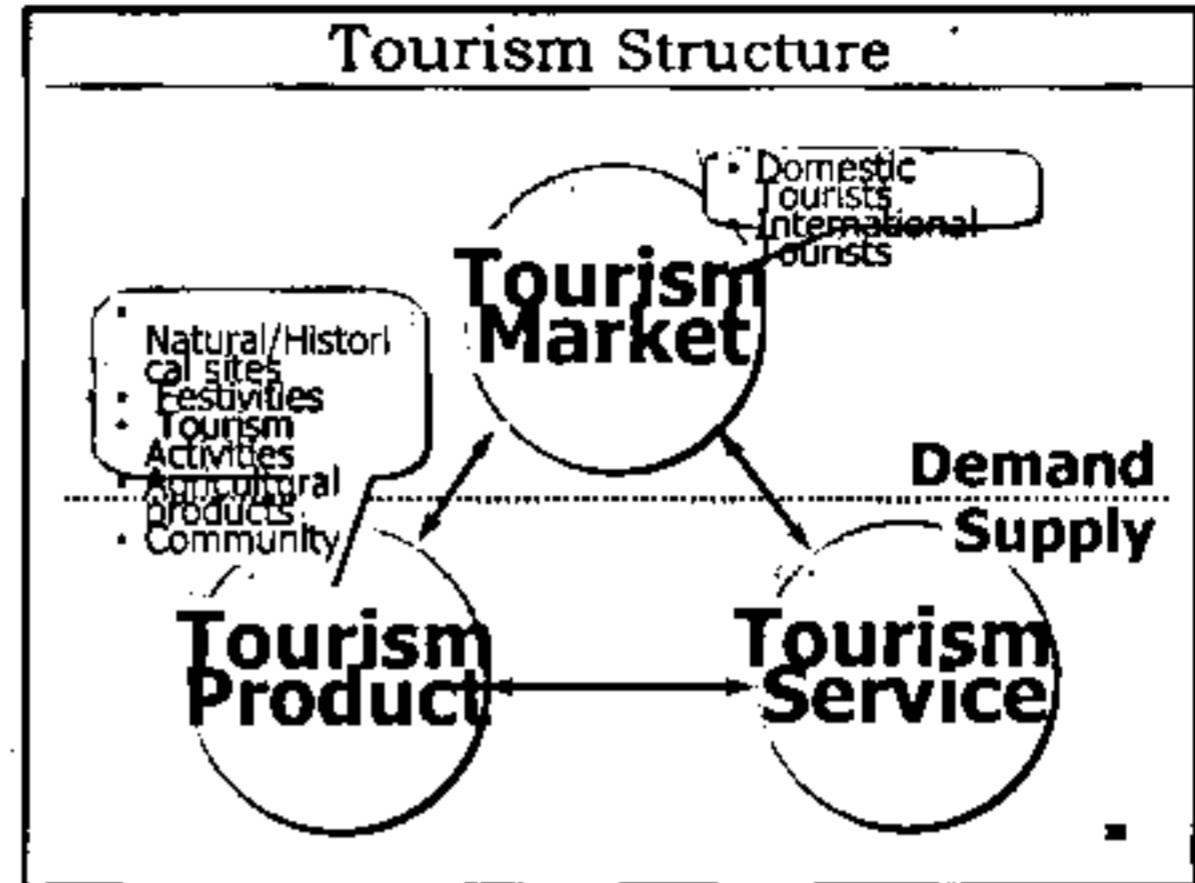
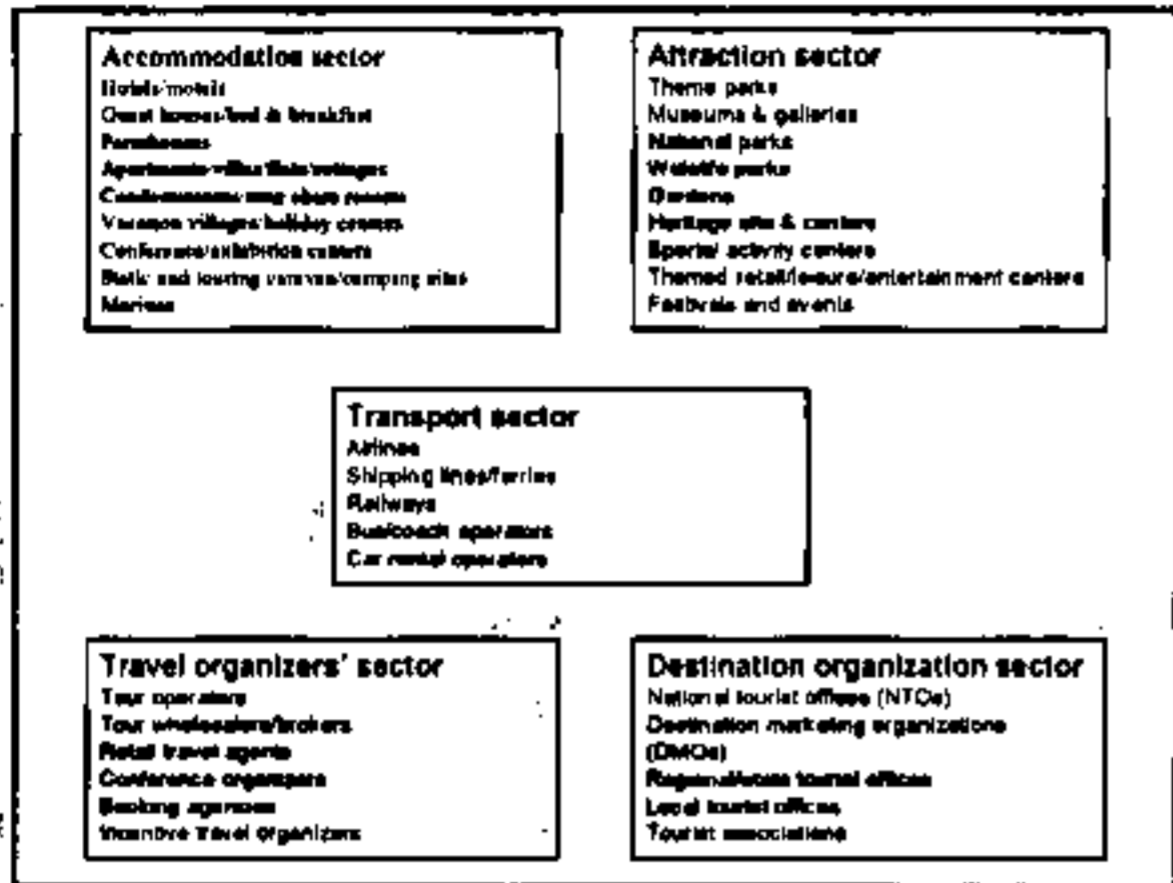


The Hospitality & Tourism Network:  
Merchandise Component



**TOURISM INDUSTRY COMPONENTS**





## Factors Determining the Growth of Modern Tourism

**1. Social Changes**

- Urbanization
- Earlier Retirement
- More Natural Conservation
- More Concern about Health

41

## Factors Determining the Growth of Modern Tourism

**2. Economic Factors**

- ✦ Increase of Income
- ✦ G8 Countries (Germany, Canada, France, Italy, Japan, UK., USA., Russia)
- ✦ 4 Asian Tigers (South Korea, Hong Kong, Singapore, Taiwan)

42

## Factors Determining the Growth of Modern Tourism

- **International Trade Agreement**
  - General Agreement on Trade in Services (GATS)
  - Europe Commission (EC)
  - North America Free Trade Agreement (NAFTA-Mexico, Canada, USA.)
  - Free Trade Agreement



## Factors Determining the Growth of Modern Tourism

- 3. **Technological Development and Advancement**
  - New Means of Transportation (Jet Aircraft, High Speed Trains)
  - New Tourist Attractions (London Eyes, Twin Tower, etc.)
  - System of Information Technology (SIT) (Teleconferencing, videotext, video brochures, airline electronic ticketing, smart card, digital telephone network)

## Factors Determining the Growth of Modern Tourism

- 4. **Government Roles and Political Stability**
  - Announcement of Dangerous Zones (Gulf War)
  - Increase of Tourism-Related Taxes
  - Demonstrations (Tiananmen Square Conflicts, September 11th)



*"Tourism is like a tiger with two tails. On the one hand it offers massive employment and boosts the economy. On the other hand, if not controlled, it can steal away from the inhabitants of a country most of what makes their country worth living in and worth visiting."*

*Sir Lawrence Van der Post*



## TOURISM IMPACTS

**"Tourism is one of the world's largest industries and one of its fastest growing economic sectors. It has multitude of impacts, both positive and negative, on people lives and on the environment"**



*The United Nations*

## 1. Environmental Impacts of Tourism

- **Water Resources**
- **Land Degradation**
- **Air Pollution and Noise**
- **Solid Waste and Littering**
- **Sewage**
- **Loss of Biological Diversity**
- **Depletion of the Ozone Layer**



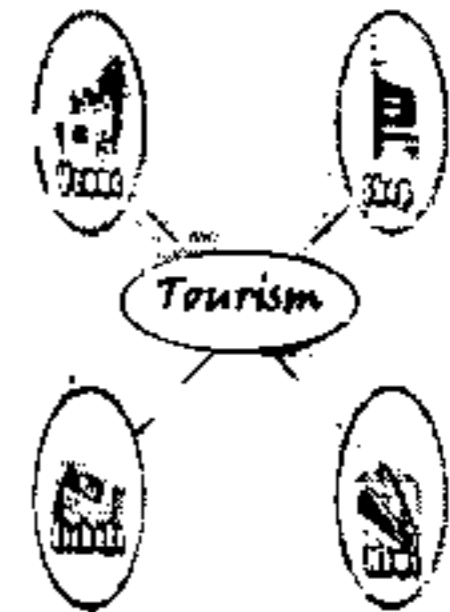
## 2. Socio-Cultural Impacts of Tourism

- Commodification
- Standardization
- Loss of Authenticity (Staged Authenticity, Pseudo Event, Airport Art)
- Culture Clashes
- Prostitution and Sex Tourism
- Demonstration Effect
- Increasing crime rate
- Child Labor

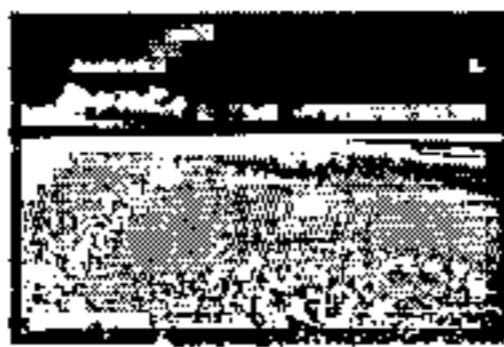


## 3. Economic Impacts of Tourism

- Leakage (Export Leakage and Import Leakage)
- Increase in prices
- Economic Dependence of the Local Community on Tourism
- Seasonal Character of Jobs/Employment
- Infrastructure Cost



## Thematic Tourism on the Move



## Cooking (Food) Tourism



## Farm and Rural (Local) Tourism



## Wellness Tourism

## Space Tourism

## Celebrity Tourism

## Smart Tourism

## Literacy Tourism

- Thailand
- Croatia
- Chile & Easter Island
- Brazil
- Tokyo
- Australia
- Egypt
- Vietnam
- Italy

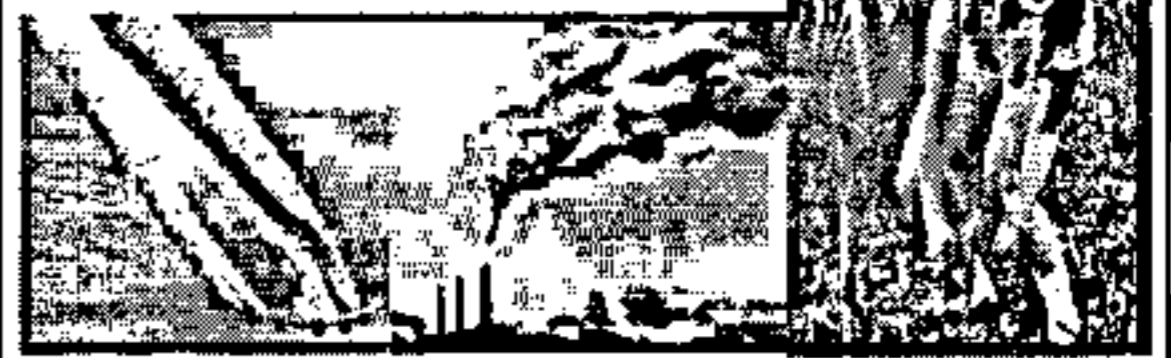
## Dark/Black Tourism

## Slow Tourism

## Pop-Culture Tourism



## Carbon-Free Tourism



## Gaming Tourism

Good Bye Vegas-Hello Macau



## Barrier Free Tourism



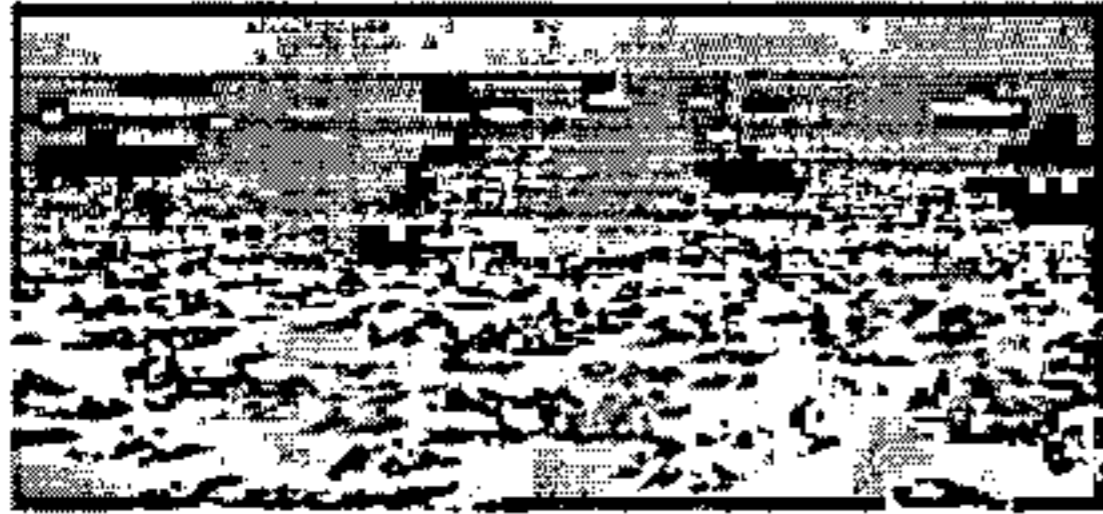
## Why many names for tourism?

- To create the magnet to attract the visitors according to their different consumer behaviors.
- To do the destination marketing
- However, they will visit to the same destination.
- Once arriving the tourism sites, they see the same tourism products at the same settings.

*So, what we have is just tourism.*



Interesting Target Markets  
in the Future



Life Style Travelers



*Backpackers*



*Luxurious Green Trip (Organic Food, Slow Food, Holistic, Alternative Health, Yoga, Meditation, Green Destination, Spa, Detox, Spiritual Recreation)*



*Senior Traveler (Baby Boomers)*



**BABY-BOOMERS**



### Baby-Boomers News

#### BOOMING MARKETPLACE: 13 Truths About Baby Boomer Travel

1. Boomers consider travel a necessity, not a luxury.
2. Boomers have traveled more than their predecessors.
3. Boomers see themselves as forever young.
4. Boomers want to have fun.



By Kim Ross

### Baby-Boomers News

#### BOOMING MARKETPLACE: 13 Truths About Baby Boomer Travel

5. Boomers demand immediate gratification (satisfaction).
6. Boomers are not passive.
7. Boomers think they are special.
8. Boomers like creature comforts.
9. Boomers are time free.



By Kim Ross ลินคัมจัก

### Baby-Boomers News

#### BOOMING MARKETPLACE: 13 Truths About Baby Boomer Travel

10. Boomers will pay for luxury, expertise and convenience.
11. Boomers are skeptical of institutions and individuals.
12. Boomers like to associate with people like themselves.
13. Boomers are not homogenous.



By Kim Ross ลินคัมจัก

#### *Customized Personalized Trips: Honeymooner, (Shopaholic, Business Traveler, Art & Gallery Hoppe, Golf Lover)*



### *Family Type*

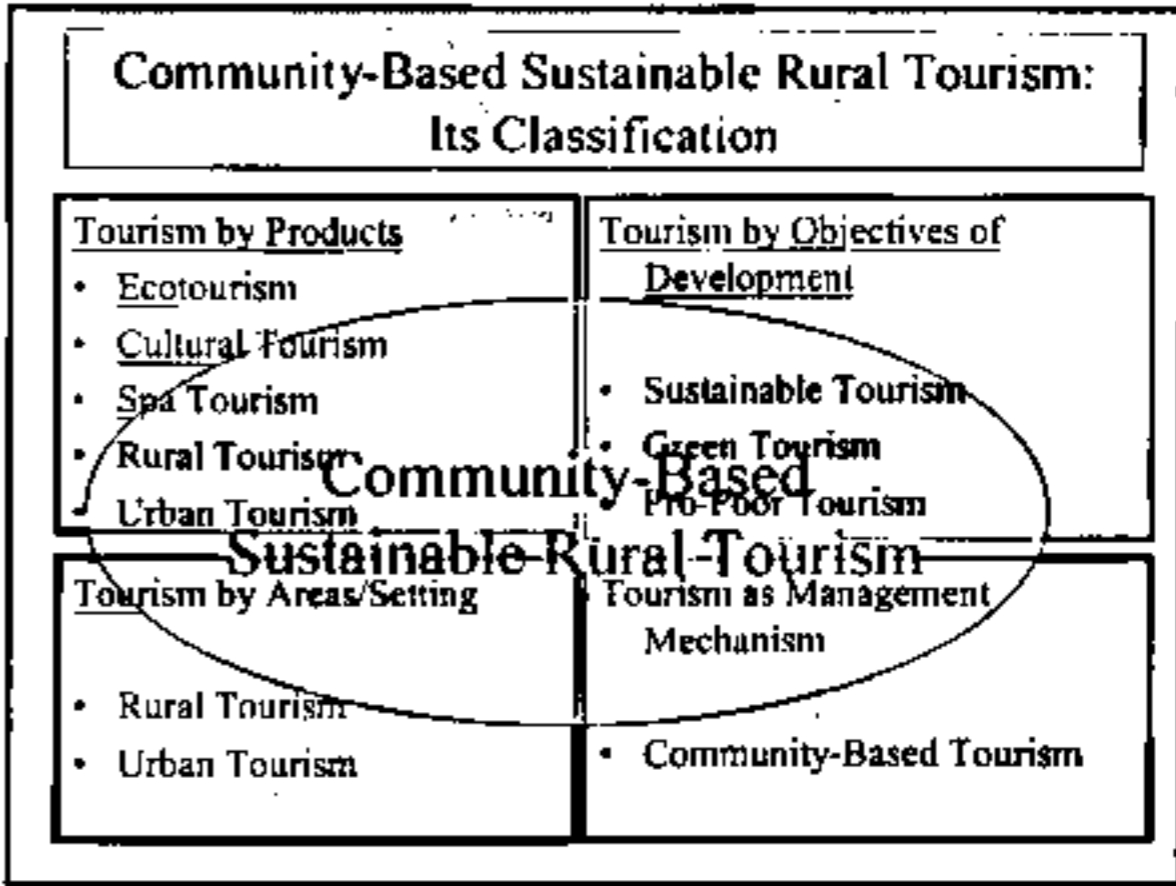
### *Babymoon*







## Community-Based Rural Tourism



### Community-Based Sustainable Rural Tourism

The tourism offers tourism products (Culture, Nature, Homestay, etc.) for visitors at the rural settings, is managed by communities (everyone), and is for sustainable rural development (balancing between social, economic, and environmental development).

### RURAL TOURISM

Rural tourism is engaged in by tourists seeking rural peace; it is away from the mainstream, away from areas of intensive tourism activity. It is engaged in by visitors who wish to interact with the rural environment and the host community, in a meaningful and authentic way. With this description, rural tourism covers a wide range of products and activities. It is sometimes referred to as agro-tourism, farm tourism, or green tourism depending on the activities the rural communities have for tourists.

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**Trends, opportunities and challenges for rural tourism development in Asia**

APQ, 10-17 August 2010, Colombo, Sri Lanka

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 Under Supervision of The Office of the Prime Minister, The Royal Thai Government

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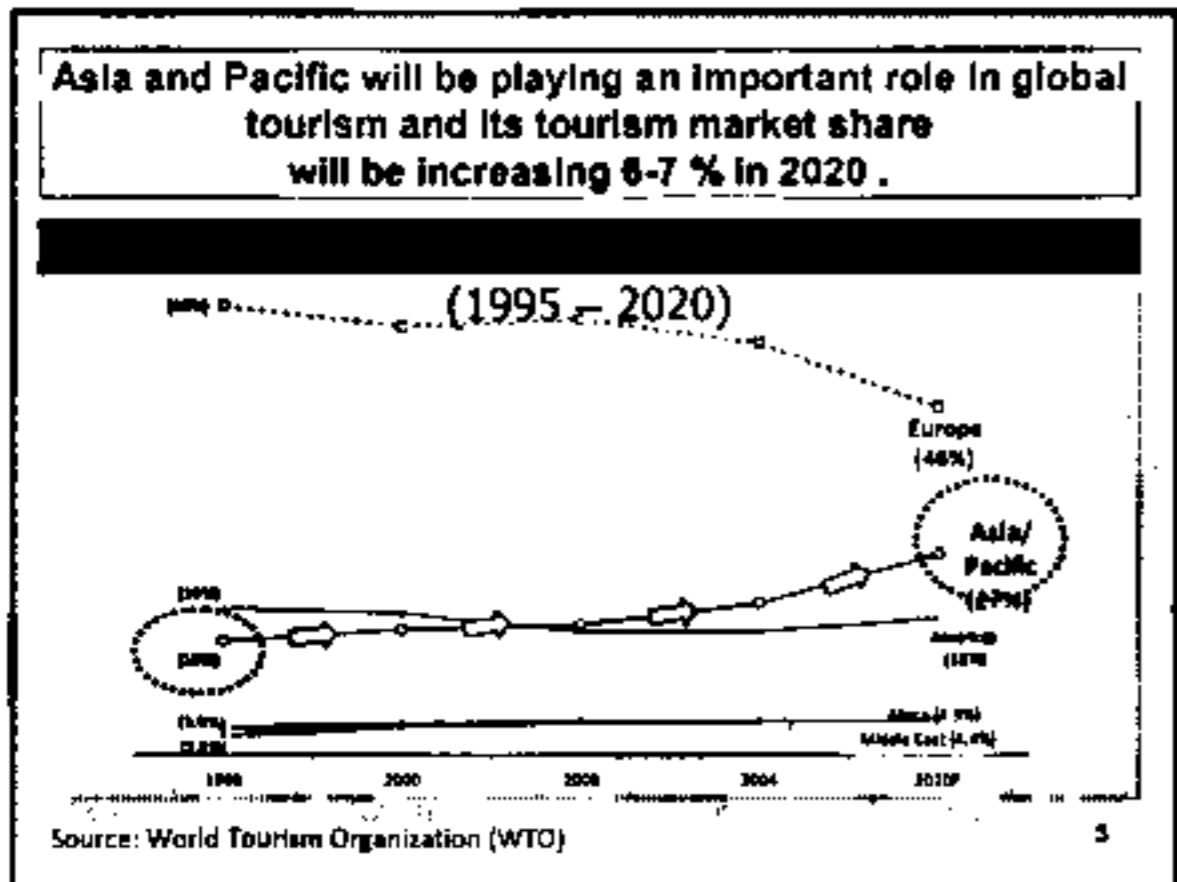
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Nice to see you all !

**2009 Tourism in Asia**

- Fell by nearly 7% in the first half of 2009, stabilized in the third quarter and rose by 5% in the last quarter. Overall fallen by 2% in 2009.
- South East Asia has done best by a wide margin with an amazing increase 11%, bringing the total for the year marginally into positive territory (+0.4%).

- In the North East Asia, arrivals rose only 2% in the last three months of the year but the total for the year was still down 3%.
- In South Asia, they were up 6% in Quarter 4 and the total for the year was -3%.
- In Oceania, arrivals in Quarter 4 increased 3% but overall declined 2%.

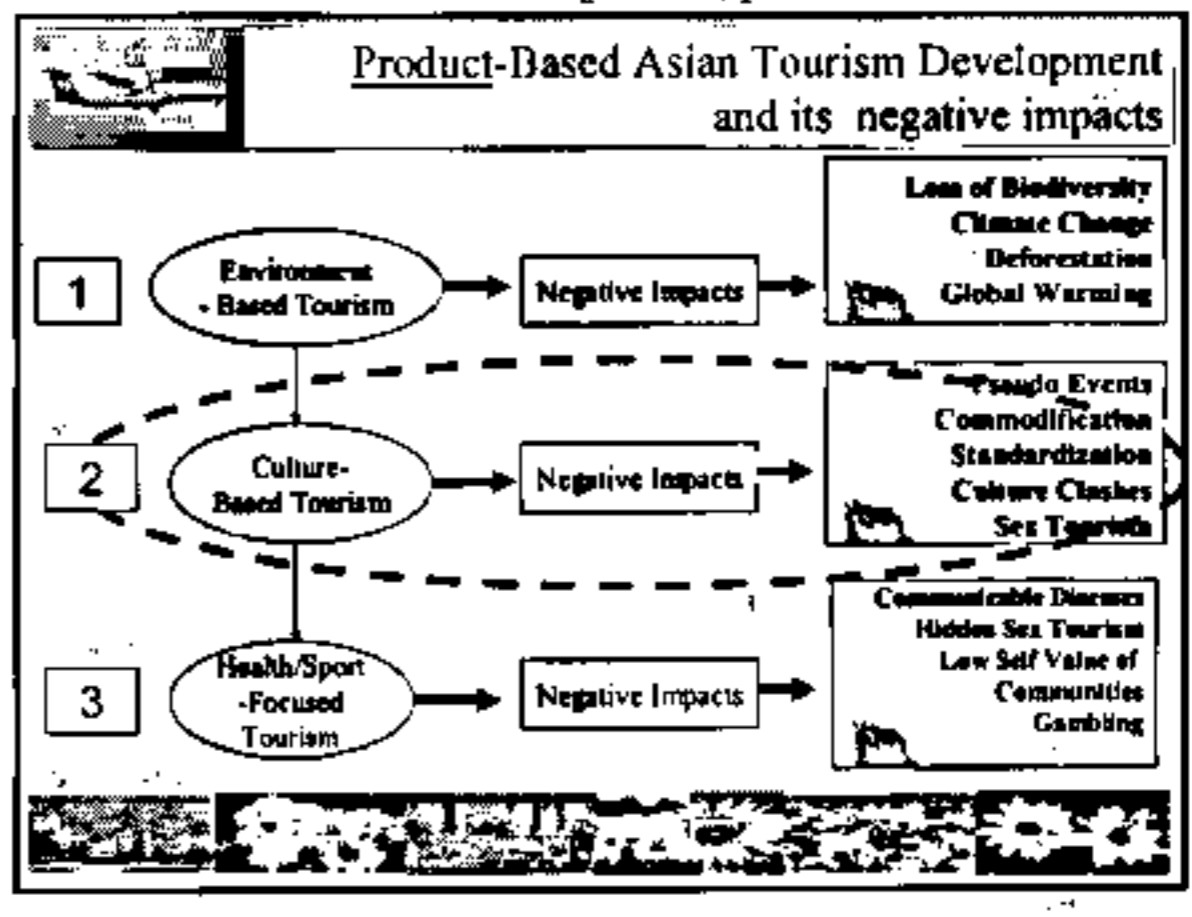
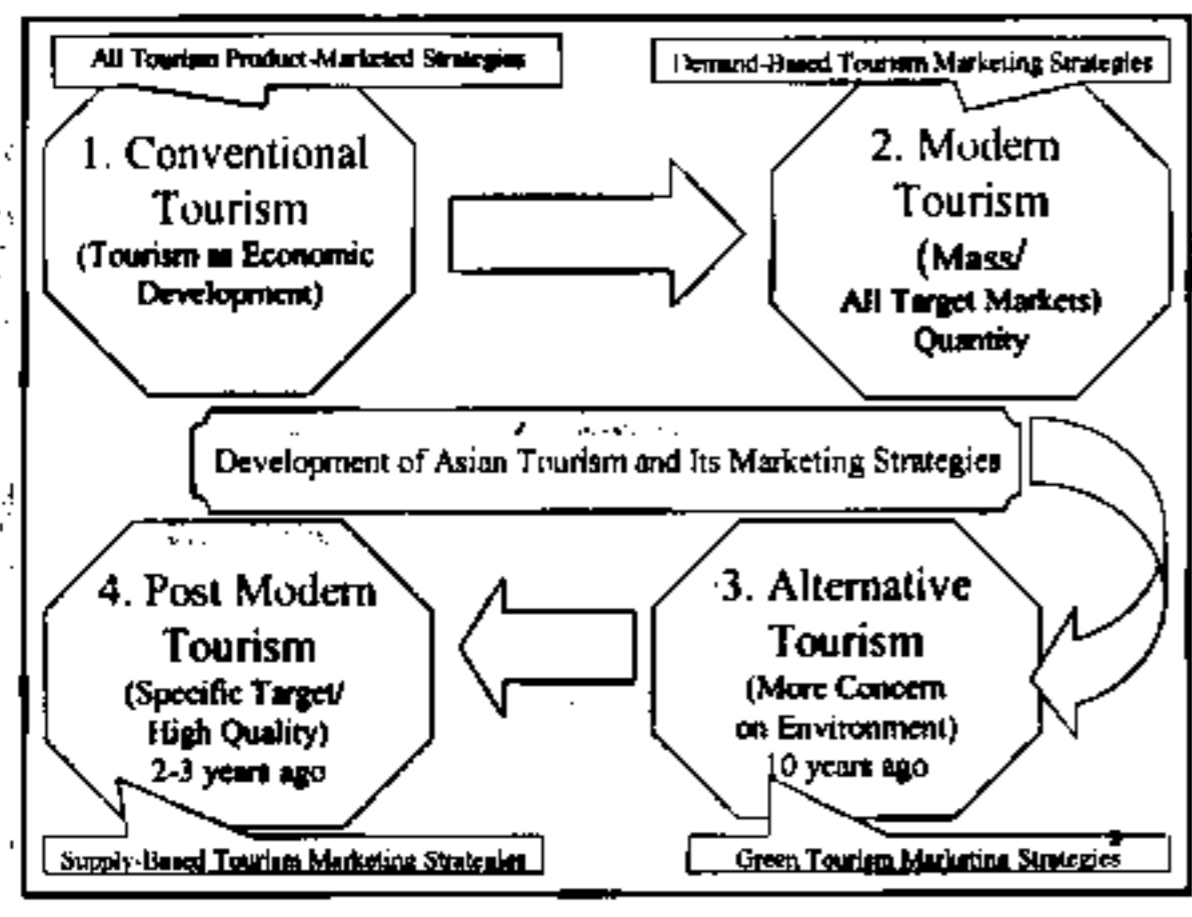


**2010 Positive Growth Expected for Tourism in Asia due to Promotional Efforts by Asian Governments**

- China is staging Shanghai Expo 2010 from May through October and the 16<sup>th</sup> Asian Games in Guangzhou.
- The Macao government tourism office is very optimistic about the resumption of the Special Administrative Region's extraordinary growth, mentioning as positive factors the government's measures, a range of new hotels and products and the dynamics of multi-destination travel in the Pearl River Delta region (Hong Kong, Guangdong and Macao).

- India is holding the Commonwealth Games in Delhi in October and is investing in non-traditional, high value products, including luxury trains in partnership with Thomas Cook and Cox&Kings, new rural and outdoor programmes, medical and wellness facilities and branded hotel packages for business and travellers.
- India introduced visa on arrival scheme for Singapore, Finland, New Zealand and Luxemburg.
- In Singapore, the Marina Bay Sands and Sentosa Resort World integrated casino resorts opened early in 2010.
- In Sri Lanka, Ministry of Tourism has plans for re-opening and developing the northern and eastern provinces to tourism (some areas have been close for 30 years)

- Nepal is making great progress in becoming a preferred destination in East Asian Markets (China, Japan, Singapore, Korea, Thailand) with appropriate air links to regional airports including low cost airlines.
  - Expected growth in tourism includes Taiwan, Thailand, Indonesia, Malaysia, the Philippines, Laos and Cambodia.
- (UNWTO World Tourism Barometer, Volume 8, 2010)



## From Fast to Slow Tourism in Asia

### Why ?

## Tourist Behavior Trends in Asia

- ❖ Health concern
- ❖ Demand higher service quality
- ❖ Close to nature, identity and uniqueness
- ❖ Health, spa and long stay tourism will be in demand.



13

New emerging markets will demand more and more.



What they demand is...



VALUE = money value and emotional value



14

Globalization makes the world the same and high-tech.

YouTube

flickr

myspace.com



## Nostalgia and Differences



*Anyone who knows the differences will have a great chance to be the winner in the tourism industry.*



CULTURES



Beyond brand to identity



KIMCHI Land

대한민국  
South KOREA

Why Korean foods popular?

Drama series: A Tool for competitions

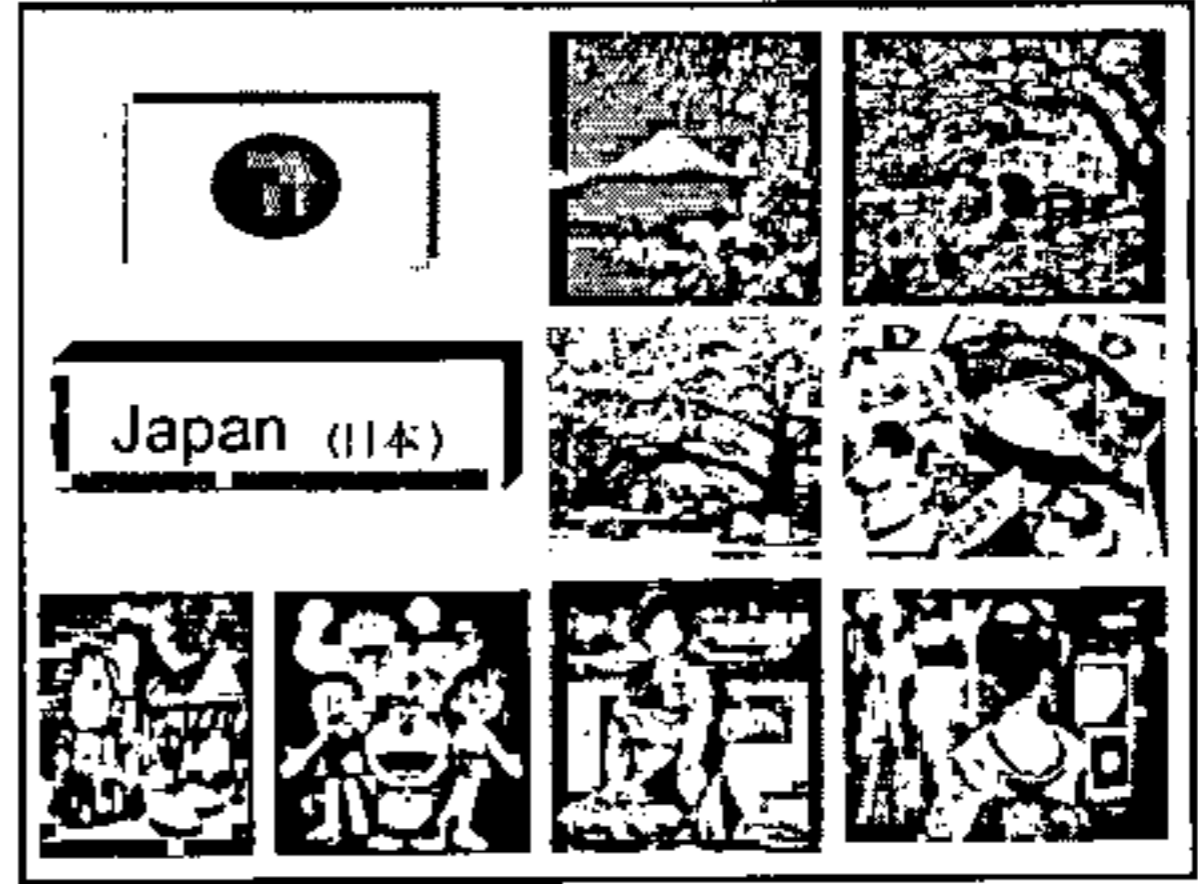
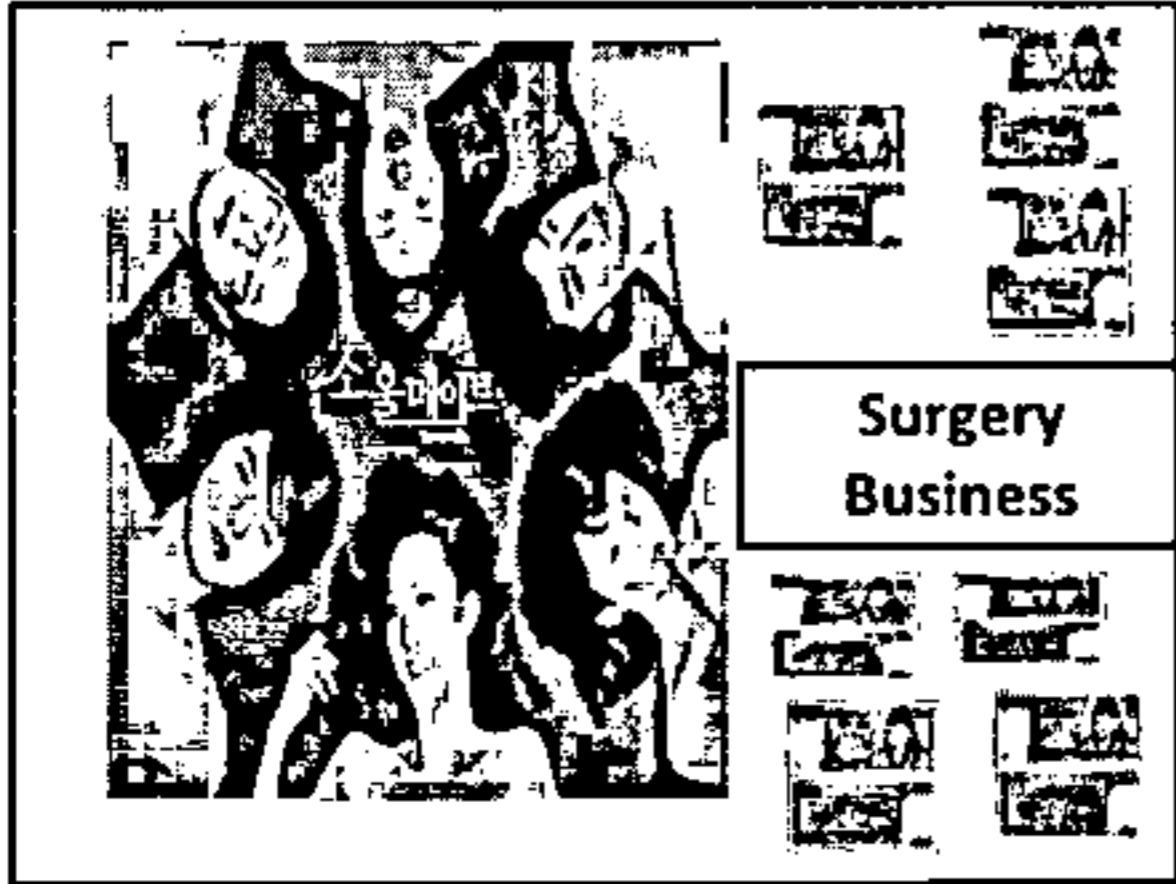
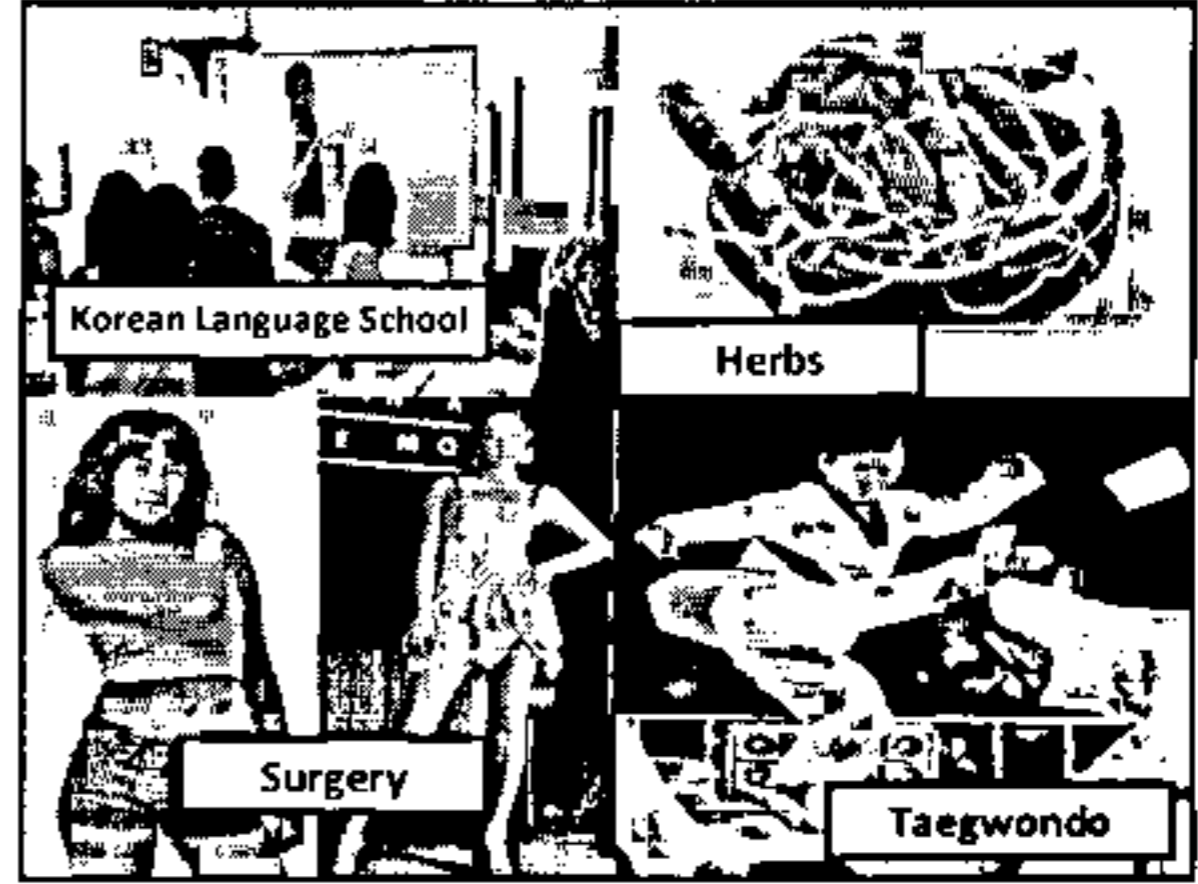
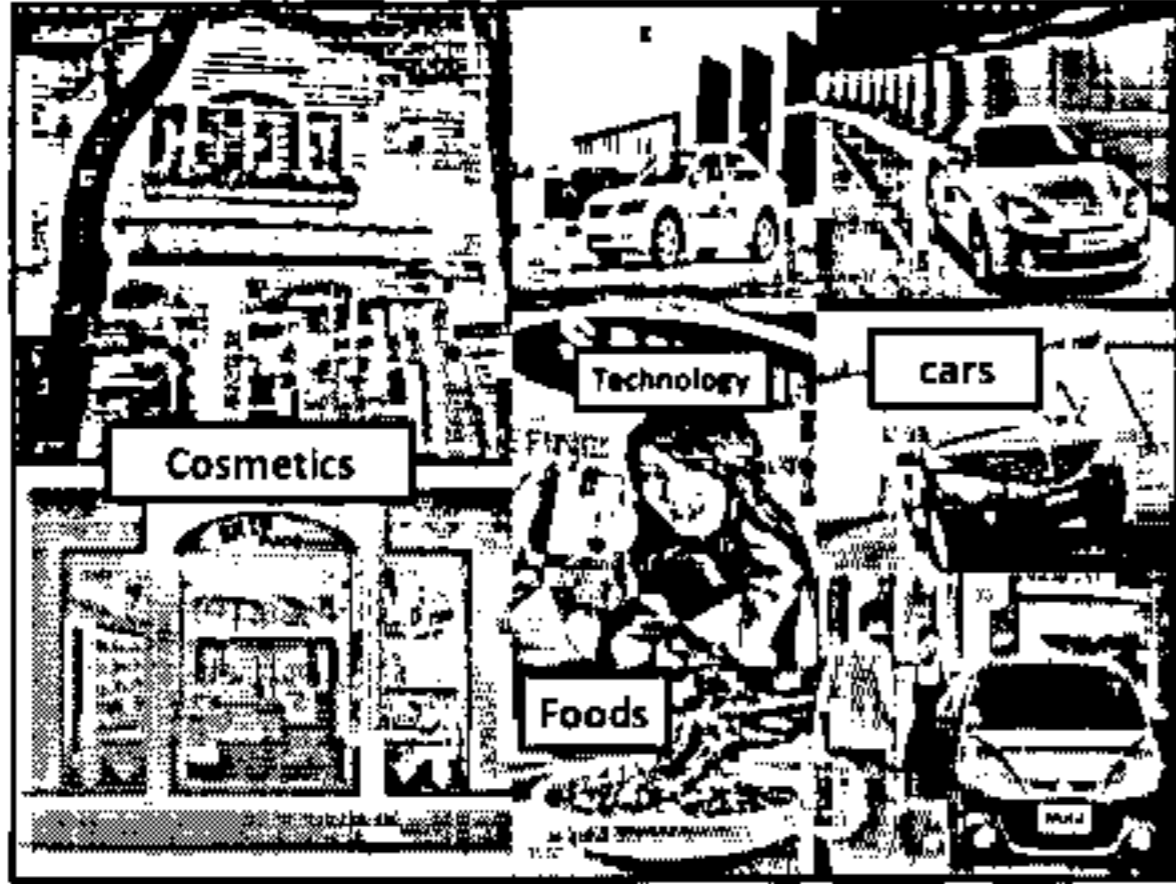
More tourists visit South Korea.

MOST OF THEM ARE KOREAN DRAMA SERIES HITS BEFORE

FUN HOUSE Winter Love Song

Super Stars

Korean government has been investing in hi-technological production houses and let the independent artists use at very low price.





Local wisdom and cultures for competitions

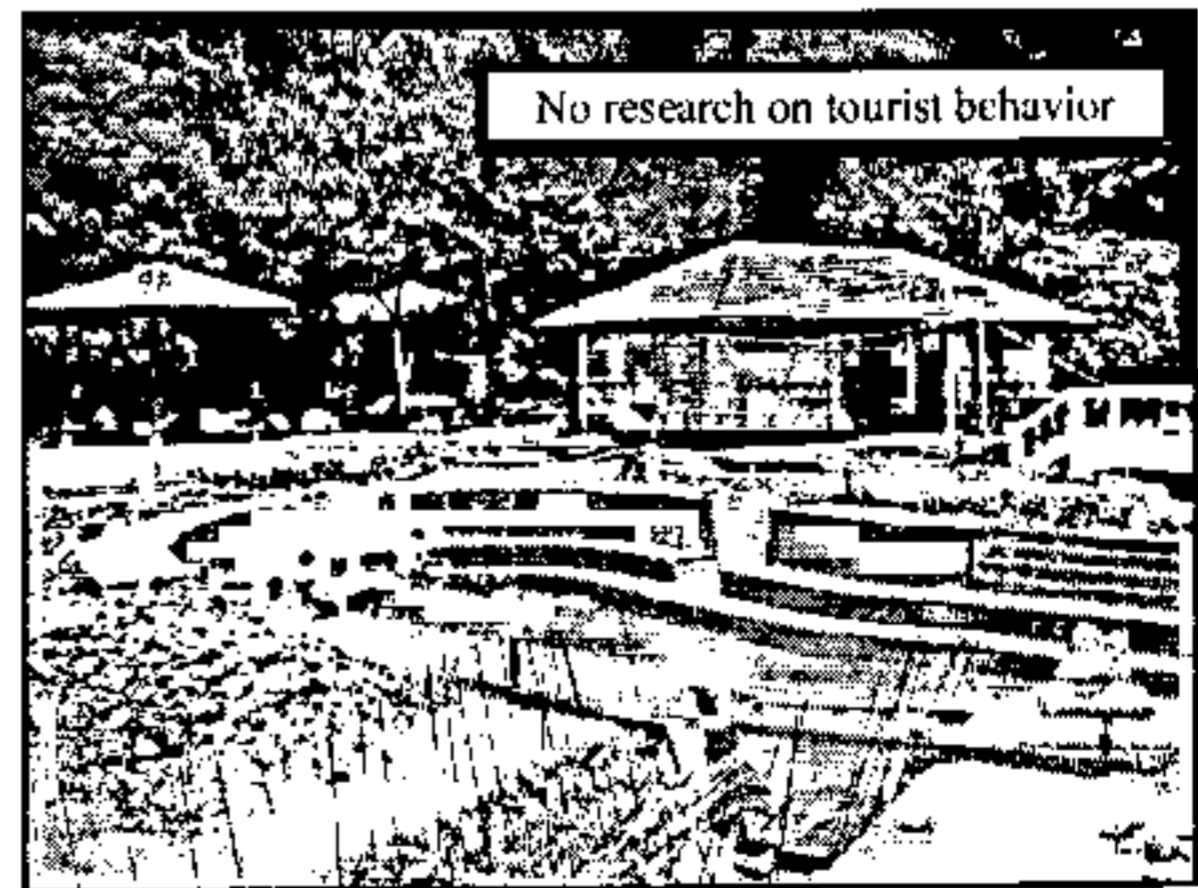
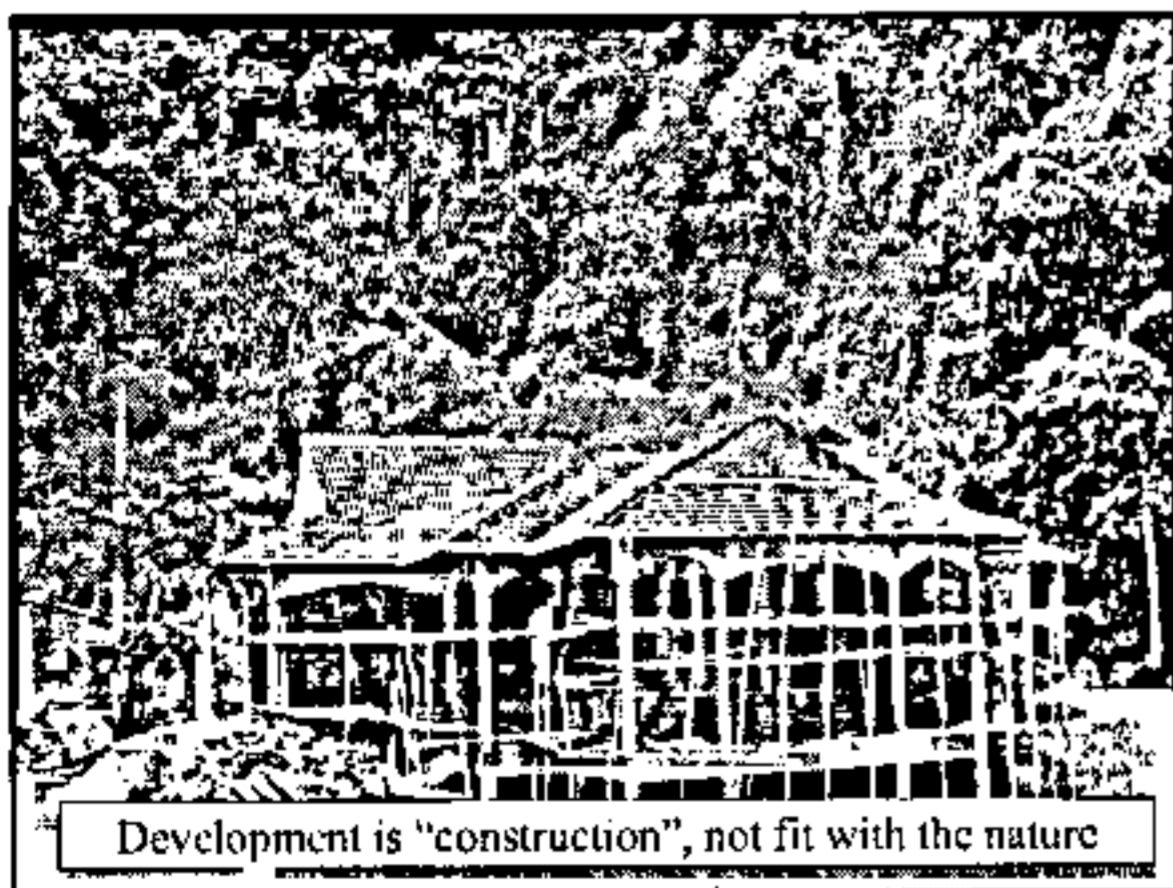
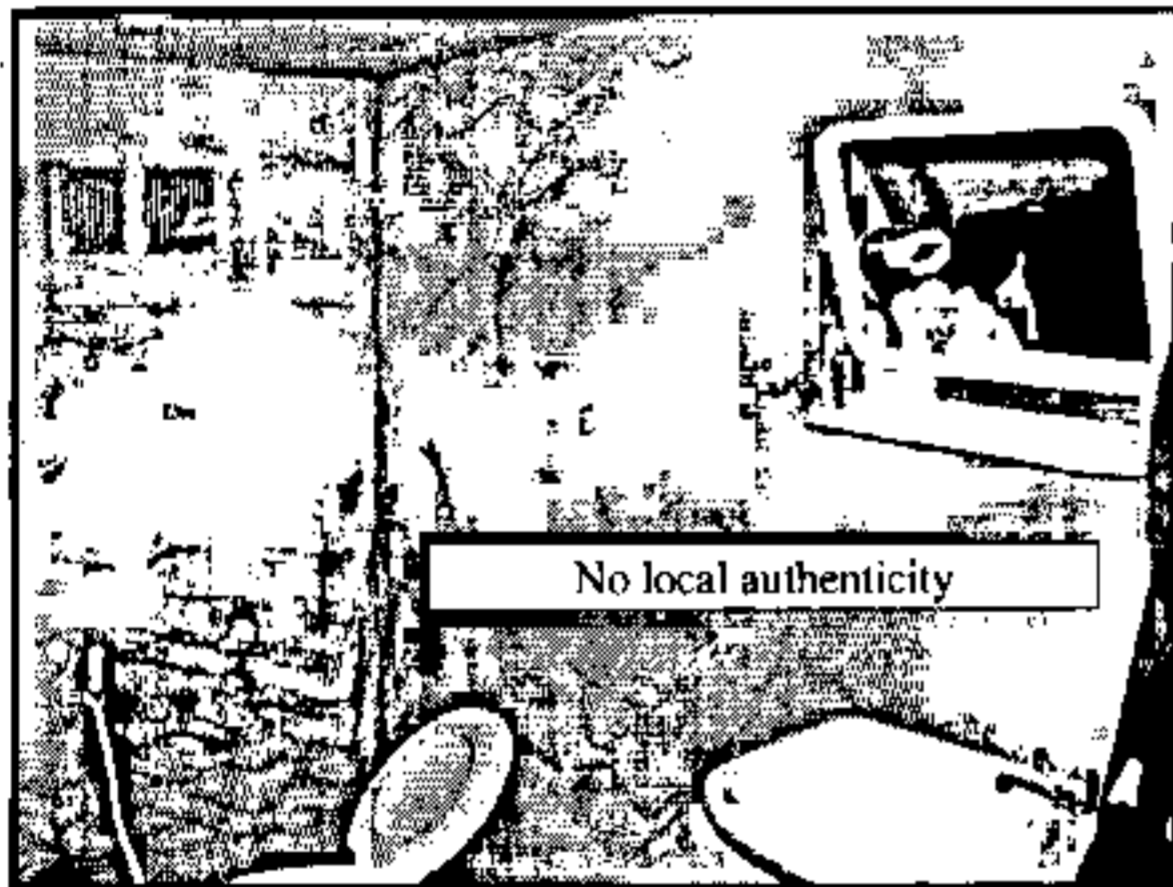
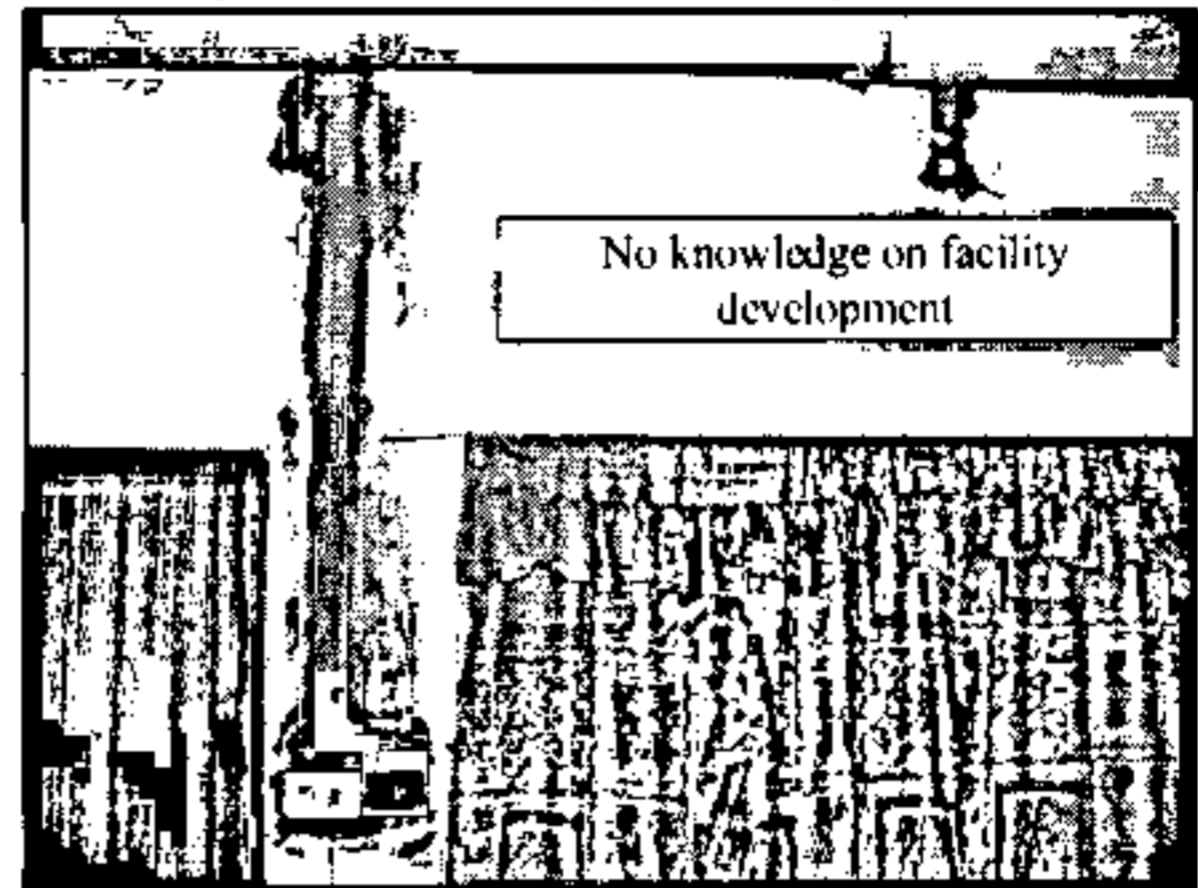
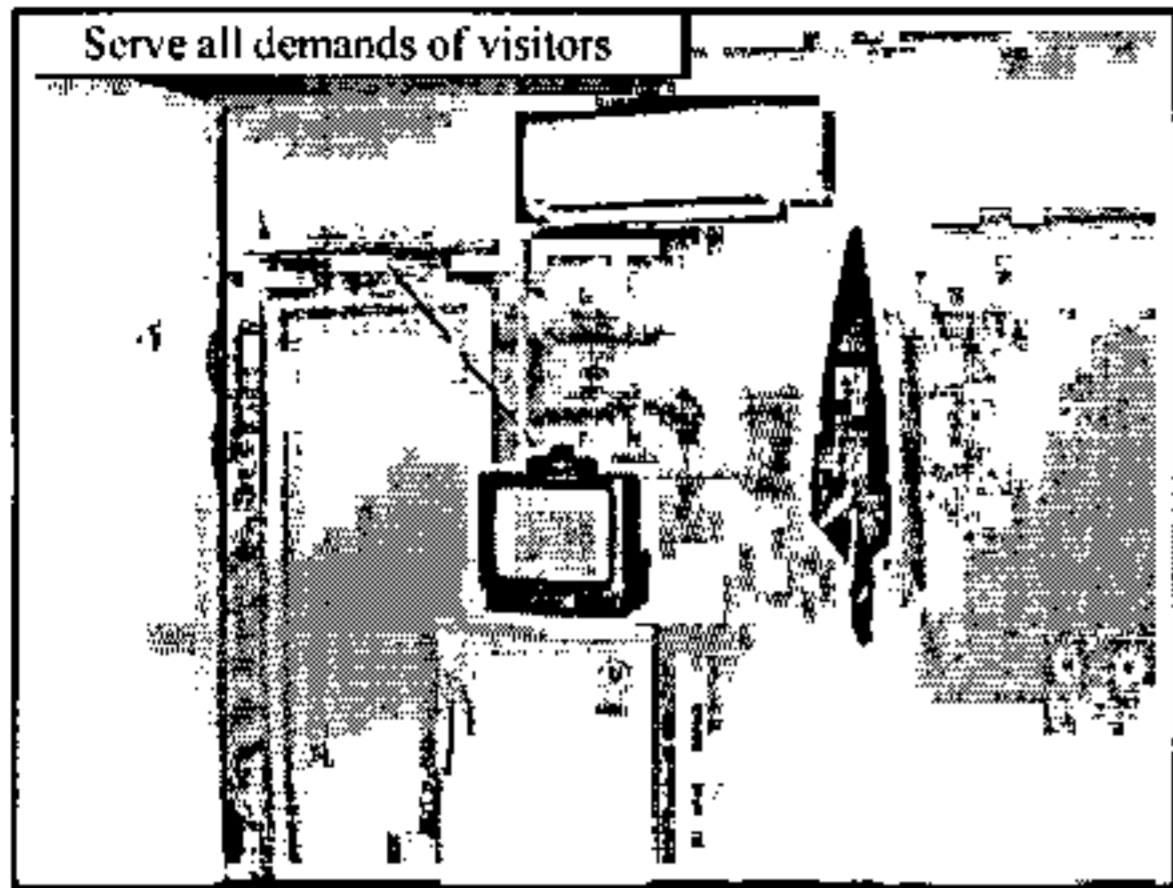
Now and then, all countries in Asia will compete with each other by using their own cultures, not industries anymore and where the tourists can find authentic cultures is at rural settings where Asian people are doing agricultural activities.

- Asia is home to 60% of the world's population, with only 36% of the world's freshwater resources; majority of the global population without access to improved sanitation lives in this region
- Asia has reversed the rate of forest loss from loss of 1.3 million hectares per year in the 1990s, to a net gain of more than 600 000 hectares per year between 2000 and 2005, yet the region has the lowest amount per capita (0.2 hectares) of forest in the world
- Agriculture is *the mainstay* of Asian economies; it constitutes a high portion of land usage in warm and humid areas of Asia; majority of Asia's poor people depend directly or indirectly on agriculture for their livelihoods

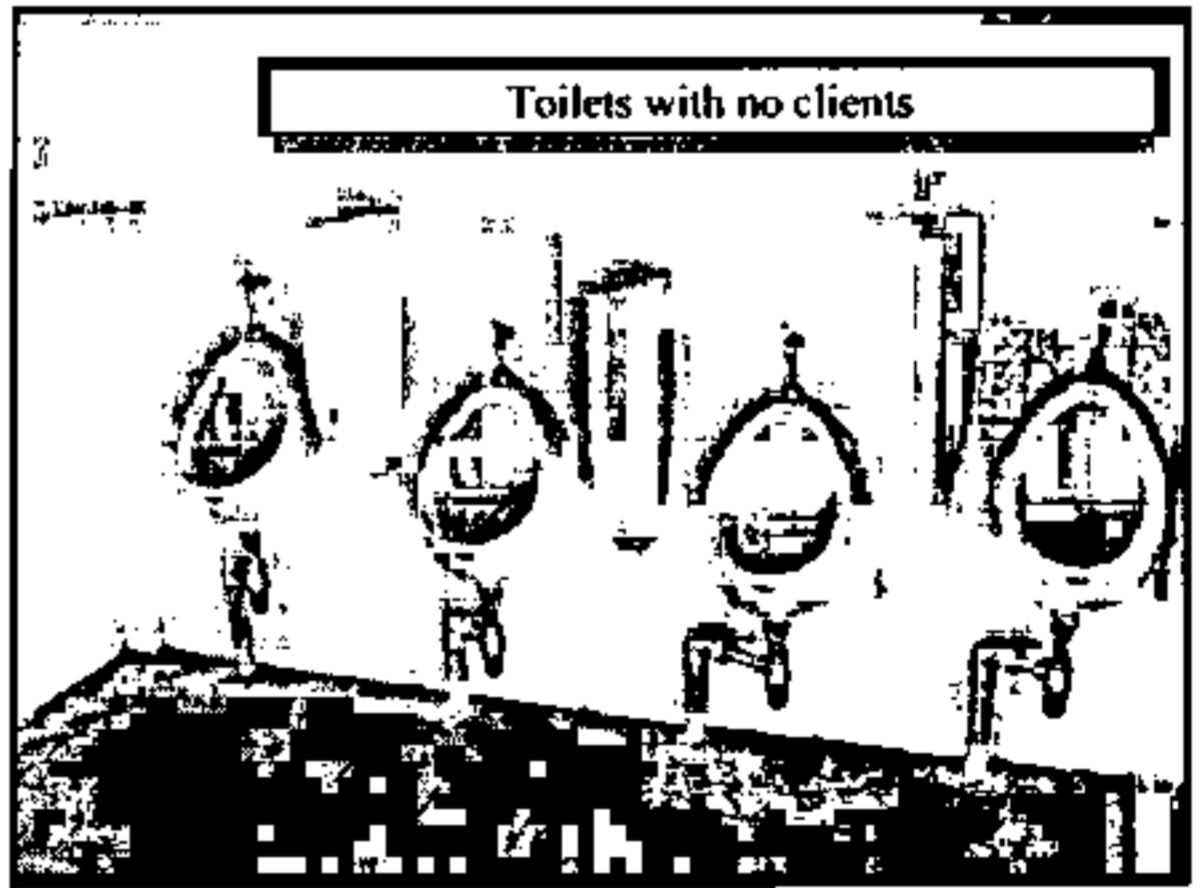
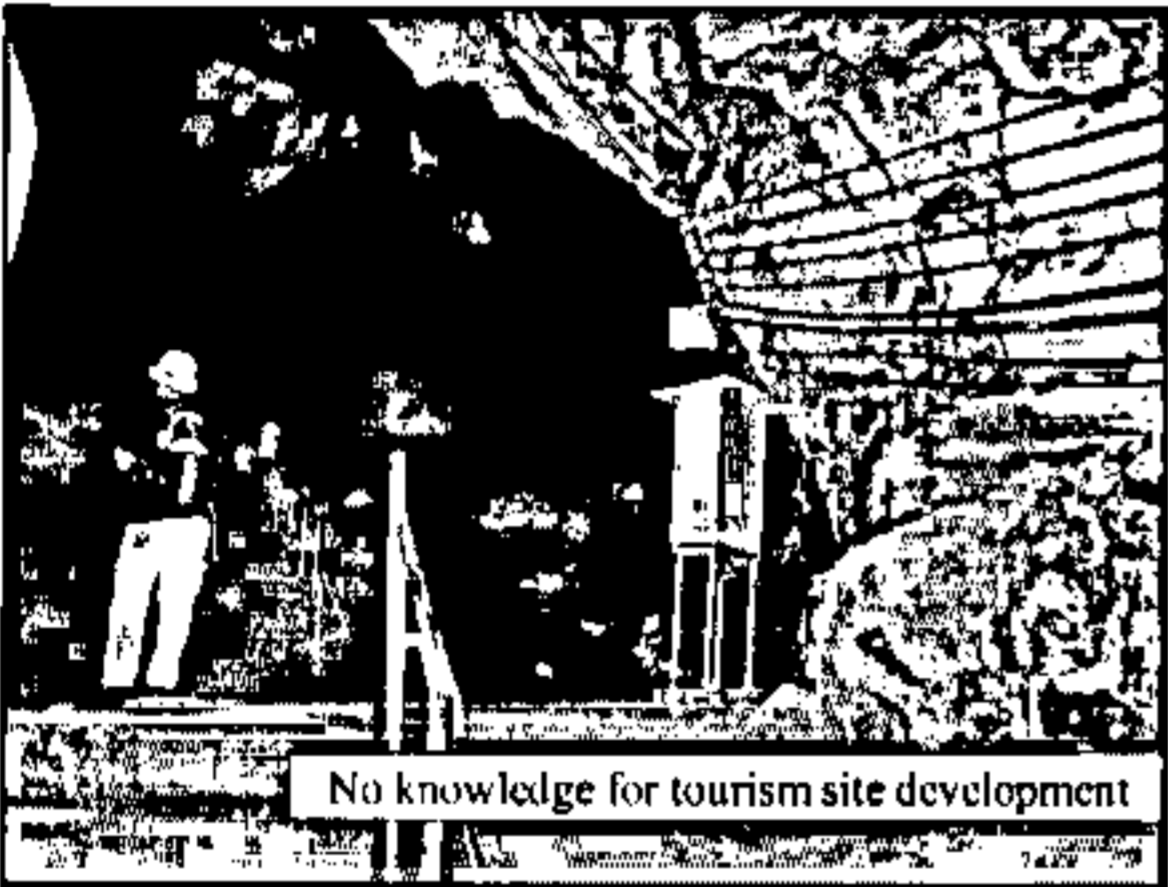
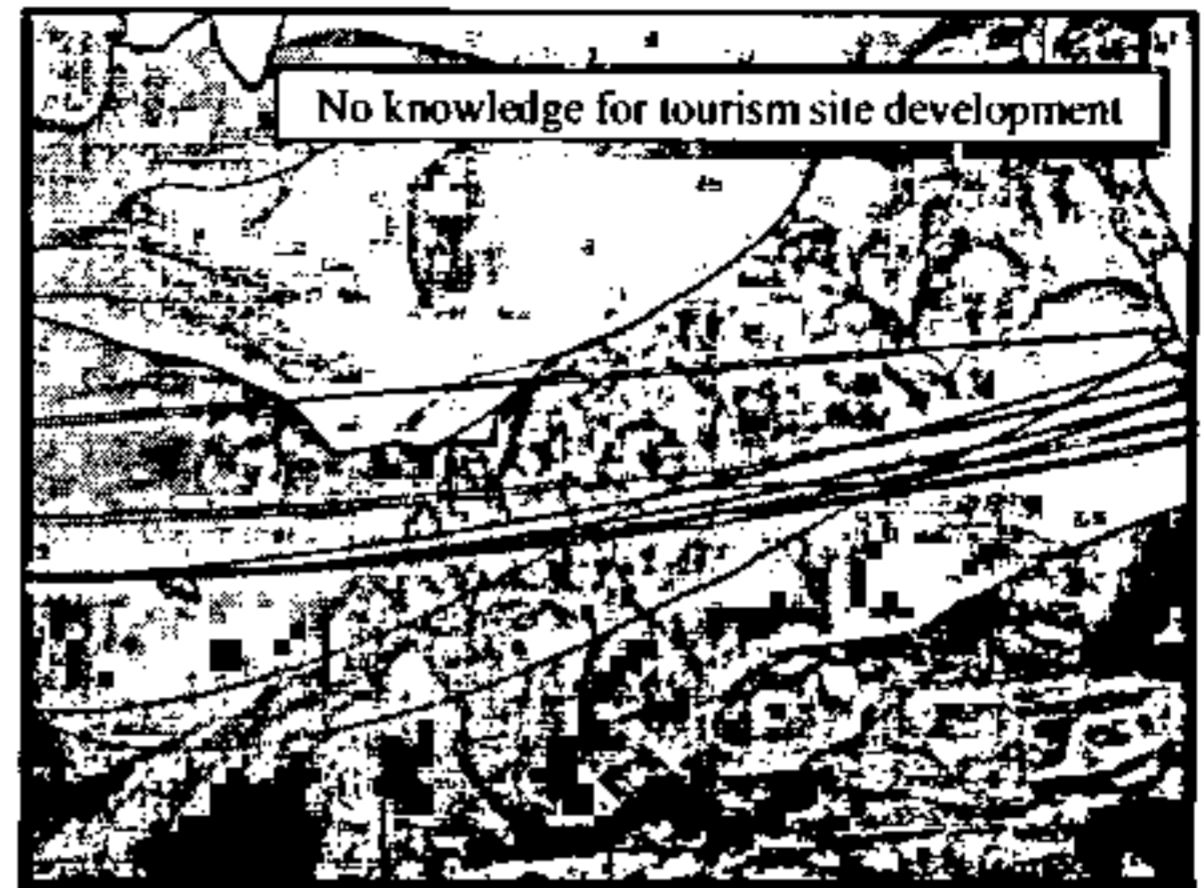
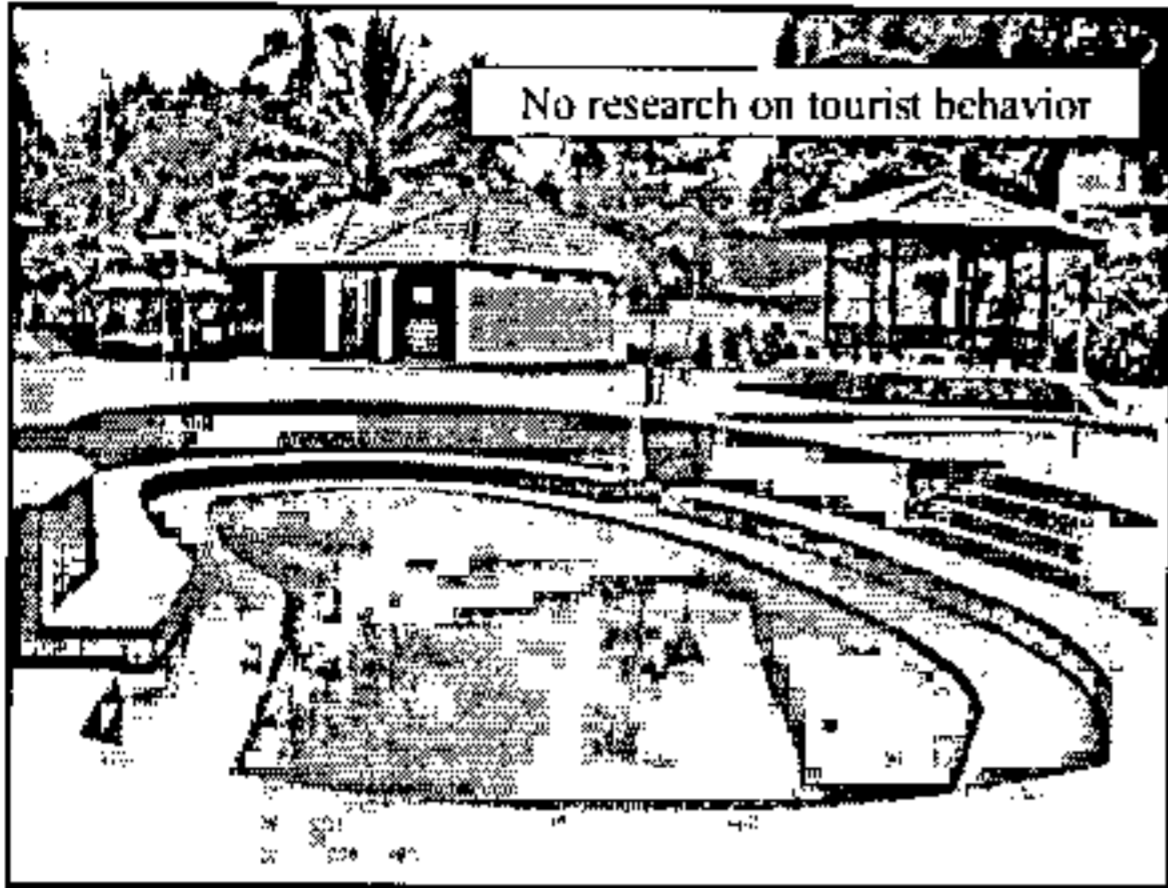
ONE PLANET MANY PEOPLE Atlas of Our Changing Environment

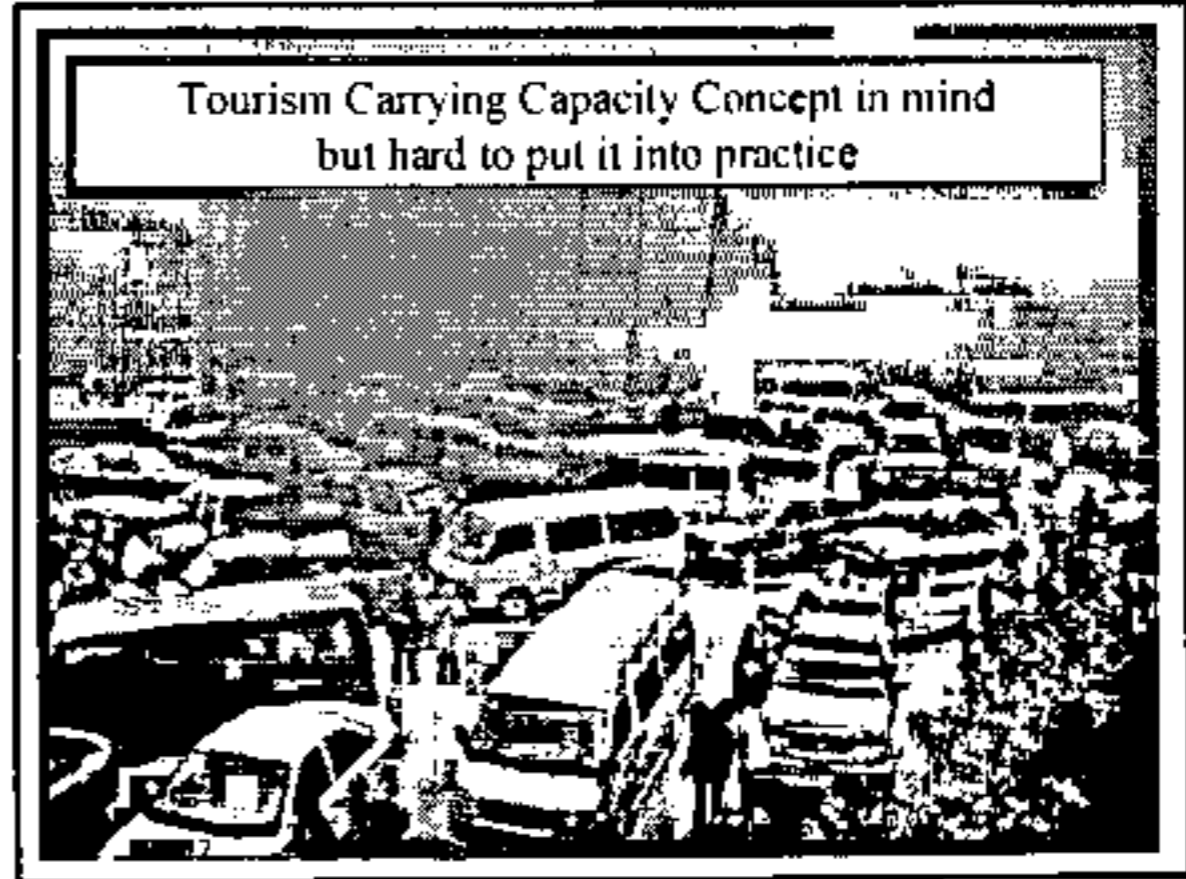
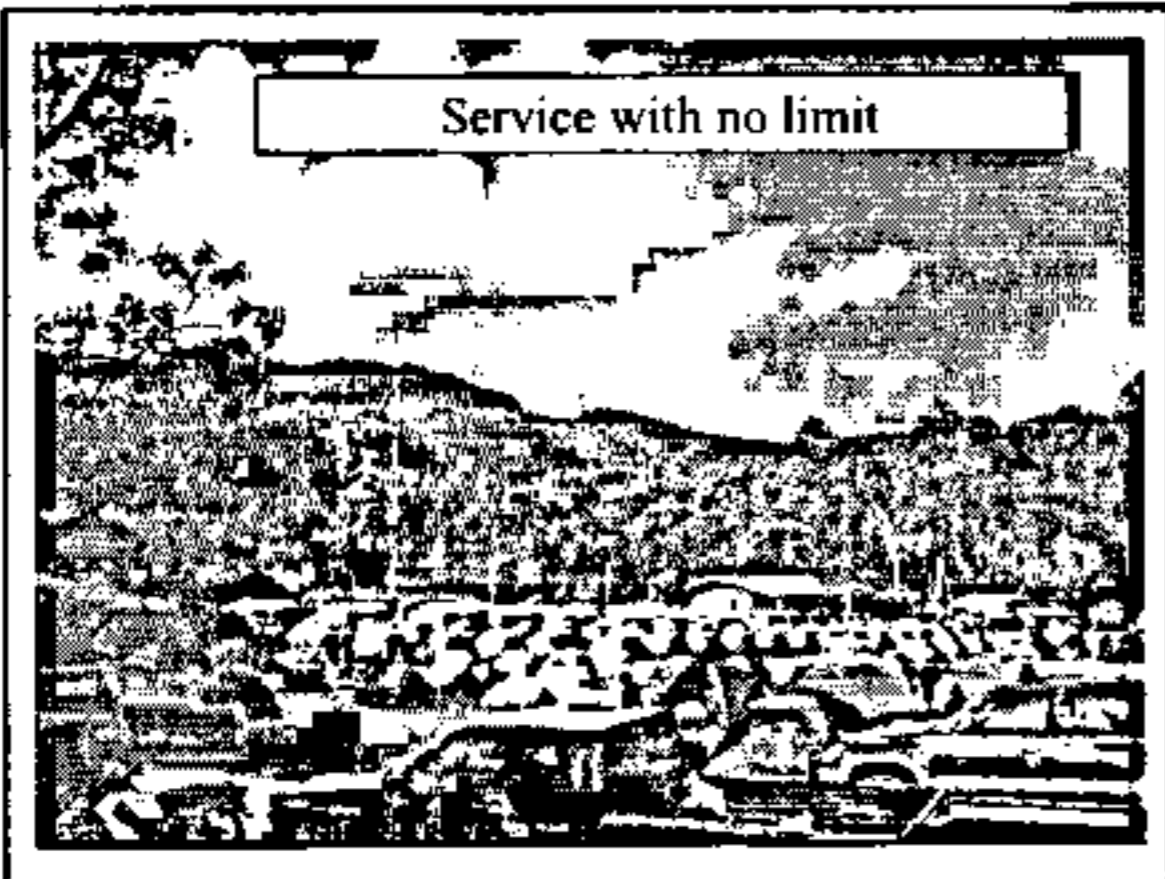
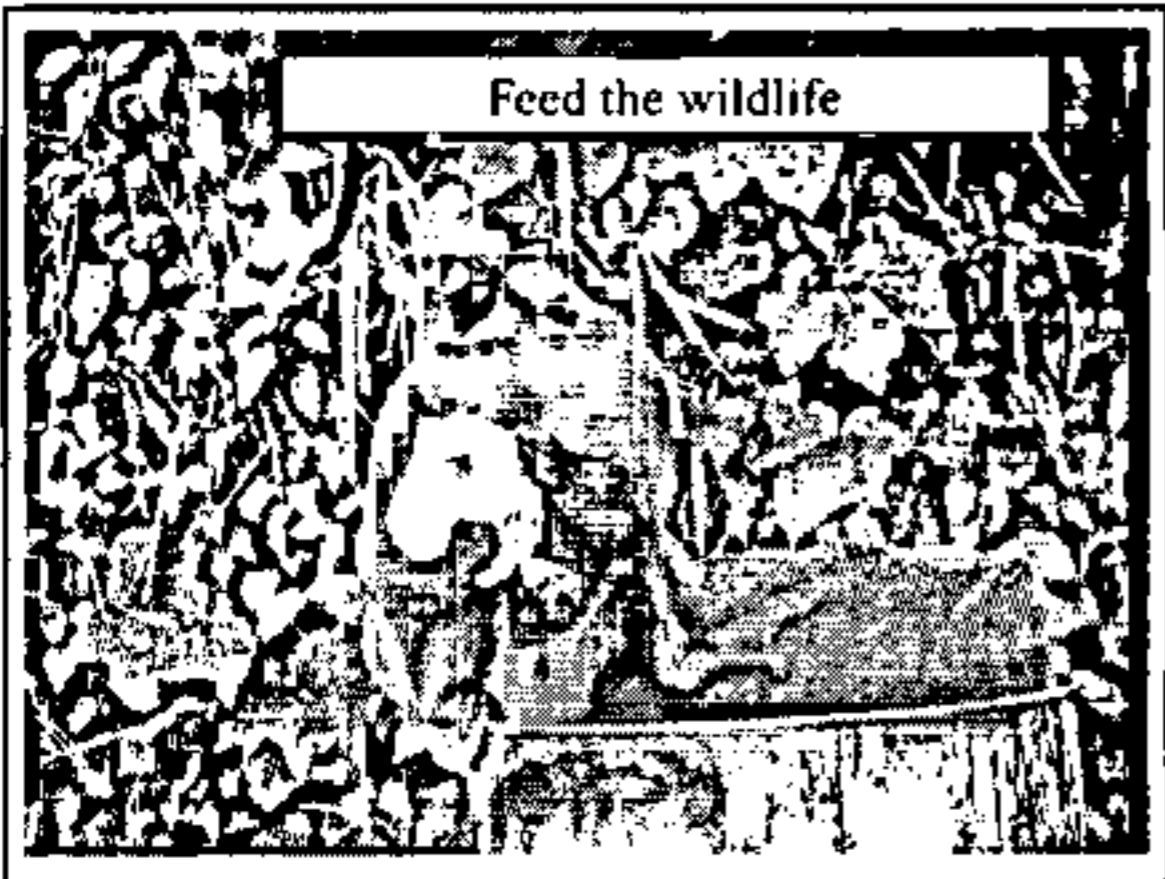
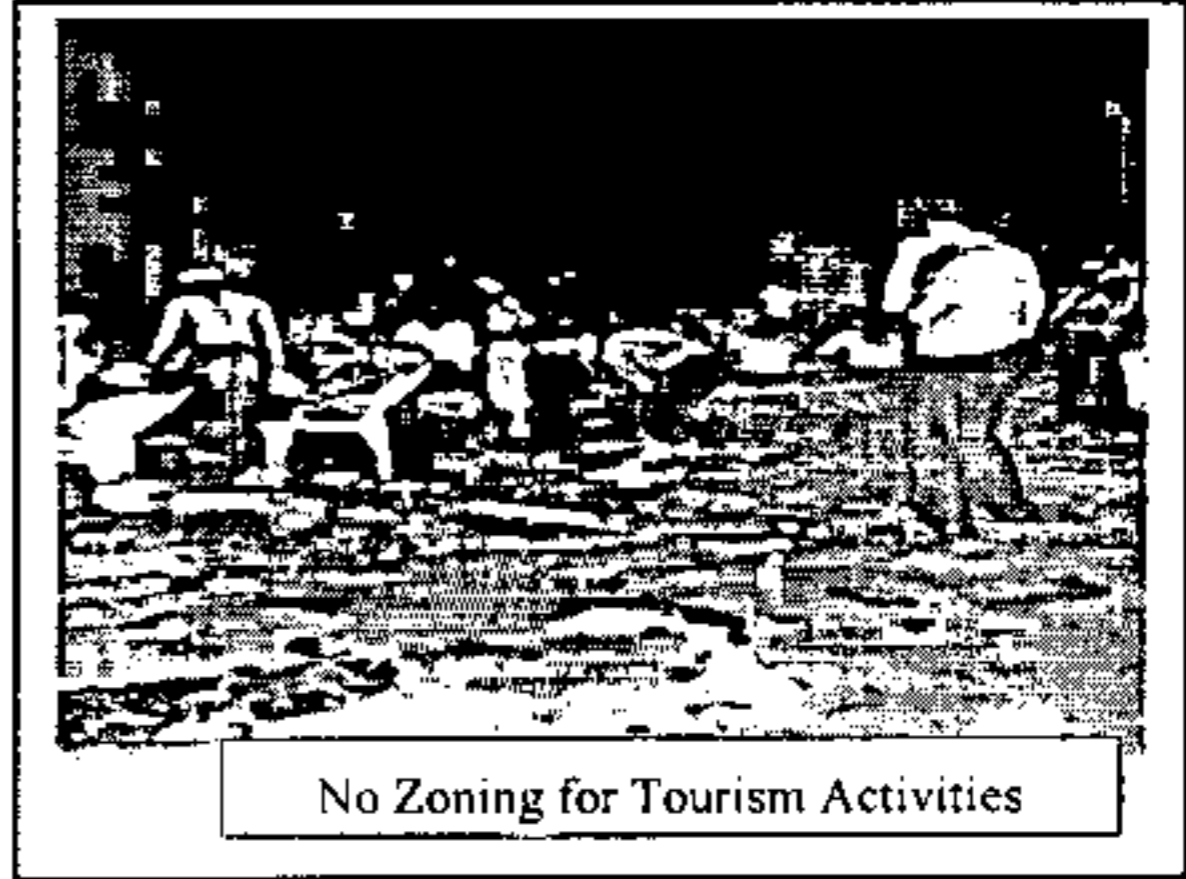
Let's see how some local Thais do for their rural tourism development !

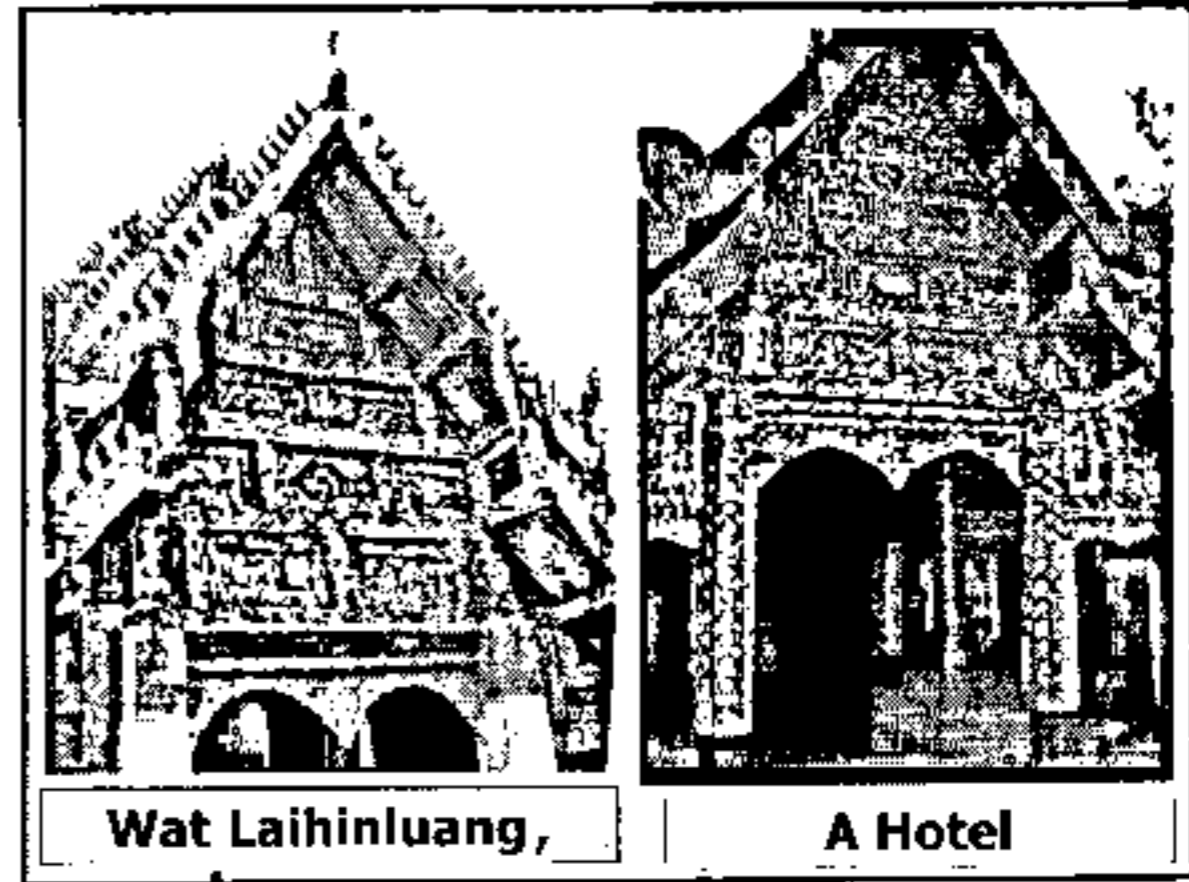
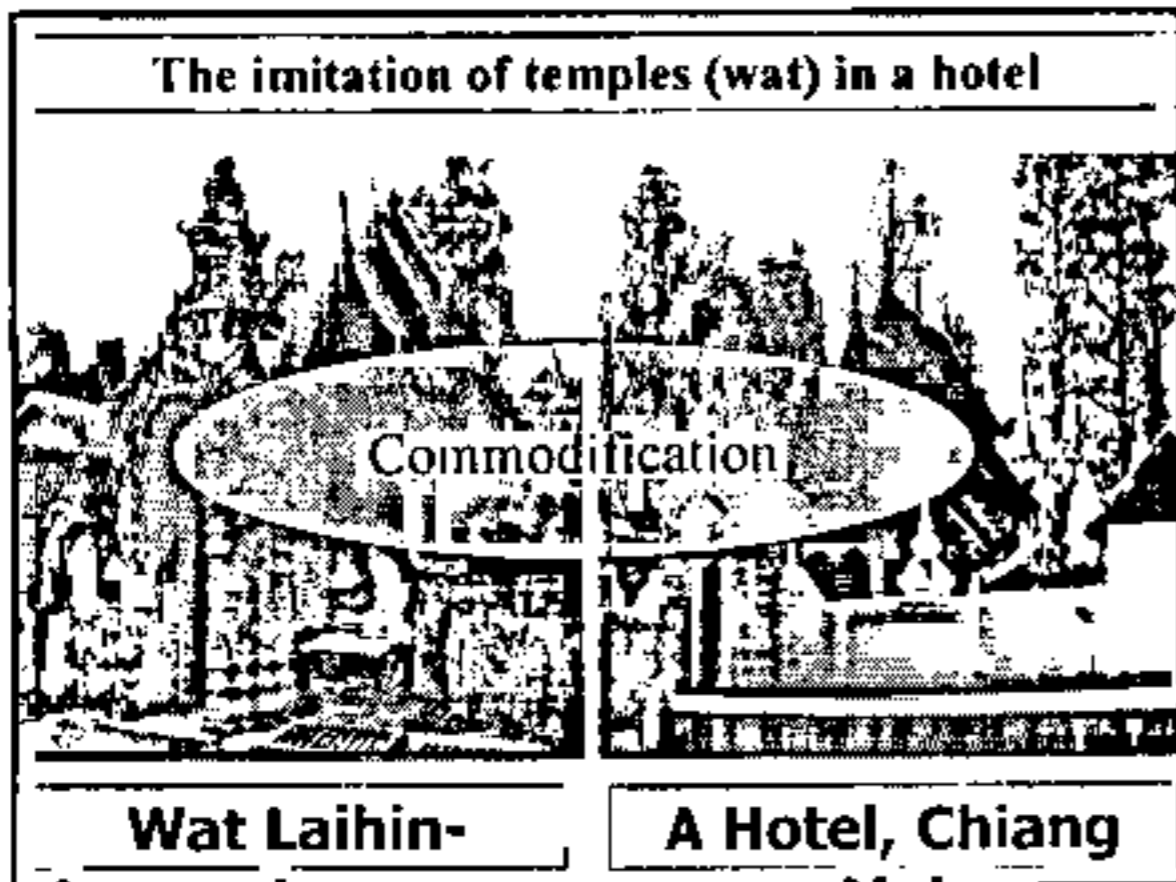
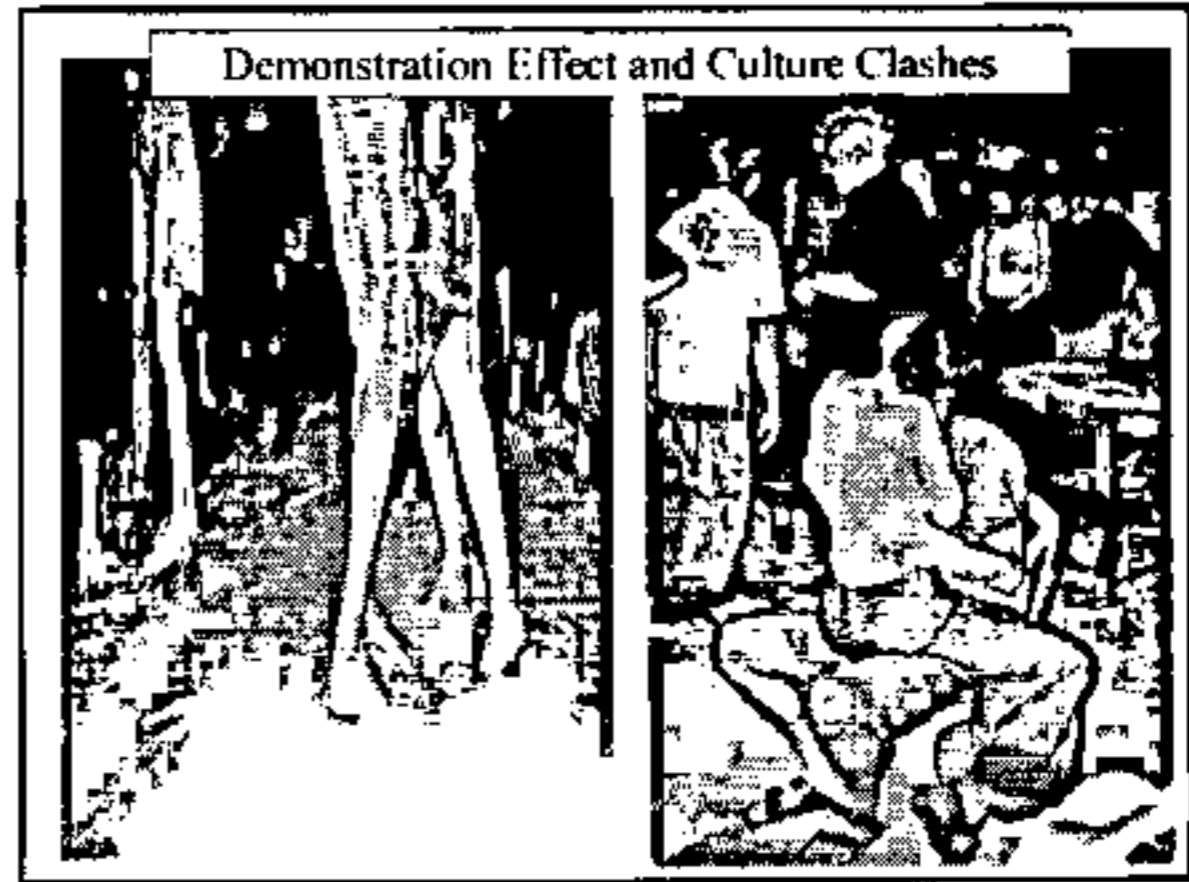
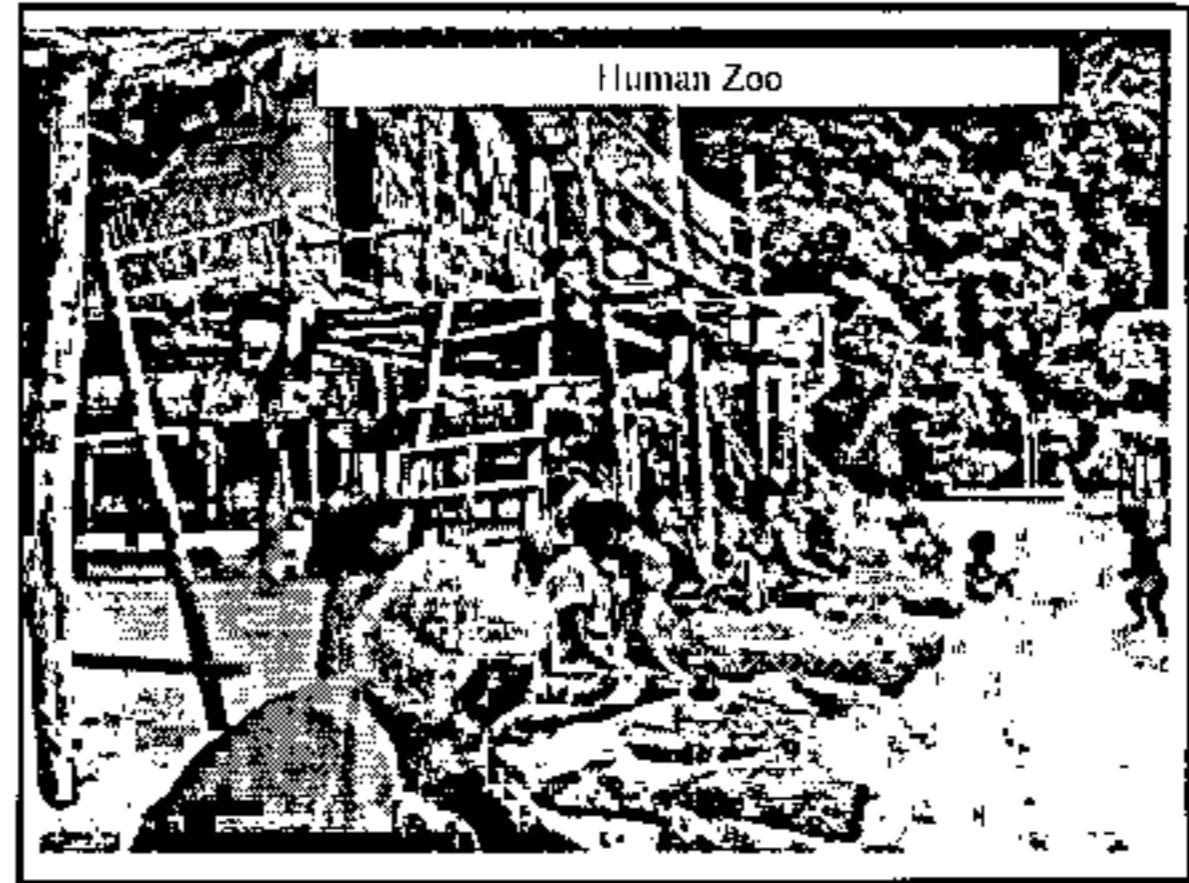
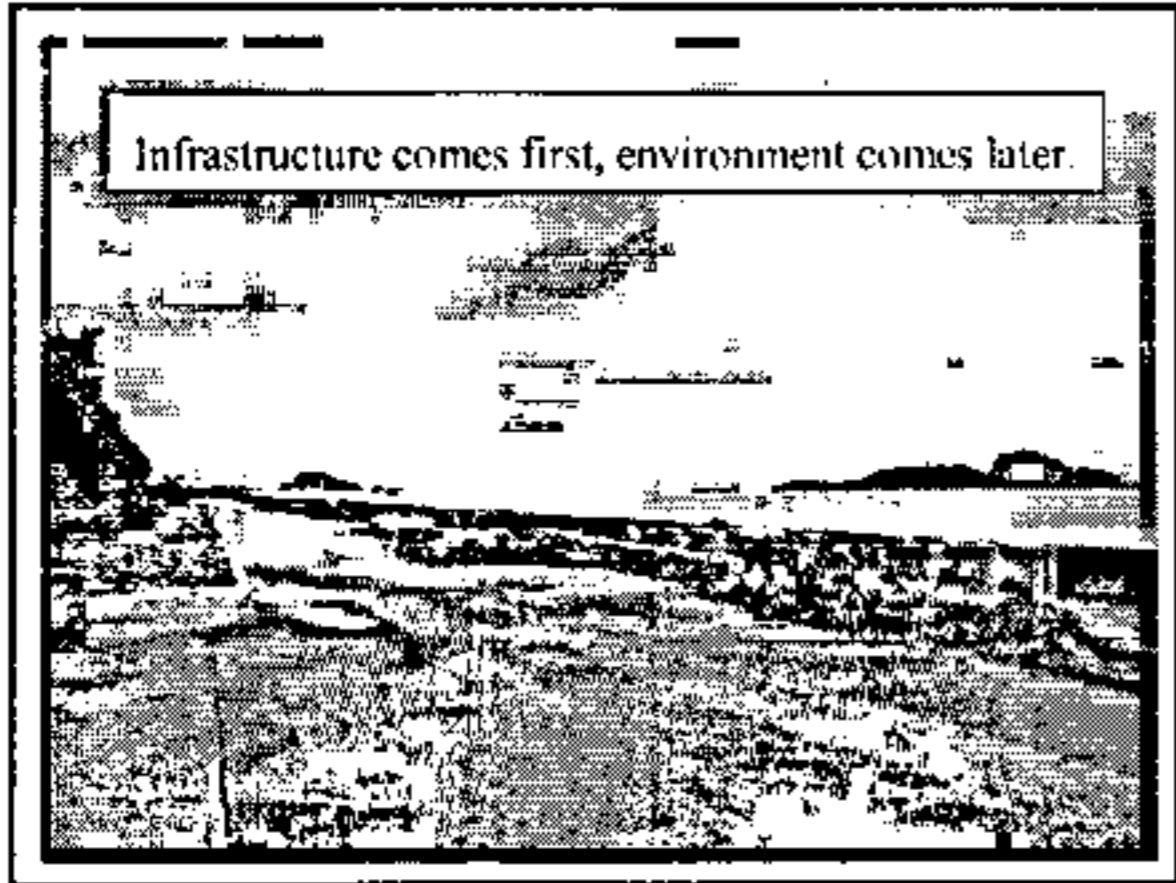
Do their businesses in the river

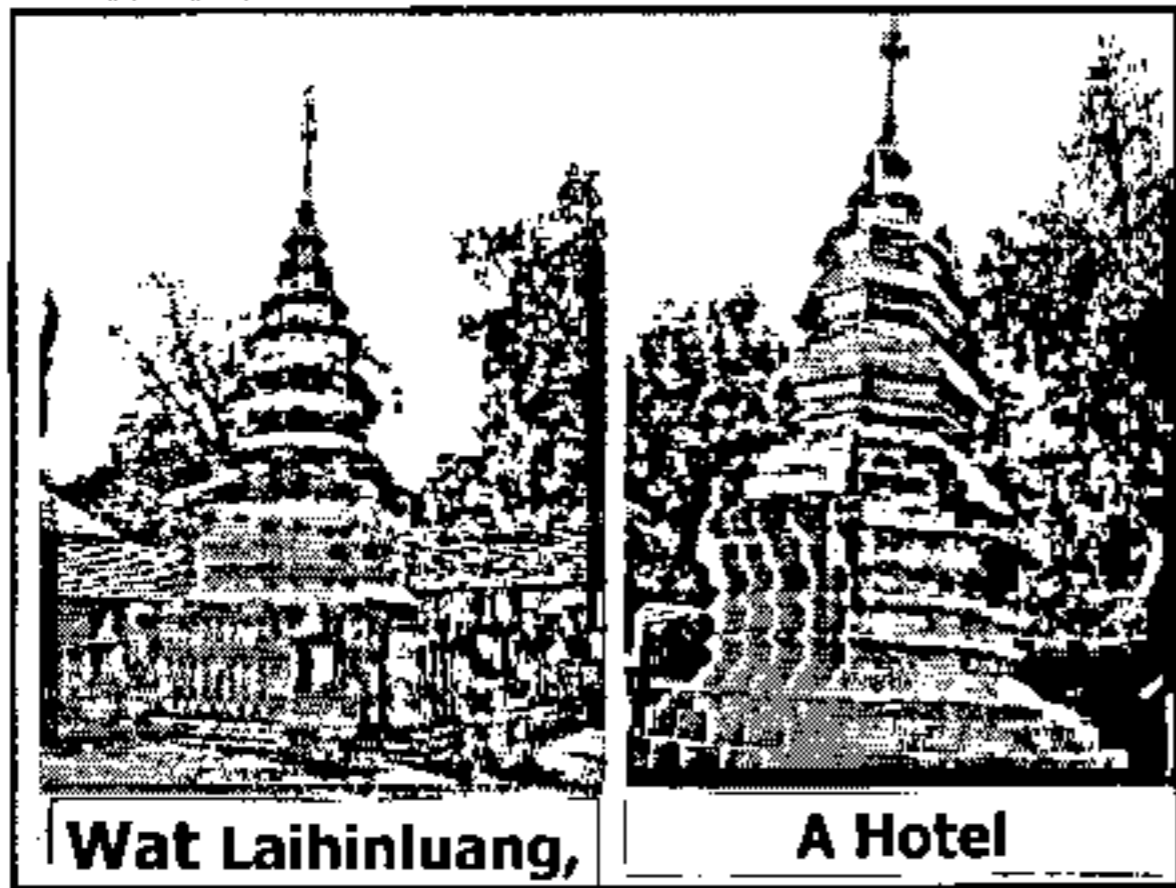






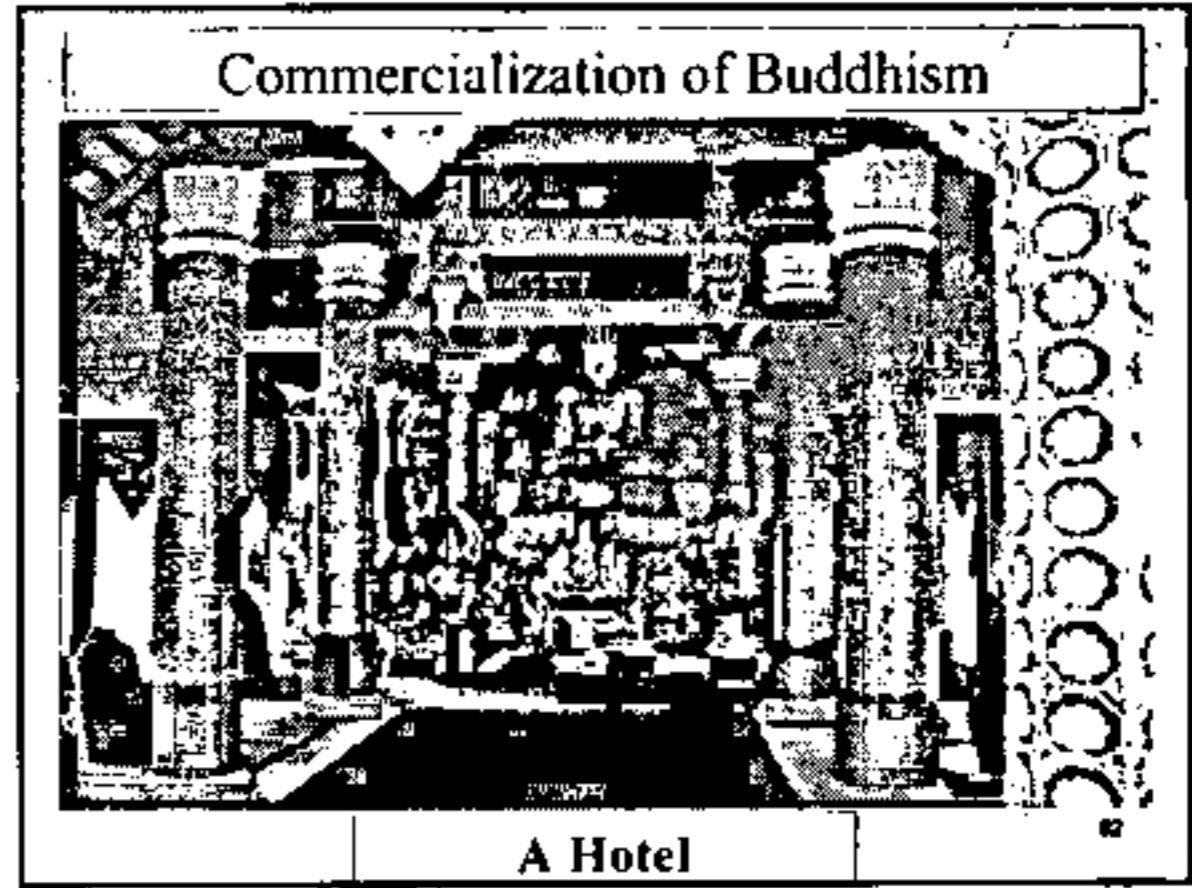






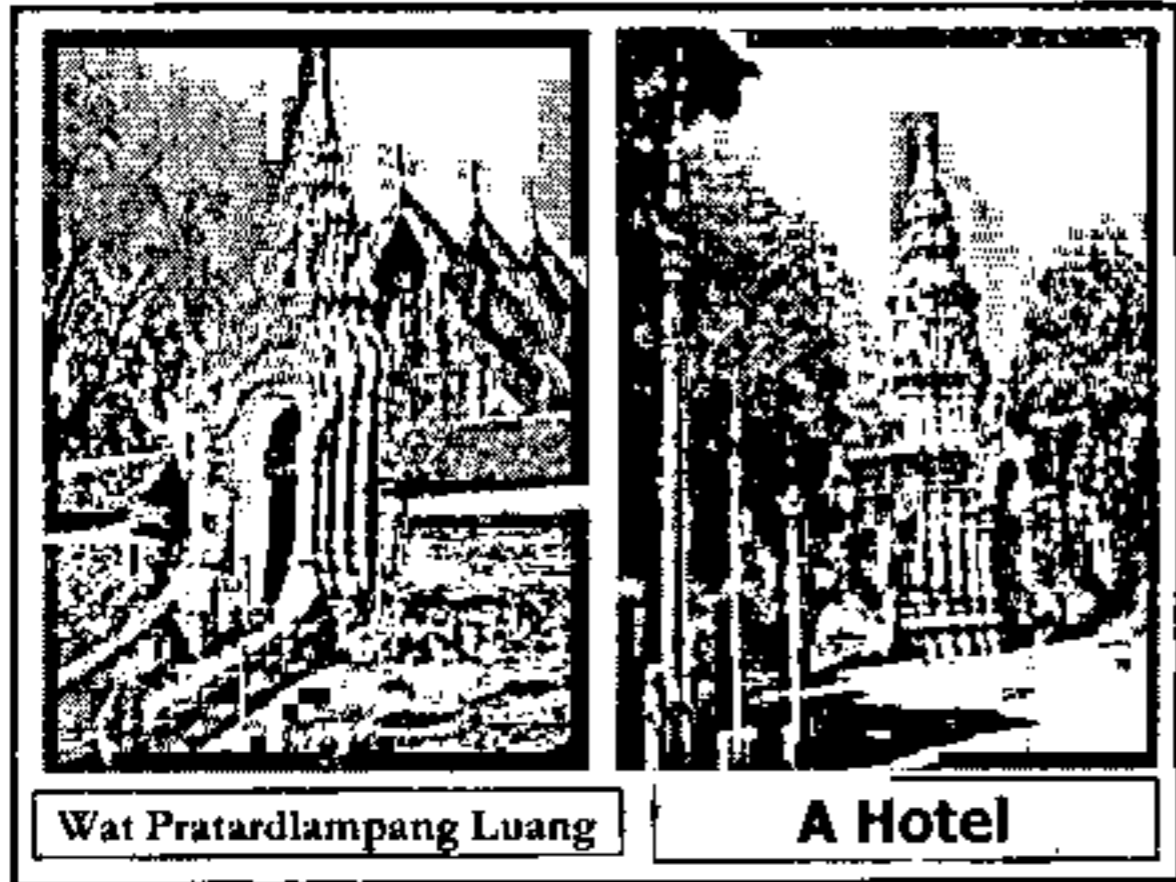
**Wat Laihinluang,**

**A Hotel**



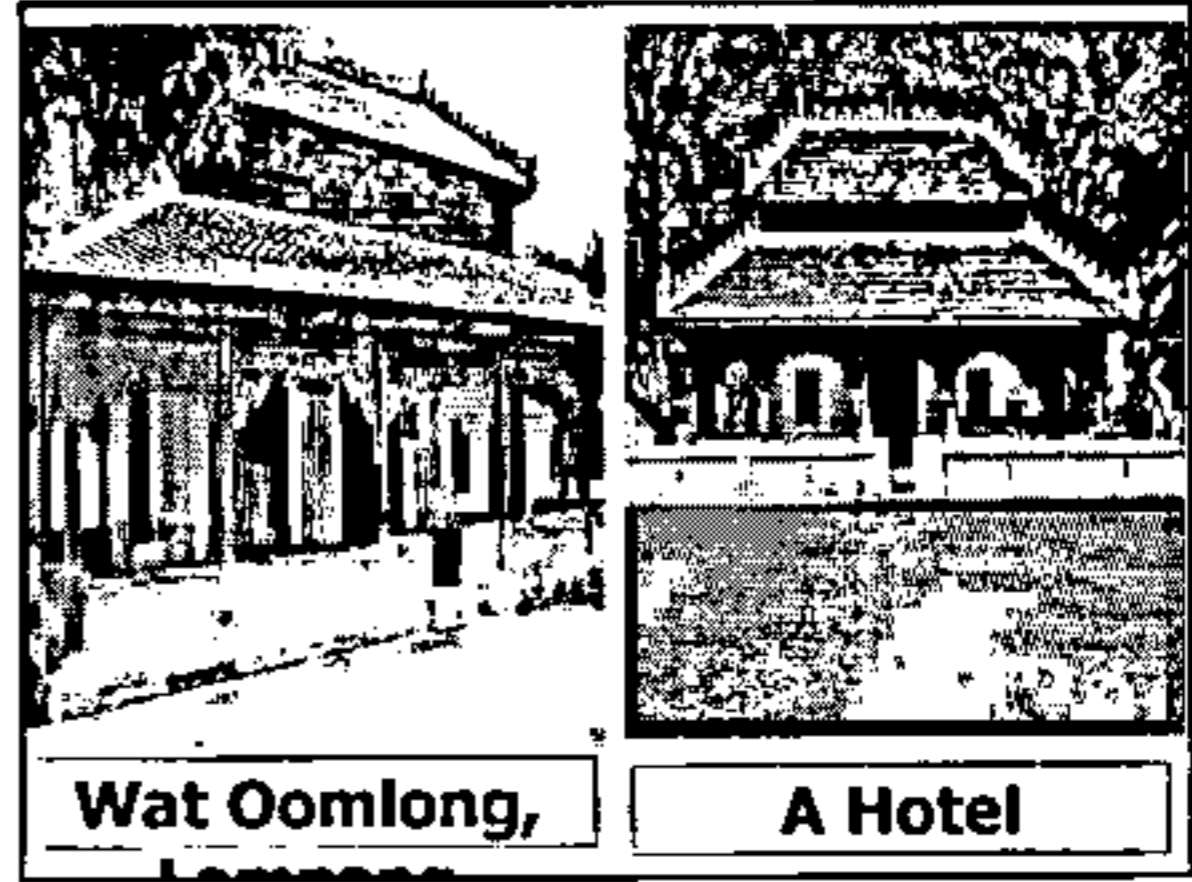
**Commercialization of Buddhism**

**A Hotel**



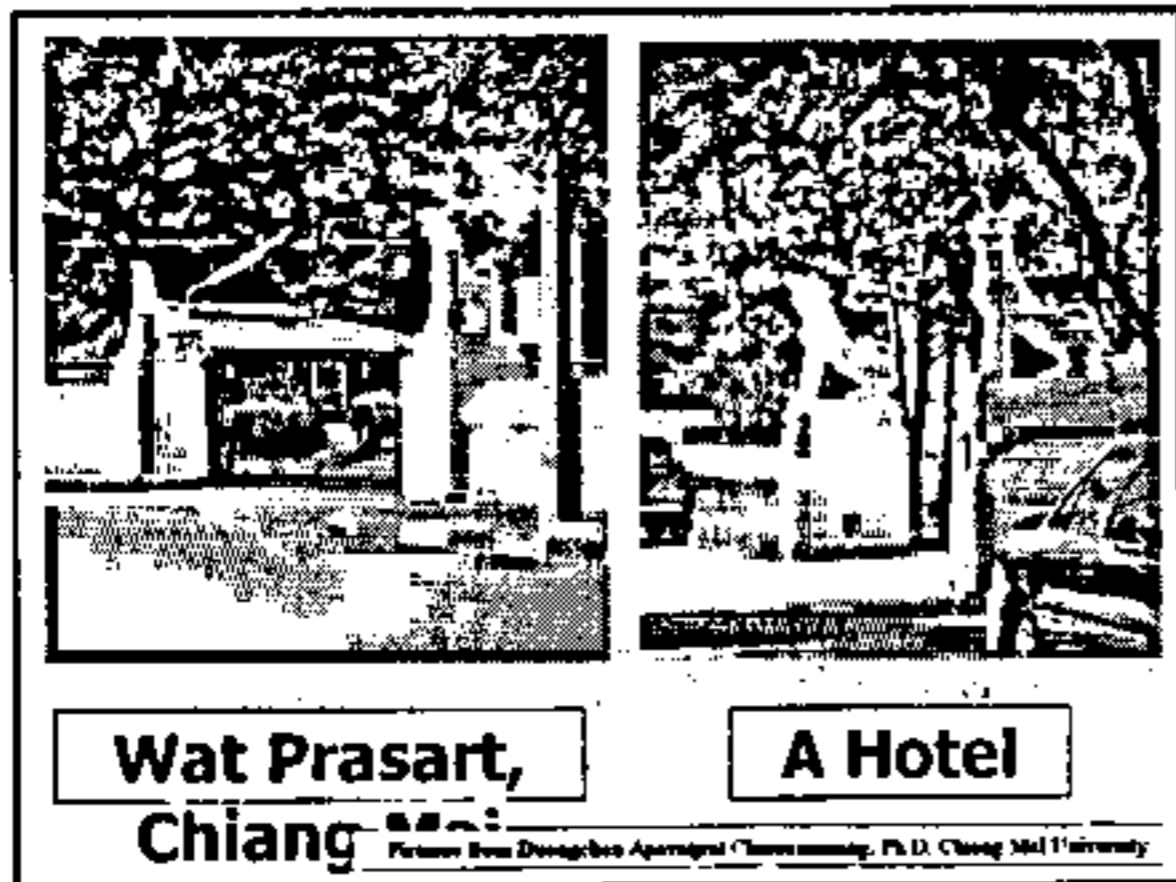
**Wat Pratardlampang Luang**

**A Hotel**



**Wat Oomlong,**

**A Hotel**




**Wat Prasart,  
Chiang**

**A Hotel**

Picture from *Developing Agritourism*, Ph.D. Chong Mall University

The problems are rooted from the *weak local communities* particularly local governmental organizations that have full responsibility to take care of the destinations.

The root of the problem is that they lack knowledge on how to develop tourism.



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**Why is tourism planning important?**

- To maximise the tourism benefits and minimise the tourism negative impacts
- To identify alternative approaches for tourism development, marketing and tourism-related organisation
- To maintain the destination's uniqueness as a quality product

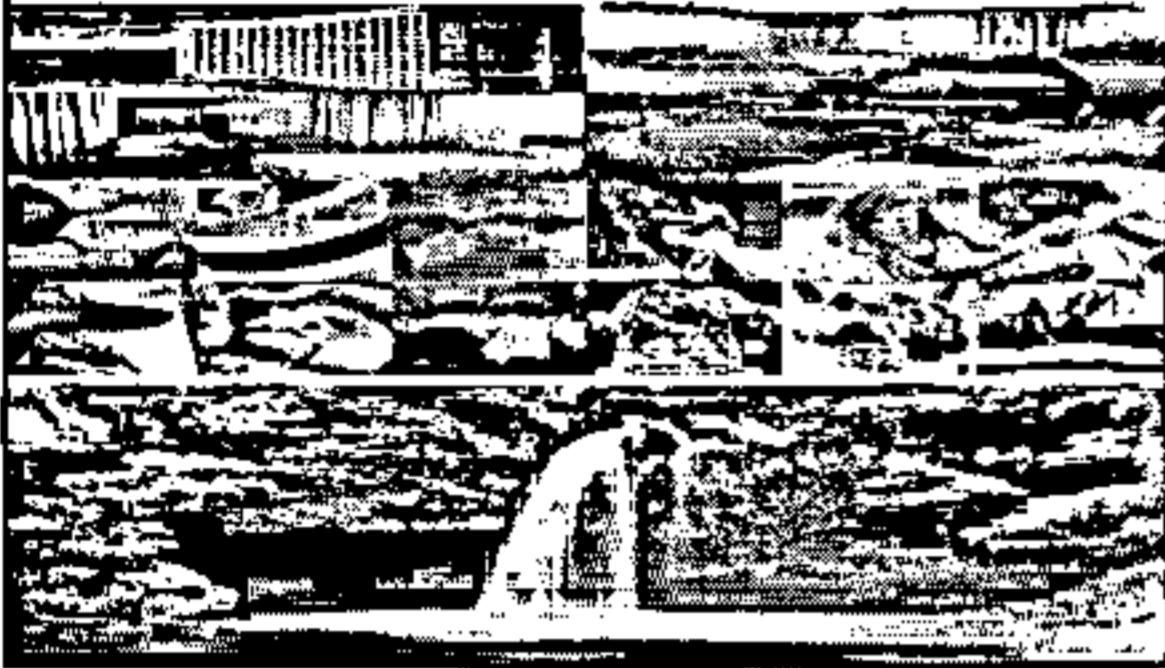
- To offer a baseline for the continuous monitoring of the progress of tourism development and keeping it on track
- To draw different parts of the tourism organisation together in common purpose
- To provide a manifesto (policy) for tourism
- To help ensure effective, coordinated action to reach the agreed goals

(Mill and Morrison, 1992; Long, 1994; WTO, 1994)

*It is believed that...*

*If we have effective tourism planning,  
"sustainable tourism development  
would happen" to your country.*

## Sustainable Tourism



## Sustainable Tourism Development

“sustainable tourism aims to minimise environmental and cultural damage, optimise visitor satisfaction and maximise long term economic growth for the region. It is a way of obtaining a balance between the growth potential of tourism and the conservation needs of the environment”

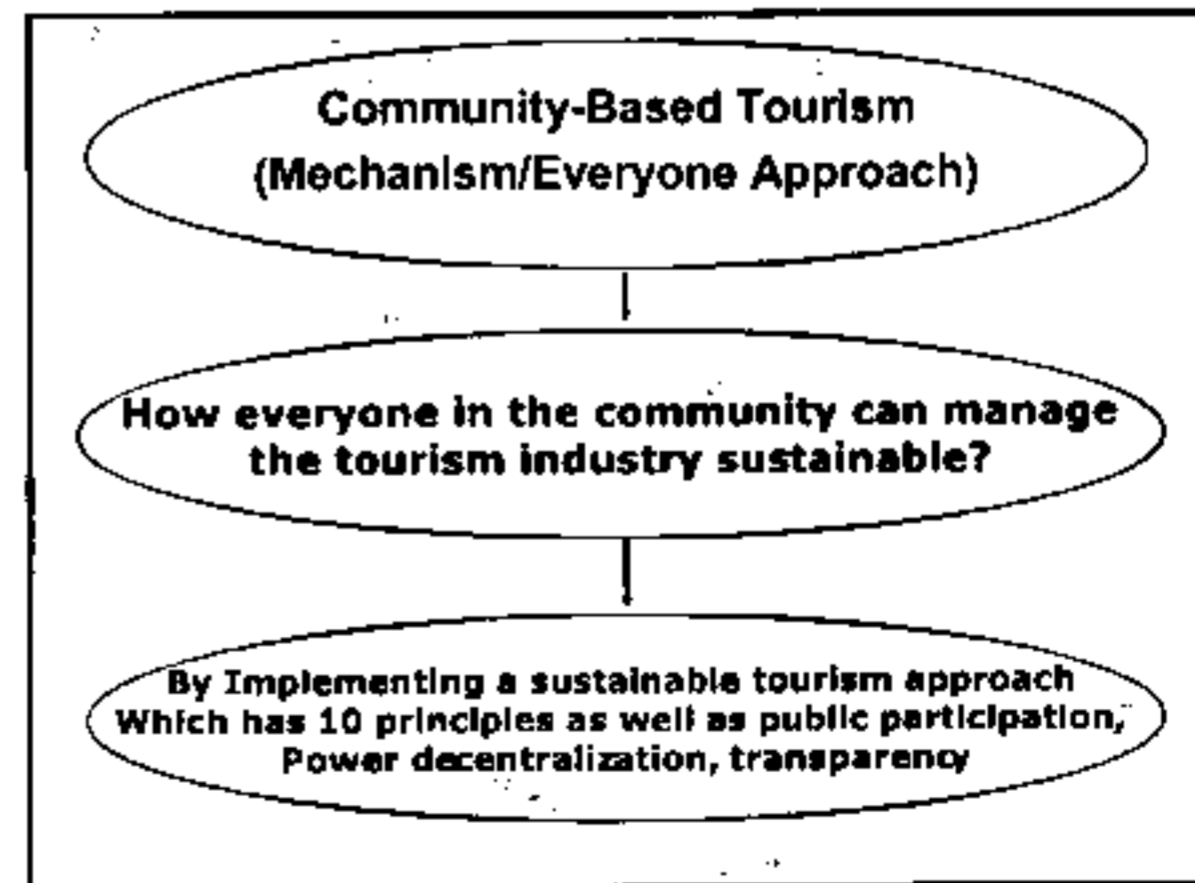
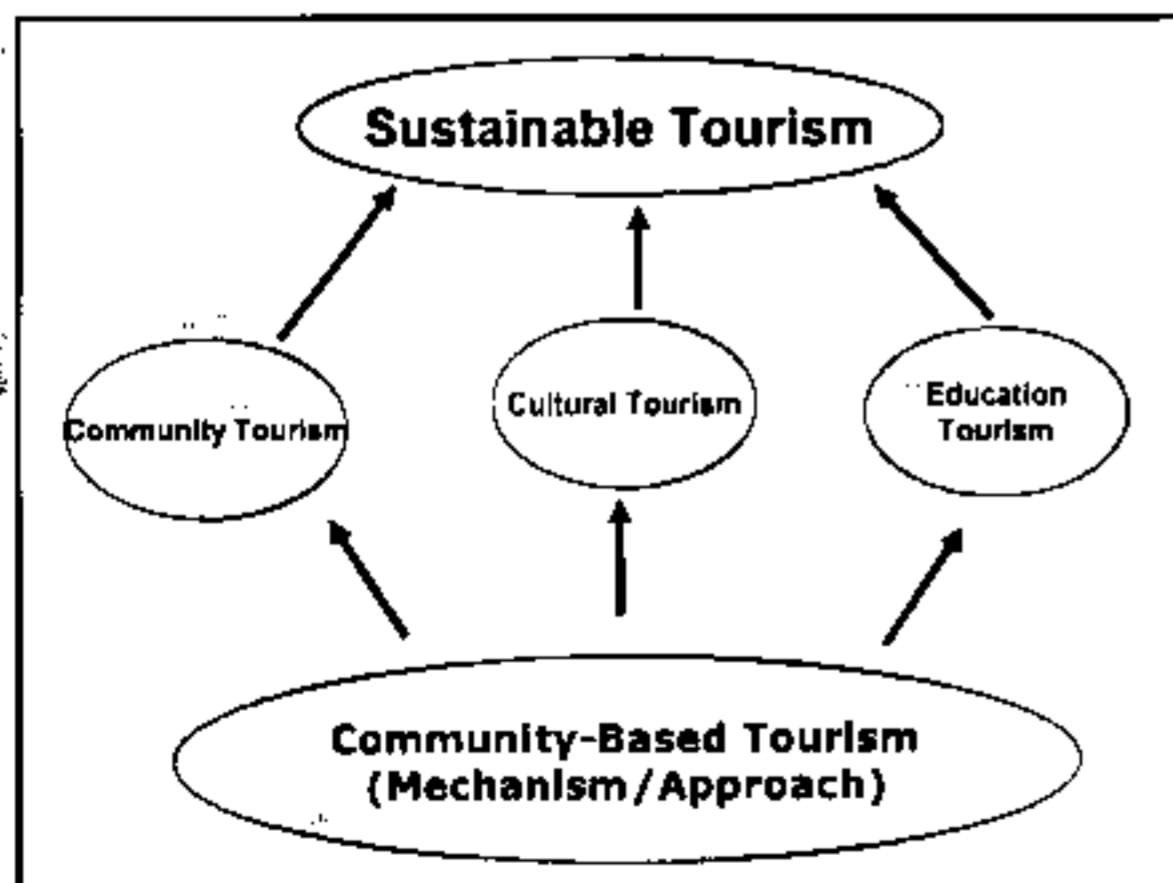
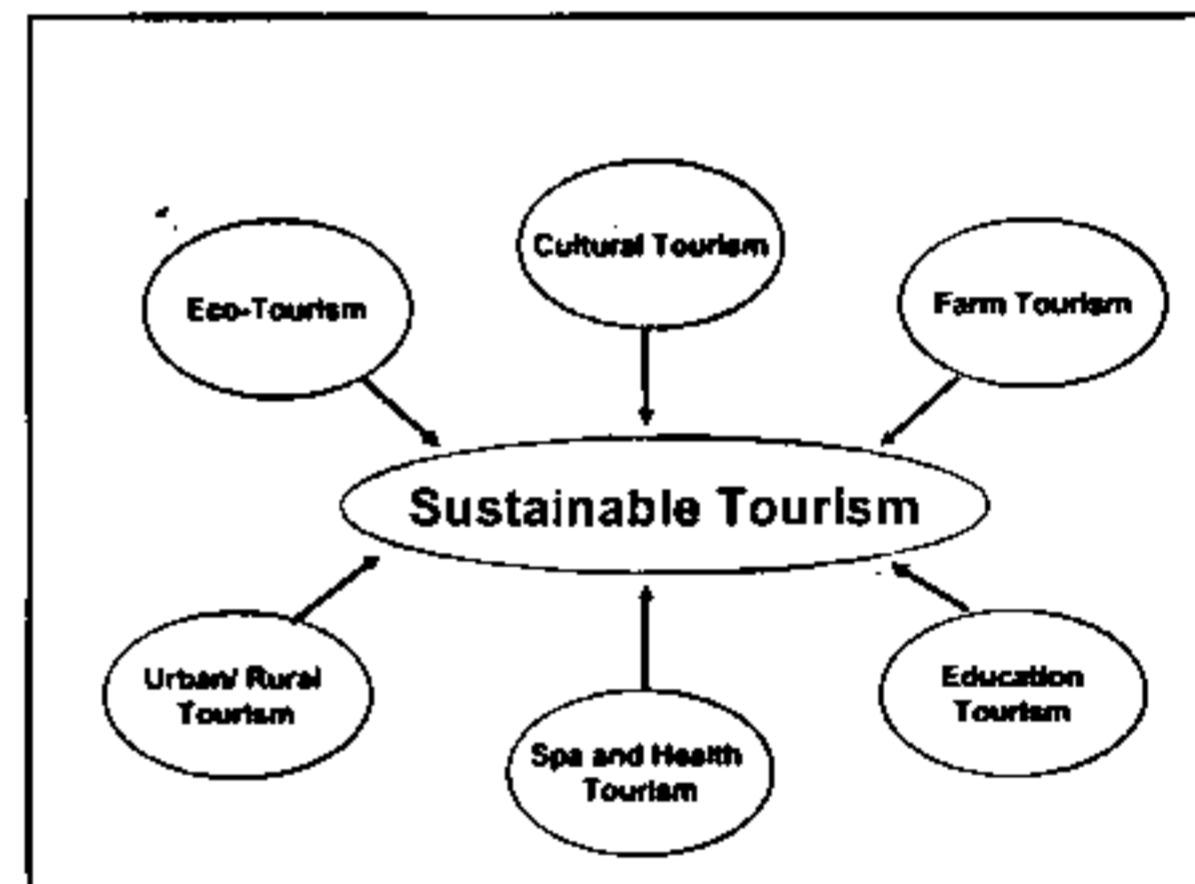
Bramwell and Lane, 1993



## “Sustainable Tourism and Pro-Poor Tourism”

“Sustainable Development” was created at UN. Conference 1992 at Rio De Janeiro, Brazil including “Sustainable Tourism”. The concept in Agenda 21 put an emphasis on power decentralization, people participation, transparency and human-centered development. At that time, we agreed that using economic growth-led development has harmed the earth and create lots of negative impacts.

Pro-Poor Tourism was created at the UN. Conference ten years after in 2002 in Johannesburg, South Africa. The output of the conference emphasized on how global citizens can have better living standard (four key life supported factors) and therefore, tourism is regarded as a means for poverty reduction. How to use tourism to create more money to local people for the better living. It is a paradigm shift..... (back)



*"Community" here should not be only referred to the very villagers but all parties in the community.*

*Some would claim that if villagers are getting stronger, they can manage the tourism industry well. It is not quite correct. For some aspects such as tourism marketing management or financial management in tourism and so on, the villagers cannot do so. They need to rely on other groups of people.*



## 10 Principles of Sustainable Tourism

1. Using resources sustainably
2. Reducing over-consumption and waste
3. Maintaining diversity
4. Integrating tourism into planning
5. Supporting local economies



## 10 Principles of Sustainable Tourism

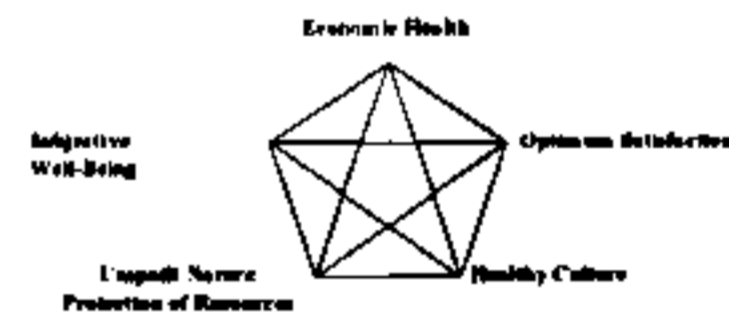
6. Involving local communities
7. Consulting stakeholders and the public
8. Training staff
9. Marketing tourism responsibly
10. Undertaking research



## FINAL GOAL FOR SUSTAINABLE TOURISM

### The Magic Pentagon for Sustainable Tourism Development

Source: Miller, G., (1994), The Theory Path to Sustainable Tourism Development, *Journal of Sustainable Tourism*, Vol. 2(3)



### Agenda 21 and Guiding Principles for Sustainable Tourism Development

In response to the Agenda 21, in 1996, three international organisations

- The World Tourism and Tourism Council (WTTC),
- the World Tourism Organisation (WTO) and
- the Earth Council joined together to launch an action plan entitled "Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development", a sectoral sustainable development programme based on the Earth Summit results.

### Agenda 21 and Guiding Principles for Sustainable Tourism Development

The agenda 21 for the travel and tourism industry document contains priority areas for action with defined objectives and suggested steps to be taken to achieve them.

The document emphasises the importance of *partnerships among all tourism-related stakeholders*. It also analyses the strategic and economic importance of travel and tourism and demonstrates the enormous benefits in making the industry sustainable.



### **Guiding Principles for Sustainable Tourism Development**

- Travel and tourism should assist people in leading healthy and productive lives in harmony with the nature.
- Travel and tourism should contribute to the conservation, protection and restoration of the earth's ecosystem.
- Travel and tourism should be based on sustainable patterns of production and consumption.

### **Guiding Principles for Sustainable Tourism Development**

- Travel and tourism, peace, development and environmental protection are inter-dependent.
- Protectionism in trade in travel and tourism should be stopped (More Free Trade).
- Environmental protection concept should have in the tourism development process.

### **Guiding Principles for Sustainable Tourism Development**

- Tourism development issues should be handled with the *participation of all concerned citizens*, with planning decisions given to stakeholders at local level.
- All countries should warn one another for natural disasters that could affect tourists or tourism areas.
- Travel and tourism should use its capacity to create employment for *women and indigenous peoples*.

### **Guiding Principles for Sustainable Tourism Development**

- Tourism development should recognise and support the identity, culture and interests of *indigenous peoples*.
- International laws protecting the environment should be respected by the travel and tourism industry.

### **Priority Areas for Action of Government, National Tourism Authorities and Trade Organisations**

- Assessing the capacity of the existing regulatory, economic and *voluntary* framework to bring about sustainable tourism
- Assessing the economic, social, cultural and environmental implications on the organisation's operations
- Training people and providing education and raising public awareness about tourism
- Planning for sustainable tourism development

### **Priority Areas for Action of Government, National Tourism Authorities and Trade Organisations**

- Facilitating exchange of information, skills and technology, relating to sustainable tourism between development and developing countries
- Providing for the *participation of all sectors of society*
- Designing new tourism products with sustainability
- Measuring progress in achieving sustainable development at local level
- Enhancing *partnerships* for sustainable tourism development

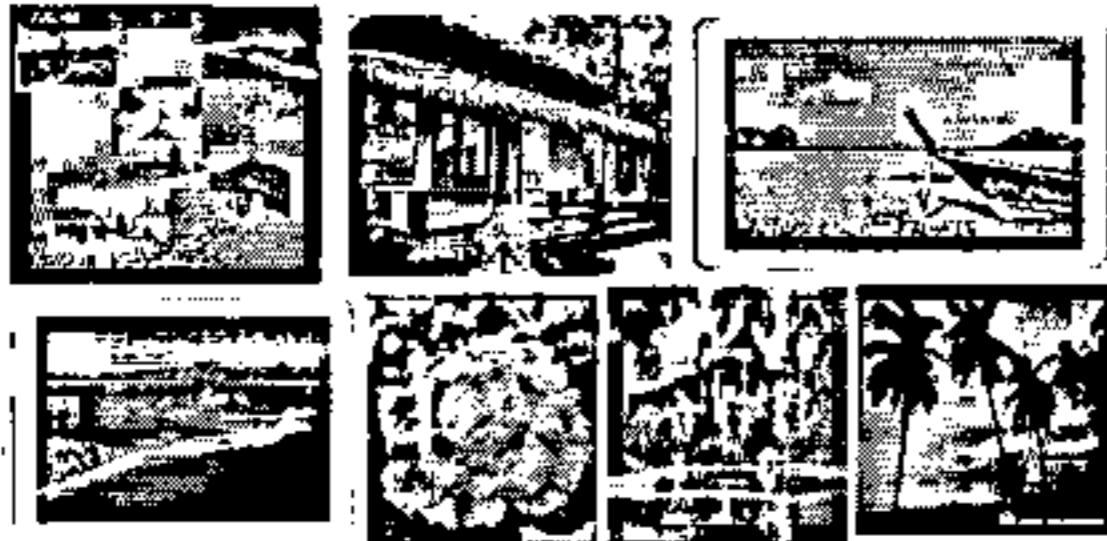
### Priority Areas for Travel and Tourism Companies

- Waste minimisation, reuse and recycling
- Energy efficiency, conservation and management
- Management of fresh water resources
- Waste water management
- Hazardous substances

### Priority Areas for Travel and Tourism Companies

- Transportation
- Land-use planning and management
- Involving staff, customers, *communities* in environmental issues
- Design for sustainability
- *Partnerships* for sustainable tourism development

### Tourism Development Planning Processes



A Plan is like a Compass.



"If you don't know where you're going, you don't know when you get there"



### Step One : Tourism Analysis, Tourism Product Survey,

Step Two: Tourism Product Positioning **Survey and Benchmarking**

Step Three: Strategic Tourism Development

Step Four: Formulation of Tourism

Development/Marketing Action Plan

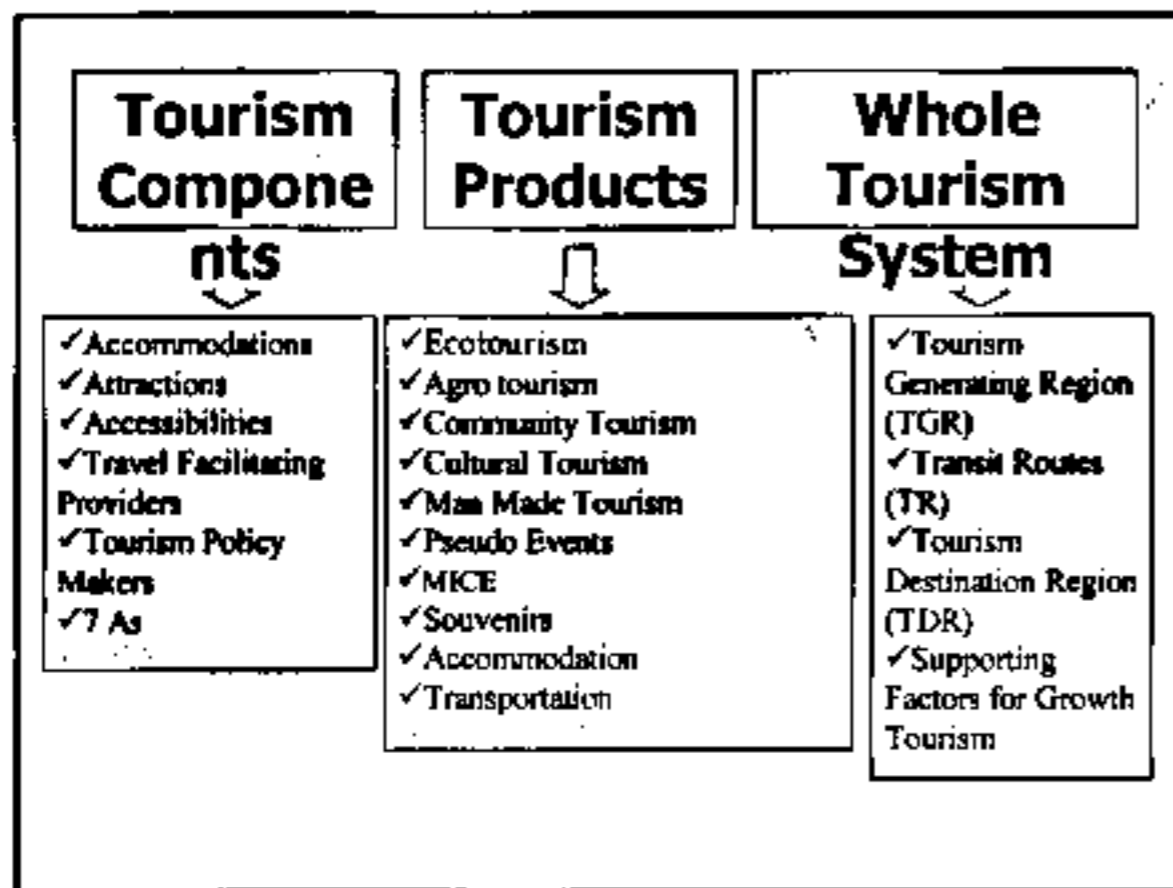
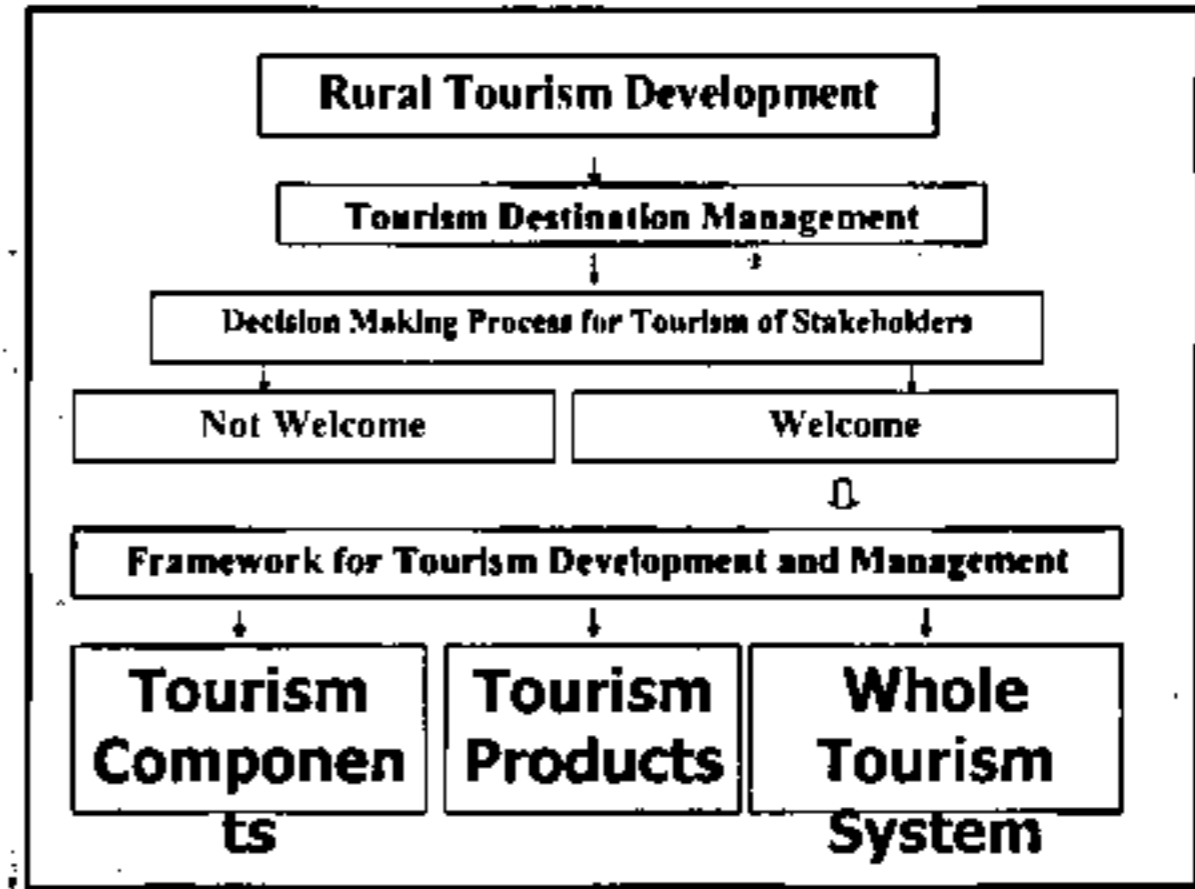
Step Five: Tourism Action Plan

Step Six: Tourism Plan Evaluation and

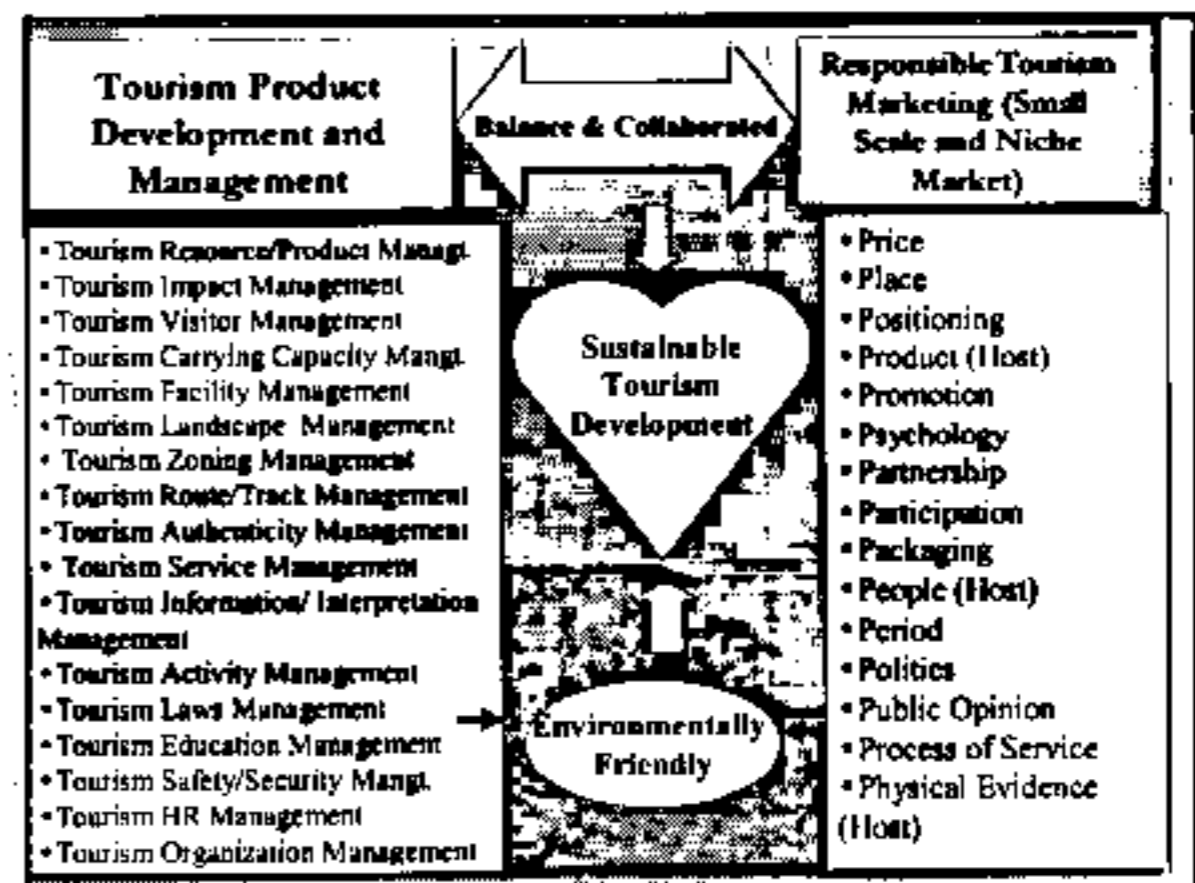
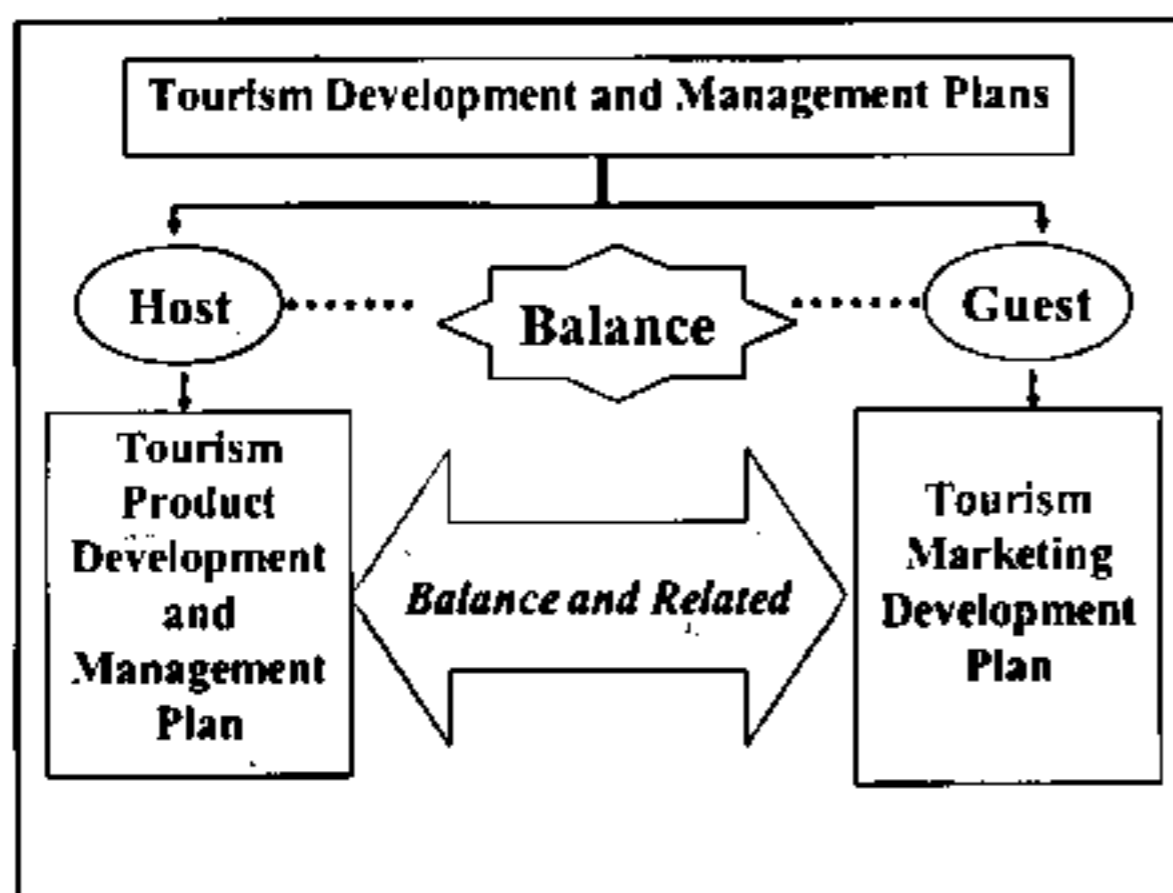
Step Seven: Tourism Action Plan and Strategy Adjustment

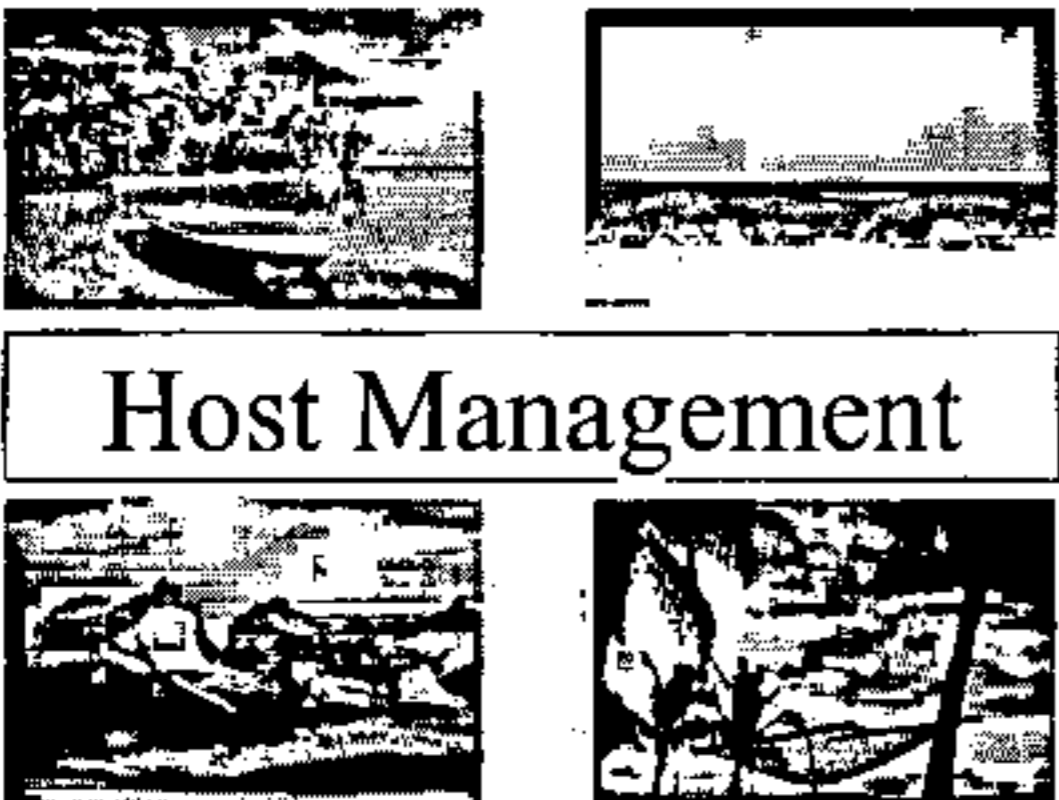
## 7 As for Tourism Product Analysis

- Attractions
- Accommodations
- Accessibility
- Authenticity (food, product, songs & dances, others)
- Amenities
- Activities
- Acceptance (Communities)



## How to Develop and Manage the Rural Tourism to be "Sustainable" Using Tourism Development Plans as a Means ?



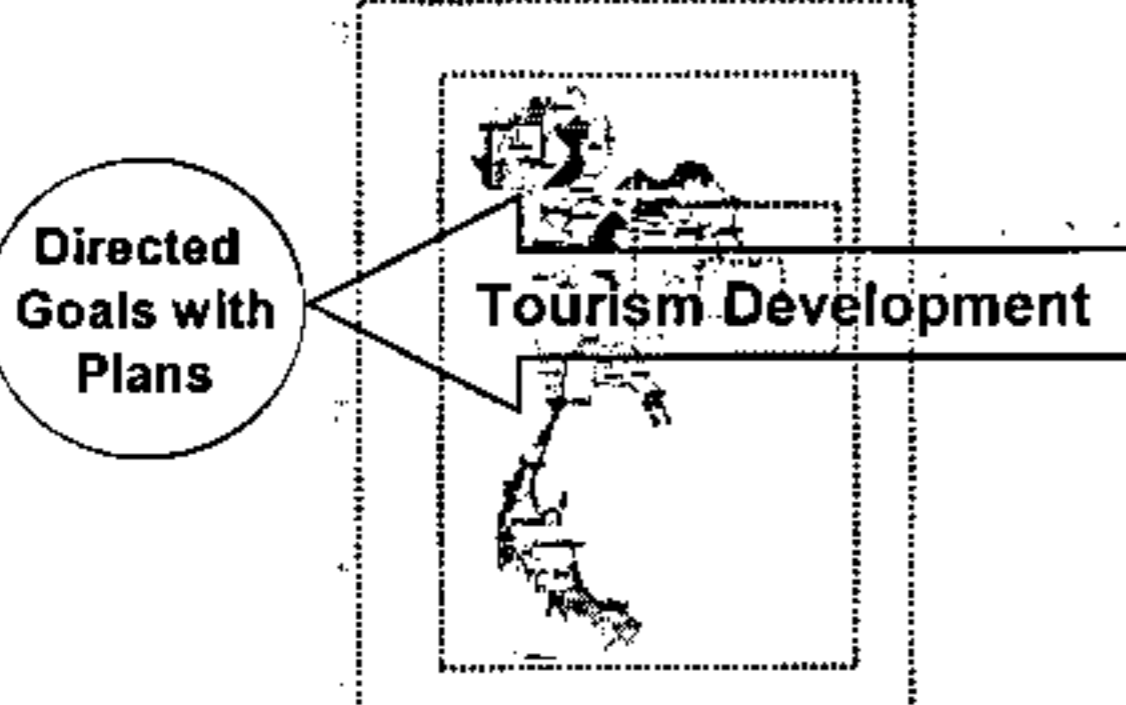


**Host Management**


**Some Tourism Destination Management Techniques**



**What is "Tourist Destination" ?**



*All tourism destination management techniques need to be practiced at the same time as we know that to develop the tourism sites successfully, we need to use a holistic approach.*



( Cultural ) Tourism Product  
Information/Interpretation Management

**Process**

- 1. Identify cultural resistance**
  - Covert resistance (rude/arrogance)
  - Hiding
  - Fencing
  - Ritual (reinvented)
  - Organized Protest
  - Aggression (verbally abused)

- 2. Make the list of the tourism products available at the site**
- 3. Identify types of cultural tourists**
  - Culturally motivated tourists
  - Culturally inspired tourists
  - Culturally attracted tourists

### 3. Implementation of Interpretation techniques to each type of visitors

- **Location-Based Technique (Back/Front)**
- **Info. Provider-Based Technique (Raw/Cooked)**
- **Info. Receiver-Based Technique (Hot/Cold)**

### Tourism Activity Management

- **Classify the tourists according to their consumer behavior (Identify tourist typology that come to the site)**
- **Find the possible activities by survey**
- **Consider if they fit with the environment**
- **If they fit, consider if they harm the environment**
- **Select the ones which provide least negative impacts (Not needed to satisfy all visitors' demand)**
- **Zone the appropriate areas for each activity**
- **Set rules and regulations on doing those activities (the Do and Don't)**
- **Provide information/knowledge to the visitors**

### Tourism Carrying Capacity Management

- **The number of visitors that the site can accommodate/carry, calculating with the available areas (excluding mountains/strict conservative areas) that the visitors can access. If within 1 square kilometer can contain 100 persons (with accepted and able-to-control negative impacts) and the available area is 500 square kilometers, it means that the site can accommodate 50,000 persons.**
- **Have to think about environmental/economic/social carrying capacity done by EIA/SIA as well.**

### How to control the number of visitors?

- **Close the destinations so that they have a recovery period**
- **Limit transportations**
- **Limit accommodations**
- **Increase the entrance fee**
- **Provide knowledge/education**
- **Do the public relation activities**

### Tourism Zoning Management

- **Survey to get information from both host and guest**
- **Identify purposes of area usages of the site**
- **Check how many zones would be available**
- **Allocate zones with environmentally-friendly concepts**
- **No Access Zone /Semi Access Zone /Full Access Zone**
- **Be sure that some zones (e.g. conservation zone, residential zone etc.) must be allocated.**
- **Zone with a participatory approach**

### Tourism Authenticity Management

- **How to increase the sense of place**
- **Setting-Overall Picture of the Site, the Location**
- **Materials-Things to be used for site decorations and construction**
- **Workmanship-Role of People at the site (Dress traditionally, Speak dialects, Local Guides)**

### Tourism Landscape Management

- It is the process of making the destination have no visual pollution.
- Make the destination fit with the scene/environment
- Make it unique and show charming identities
- Think about public/open spaces, landmark, street furniture, etc.
- Use the local plants/trees

### Tourism Facility Management

- Check the visitor profile and consumer behavior
- Check what facilities should be provided (This depends on the to-be-sold products. If the tourism product is brand-imaged as a quiet resort, TV. or Karaoke should not be provided.)
- Allocate facilities with an environmentally-friendly concept

### Tourism Route/Track Management

- Check how many modes of transportation available to the destinations
- Check its effectiveness and quality
- For the tracks/routes in the destination, design them not to harm the environment
- Make sure that along the ways, enough interesting/various things to see and to do
- Along the ways the sign/information board should be available.
- The language and information used should be easy to understand.
- Set up the information center for route enquiries with easy-to-remember telephone number.

### Tourism Service Management

- Tourism products are not the only products themselves but their delivery processes to guests.
- Design the delivery processes with charm and gimmick (Product Differentiation).
- Consider if the service to be provided is appropriate with the product branding image.
- Pay high attention to staff quality for service provision
- Training staff
- To get "sustainable tourism" and to be able to high quality visitors, no need to serve all things requested by visitors.

### Environmental Management for Tourism Business

- The business and industry's current patterns of consumption and production are not sustainable. They create impacts that threaten the health and well being of all communities and nations
- A sustainable development concept is widely discussed as a solution for the said circumstance.

- In business operation perspectives, it is found that environment concerns are spread over all business organizations as can be seen from approaches in business operations such as green and societal marketing as well as environmentally friendly business products and programs.

- Doing so is still problematic.

### **Sustainable Development and Business Ethics**

- *"sustainable development is positive change that does not undermine the ecological and social system upon which communities and society are dependent. Its successful implementation requires integrated policy, planning and social learning process; its political viability depends on the full support of the people it affects through their governments, their social institutions and their private activities"*

### **To make business sustainable, all agencies should do the followings:**

- 1) Prudent use of the earth's resources within the limits of the planet's carrying capacity
- 2) Devolution of top-down decision-making responsibilities and capabilities to a broader range of the destination's stakeholders
- 3) The abatement (decrease) of poverty and gender inequalities, and respect for fundamental human rights
- 4) Enhancement of quality of life through improved health care, shelter, nutrition, and access to education and income-generating skills
- 5) Preservation of bio-diversity and life support systems for all natural habitats
- 6) Preservation of indigenous knowledge and ways of living and respect for the spiritual and cultural traditions of different peoples.

### **Sustainable Tourism Development must create balance among:**

- 1) **Economic:** production of goods and services
- 2) **Environmental:** conservation and prudent management of natural resources
- 3) **Social:** the maintenance and enhancement of quality of life.

- Canadian Universities Consortium (1999) says that the tourism industry must be profitable and environmentally sustainable if it is to provide long term benefits.
- Therefore, it is found that many tourism and hospitality organizations have employed business and marketing ethic approaches such as green and society marketing concepts, aimed at reaching sustainability.

### **What is "Green Marketing" ?**

- Green marketing is a set of belief and a concomitant lifestyle that stresses the importance of respect for the earth and all its inhabitants, using only what resources are necessary and appropriate, acknowledging the rights of all forms of life, and recognizing that all that exists is part of one interconnected whole (Kennedy et al, 1994).

### **What is "Societal Marketing"?**

- All organizations should determine the needs, wants, and interests of target markets and deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer's and society's well being (Kotler, 1999).

### Examples of Green/Societal Marketing

- Cigarettes and liquor should not be sold to children.
- Hotel chains should establish no smoking floors and no smoking sections in their restaurants.
- Airlines should make all international flights smoke-free.
- Restaurants should know how to serve alcohol responsibly.
- Fast-food restaurant should pursue more environmentally sound packaging and produce foods with more nutritional value.

### Another Example: ISO 14000 (International Standardization Organization)

- The main reason is to reduce/eliminate negative impacts to environment.

Why is ISO 14000 more practiced?

- 1) to increase use of voluntary standards
- 2) reduce multiplicity and duplication such as the number of environmental audits
- 3) de facto (policy) requirement
- 4) government adoption
- 5) satisfy stakeholder interests
- 6) lower insurance rates and better access to capital
- 7) internal benefits

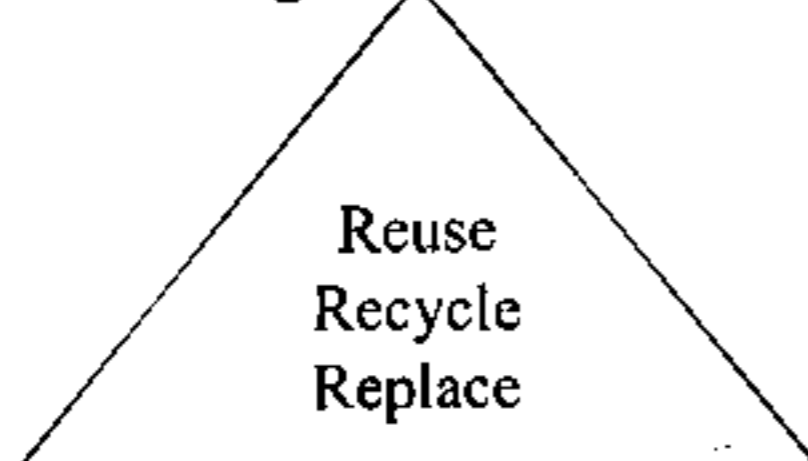
### Green Leaf Eco-Rating Program: An Example in Hospitality Industry

- The program is mainly to encourage and improve the efficiency of hotels and related businesses in the tourism industry to respond to environmental development and protection.  
(The program sets the criteria to evaluate at what level the hotels are environmentally friendly)

### How well tourism and hospitality are performing in the quest for sustainability?

- There are more and more tourism and hospitality-related organizations concerning about how to take care of environment and use it sustainably  
(Ciulla, 1998).

- Energy and water conservation
- Waste Management
- Water Management



### What are the impediments to achieving sustainability?

- *Lack of Support from Related Agencies*
- *Lack of Understanding in "Sustainability Concept"*
- *Lack of Know How and Knowledge*
- *Lack of "Quality" Manpower*
- *Lack of Financial Support and Effective Financial Management*



### How to improve environmental performance and contribute to successful business operation?

- They have to change practices in their workplace.
- Attitudes toward environmental practices of all employees should be positive.
- Environmentally friendly activities should provide profits to organizations when employing sustainable concept (Kirk, 1997).

### To simplify

- Implementing sustainable concept requires the *willingness* and *positive* attitude of all people involved.
- When the human resources are ready, environmentally friendly practices will be effectively implemented.
- Finally, when environmentally friendly programs work functionally, they can reduce waste from production processes, save energy and finally save production costs and provide more profits.

### Summary

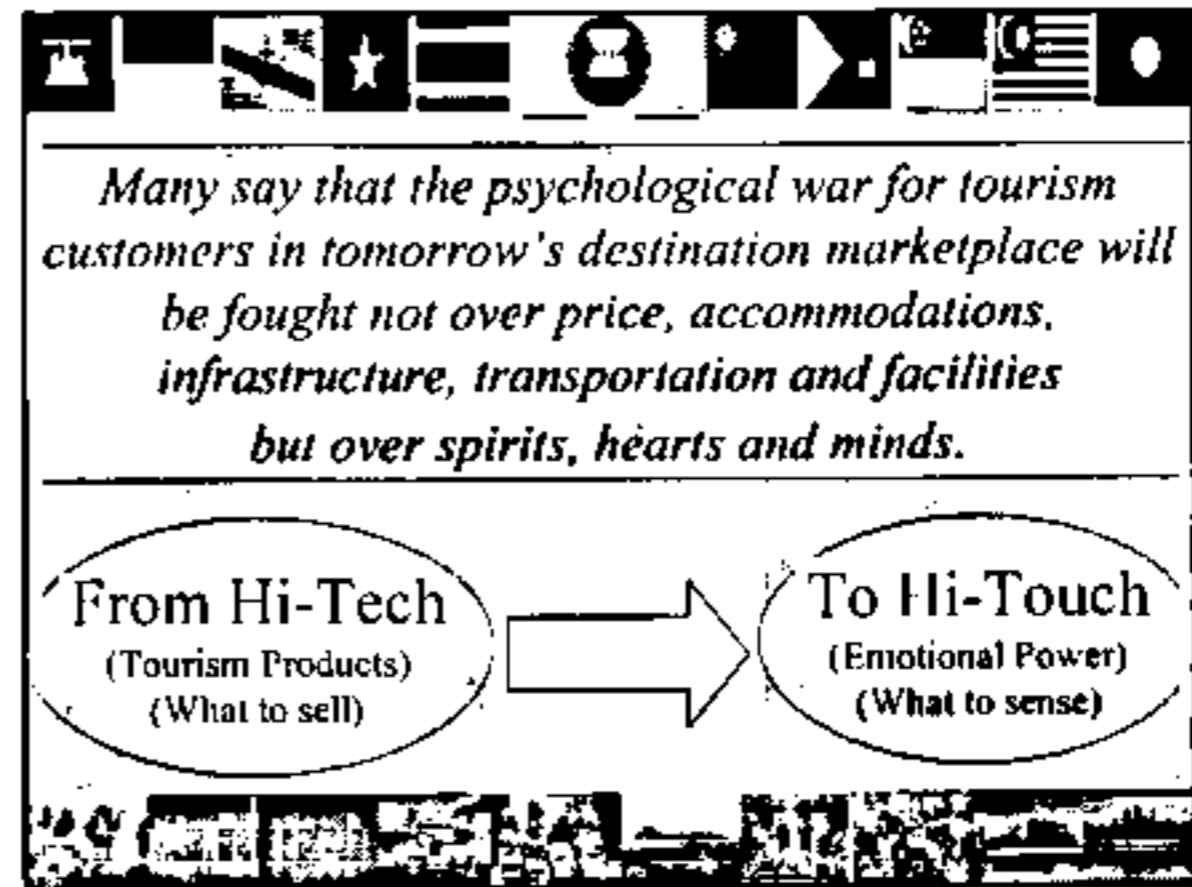
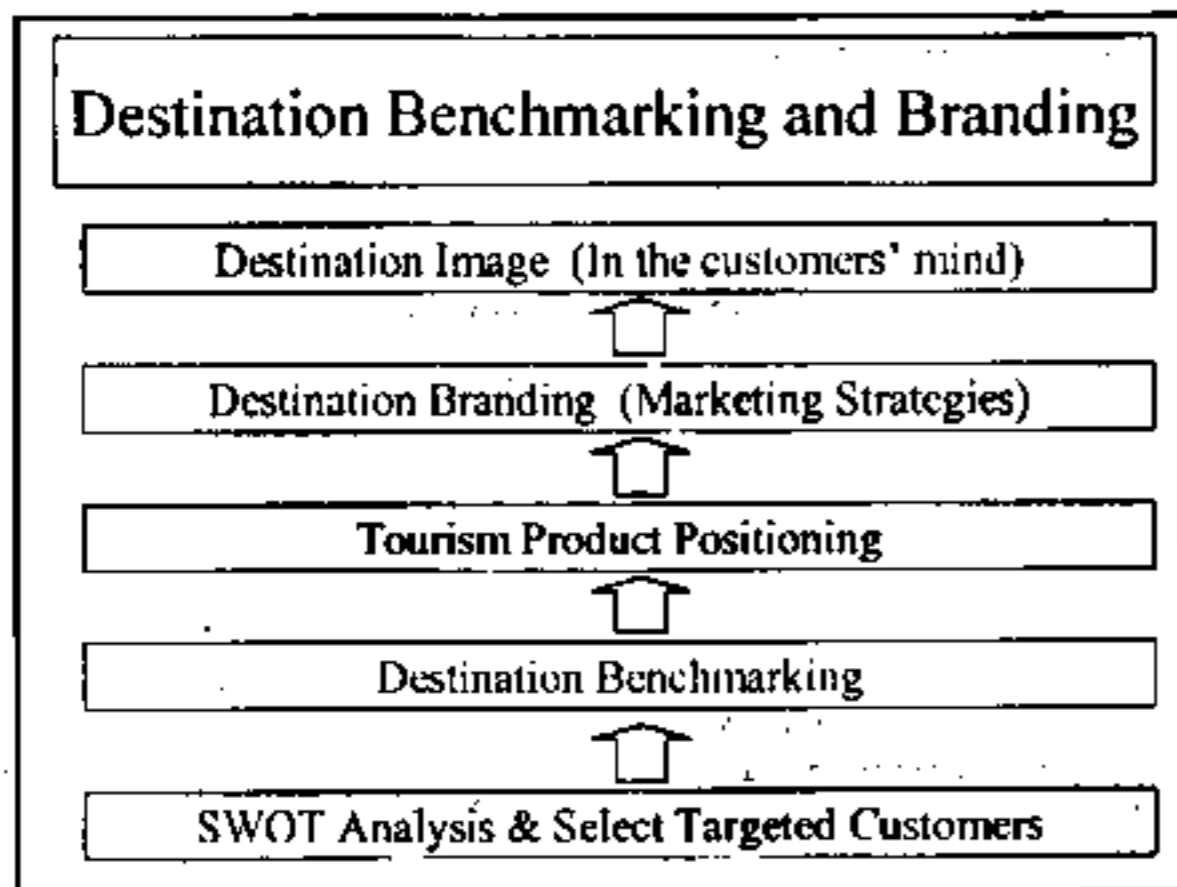
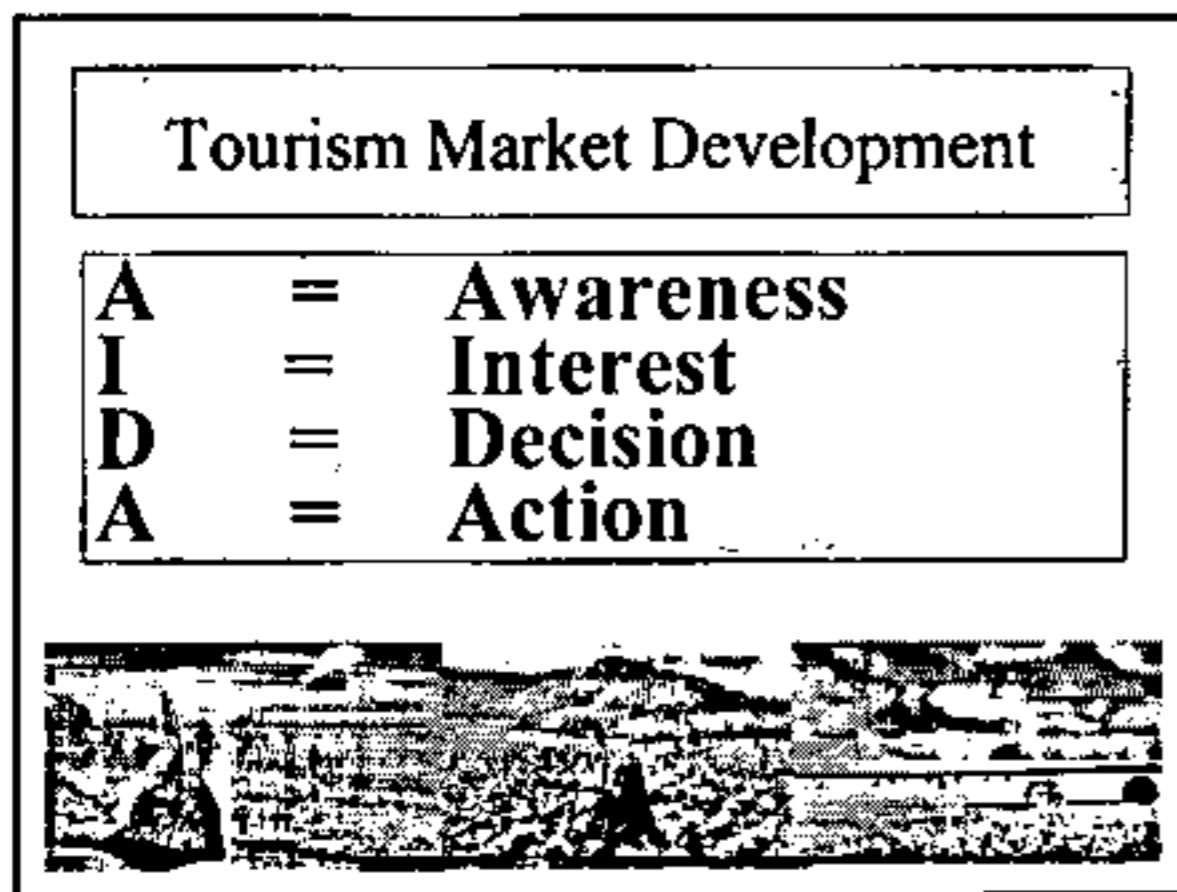
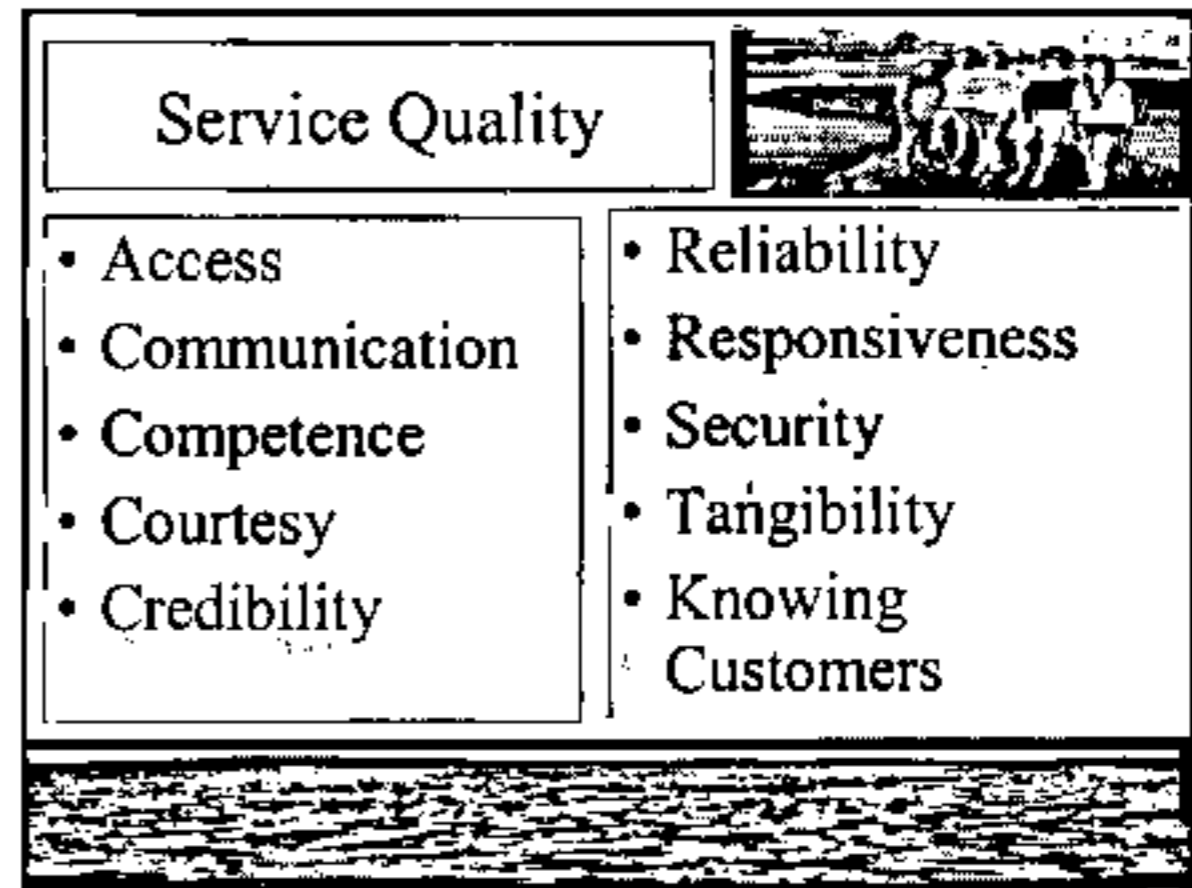
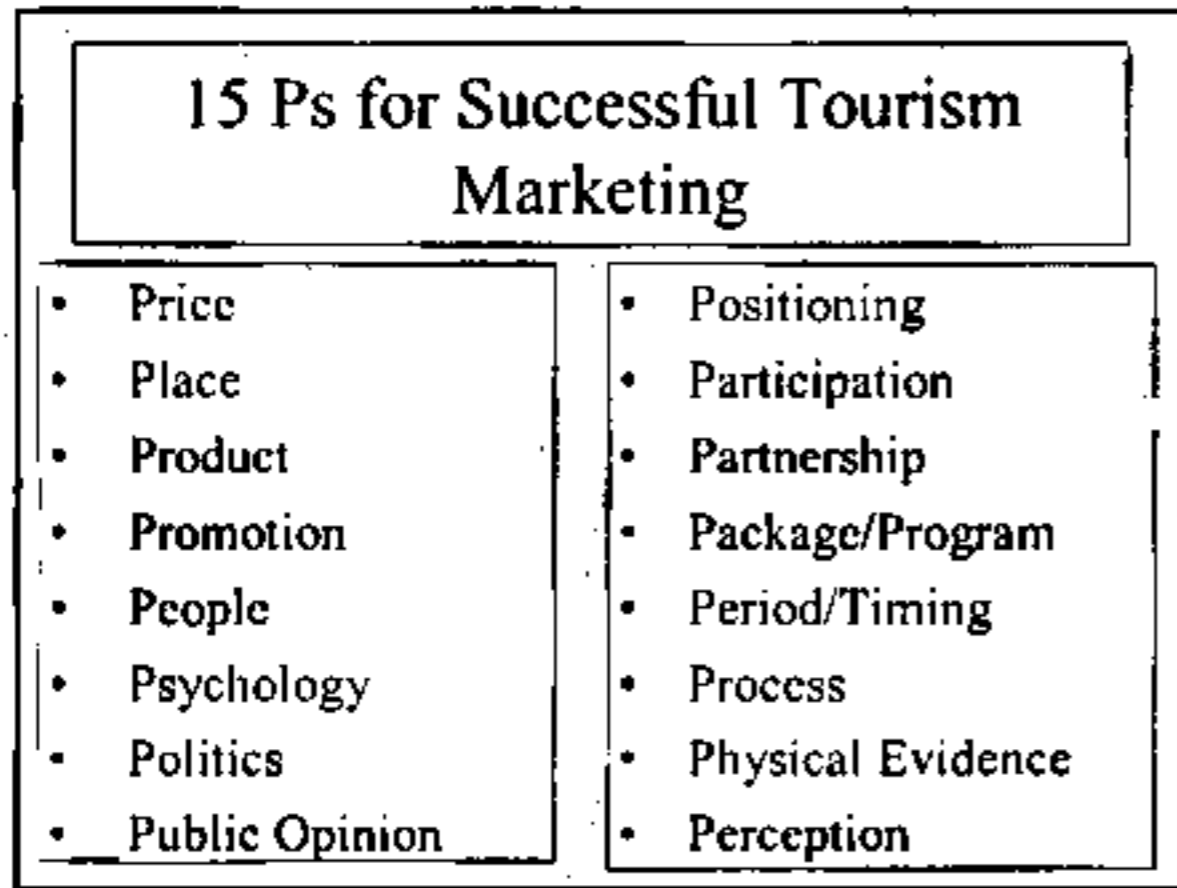
- At present all business organizations are more environmentally concerned.
- Being more environmentally friendly has been considered business ethics via societal marketing, aimed at reaching sustainability.
- It is really a transitional period for all business organizations particularly in the tourism and hospitality industry to move toward sustainable development.

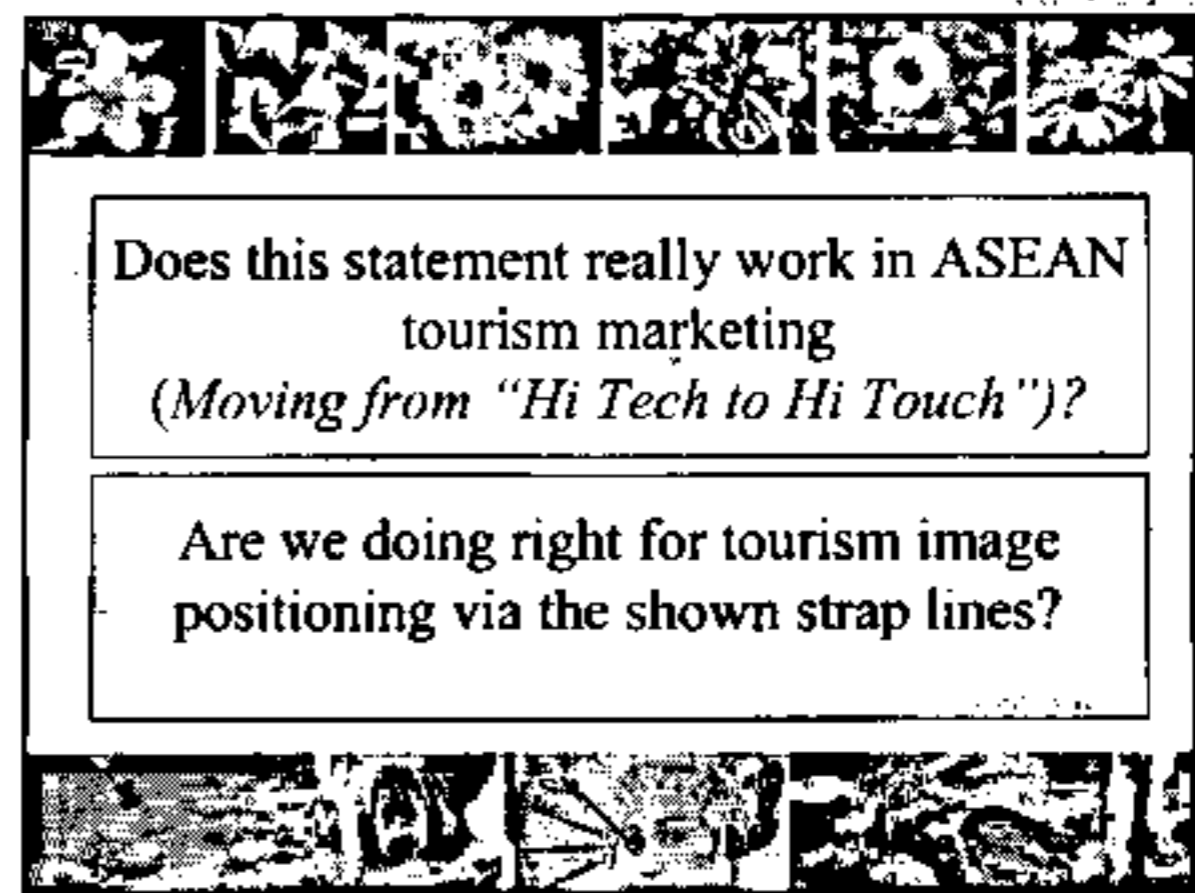
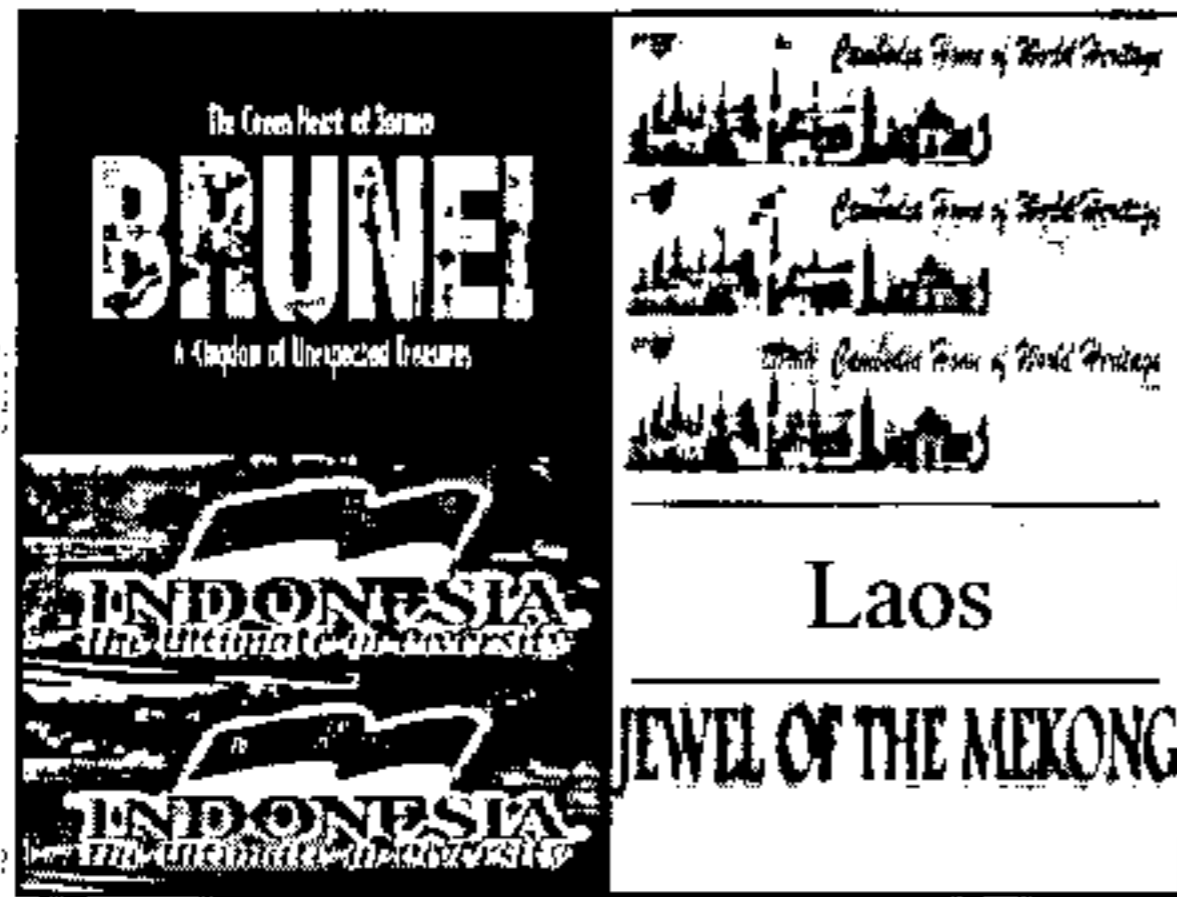
- There are at least five impediments obstructing the reach of sustainability. Those are lack of support from related agencies, lack of understanding in "sustainability concept", lack of know how and knowledge, lack of "quality" manpower and lack of financial support and effective financial management.
- It is also found that besides implementing environmentally friendly practices, the business organizations should create positive attitudes towards environmental practices to all people and employees so that the practices can be implemented successfully and finally more profitability can be gained.



We all want the clients to be loyal as that can make our tourism and hospitality businesses survive.








ASEAN Countries	Strap Lines that Project Images
Brunei	Brunei: The green heart of Borneo/ A Kingdom of Unexpected Treasures
Cambodia	Cambodia: Home of World Heritage
Indonesia	Indonesia: The Ultimate in Diversity
Laos	Laos: Jewel of the Mekong
Malaysia	Malaysia: Truly Asia
Myanmar	The Golden Land/ Mystical Myanmar
The Philippines	Wow the Philippines
Singapore	Uniquely Singapore
Thailand	Amazing Thailand
Vietnam	Vietnam: The Hidden Charm

General Analysis of the Strap Lines of ASEAN Countries		
Countries	Strap Lines	Analysis
Brunei	Brunei: The green heart of Borneo/ A Kingdom of Unexpected Treasures	Very good that advertiser the most magnetic product and at the same time, overcome the problem of misconception of its location.
Cambodia	Cambodia: Home of World Heritage	Very good that sell the most magnetic product, emphasizing and referring to "Angkor Wat" Effective in decision making process for potential visitors
Laos	Laos: Jewel of the Mekong	Though using "Mekong River", need to compete with other countries the River passing by
Malaysia	Malaysia: Truly Asia	Clearer image/Easier to imagine to "ASIA" Image of Asia is more powerful than that of Malaysia
Myanmar	The Golden Land/ Mystical Myanmar	Advertise the main product, sure what to see and visit. Convey the sense of "undiscovered" and "untouched"
Indonesia	Indonesia: The Ultimate in Diversity	Convey "Hi Touch" (Emotion) but not know what to see (what is aimed to sell). The products are not advertised directly. Hard to make a decision. So, follow-up activities in giving info about products/destinations need to be effectively undertaken.
Philippines	Wow the Philippines	
Singapore	Uniquely Singapore	
Thailand	Amazing Thailand	
Vietnam	Vietnam: The Hidden Charm	

*Classification of Characteristics Used for Creating Destination Images in ASEAN Countries via Strap Lines*

<p style="text-align: center;"><b>Unique Features (Functional Characteristics)</b></p> <ul style="list-style-type: none"> <li>• Brunei: The Green Heart of Borneo (Geography)</li> <li>• Cambodia: Home of World Heritage (Magnetic Product)</li> <li>• Laos: Jewel of the Mekong (River)</li> <li>• Malaysia: Truly Asia (Continents)</li> <li>• The Golden Land/ Mystical Myanmar (Temples/Pagodas)</li> </ul>	<p style="text-align: center;"><b>Emotional Relationship (Psychological Characteristics)</b></p> <ul style="list-style-type: none"> <li>• Indonesia: The Ultimate in Diversity</li> <li>• Wow the Philippines</li> <li>• <u>Uniquely</u> Singapore</li> <li>• <u>Amazing</u> Thailand</li> <li>• Vietnam: The Hidden Charm</li> </ul>
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Country	Number of In-Depth Interviews	The First Thing in the Minds of 103 Non-ASEAN Tourists Before Visiting the ASEAN Countries
Brunei	7	Wealth (FC)
Cambodia	9	Angkor Wat (FC)
Indonesia	7	Bali (FC)
Laos	8	Landlocked Country/Culture (FC)
Malaysia	12	Asia (FC)
Myanmar	9	Golden Shwedagon Pagoda/ Undiscovered (FC)
Philippines	14	Beaches/Islands (FC)
Singapore	12	Modern City (FC)
Thailand	15	Thai Culture/Nature (FC)
Vietnam	10	Vietnam War (FC)

PC = Psychological Characteristics      FC = Functional Characteristics


Country	Number of In-Depth Interviews	Top 3 Aspects in the Minds of 110 Non-ASEAN Tourists After Traveling in ASEAN Countries
Brunei	7	Friendliness (PC)/Safety (PC)/Developed (FC)
Cambodia	12	Friendliness (PC)/Heritage (FC)/Developing (FC)
Indonesia	12	Excitement (PC)/Nature-Culture (FC)/Friendliness (PC)
Laos	8	Slow-paced (PC)/Friendliness (PC)/Peace (FC)
Malaysia	15	Excitement (PC)/Friendliness (PC)/Multicultural (FC)
Myanmar	12	Religious (PC)/ Friendliness (PC)/ Culture (FC)
Philippines	8	Friendliness (PC)/ Americanized (PC)/ Nature (FC)
Singapore	10	Fun (PC)/Friendliness (PC)/ Multicultural (FC)
Thailand	15	Friendliness (PC)/Culture (FC)/Quality of Service (FC)
Vietnam	11	Friendliness (PC)/ Nature (FC)/Culture (FC)

PC = Psychological Characteristics      FC = Functional Characteristics

*Functional characteristics are first and most mentioned before traveling with ASEAN.*


Functional characteristic (FC) of destinations (Unique Features, Transportation, Price Level, Accommodations) is *a key factor* to influence the decision making process to travel to ASEAN among non ASEAN visitors *who have never been to ASEAN (New Target Markets)*.

What to see is a powerful factor to attract potential visitors who have never been to destinations.



Psychological/emotional characteristic (PC) of Destinations (Friendliness, Safety, Quality of Service, Fame, etc.) were mentioned *first* by non ASEAN visitors *after their visits* in ASEAN countries.

- Functional characteristics are thought of first before the visits.
- Emotional/psychological characteristics are first mentioned after their visits.




*What can we conclude?*

If targeting at new markets, functional characteristics (What to sell- Heritage, Culture, Nature, etc.) should be presented clearly and directly in the strap lines. Easier to attract and convince the decision making process. Once, they arrive, other products will be proposed for more spending.

For repeated visitors, emotional/ psychological characteristics (What to sense: Wow, Amazing, Unique, etc.) should be used in the strap lines to recall the feeling the visitors have previously experienced.

**It is like a love story**




When you fall in love with someone, you would first be attracted by his/her physical appearance. Once you get married and are impressed with your sweetheart, you will still want to continue your relationship with him/her.

When you are interested in a destination, its physical appearance (tourism products) will first convince your decision making process to visit but once after visiting, feel impressed with it, you will visit that destination again.

**How about the strap lines of ASEAN countries?  
Are they targeting at what target markets?**


Countries	Target Markets	Strap Lines
Brunei	New Markets	Brunei: The green heart of Borneo/ A Kingdom of Unexpected Treasures
Cambodia	New Markets	Cambodia: Home of World Heritage
Indonesia	Repeated Visitors	Indonesia: The Ultimate in Diversity
Laos	New Markets	Laos: Jewel of the Mekong
Malaysia	New Markets	Malaysia: Truly Asia
Myanmar	New Markets	The Golden Land/ Mystical Myanmar
The Philippines	Repeated Visitors	Wow the Philippines
Singapore	Repeated Visitors	Uniquely Singapore
Thailand	Repeated Visitors	Amazing Thailand
Vietnam	Repeated Visitors	Vietnam: The Hidden Charm

*Should we have both functional and emotional characteristics in the strap lines to attract both markets?*




**Recommendations on how attract potential tourism target markets via strap lines?**

1. ASEAN countries should use both functional and psychological characteristics of the destinations in the strap lines to attract both new markets and repeated visitors.
2. ASEAN countries can employ functional characteristics of the destinations. Advertise the most magnetic one to convince the decision making process. Once they arrive to the destination, Proposing other products must be effectively undertaken. (Come first, then urge to buy something else by giving more information)
3. ASEAN countries can use emotional characteristics in the strap lines to attract repeated visitors but need to effectively make them a means to transfer the information of/experiences of the destination to the new visitors. Marketing bodies need to be able to recall past experiences of the old visitors by providing the information of both new & old tourism products effectively.



What should "Tourism Image Positioning of ASEAN" be?

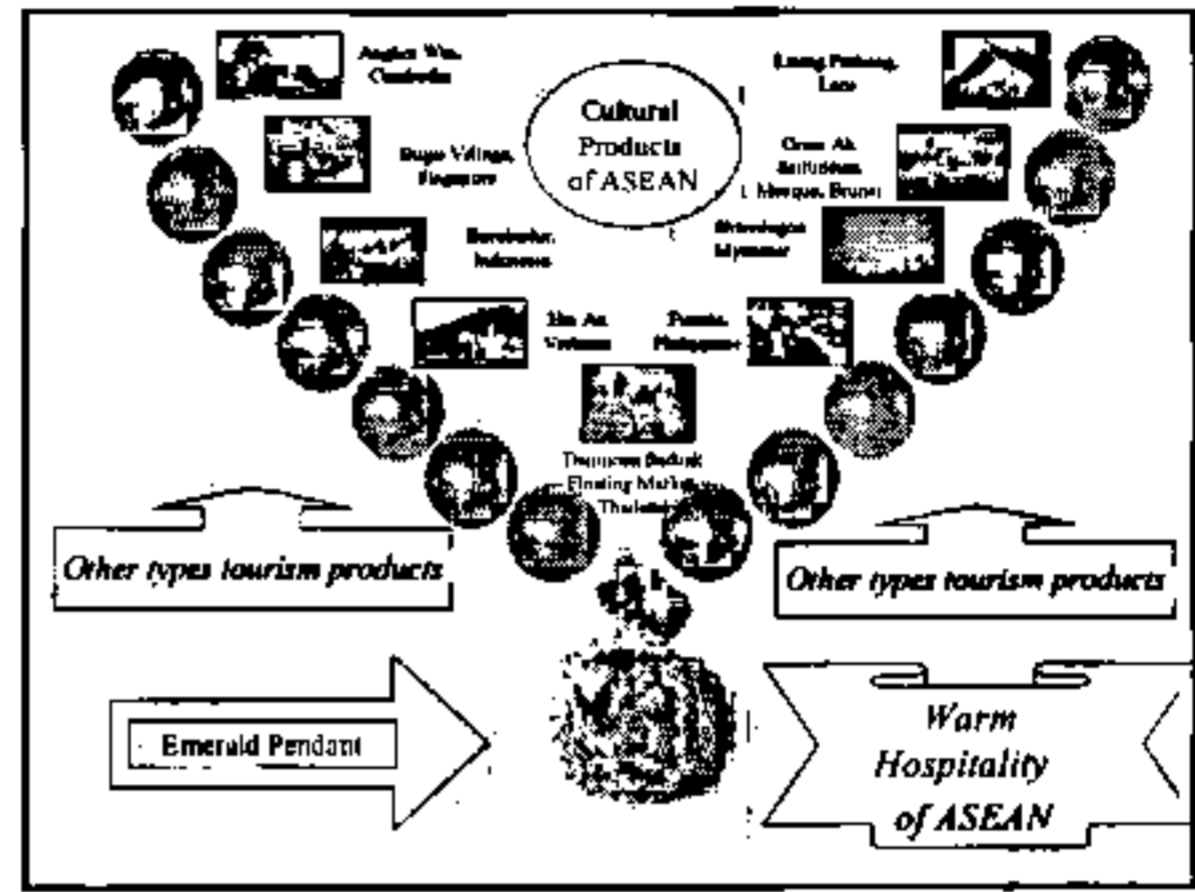
*ASEAN: Cultural Diversity with Warm Hospitality*




*We are waiting to welcome you to see and sense what we are proud of*

### Why?

- Both functional (Culture) and emotional characteristics (Warm Hospitality) are used for ASEAN to attract both new and repeated visitors.
- The biggest market is baby boomers who get old now/ global population structure is governed by the elderly. So, culture should be considered the main tourism product of ASEAN, signifies "nostalgia".
- Female visitors will be more. They tend to be interested in other cultures.
- West meets East.
- Warm hospitality signifies "Human Value/Hi Touch". This is the most important product differentiation mentioned by all visitors after visiting ASEAN. They said that ASEAN peoples are very friendly. (Software vs Hardware)

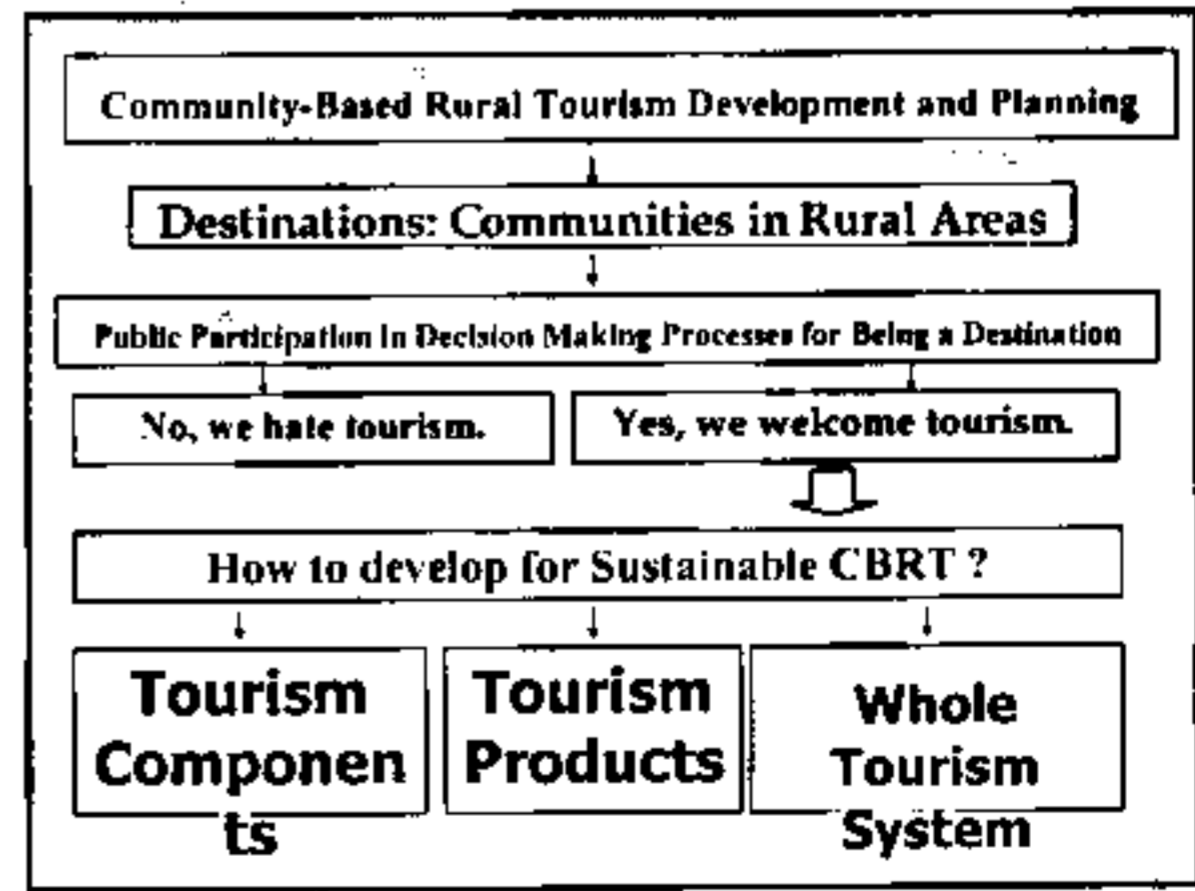
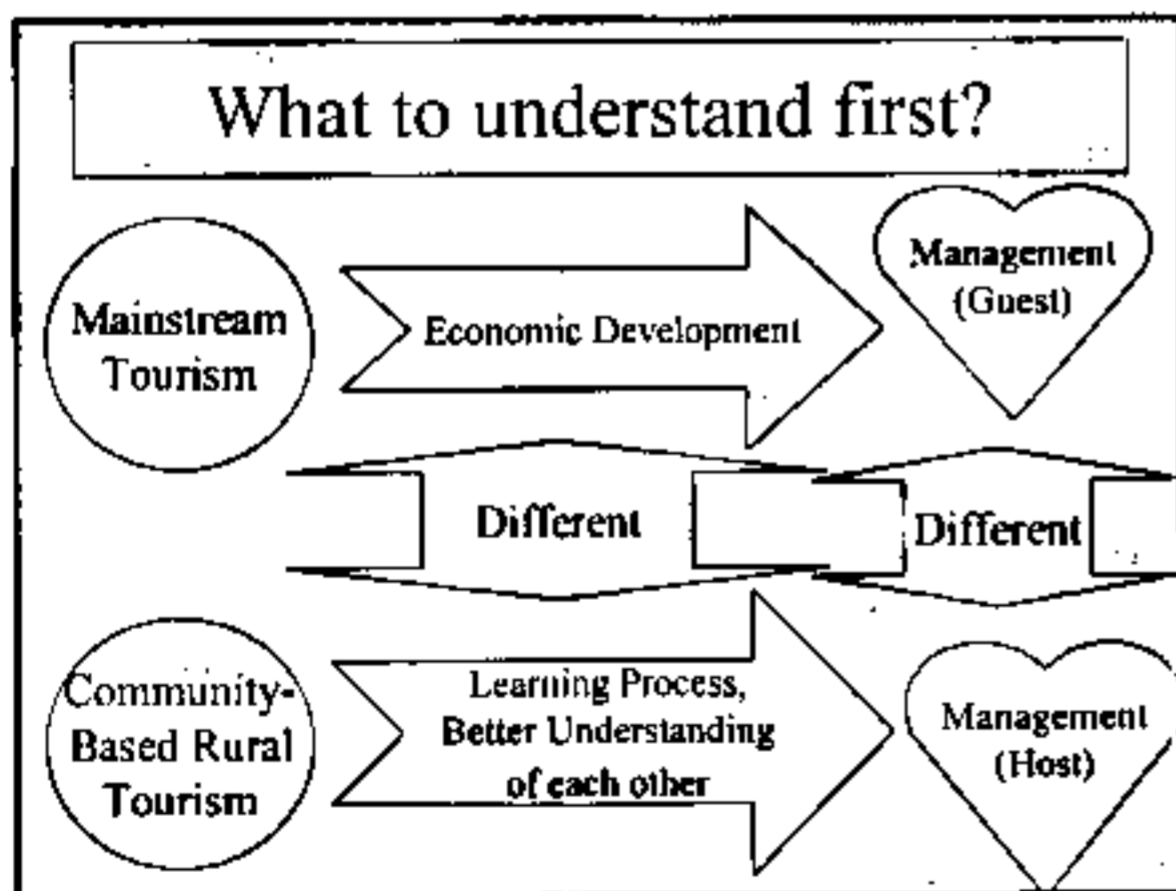


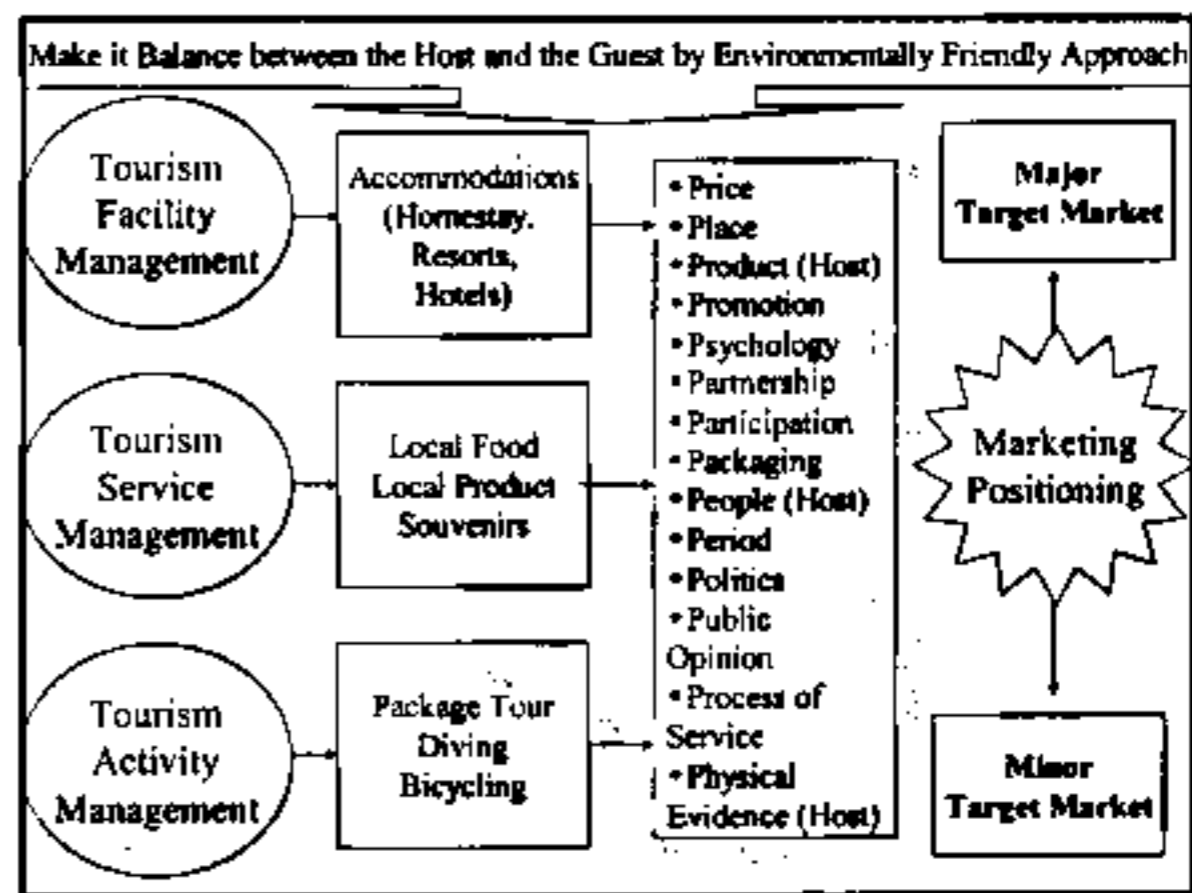
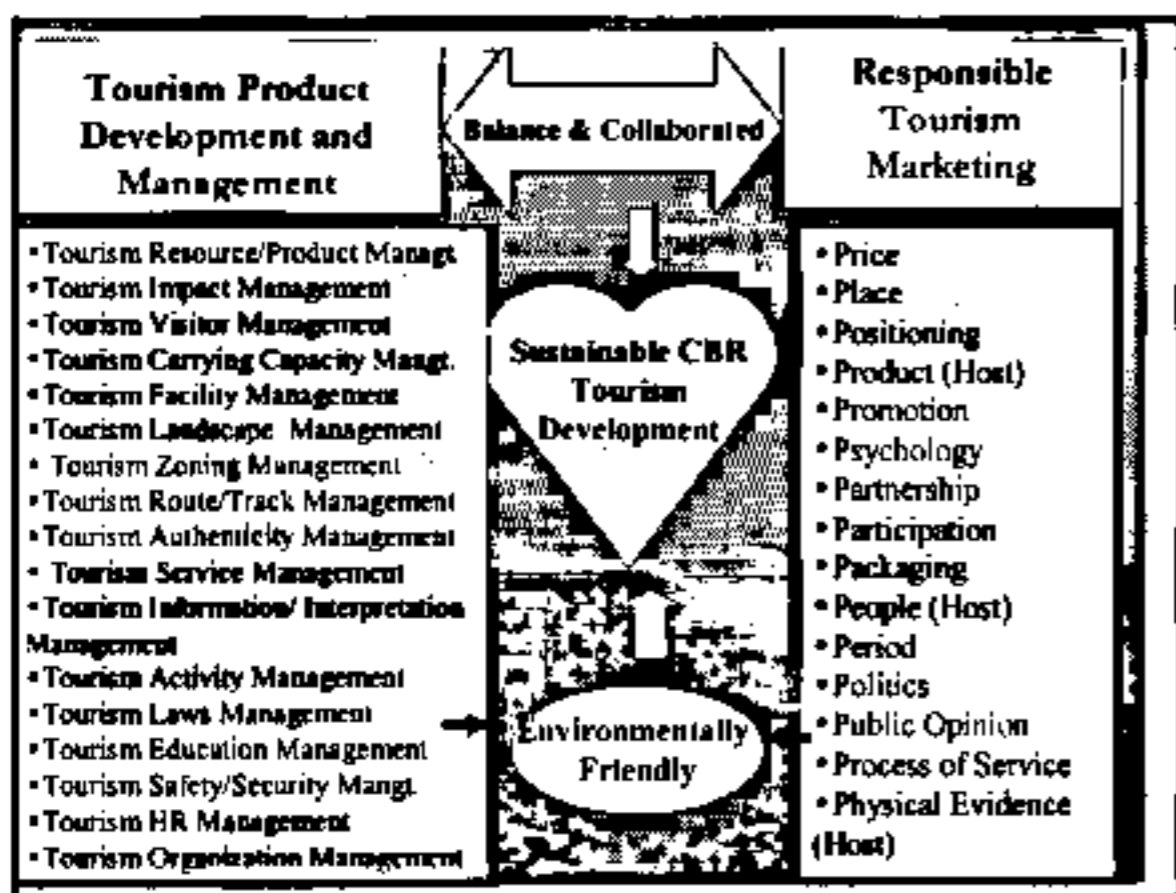
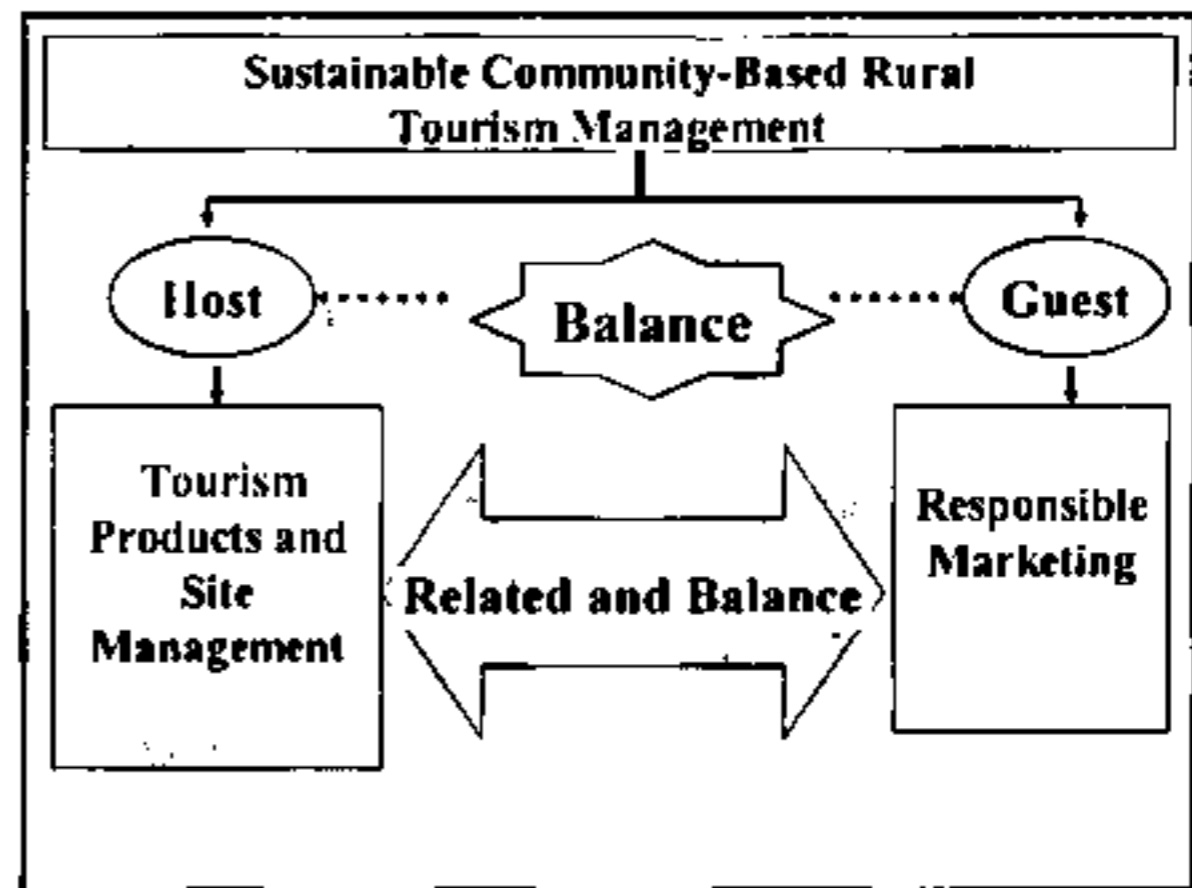
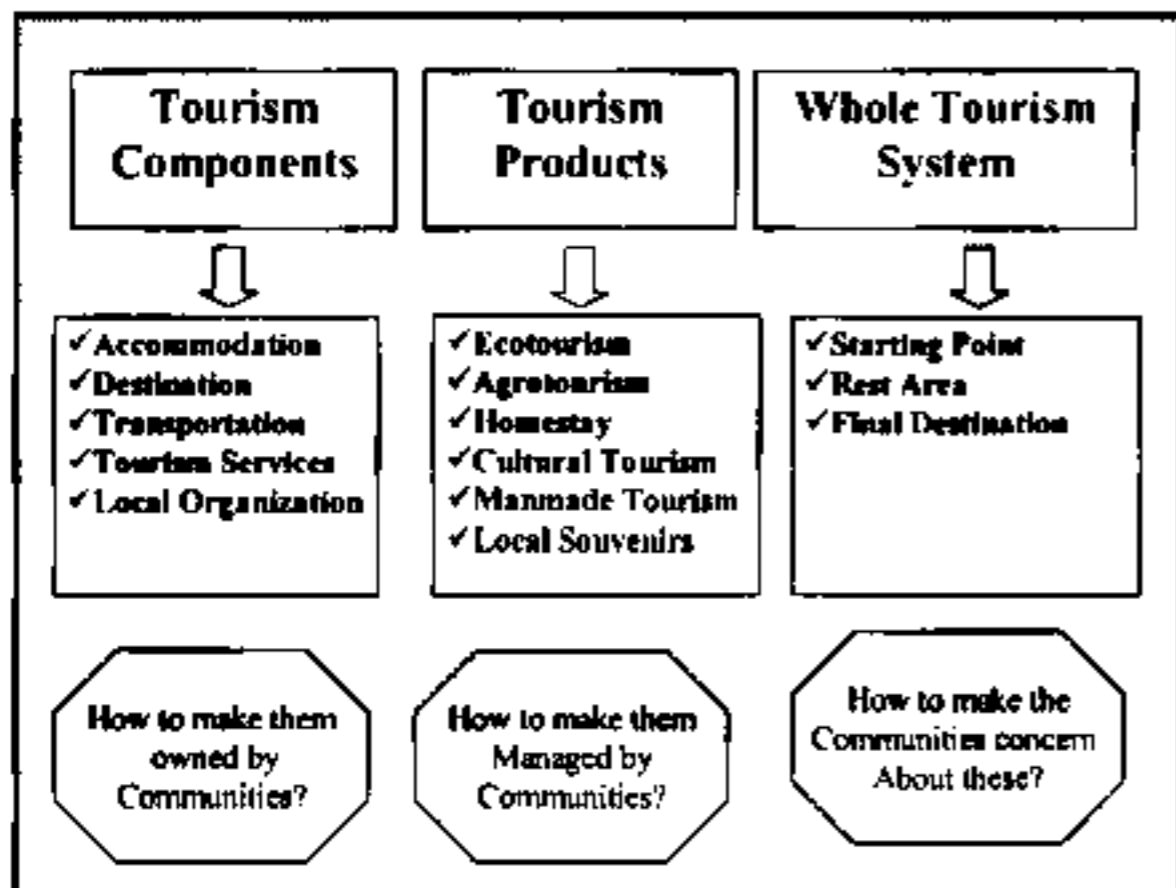
### Concluding Remarks

ASEAN does not have the best biggest diamond but many wonderful small pearls. So, to compete with other regions, we have to string all those pearls to be the most precious necklace with the greatest emerald pendant we have and name it as "ASEAN Tourism Pearl Necklace", having the strap line: "Cultural Diversity with Warm Hospitality".

Pearls are ASEAN tourism attractions particularly cultural/heritage destinations and the emerald pendant is human value-hi-touch; our warm hospitality.

### How to Develop and Manage Community-Based Rural Tourism for Sustainability in Asia: The Tentative Processes?





1. Rural development perspectives need to be altered from re-engineering the structure of governmental administration organizations at a local level to strengthening the local communities and community structure directly.



2. Keep in mind that only self-reliant/ strong communities are most suitable for community-based rural tourism development and promotion.



3. Decision making processes should then be provided whether the community is willing to employ tourism as a means for rural development.



4. Rural tourism development mechanisms such as rural tourism committees need to be set up, make it functional and are accepted by all tourism-related stakeholders in the area.



5. Having functional mechanisms, the rural tourism development committees and members need to build collaborative networks as success in rural tourism development requires knowledge and know how from all tourism stakeholders.



6. The community needs (research) to survey and analyze the potential, strength, weakness, opportunity, treats of the area, need and want of the community as well as the guests. After that they need to select community tourism products that can be offered to the visitors with little/no negative impacts.

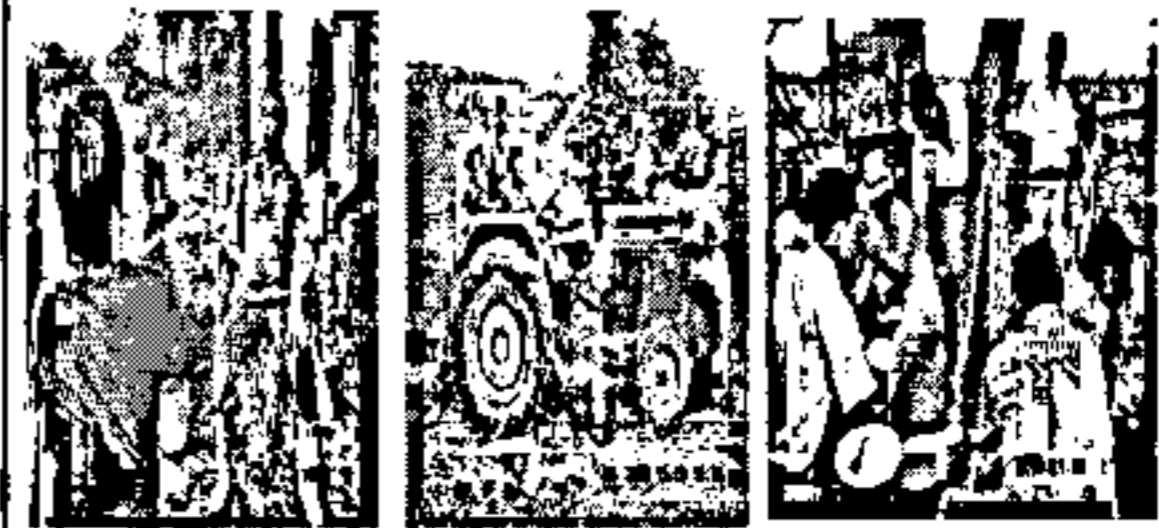


7. Destination benchmarking then needs to be practiced and its result will help guideline on what the destination positioning should be.





8. Rural tourism product positioning then needs to be set up according to the community identity, community strength and selective target markets.



9. A strategic sustainable rural tourism development plan and an action plan need to be drafted and formulated, employing a multi-partite participatory approach.



10. Strategic rural tourism development plan and yearly action plan must be implemented with a participatory approach. Calling for participation from all stakeholders needs to be carefully practiced in order to increase the sense of belonging of the area.



11. Follow-up activities to monitor and evaluate the plans need to be undertaken to ensure if the plans work well, fit the changing tourism situation and provides the best outputs and outcomes.

*Once local communities can manage their own areas to have the balance between the host (Destination Management) and the guest (Marketing Management), it is believed that rural tourism enterprises which are considered one of the stakeholders in the community will be able to run their own businesses sustainably and this will be the real way that creates economic opportunities as well as sustainable development in rural areas.*



**Therdchai (Ted) Choibamroong**

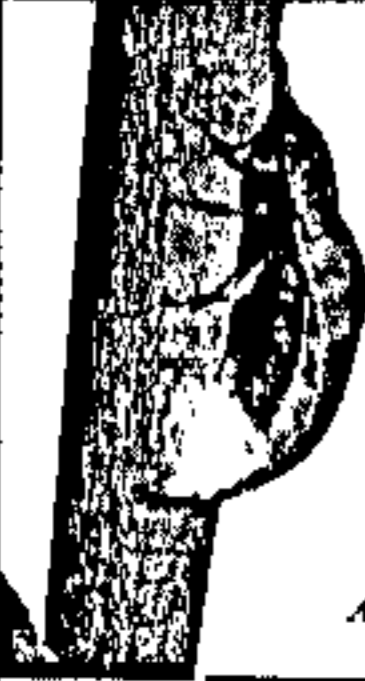
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**Don't forget to keep in touch !**





*Tourism Mechanism:  
Who, Who and Who will  
do for sustainable rural  
tourism planning,  
development and  
management?*

*APO, 10-17 August 2010, Colombo, Sri Lanka*

**Therdchai (Ted) Chaiamroong, Ph.D., M. Soc. Sc. (Dist.), B.A.**  
Director,  
The Thailand Tourism Development Research Institute (TRI)  
The Thailand Research Fund (Under Supervision of The Office of the Prime Minister, The Royal Thai Government)

**Stakeholder Theory:  
Effective Concept  
for Advanced  
Strategic Rural  
Tourism Planning**

**Stakeholder Theory**

- The word "stakeholder" was first used in a memorandum at the Stanford Research Institute in 1963
- Began to be regarded as necessary in strategic planning and management in late 1970s and early 1980s.
- Useful on how organization consider themselves and take action to fit themselves with external environment.

**Definition of Stakeholders**

- Groups of people to whom the management needs to be responsive to
- Groups whose conflicting demand need to be balance
- Any group or individual who can affect or is affected by the achievement of the organization objectives.

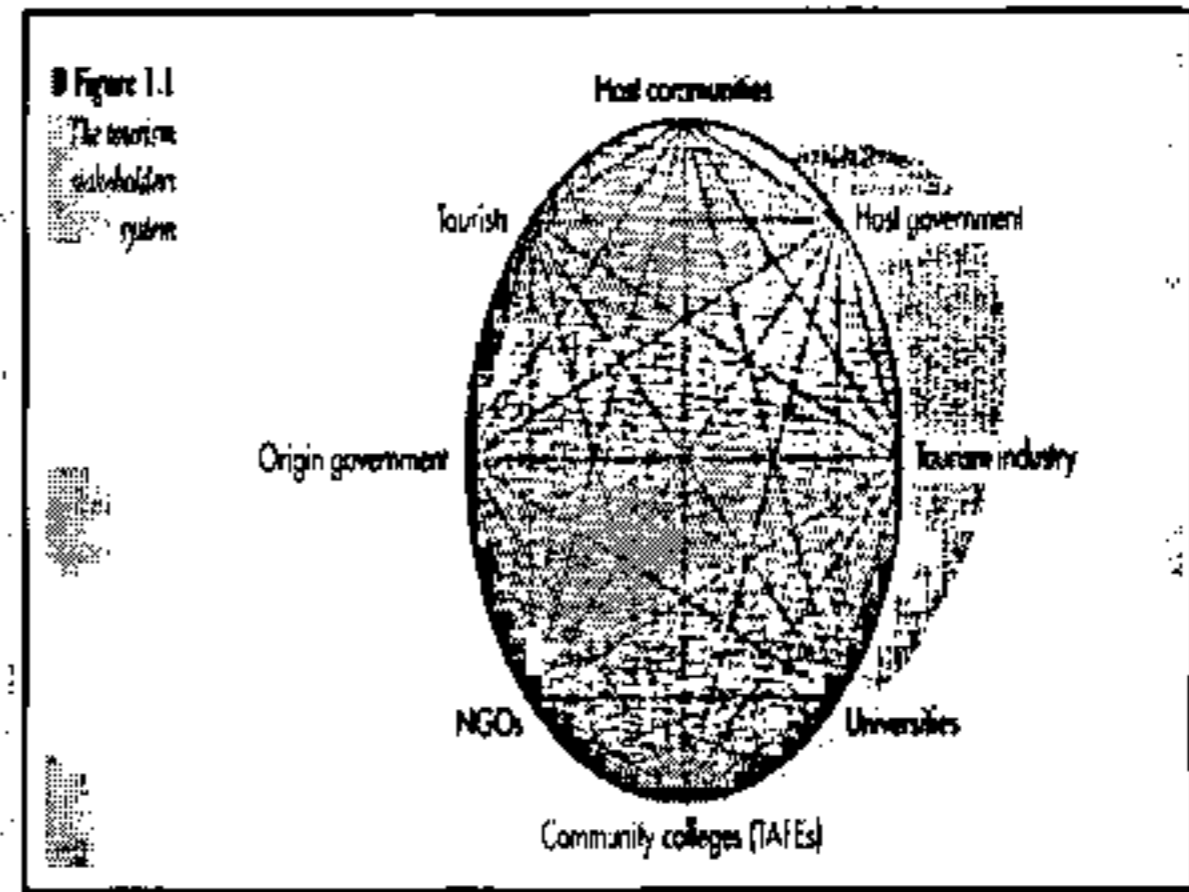
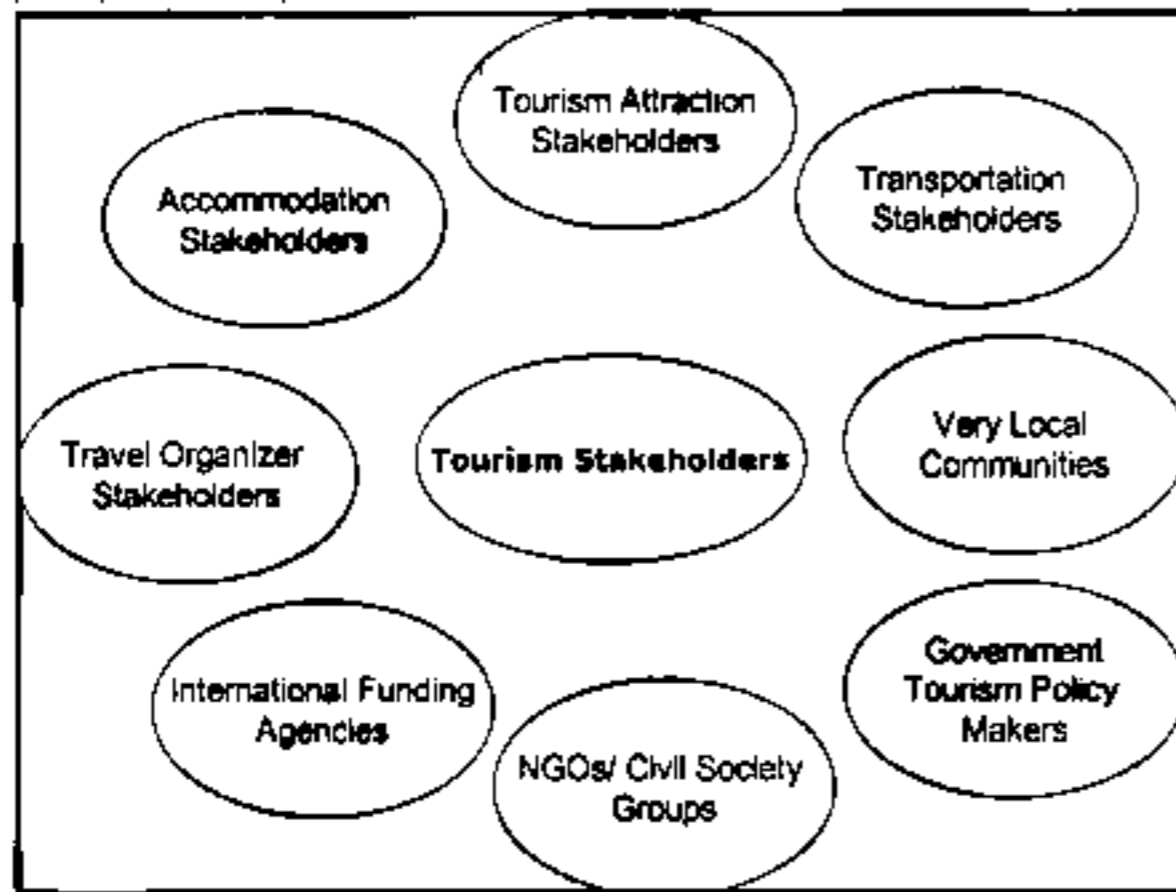
**Categorizing Stakeholders**

There are two types of stakeholders:

1. **Primary Stakeholder:** Those without their continuing support the organization/activities cannot survive.
2. **Secondary Stakeholder:** Those who influence or affect, or are influenced and affected by the organization but not engaged directly with the organization.

**Identifying Stakeholders**

- Who are the "voiceless" for whom special efforts may have to be made?
- Who are the representatives of those likely to be affected?
- Who is responsible for what is intended?
- Who is likely to mobilize for or against what is intended?
- Who can make what is intended more effective through their participation or less effective by their non participation?
- Who can contribute financial and technical resources?
- Whose behavior has to change for the effort to succeed?

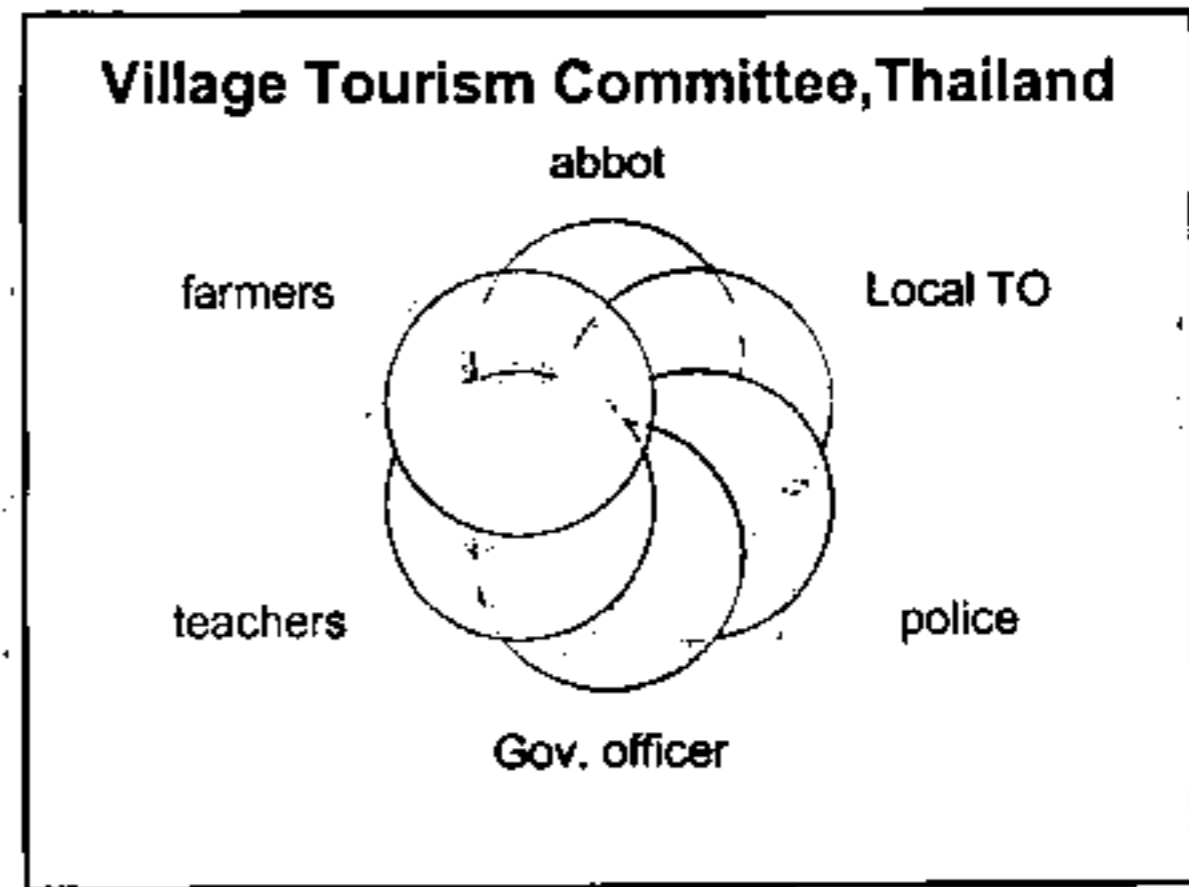


- ### Tourism Stakeholders
- Residents of the "host" destination
  - Local/municipal/regional/provincial/national governments
  - Local/regional/national environmental groups
  - Local visitors/excursionists
  - Remote visitors/tourists
  - Tourism industry sectors:
    - Accommodation
    - Attractions
    - Adventure and outdoor recreation
    - Entertainment
    - Events
    - Food services
    - Tourism visitor services
    - Transportation
    - Travel trade
  - Destination management organization (DMO)
  - Culture/heritage groups
  - Social/health/education groups
- Goeldner & Ritchie 2006, 406



### Stakeholders Participation

Stakeholders	Roles
Government (national, local)	Provide conducive policy environment, public infrastructure, regulatory framework and standards, incentives, training (esp. enterprise and crisis management).
Farmers	Undertake training, adopt innovations in farming
Schools	Inculcate positive values among the young, provide training,
Tour Operators	Help in promotion, provide information on products required by the market.
Village authority	Facilitate establishment of community organization, ensure security of the village
Civil Society	Organizing and training



**Tourism Stakeholder As A Means  
for A Participatory Approach:  
Why?**

- To inform the public
- To gain public support
- To get ideas from the public on how to improve a development
- To share responsibility with the public
- To hand over responsibility to the public
- To build a sense of belonging



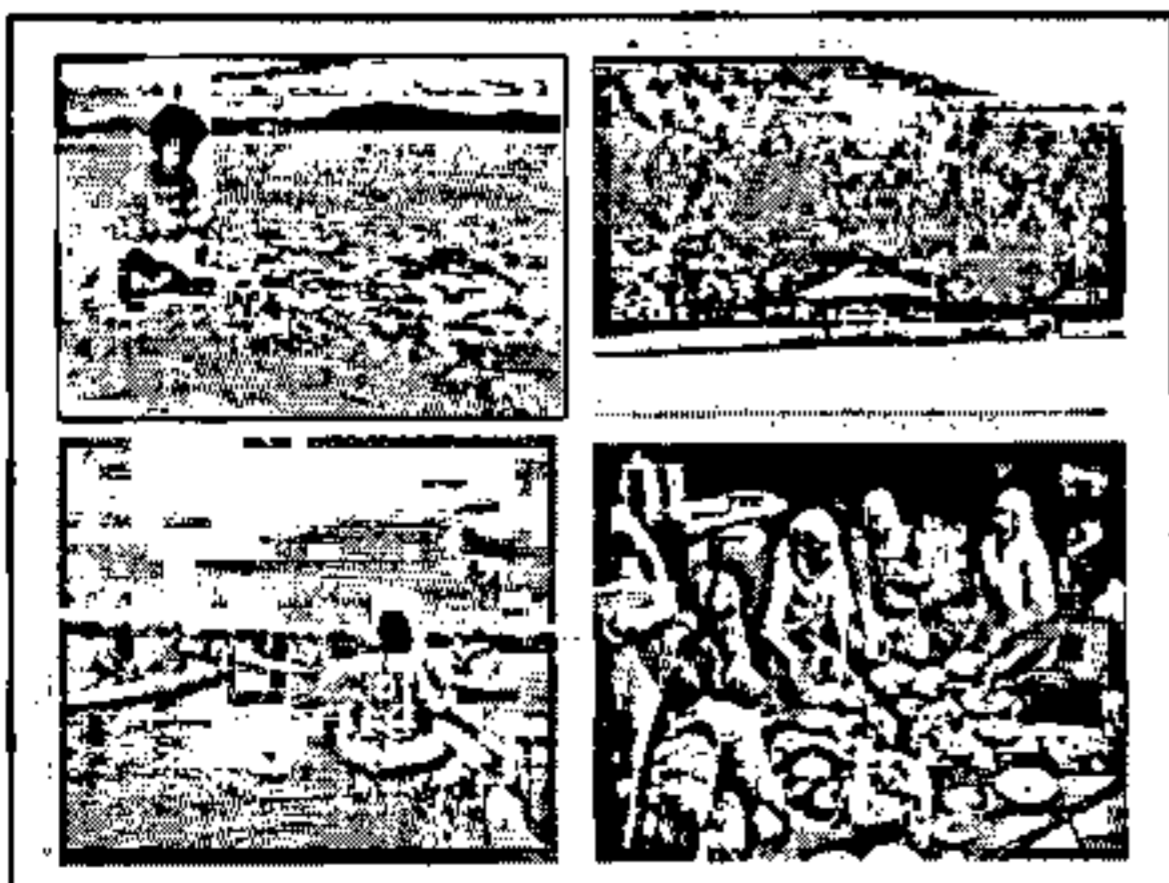
- To improve the quality of project decisions
- To minimize the project cost
- To improve public relations
- To reduce risk of project being delayed
- To increase good will with the local community
- To maintain credibility
- To build collaboration and consensus



*Selected Community-Based Rural  
Tourism Sites in Thailand and Roles  
of tourism stakeholders*



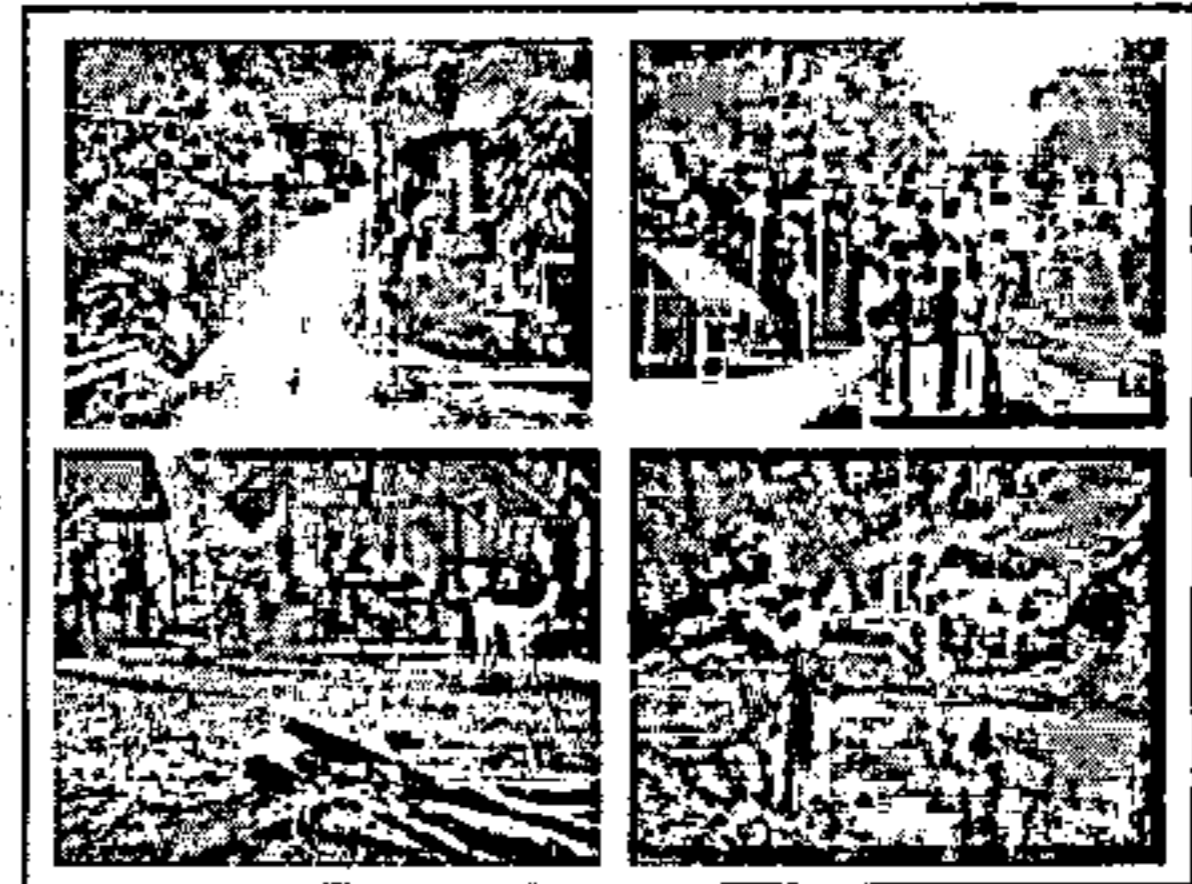
*Koh Yao Noi, Phang Nga (South)*



**Lessons Learned**

- **Assisting Stakeholder:** Non-Governmental Organization (NGO) Responsible Ecological Social Tours Projects (REST)
- **Start Up Activity:** Marine Resources Conservation (To ban commercial fishing trawlers)
- **Strengths:** Community Committee, Have clear objectives and regulations for visitors, stepping on island fee for conservation, Traveler's Destination Award (National Geographic), Strong Community Ties.
- **Problems:** Benefit Sharing among Communities, Cooperation with Local Governments

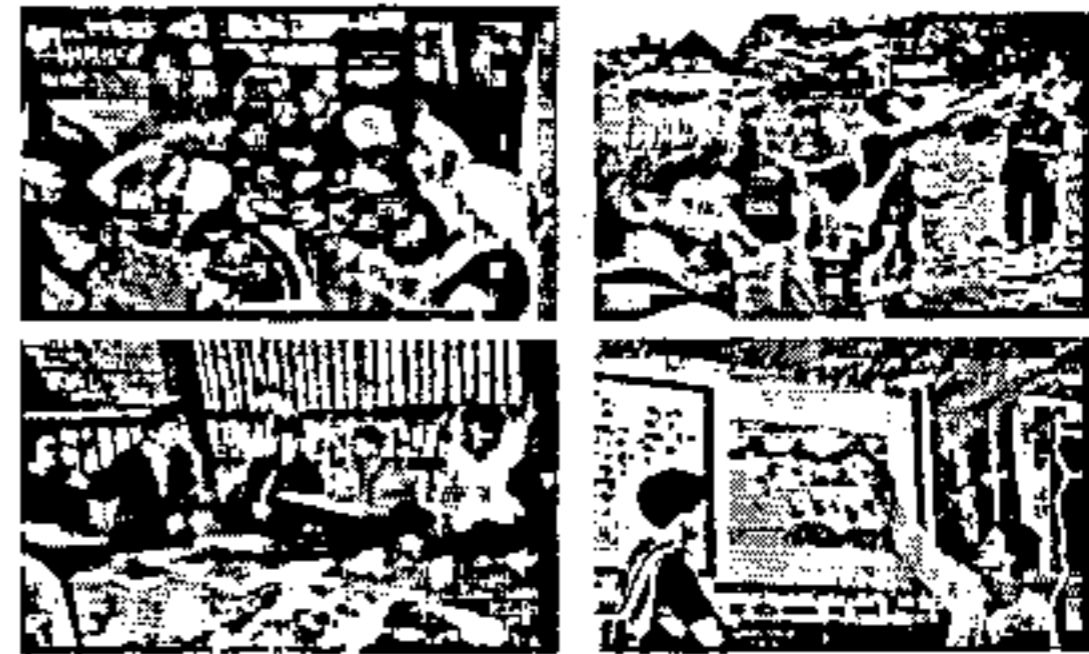
*Mae Kam Pong, Chiang Mai (North)*



**Lessons Learned**

- **Assisting Stakeholder:** Independent Organizations under Supervision of the Government, The Thailand Research Fund (TRF)
- **Start Up Activity:** Undertaking research on community development
- **Strengths:** Self Assessment Process, Learning Community, Homestay Program, Community Tourism Development Plan
- **Problems:** Misconception about CBRT, Benefit Sharing among Communities, Rather Depending on Community Tourism, Collaboration with other Stakeholders

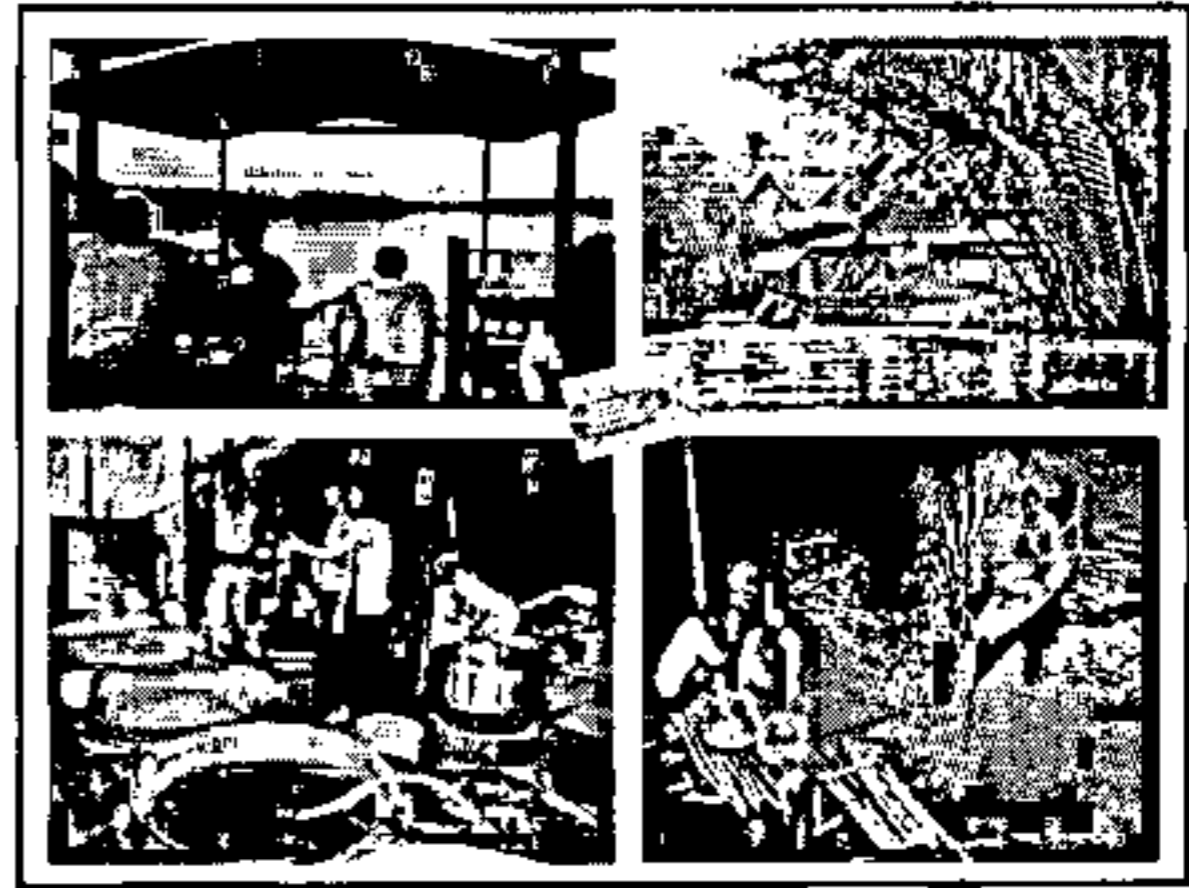
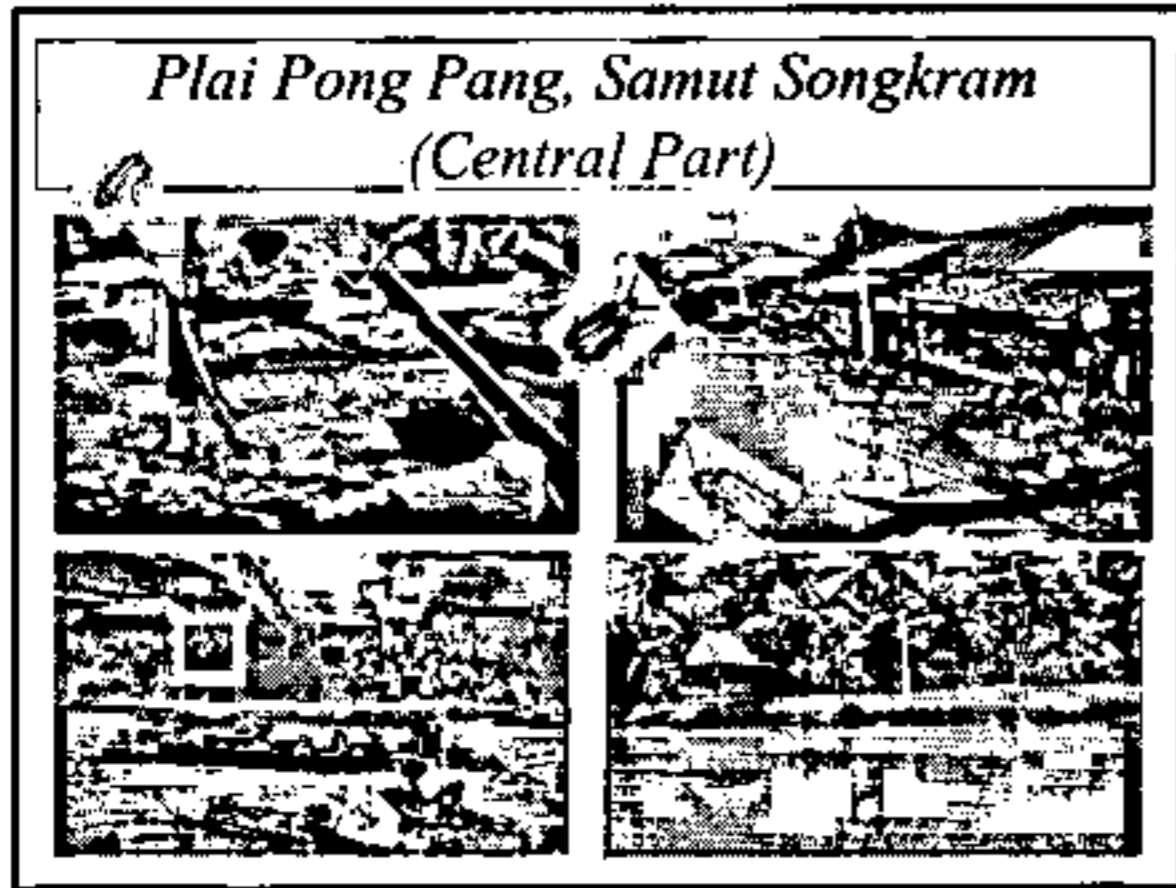
*Ban Huay Hee, Mae Hong Son*



**Lessons Learned**

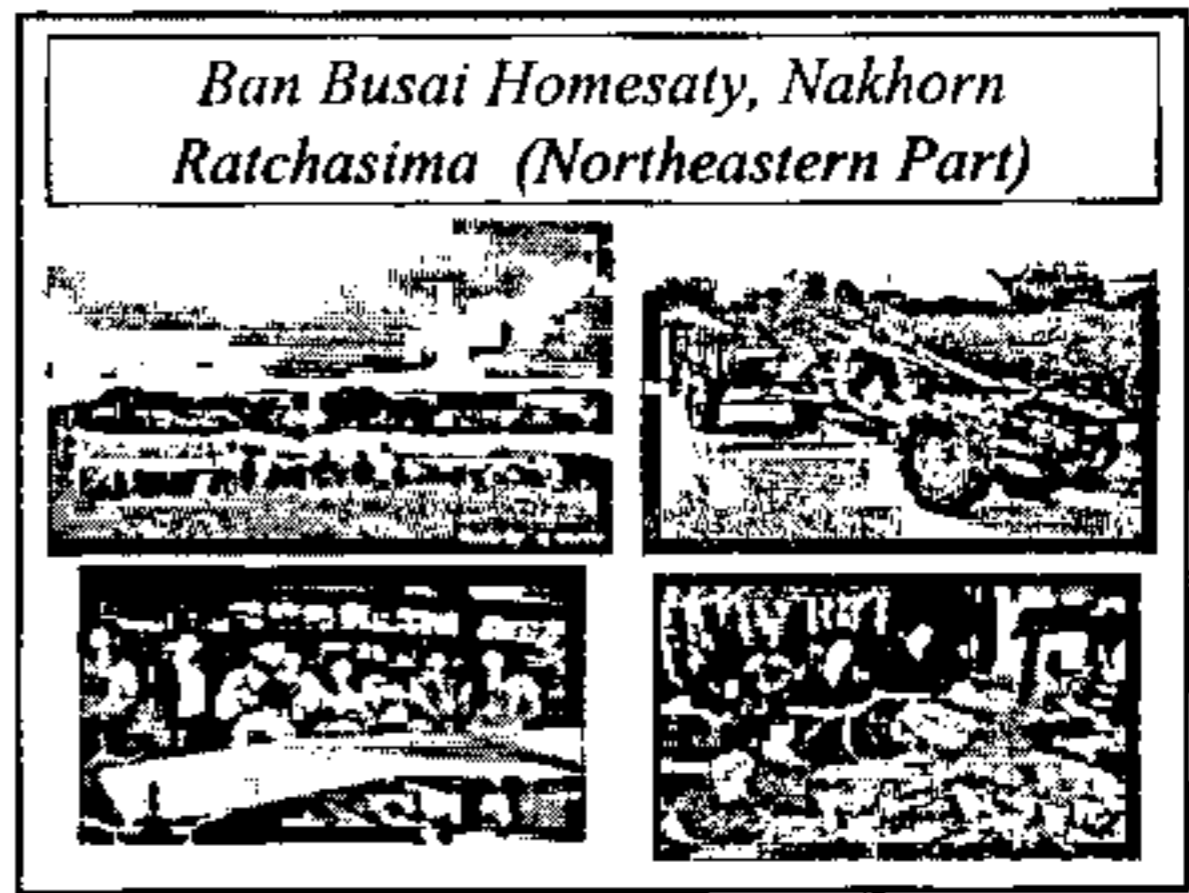
- **Assisting Stakeholder:** Non-Governmental Organizations (NGO), the Project of Recovery of Life and Culture (PRLC), Responsible Ecological Social Tours Projects (REST)
- **Start Up Activity:** Community Development for Better Quality of life of Karen people, Environmental Conservation
- **Strengths:** Developing a land classification system to prevent deforestation and degradation of watersheds
- **Problems:** Sustainable Tourism Management, Communications, Tourism Negative Impact, Knowledge for Sustainable Tourism Marketing, Benefit Sharing





**Lessons Learned**

- Assisting Stakeholder: Local Government: Tambon (Sub-District) Administration Organization, leading by Kamnan (Tambon Chief)
- Start Up Activity: Homestay Tourism
- Strengths: Tourism Products and Activities, Location near BKK, Community Networks
- Problems: Actions Influenced by Local Political Power, Benefit sharing among the local communities, Environmental Problems, Cultural Problems, Unstable Communities, Community Conflicts



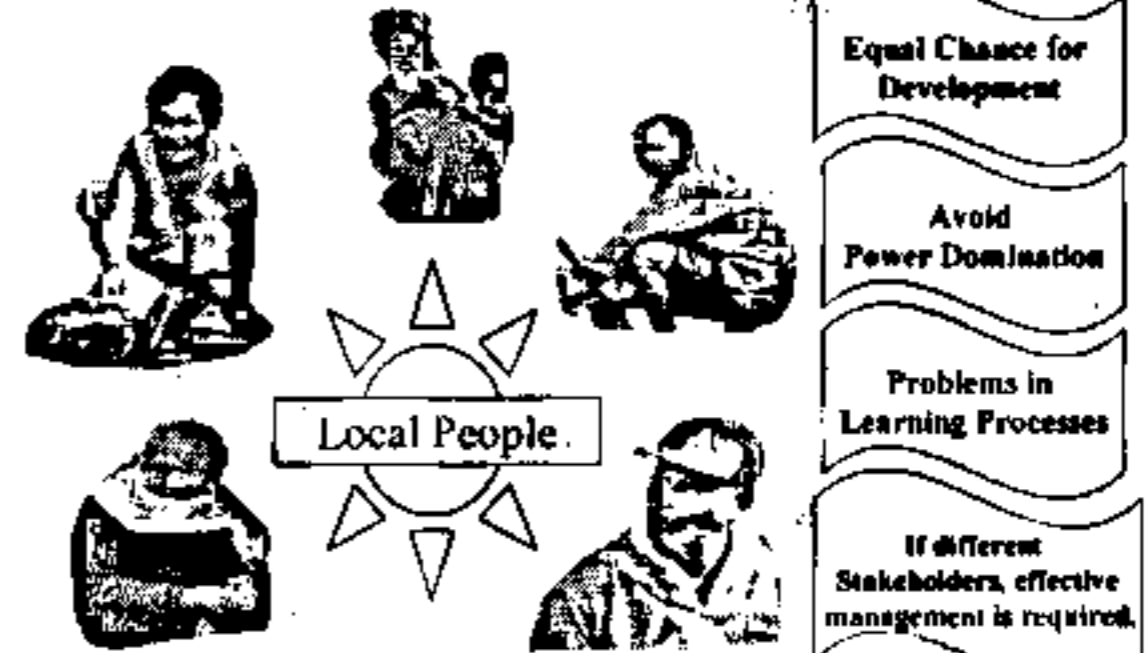
**Lessons Learned**

- Assisting Stakeholder: The Government-Run Suranaree University of Technology (SUT)
- Start Up Activity: Conservation of Moon River
- Strengths: Tourism Marketing ([www.wangnumkheo.com](http://www.wangnumkheo.com)), Community Ties, Community Participation, Management System, Homestay Standard Award by Ministry of Tourism and Sports
- Problems: Specific Knowledge for Further Development such as accounting, guest service quality, safety management, international languages

## Tips for Community Involvement

- Select self-reliant community where income from tourism is just a by-product.
- Don't talk about money that tourism will bring.
- Do the rapport first (make yourself go very well with community) for building trust.
- Building up a tourism mechanism with targeted stakeholder.

## Targeted Stakeholders: A Solution (Equal Social and Financial Status)



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Don't forget to keep in touch !

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COUNTRY APPER  
ON  
PALNNING AND MANAGEMENT OF COMMUNITIY  
BASED RURAL TOURISM AND  
AGROTOURISM ENTERISES  
IN  
BANGLADESH

PREPARED FOR THE TRAINING COURSE IN  
COLOMBO-SRILANKA  
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## **BANGLADESH**

### **A Brief Profile:-**

After a nine month long war for freedom, Bangladesh emerged as an independent nation in 1971. Bangladesh lies in Southern Asia between India and Myanmar and borders the Bay of Bengal. The country has 147570 Square kilometers. The land boundaries total 4,2246 kilometers, most of which borders India except for 193 kilometers on the southeast next to Myanmar. The population of Bangladesh was estimate at 150 million in 2006 with more than twelve million living in the capital city of Dhaka. The second largest city is Chittagong, the country's leading port, with about two million inhabitants. The economy is largely agricultural, with the cultivation of rice the single most important agricultural activity. The principal cash crop is jute, Tea, grown in the northeast around Sylhet, is the third most valuable crop. Fresh and marine fisheries are important.

### **COMMUNITY, RURAL TOURISM AND AGROTOURISM IN BANGLADESH**

Except for the Chittagong Hill tracts (CHT), the rest of the country is homogenous in its landscape, language and culture. The CHT is unique in its topography, land based resource potential, ethnographic composition and socio-political history. Located in the southeastern part of the country and sharing borders with India and Myanmar.

### **Community Tourism in Bangladesh:**

The community Tourism in Bangladesh is most famous in Chittagong Hill tracts Districts; Rangamati, Khagrachari & Bandarban. There are thirteen indigenous people lived in Hill Tract region are Chakma, Marma, Tripura, Tanchanga, Laushai, Chak, Bom, Khumi, Morug (Mro), Khyang, Pangkhua and Khuk. Their Life and culture is more colorful.

### **Traditional Jhumming:**

Traditional Jhumming in the CHT is practiced on a part of a 3-4 acres of land at hill slopes, which is typically covered with shrubs and trees of different types. The cutting, cleaning and burning of the vegetation, except large trees, are land suitable for Jhum cultivation. No ploughing, spading or other form of tilling is used in the preparation of traditional Jhum land. Holes are made on the ground at regular interval and mixed seeds, such as rice, cotton pulses, oilseeds, and vegetables are sown there. These crops are grown, matured and harvested at different time periods of the year. Traditionally, after harvesting of crops, the land would be left fallow for 3-4 years which is called the Jhum cycle, which facilitated natural regeneration of biomass on the cleared hill slopes. Under such circumstances, Jhum cultivation need not be detrimental to soil fertility, although most trees in the Jhum plot are

eventually cut down. The yield from such fields sustainably support traditional livelihood.

It is important to note that in the past the traditional Jhumming system was in harmony with the nature and was environmentally sustainable and regenerative. Traditional Jhumias claim that they would ideally prefer small patches of suitable land, most preferably bamboo forests for Jhum cultivation. They usually do not cut tall trees in the Jhum field.

But if it is necessary to cut any of such trees, they only cut them at about one metre above the ground level and allow the stump to grow again. Traditionally, Jhumming had been prohibited on or near the river banks and the flow of the natural water courses had never been stopped or diverted due to Jhum cultivation. In the past, Jhumming was only confined to the middle slope of hills, leaving hill tops and lower slopes under vegetation. Moreover, due to the long Jhum cycle, the threat of loss to biodiversity was minimal and Jhum can be regarded as a form of "Managed forest" from of agriculture.

Jhum Cultivation is the main and traditional profession of the indigenous people. More than 2.5 lac family depend on Jhum cultivation, the total cultivation area is 7,000 square km in Chittagong hill tract district. The cultivated crops are T.Aman Rice, Boro Rice, Turmeric, Zinger Mixed vegetable, Maize, Sugarcane, Pineapple, Orange, Lemon and Banana etc.

### **Productivity of Jhum Cultivation:**

The Productivity of Jhum Cultivation is different of the hill area. It is depended on rainfall, weather, communication and the ratio of the hilly people.

### **Problem of Jhum Marketing:**

- (1) Depend on economy of the country
- (2) Depend on weather
- (3) No Govt. supervision
- (4) Seasonal farming
- (5) High risk farming
- (6) Depend on lady worker
- (7) Communication problem
- (8) Marketing problem.

## Agrotourism in Bangladesh

### Fishing in Kaptai / Rangamati Lake:

The Kaptai artificial lake is established in 1962. Bangladesh Fisheries Development Corporation operated fish cultivation in the lake in 1964. There is huge tourism potentiality of the lake and fishing,

Area of the lake	:	725 Sqr. km.
Fish cultivated area	:	58300 hectore in all season 68300 hectore in rainy season
Depth of the lake	:	9 meter
Highest depth	:	36 meter
Fish marketing	:	700 metric ton
Fish variety	:	66
Fisher man & family	:	
Fisher man & family depended on fishing:		7000
Revenue earned by Govt. per year		Tk.5.00 core.
Total revenue from the lake		Tk.50.00 core.

### Sunderban:


**The Sunderbans:** The single largest mangrove forest and the abode of the **Royal Bengal Tiger**. Consummately located about 320 km. south-west of Dhaka and spread over an area of about 6000 sq. km. of deltaic swamps along the coastal belt of Khulna, is the single largest mangrove forest on the earth, the Sunderbans—the home of the Royal Bengal Tiger.

The World Heritage Site, declared by the UNESCO, the Sunderbans is an immaculate place for eco-tourism. Main tourist spots inside the Sunderbans include Hiron Point (Nilkama), Katka and Tin kona Island to view tigers, deer, monkey, crocodiles, birds and natural beauty. Herds of spotted deer are often found to graze here. Another major attraction inside the Sunderbans is Dublachar (island), mainly a fishermen's village.

**National park Chandra & Shalna Gazipur** is located 35 km north of capital city Dhaka. Five lac hectares of land covered with cultivated and natural forest. The main species of trees are shal, segun, gamari, garjan and shil etc. It is the most famous tourist place for foreign tourists.

**Guava garden** in Barisal is located in Sharupkati upzilla and a part of Jhalokati District. It is the western part of Barisal and Jhalokati District. Around ten lac hectares of land were cultivated with different species of guava. Millions of tons of guava are produced from the thousand gardens. The guava are marketed locally and other parts of Bangladesh. It is a most potential tourist place for local and foreign tourists. The main problem of the place is communication and underdevelopment as a tourist place.


30/07/11




**REPUBLIC OF THE FIJI ISLANDS**  
 Training Course on Planning and Management of  
 Community based Rural Tourism and Agro Tourism  
 Enterprise

Colombo, Sri Lanka

Salote Boila  
 Training and Productivity Authority  
 of Fiji





**Country in Brief**

Location  
 South Pacific, Melanesia/ Polynesia Two cities : Suva and Lautoka

Area  
 18,376 sq km (7,056 sq miles).



Population  
 827,741 (2007).  
 Fijians (57%) Indians (37%) and other minorities ( Chinese, European,  
 Korean and Pacific Islands (6%)

Population Density  
 51 per sq km.

Capital  
 Suva.

Total number of visitors  
 2008 - 585,031 compared to  
 539,881 in 2007

Annual growth rate : - 0.5% GDP per capita - 5233.3 in 2008






Fiji consists of over 330 islands in the southwest Pacific Ocean.  
 About 110 of these islands are inhabited.  
 The two largest :



Viti Levu (4,109 sq mi; 10,642 sq km)  
 Vanua Levu (2,242 sq mi; 5,807 sq km).

The other major islands are

1. Taveuni
2. Kadavu
3. Ovalau

**Community Based Tourism in Fiji  
 Government Policies and Action  
 Plans**






- The government's overall guiding policy document is the Fiji Tourism Development 1998 - 2005 which gave an important role to eco tourism in terms of environmental protection and rural job creation.
- In 1999 the government approved the Eco Tourism and Village Based Tourism Policy and Strategy for Fiji. This would have add definition to implementing the activities and characteristics considered to be eco tourism ventures.
- This include : small scale, low capital ventures that led tourists experience nature and indigenous culture owned by local people; activities based in the village or involving transportation by land or sea.
- This would be categorized by land based activities, water based activities or accommodation.
- This led to the growth of backpacker operations in the Yasawa Islands.


## Community Based Rural Tourism Concept for Fiji

In 2000 the government introduced a program called "Human Resource Development Program for Employment Promotion"

- This strategy was developed for the development of human resources development, employment for rural development
- In 2001 the government approved the implementation of Eco Tourism Grant scheme to encourage Fijian participation and used as a strategy for rural development
- The aim of this was creating projects and employment through eco tourism ventures. The project was established to assist more than 100 small locally owned tourism business
- Annual grant of FJD\$300,000 was allocated and administered by the Department of Tourism.
- By 2003 there were 170 eco tour/nature based products in Fiji.
- By 2005 the government had allocated \$500,000 for this grants.

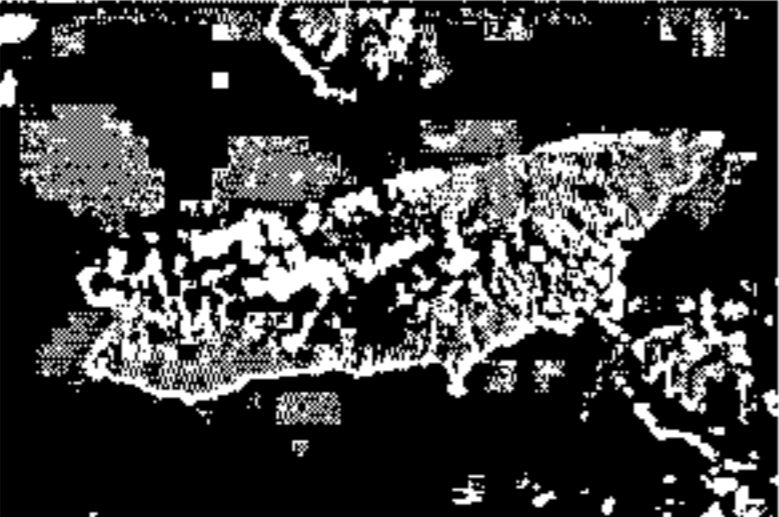




- By 2003 there were over 170 eco based projects (accommodation, activities, tours) in Fiji majority of indigenous Fijian owned.
- These eco grant is currently under review due to the failed projects (60% of these projects were deemed as failed due to the fact there business is not operating any more)
- In late 2007 till present the IHRDP (Integrated Human Resource Development Program sections of the Ministry of National Planning started implementing funding for community based rural tourism products
- The IHRDP would only fund projects, built roads, fund training or workshops, facilitate capital infrastructure basically build capacity if this projects or tourism activity would lead employment directly to village and also provide a source of income for the local communities.




## Bouma National Park

- Located in Taveuni – Also known in Fiji as the "Garden Island of Fiji"

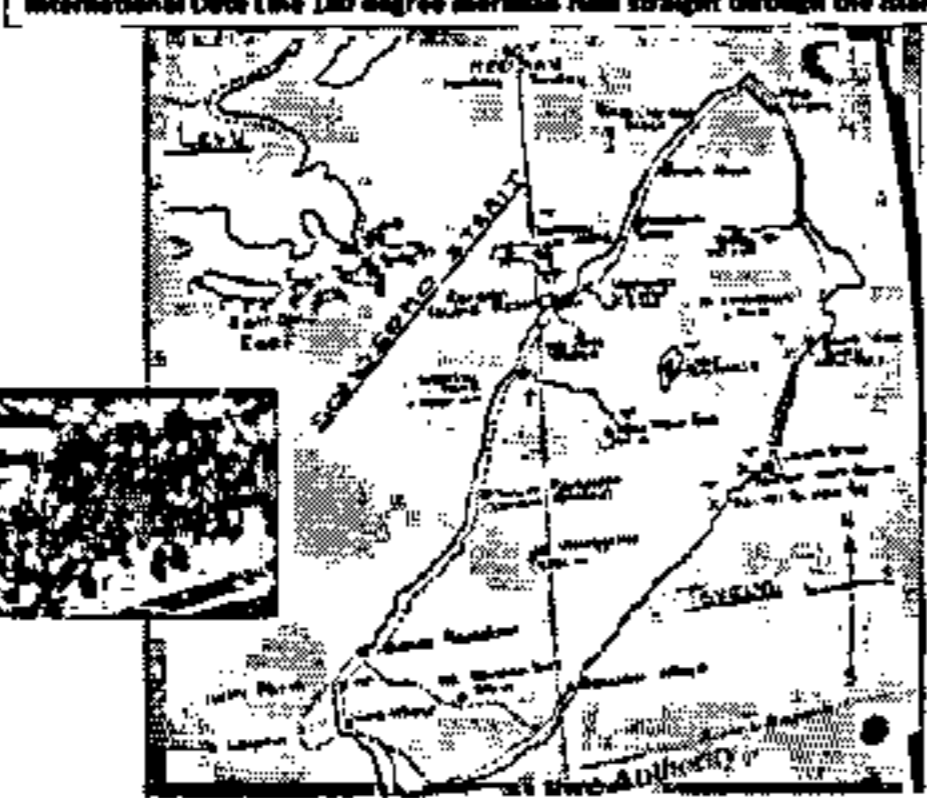




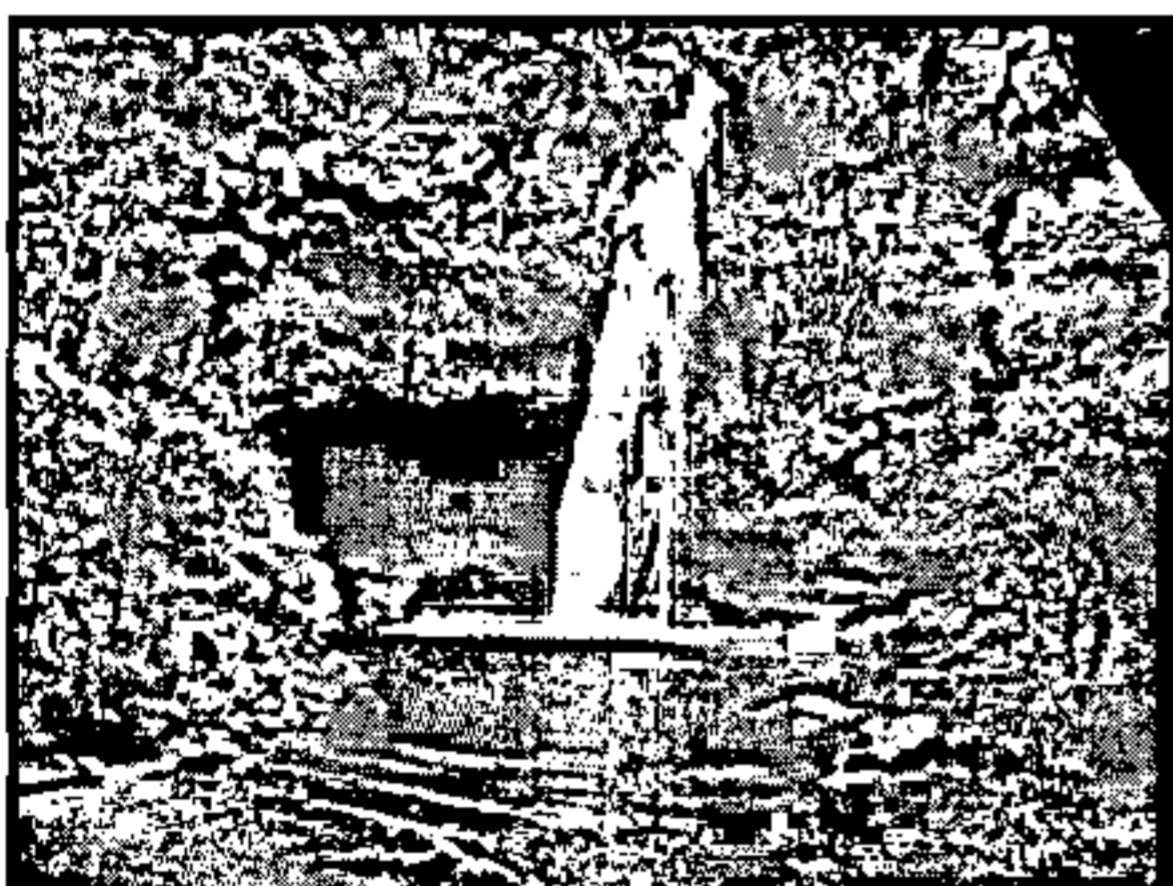

## Bouma National Park

- Bouma National heritage park is located in Taveuni island, Fiji's third largest island
- It is one of the few islands in Fiji that flora and fauna has been relatively free of impacts of invasive species such as mongoose. Taveuni has 87% of its land covered in tropical rainforest
- Taveuni island sits on top of a shield volcano which 150 volcanic cones dot the island with as much as 10 metres of rainfall falls annually on the island.
- Apart from the flora, most of Taveuni attractions lie underneath – Rainbow Reef and Vuna Reef famous for diving and snorkeling (Fiji is known as the soft coral capital of the world)
- Taveuni also is home to Taveuni beetle, orange dove and kula parrot
- The island also have rich soil content which is used for agricultural cropping and farming



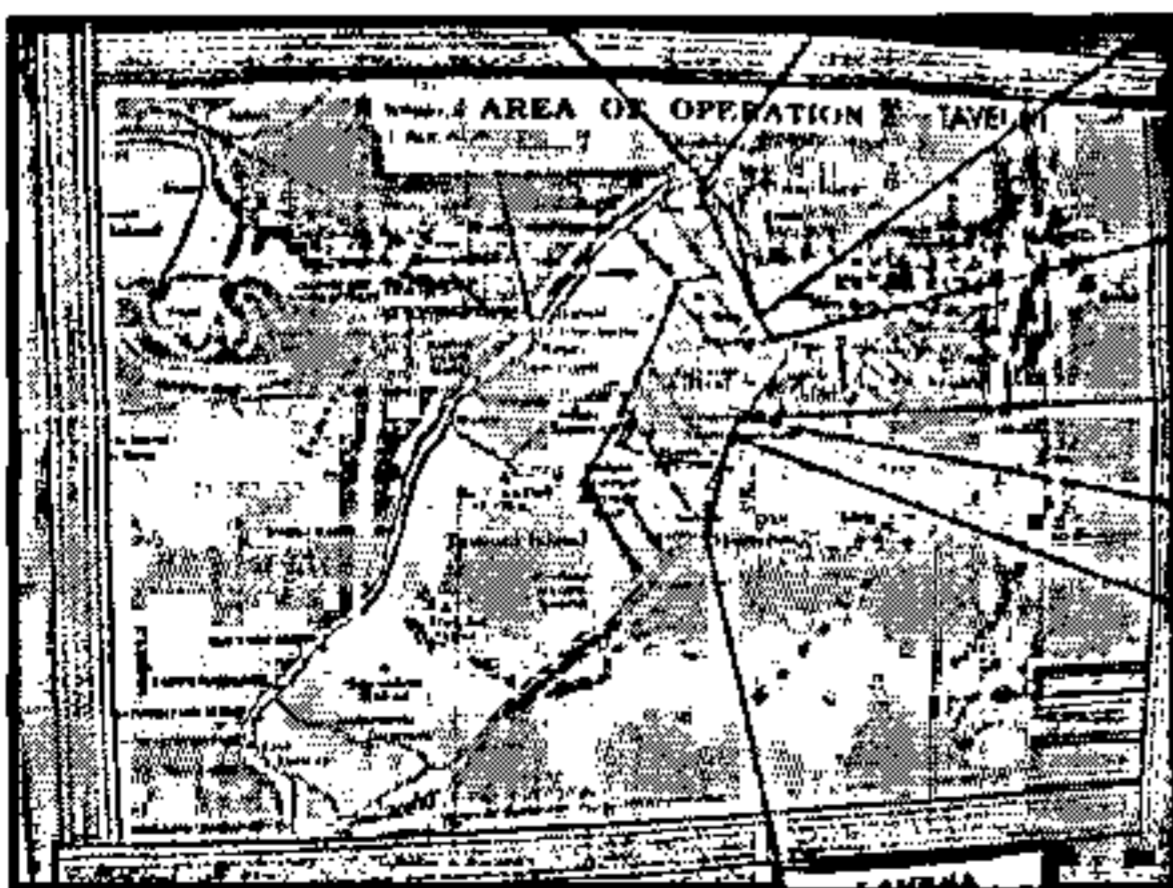

International Date Line 180 degree meridian run straight through the island

### Bouma National Heritage Park

- The NZODA Fiji Eco Tourism Programme started in the 1980s as an investigation of the remaining important natural forest areas in Fiji.
- NZODA has since become a major supporter of eco tourism development activities in Fiji
- In 1998 NZODA piloted two projects : Koroyanitu National Heritage Park near Lautoka and Bouma National Heritage Park on Taveuni.
- The aim was to provide communities with project with the means to protect natural environment within the national heritage park while achieving sustainable livelihoods based on natural resources and cultural heritage
- The villages choose eco tourism as income generating activity with a community based project to be established in each village





*The aim of the establishment of the park was*

1. To protect and conserve the tropical rainforest of Bouma
2. To establish a forest based recreation and tourism as a way of generating income for the four villages that are landowning units of Bouma
3. Facilitate and strengthen capacity building in the project communities (villages) in order to sustain project activities, especially eco tourism management, enterprise management, natural conservation, cultural protection and community self development
4. Facilitate development and consolidation of linkages from communities to organizations at all levels



Fours village in the Vanua Bouma which consist of Vidawa, Korovou, Lavena and Waitabu are the villages which is under the Bouma National Heritage Park.

Tourists who visit the park are guests from boutique hotels and resorts in Taveuni. Average visit would be 4 people per day



## Product Development


Unique eco tourism products were developed for four villages which was part of the park.


Tavoro Falls – Visitor visit 3 water falls for leisure and it is the most well established and popular eco tourism activity. Managed by Korovou Village












Lavena Coastal Walk – second oldest activity. The activity involves boat ride/ travel along a coast to waterfalls. From these funds and handraisings activity the community built a lodge which includes accommodation. Managed by Lavena Village




Vidawa Rainforest Hike – a hike which can be 3 hours to 6 hours guided forest hike. Adds a little bit of history and birding in Fiji. Managed by Vidawa Village










Waitabu Marine Park – provides a guided snorkeling tour of the marine reserve, Waitabu Marine Park. They used to have bamboo rafts also as part of the activity. This park is managed by Waitabu Village.




**Pricing is actually determined by the supplier. They would state the price to the Park Managers and the park would determine the price according to the supplier /market preferences.**

Price entry to Tavoro Falls is FJD\$12.00 per person  
 Price for Lavena coastal walk is FJD\$12.00 and Sea Kayaking is FJD\$45.000

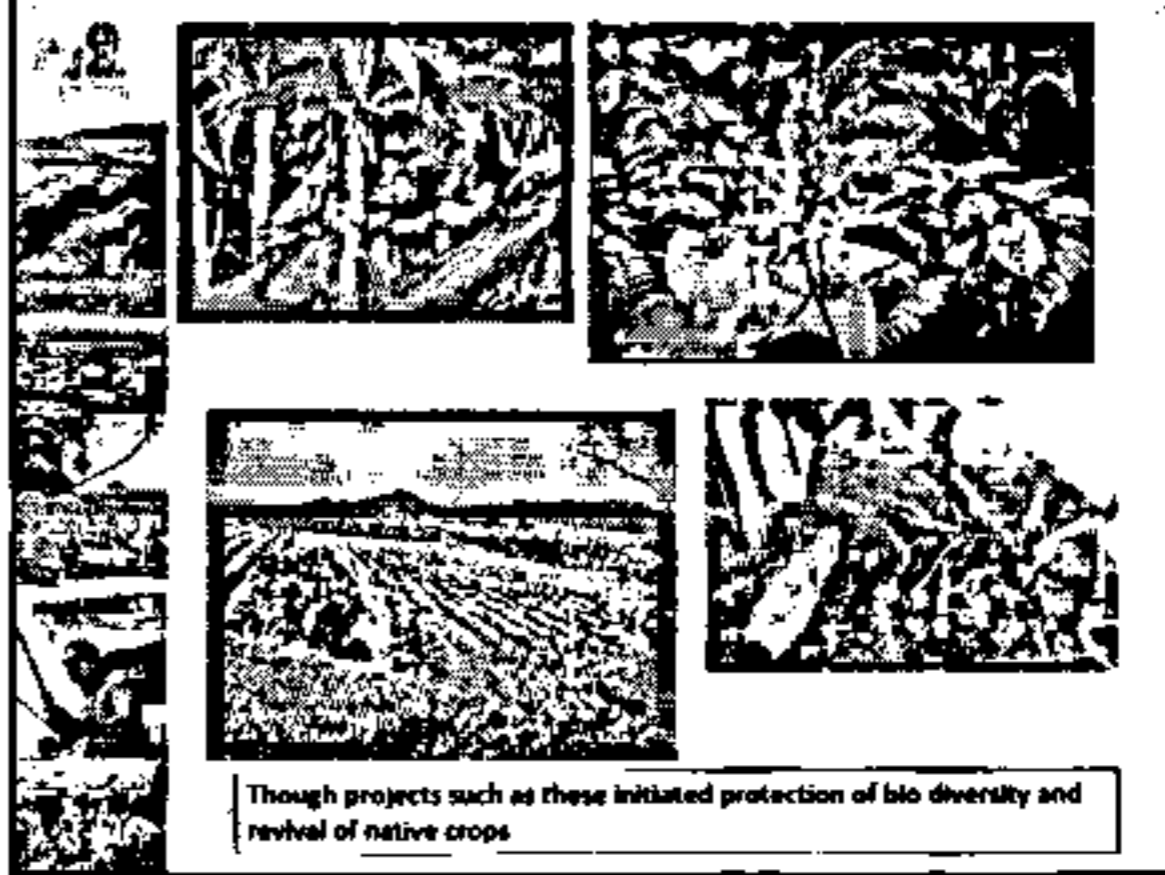
## Building the community

- Projects of this park has focused on building capacity and enterprise management.
- Developed communities' capacity to manage their eco tourism activities as enterprise which would increase in direct employment and income.
- Strengthen social cohesion and improved the well being of the individuals and the communities as a whole.
- Eco tourism has provided a new stream of income apart from farming and an added incentive to stay in the village and manage their own enterprises.
- This also has led to increased awareness of conservation and environmental protection.




## Development impacts


- This project has a major impact on the natural environment by establishing protected areas.
- There is no a wider sense of stronger commitment to the sustainability
- These forests are inhabitants for Fiji's rare endemic birds like the orange dove-tail, fern tail, yellow Fiji parrot and various plants and species
- More focus on community living which has also contributed to farming for agricultural export (dalo(taro) and yaqona) which as been adopted by young adult male as their main source of employment apart from guiding tourists.



Though projects such as these initiated protection of bio diversity and revival of native crops



- Economic and financial impact can be considered successful
- The aim was for creating self sustaining community based tourism and this has led to the eco tourism activities support other related development activities
- Operating an eco tourism enterprise within a community has crafted new roles and women are now actively managing projects
- Technical assistance through training workshops, local and overseas research and consultant groups for birding, conservation, marine and agriculture



Revival of Tapa Making - Korovou

Tour Guiding Training Workshops for 4 PROJECTS/VILLAGES guides and a 14 seater van for the Park

Able to build a primary school - Lavene Village



the villages and a first aid workshop

Expansion of the lodge - Lavene Village


Built foot paths - Videwa Village




## Key Issues : Challenges

- Lack of business expertise ( skills, knowledge ) of business enterprises.
- Mechanisms and policies set up by the government to establish linkages between communities and hoteliers ( WEAK monitoring skills)
- Adjusting to global trends and market preferences is quite difficult as business is community based decision making
- Pricing is determined by the hotels and resorts
- Community interests conflicts business interests
- Marketing of their products on a global scale and within the destination. The projects depends on government assistance to fund marketing through website , brochures , government marketing arm and hotels and resorts for product awareness.






- Operating eco tourism has created new roles and challenged existing roles. Women have gained socially which in some ways has conflicted in Fijian household.
- Social development process has created both cohesion and conflict and this has been a challenge to traditional village based decision making and dispute settlement
- Some areas has been marked as Marine Protected Areas for tourists recreation which has derived villages from traditional fishing grounds.
- Participatory community development and managing change in communities have been difficult to achieve as eco tourism brings new concepts, practices and influences to rural communities which is quite difficult as conflict arises in terms of landownership, fishing rights.



## Challenges

- Monitoring system by government agencies and the national trust is lacking due to lack of human capital and monetary assistance ( Thus it requires close monitoring and continuous efforts to mitigate the negative impacts )
- Lack of technical assistance towards the projects like product diversification to agro tourism as Taveuni is an island for agricultural farming and other regions of Fiji
- Poor design and inadequate management of eco tourism activities and related infrastructure. One example is non compliance with design and building guidelines. Another example is the absence of proper environmental impacts assessment and benchmarking


## What is Fiji Currently Doing ?

*In the Tourism Master Plan 2007 – 2016*

- Eco tourism as a product which the country must further develop
- Recognize Taveuni as a major destination for eco tourism
- Use community based tourism as a regional prosperity and poverty alleviation
- Tourism to be seen as and designed wherever possible to increase demand for local agricultural products which would lead to more farming activities

Apart from the Master Plan government has decentralized government departments for efficiency in service and system processing.

The IHRDP which is the major agency for CBRT and Agro Tourism offices have been centralized to key regions for monitoring and product development.



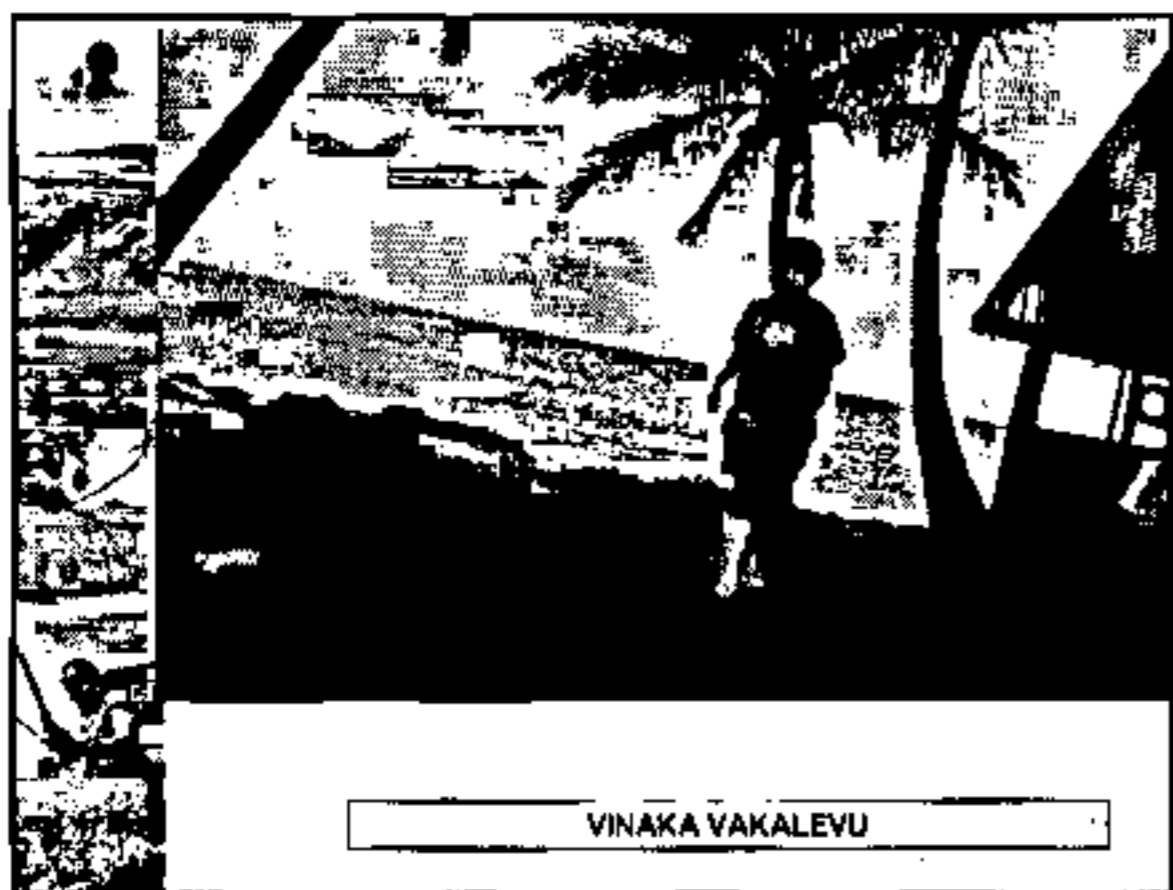
- Government introducing taxes which and trade policies which encourage local farming and discourage importation of goods and food items
- In the master plan there is strategy to encourage for Brand Fiji in terms of food, design and arts and farm Fiji
- Has developed a accreditation for Fiji – Green Fiji (This standard is set to benchmarking quality criteria set by the government to lift of quality of standards in accommodation sector especially smaller properties and activities)
- Recently just held Farmer 'showcase around Fiji ( July 2010). Awards and cash prizes were given to winners an incentives



Farmer of the Year Awards

Agriculture events through FFI

Permanent Secretary for Agriculture visiting Ginger farmers



VINAKA VAKALEVU

2007+ =

BAIF DEVELOPMENT RESEARCH  
 FOUNDATION PUNE  
 INDIA

CENTER FOR INNOVATIVE  
 LIVELIHOOD GENERATION FOR  
 RURAL COMMUNITIES THROUGH  
 PROVISION OF HOSPITALITY  
 SERVICES

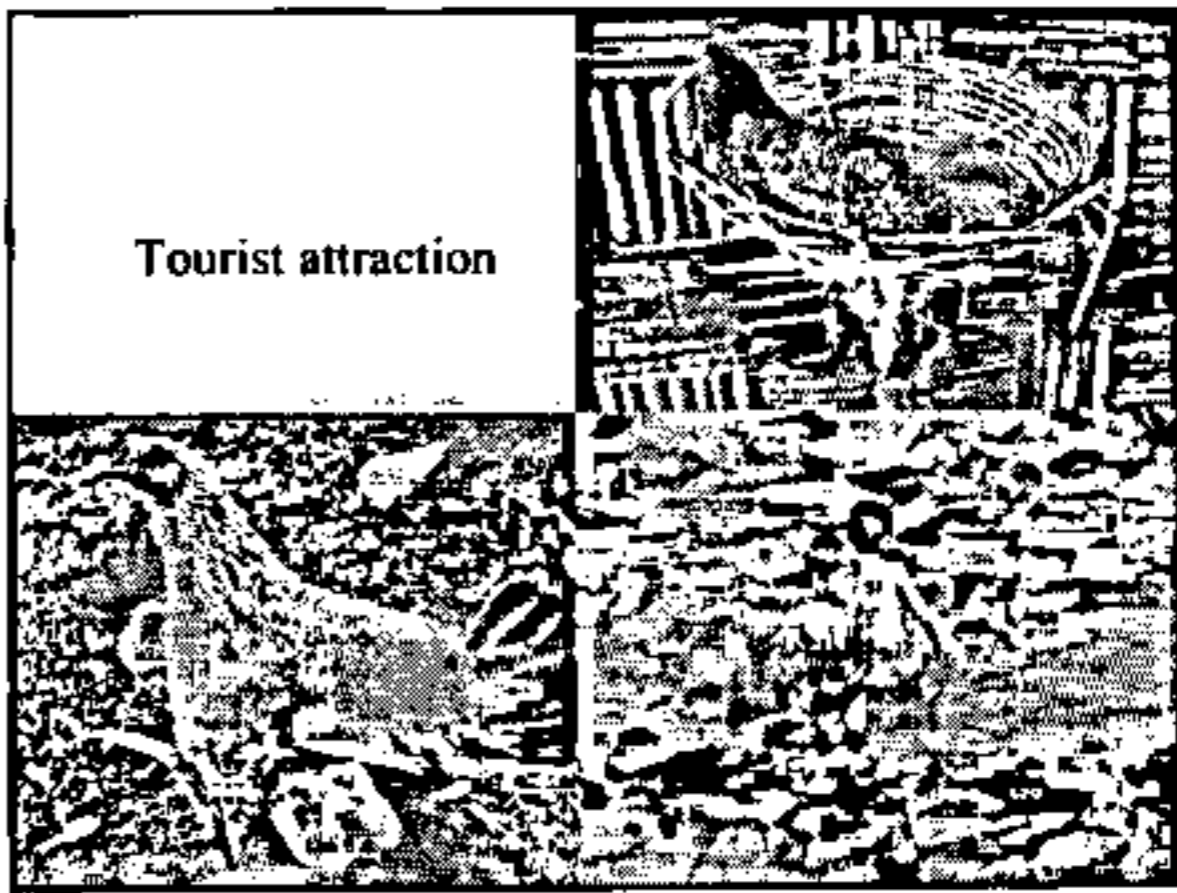
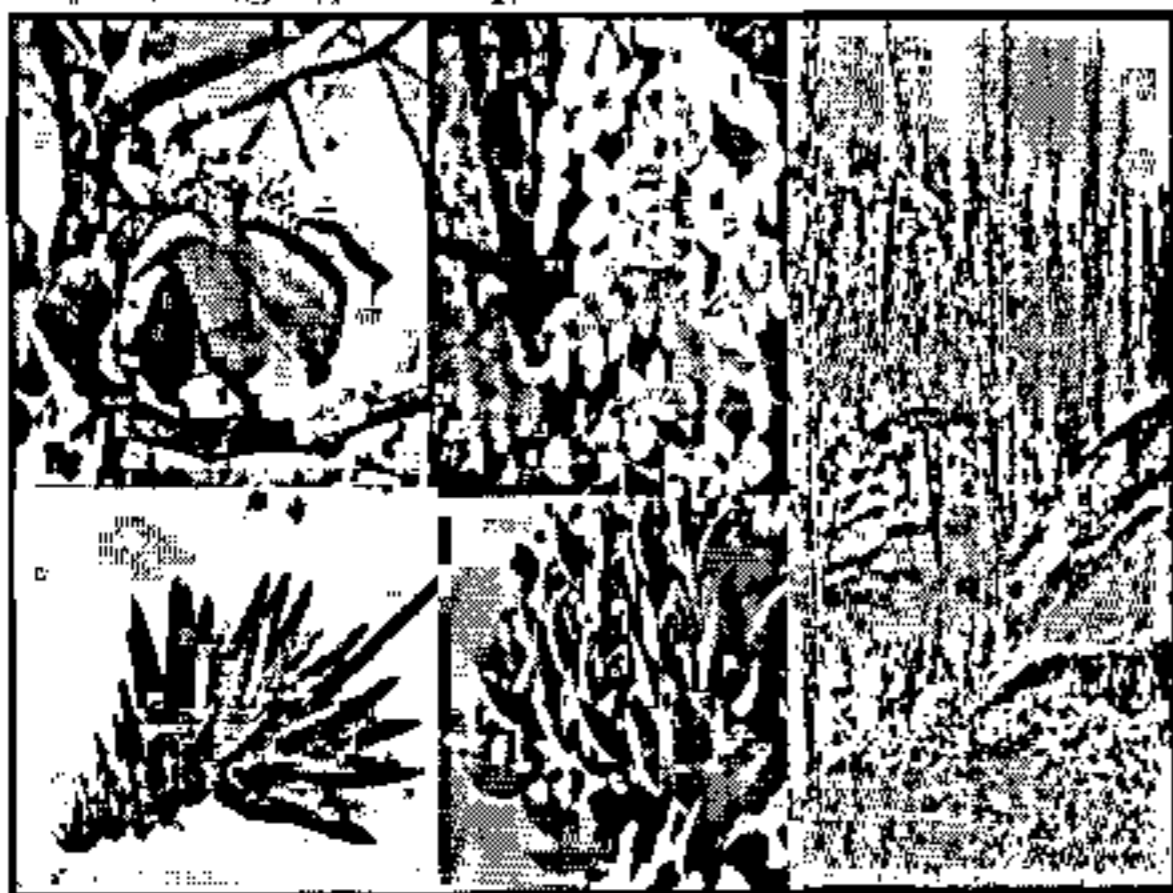
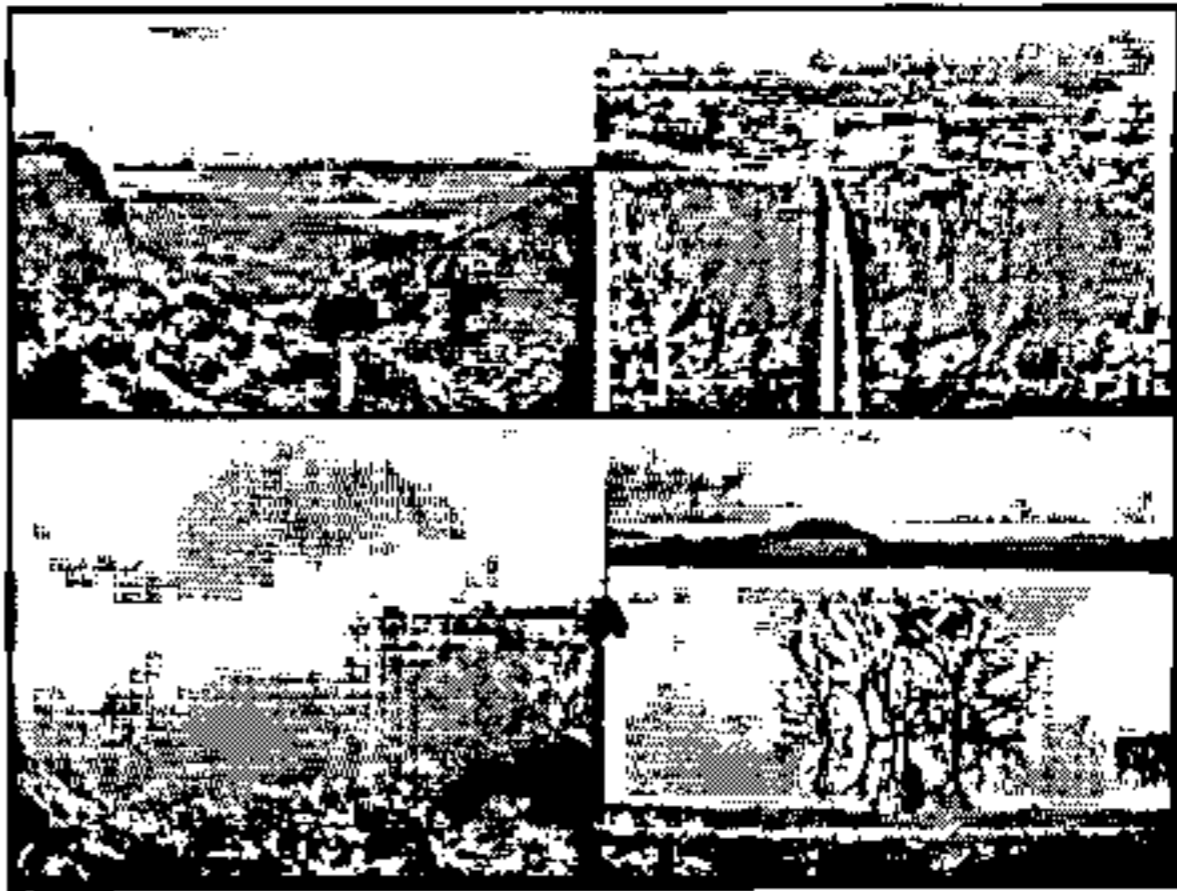
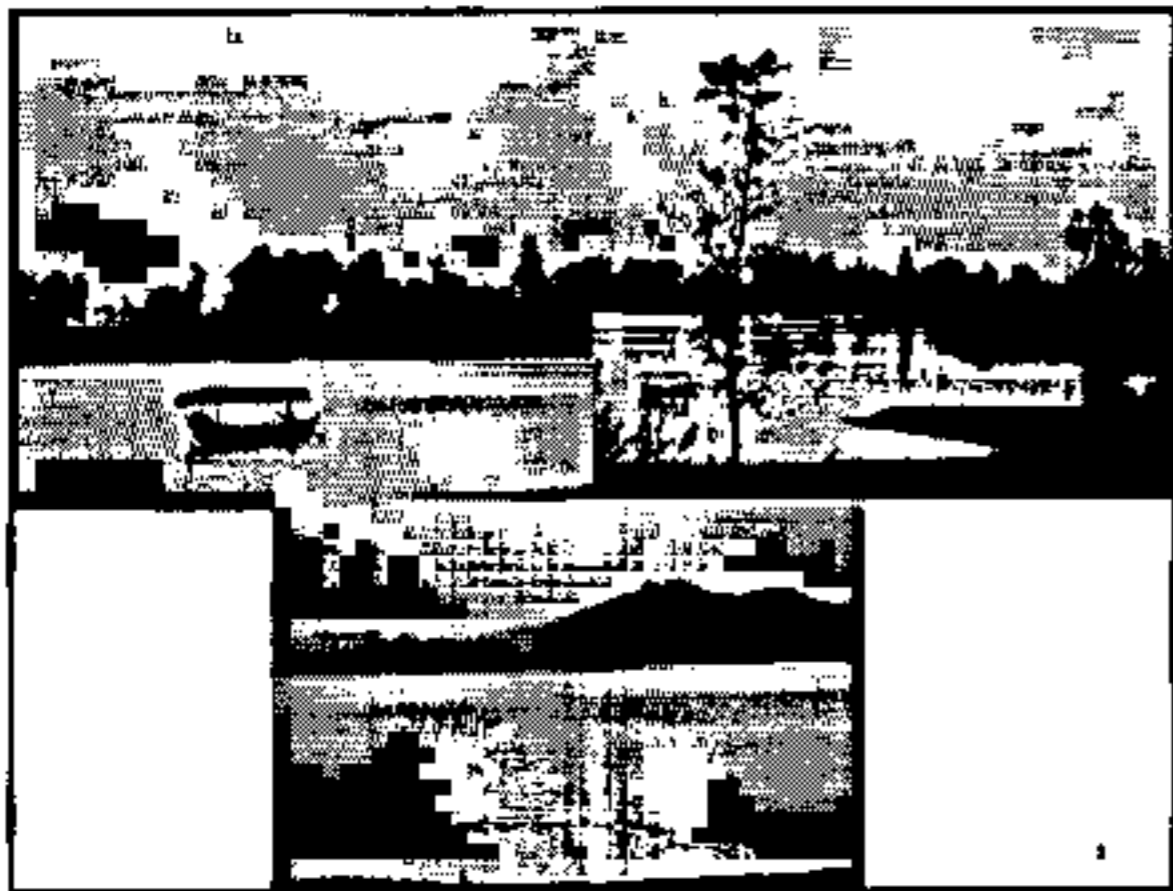
PILOT TESTING OF NEW APPROACH  
 AT THREE SITES IN TWO STATES OF  
 INDIA

**Objective:**

To create the opportunities for generation of alternate livelihood for the local individuals & groups in their own setting by way of provision of services to visitors and tourists and to build the capacities of these service providers to enable them to provide paid services to tourists /visitors"

The support is provided in two ways  
 1) Hardware activity support -for infrastructure,rennovations, landscape changes, material support etc.  
 2) software activity support -handholding for formation and capacity building of groups, individual service providers and tourism committees at village level

The support is also required for innovative promotion of Center's activities



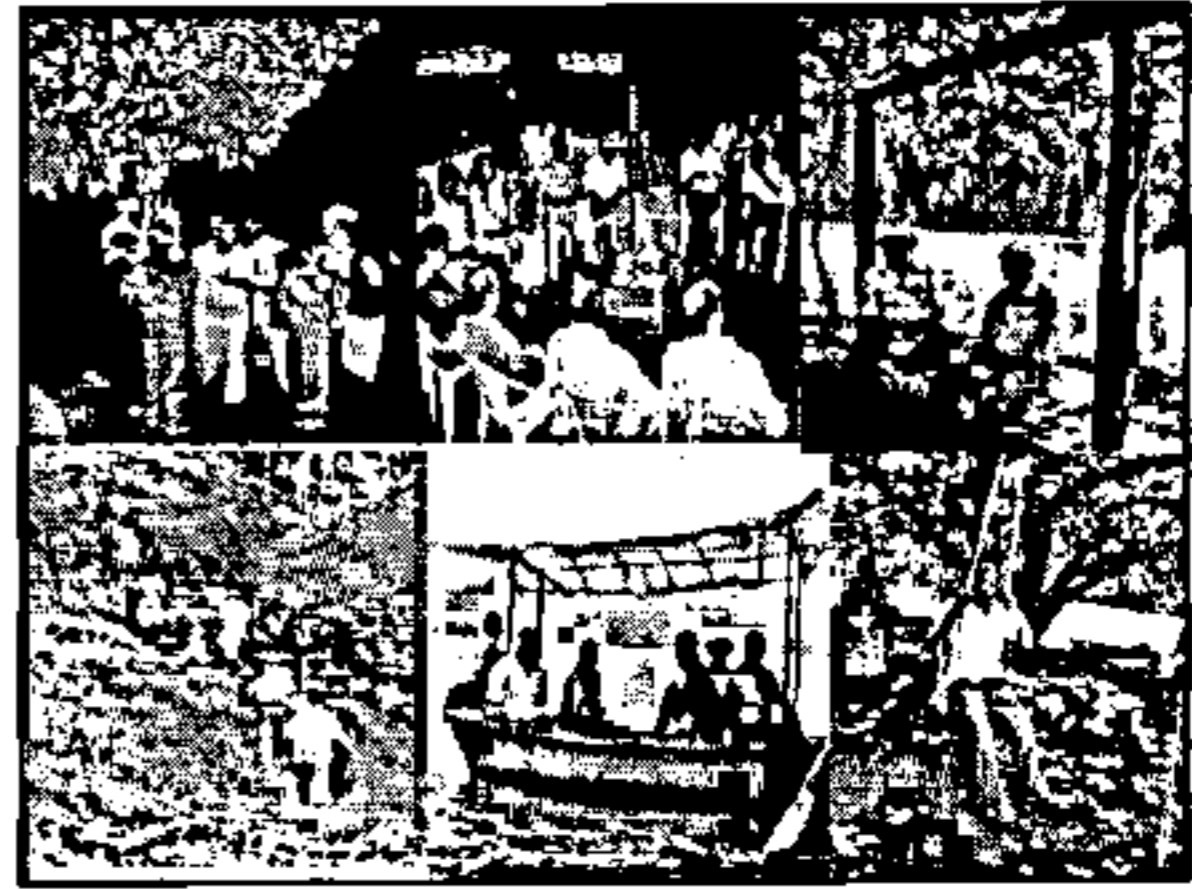
Tourist attraction

**WORK ACHIEVED:-**

**THREE SITES HAVE BEEN IDENTIFIED FOR PILOT TESTING OF APPROACH**

**THESE ARE TOURISTS DESTINATIONS IN BAIF'S OPERATIONAL AREAS**

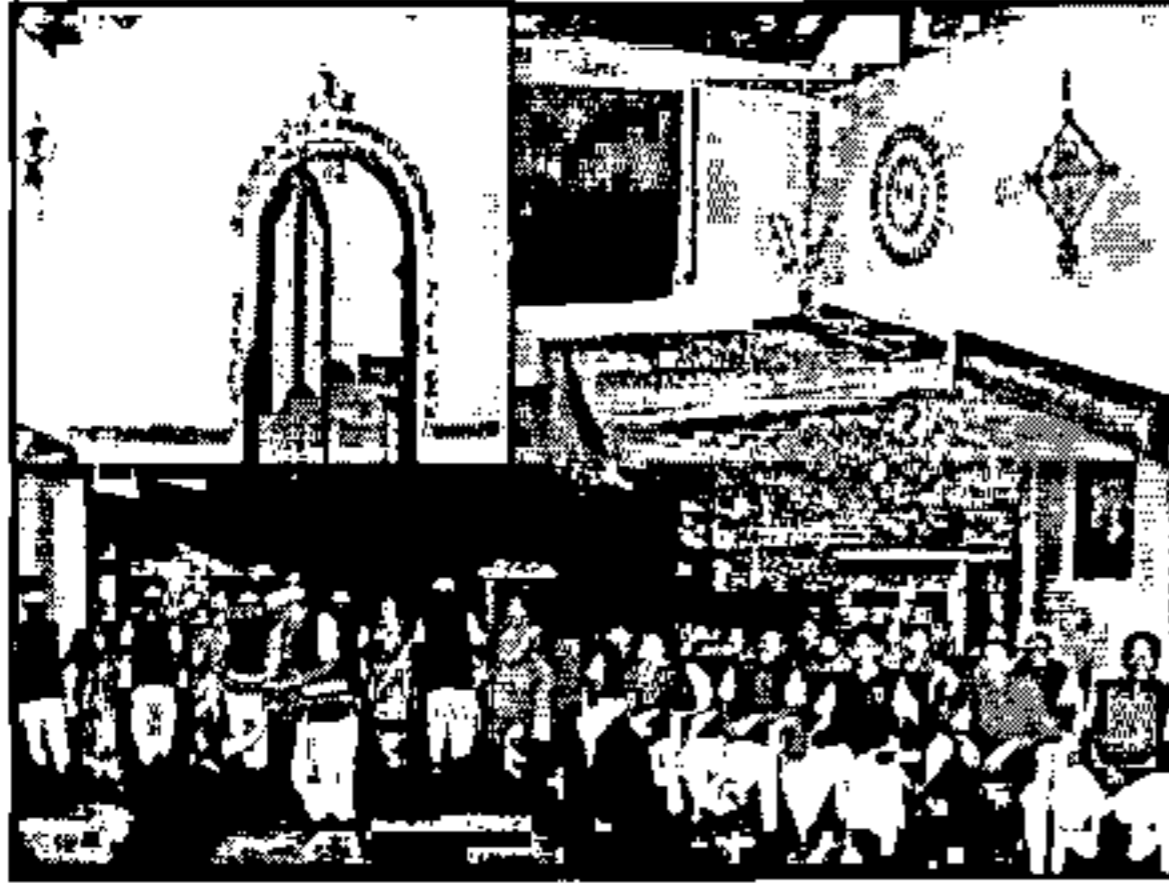
**NUMBER OF SERVICES REQUIRED BY TOURISTS AND CAN BE PROVIDED BY LOCAL PEOPLE LISTED**



Following service groups have been identified

- Food service group ( 7 women  
• 2 men)
- Home stay facilities- 3 families
- Guide service as "Nisarg Mitra"-8 "Nisarg Mitra" are involved
- Dance group
- Kathakari. ( Story teller) 3 Dakbhakti 1
- Tarpanach— Dholnach -10
- Bullock cart traveling service 2 families
- Paper Mache & Bamboo articles- 7-8 individuals
- Vegetable cultivation promotion of Kitchen Garden 7-8 families
- Local valdu- 1 Family
- Food services 13 members
  
- Folk Dance group 9 members
  
- Tribal culture display 3 member
  
- Agriculture demonstration plot 5 members

### Promotion of Art & Craft



### NAHARI Indigenous cuisine corner

Aim to promote unconventional food



## कालमांडवी पर्यटन सेवा समिती

ठिकाण :- चंद्रपूर (केळीचापाडा) ता.जव्हार, जि.ठाणे.

मार्गदर्शक :- चायफ व मित्र संस्था, जव्हार

सहाय्य :- आर.जी.टाटा ट्रस्ट

**उपलब्ध सीपी**

- १) राहण्याची व्यवस्था
- २) पारंपारीक पध्दतीचे जेवण
- ३) बैलगाडी प्रवास
- ४) मार्गदर्शक सेवा
- ५) पारंपारीक नृत्याचा आनंद
- ६) पेपरमेस मुखवटे व बांबूच्या हस्तकला उपलब्ध
- ७) वाडी भेट

कालमांडवी धबधबा

॥ निरुपनि निना आनंदकन ॥ केवळ सीपी व केवळ आनंद ॥

### **Main Highlights**

- Village level tourism committee has been formed as a representative organization of all service providers
- The community in Kelichapada decided to name it as 'Kalmendavi paryatan seva Samiti'
- There are total 39 members in samiti at Jawhar and 12 members at Kawacha . The Chairman & Secretary have been nominated . The receipt book is prepared in the name of Samiti.
- Rules & Regulations for committee's working have been Formed
- Samiti has a Bank Account . The members contribute 10% of their earnings in common kitty of the Samiti for future expenses under tourism
- Total number of tourist from Aug-09 to march-2010 is 1687 at Jawhar and total 123 members visited the site at Kawacha
- Gross income of Kalmendavi paryatan seva samiti 66545/- from Aug-09 to March-10

## **Thank You !**

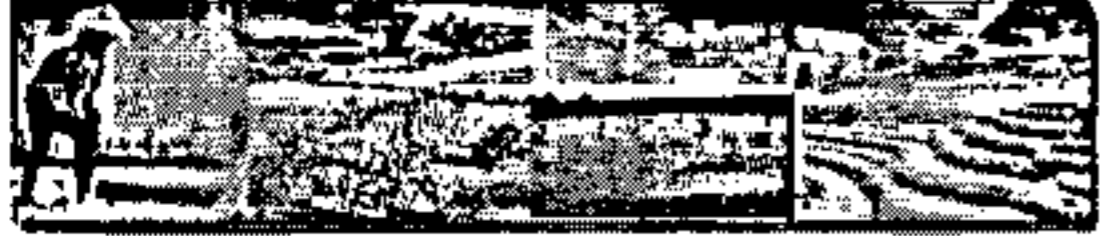
FOR CONTACT:-  
BAIF DEVELOPMENT RESEARCH  
FOUNDATION  
PUNE- MAHARASHTRA-INDIA  
[www.baif.org.in](http://www.baif.org.in)  
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[rsjaccount@yahoo.com](mailto:rsjaccount@yahoo.com)

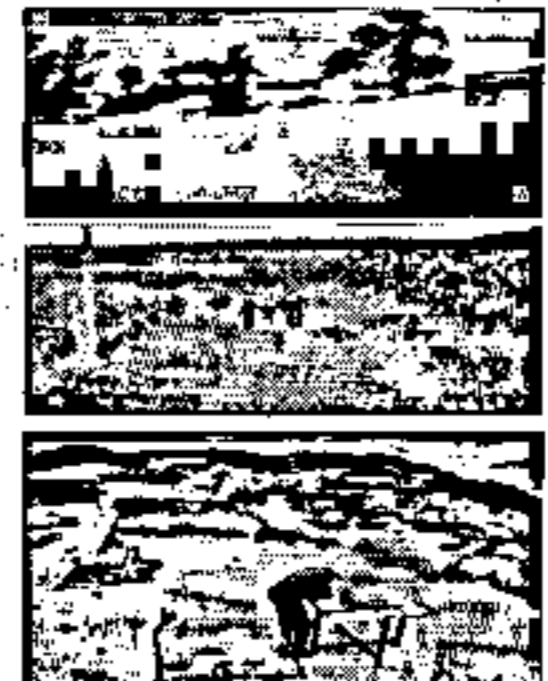
2/10/10

TRAINING COURSE  
**PLANNING AND MANAGEMENT OF COMMUNITYBASED  
 RURAL TOURISM AND AGROTOURISM ENTERPRISE**  
 10-17 August 2010 – Colombo, Sri Lanka

**Rural Community Based Tourism Project  
 in Lam Dong Province**  
 Le Quang Thong  
 Nong Lam University - Ho Chi Minh City - Vietnam



**General Development of Ecotourism or Rural  
 Community Based Tourism**

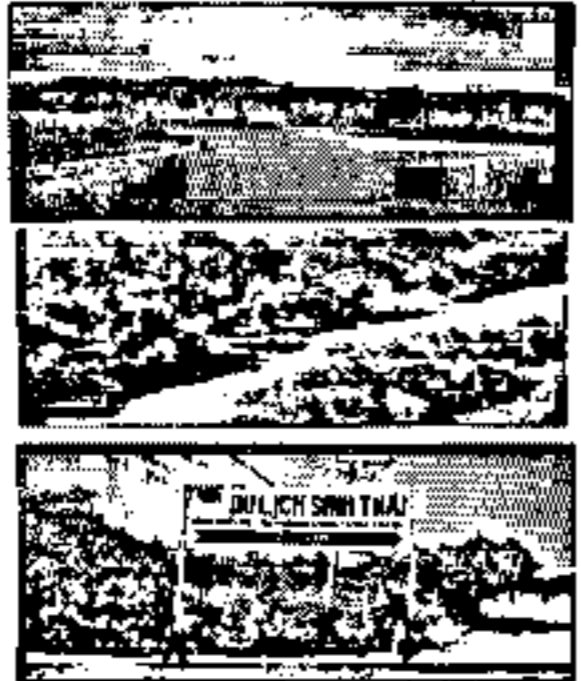


The development of *Rural Community Based Tourism* is expected as initiative to achieve both goals of resource conservation and livelihood improvement for the local people.

2

**Development of rural community based  
 tourism in Bi Dup – Nui Ba**

This summary and discussion paper presents the most common problems found from the above project's implementation, with some suggestions regarding to management of rural community based tourism in Lam Dong Province as well as for other similar areas.




**Introduction the project site**

**• Location**

- Lam Dong Province, Central Highland
- Communities: D'Chais and D'Sa, buffer zone nearby the National Park Bidup-NuiBa


**• Livelihoods**

- Local people source of income: agriculture, Forest-Protection-Contract
- Cultivation of coffees, vegetables, fruits, labour-work-for-hire
- Most of households are ethnic minority and poor



**Essential features of the project**


- o **Employment**
  - small business, more employment
  - agriculture with higher value
  - non-agriculture activities
- o **Reduce deforestation pressure**
  - time for business activities at community
  - social development and human capacity
  - good interaction with tourists in terms of environment protection and resource conservation



6

**Essential features of the project**

- o Develop homestead garden
- o Learn the culture, tradition
- o Practice agricultural activities
- o Understand the task of local people
- o Explore the advantage of local sites
- o Exchange information, learn indigenous knowledge



6

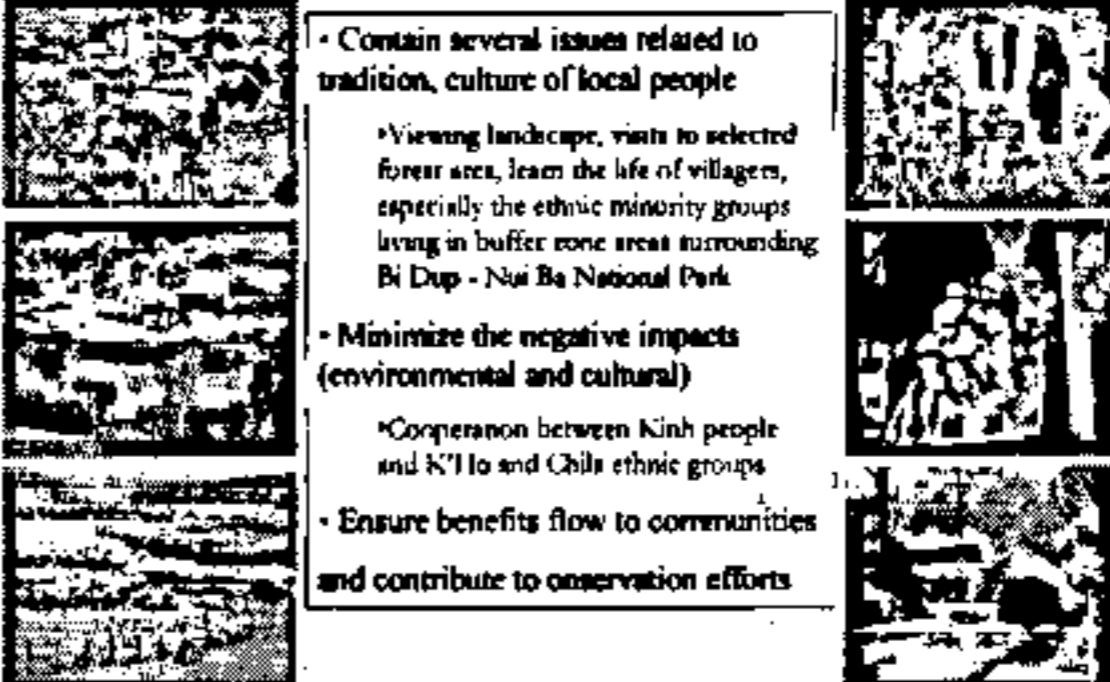
### The park provides tourists

- Natural benefits
  - landscape for viewing
  - indigenous knowledge of local community



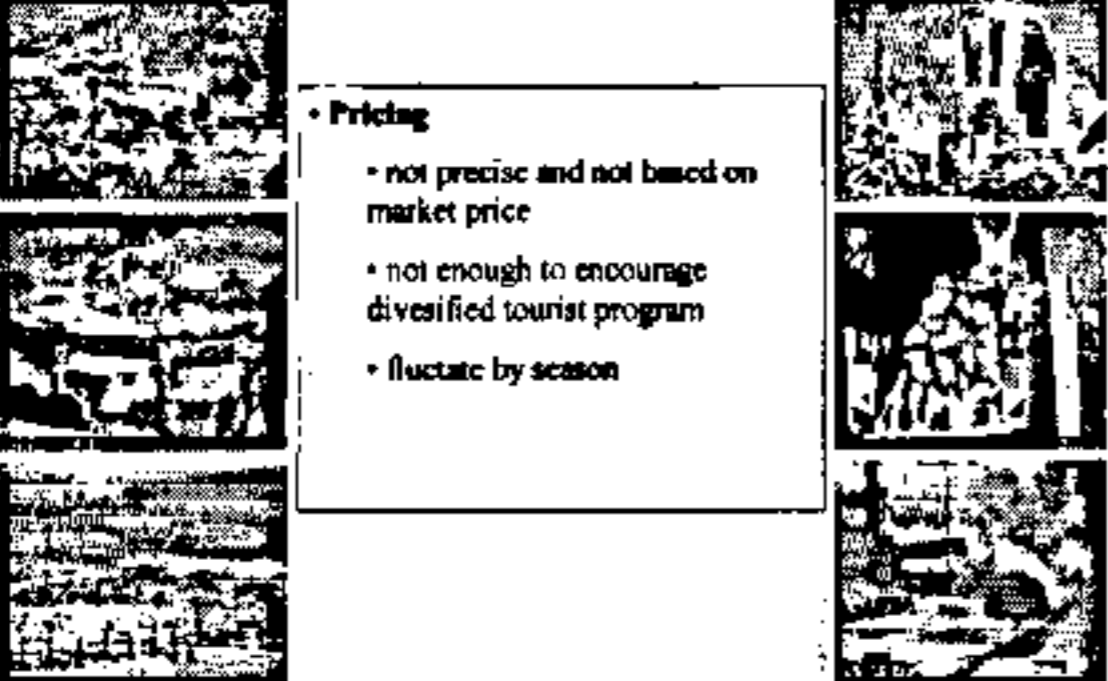
### Segment of tourists this park caters and rural tourism appeals

- Contain several issues related to tradition, culture of local people
  - Viewing landscape, visits to selected forest area, learn the life of villagers, especially the ethnic minority groups living in buffer zone areas surrounding Bi Dup - Nui Ba National Park
- Minimize the negative impacts (environmental and cultural)
  - Cooperation between Kinh people and N'Ho and Ch'Ho ethnic groups
- Ensure benefits flow to communities and contribute to conservation efforts



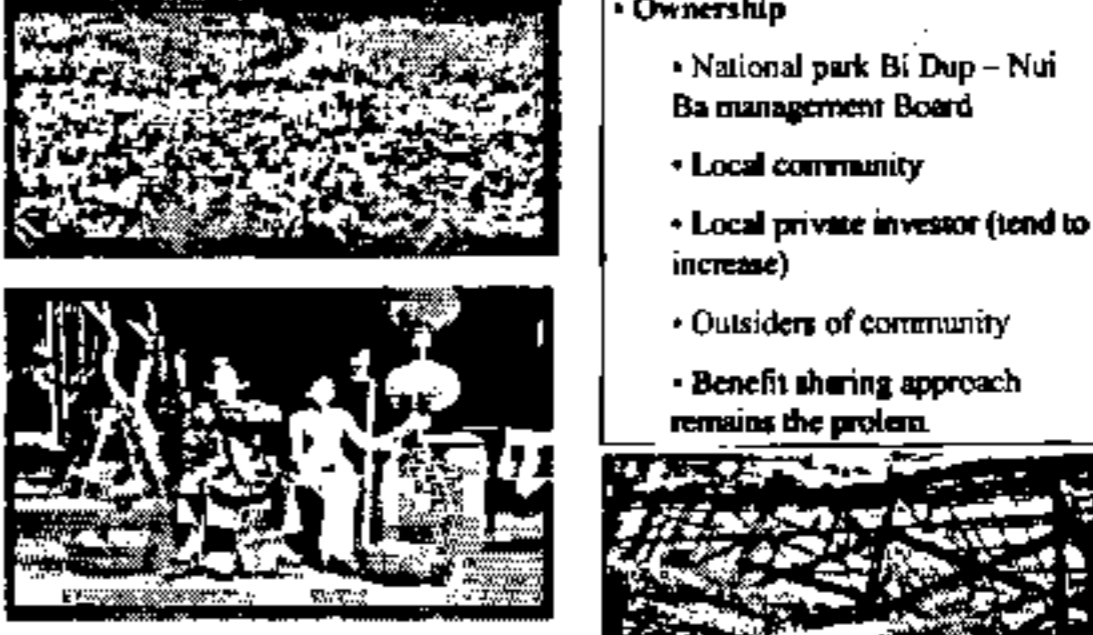
### Entrance fees or charges for participation in a farm activity

- Pricing
  - not precise and not based on market price
  - not enough to encourage diversified tourist program
  - fluctuate by season




### Management and ownership of rural tourism

- Ownership
  - National park Bi Dup - Nui Ba management Board
  - Local community
  - Local private investor (tend to increase)
  - Outsiders of community
  - Benefit sharing approach remains the problem




### Issues and Problems: Opportunity

- Advantage and Opportunity
  - suitable with poverty reduction goal
  - comparative advantage due to rich forest, typical landscape and other natural conditions
  - supports from local government
  - high investment attracted
  - new transportation infrastructure developed
  - rich cultural values



### Issues and Problems: Challenges

- Constraints and difficulties
  - poor communities
  - ethnic minority groups
  - collaboration with national park management force
  - knowledge and responsibility of relevant organizations
  - lack of forest security force
  - overload of tourists in Da Lat City
  - experience, esp. that of local people





## How to solve the problems



- Knowledge, awareness and responsibility
  - from local households
  - from local government
  - tourist respect tradition of local people
  - environmental care and investment



## How to solve the problems

- Enhance human resource capacity
- Organize Education & Training
- Assist the local community



- Encourage and create opportunities for beneficial interactions between hosts and guests

14

THANK YOU  
VERY MUCH

15

2/20/07 + CB



**VIETNAM TOURIST MAP**

**Vietnam**

- ◆ Mainland Territory: 331,211.6 sq. km.
- ◆ Population: 84,115.8 thousand inhabitants
- ◆ National Capital: Ha Noi
- ◆ China borders it to the north, Laos and Cambodia to the west, the East Sea to the east and the Pacific Ocean to the East and South.
- ◆ Total length : 1,650km.
- ◆ The coastline: 3,260km long
- ◆ Climate: tropical monsoon
- ◆ Administrative Units: 64 provinces and cities.

**CAPACITY DEVELOPMENT FOR COMMUNITY BASED TOURISM ORGANIZATION IN HO VILLAGE, SAPA DISTRICT LAOCAI PROVINCE, VIETNAM**

Presented by: M.Ed NGÔ TRUNG HÀ  
Hanoi Tourism College - Vietnam

**Contents**

- 1 Project Background
- 2 Project essential features
- 3 Segment of tourist, pricing and management model
- 4 Problem encountered

**BACKGROUND**

- Name of project: Capacity development for community based tourism organization in Ho Village, Sapa District, Lao cai Province, Vietnam
- Location: Ho Village in Sapa District, Lao cai Province
- Mountainous rural area in the North West of Vietnam
- Site background information.

**Sapa - Vietnam**

- ◆ A mountainous district of Lao cai Province
- ◆ Sapa District is very well-known with Sapa Townlet, a beautiful and romantic resort
- ◆ 1,600m high above sea level
- ◆ 15-18°C
- ◆ Climate of 4 seasons in a day:
  - ◆ in the morning and afternoon: cool like the weather of spring and autumn.
  - ◆ At noon: sunny and cloudless as the weather of summer.
  - ◆ in the evening : cold.
- ◆ The best time to witness the scenic beauty of Sapa is in April and May: flower booming.



## Ho Village in Sapa

## PROJECT FEATURES

**General Objectives:**

- Capacity development in community based tourism for ethnic minorities in Sapa District, Lao Cai Province of Vietnam in order to create more income for the local community and contribute to the poverty reduction/alleviation.

## Project specific objectives

- Develop the capacity in CBT organization of Tay ethnic in Ho Village - create more income
- Raise awareness in environment protection
- Raise awareness in conservation and development of tradition culture values
- Improve management ability of tourism staff

## Project main activities

**Training activities:**

- Department of Trade and Tourism and Sapa Tourism Information Centre;
- CBT PMU at the village level
- Local people who directly involve in CBT activities
- Support to provide fresh water and environment hygiene
- Organize cultural conservation activities and raising community awareness on tourism development
- Promote for the local community tourism products.

## TOURISTS

- Tourists who want to experience the real life of community people
- Backpackers
- Trekking

PRICING		
No.	Services	Price
	Home stay (sanitary services included, meals excluded)	\$ 3 PPPN
	Meal	\$ 5 per person per meal
	Traditional Art Performance	\$ 15 - \$ 25 a one hour performance
	Handicraft sales, souvenir, Traditional embroidery	\$ 8 - \$10 a traditional embroidered hand-made scarf
	Hot water bath service	\$ 0.5 / person
	Porter for tourists and tour guide	\$ 7 a day

### Home stay

\$ 3 PPPN.

### Meal

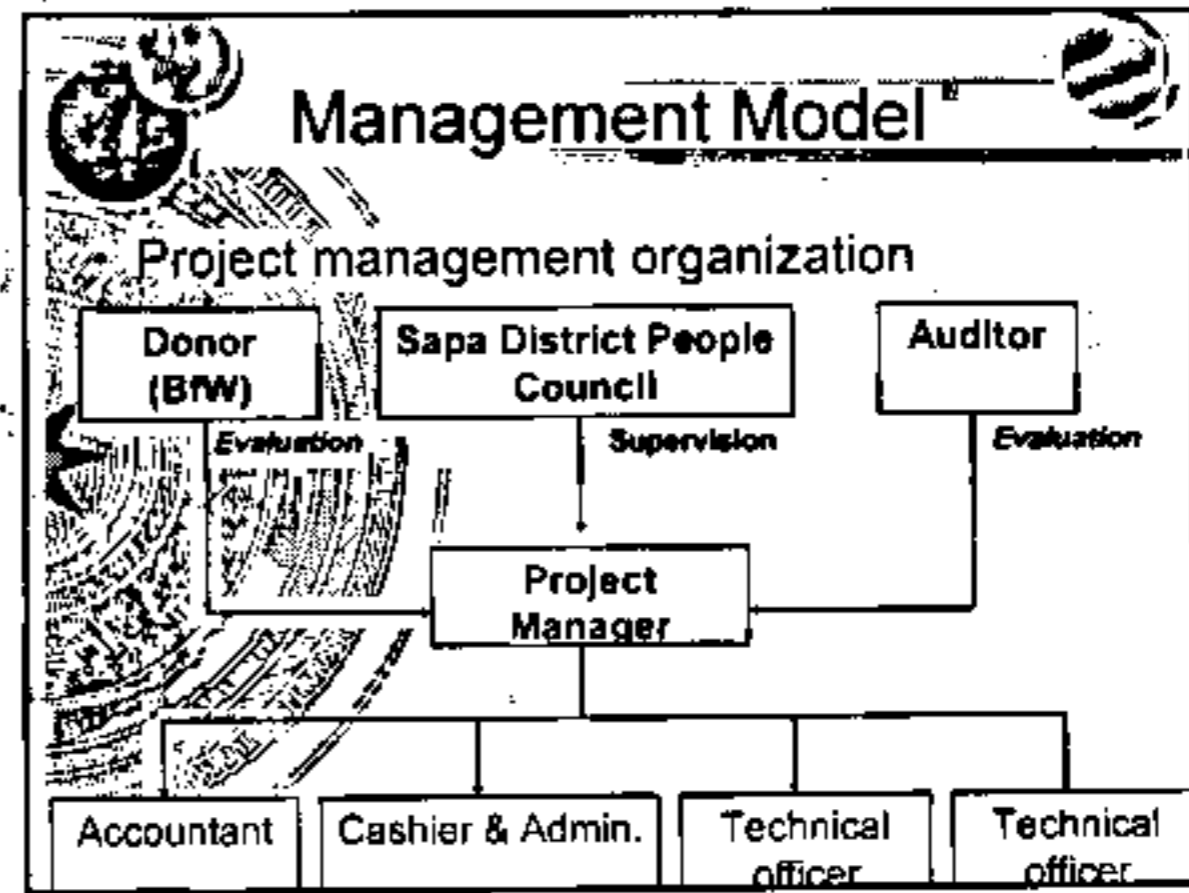
\$ 3 - 5 PPPM

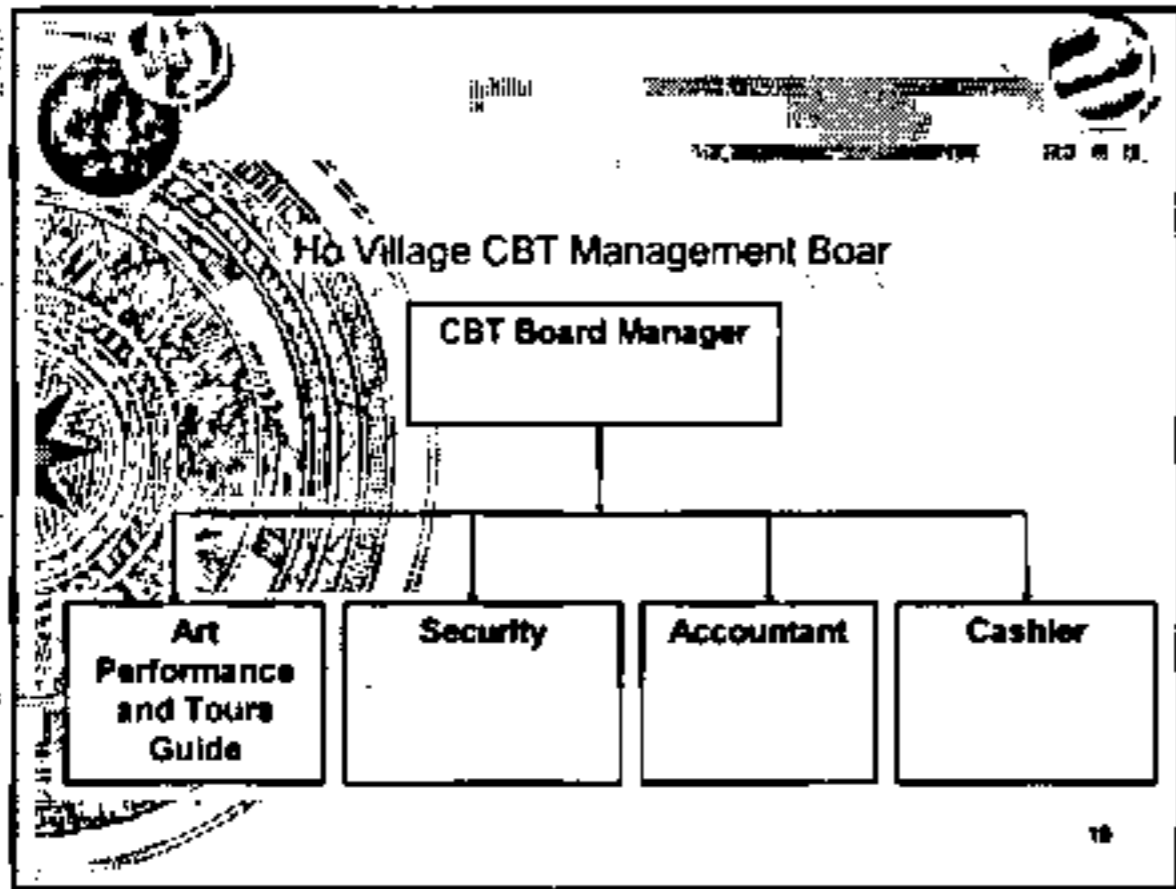
### Porter and Tour Guide

\$ 7 a day.

### Traditional Art Performance

\$ 15 - 25 an one hour performance





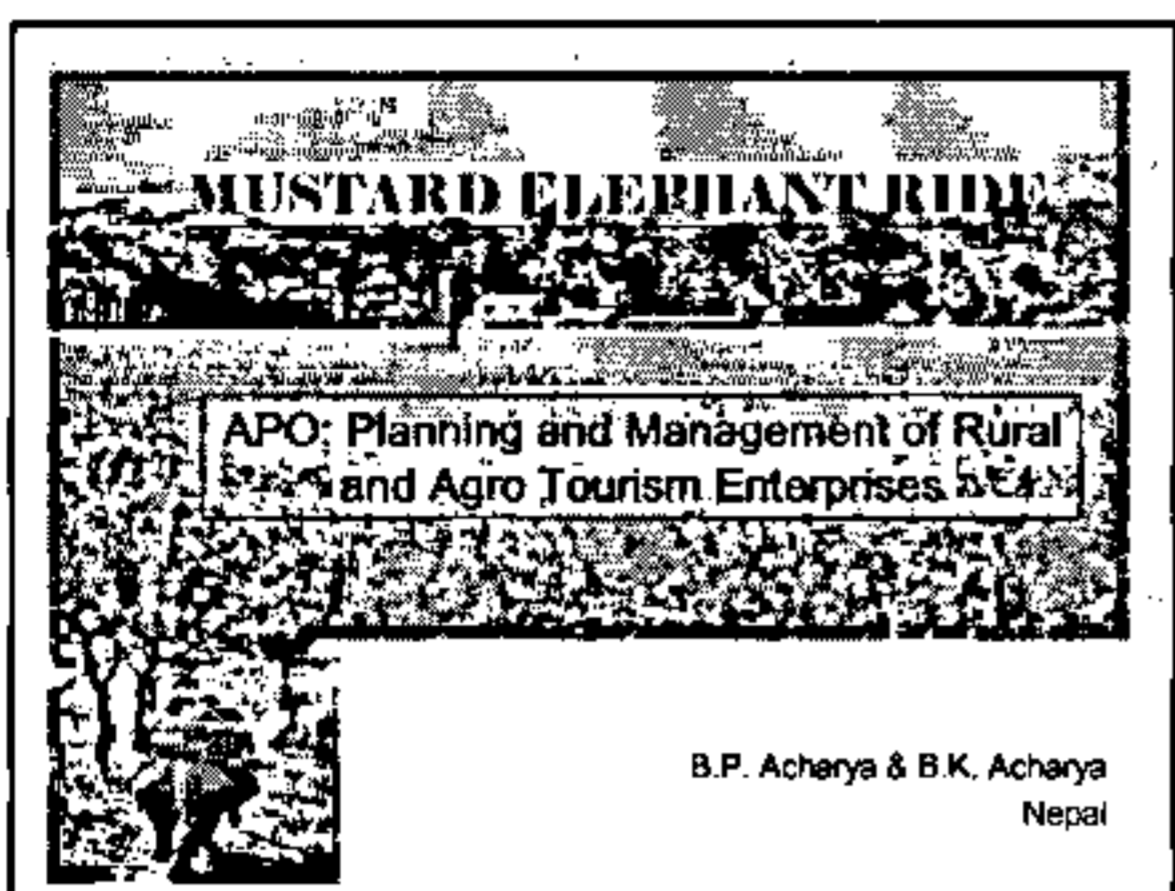
### Project main beneficiaries

- **Direct beneficiaries:**
  - Management officers at district level and commune level
  - Local households
- **Indirect beneficiaries:**
  - Households who live in the project area
  - Hotels and Tourism companies
  - Other related enterprises
  - Tourists.

### Problems encountered

- Awareness of the local community
- Power and intervention of tour guides
- The service supply chain is not complete.
- Low quality of roads to the village and communication services
- Limitation in skills of PMU members.





### Product Overview

- 3.8 sq km Area of Mustard Farm
- Buffer Zone, Chitwan National Park
- The Farm of the Tharus
- Seasonal Farming (Nov – Jan)
- Tharu Welcome, Elephant Ride, Scenic Pleasure, Farming Activities, Bee-Hives, Mustard & Honey Production Process
- Souvenir Shop cum Mustard-Honey Restaurant

### Target Groups

- **Domestic:** Agriculture Students, and Old people from Urban Areas of Nepal coming to the National Park for holidaying
- **International:** Spill-Over Tourists, specially Nature Lovers, Children and Old people who refrain to do the Jungle Activities in the National Park

### Promotion

- Website ([www.mustardride.com](http://www.mustardride.com))
- Travel Agents (TAAN) & Tour Operators
- Education Networking for Agro-students
- Local Hotels, Restaurants, Pubs & Bars of Sauraha, Chitwan
- Brochures & Pamphlets

### Organization: MERT

- Mustard Elephant Ride Tour (MERT)
- 3 Employees
- Total Expenditure per Annum : \$8000

Manager - \$1200  
 Asst. Mgr - \$1000  
 Administrator - \$900  
 3 Elephants with Mauthe - \$4000  
 Administrative Misc Cost - \$ 400

```

    graph TD
      Manager[Manager] --- AsstMgr[Asst Mgr  
(Mkt., PR & Publicity)]
      Manager --- Administrator[Administrator  
(Operations & Accounts)]
  
```

### Pricing

Per Pax - \$ 5 (Includes 1.5 hrs tour with elephant ride and welcome drinks)

Mauthe	\$2/grp
Community Dev Fund	\$1/pax
Farmer's Union	\$5/day
MERT	-

## Pricing...

- Mert's Group Consists – 4 Pax/trip
- Mert Accepts – At least 2 Pax/trip
- Earning:

Farmer	Earnings (2 pax/trip)	Earnings (4 pax/trip)	Earnings (10 pax/trip)	Earnings (14 pax/trip)	Profit of Mert \$50 Pax
Muphe	1x \$2 = \$2	1x \$2 = \$2	3x \$2 = \$6	8x \$2 = \$16	13x \$2 = 278
Community Dev Fund	2 x \$1 = \$1	4 x \$1 = \$4	10 x \$1 = \$10	1 x \$16 = \$16	500 x \$1 = 500
Farm's Union	1x \$5 = \$5	1x \$4 = \$4	1x \$4 = \$5	1x \$4 = \$5	90 x \$5 = 450
MERT	\$2	\$8	\$20	\$67	\$626


## Transactions of MERT

- Total Expenditure = \$8000
- Pax Needed = 1600
- Groups Required = 400 (for Break Even)
- Possible Trips in a Day = 3 Elephants x 8 trips = 24 Trips
- Available Trips in 3 Months = 24 x 90 = 2160
- Average Trips Handled by MERT = 550
- Thus Earning of MERT: 550 x \$20 = \$11000
- Profit of MERT: \$11000 - \$8000 = \$3000  
\$3000 - \$1276 = \$1724


Thank You for Your  
ATTENTION

Any Queries?

27/07/10



**Training Course on Planning and management of Community-based Rural Tourism and Agro-tourism Enterprises**  
(10-17 August 2010, Sri Lanka)



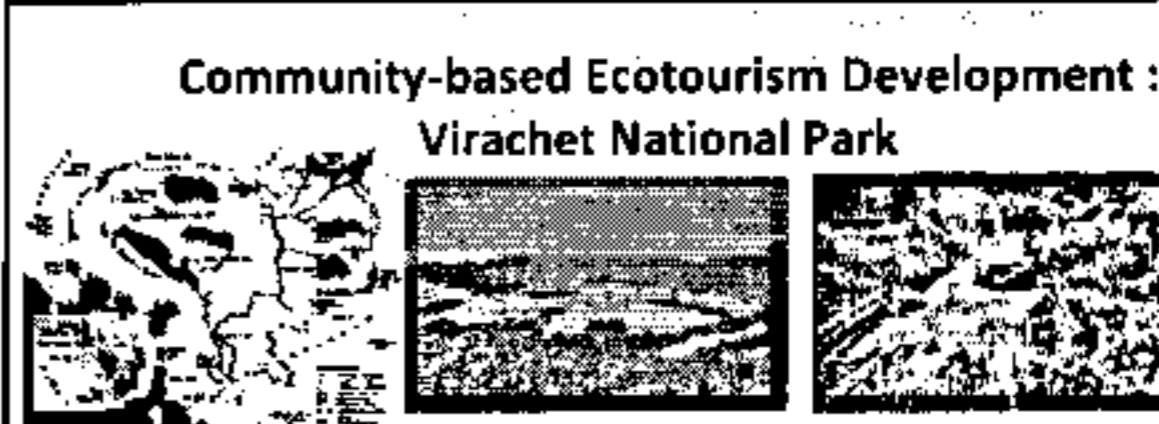
**Community-based Tourism in Cambodia**

No.	Project Name	Province	No.	Project Name	Province
1	Yeak Laom	Ratanakiri	10	Prek Trout	Kampot
2	Virachey National Park	Ratanakiri	11	Chi Phat	Koh Kong
3	Kampong Pluk	Siem Reap	12	Samba Prey Kuk	Kompong Torm
4	Chambok	Kompong Speu	13	Trapeang Rong	Koh Kong
5	Orusey Kandal	Stung Treng	14	Thmar Bang	Koh Kong
6	Preah Romkal	Stung Treng	15	Pailin Community Base Tourism	Pailin
7	Prek Toal	Battombong	16	Oaray	Stuy Treng
8	Koh Phdao	Kratie	17	Ang Trapeang Thmor	Banteay Meanchey
9	Banteay Chhmar	Banteay Meanchey	18	Tmat Bey	Preah Vihear

**Community-Based Ecotourism Sites in Cambodia**




**Community-based Ecotourism Development : Virachet National Park**



Virachey National Park located in Ratanakiri Province (Northeast) is the largest and most remote national park in Cambodia located at the borders of Vietnam and Lao PDR. The park contains mountains, forests, grasslands and valleys largely unexplored and undisturbed by humans.

**Community-based Ecotourism Development : Virachet National Park**



The park has high potential for Eco-tourism development such as

- uniqueness of natural attractions,
- biodiversity of fauna and flora,
- uniqueness of cultural and attraction,
- tourist tradition and festival attraction and appropriate area for tourism activities

**Land use**

1. Core zone
2. Conservation zone
3. Sustainable use zone
4. Community zone



### Issues and Problems

- Waste disposal
- Carrying capacity
- Hunting animal
- Water pollution



### Issues and Problems

- Illegal logging
- Clear up the forest for land business
- Lack of community participate in the management plan
- Community dissatisfy with the management



### Indicators for Community based-Ecotourism in Virachey National Park

#### Environmental Impact Indicators

- Trail Erosion Indicator
- Wastes treatment-VNP activities Indicator
- Water pollution Indicator
- Bank erosion Indicator
- Wildlife Indicator
- Vegetation Indicator
- Carrying capacity Indicator

#### Culture Impact Indicators

- Community satisfaction Indicator
- Community involvement Indicator

### Indicators for Community based-Ecotourism in Virachey National Park

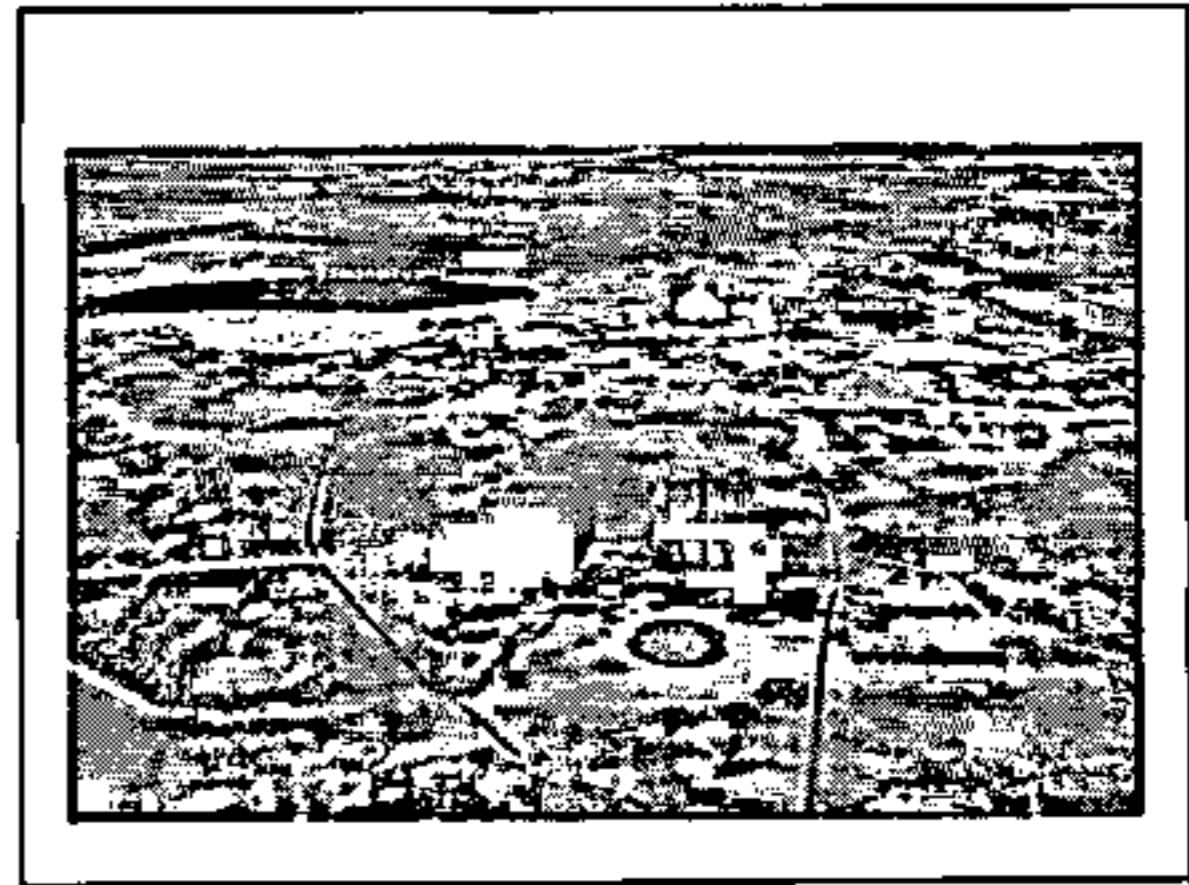
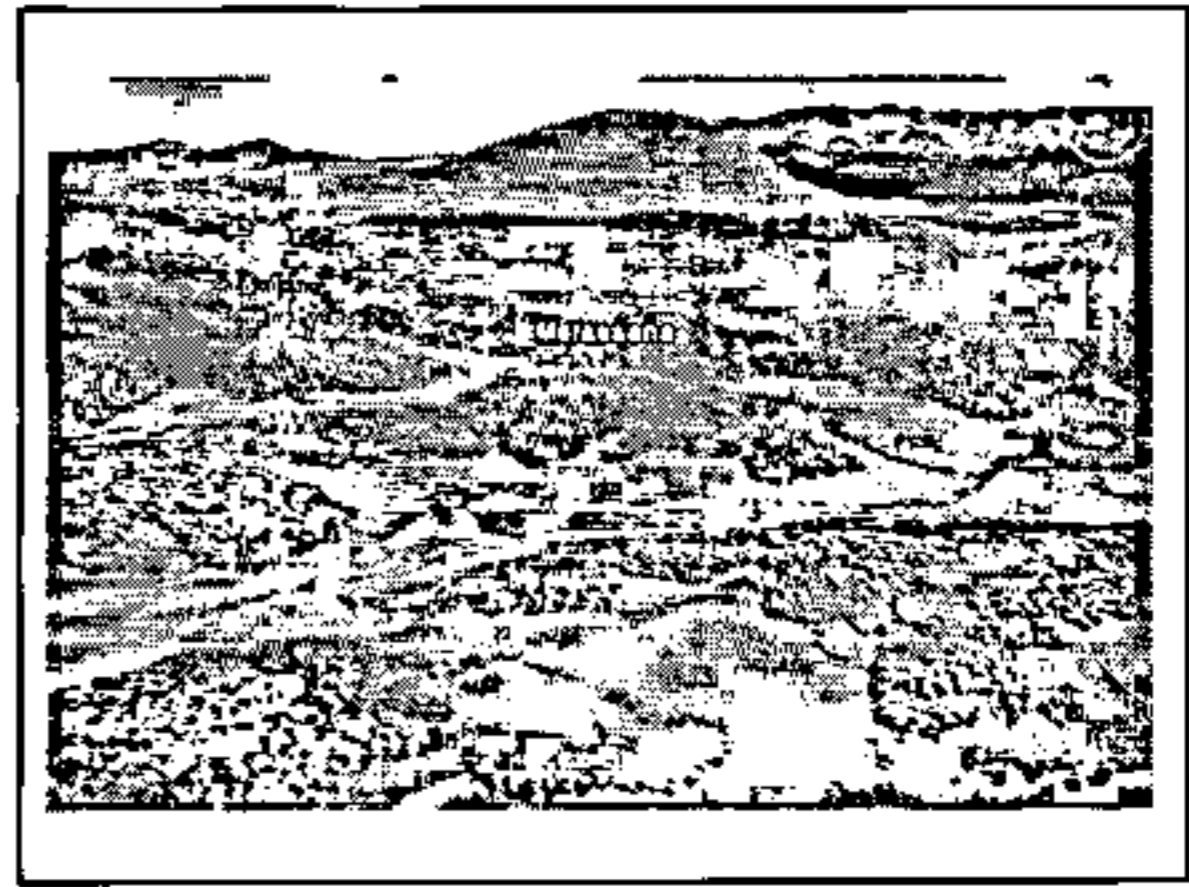
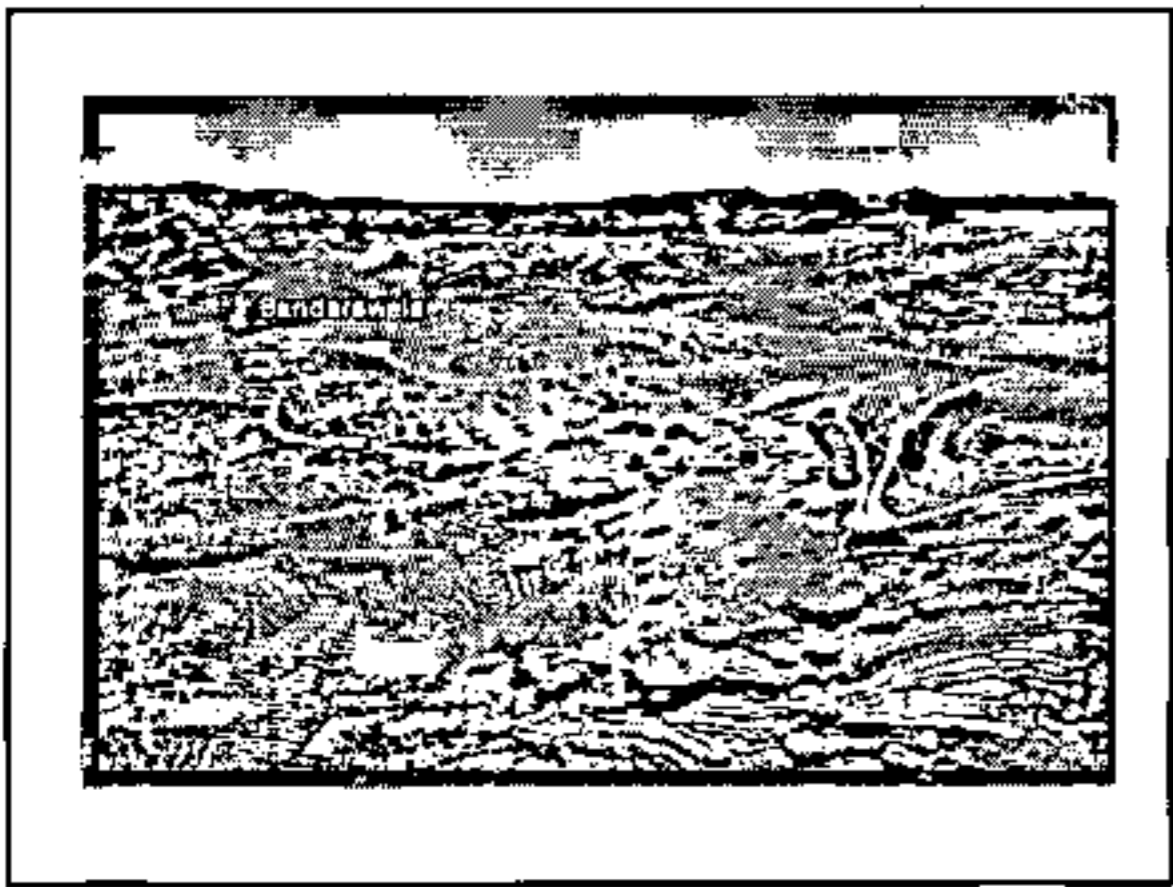
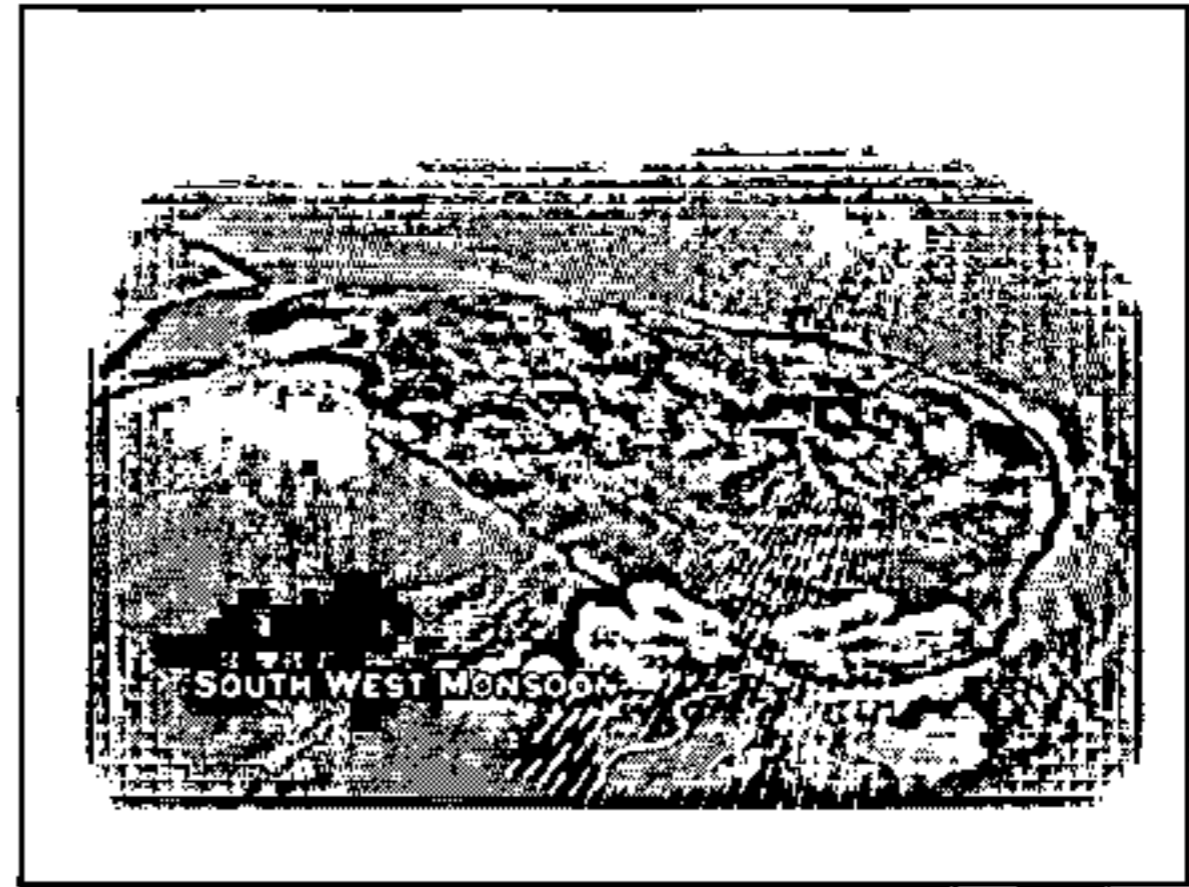
#### Social Impact Indicators

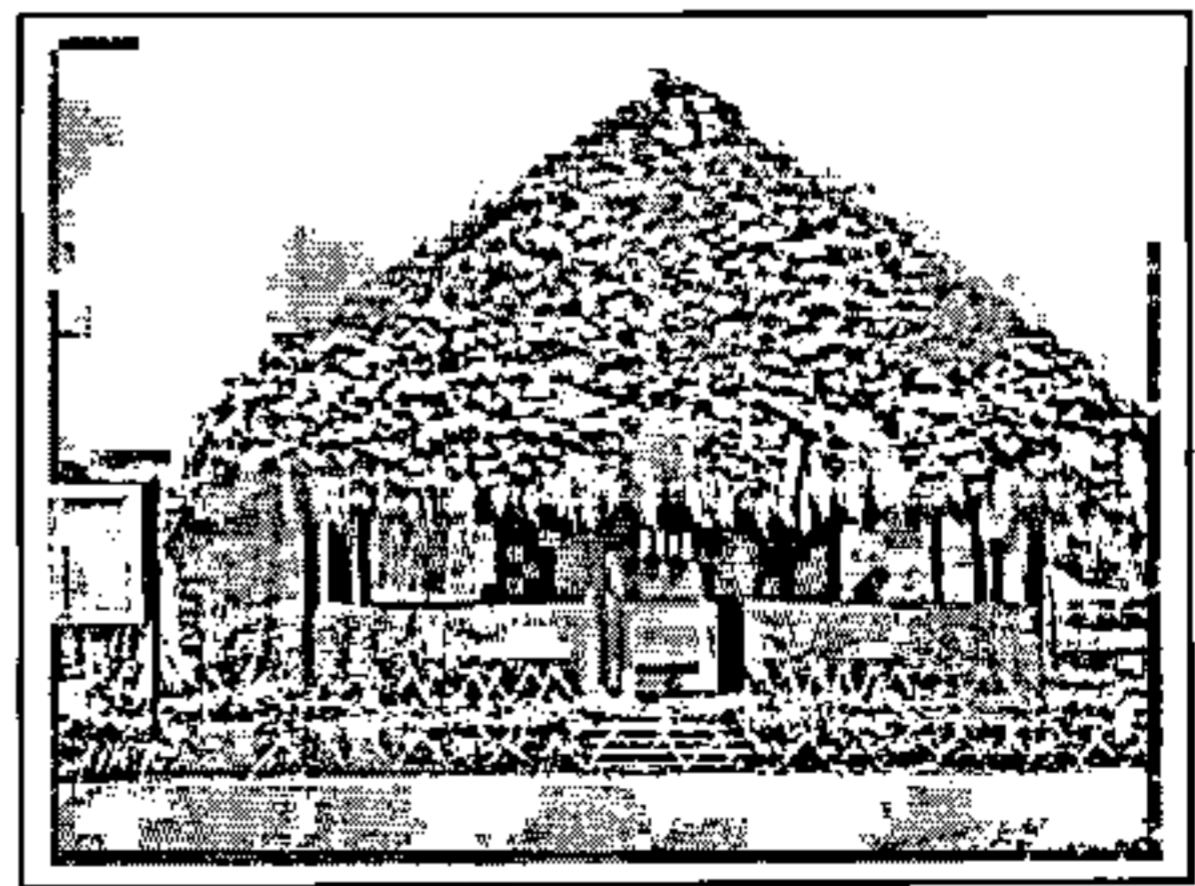
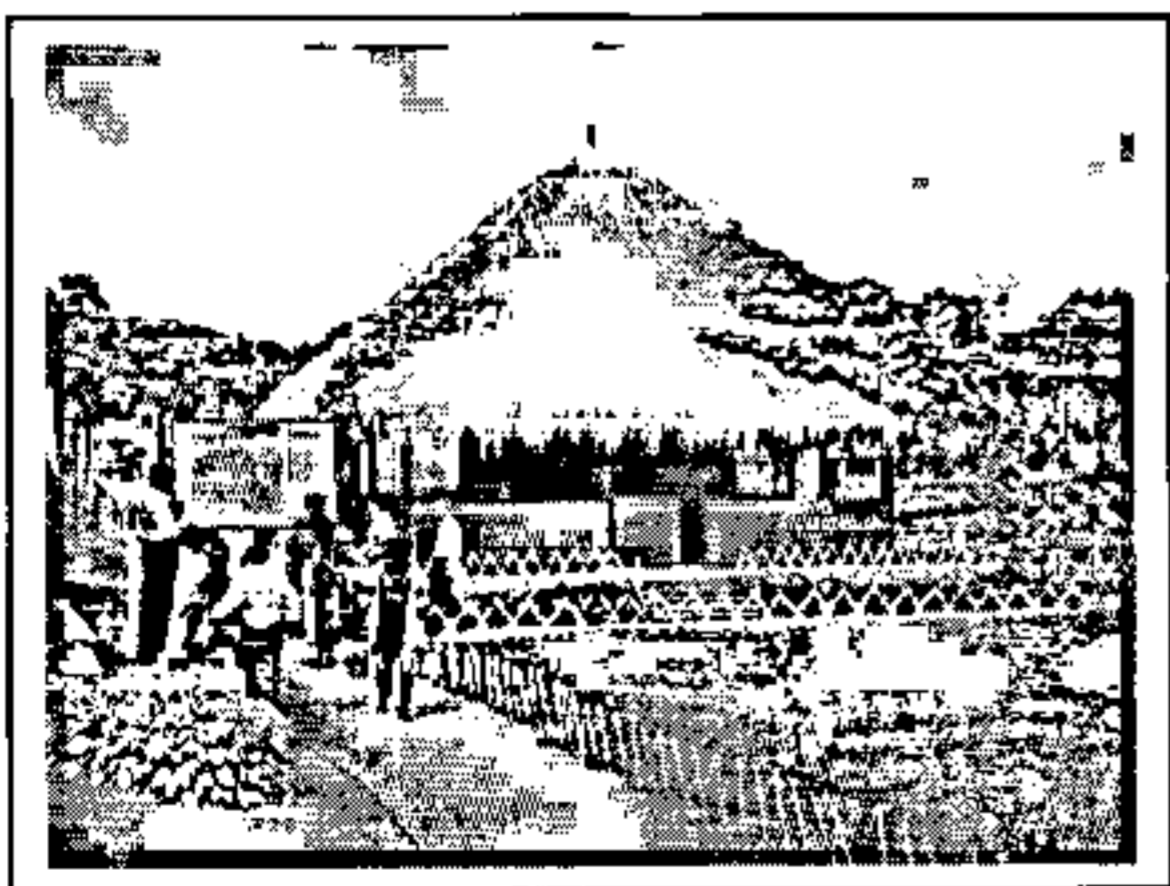
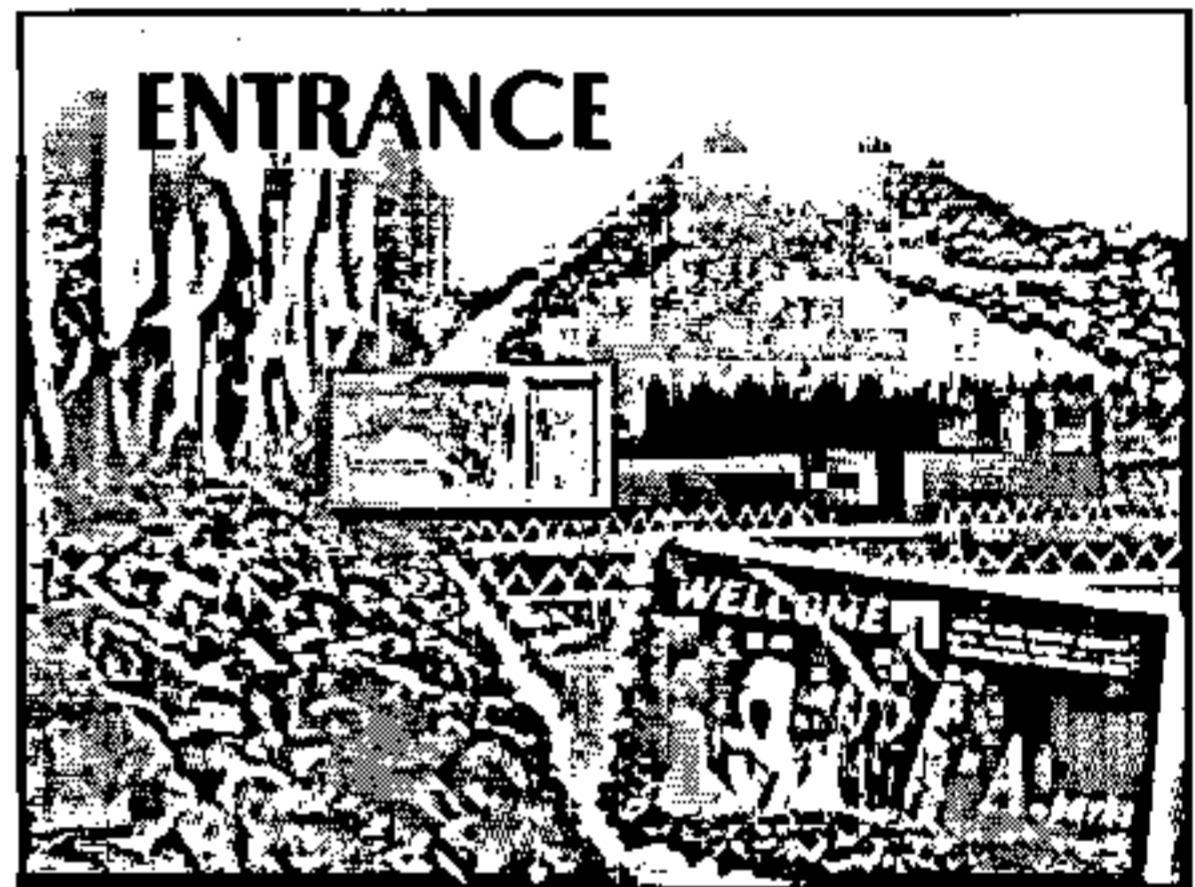
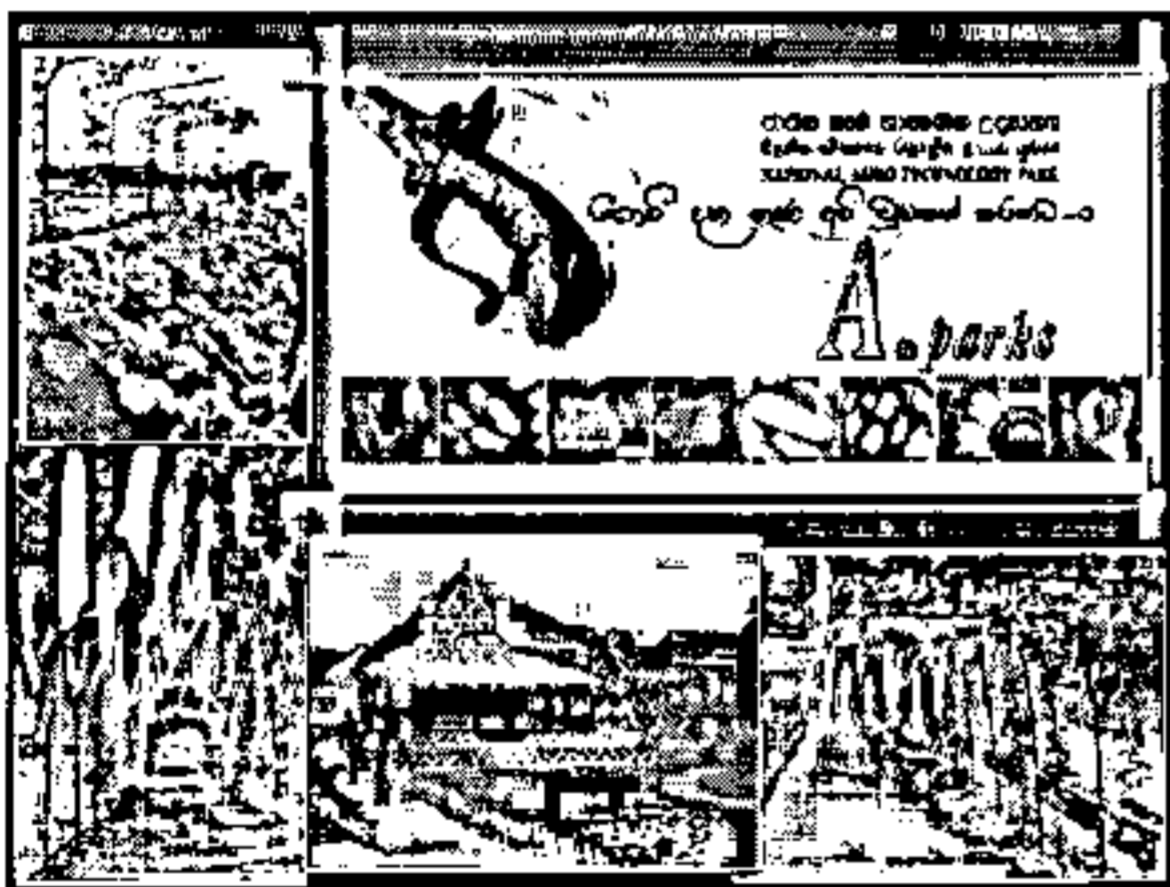
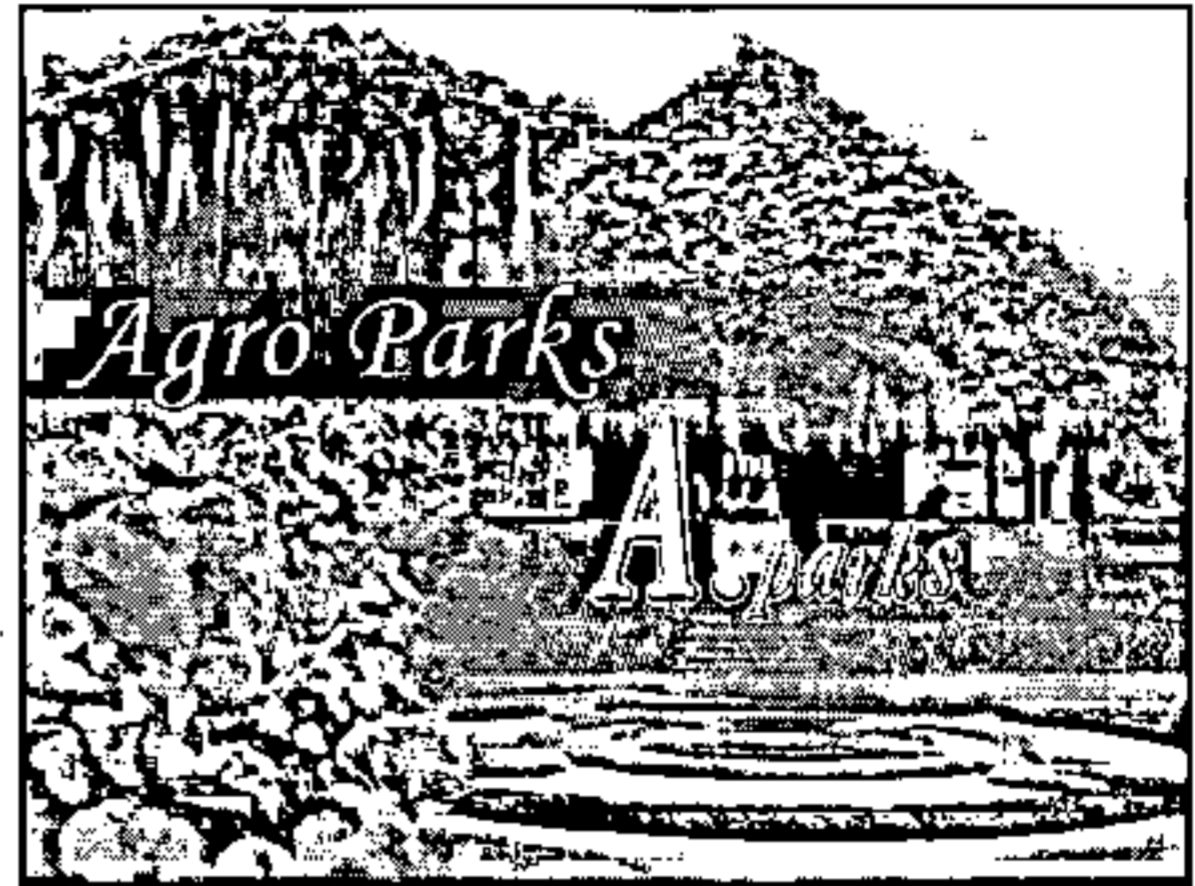
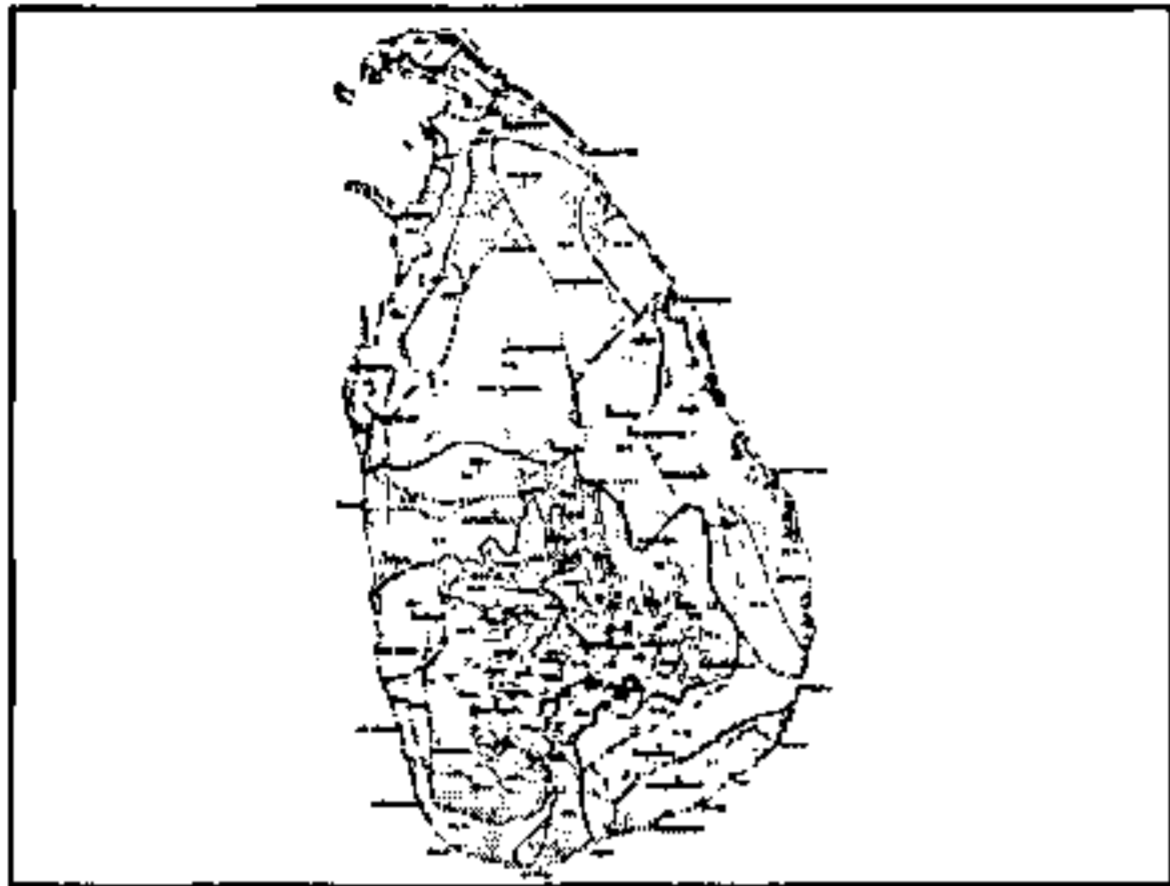
- Visitor safety and security Indicator
- Health Indicator
- Visitor satisfaction Indicator
- Visitor numbers and profiles Indicator
- Littering Indicator (Waste Indicator)
- Training staff and village guide Indicator

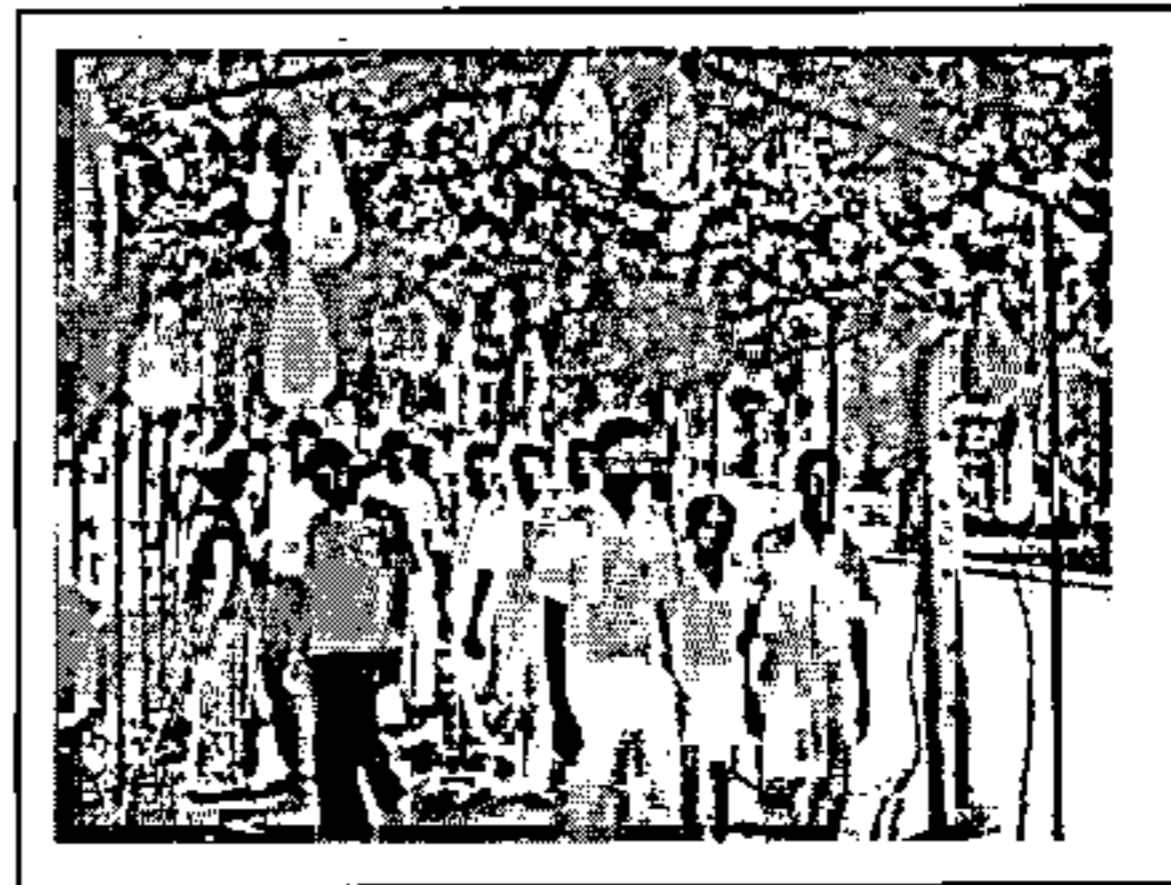
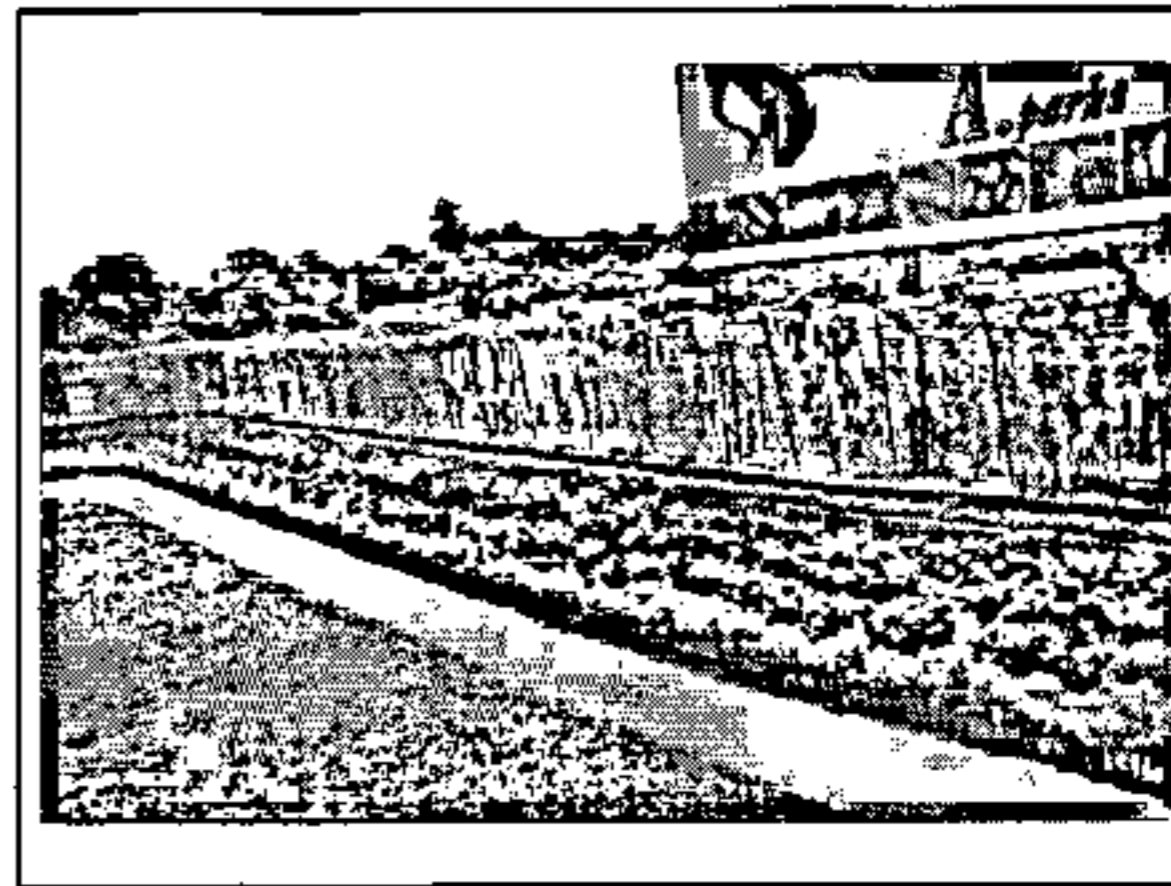
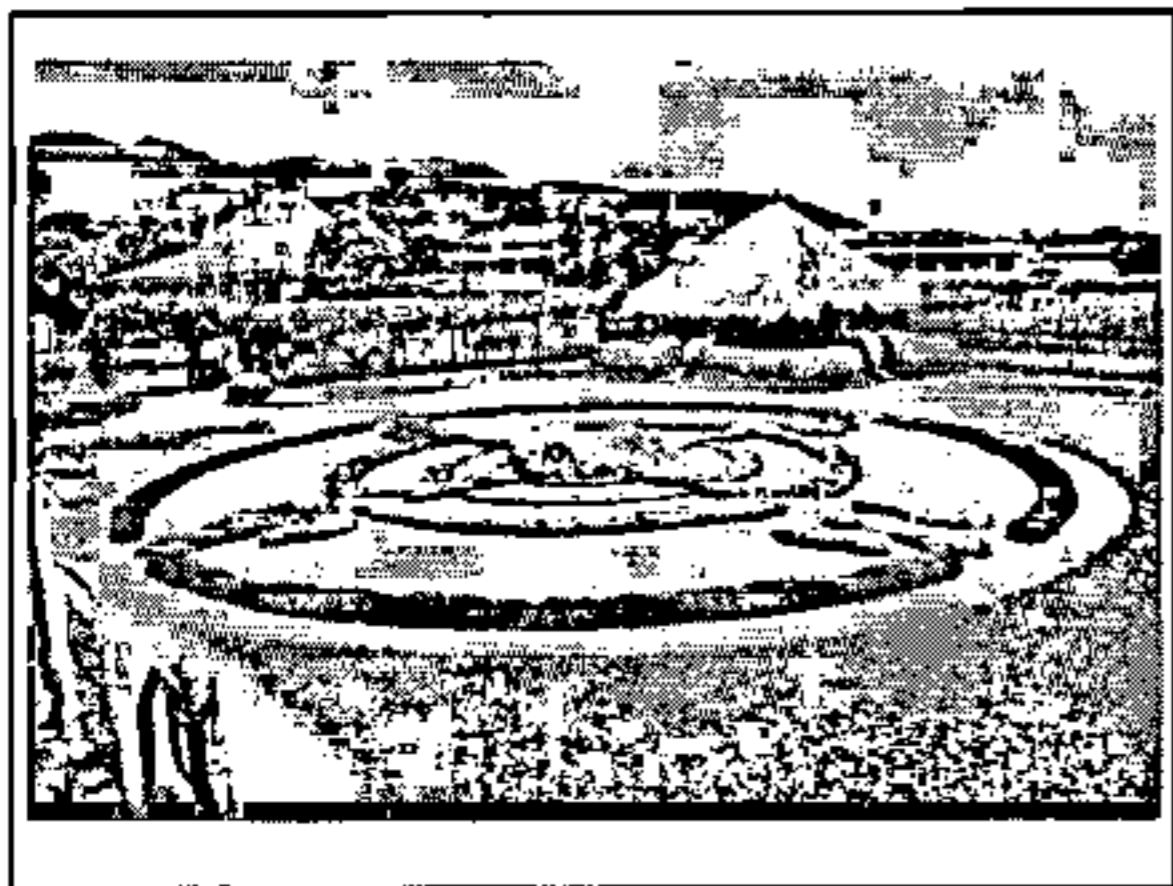
#### Economic Impact Indicators

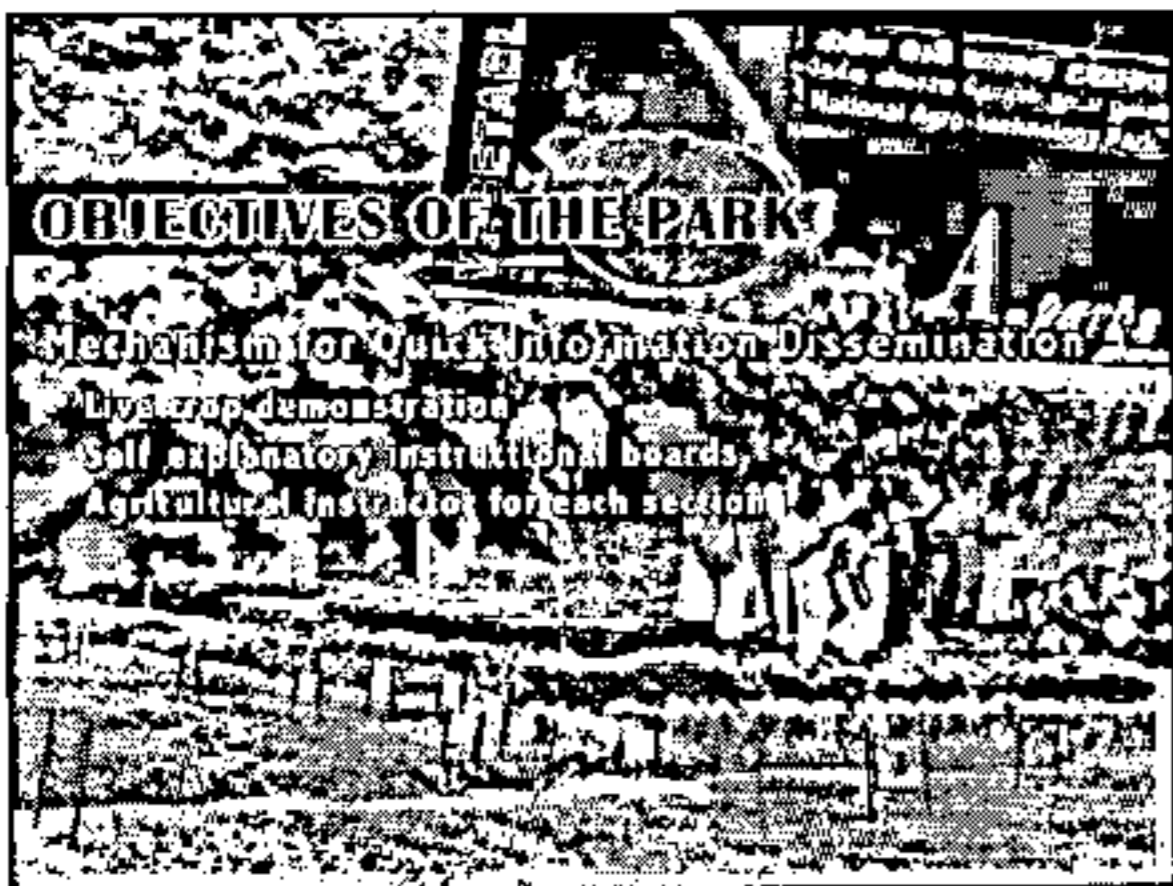
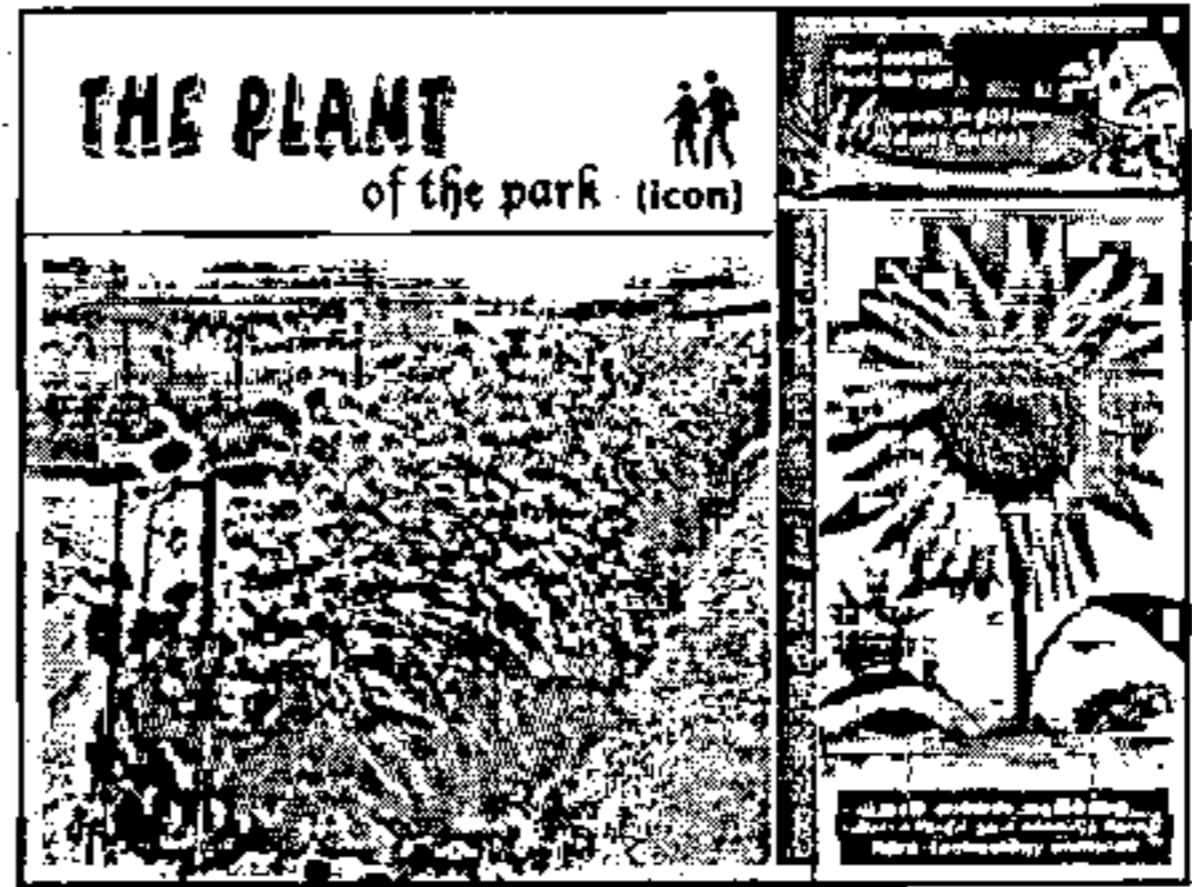
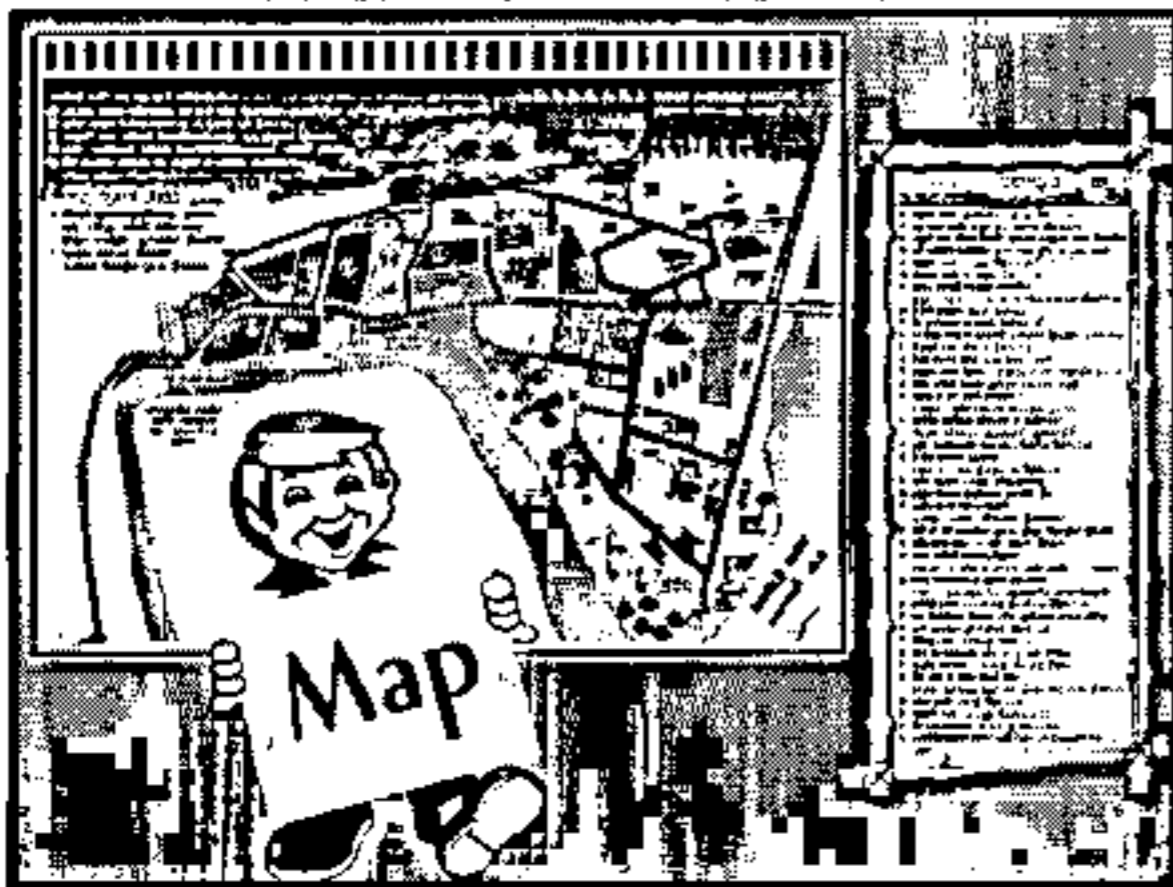
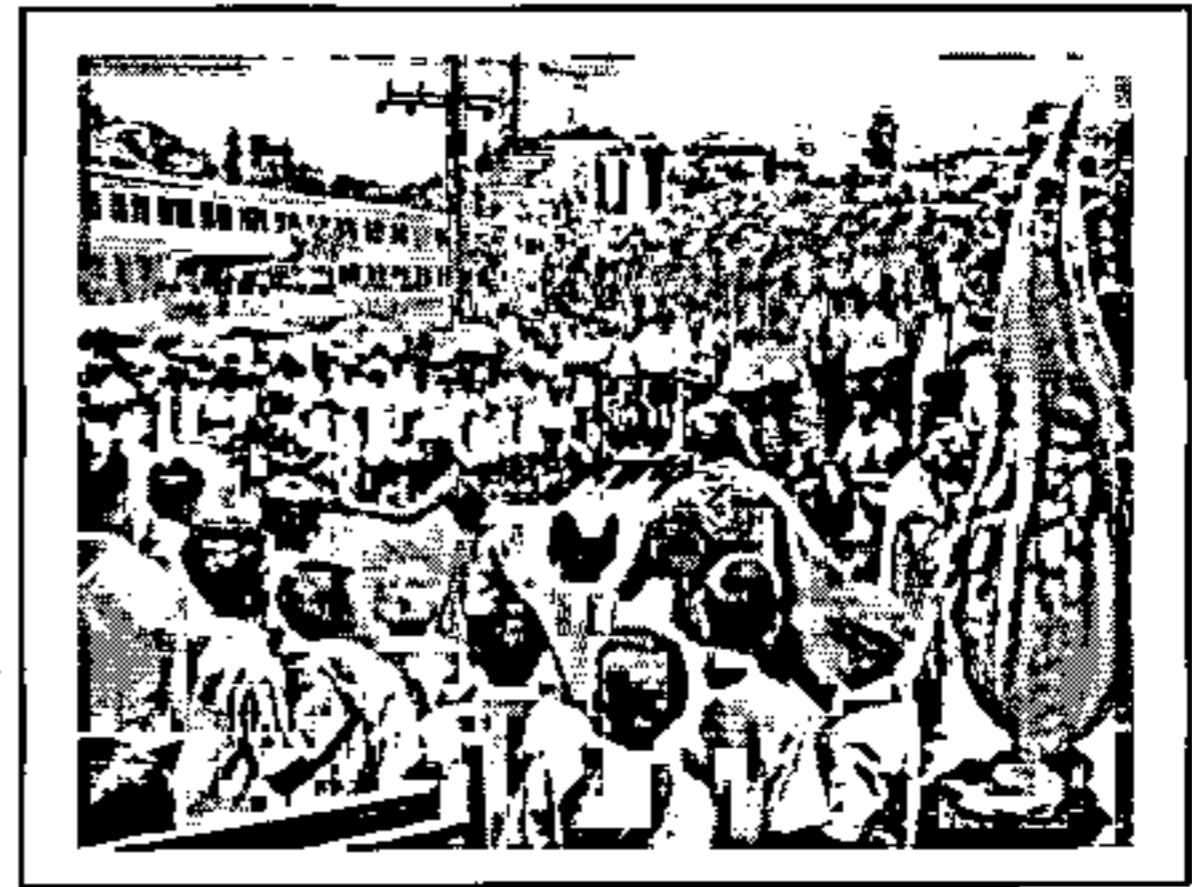
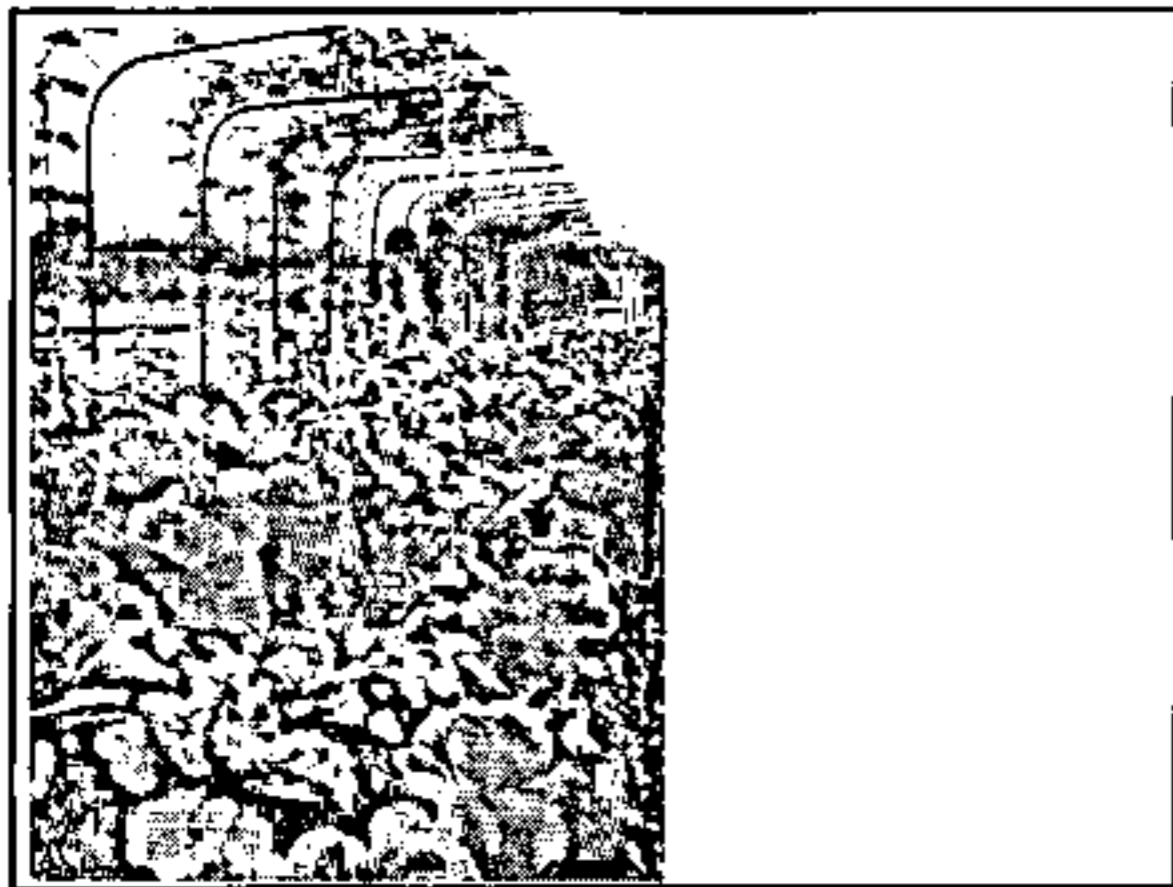
- Community benefits Indicator
- Revenue for VNP Indicator

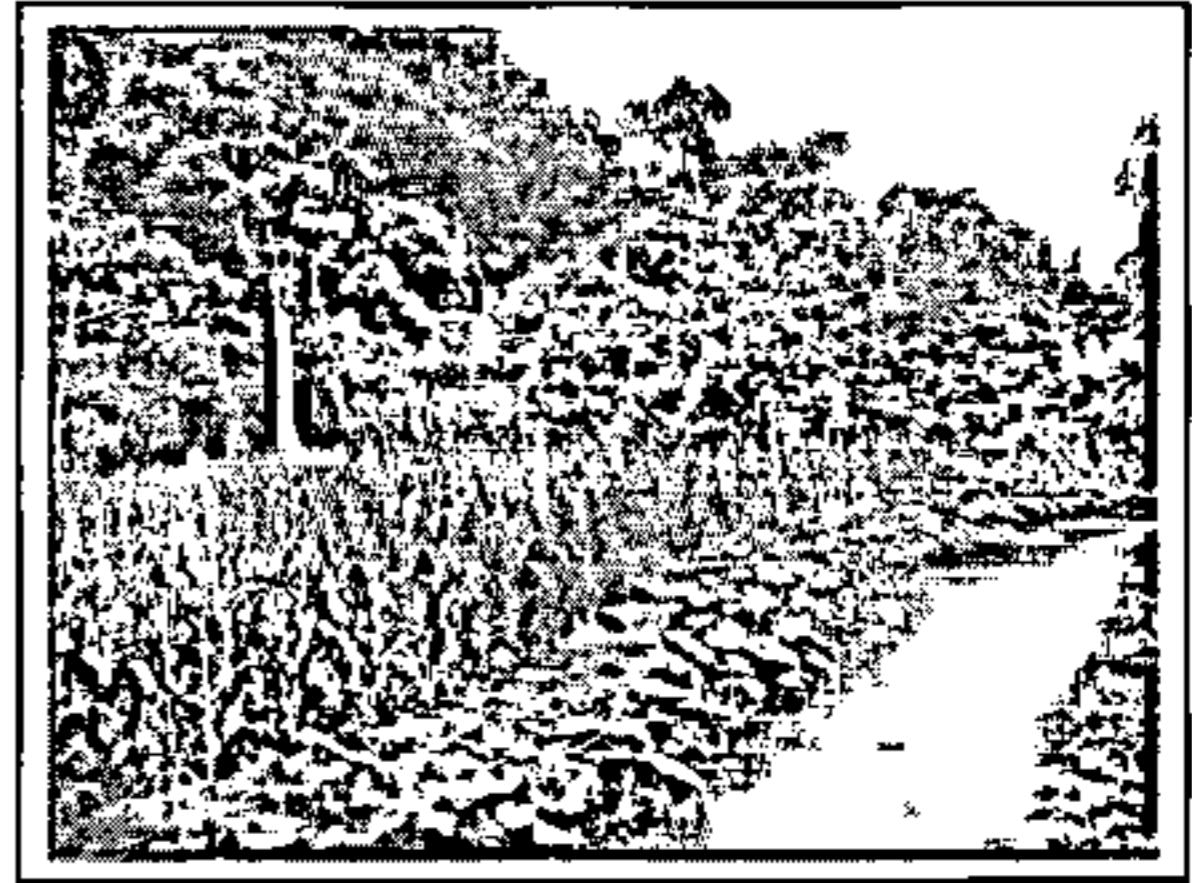
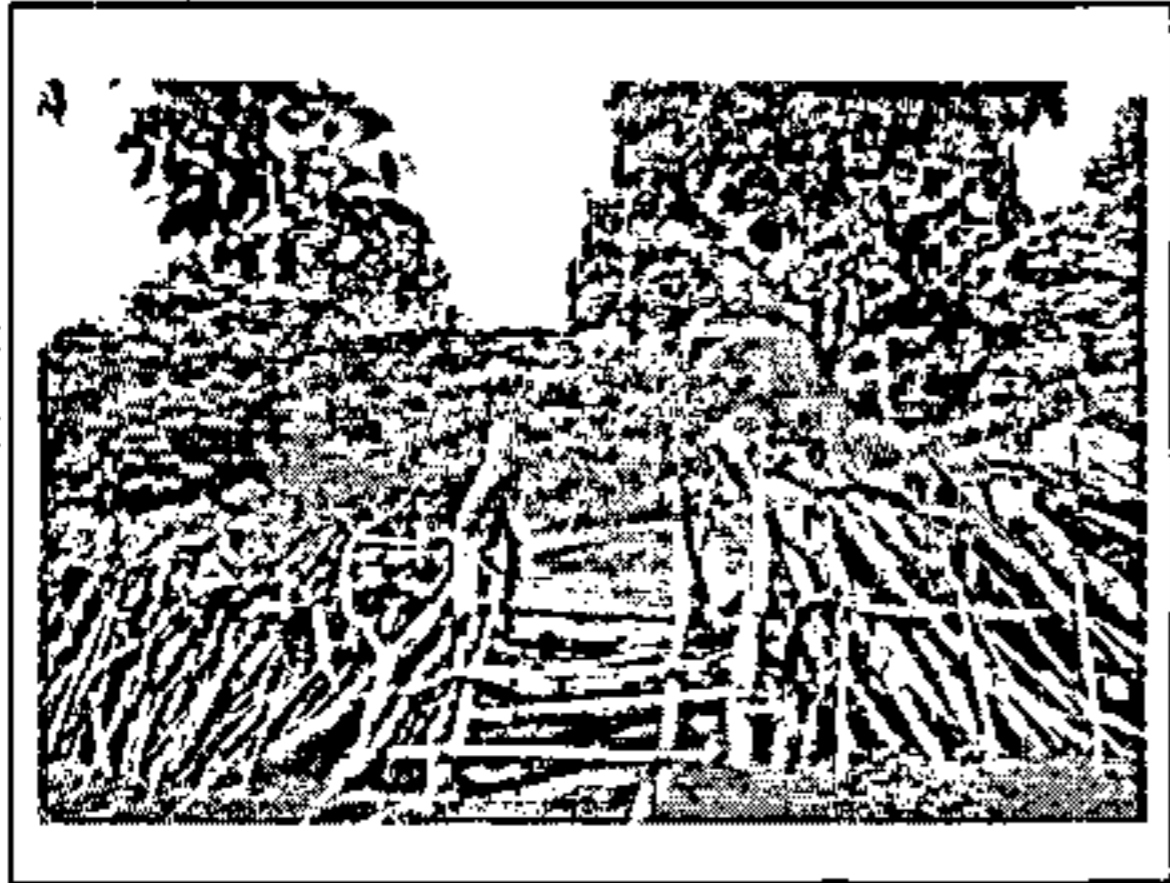








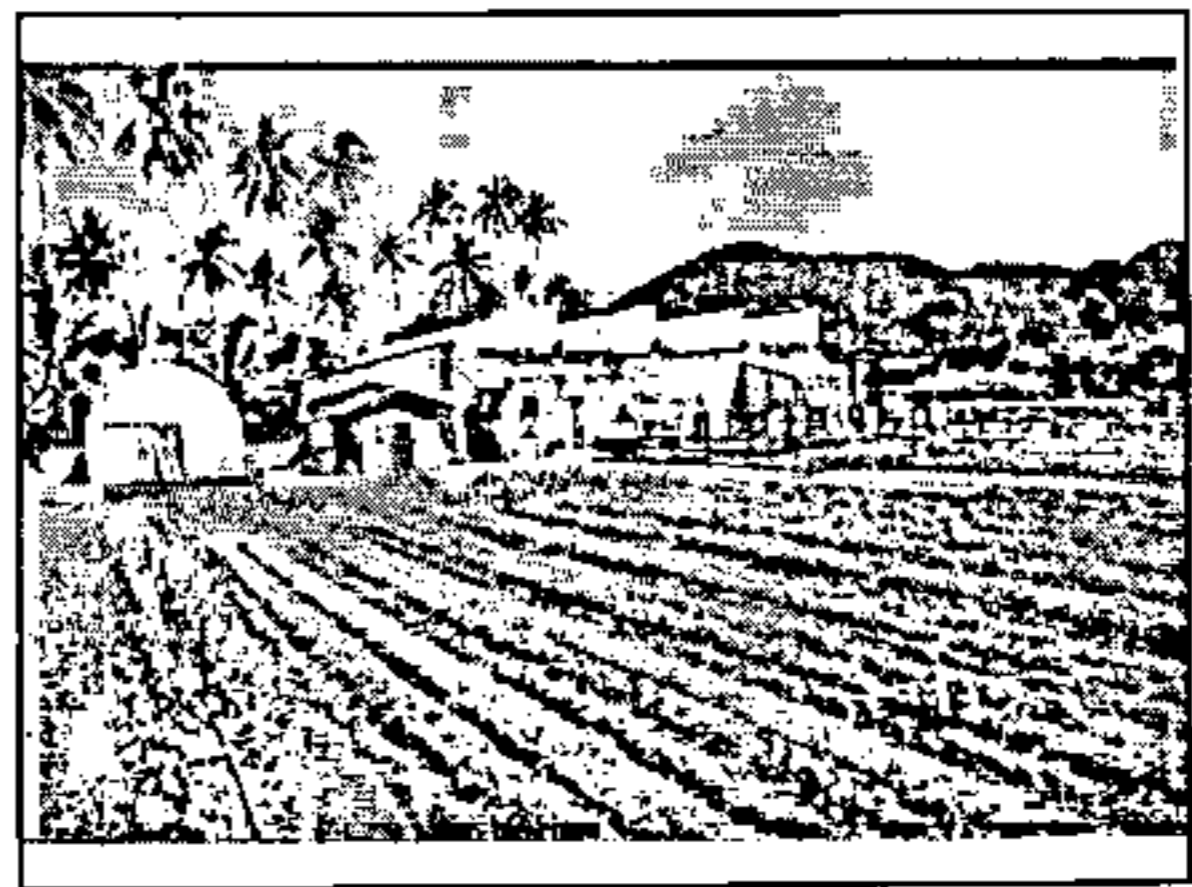
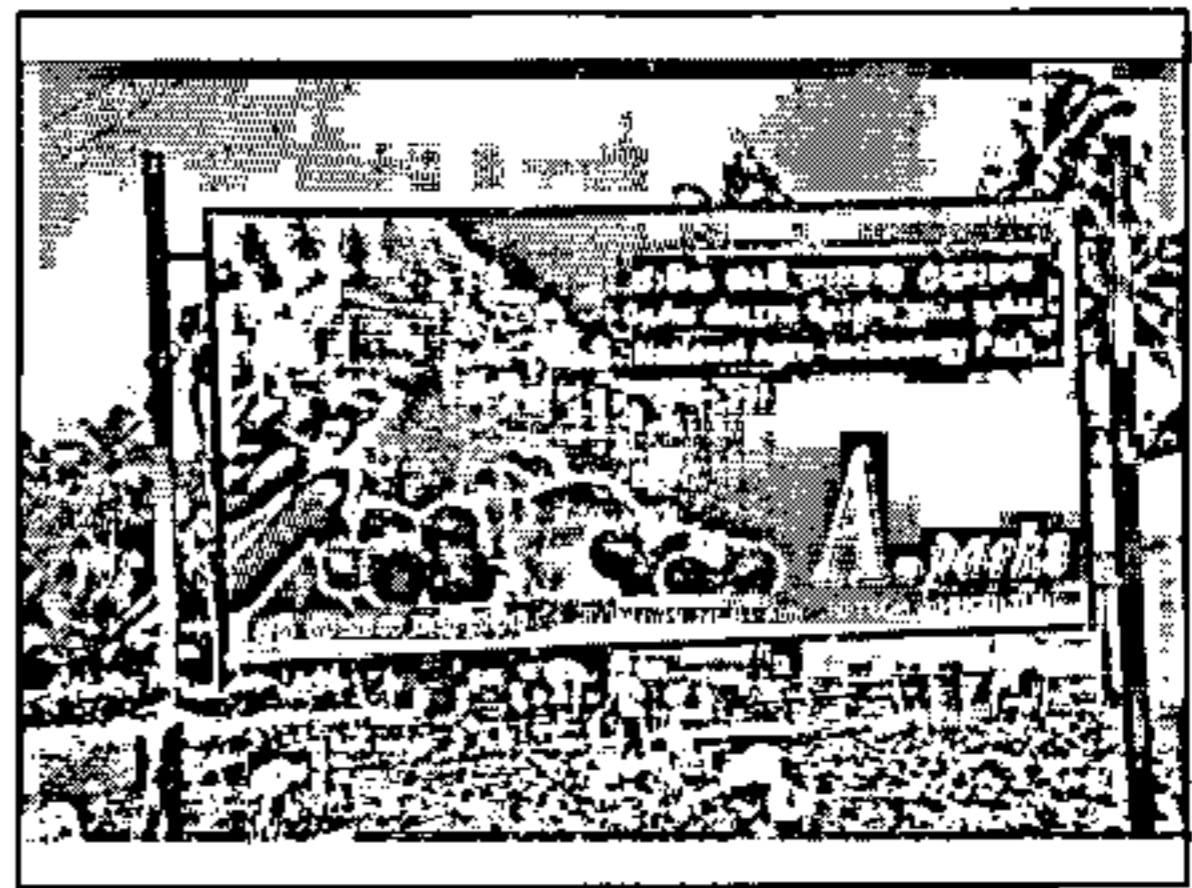


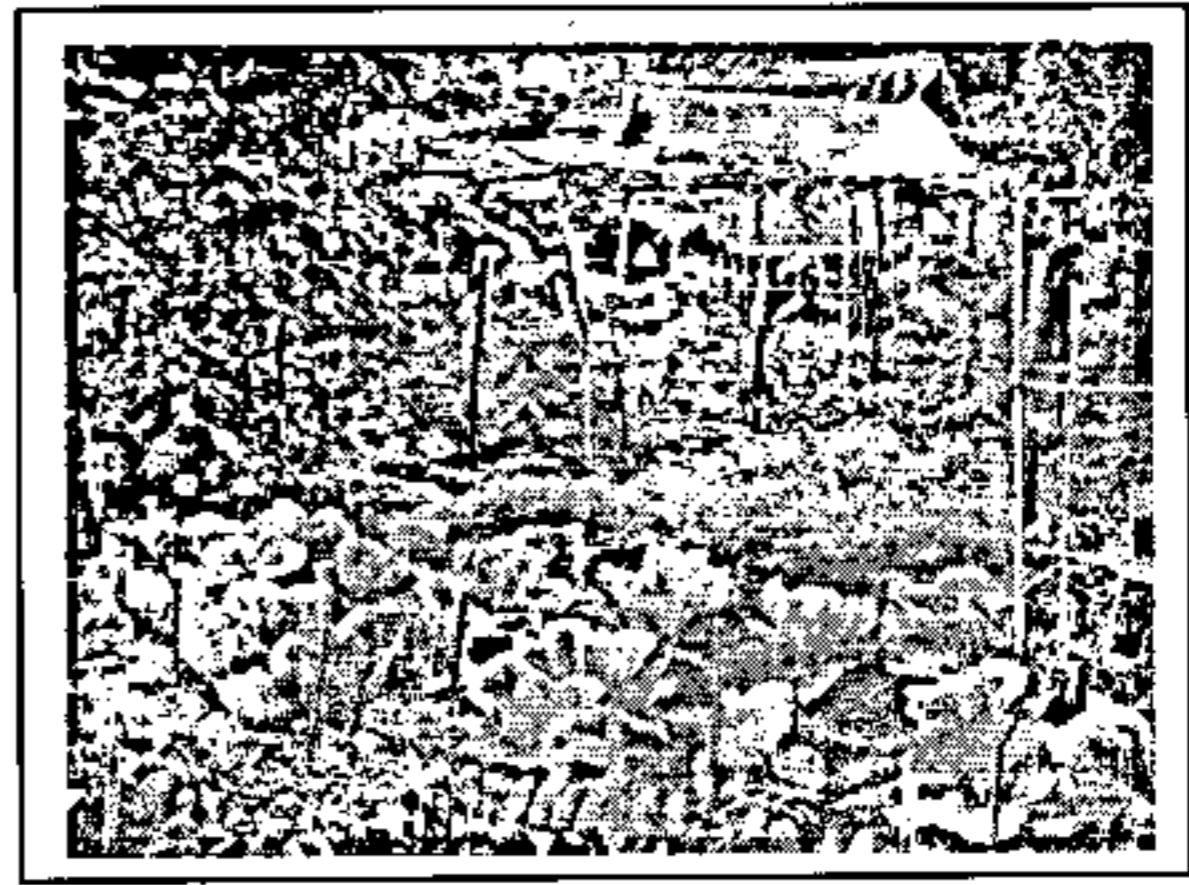
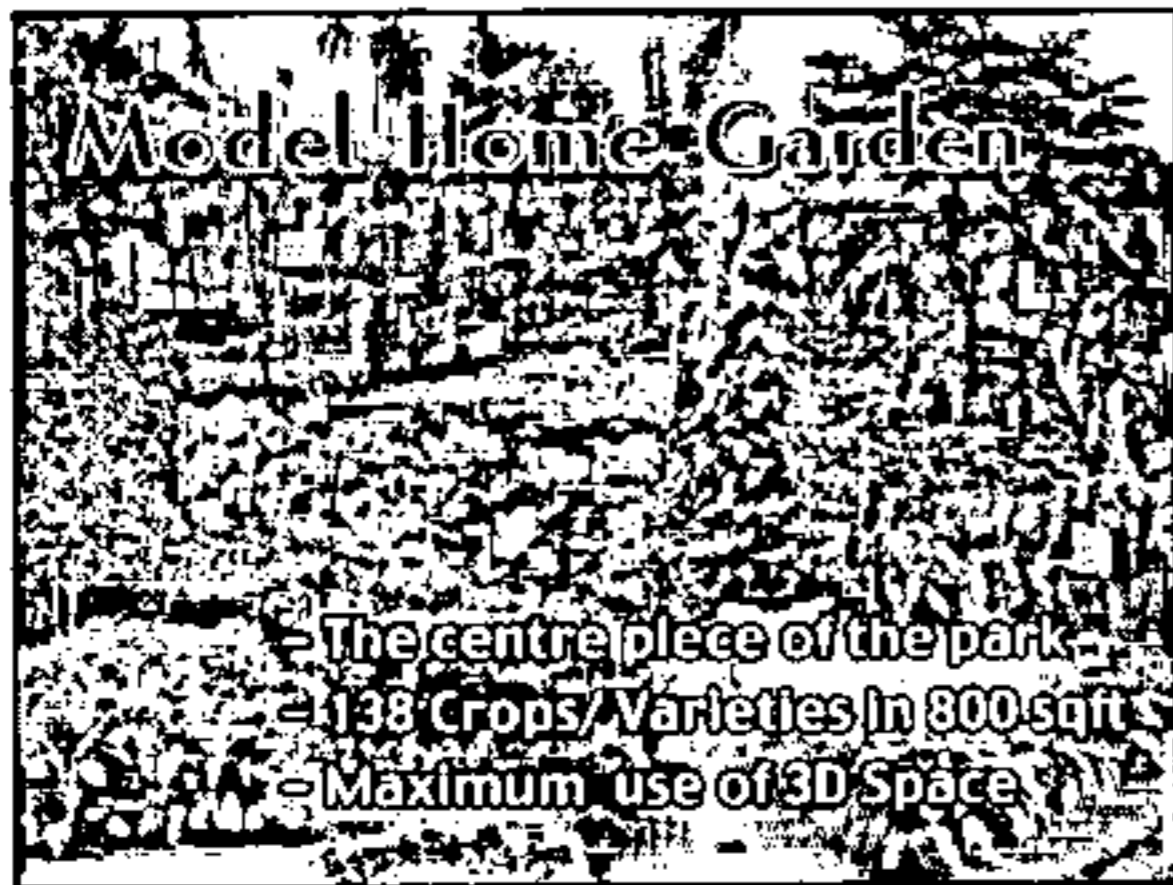
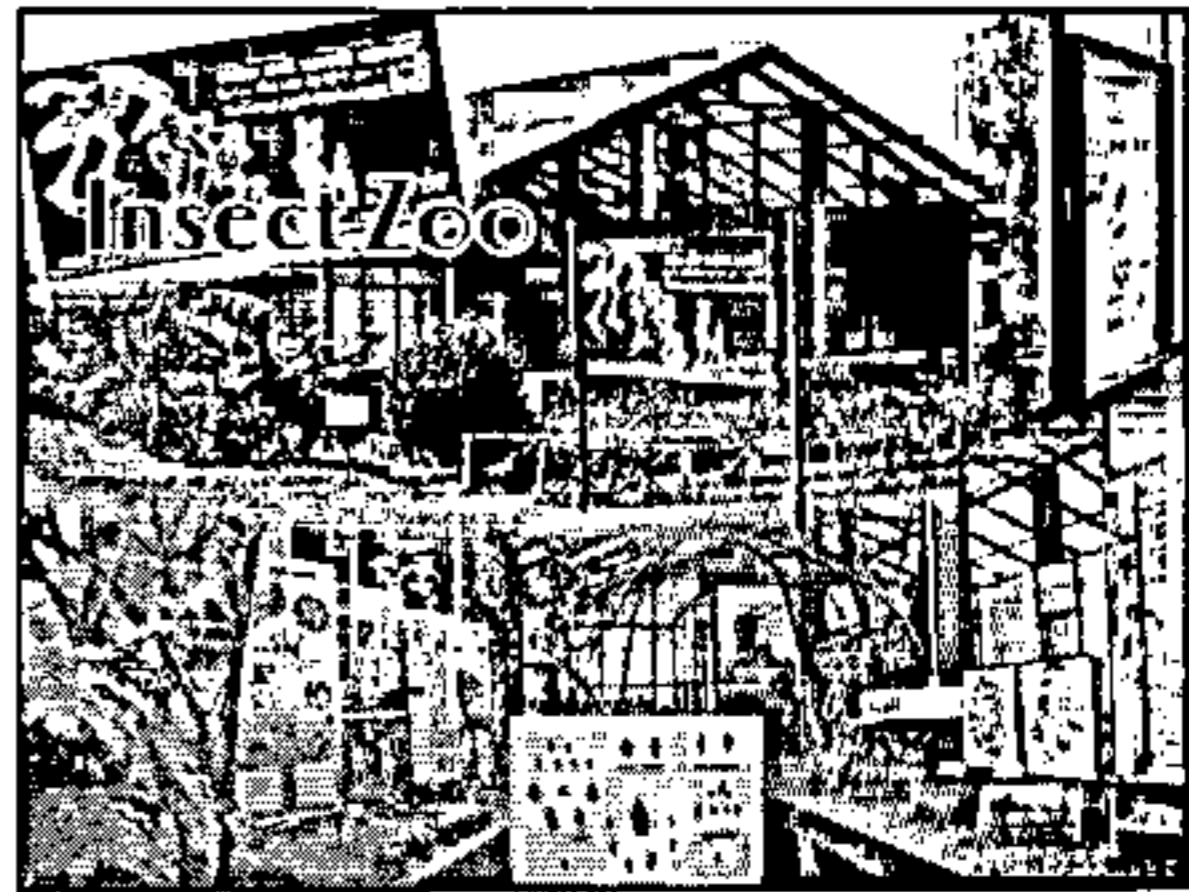
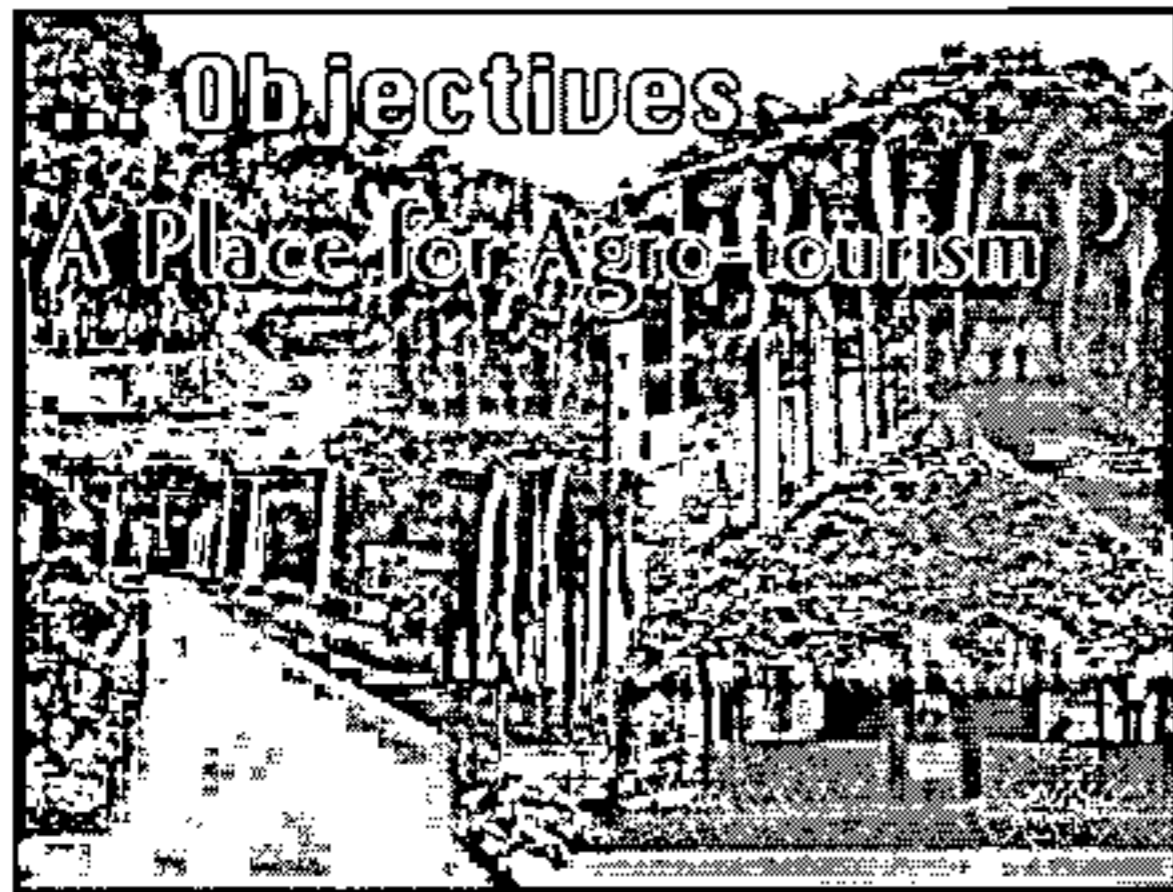


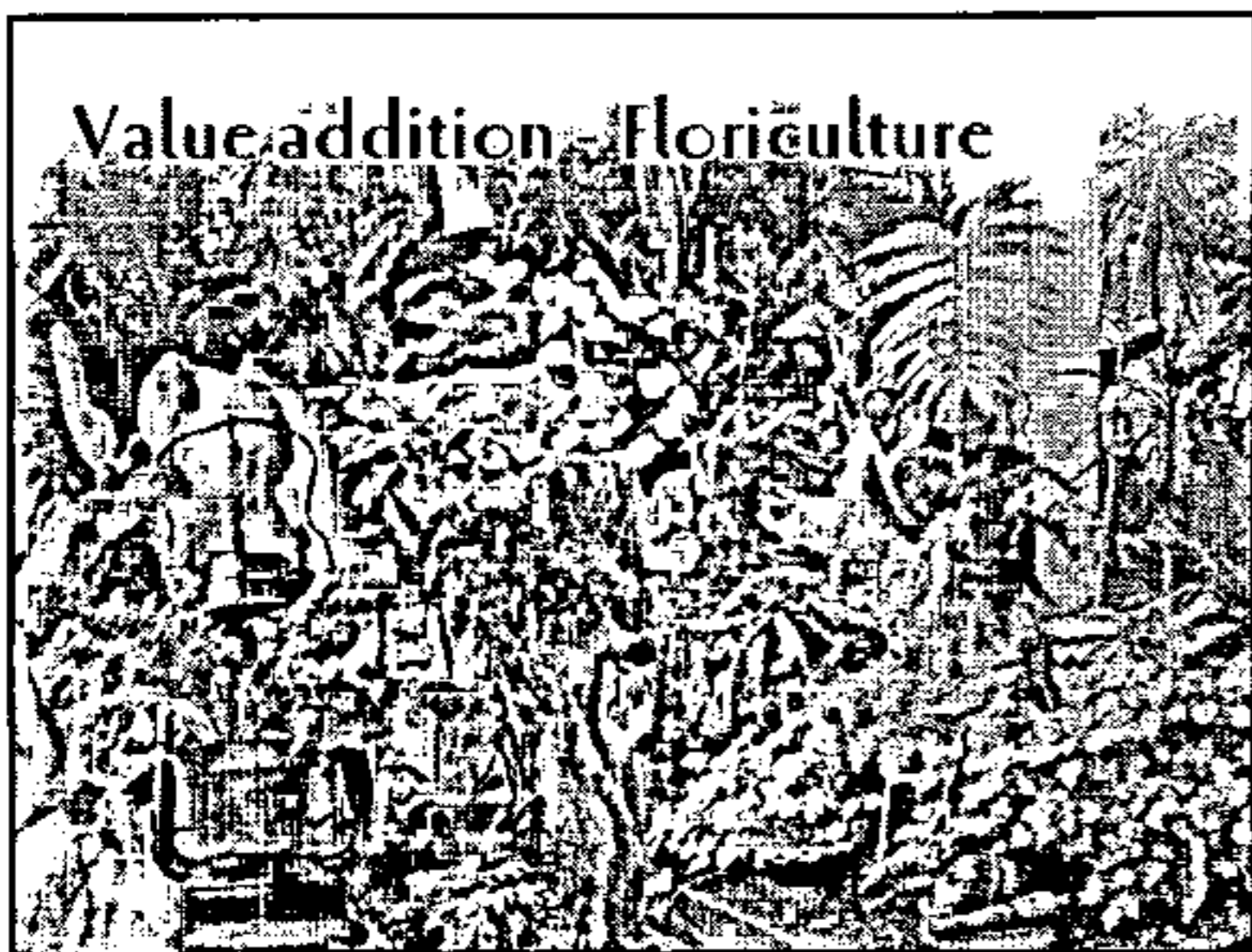
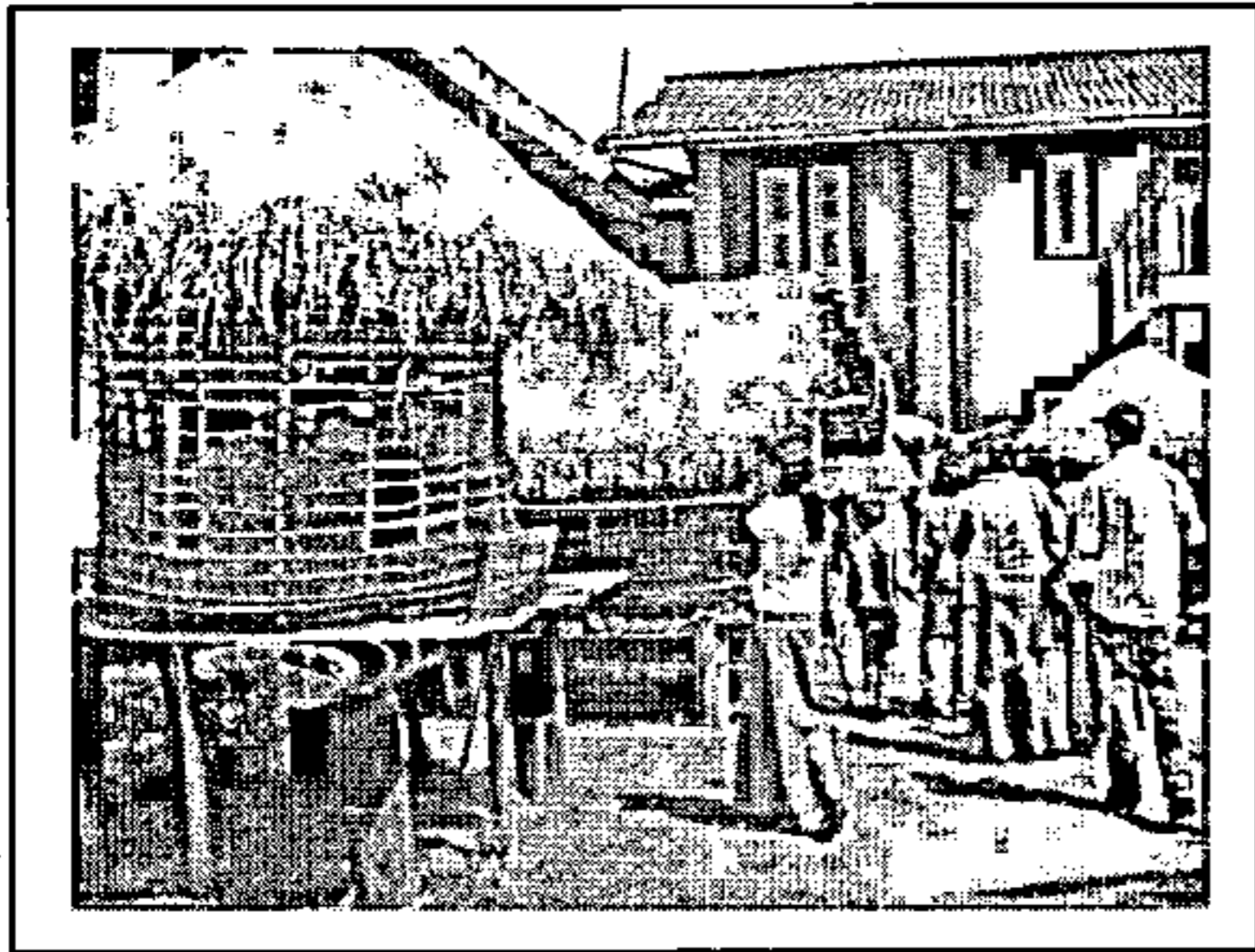
**OBJECTIVES**  
TO DEMONSTRATE  
HI-TECH AGRICULTURE

qicella o8ia 2010  
uqjzabuu... o8ezab  
Protected Agriculture

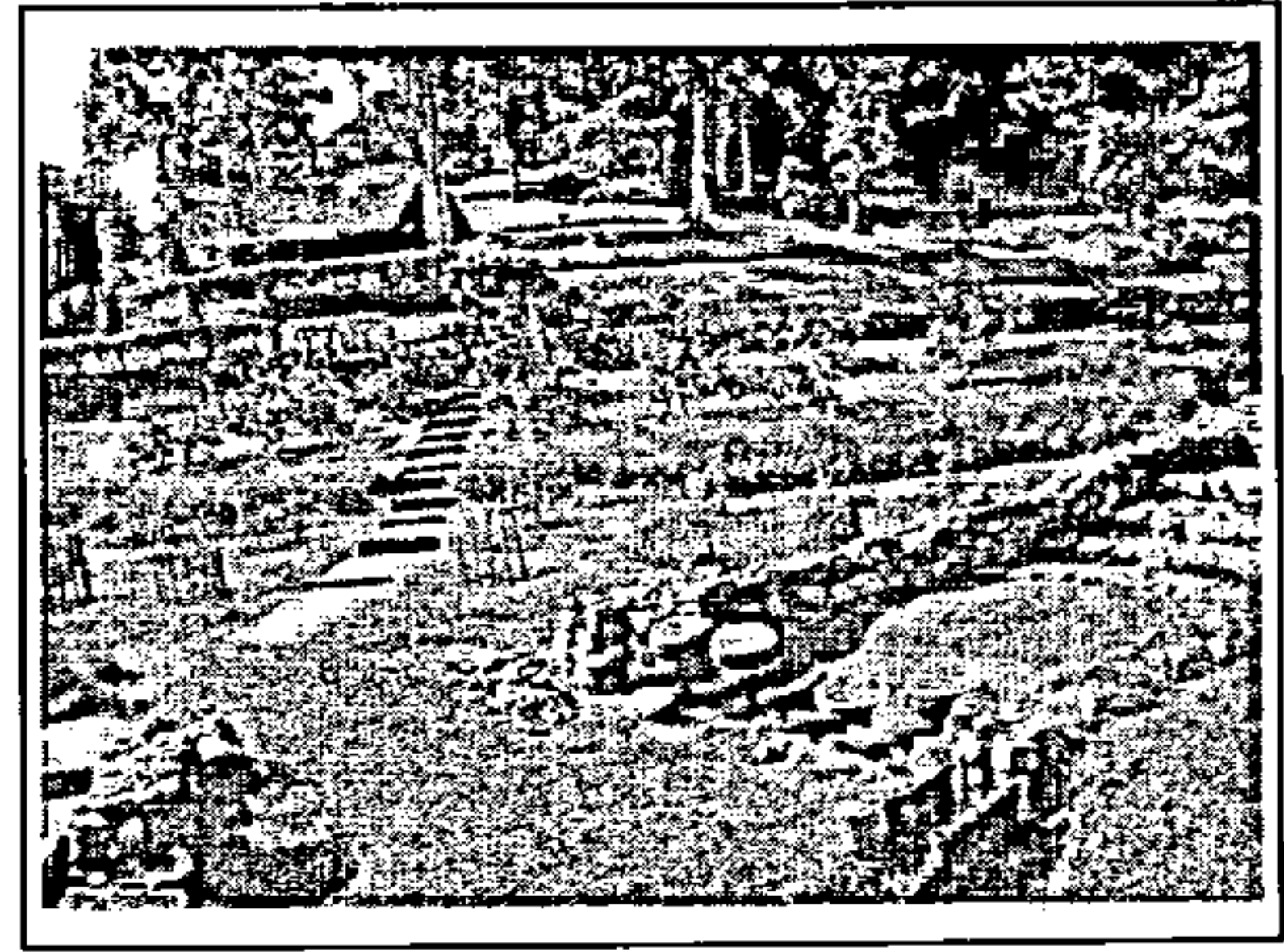
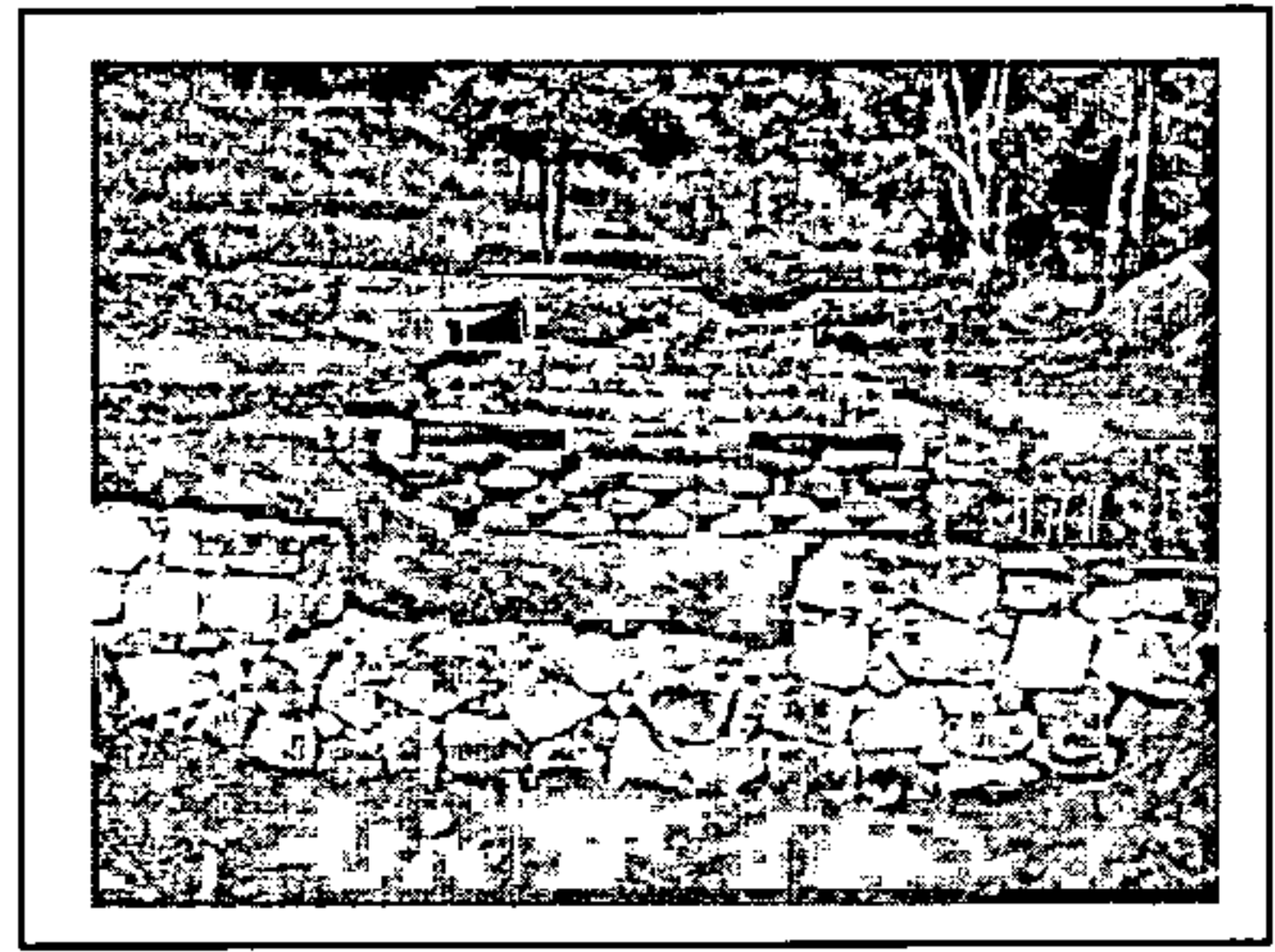
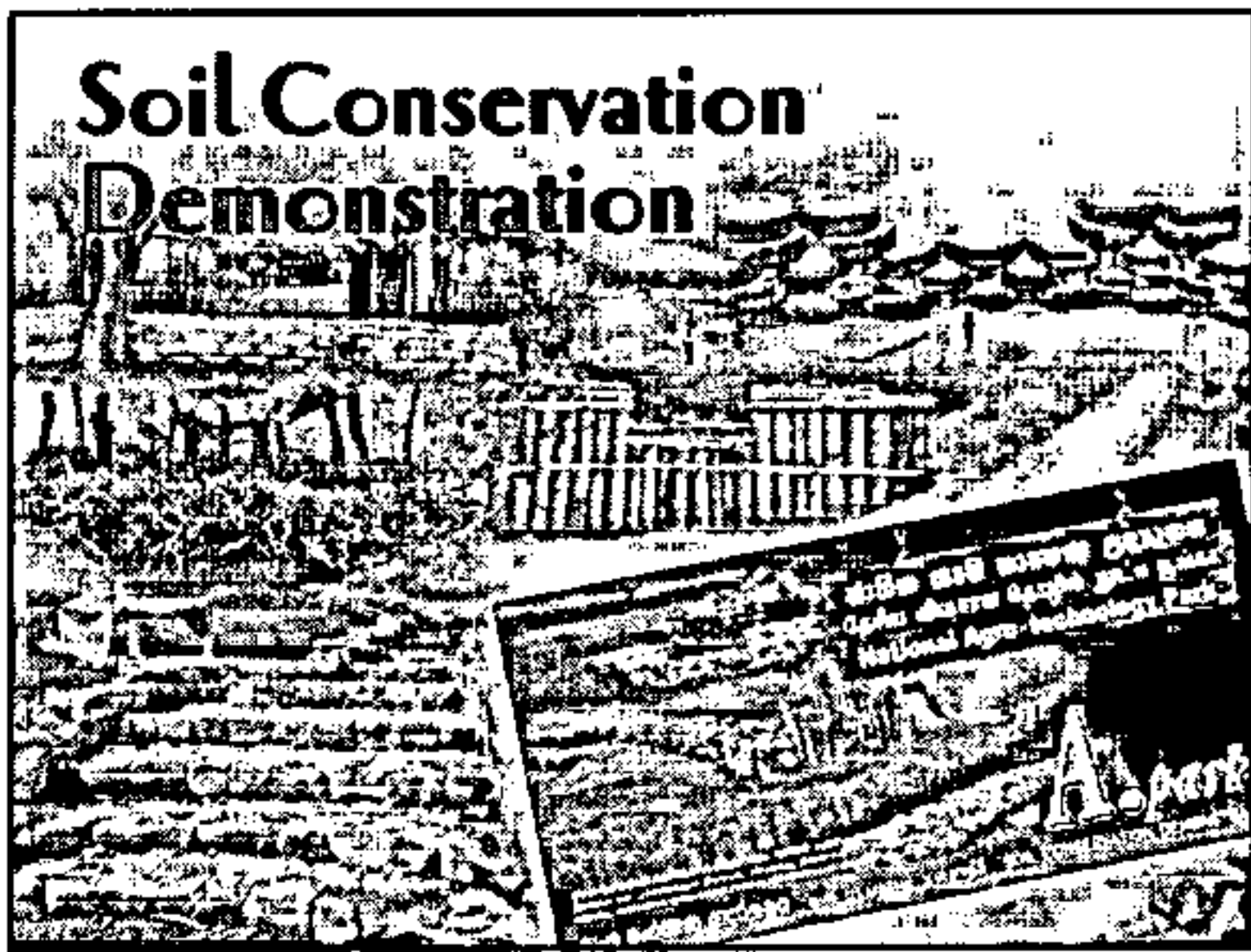
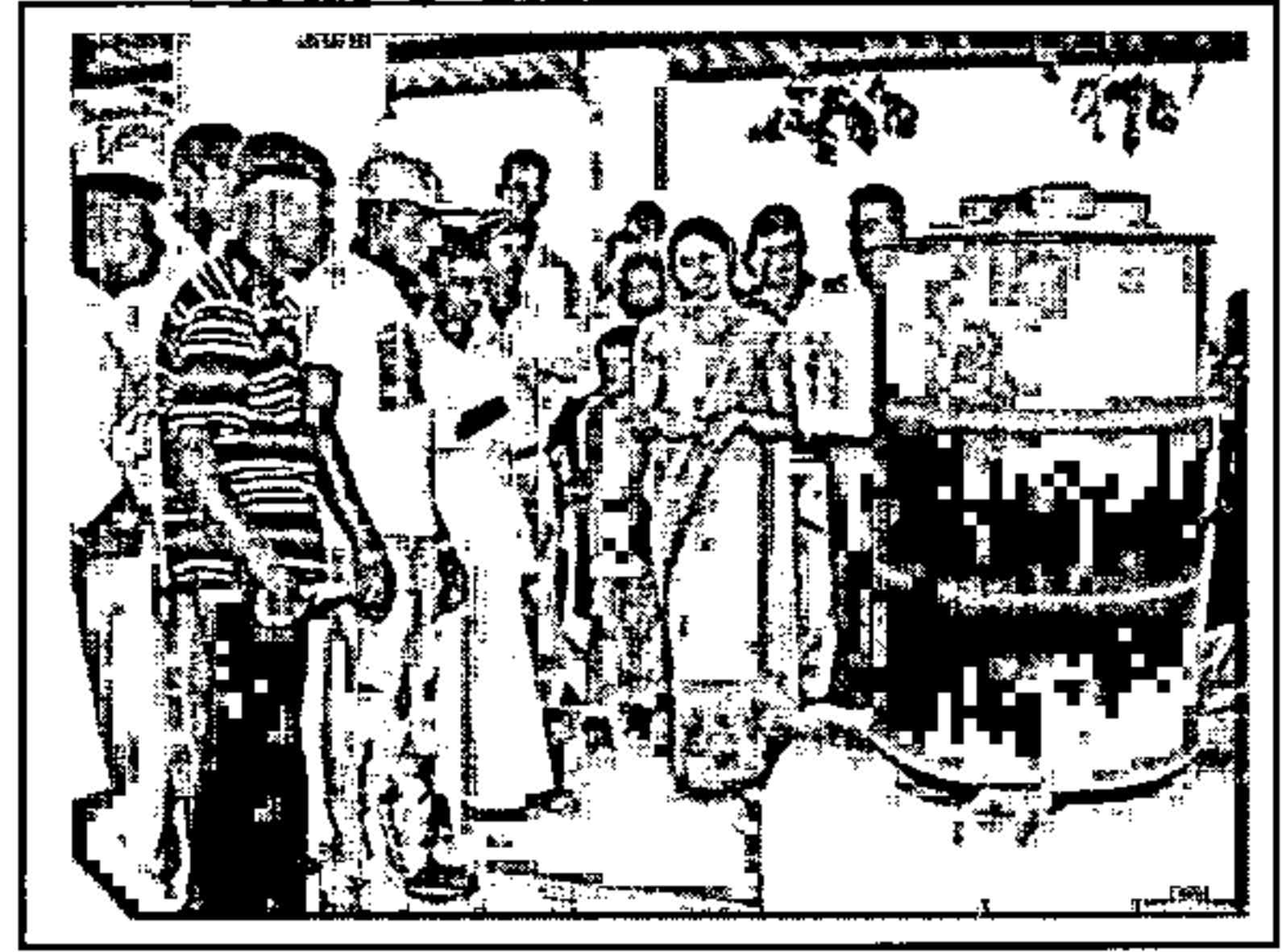
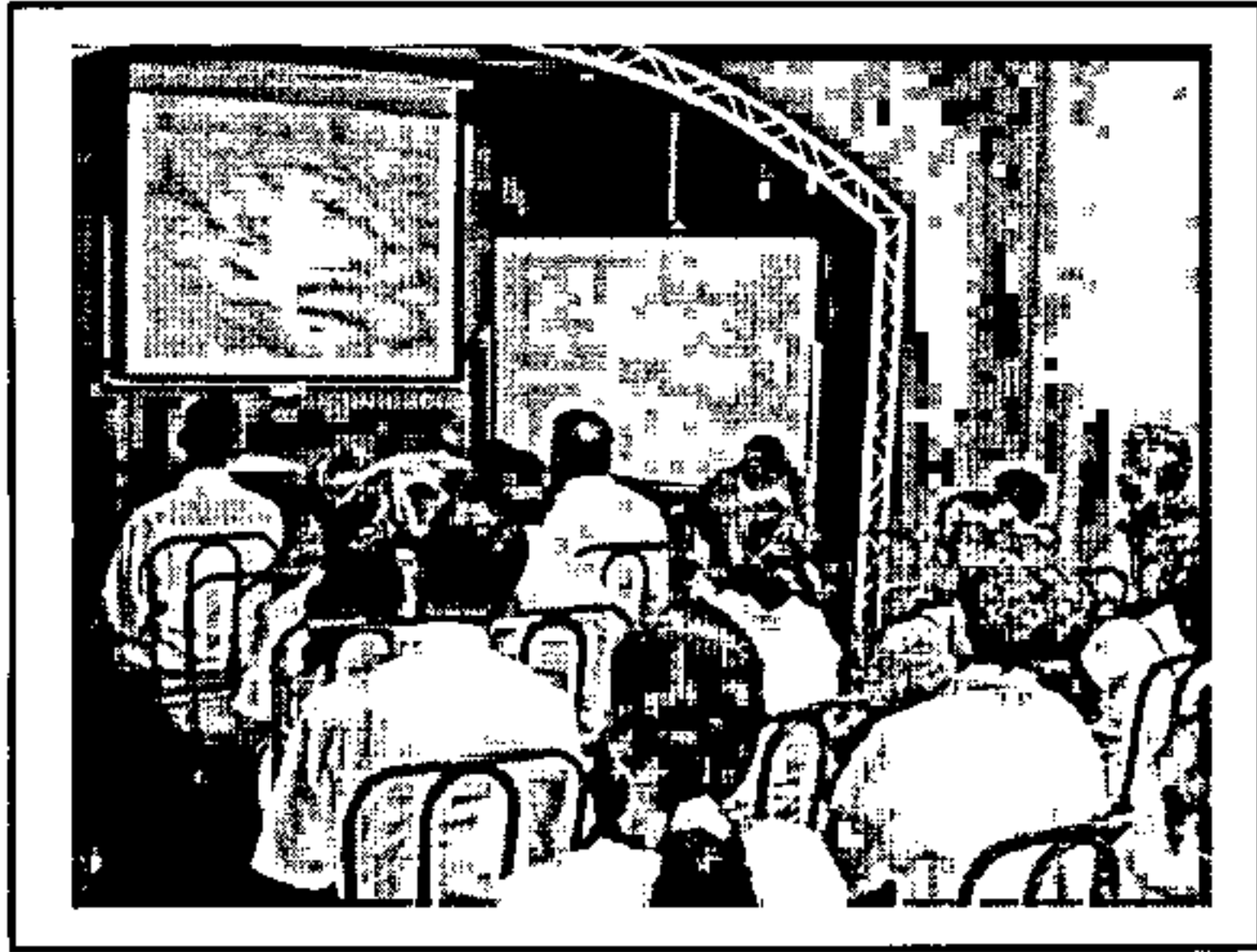
1. To demonstrate the use of modern agricultural technologies in a protected environment.
2. To improve the productivity and efficiency of agricultural production.
3. To reduce the risk of crop loss due to pests, diseases, and weather conditions.
4. To provide a controlled environment for crop growth and development.
5. To demonstrate the potential of protected agriculture in tropical regions.

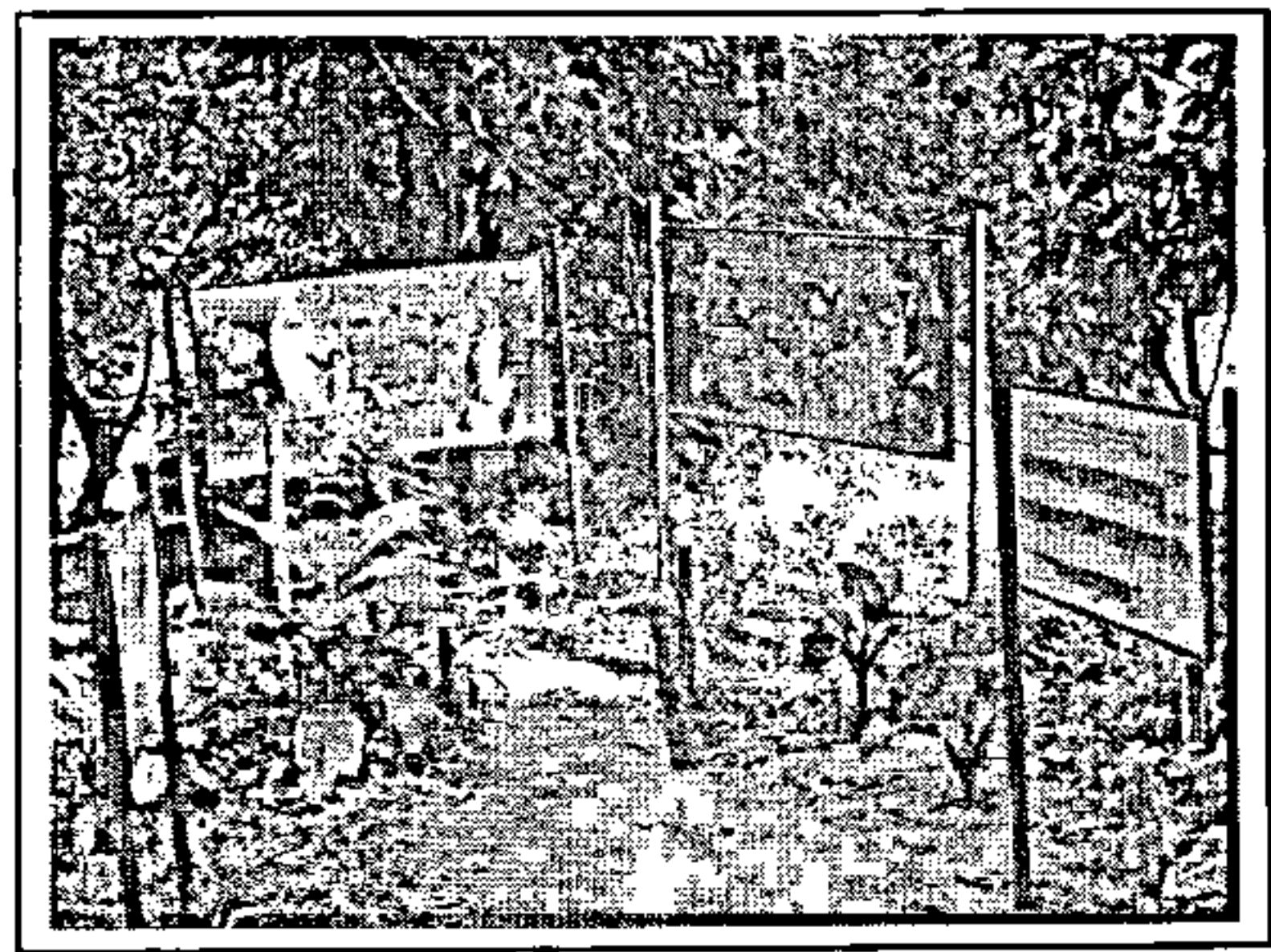
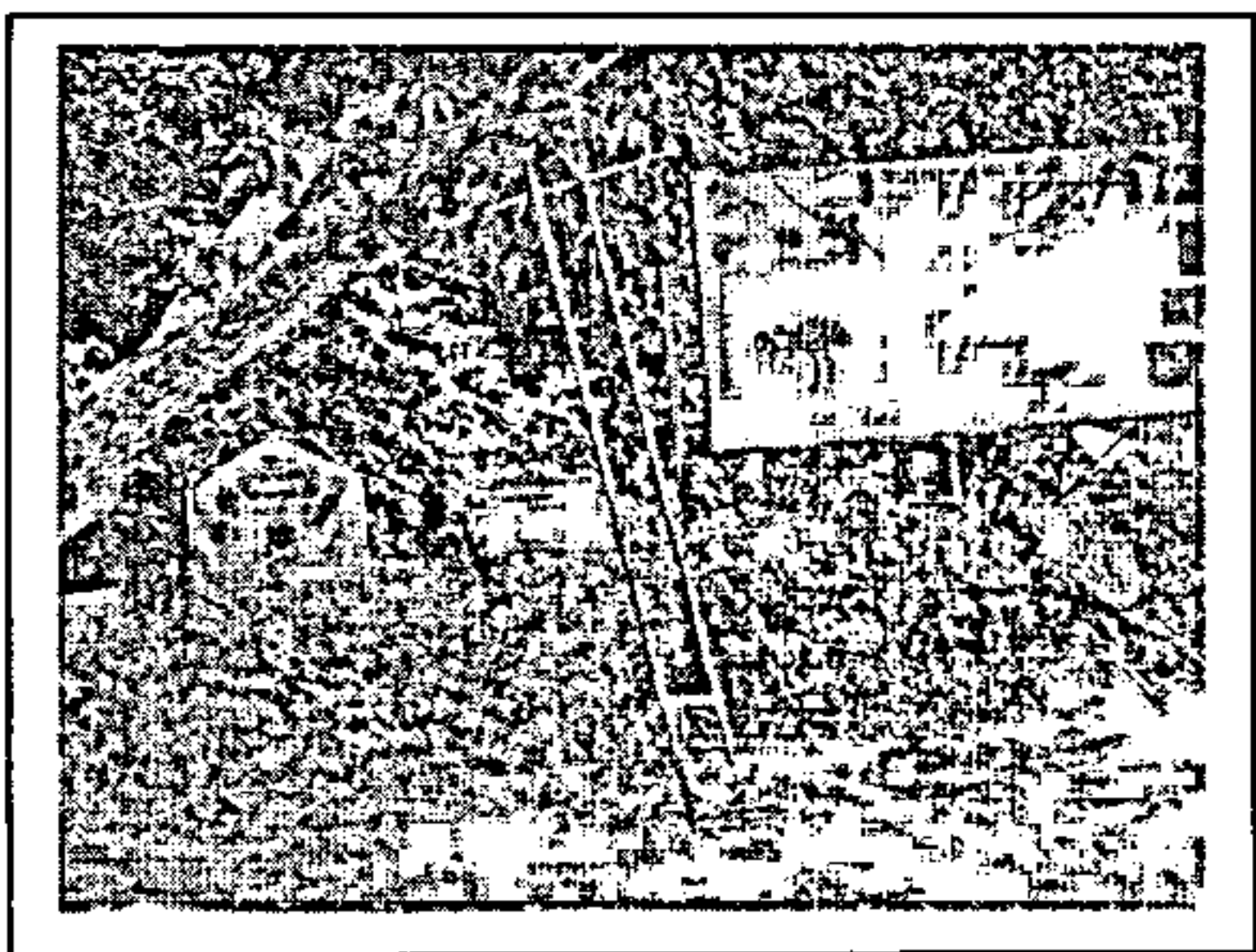


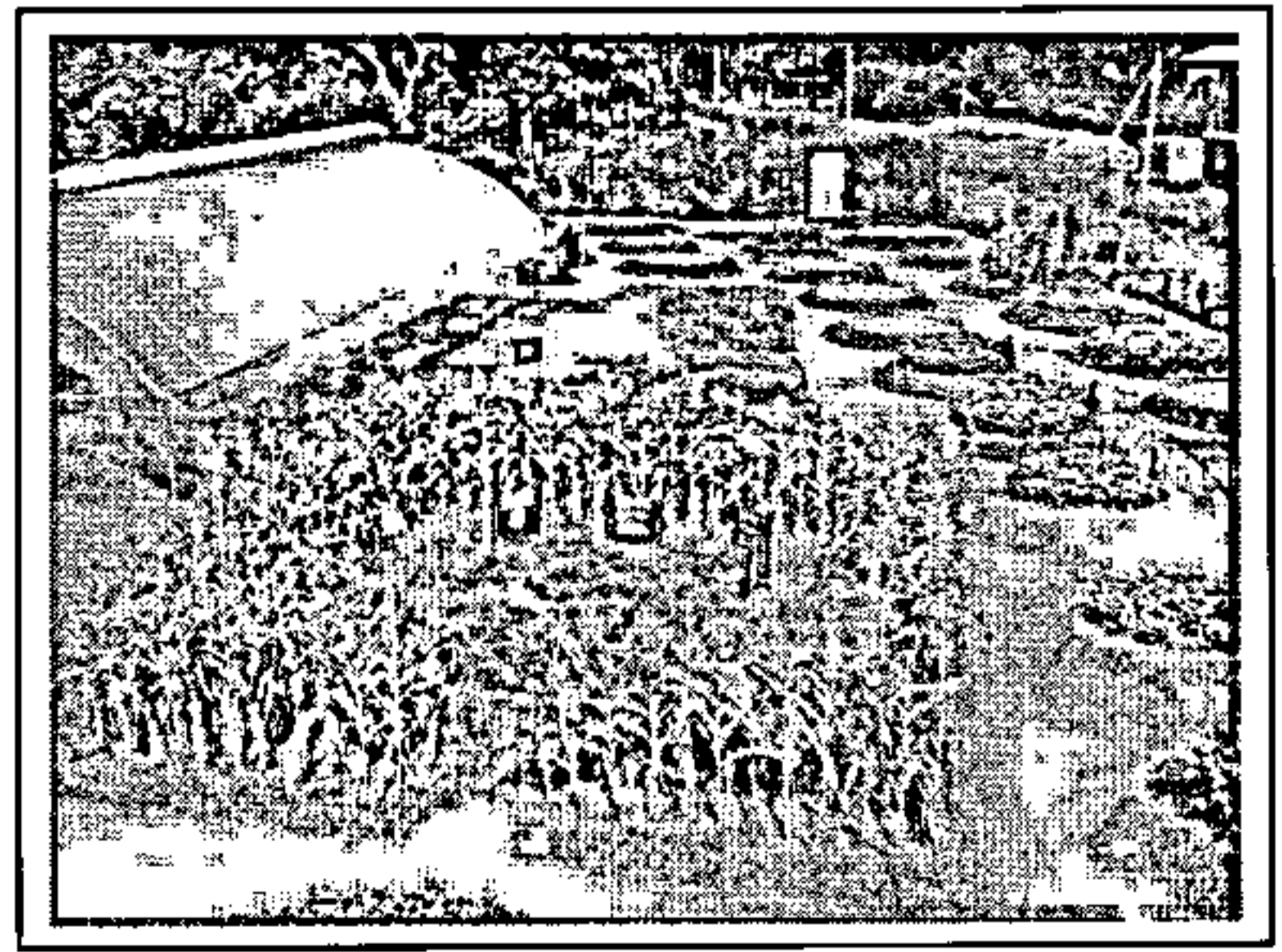
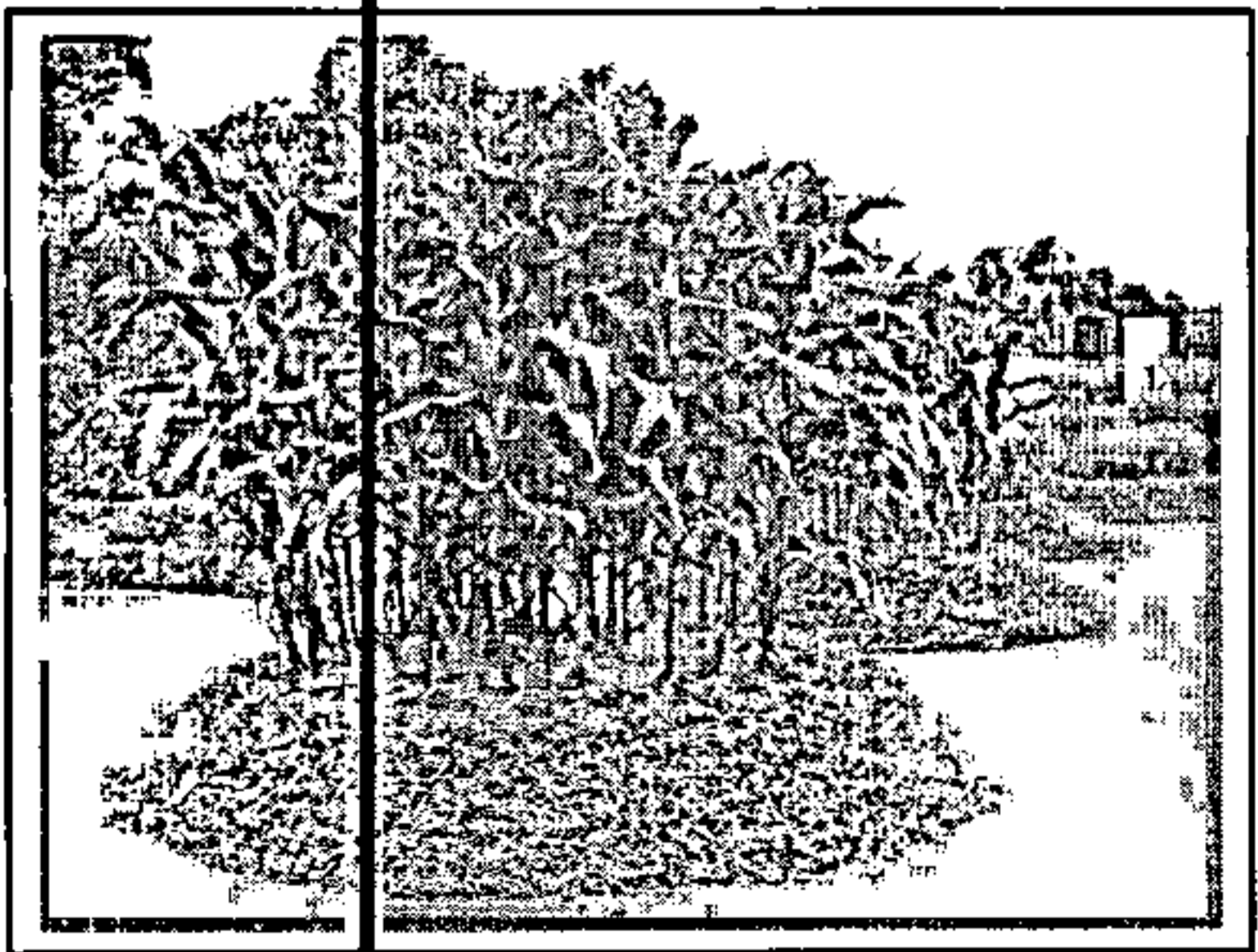
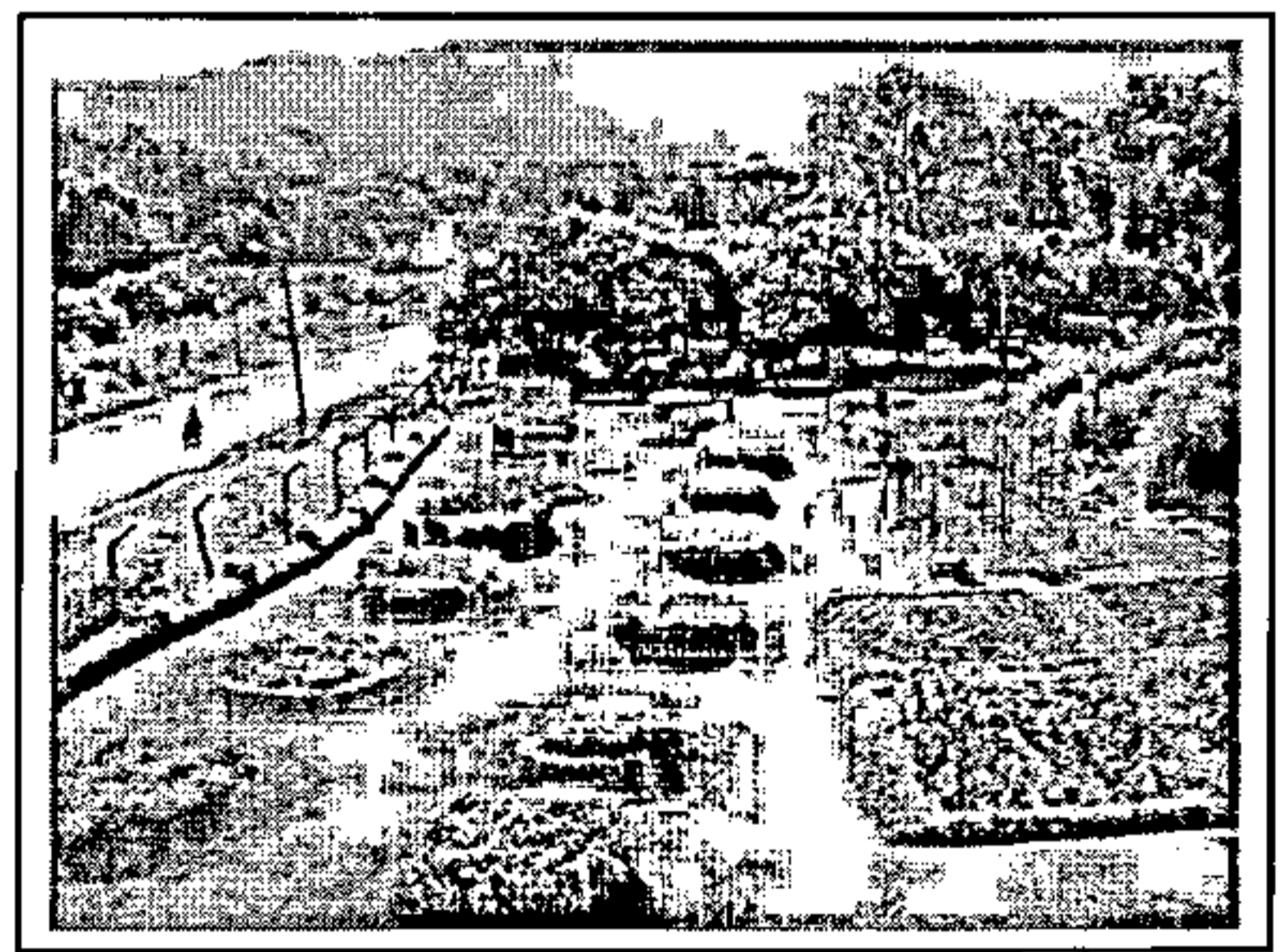
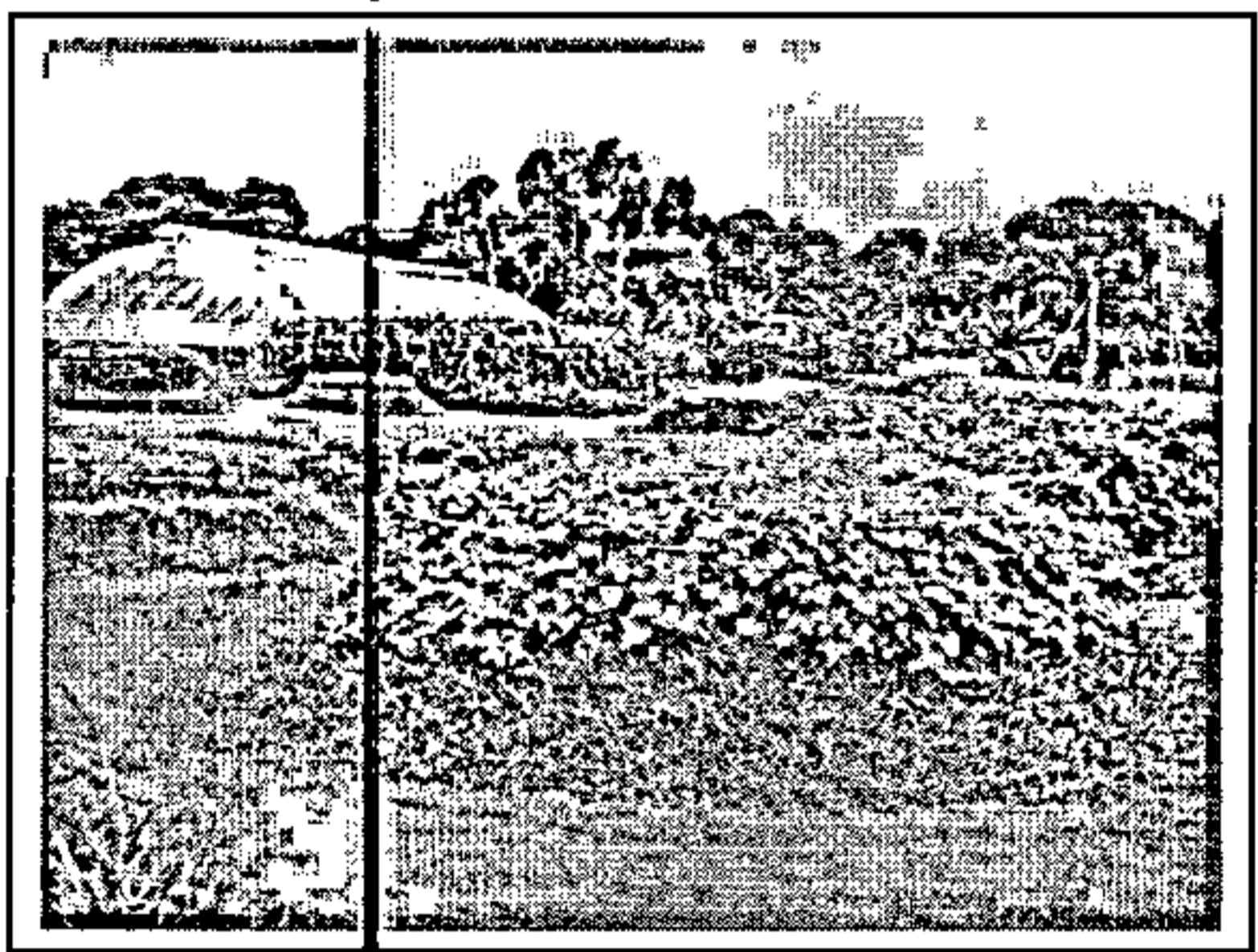
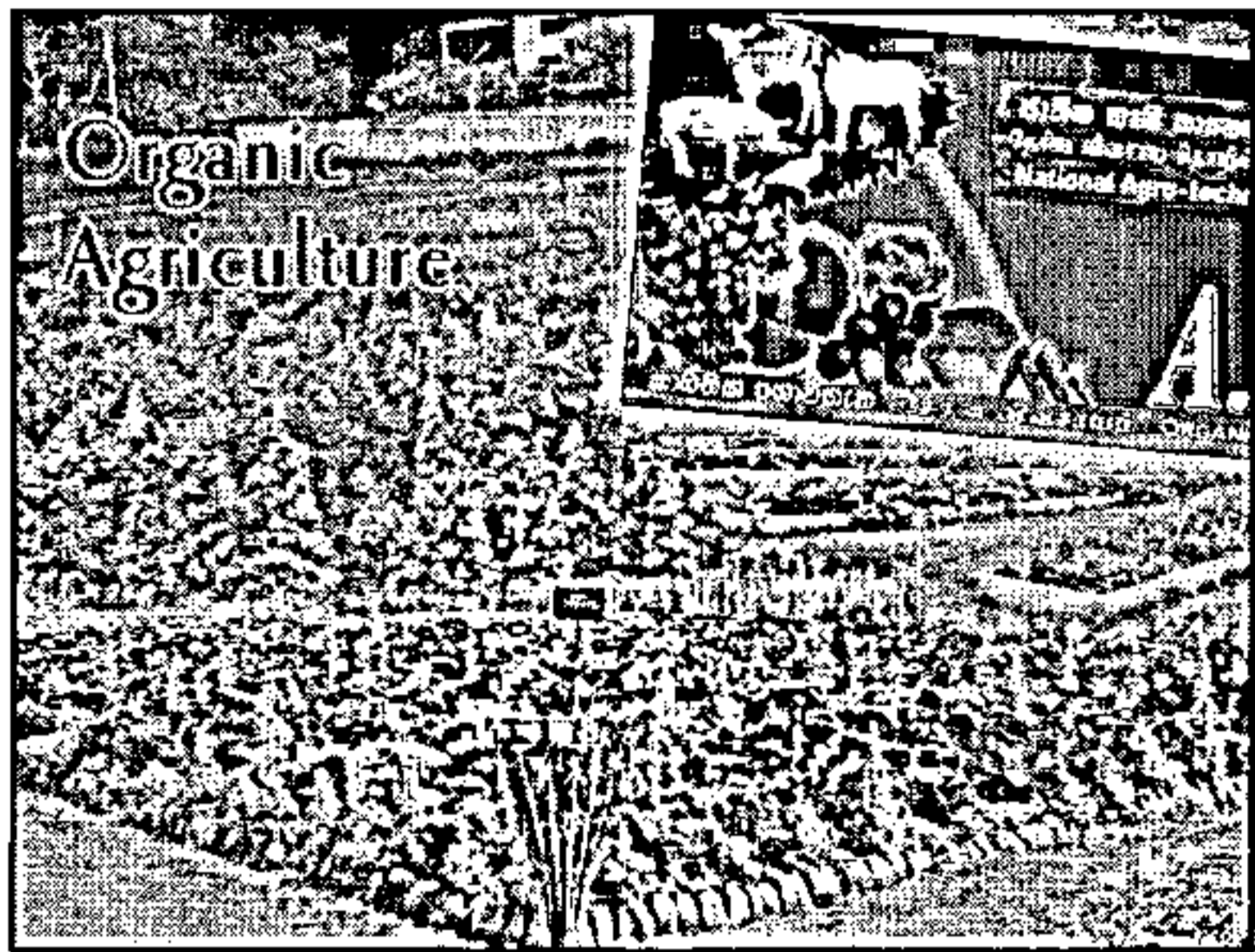


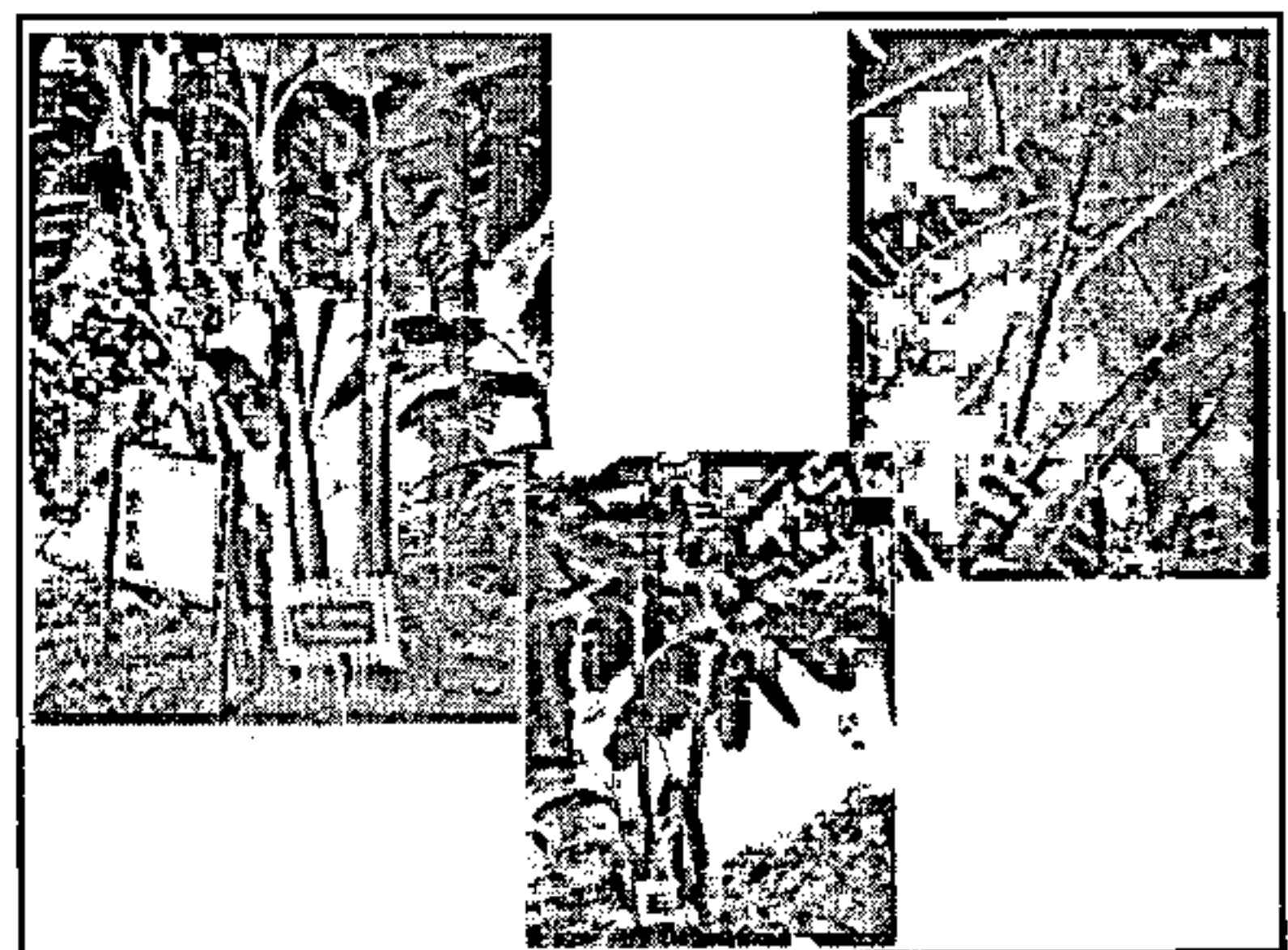
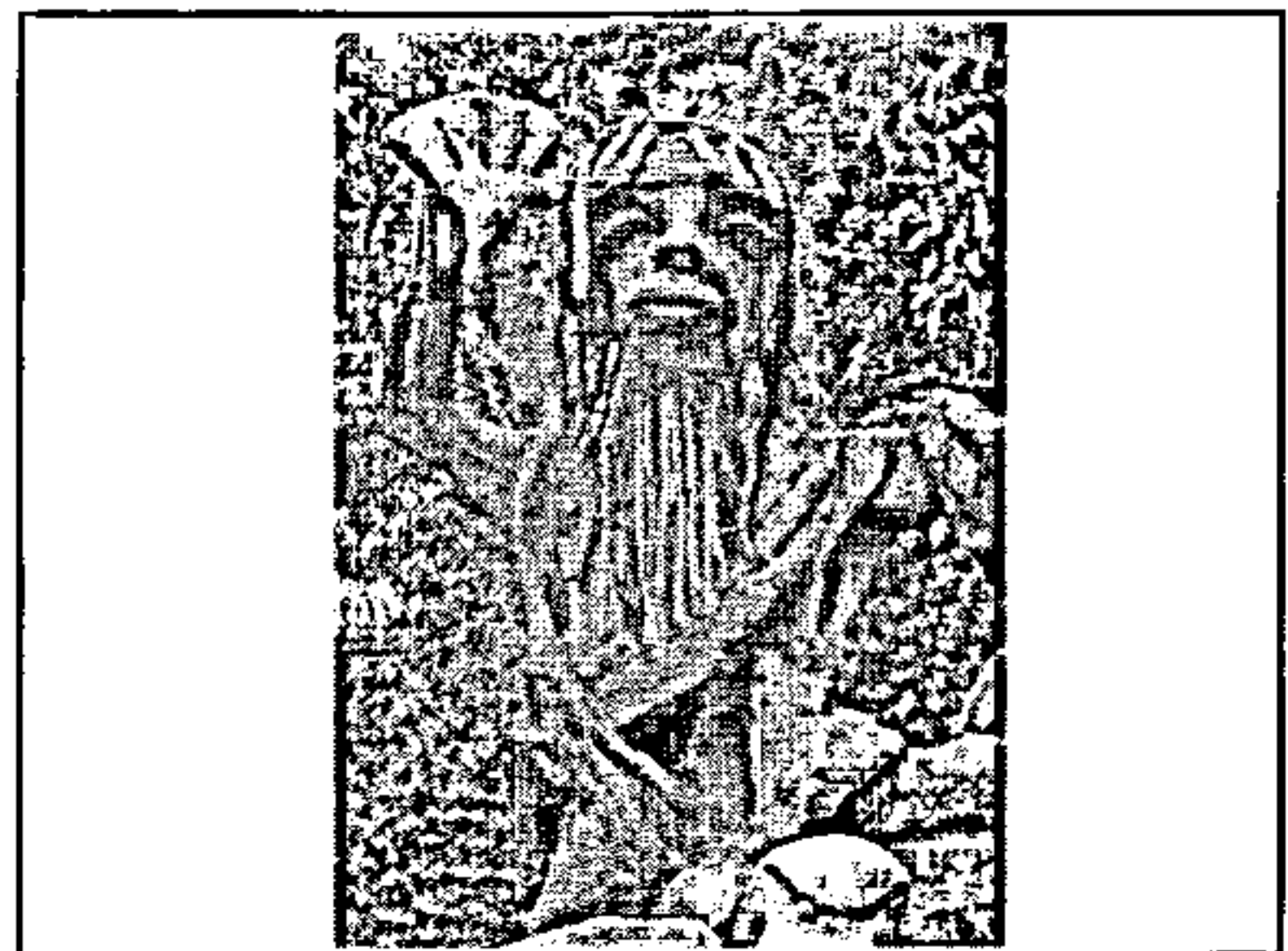
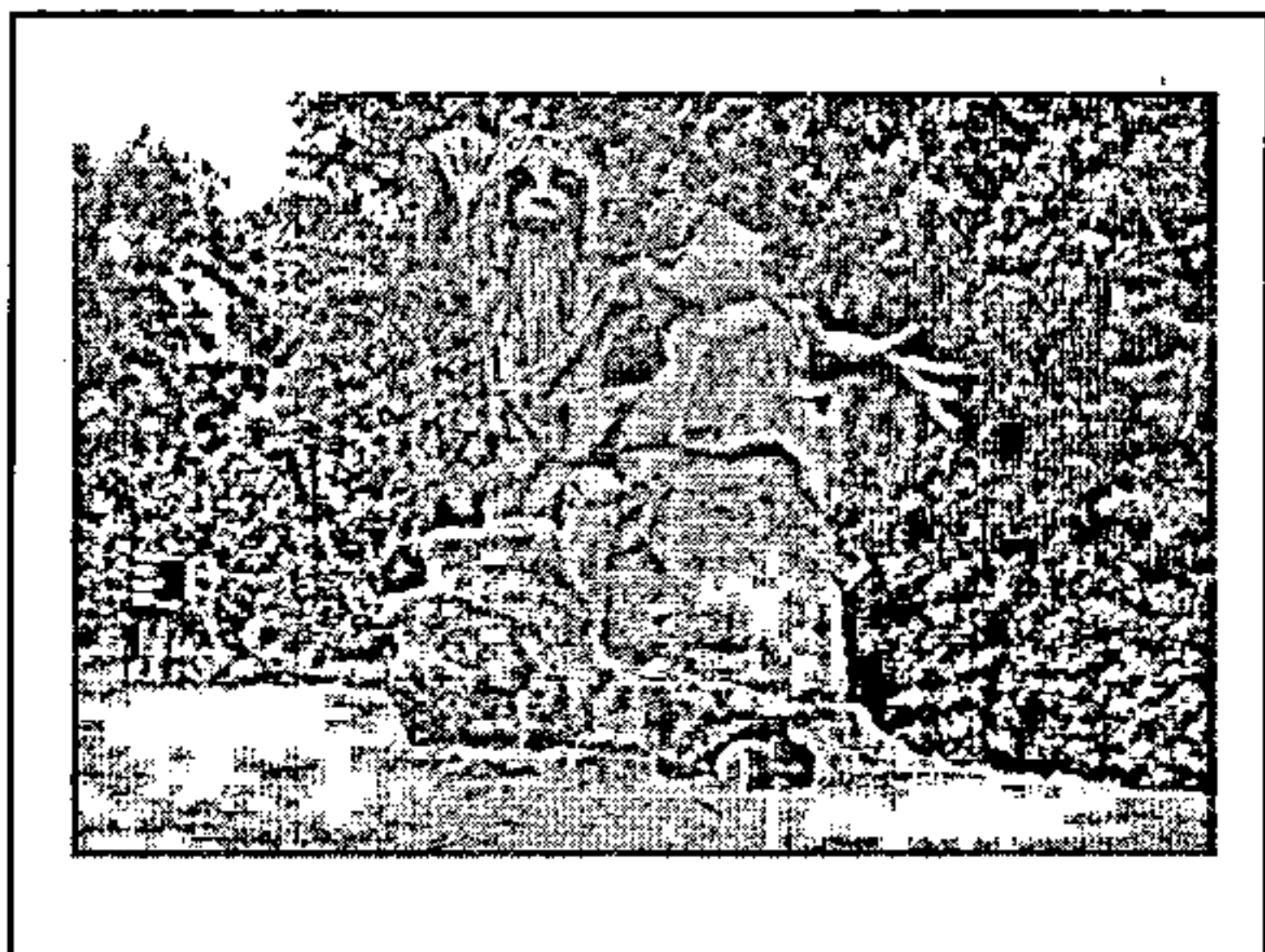
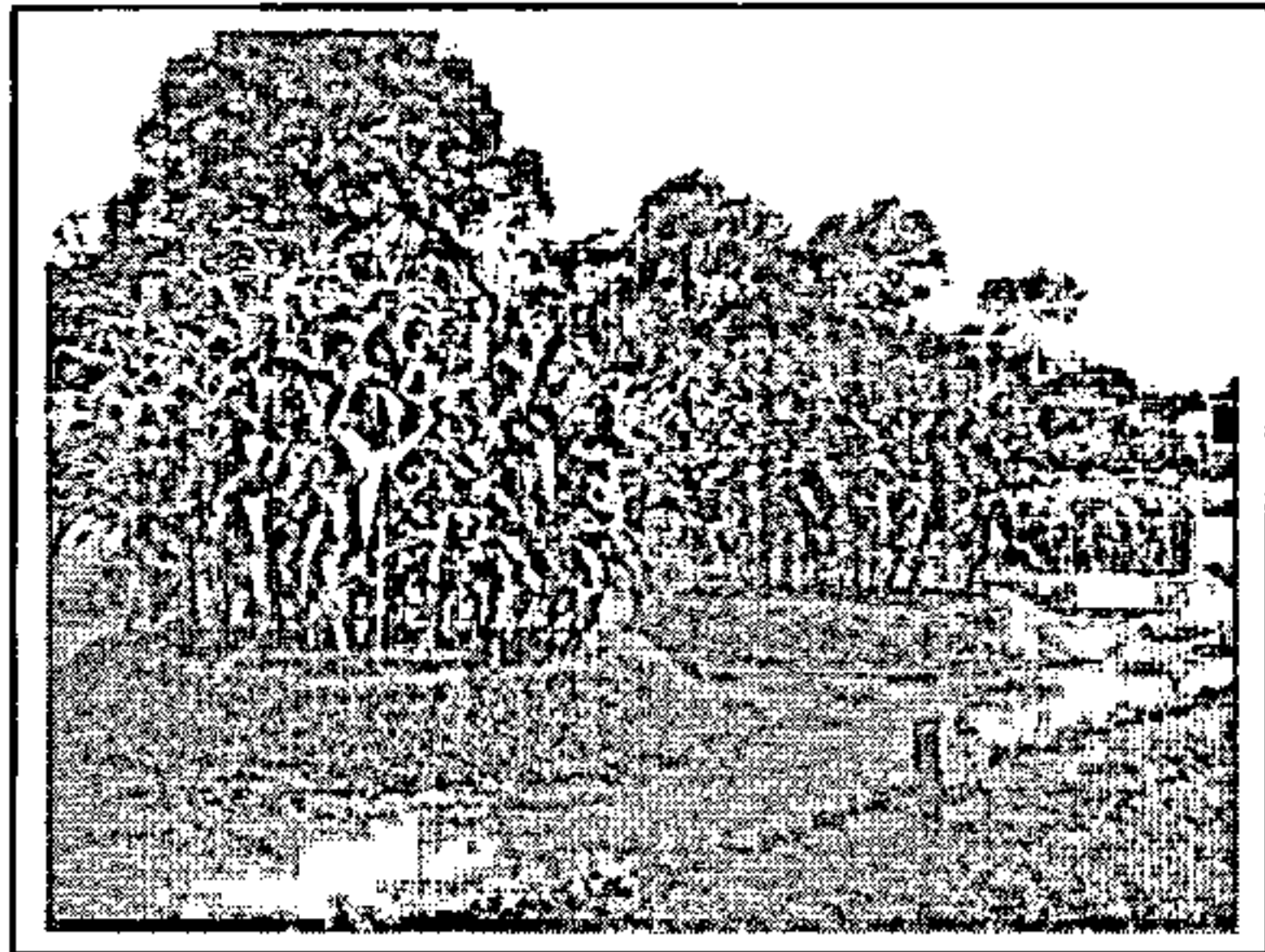


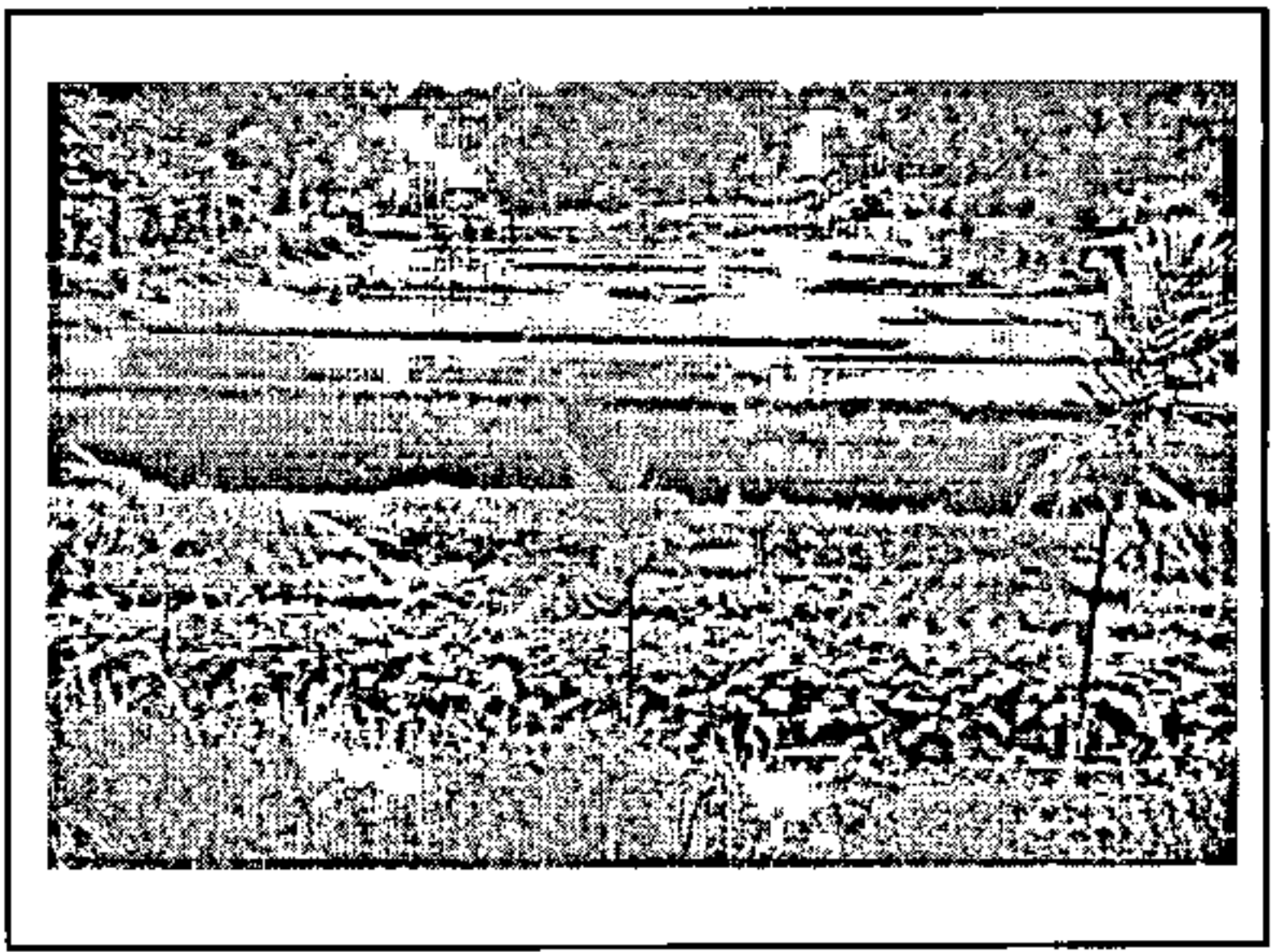
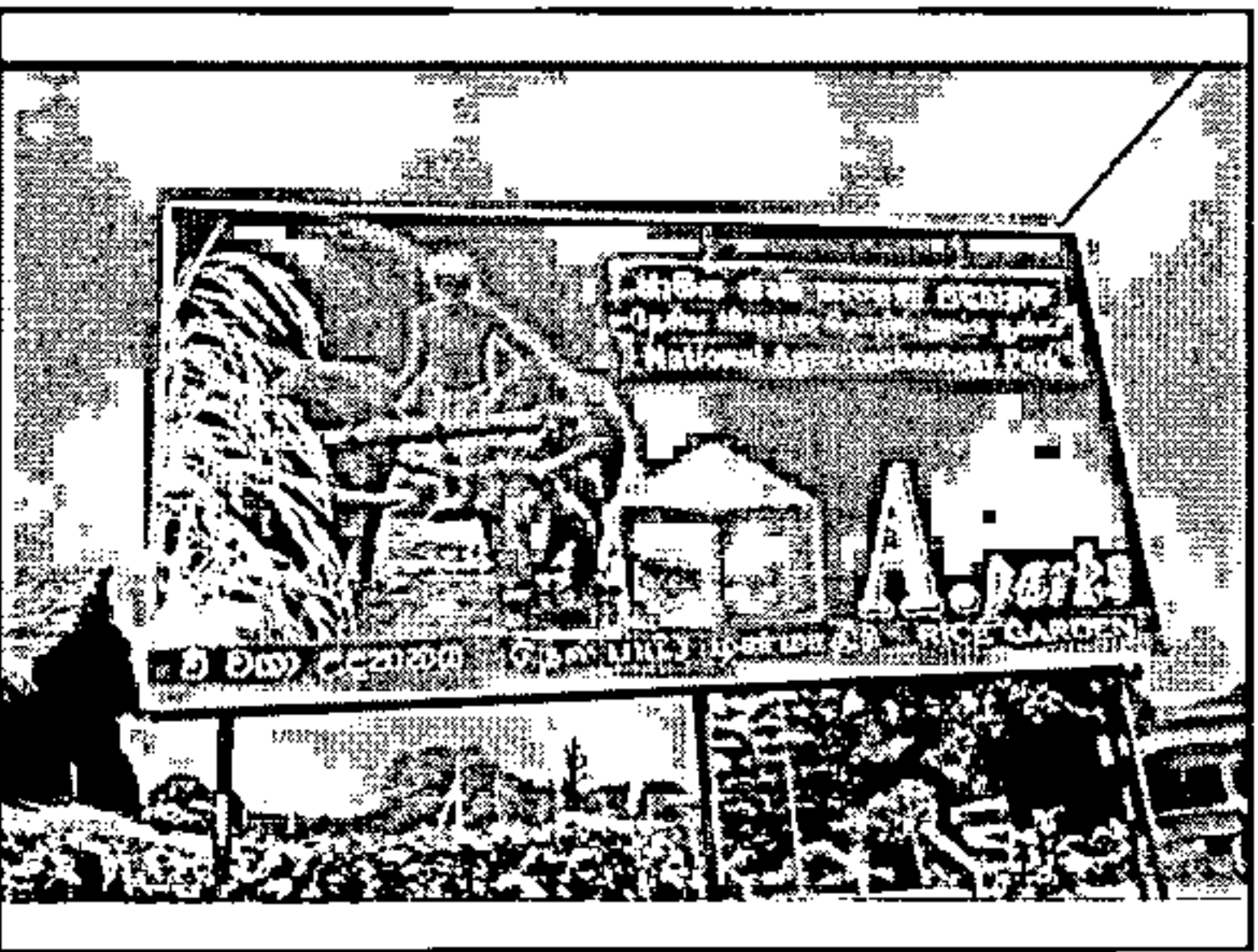
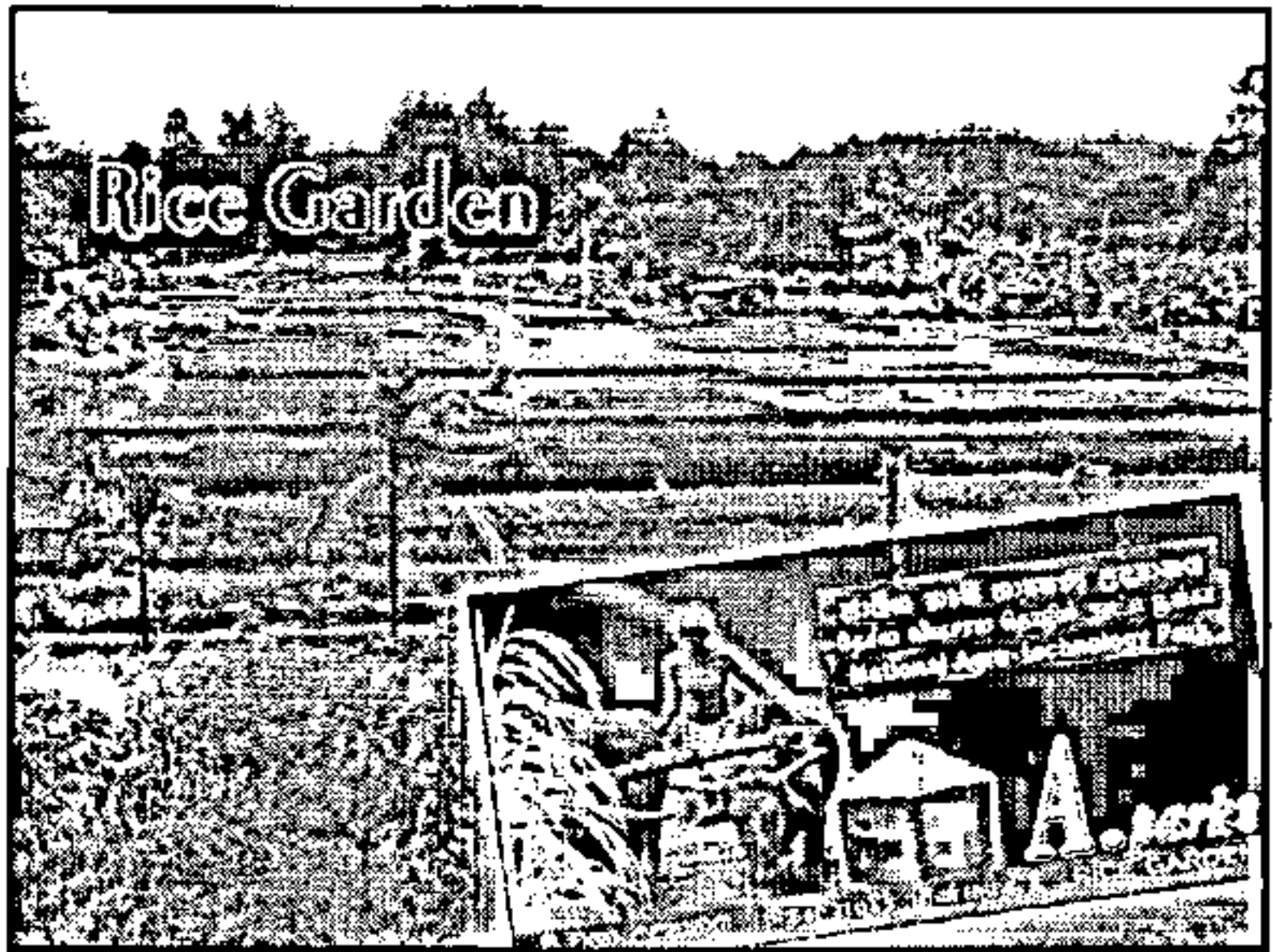
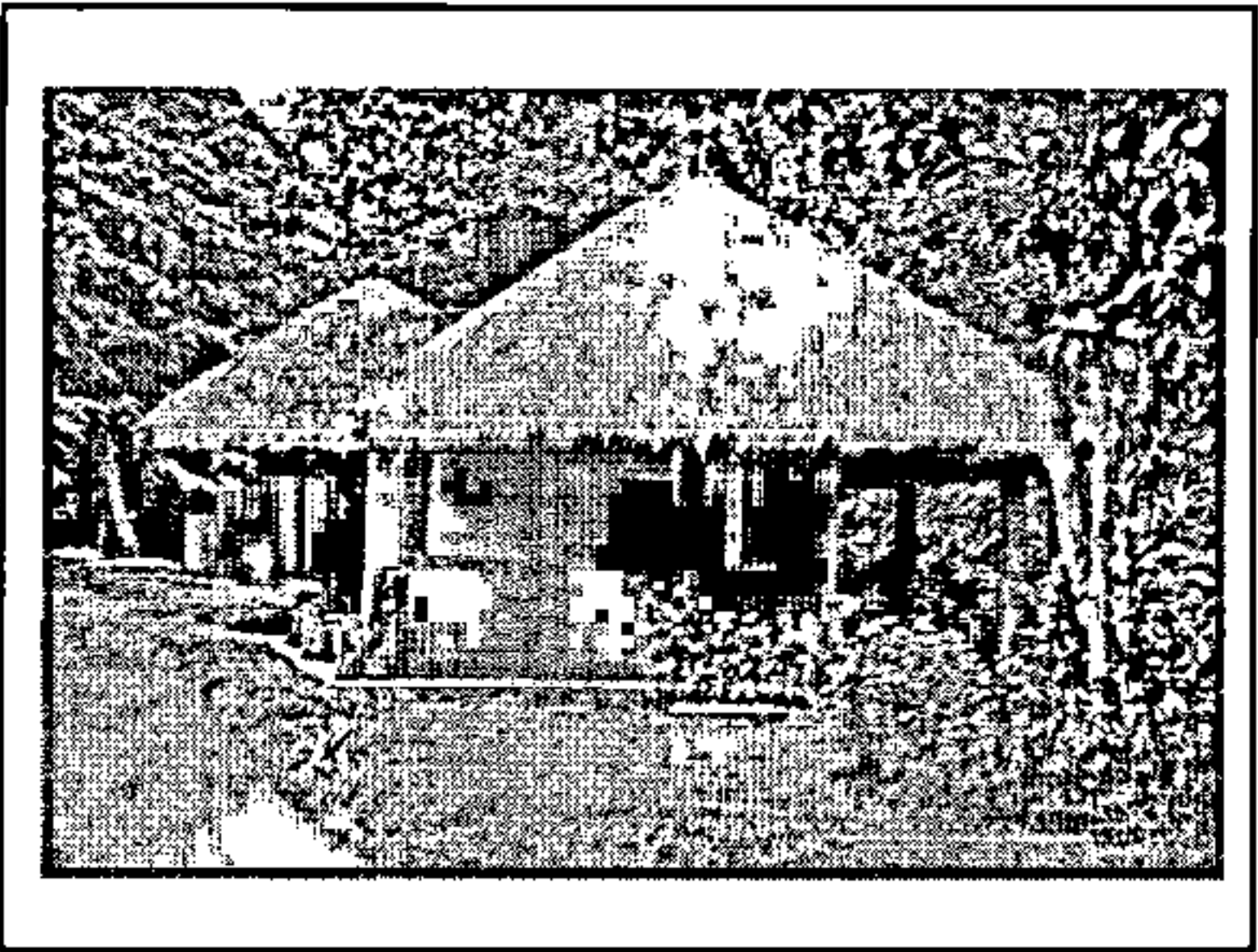
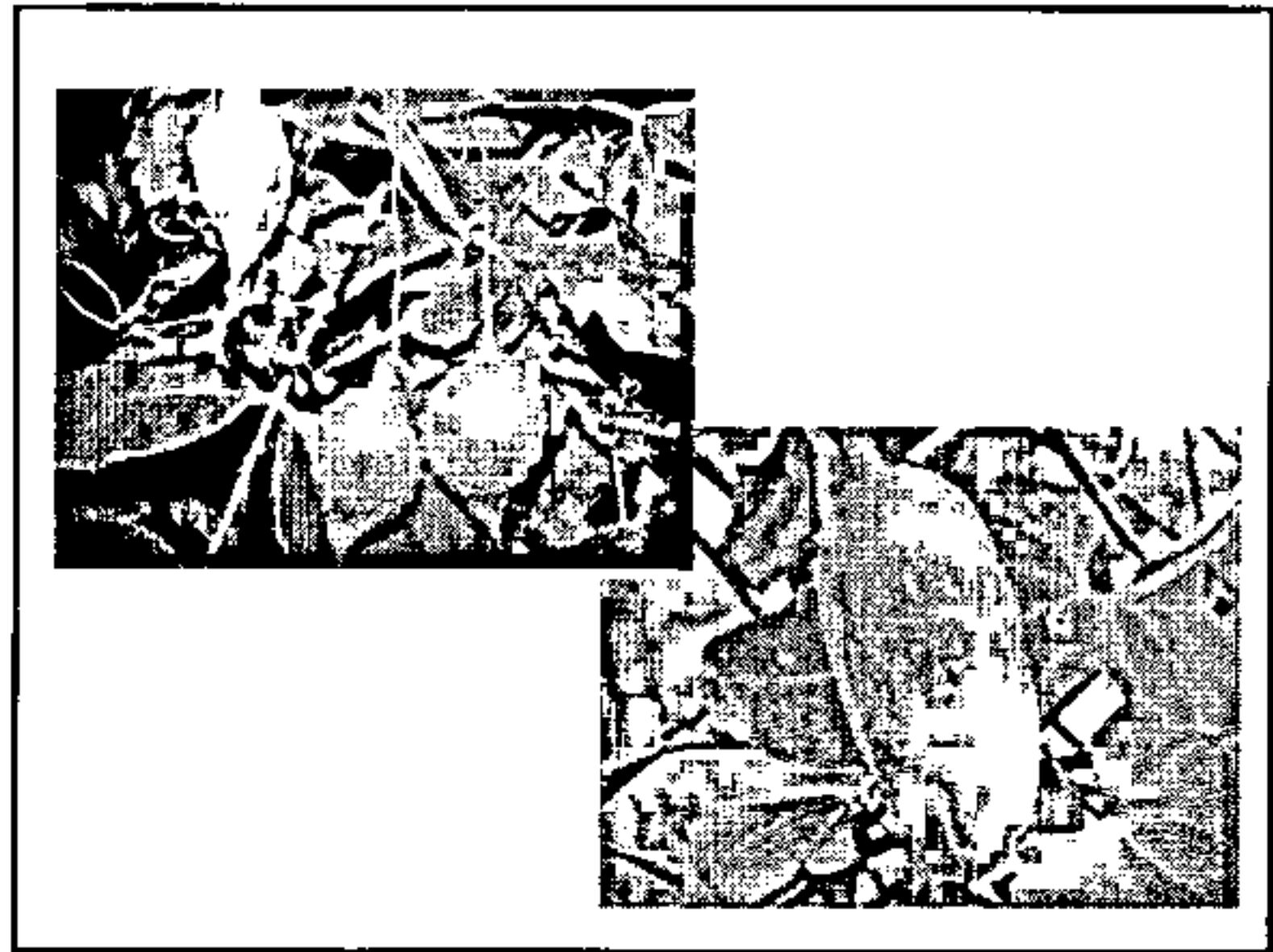
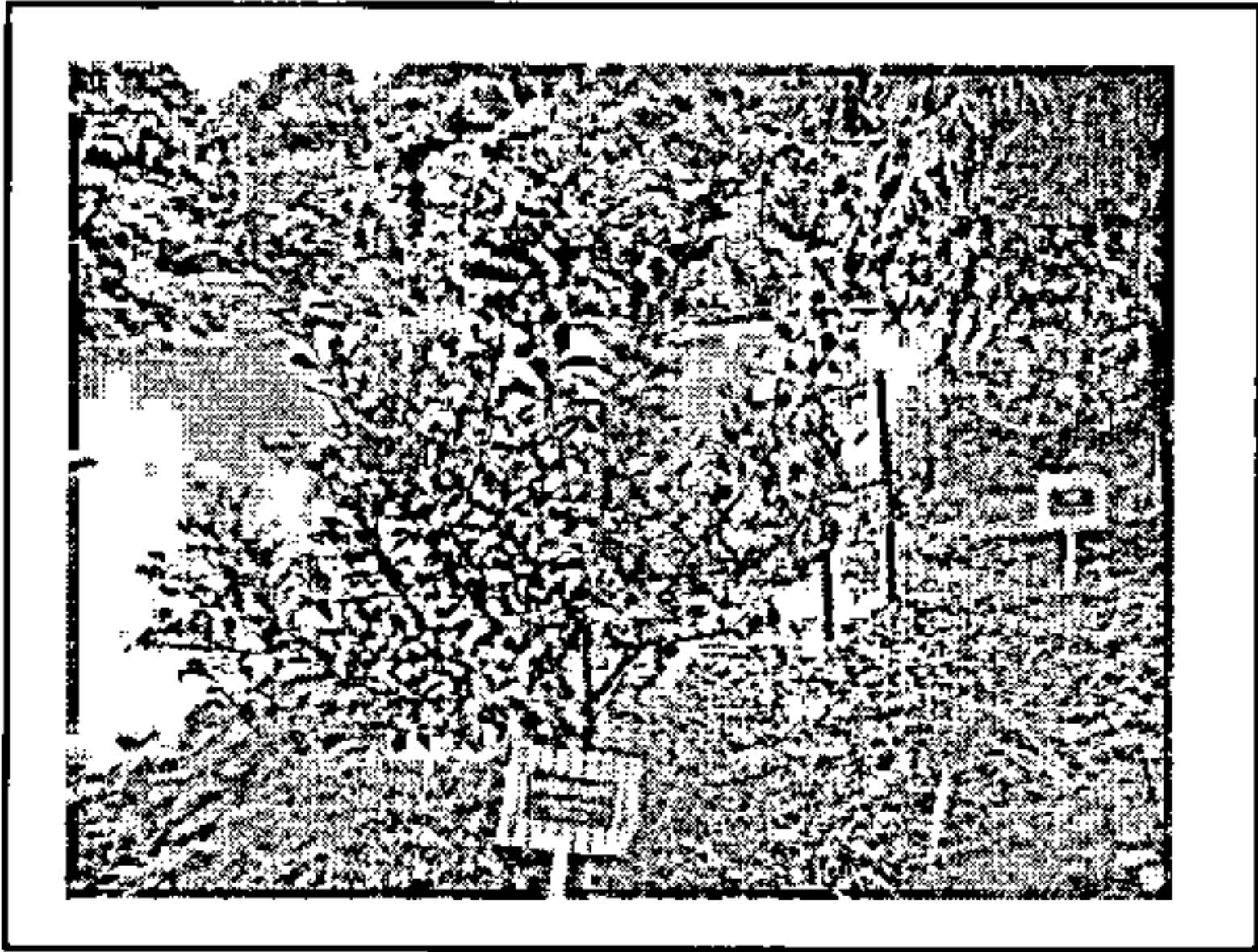


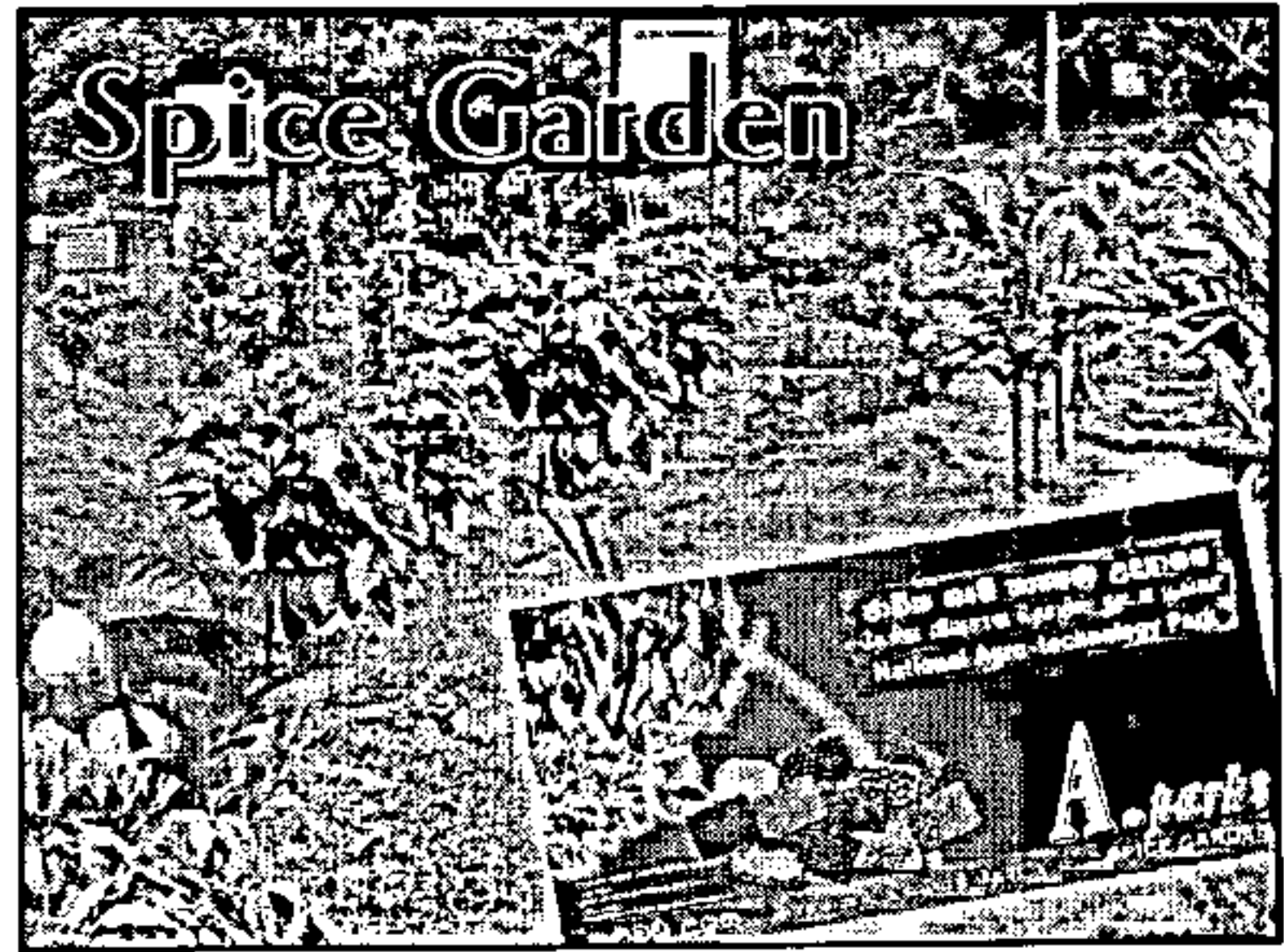
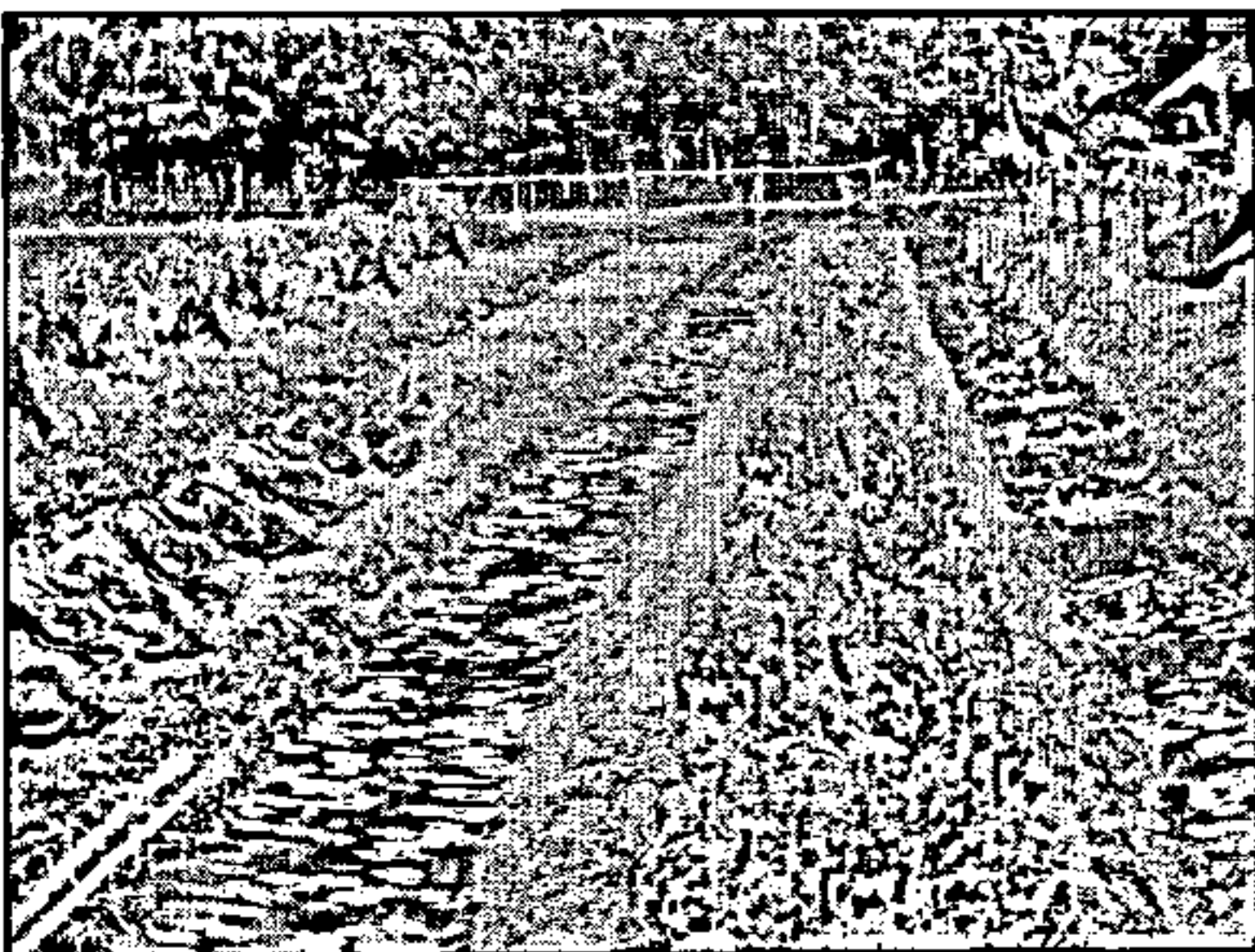
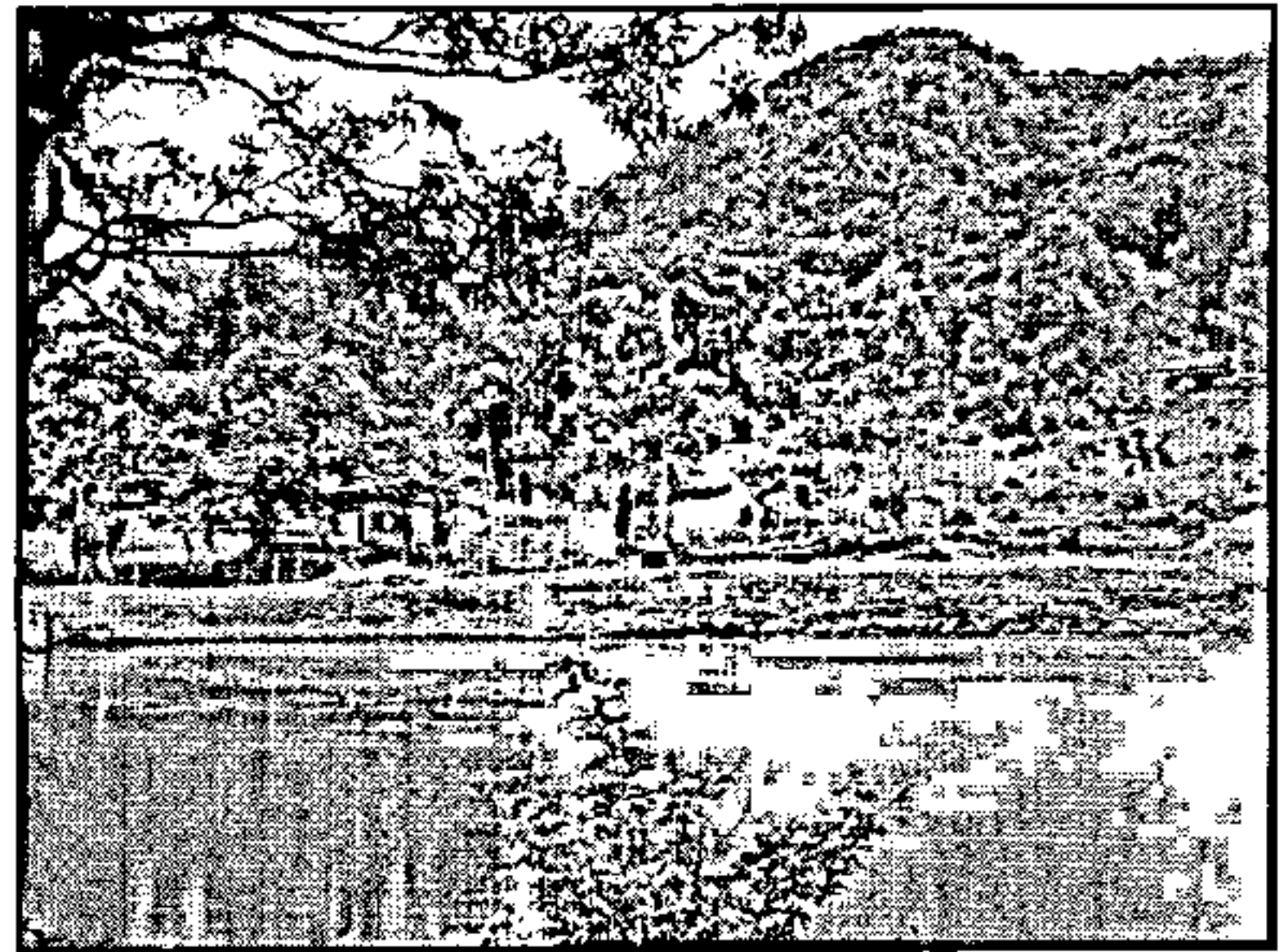
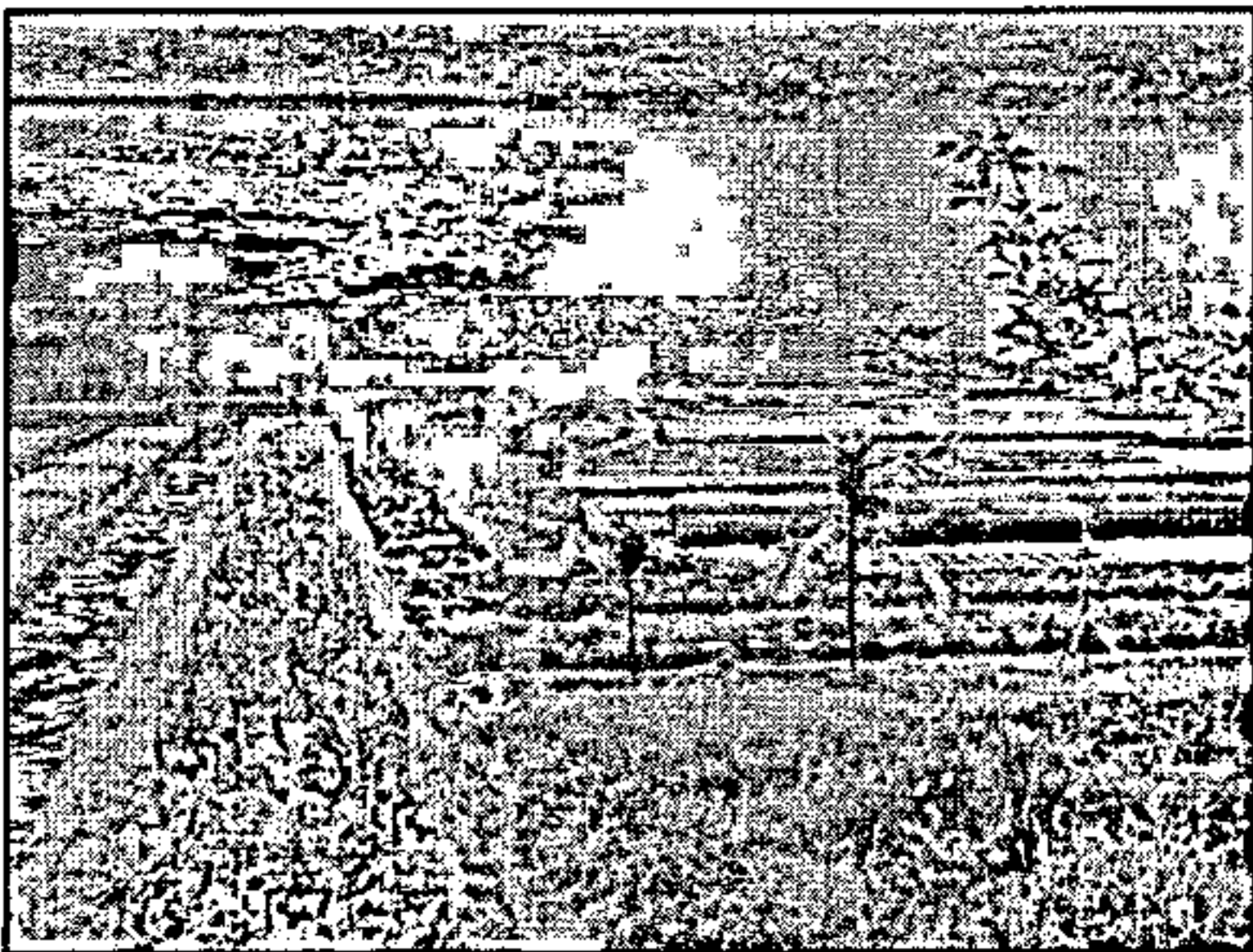
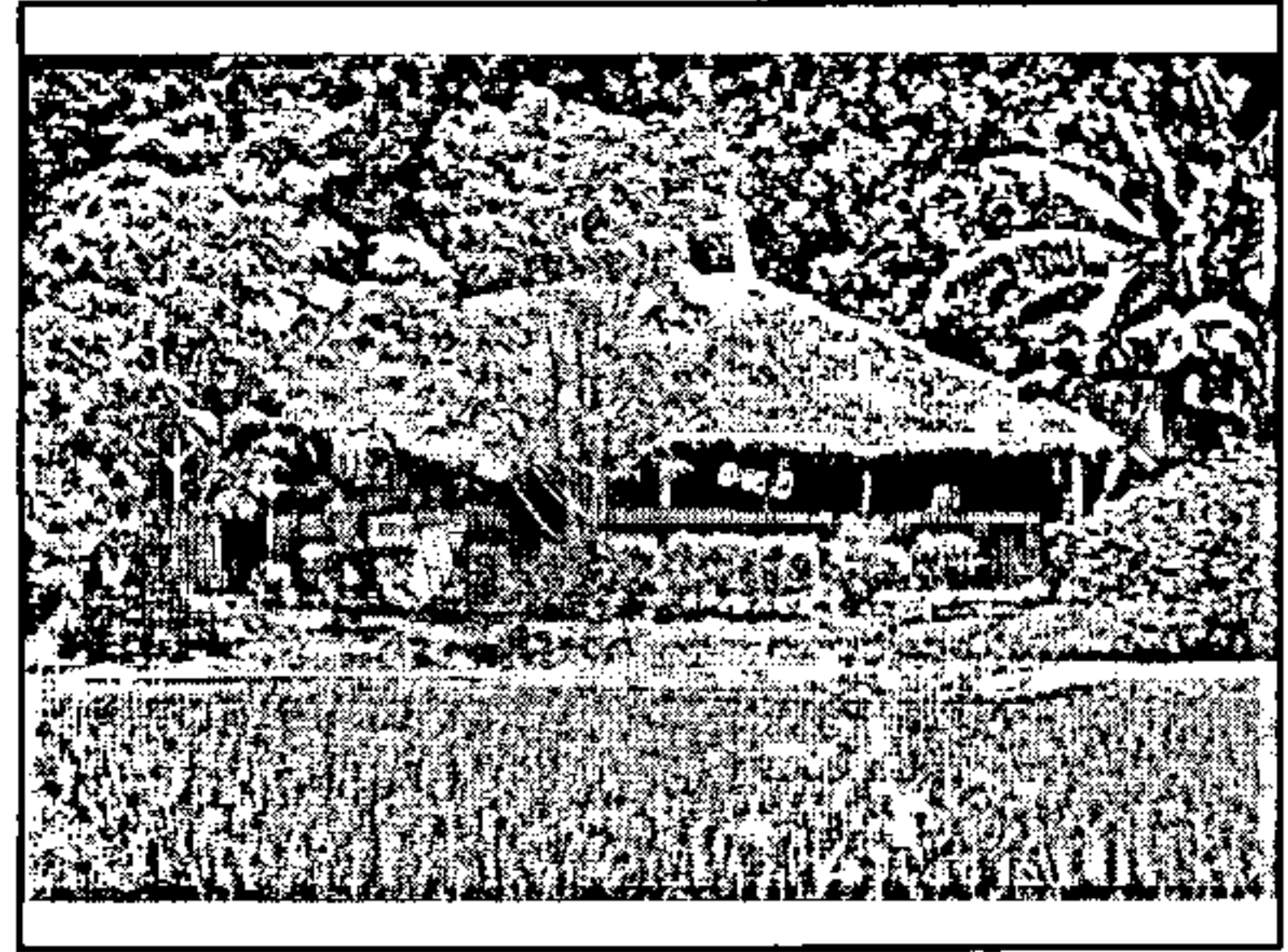
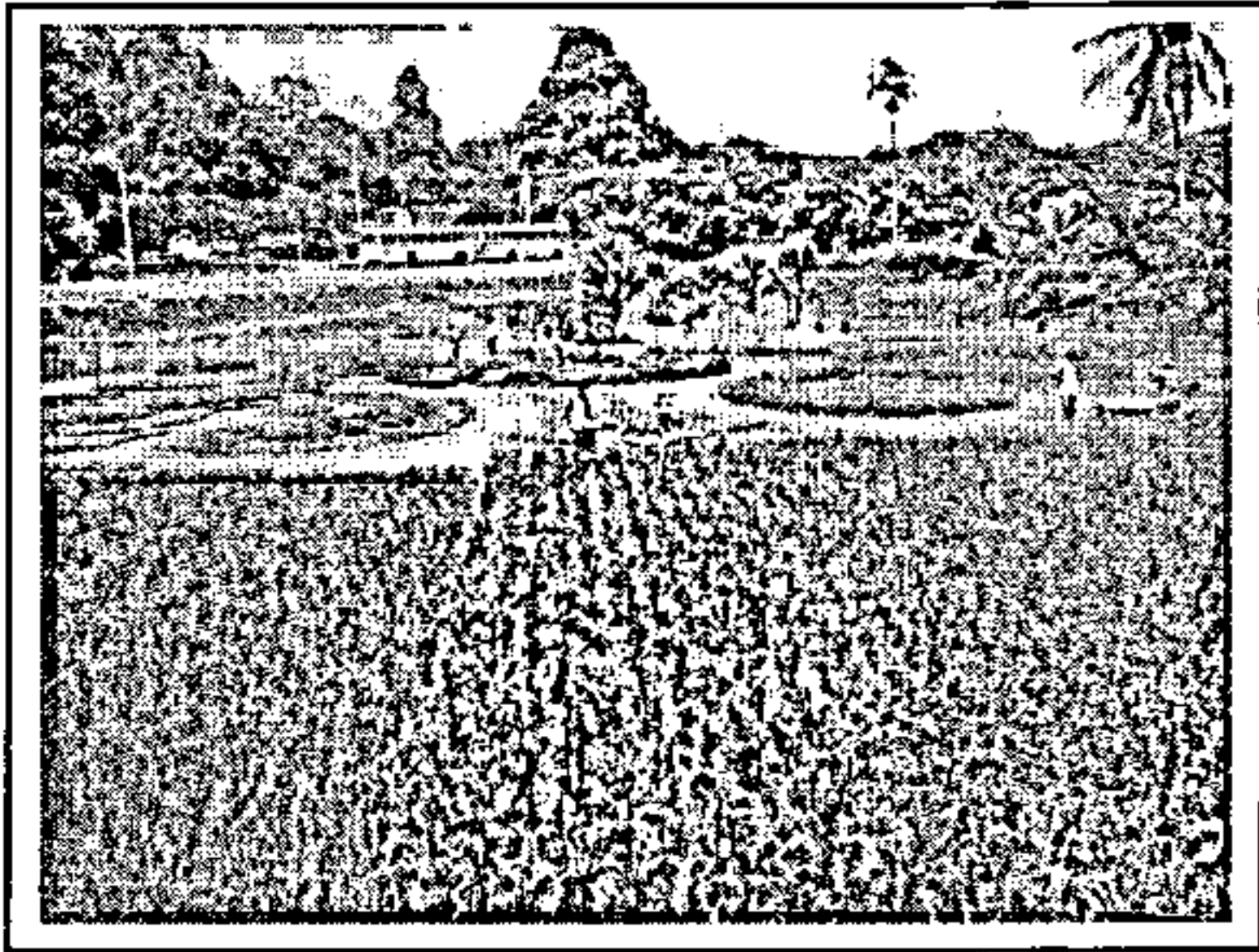


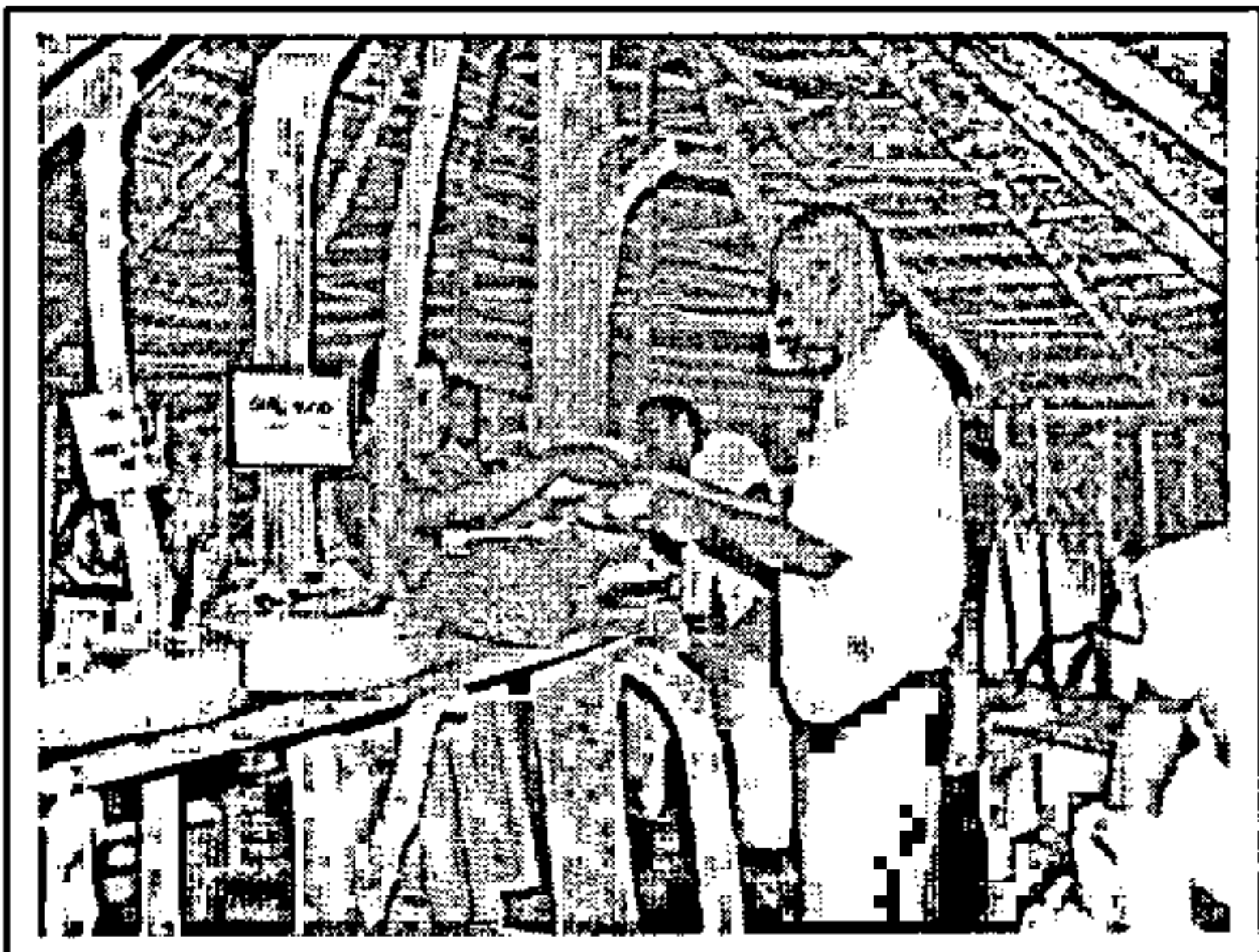
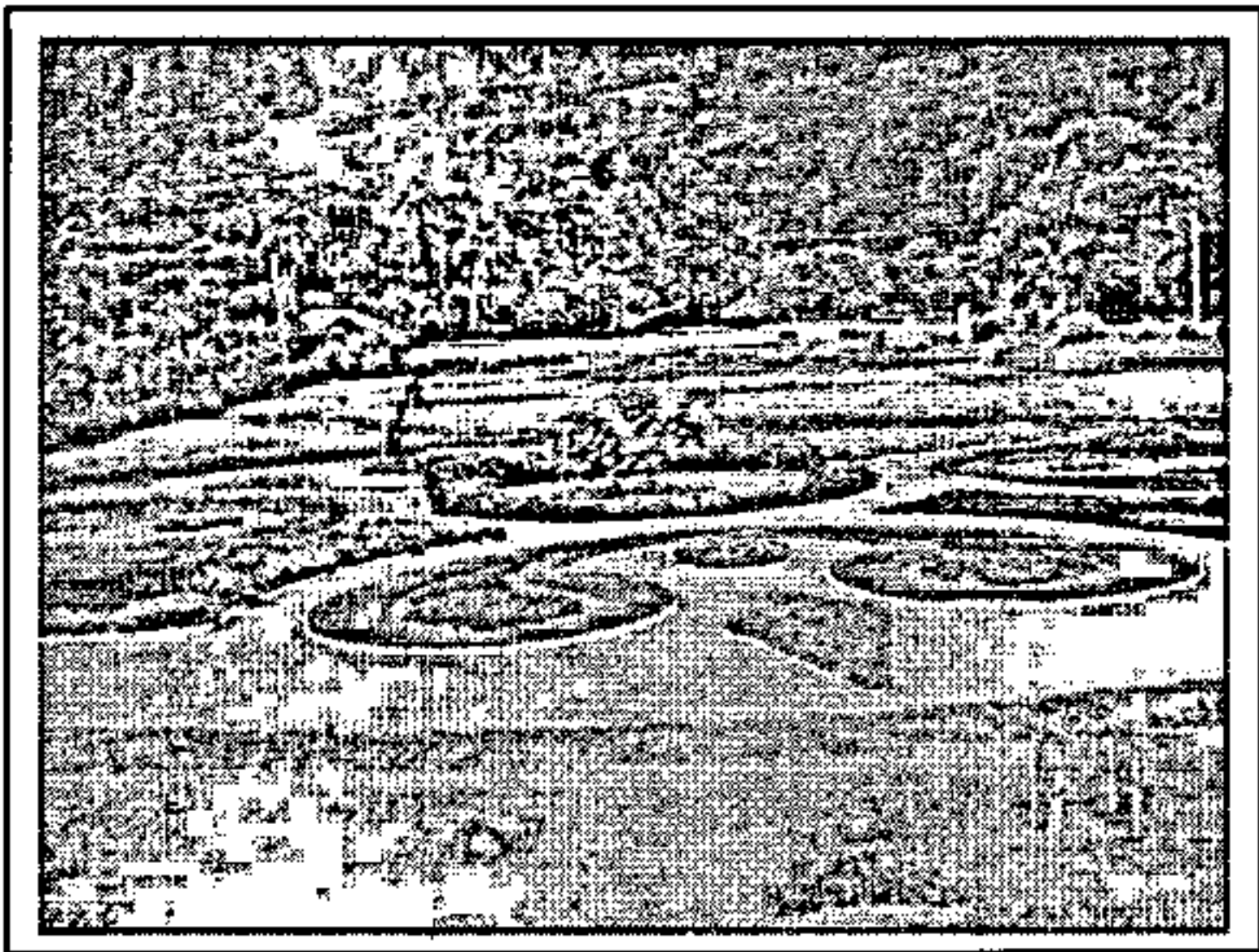
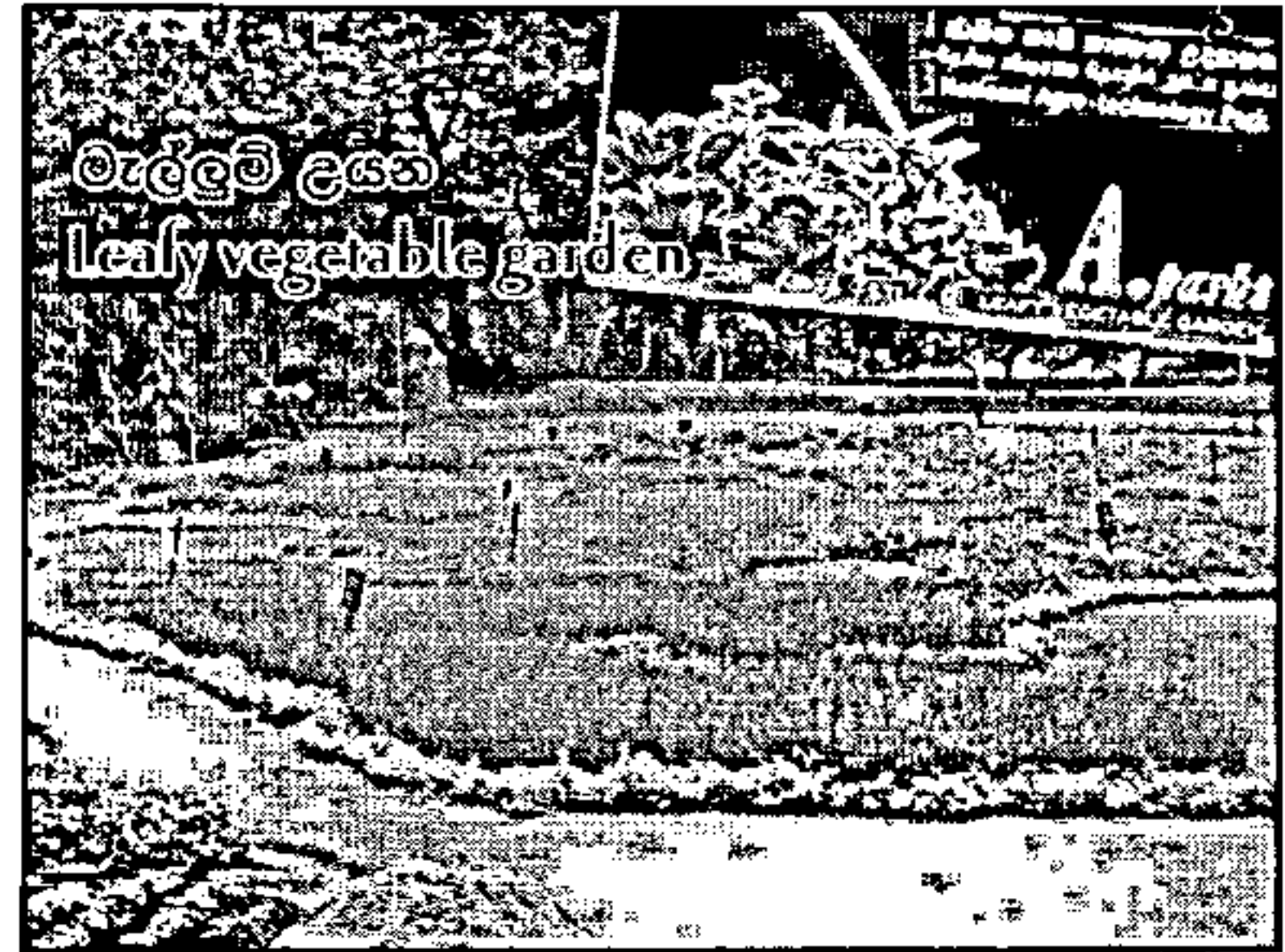
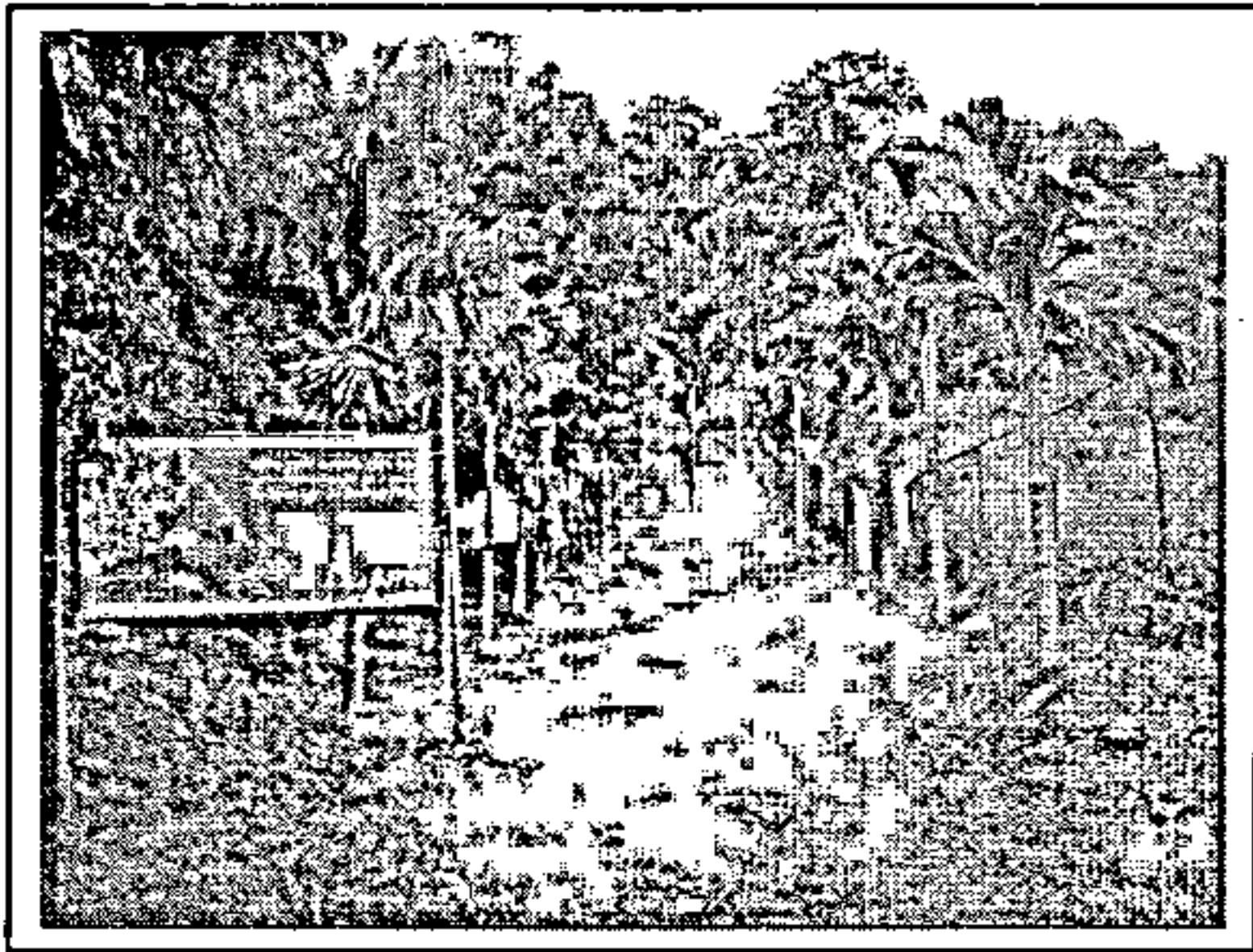


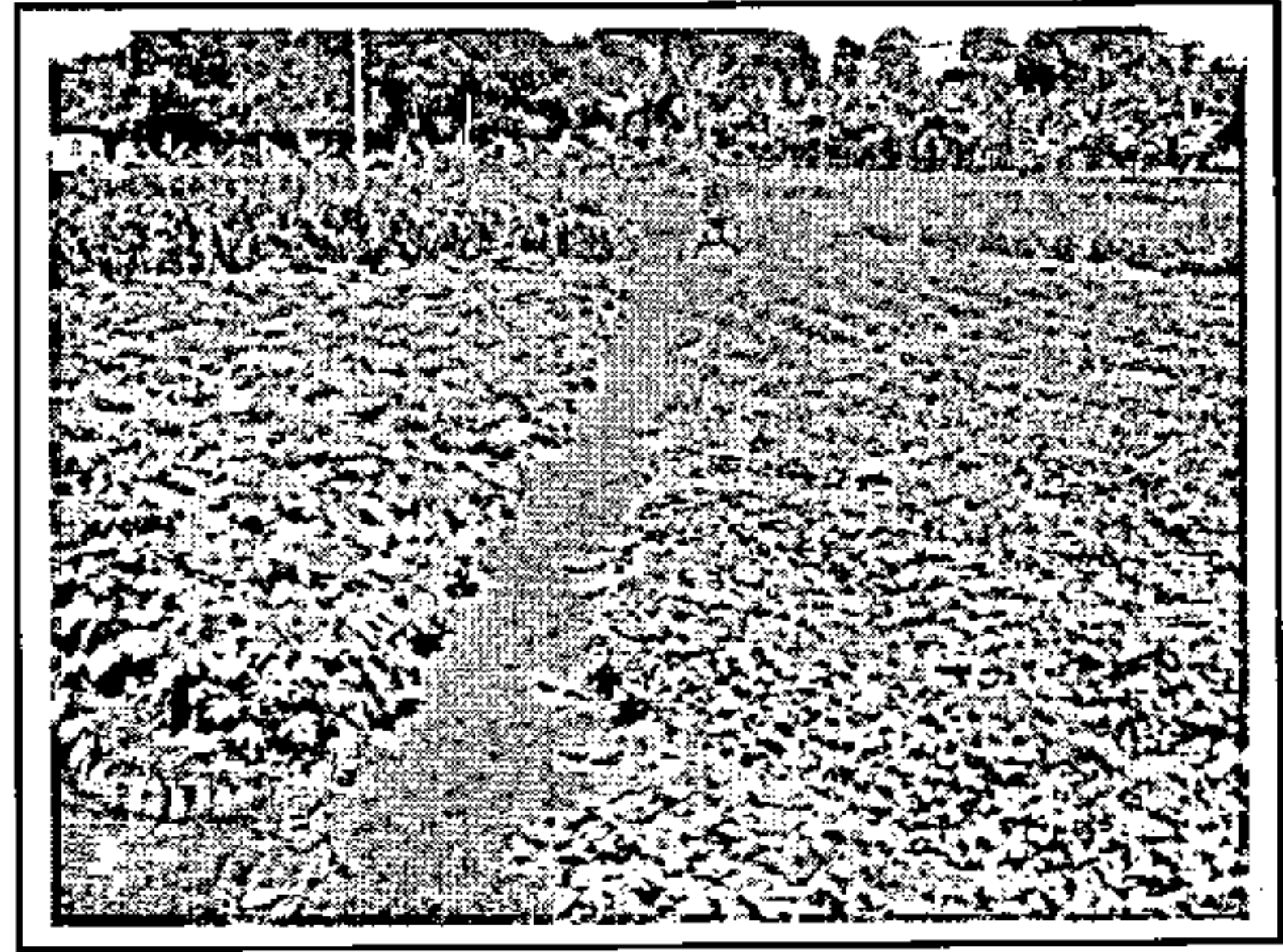
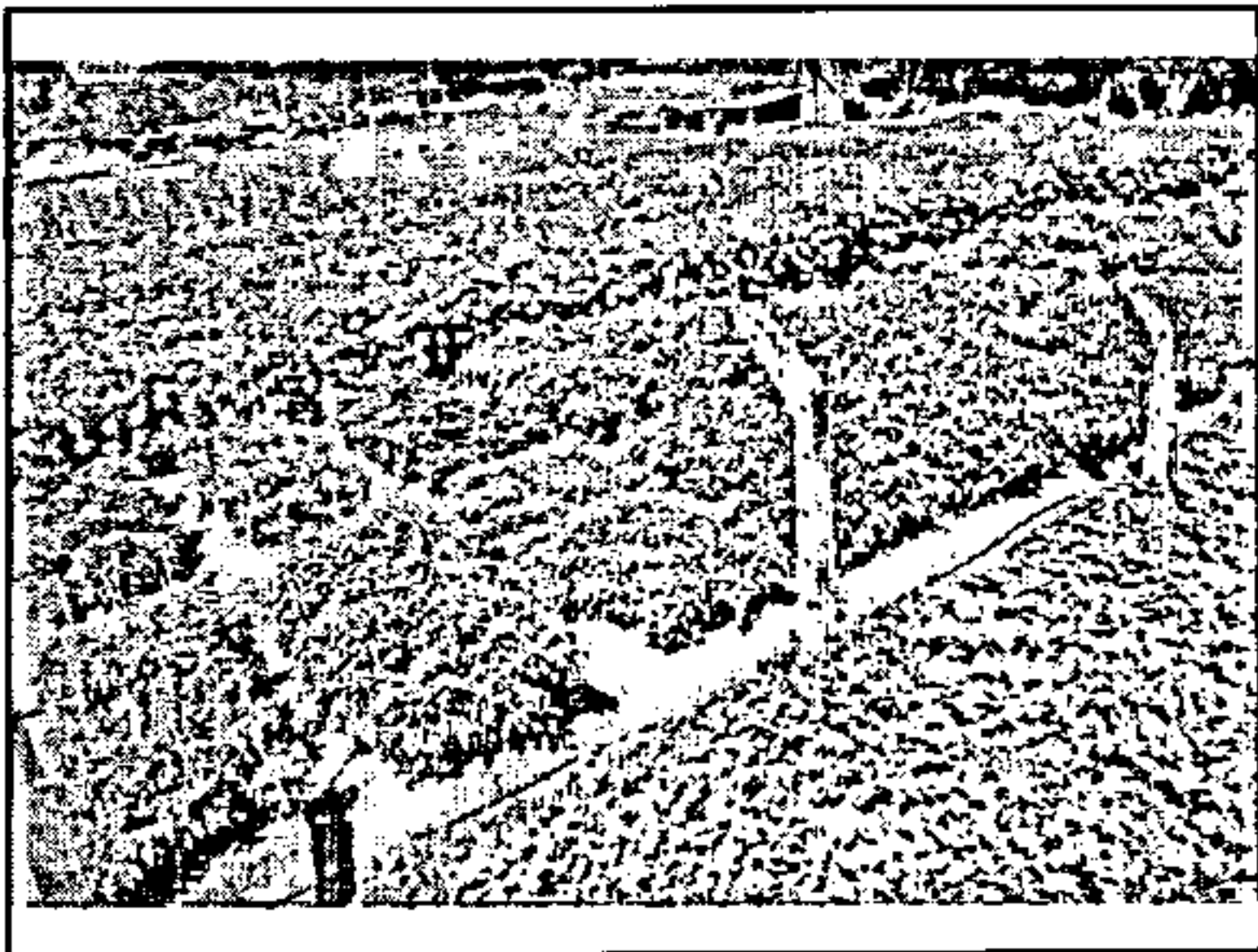
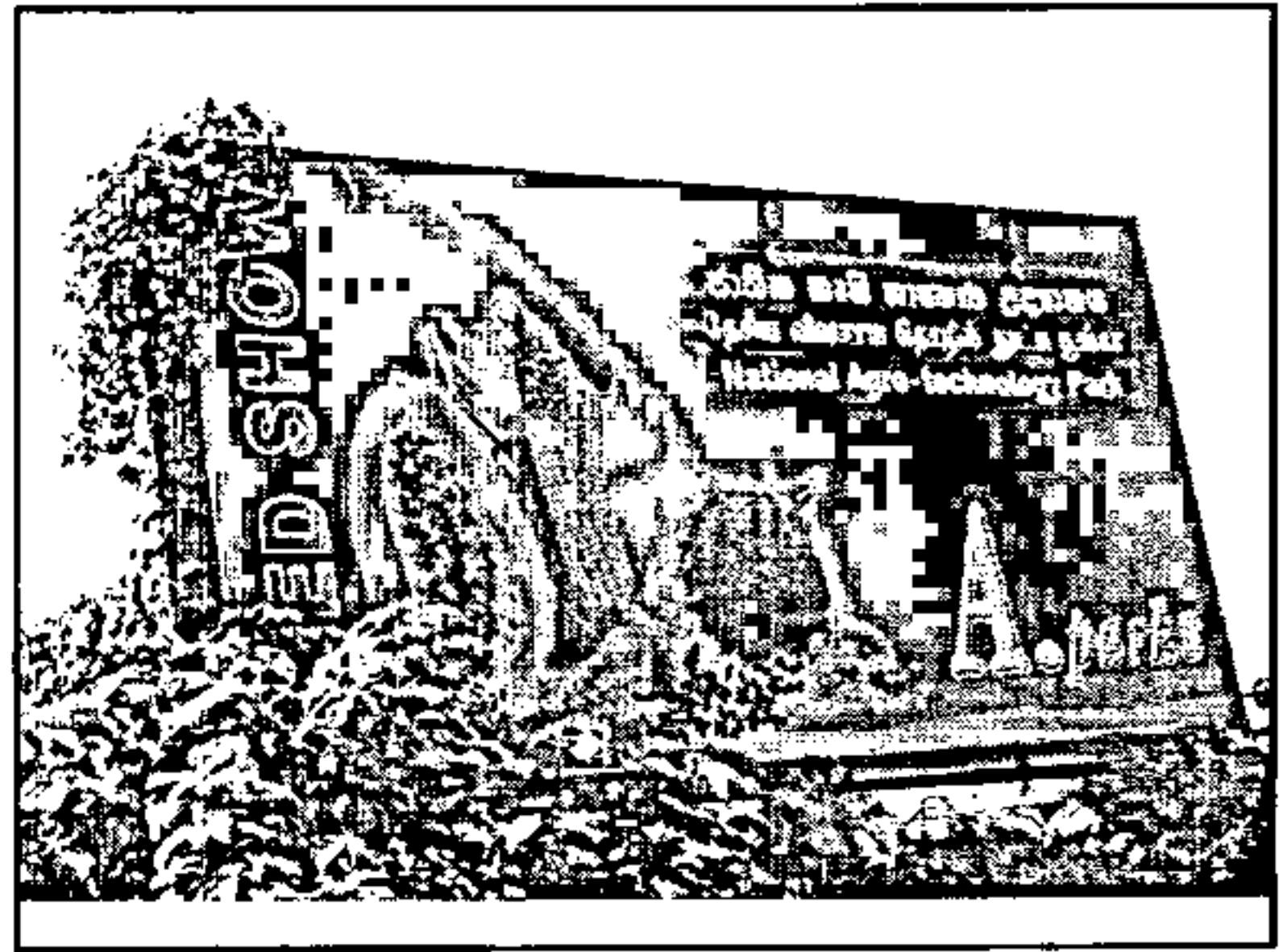
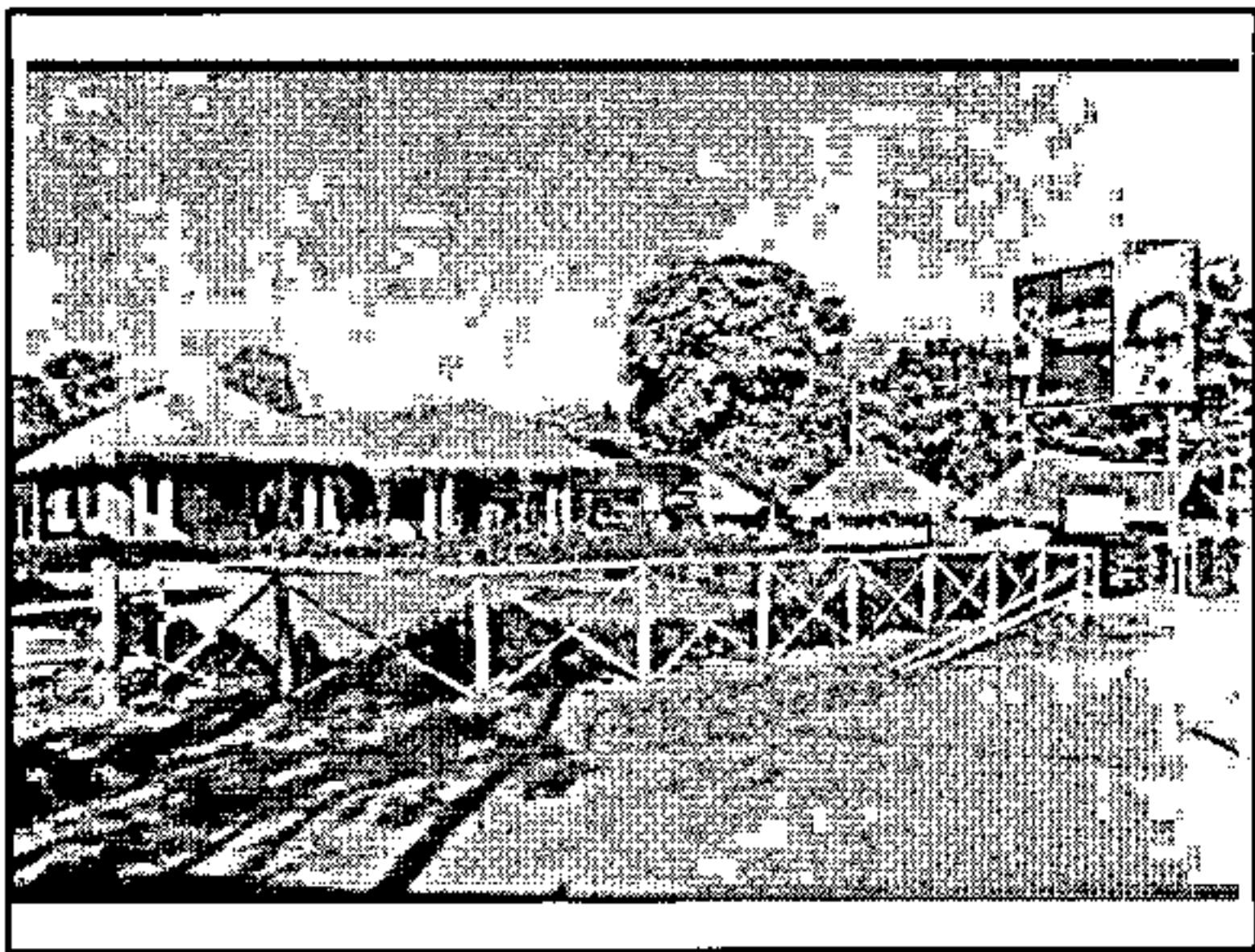
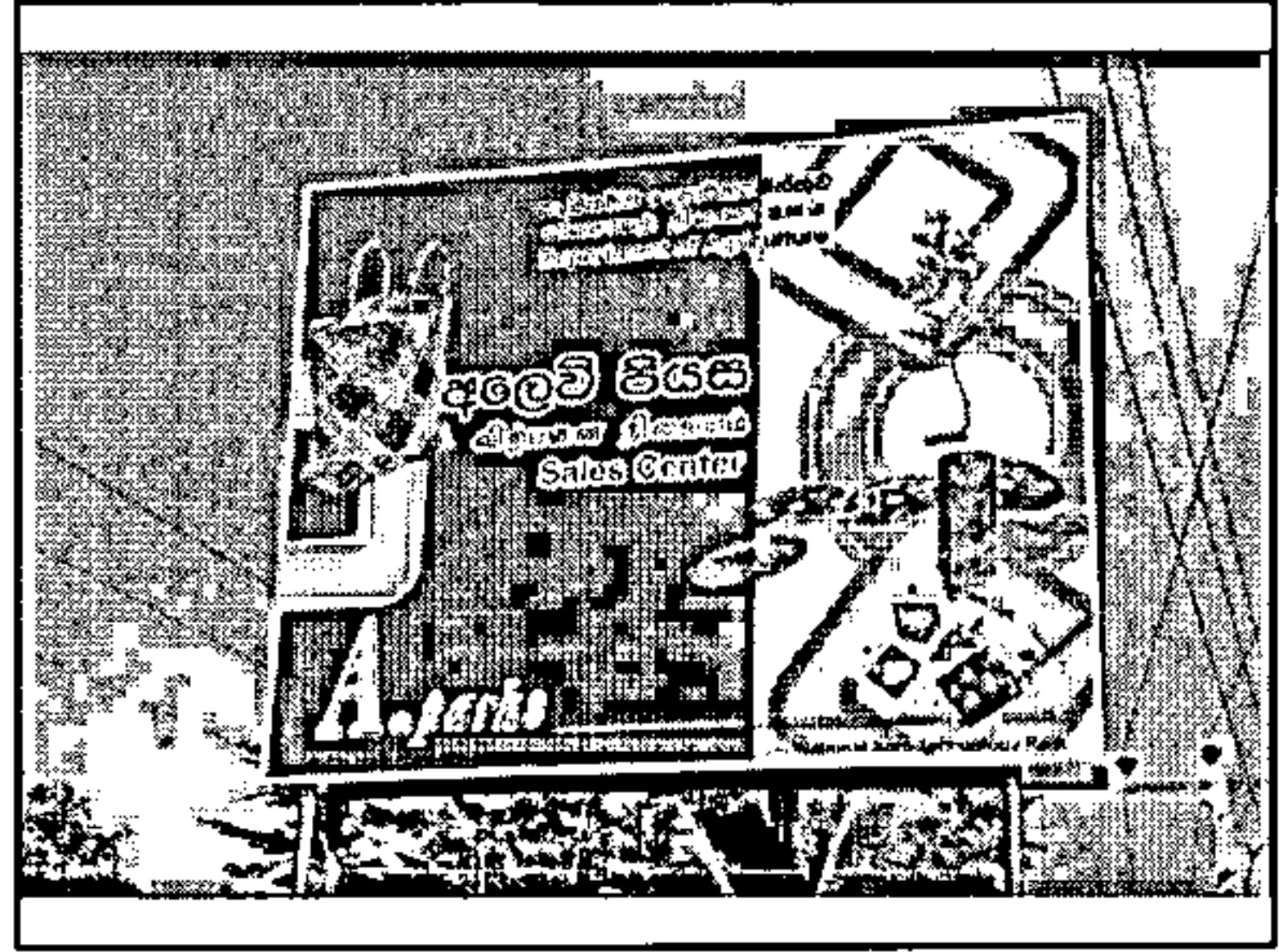




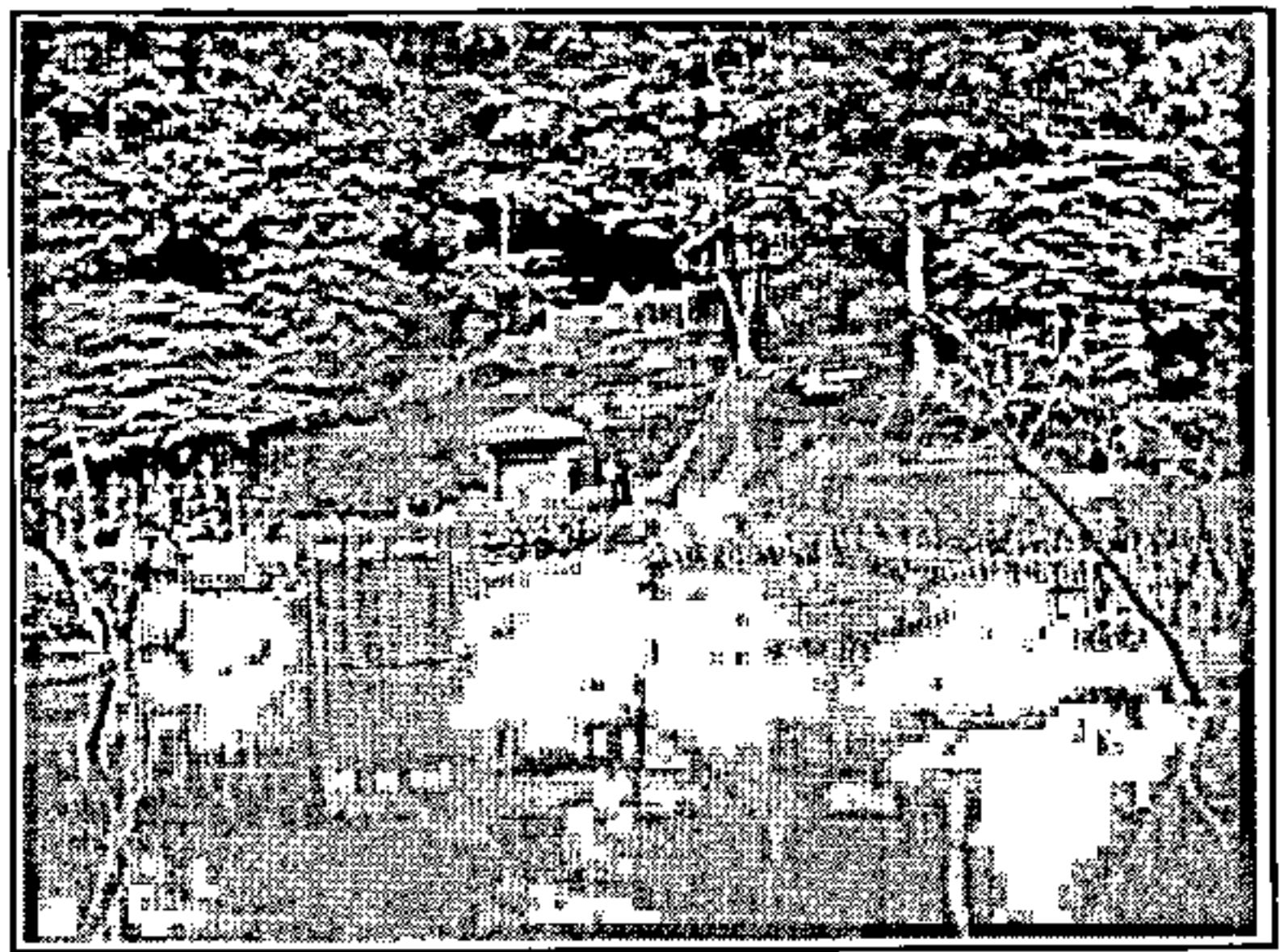
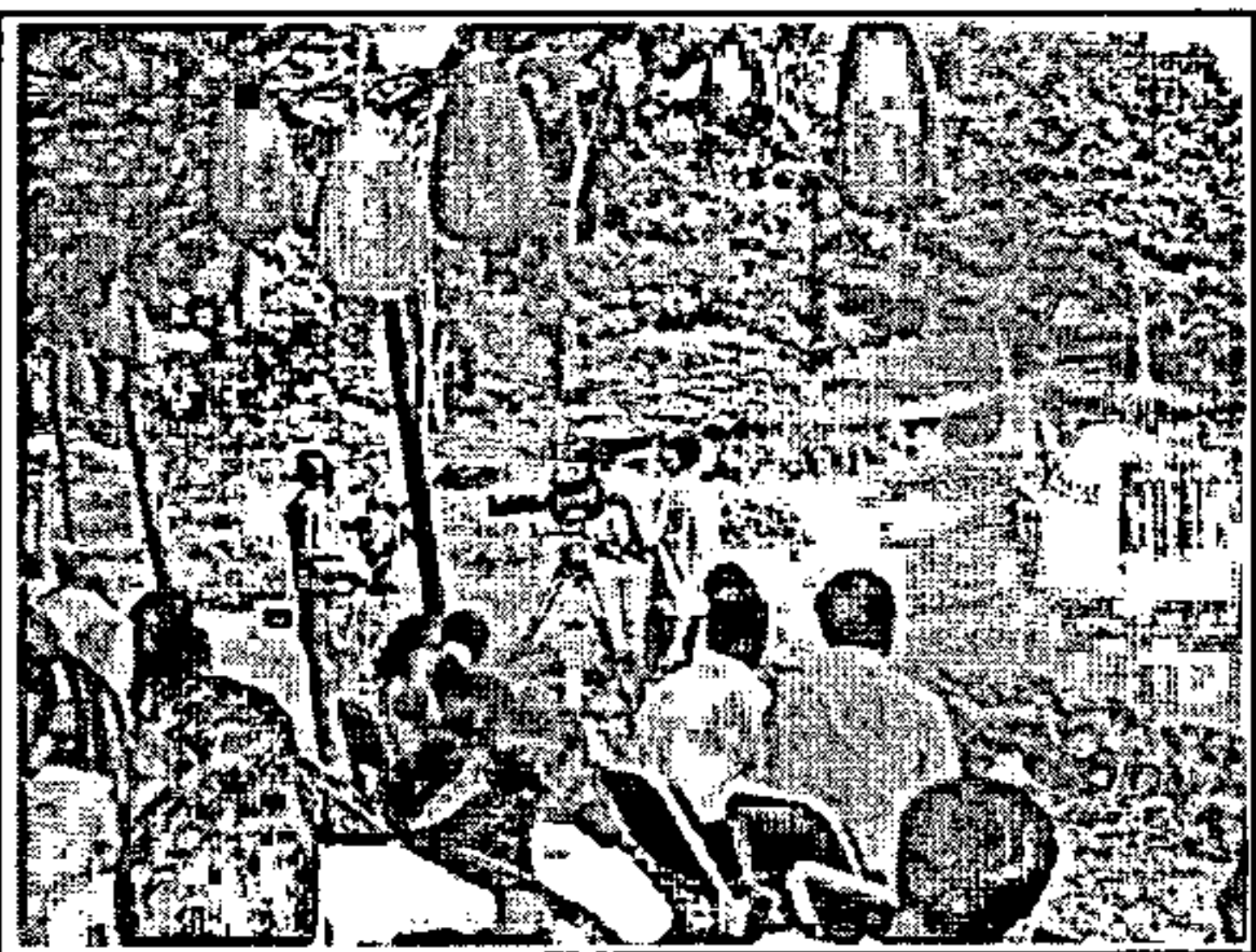
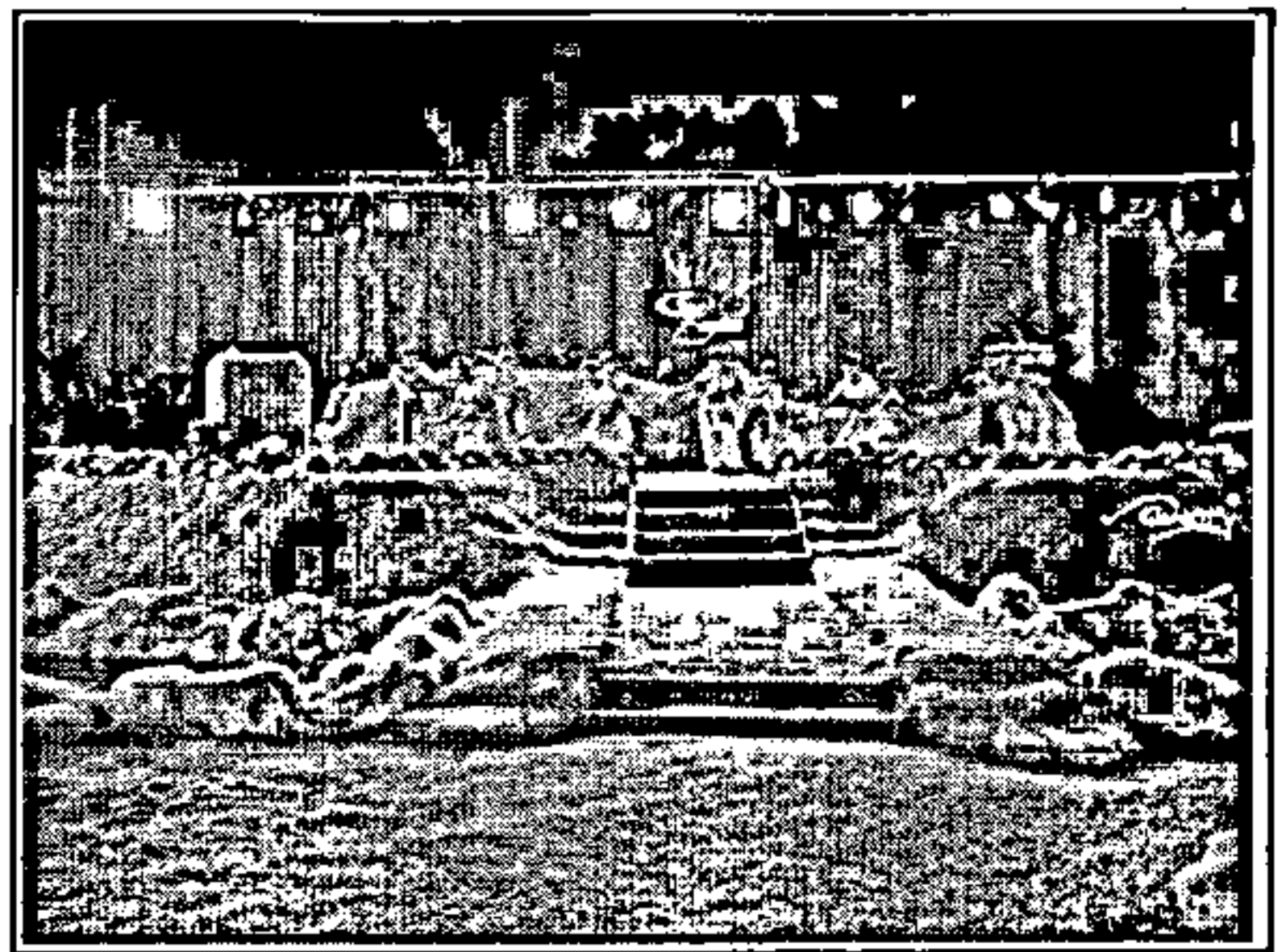
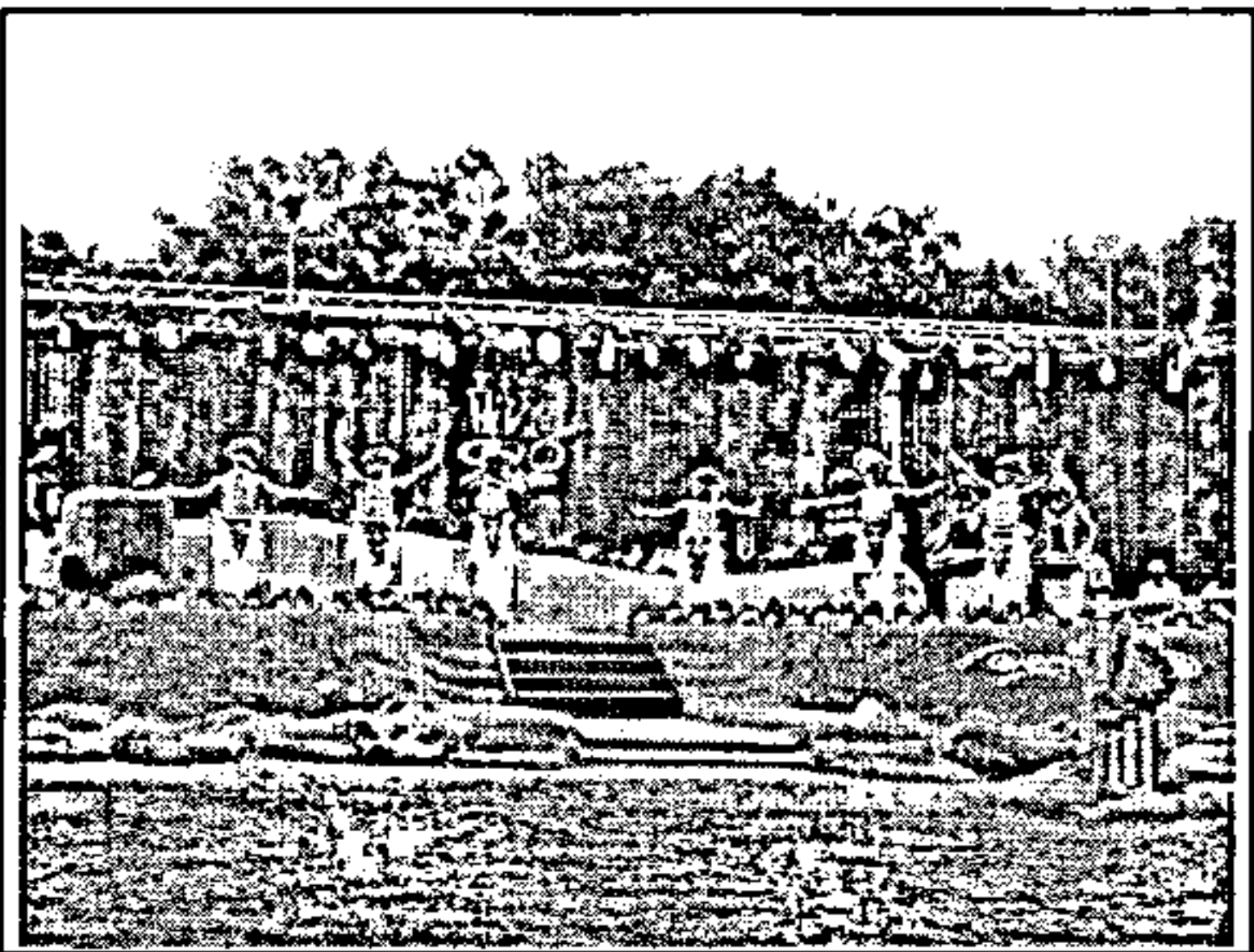
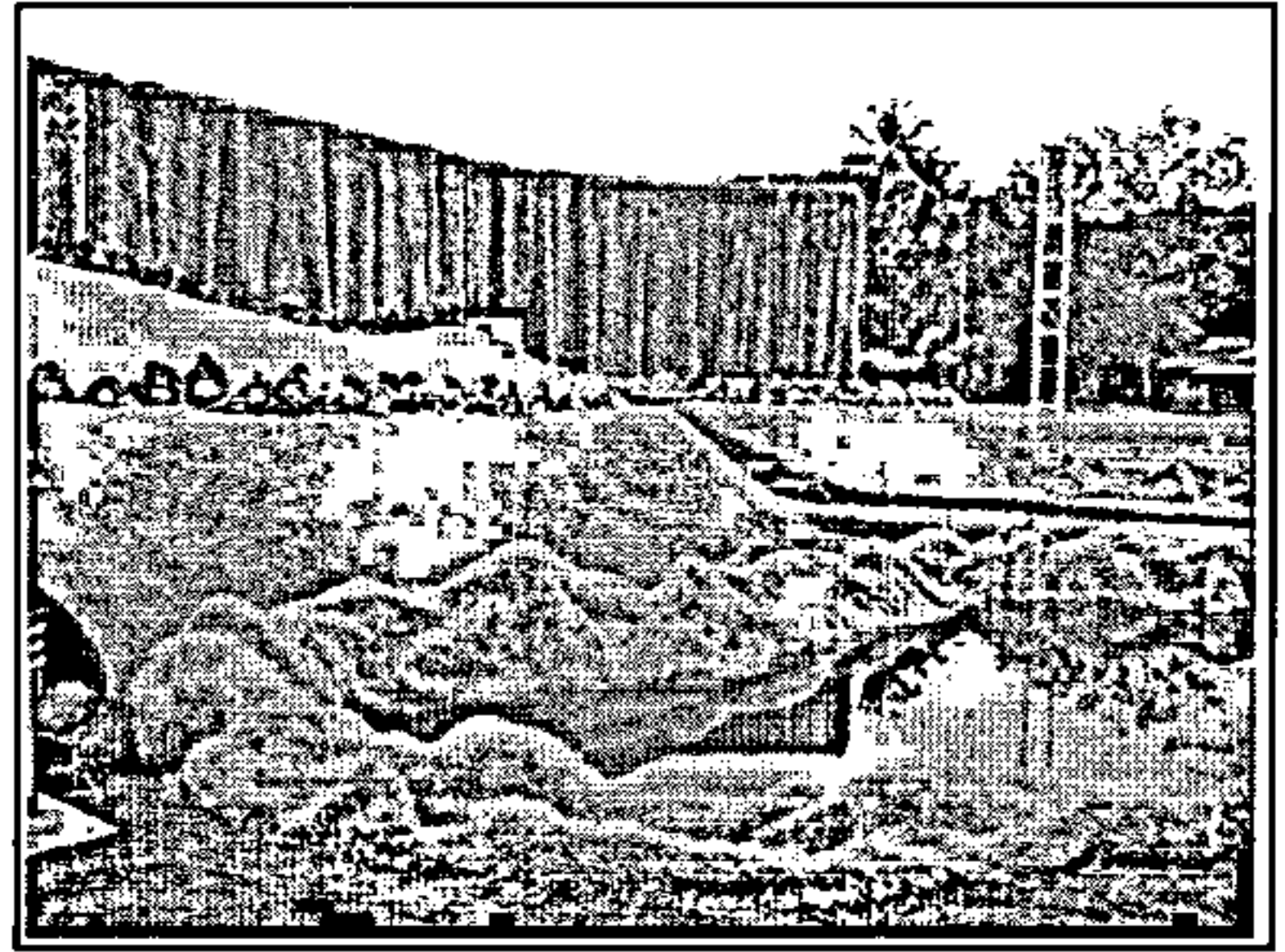
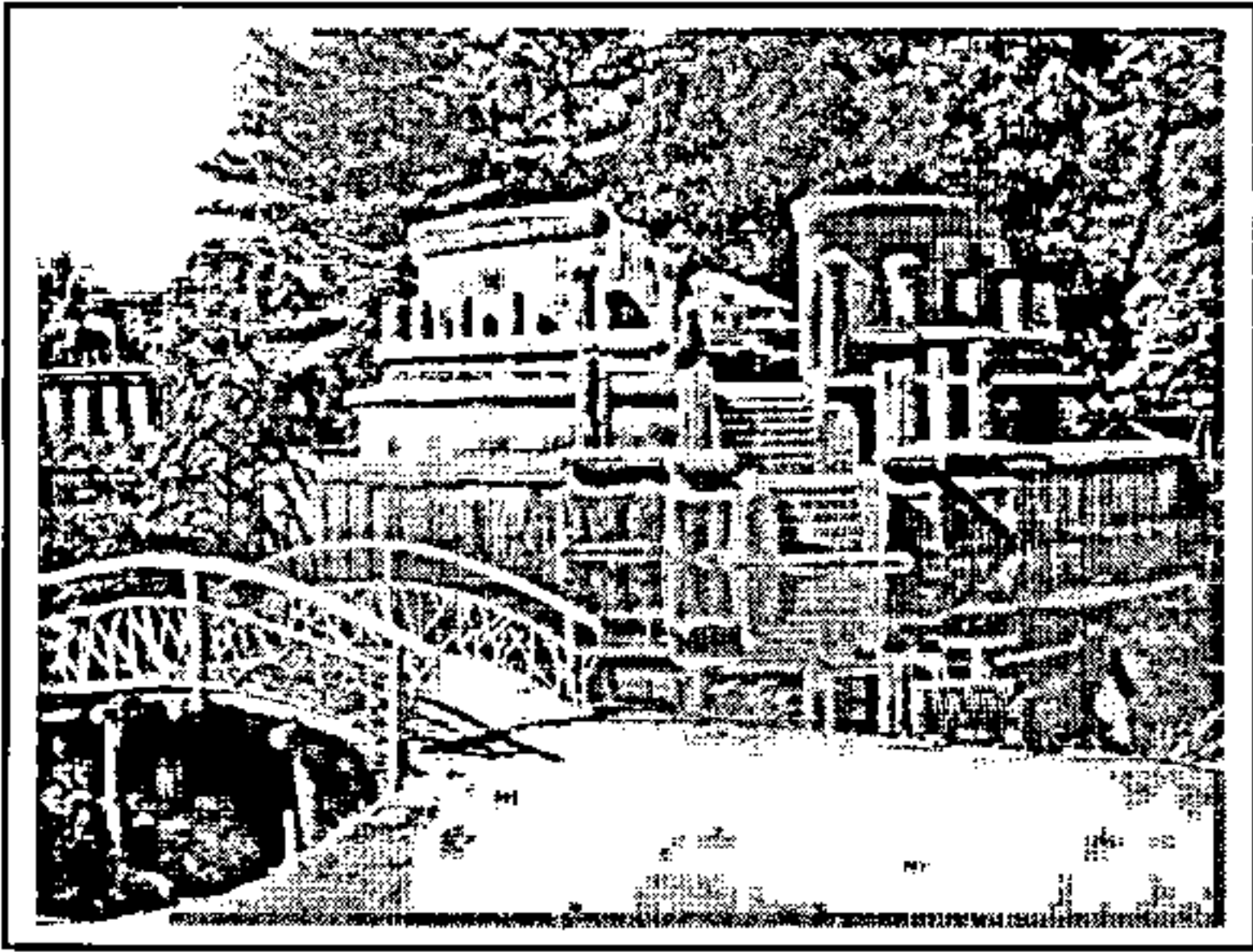


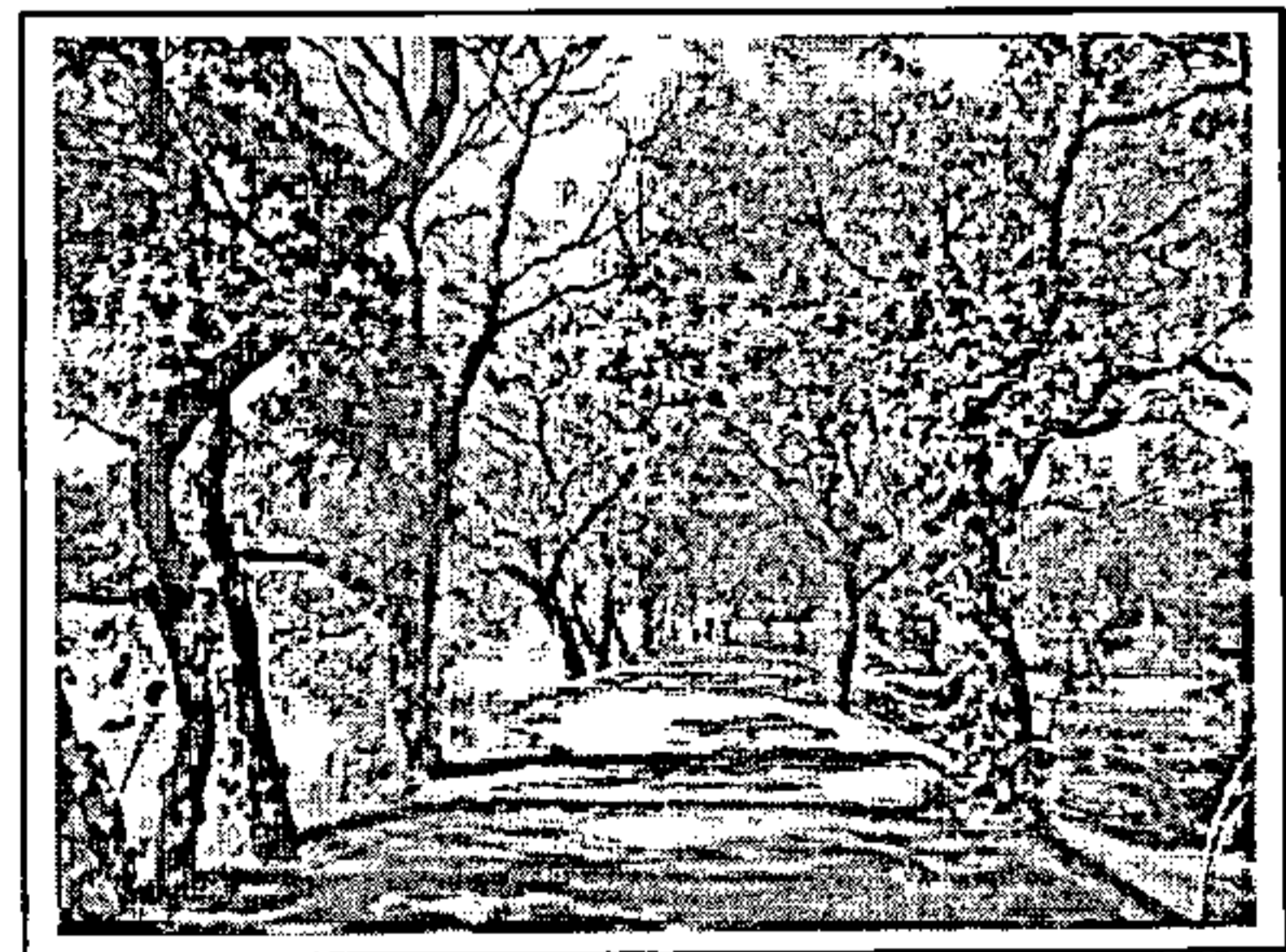
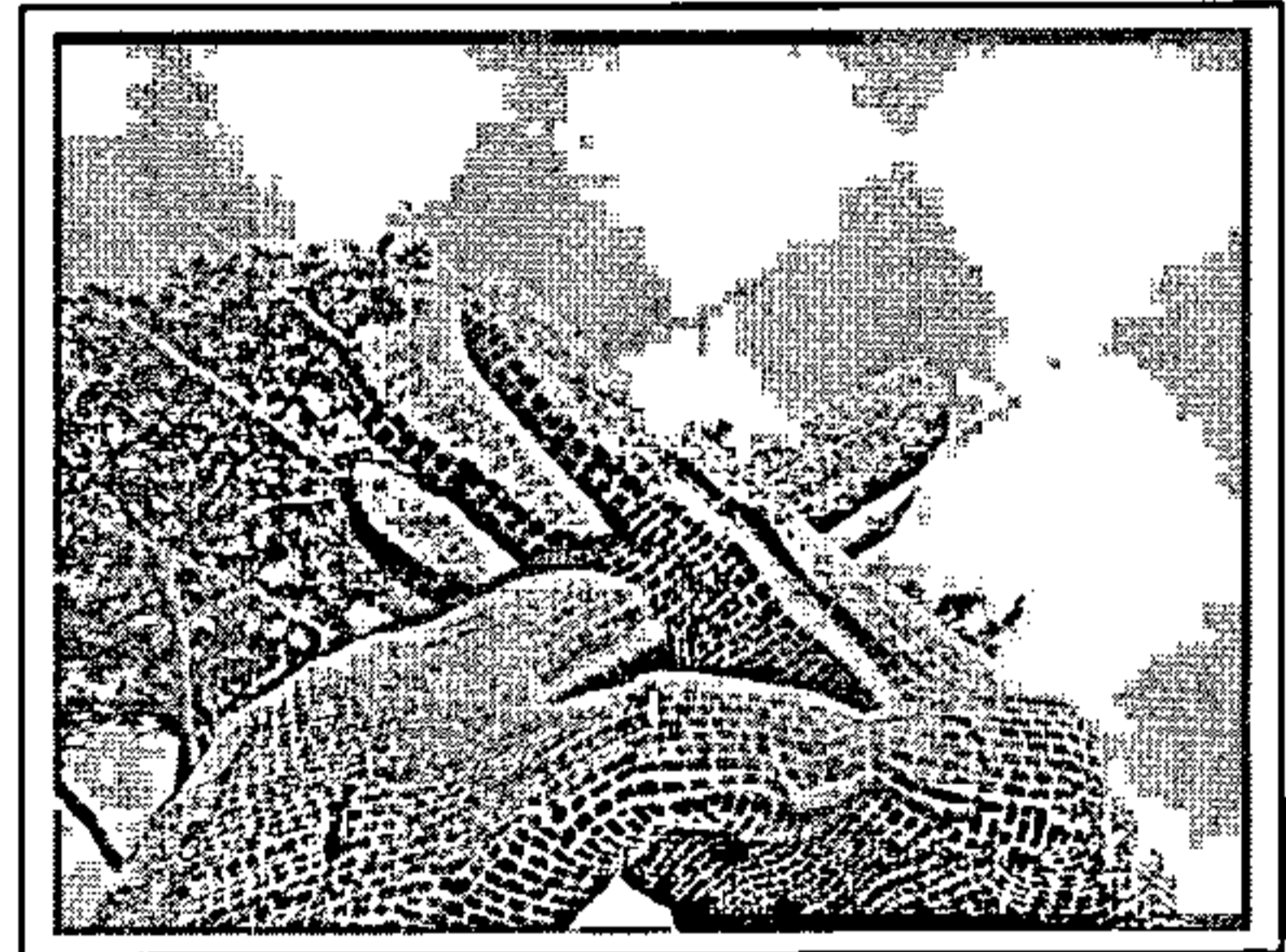
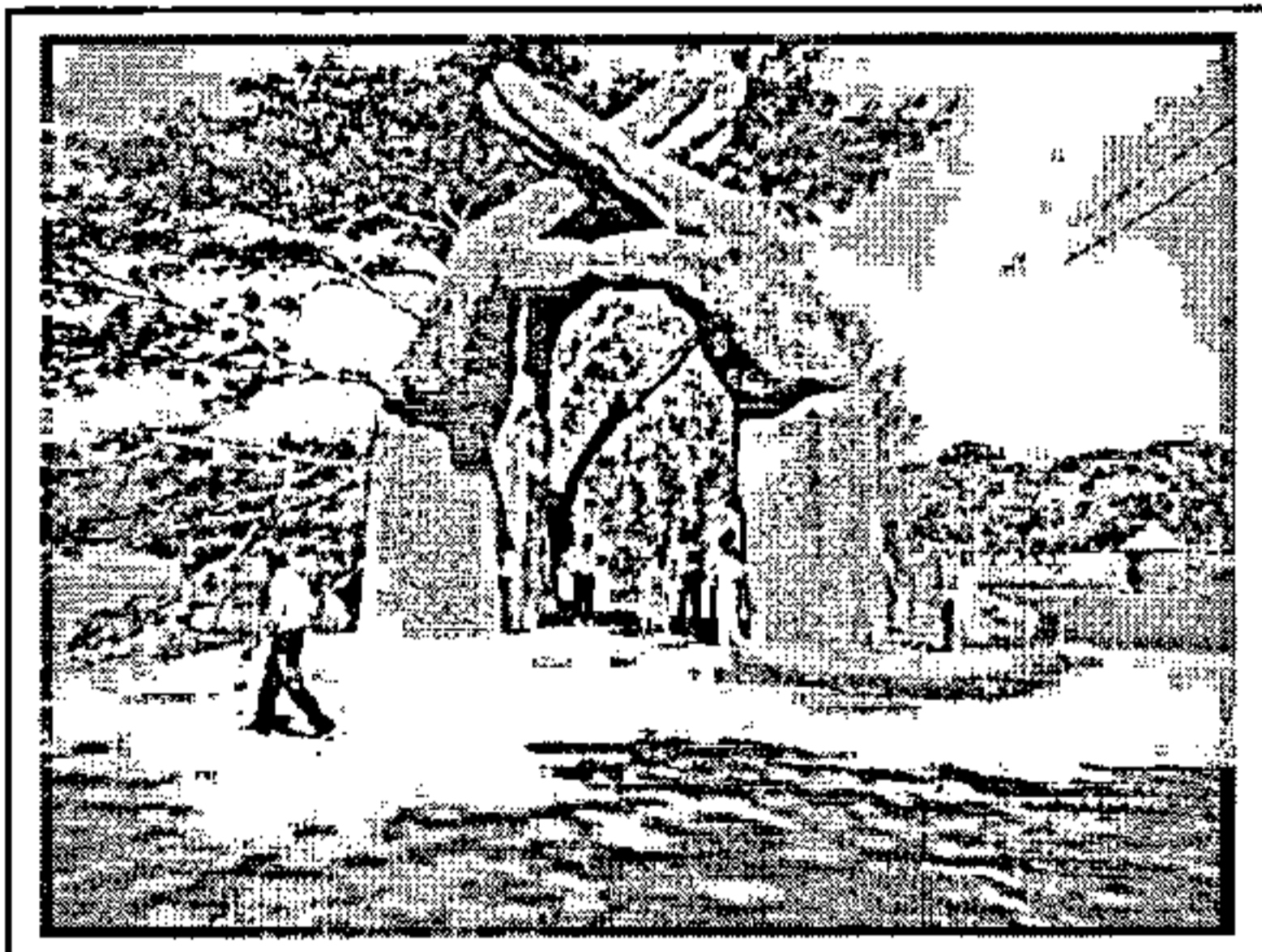
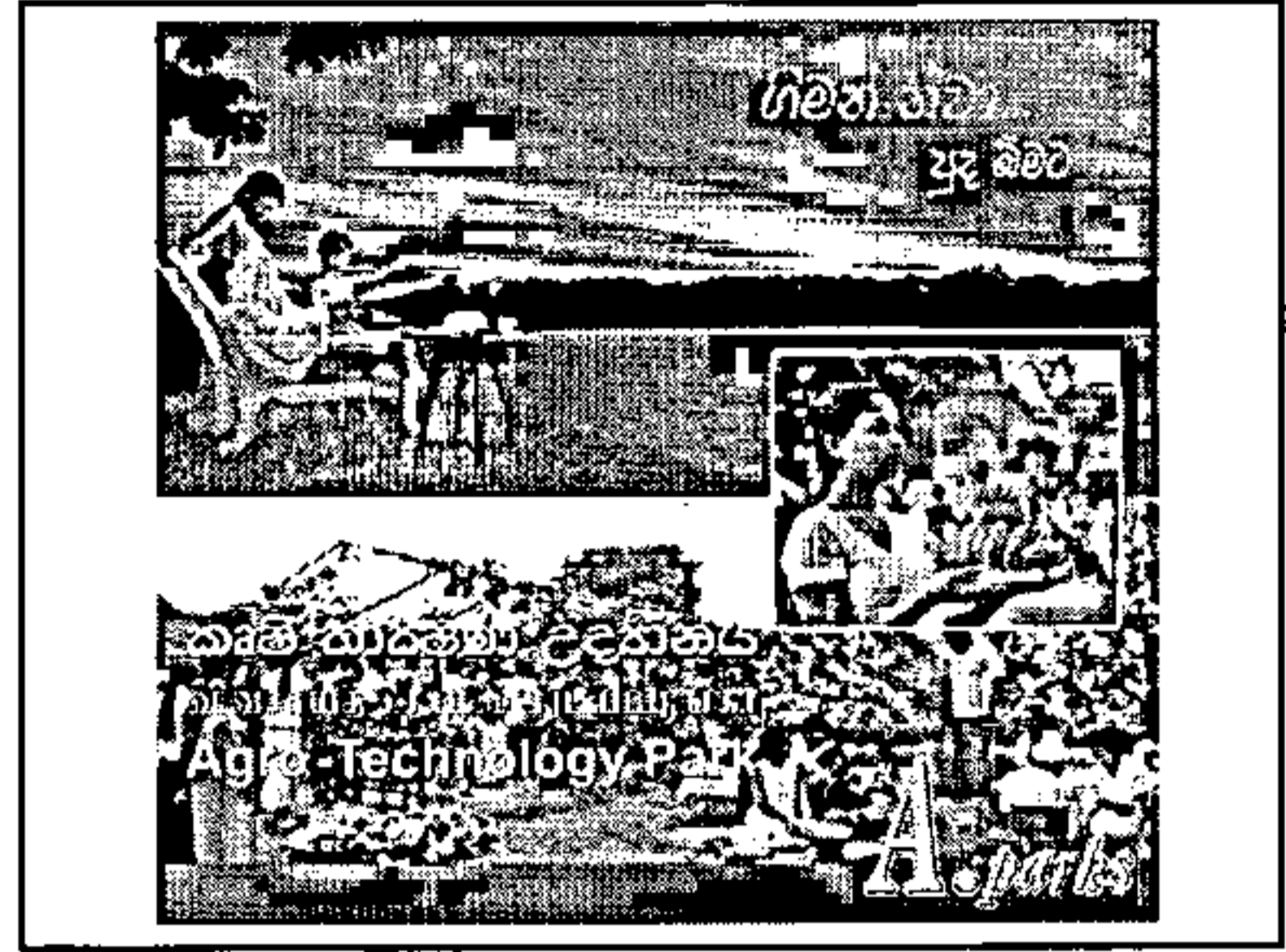
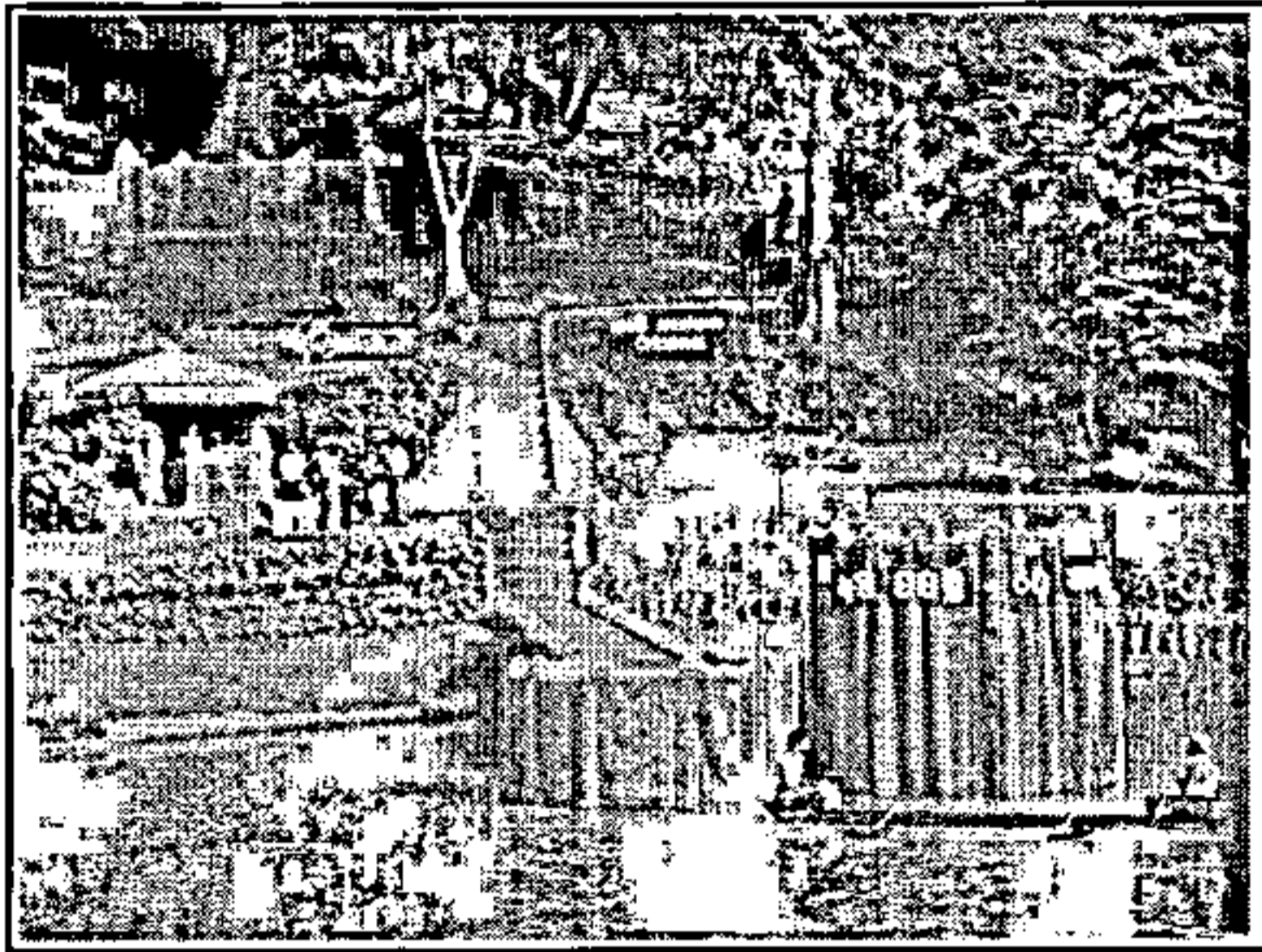


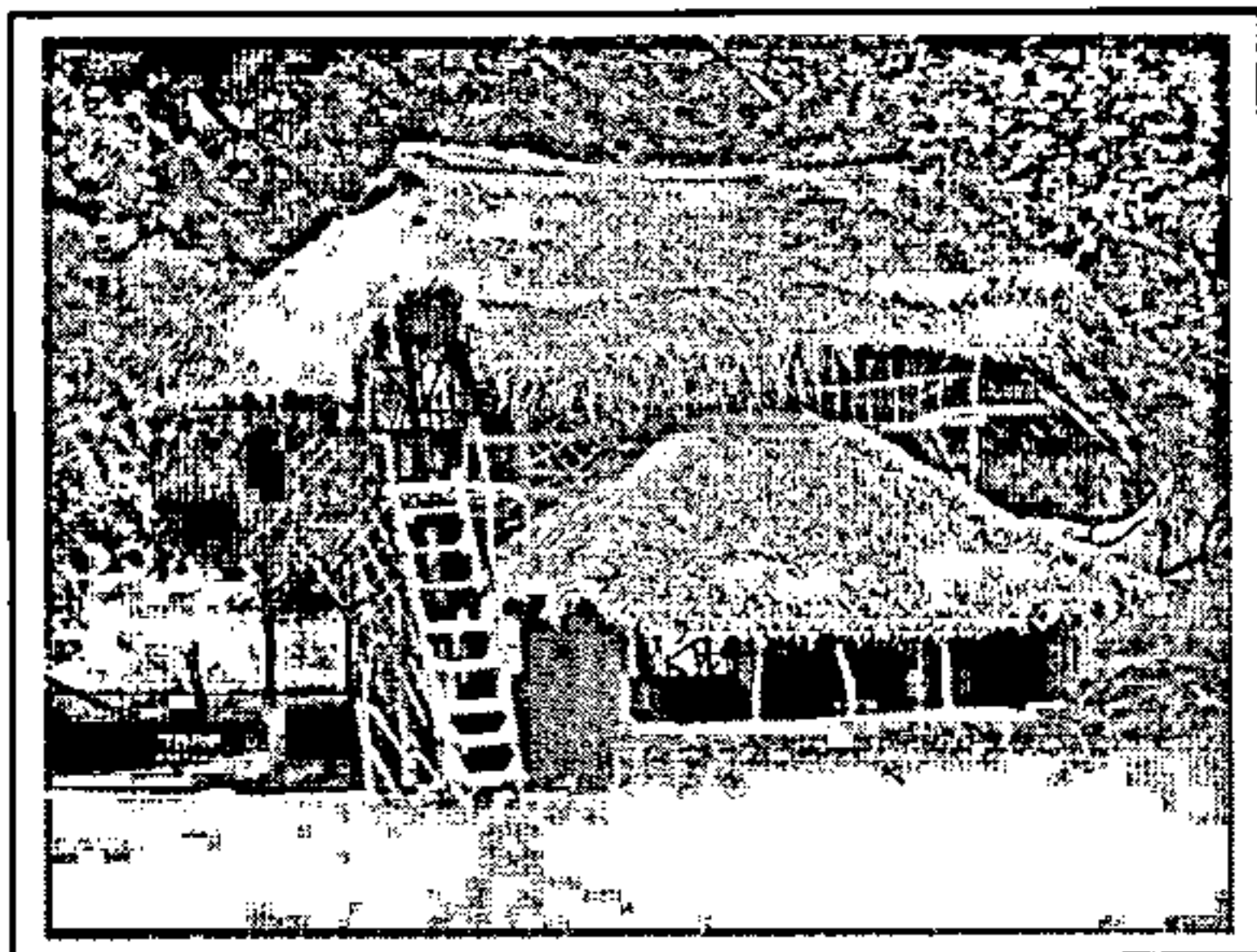
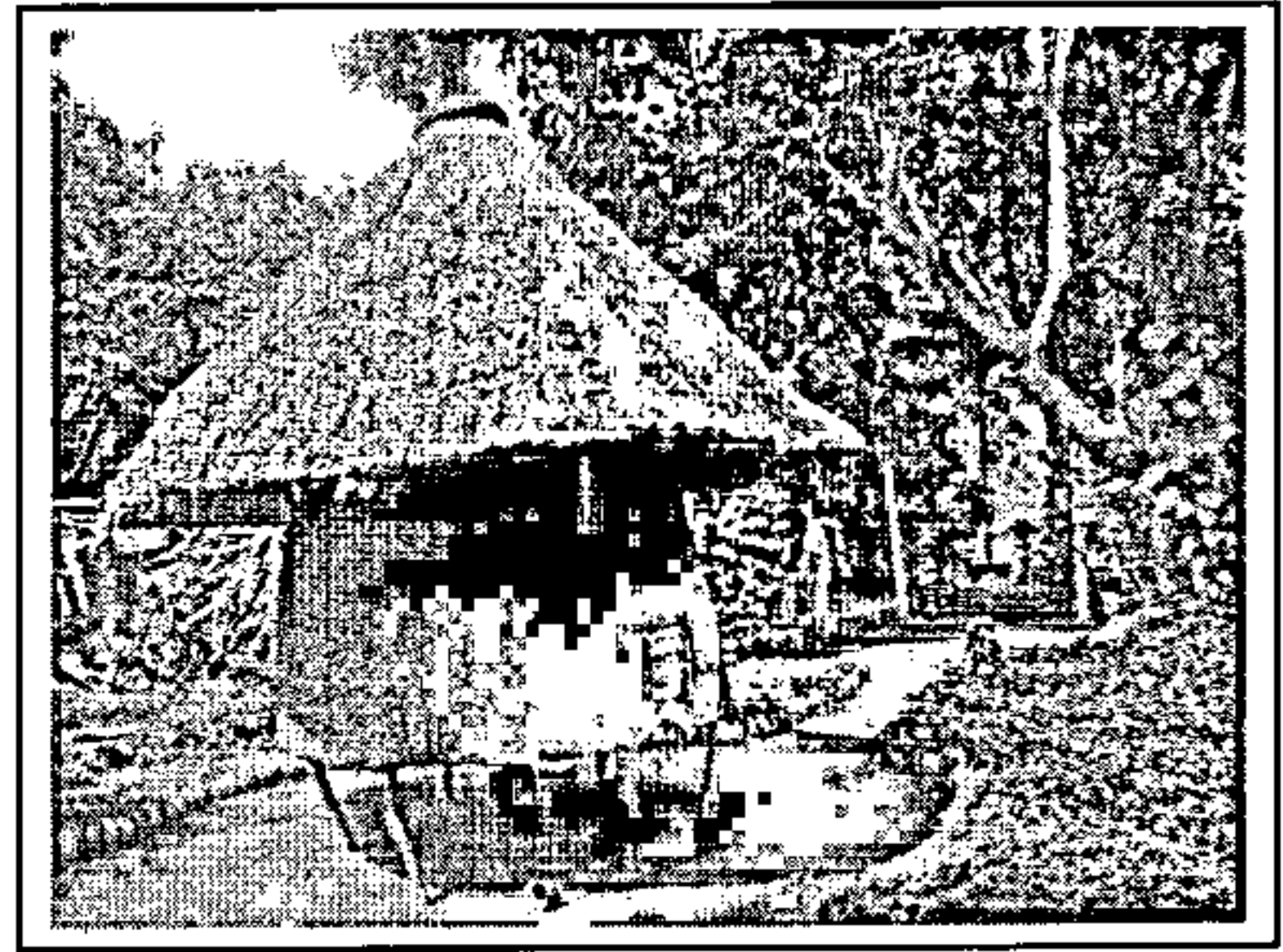
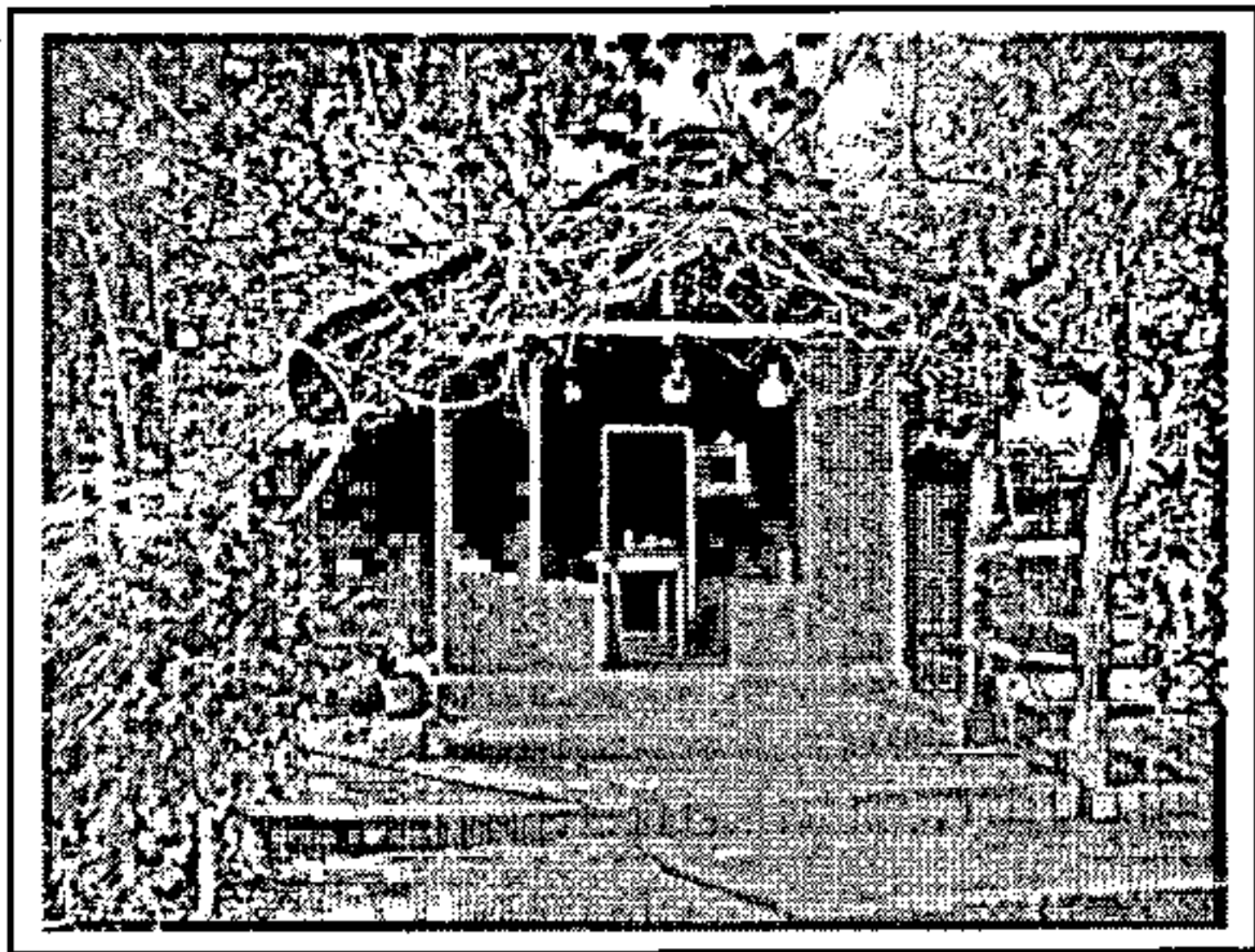
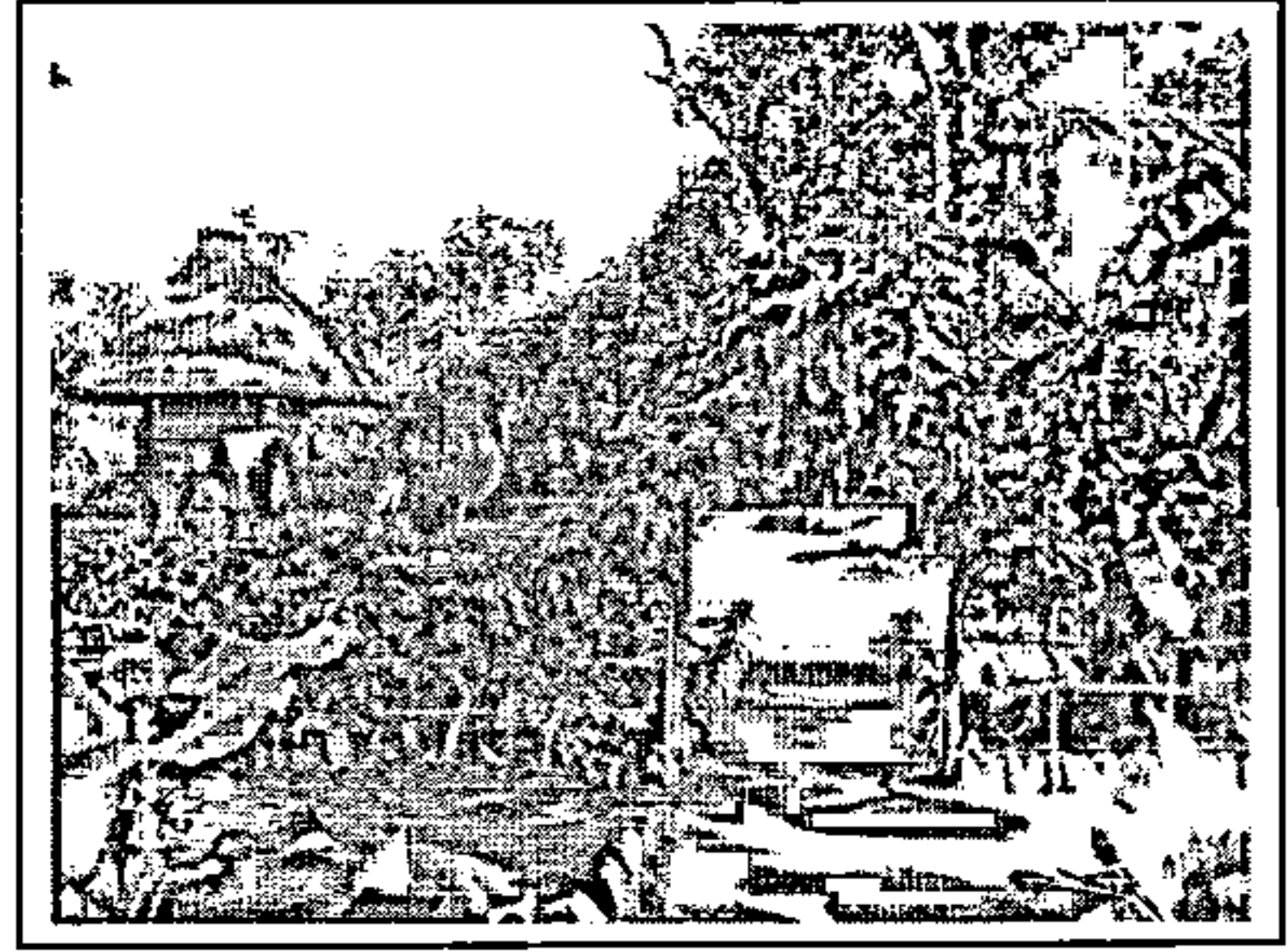
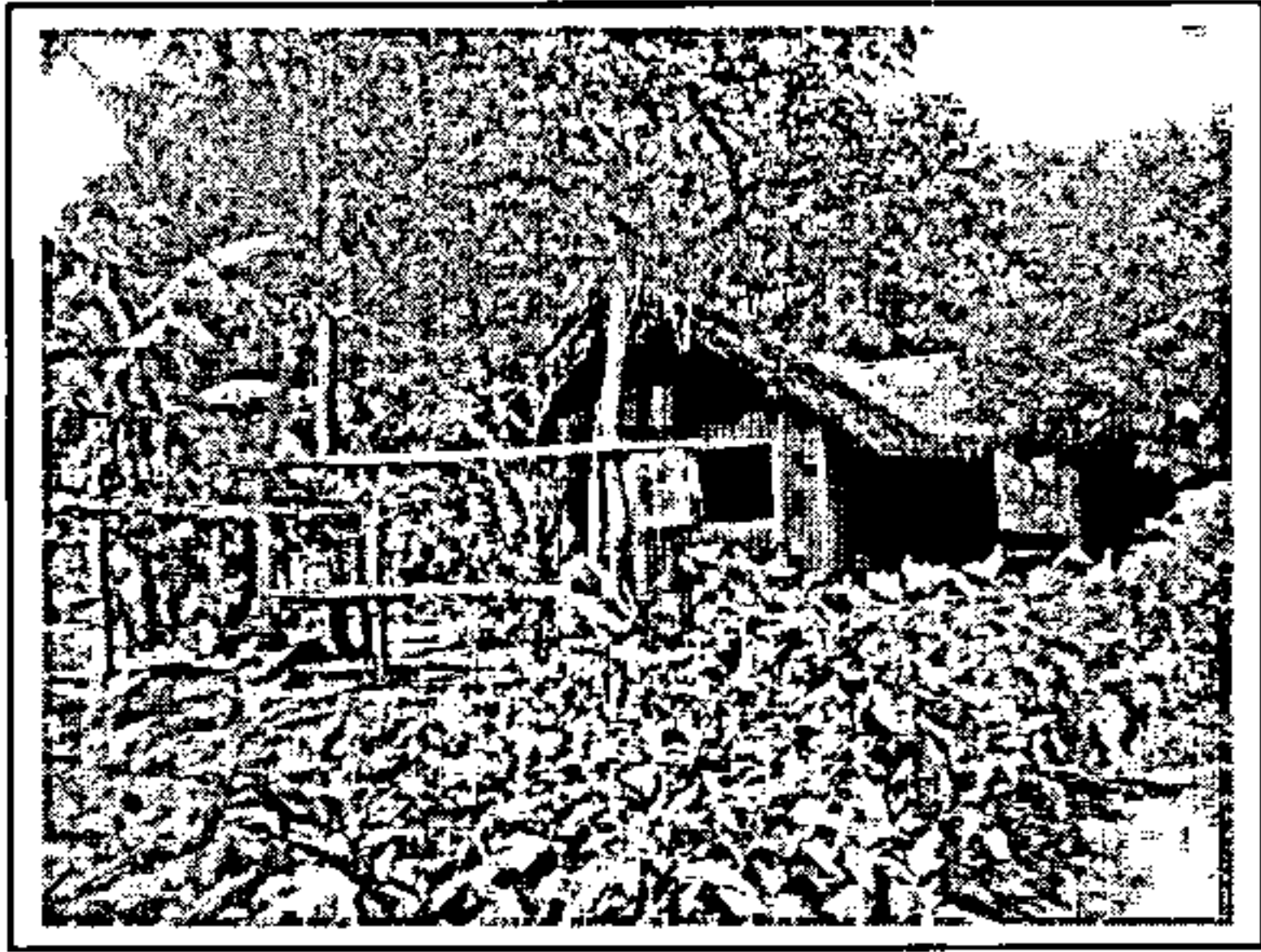


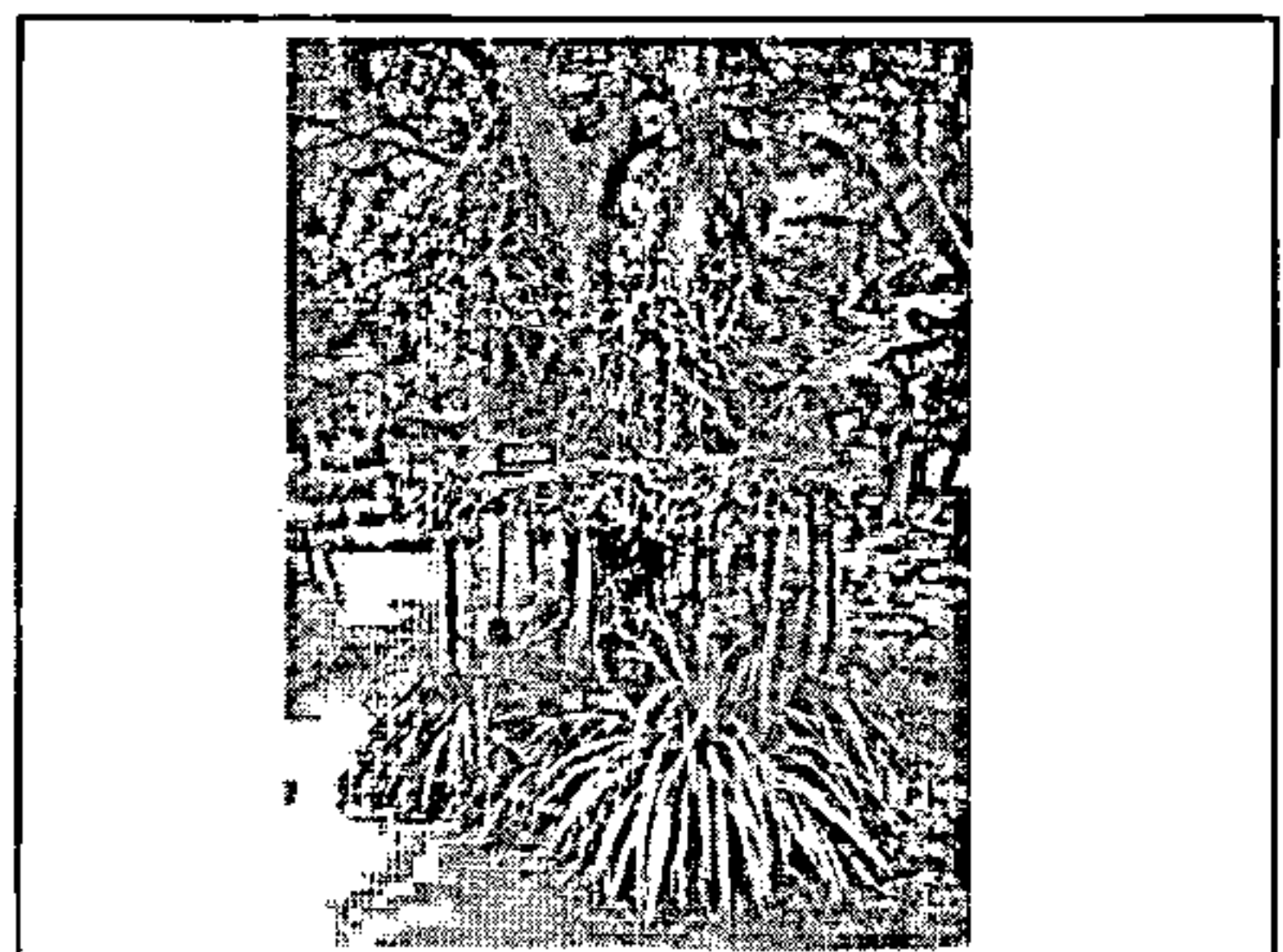
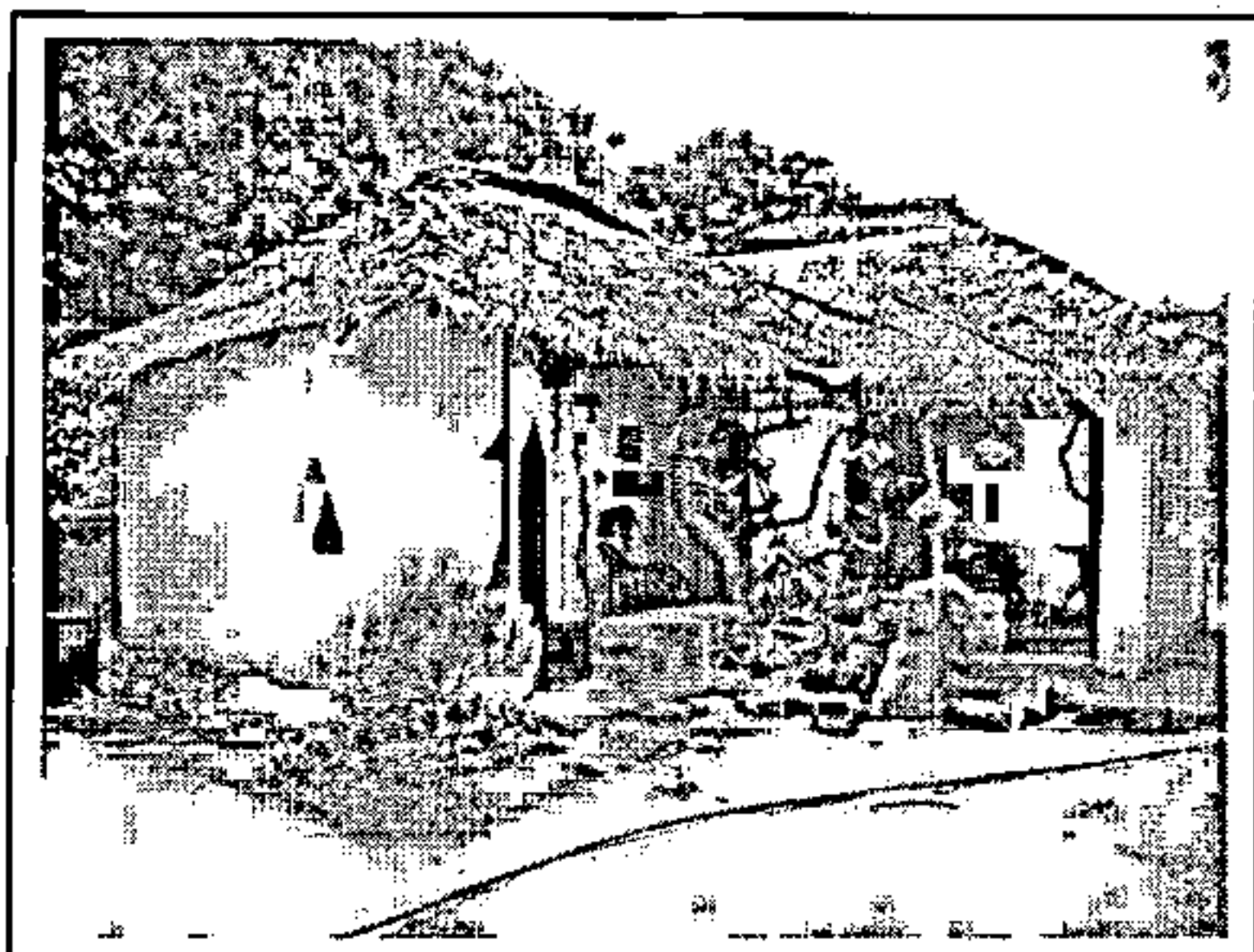
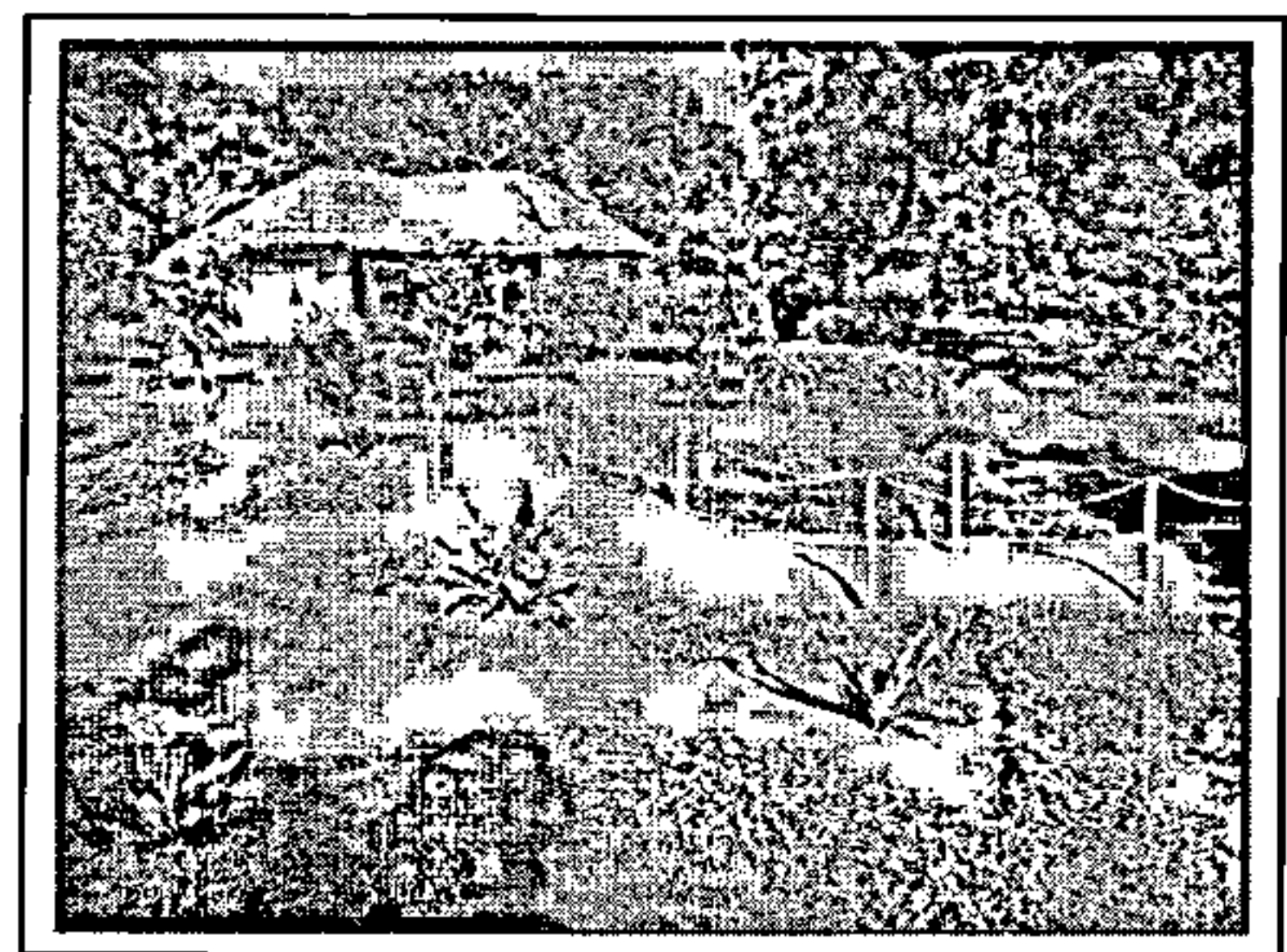
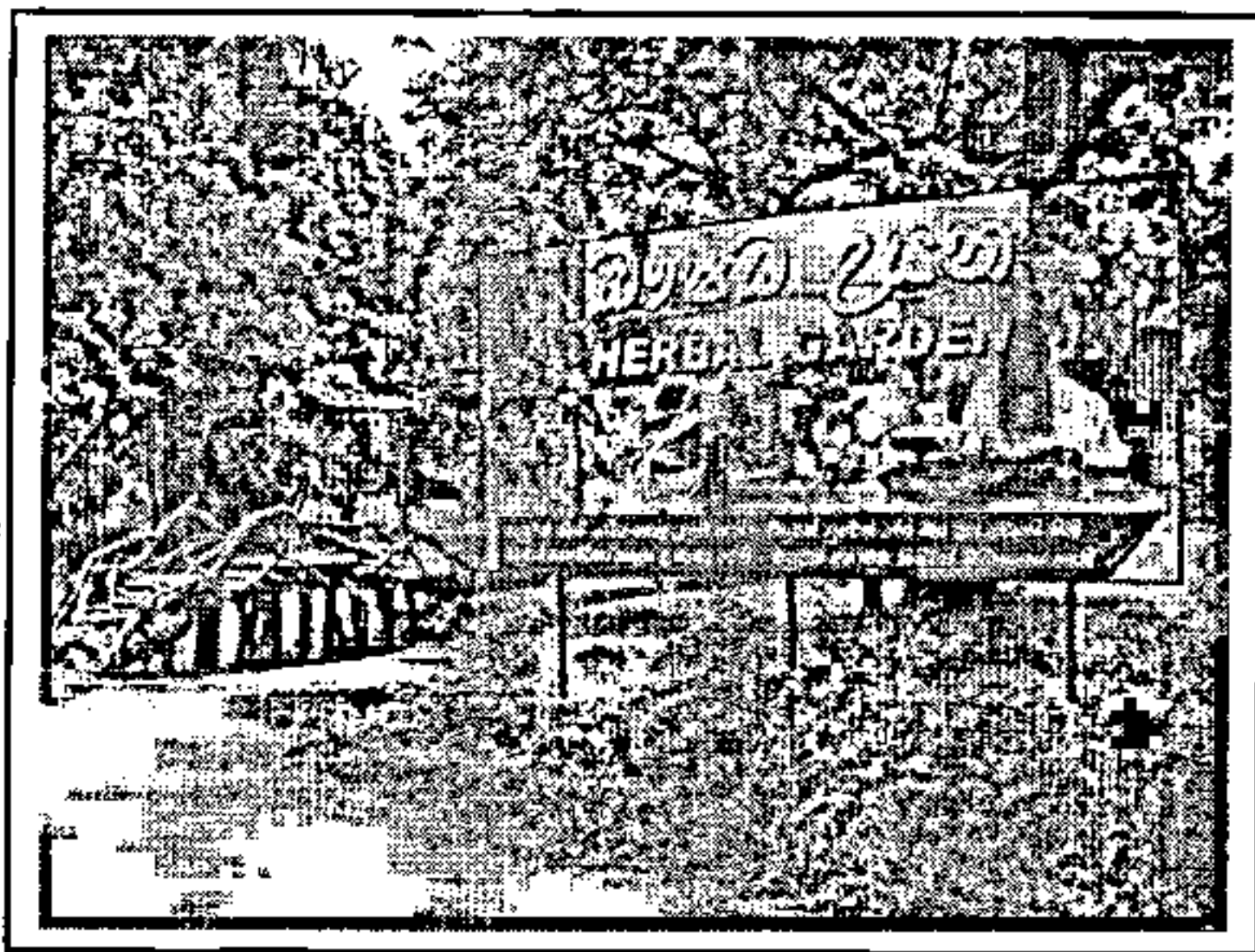
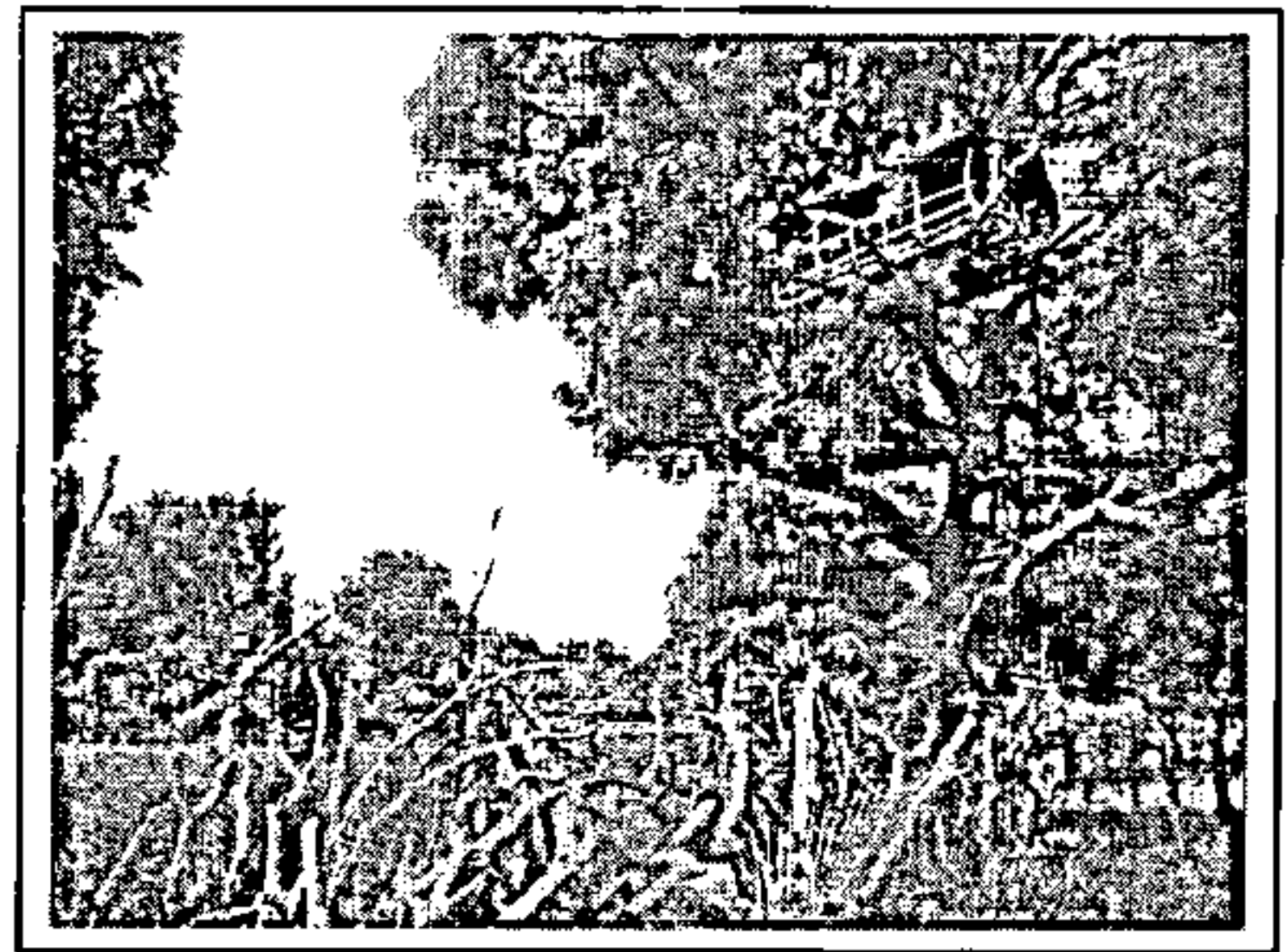
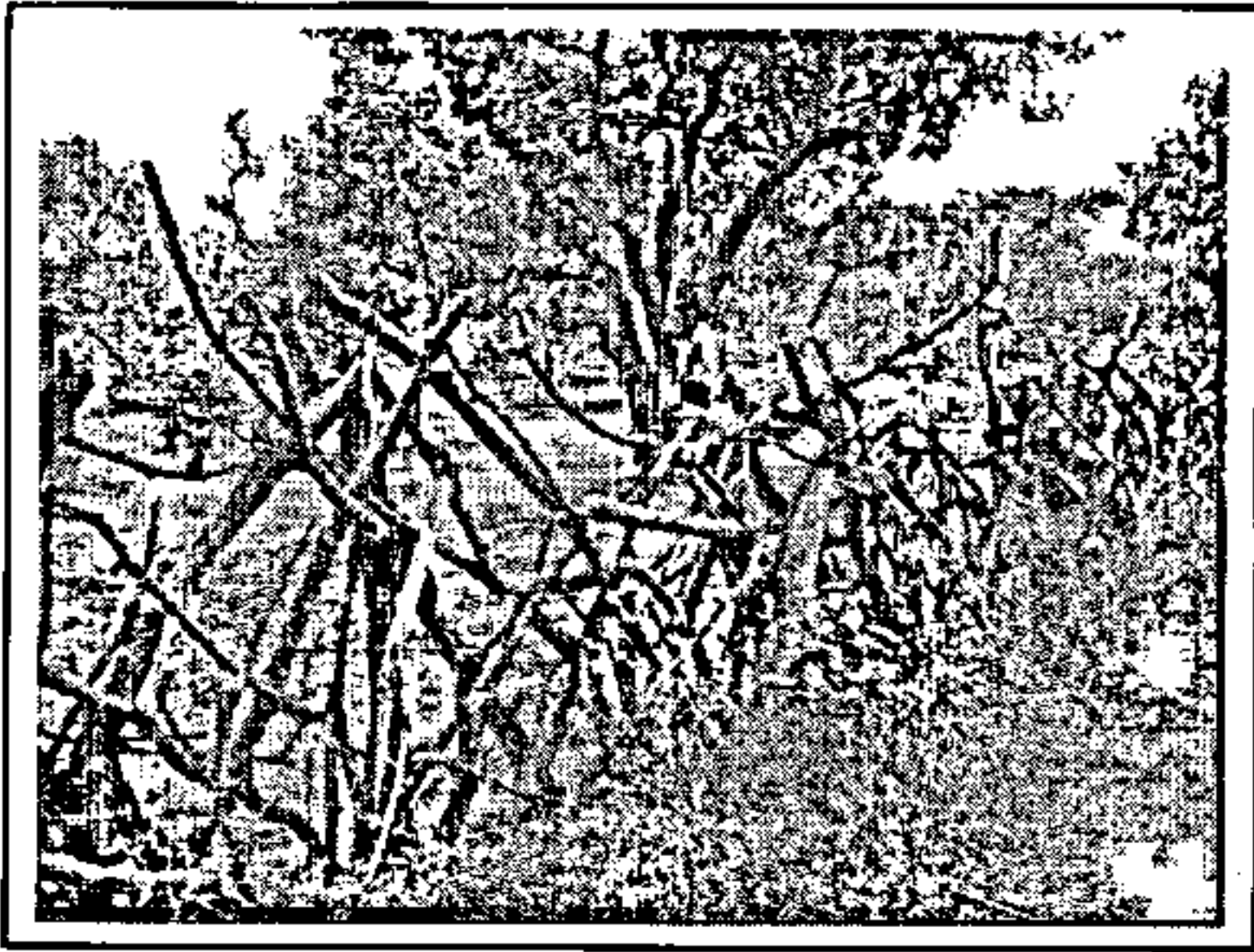


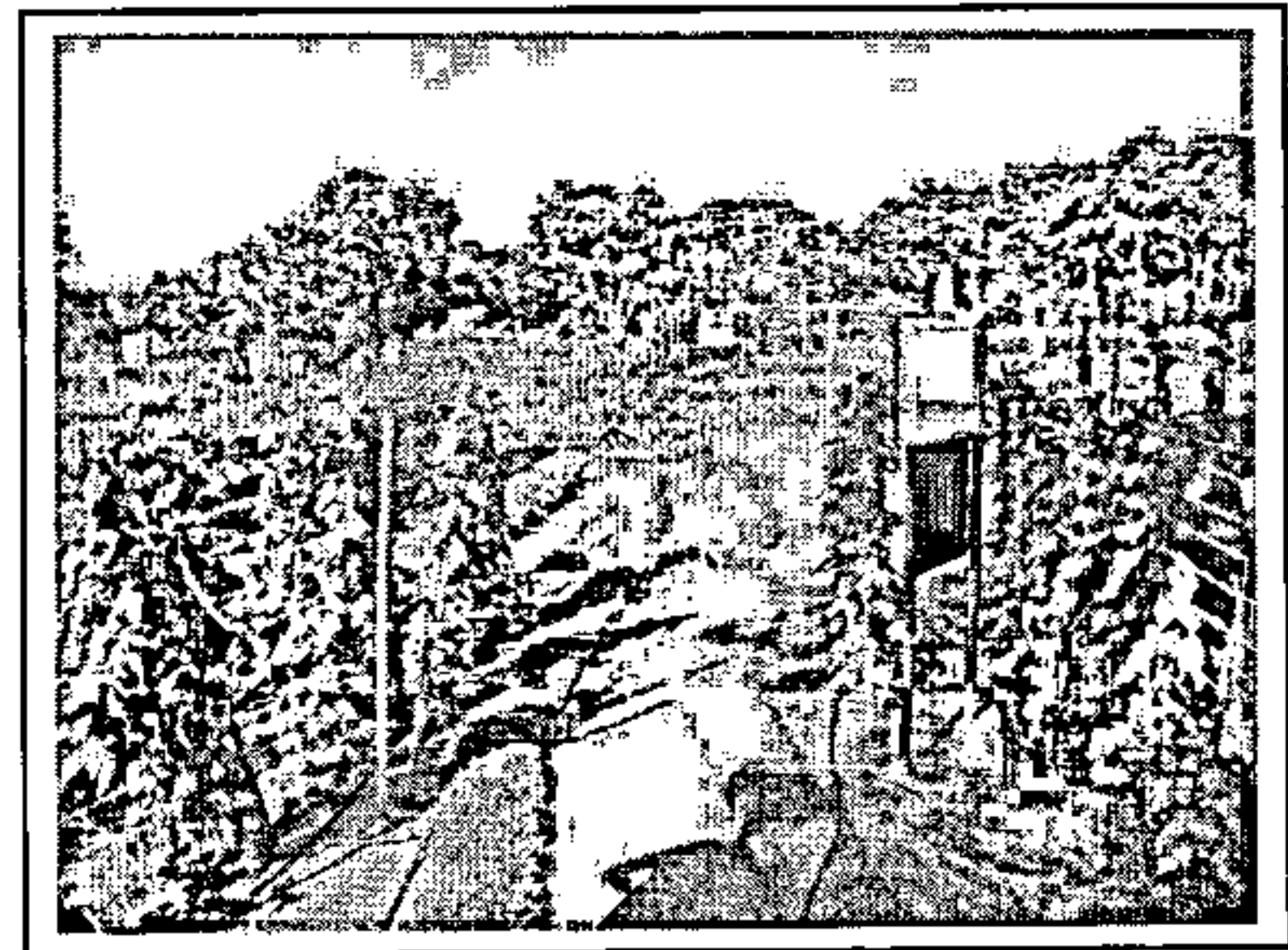
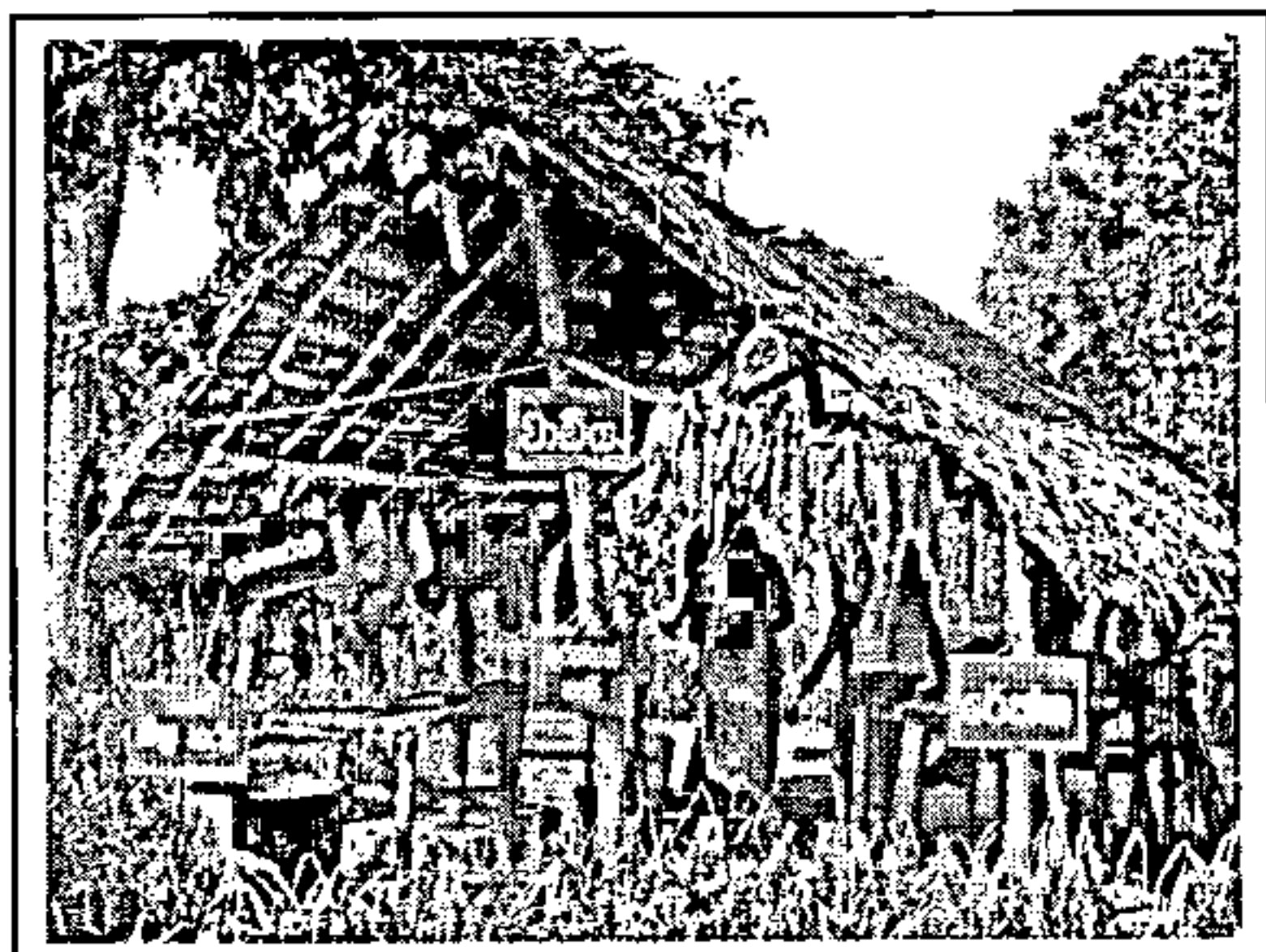
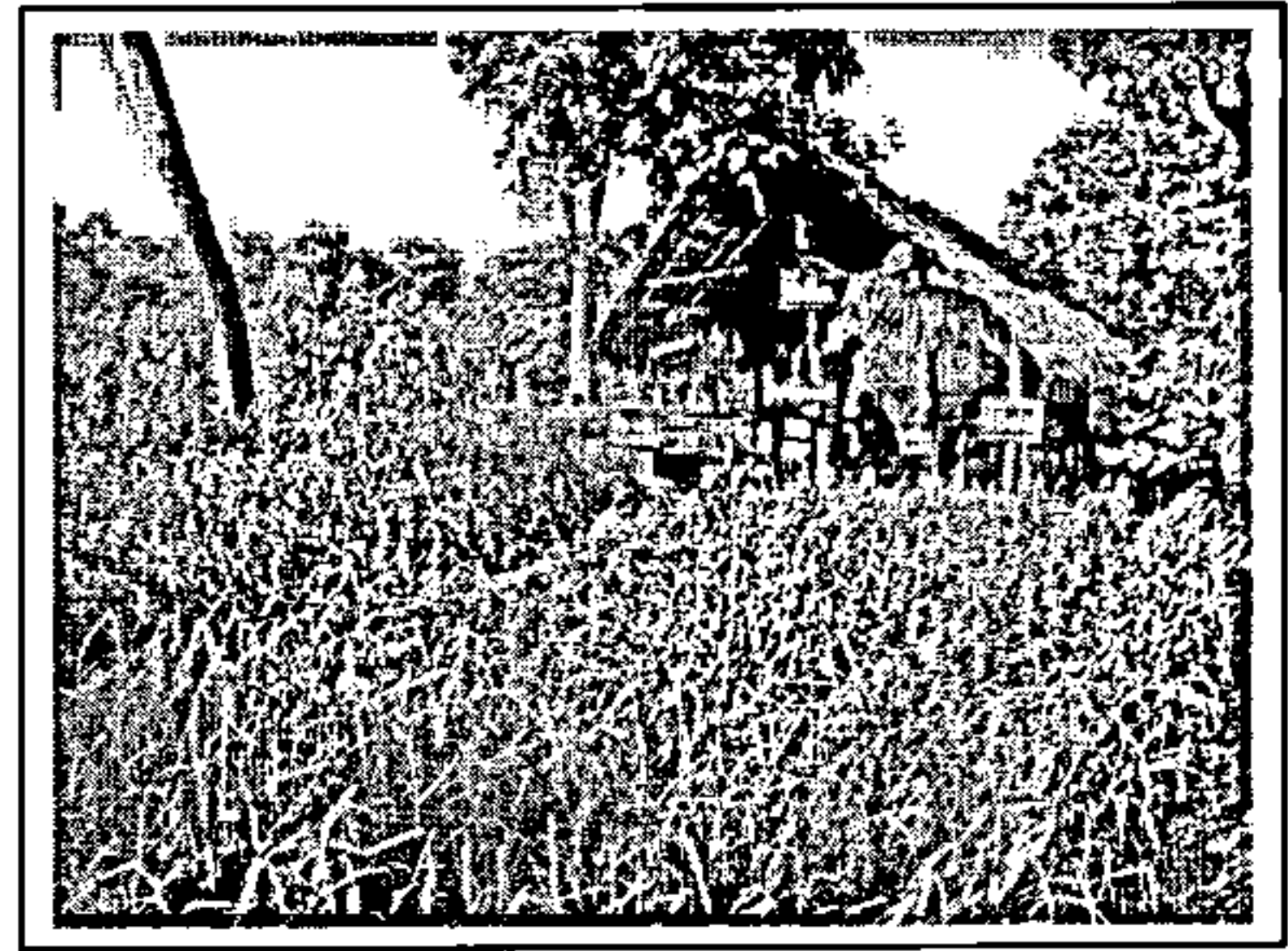
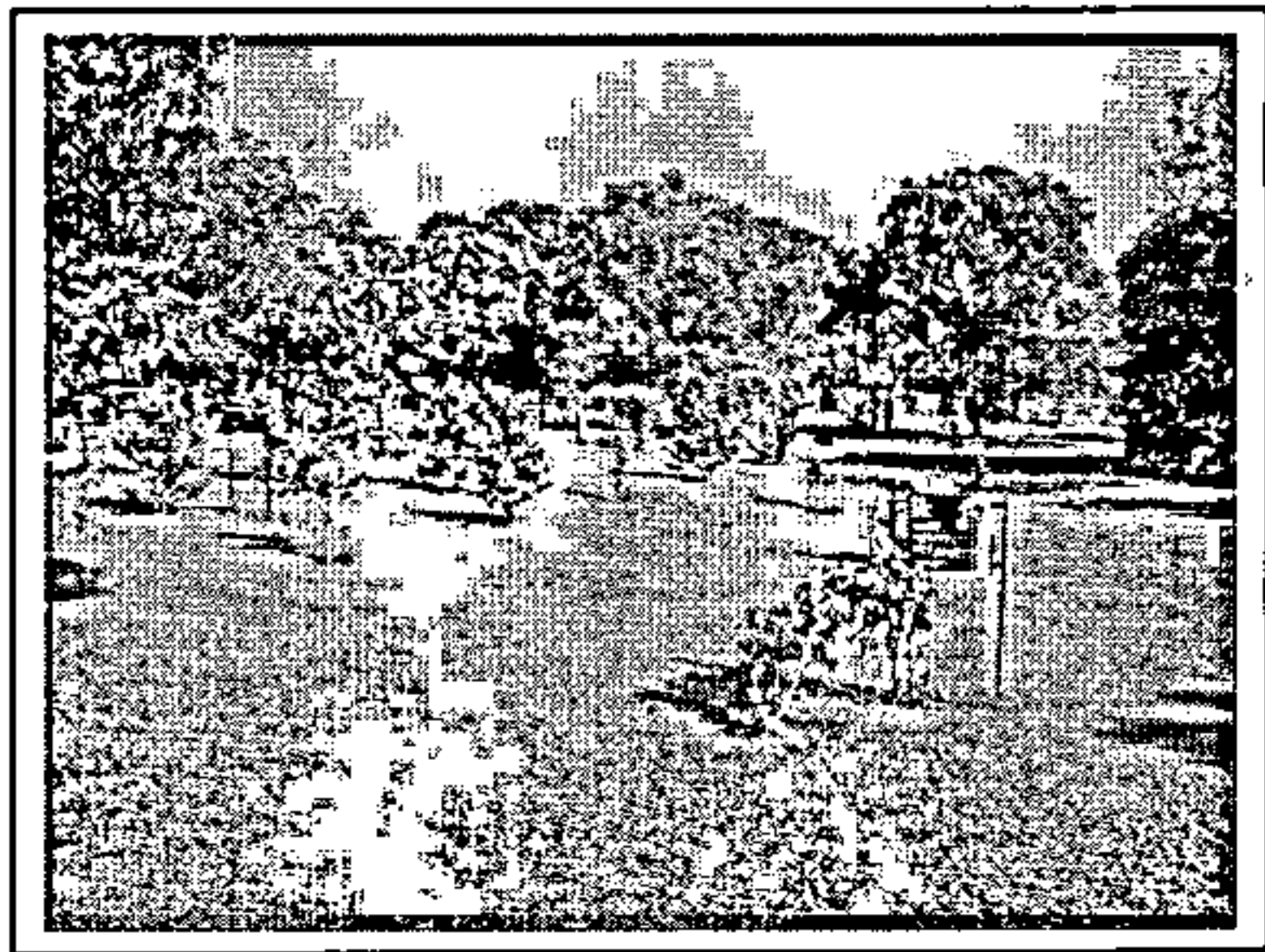
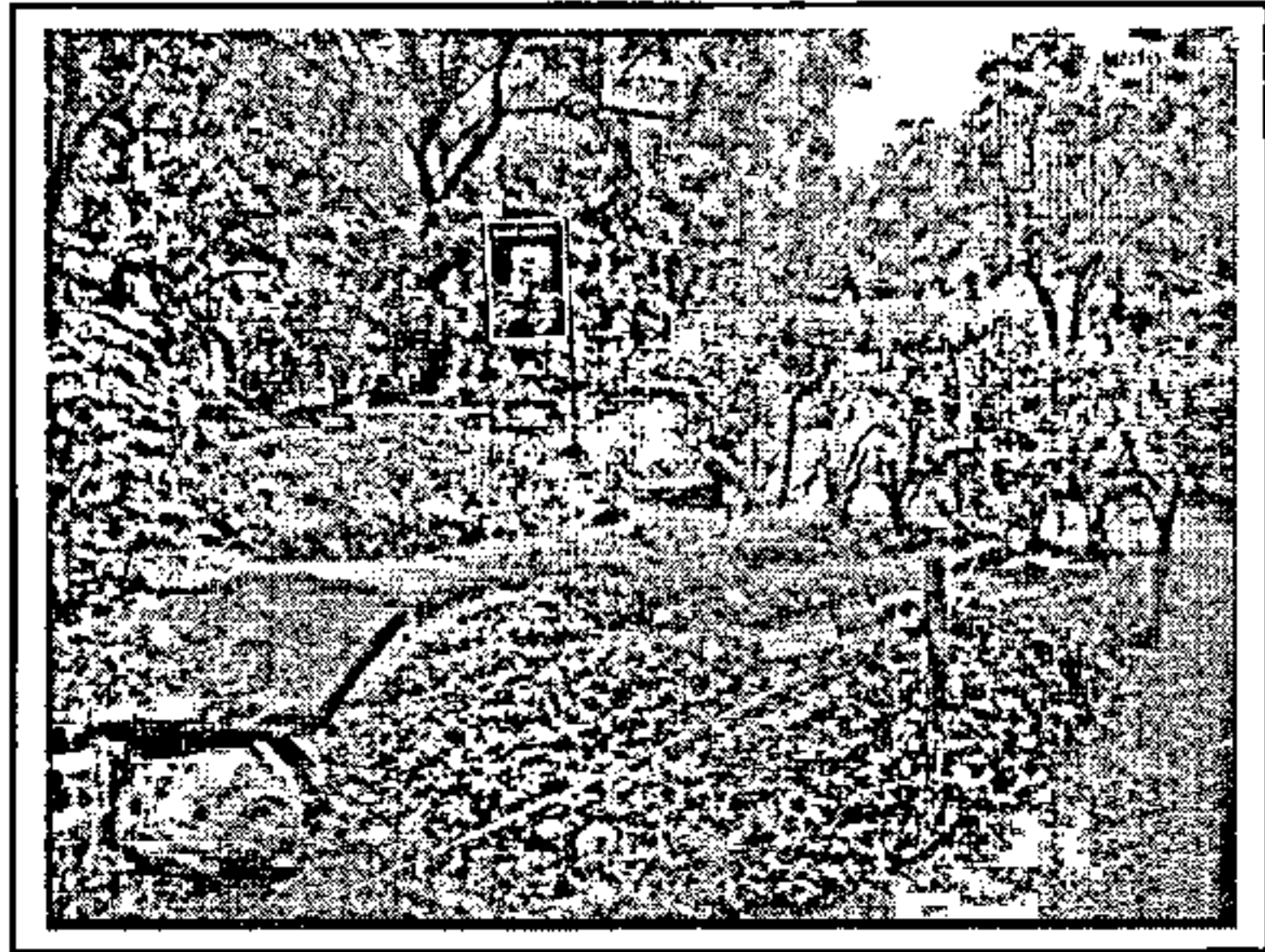


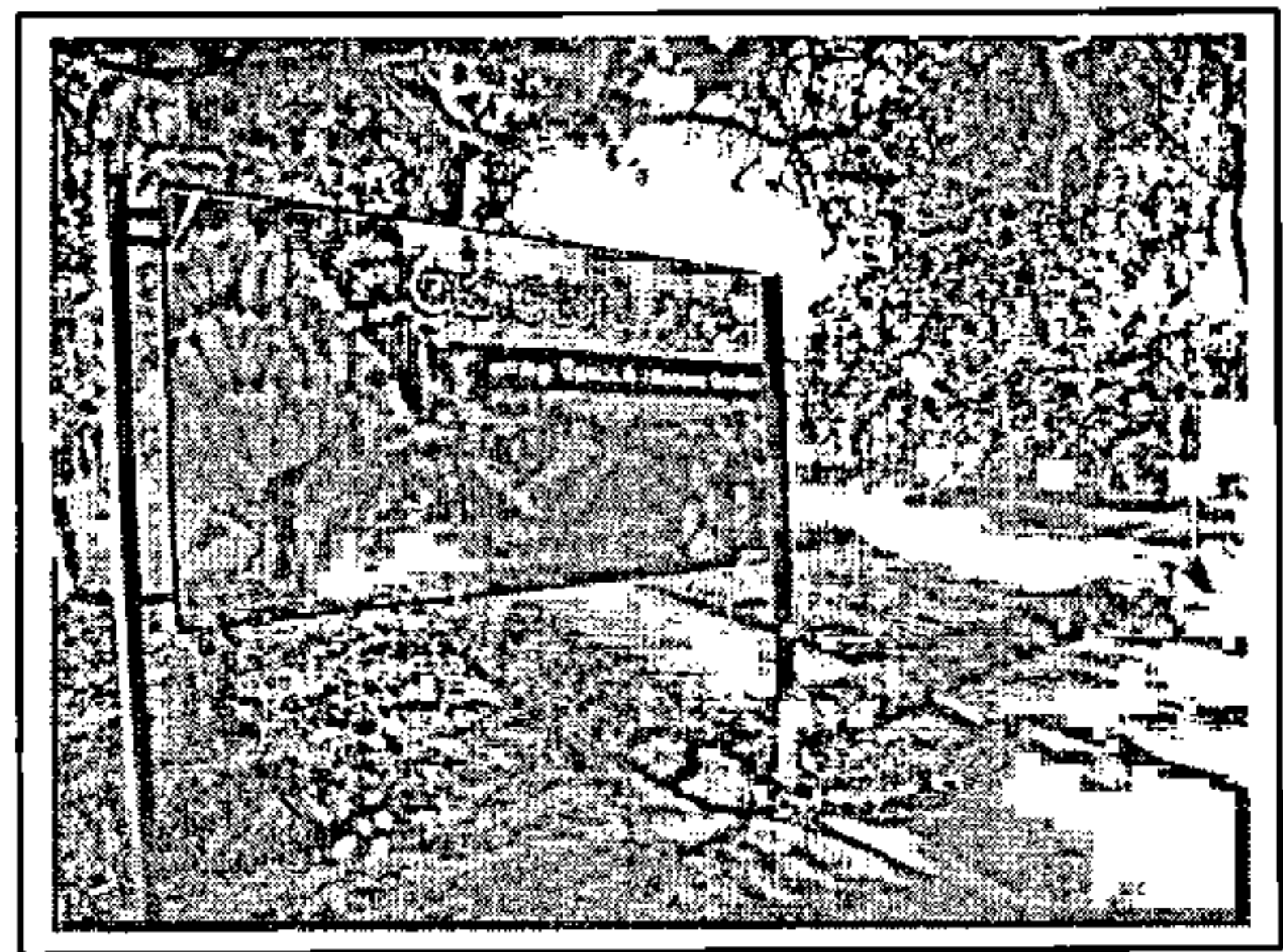
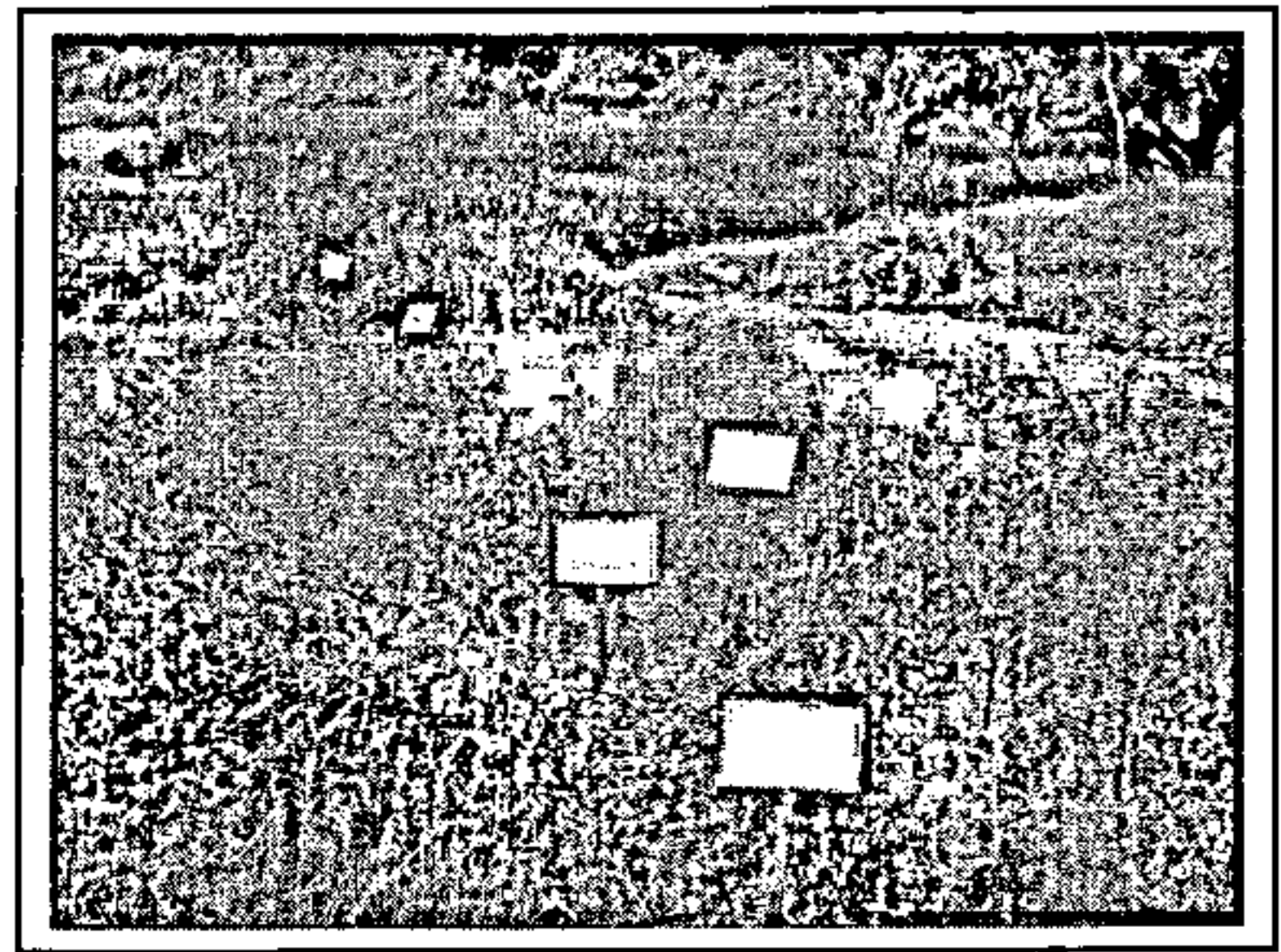
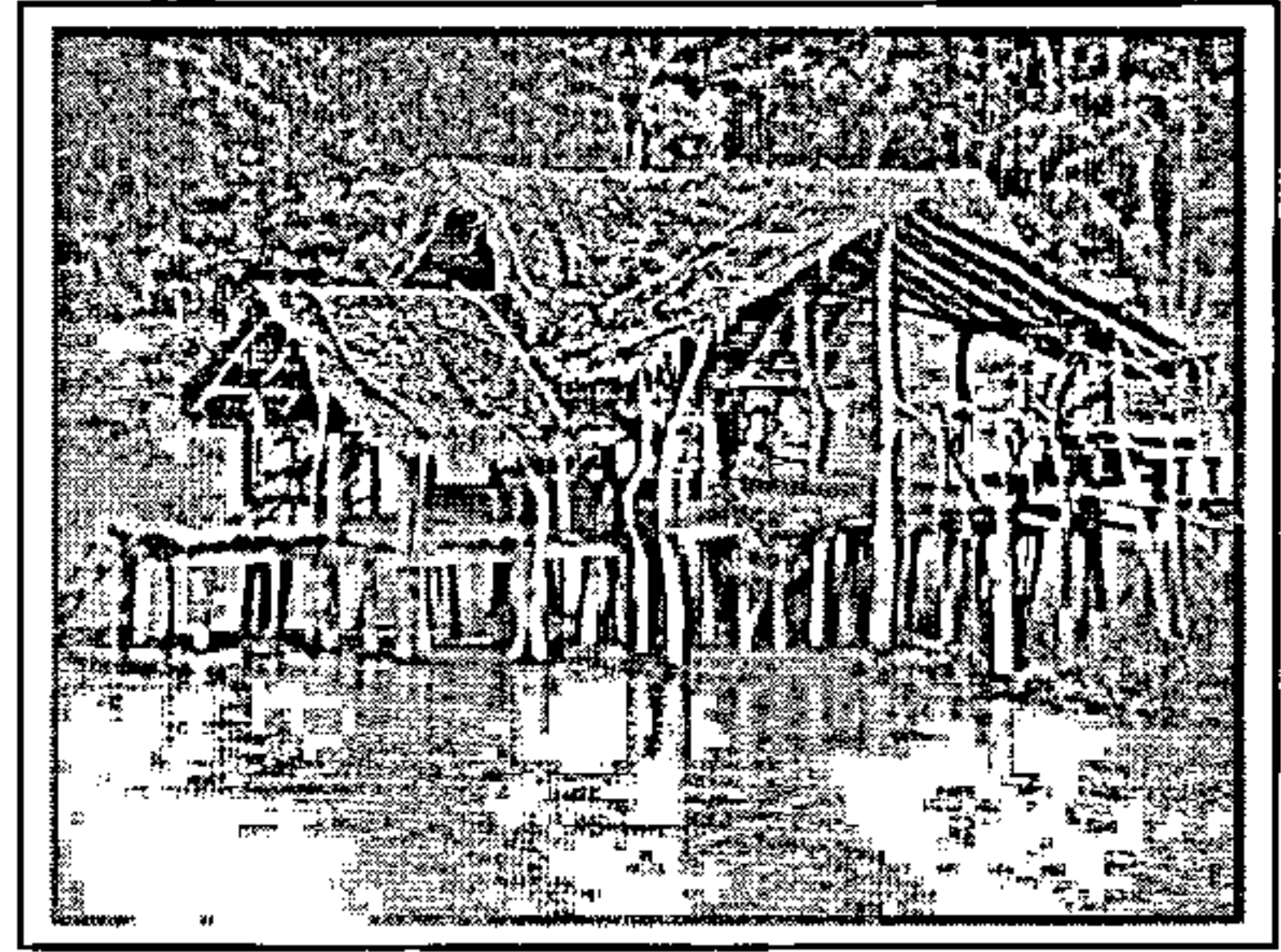


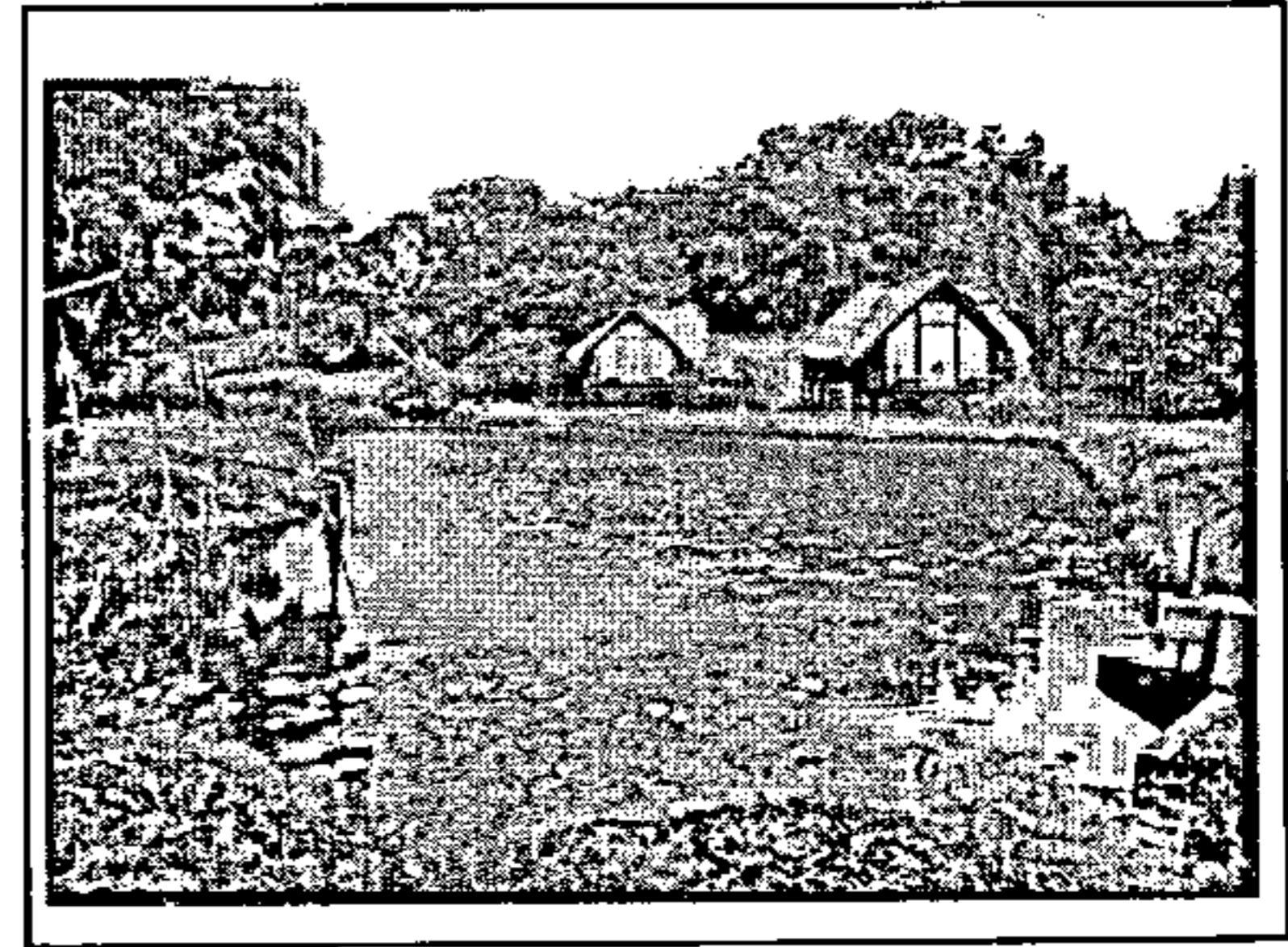
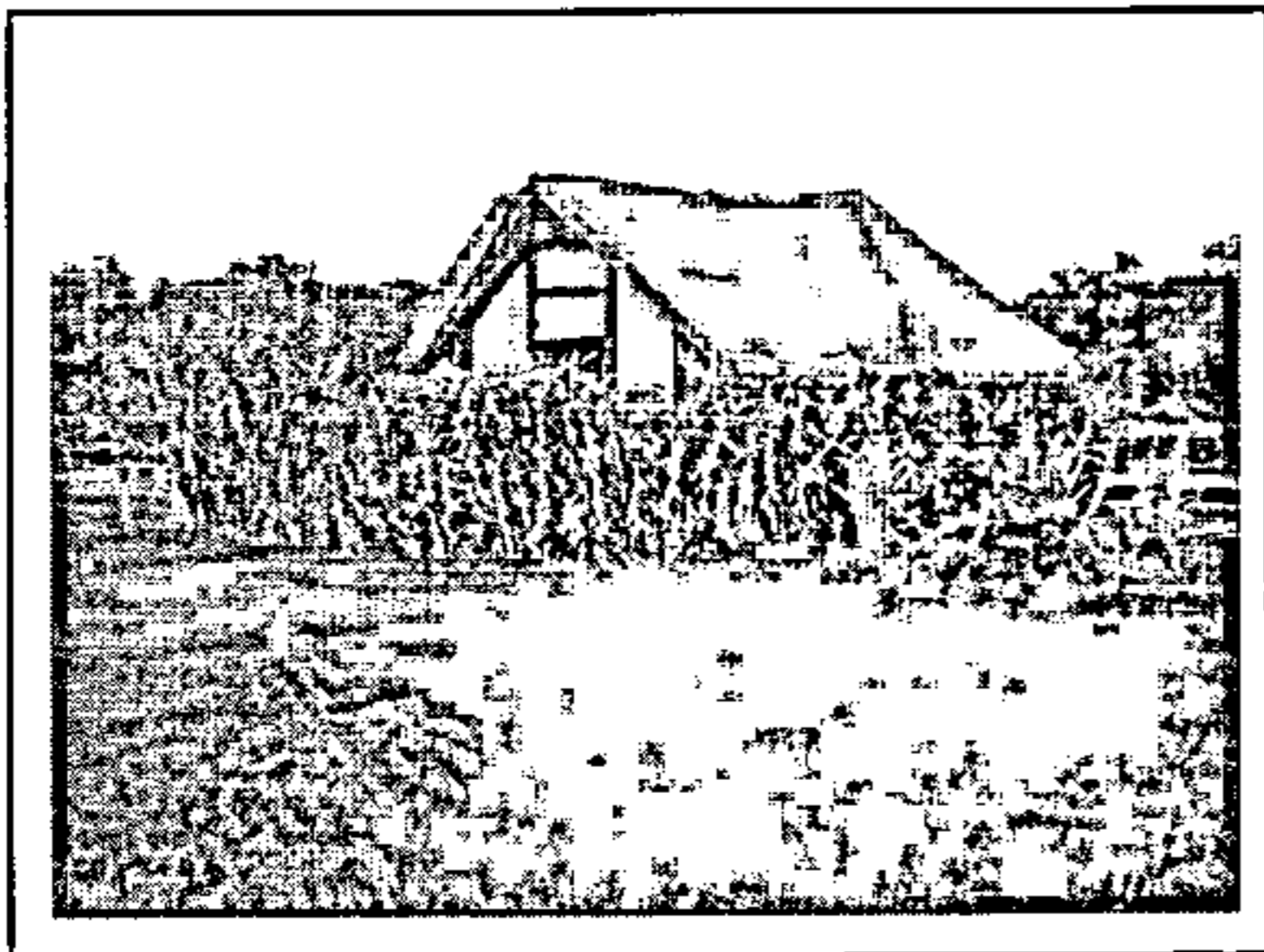
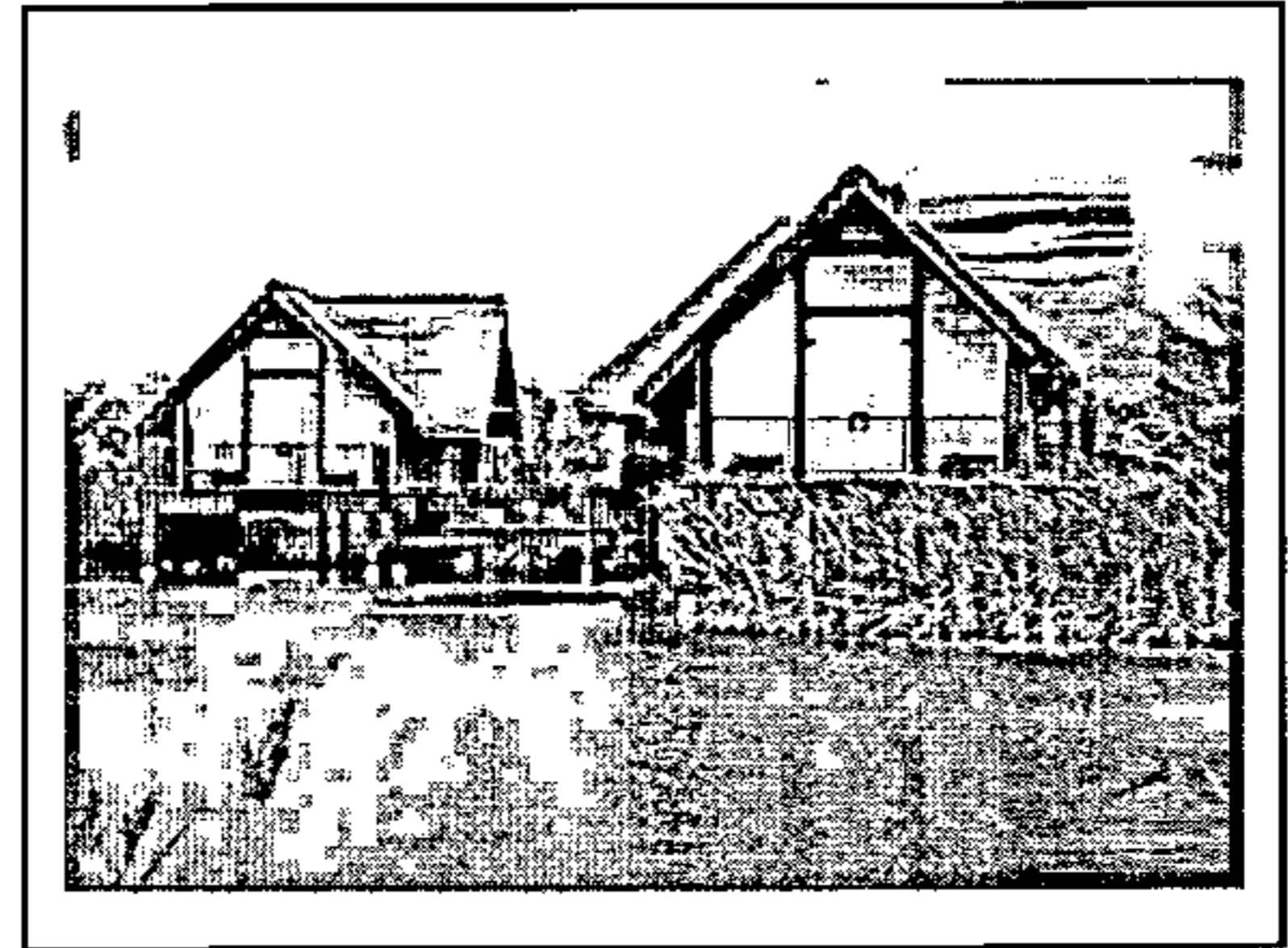
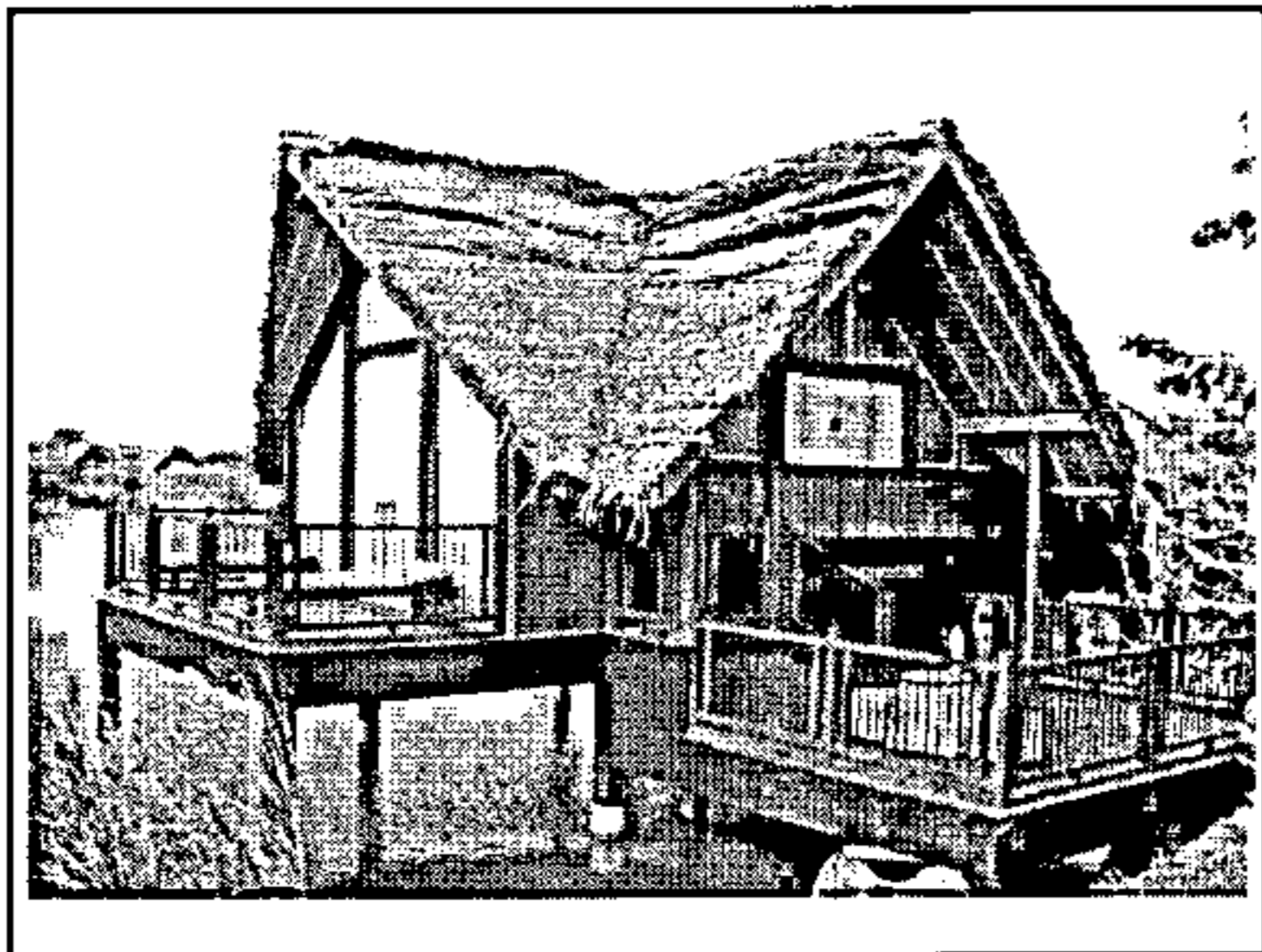
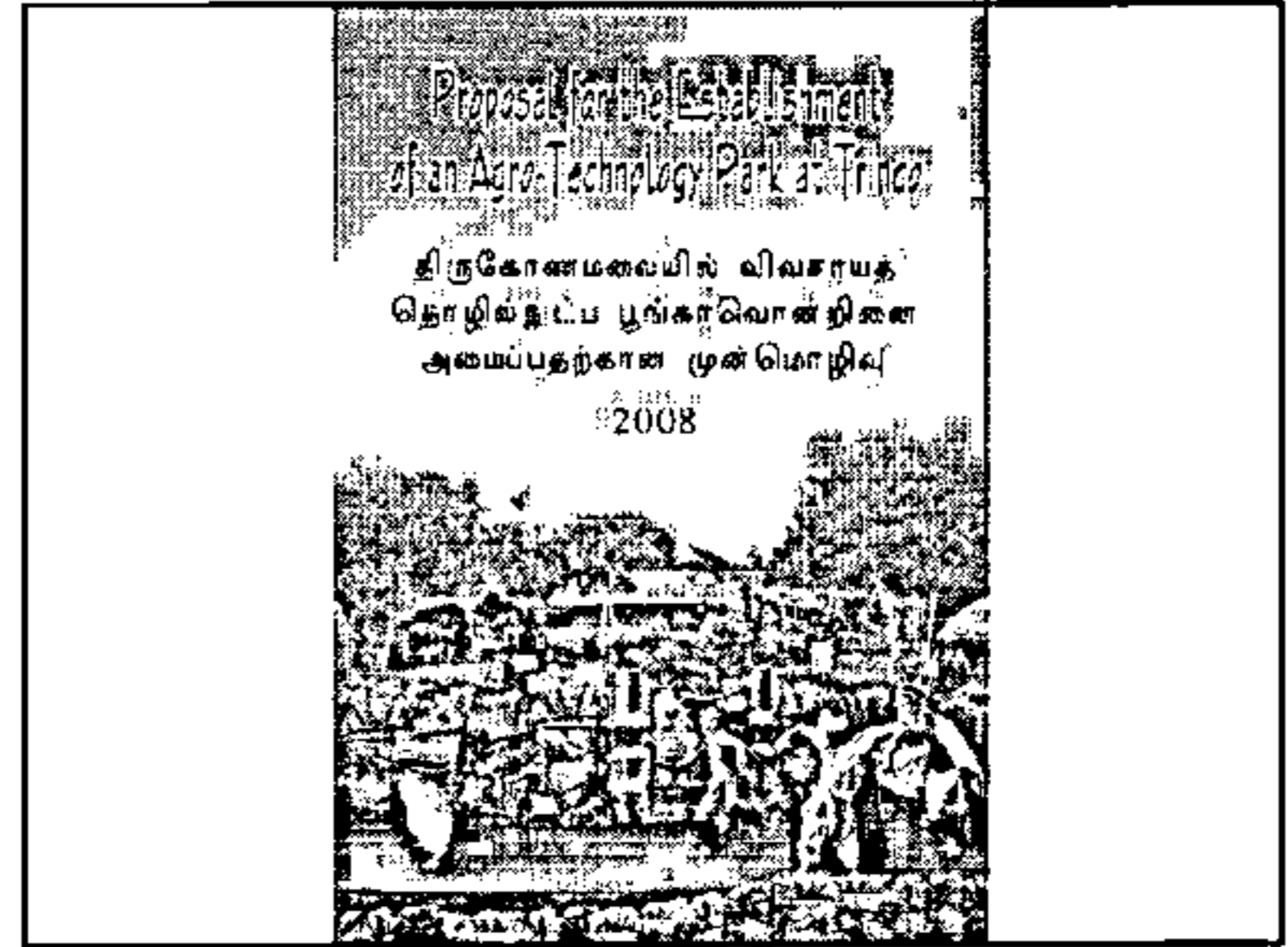
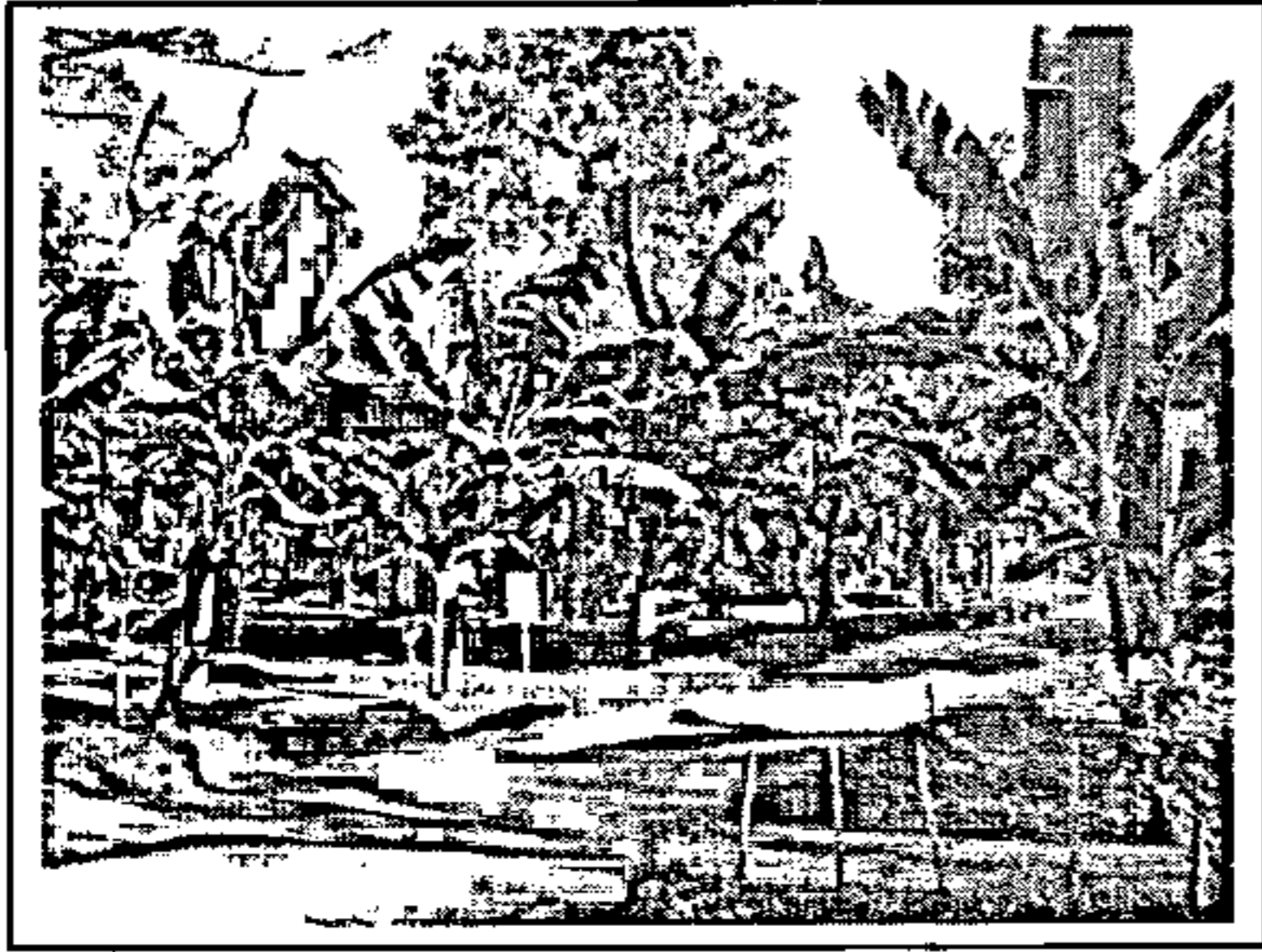


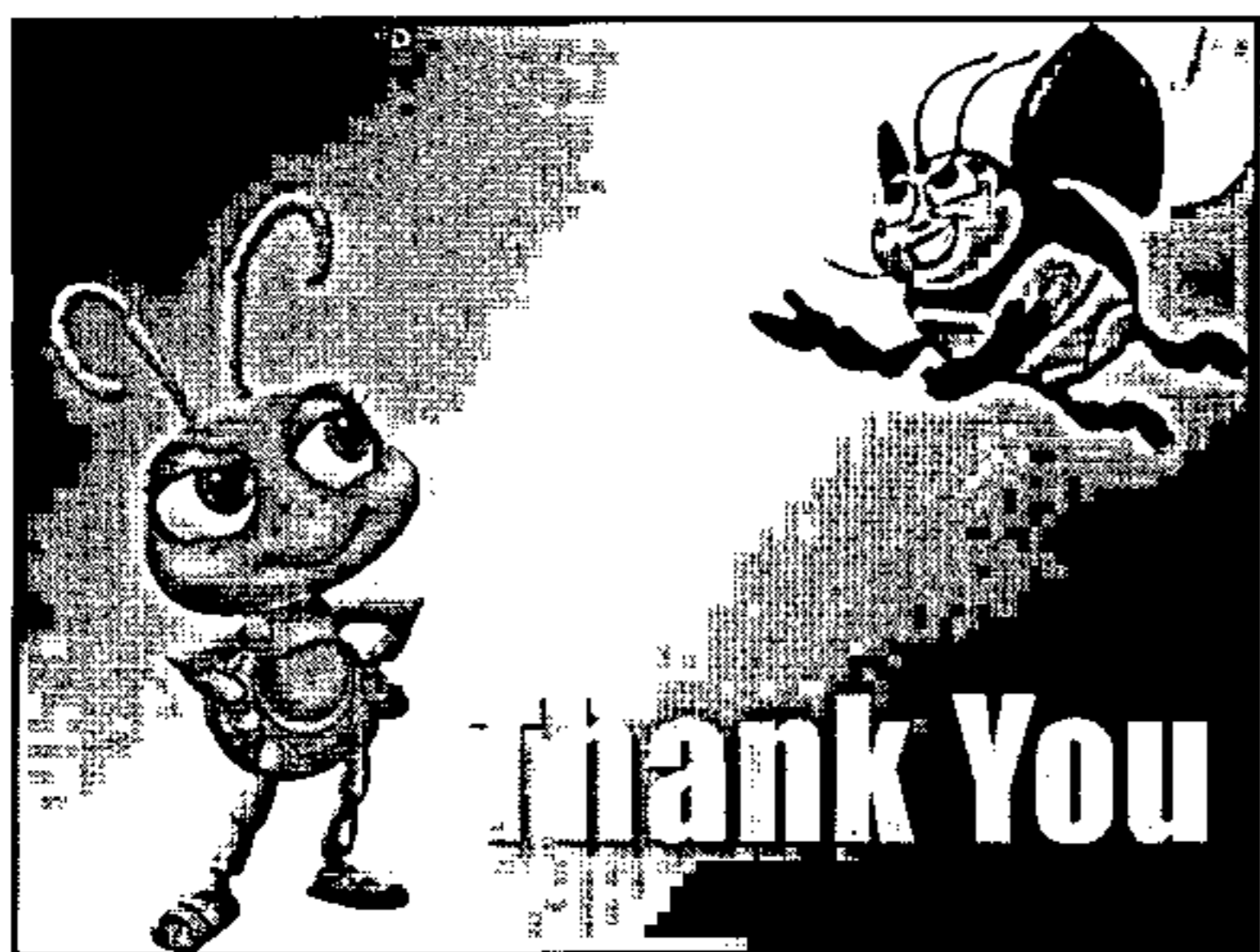























## One Tambon One Product (OTOP)







*The Strengthening of Thailand's Grassroots Economy of the Royal Thai Government (RTG)*


## Three Fundamental Principles

**Local, Yet Global**






**Self-Reliance and Creativity**




**Human Resource Development**


## OTOP Policy

*Development of grassroots economy*



*Improvement of people's standard of living*





*Revitalization of grassroots community – a sense of 'locality'*






## Agency Integration "National Agenda"








- Office of the Prime Minister
- Ministry of Finance
- Ministry of Interior (Community Development Dept.)
- Ministry of Agriculture and Cooperatives
- Ministry of Industry
- Ministry of Commerce
- Ministry of Public Health
- Ministry of Foreign Affairs
- Tourism Authority of Thailand (TAT)
- Ministry of Education
- Ministry of Science, Technology and Environment
- Board of Investment, NECTEC
- Etc.

## Types of One Tambon One Product (OTOP)

- ★ **Products** 
- ★ **Services** 
- ★ **Local Culture/ Ways of Life** 
- ★ **Tourist Locations** 
- ★ **Traditions** 

## 5 Categories of OTOP Products Champion "Classification Process"

1. Food 
2. Beverages 
3. Fabric and Textiles 
4. Furnishings, Decorations, Artifacts and Souvenirs
5. Herbals that are not defined as food or medicine 

**OTOP Product Champion (OPC)**

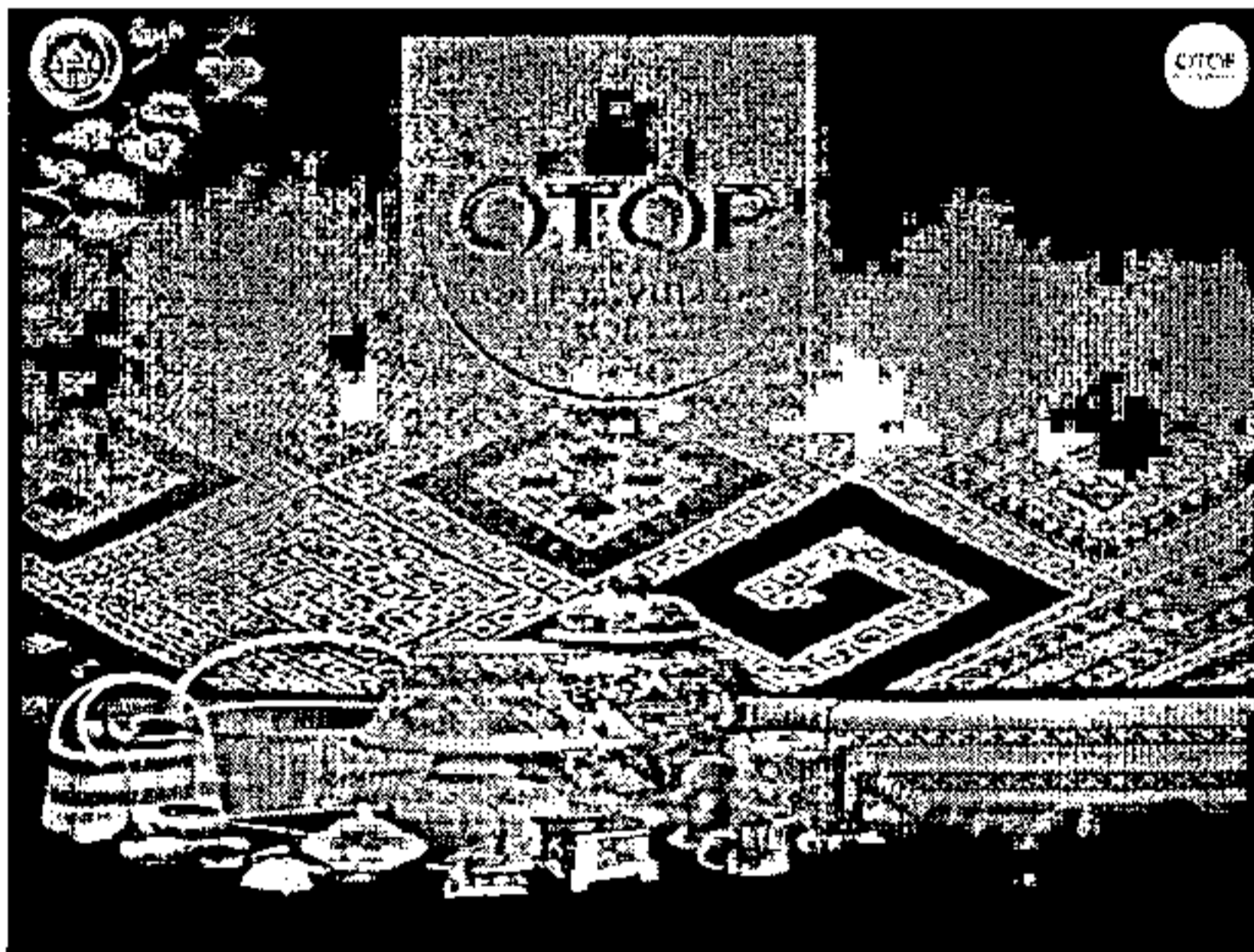
**The OTOP Classification**

- 5-star product
- 4-star product
- 3-star product
- 2-star product
- 1-star product



**The Extended Activities of OTOP**

OTOP Product Champion (OPC)	OTOP City Fair
Smart OTOP (OTOP Entrepreneurship Training)	Regional OTOP Fair
Provincial Star OTOP (PSO)	Young OTOP Camp
Knowledge-based OTOP	OTOP Village Champion (OVC)
OTOP midyear fair	OTOP Tourism Village



**Objectives of the Development of the OTOP Tourism Village**

- To create an OTOP Tourism Village, which will be another alternative to generate incomes to local communities producing the OTOP
- To link community lifestyle and local wisdom with tourism ; to generate incomes and create added values to local communities
- To provide tourists an opportunity to understand the production process of the OTOP and its value
- To upgrade tourist service and to increase communications skills with foreign tourists; to enhance professionalism in the production of products and the provision of services, including sanitation and standard of food and health

**The first eight OTOP Tourism Villages**

**Ban Thawai, Chiang Mai**

**1**

**Carving out a future**

**The first eight OTOP Tourism Villages**

**Doi Mae Salong, Chiang Rai**

**2**

**Tea planters of the northern hills**

**The first eight OTOP Tourism Villages**

**Ban Dan Kwian, Nakhon Ratchasima**

3

Shaping the future

**The first eight OTOP Tourism Villages**

**Ban Ko Kret, Nonthaburi**

4

Island of potters

**The first eight OTOP Tourism Villages**

**Ban Khirwong, Nakhon Si Thammarat**

5

Strength and unity of purpose

**The first eight OTOP Tourism Villages**

**Ban Bang Chao Cha, Ang Thong**

6

Weaving of the world

**The first eight OTOP Tourism Villages**

**Ban Don Kai Dee, Samut Sakhon**

7

The future in five colours

**The first eight OTOP Tourism Villages**

**Ban Aranyik, Phra Nakhon Si Ayutthaya**

8

Cutting edge craftsmanship



### The Success Factors



- ☺ Existing social capitals – groups & local wisdom
- ☺ Government's Commitment - National Agenda
- ☺ People/ Community Participation
- ☺ Focused Policy on Grassroots Economy
- ☺ Agency Integration – Effectiveness
- ☺ Sufficient and Competent Government Field Workers



### The Risk Factors



- ☺ Maintaining Standard & Quality
- ☺ Continuing Production for mass order
- ☺ Competitive Advantage – Brand & Image
- ☺ Entrepreneurship Development
- ☺ Knowledge Based Development of Products

**“THANK YOU”**

**สวัสดี**

**(SA - WAD - DEE)**



2009 + 1/2

## Agro-tourism Development in Hu-Dong Leisure Agriculture Area, R.O.C

Su-Chi Yang  
&  
Hsu-Feng Chen

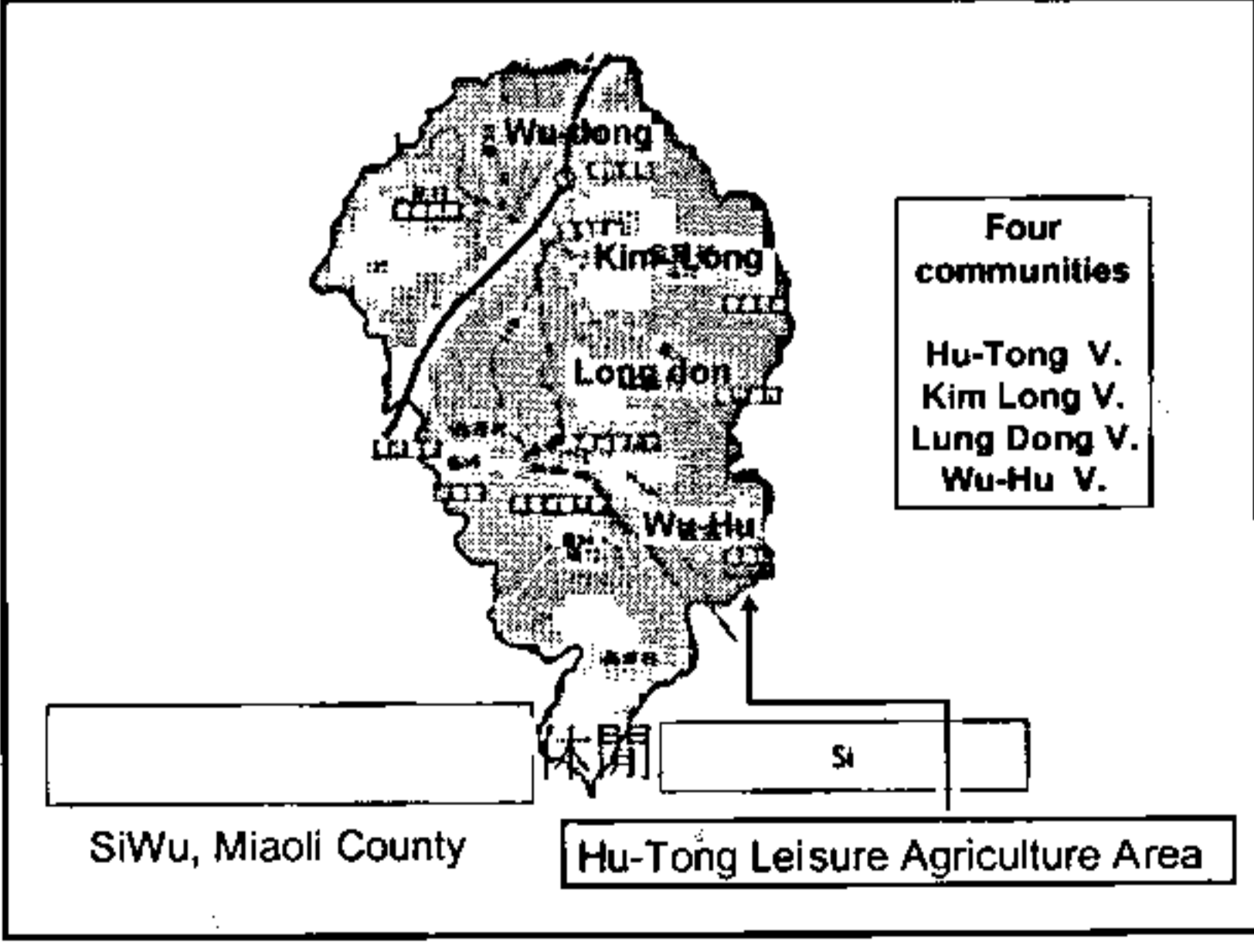
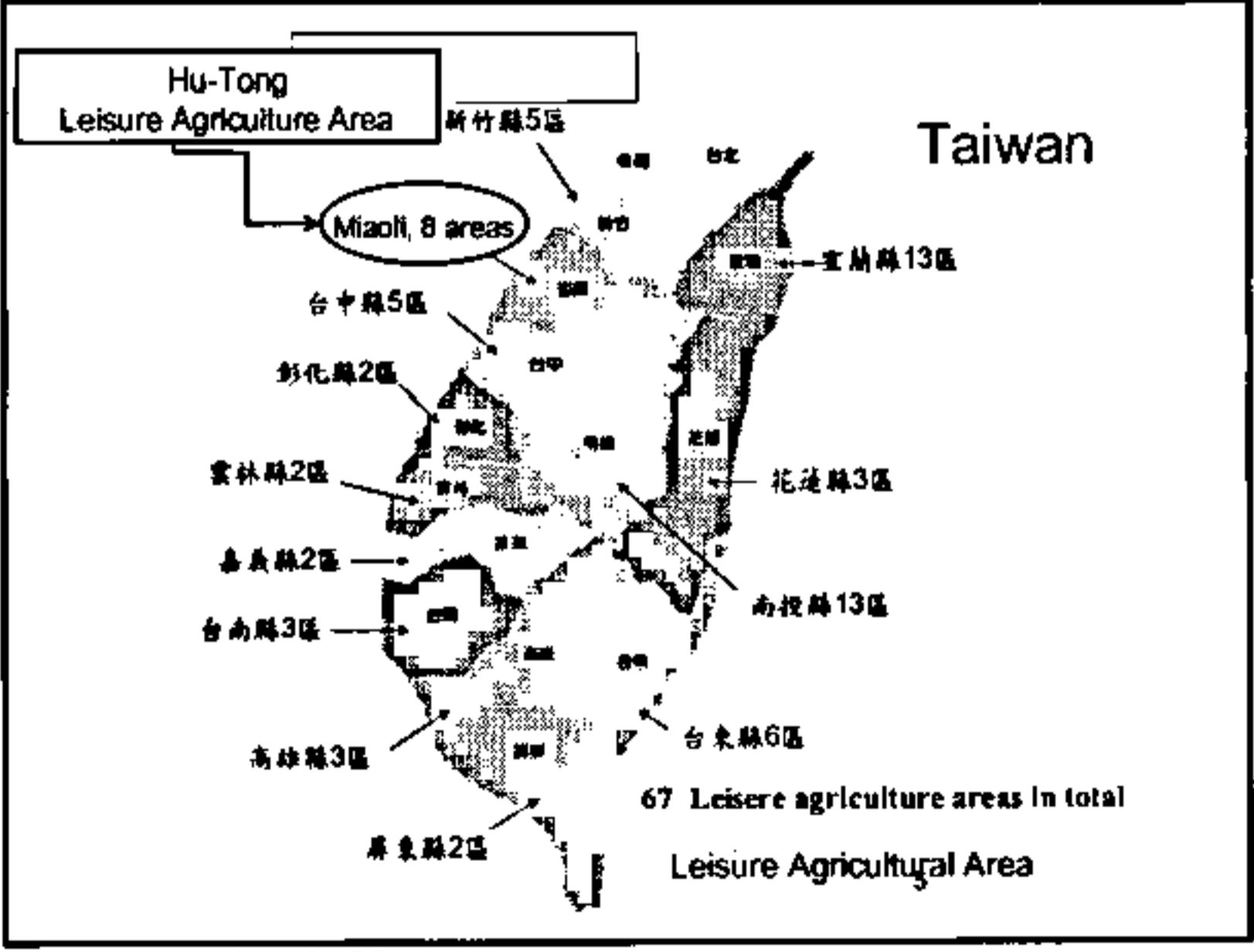
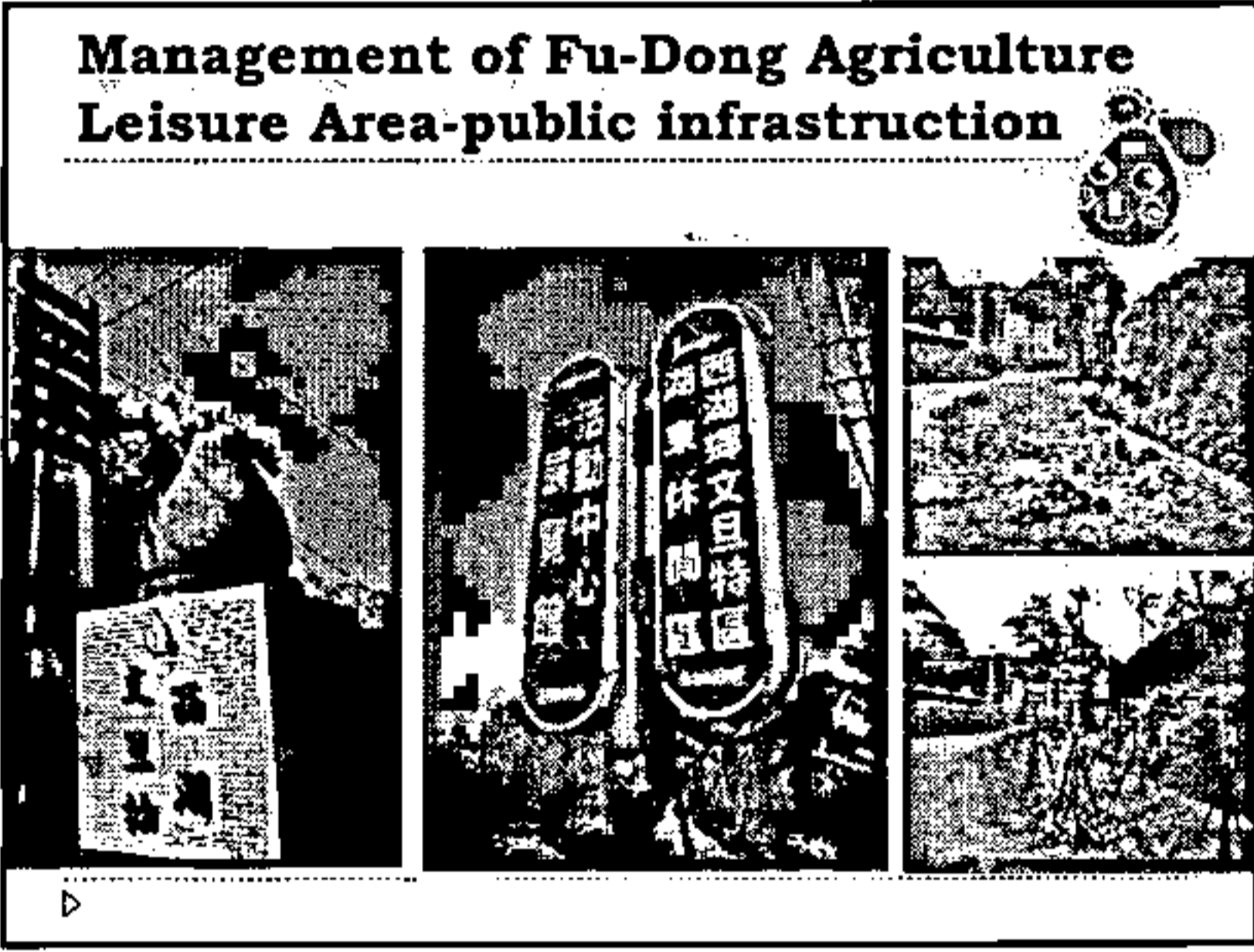
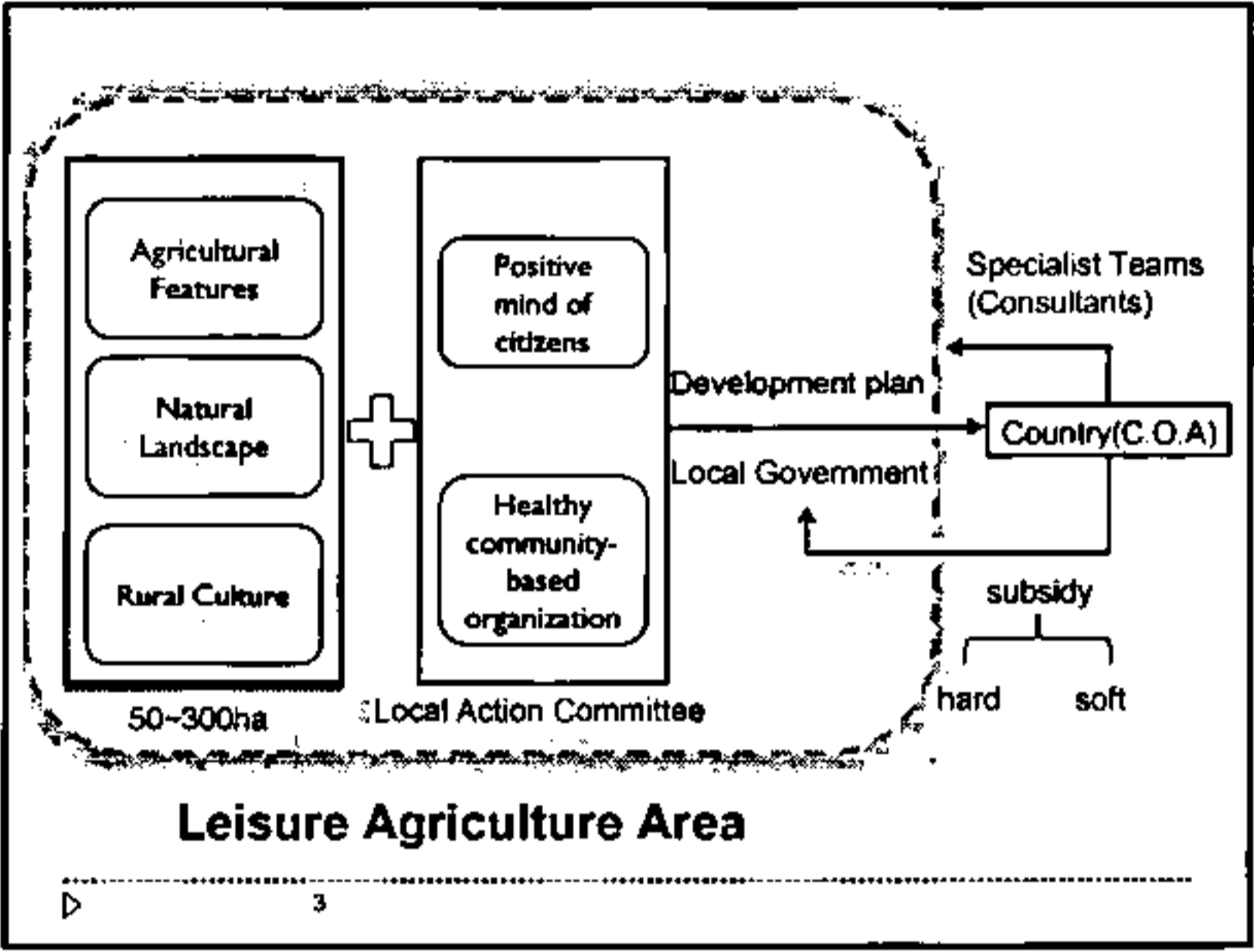
Assistant Professor, Department of International Business Management,  
Ching Yuen University  
Specialist, Department of Farmers' Services, Council of Agriculture, Executive Yuan,  
ROC

1

### Leisure Agriculture Area

- ▶ It is an area zoned by Country(C.O.A.)
- ▶ It is a concept and way to integrate local agricultural and other tourism resources,
- ▶ for the purposes of developing leisure agriculture regionally.

2



## Agriculture

► Pomelo



Sweet Potato



Rice  
Longan (*Dimocarpus longan*),  
other Citrus fruits.

▷ 7

## 2. Adopting the pomelo



Urban people  
US\$100 to US\$140/per year



▷ 8

## Develop creative Food and Beverage

### • Pomelo Meal :

• Pomelo Chicken · Pomelo sausage · bone with Pomelo source · Pomelo Source

### • Pomelo dessert

• Pomelo coffee cherry



Pomelo chicken

Pomelo tea

Pomelo Coffee jelly

▷ 9

## Tourism Enterprises in Hu-Tong L.L.A.

Enterprises name	Service	Accommodation
1. Secret Garden	餐飲、茶園DIY	○
2. Yifeng Leisure Farm	餐飲、茶園、銀行	○
3. Country Leisure Farm	餐飲、茶園、茶藝文旦	○
4. Wang Jungle Pomelo Yard	Adopting Pomelo	○
5. Chonglong Pond	園藝、餐飲、茶園	○
6. Shu Red Potato Process Factory	冰棒、薯粉、薯條	○
7. Wu-Tong Farm (new this year)	文旦採收作	○
8. Ming-Tzu vegetable and fruit yard(new)	採收園採收	○
9. Kim Long Kih	茶園、陶DIY	○
10. Pottery and butterfly H	戶外教學採收、陶藝DIY、植物採收	○
11. Hard Neck Hakka Band	傳統音樂的組合演出、飲品、茶園採收	○
12. Sanchinaha Restaurant	餐飲、茶園	○
13. Talehun Farm restaurant	餐飲、茶園OK、茶園	○
14. Home of Rice	採收DIY	○
15. Cheng Ji-rong B&B	住宿服務	○

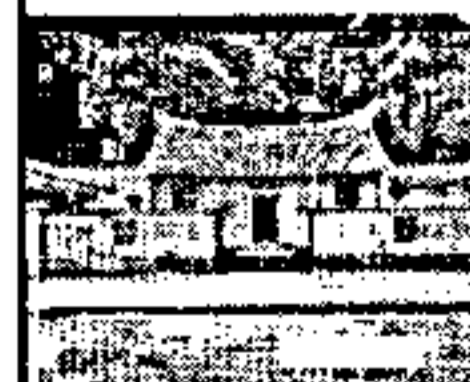
▷ 10

## The main problems encountered by the Individual Leisure Farms

- (1) Small economy of scale operation
- (2) Guests come uncertain
- (3) Lack of financial resources to hire staff
- (4) Lack of financial resources to improve physical environment.
- (5) Lack of skills in managing hospitality related Enterprises.
- (6) Lack ability of develop new products



## Village Old House(Over 150 years)



彭城堂



育錢第

Showing Hakka village culture



賴家武秀才



邱家忠實第

▷ 12

## Traditional Craft Factories

• Still use the traditional technology to produce



Hundred years steel factory



Traditional Kiln

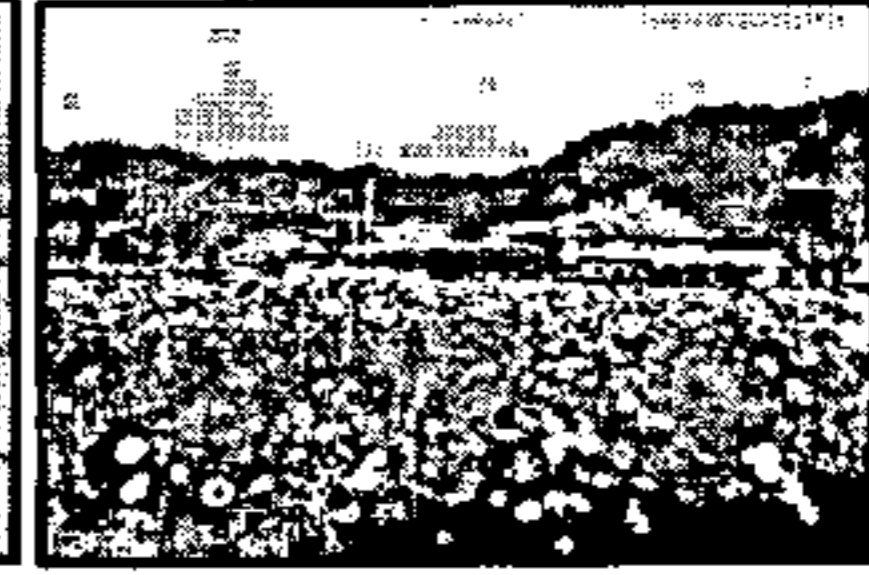


Kim Long Kiln

▷ 13

## Nature

• Cycling along the riverside and rice field, Bicycle rental (USD 1/per day)  
• Trekking on the mountain

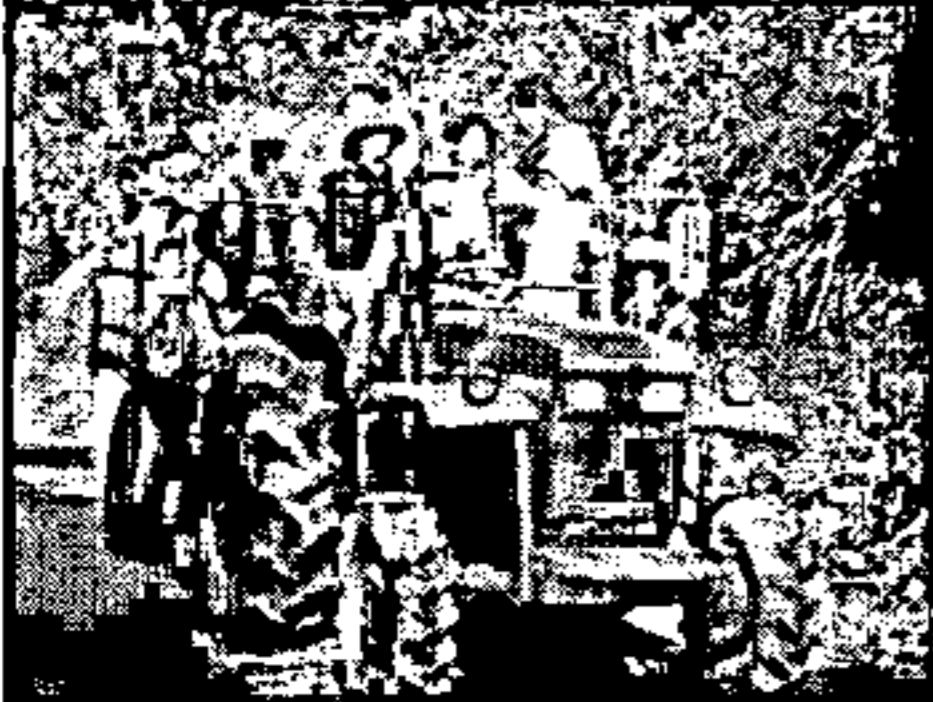


Siwu River and Agricultural Landscape in winter

▷ 14

## Other Rural activities

families with children and Elementary School Outdoor learning programs.  
US\$7-10 per person per day



Cow Herding



Learning how to make a pottery



Learn how to cook Rice Cake

▷

## Creative Souvenirs



Flower tea cup set



"Holy Potter" dwarfed tree



▷ 15

## Agricultural Product Promotional Events



• The end of May to the beginning of April every year  
• Main Host: Town  
• Visitors: 3500 persons



• The middle of July ~ the beginning of August  
• Main Host: Community College  
• Visitors: 500 persons

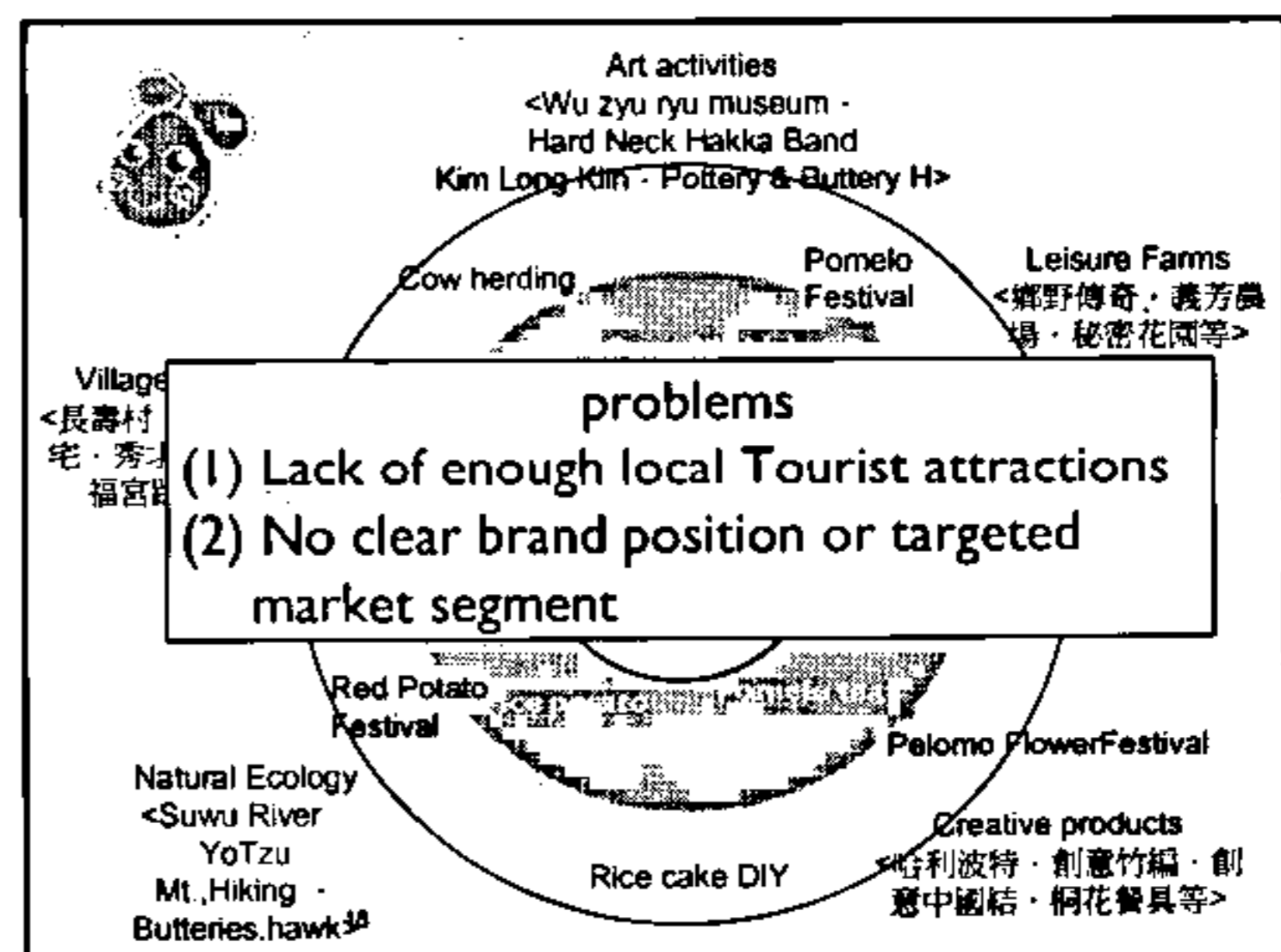


• Before or after Autumn Moon  
• Main Host: Town  
• Visitors: 3000 persons

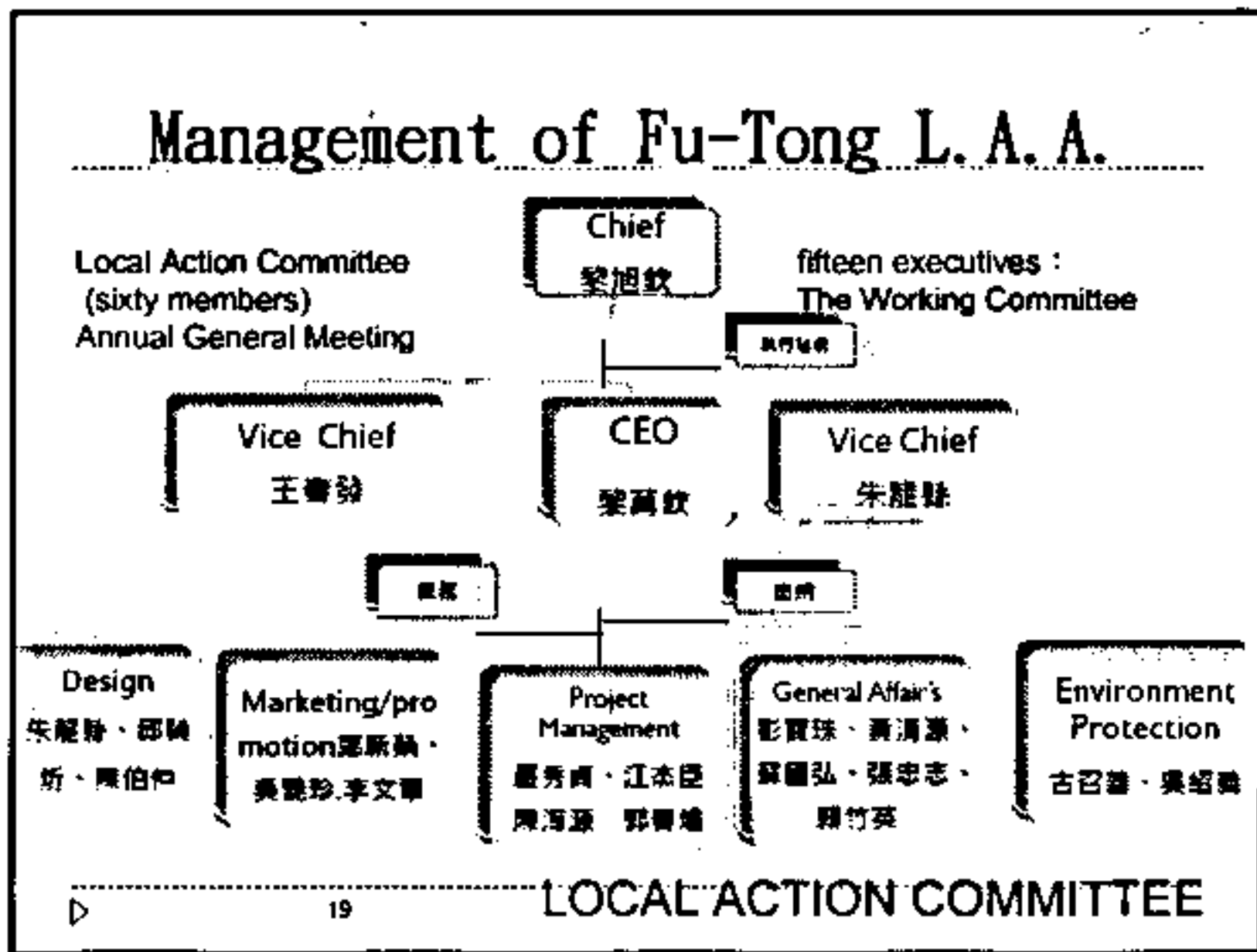


• The end of November  
• Main Host: Farmers Cooperative  
• Visitors: 2000 persons

▷ 17







### The budget of this committee

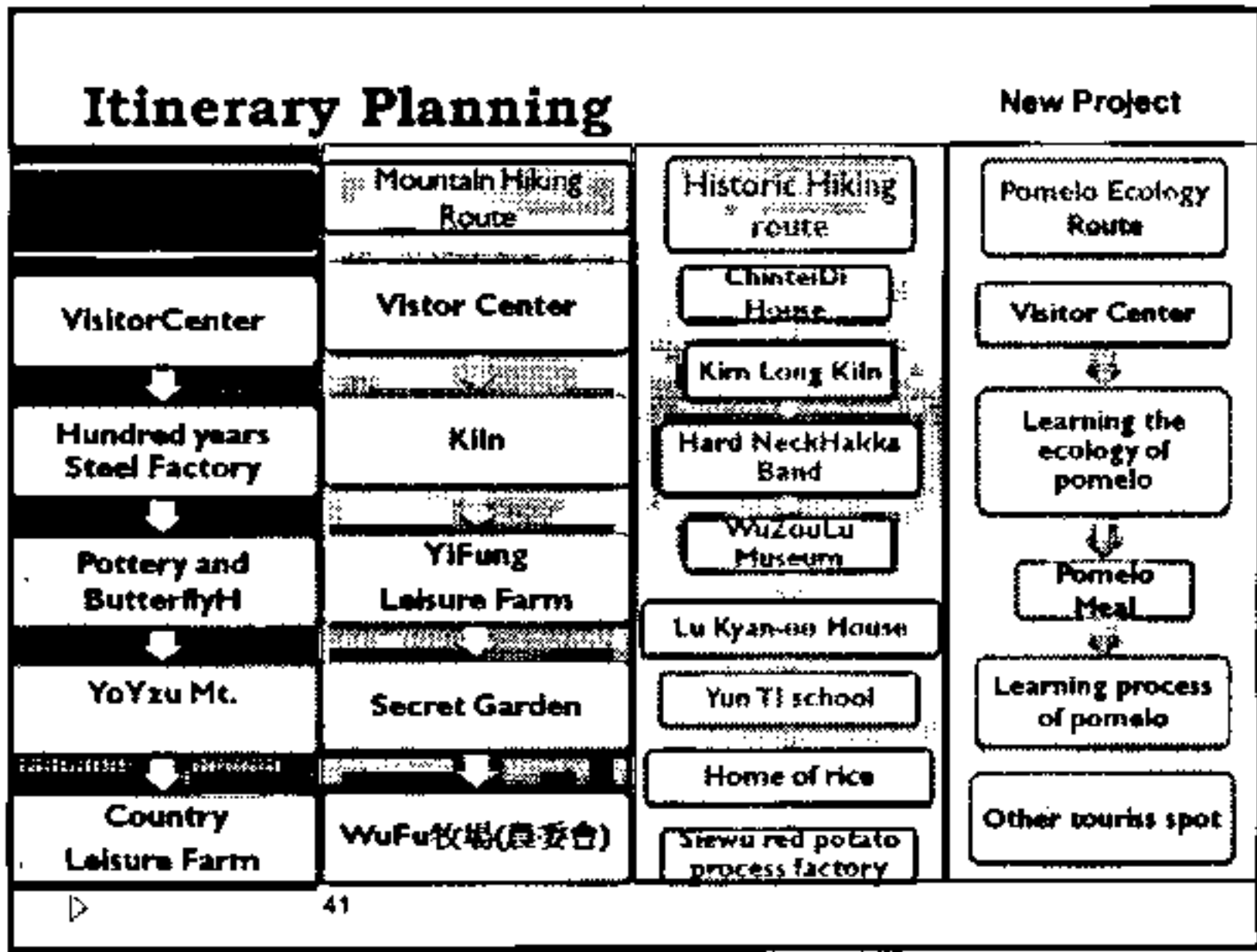
**budget**

- Entrance fee: NTD 1,000 /per person
- Membership fee: NTD500 per person/per year
- sponsor: NTD 10,000 /year (Enterprises)
- subsidy: NTD200,000 /year (County and Town)

**Next year:**

- (1) Interpreters income
- (2) Accommodation income
- (3) Souvriors income

20



### Ecology Tour for every month USD7/per day/per Child

1. 10月1日 湖東休閒農業區導覽	5. 10月5日 湖東休閒農業區導覽	9. 10月9日 湖東休閒農業區導覽
2. 10月2日 湖東休閒農業區導覽	6. 10月6日 湖東休閒農業區導覽	10. 10月10日 湖東休閒農業區導覽
3. 10月3日 湖東休閒農業區導覽	7. 10月7日 湖東休閒農業區導覽	11. 10月11日 湖東休閒農業區導覽
4. 10月4日 湖東休閒農業區導覽	8. 10月8日 湖東休閒農業區導覽	12. 10月12日 湖東休閒農業區導覽

21

### Promotion Projects

#### Map and Brochure of Hu-Dong L.A.A

湖東休閒農業區導覽圖

文宣印製量: 10,000 份/年

22

### Promotion


Newspaper report

- Radio 10 times/year
- 尚遊台灣報導次數 1次/年
- newspaper 30 times/year

旅遊節目: 三立歡喜

24

### Customer Service -Vistor Center



- located the entrance to the Area
- Staffed with at least one person(8:00-17:30) , weekends : two staffs

Staff problem  
Staff are hired by local government as temporary employee, not forever




### Customer Service

Blog or Homepage of Enterprises

➔


Visitor Center Homepage

1. 義芳農場：  
<http://www.e88.idv.tw/index2.htm>
2. 金龍菜  
<http://tw.myblog.yahoo.com/jw!v!jeqcyYGRnUTwUrtjwmXKk3Aw/archives?fid=1>
3. 秘密花園：  
<http://www.flyto-secret-garden.com>
4. 陶傑H：  
<http://album.blog.yam.com/daddy1>
5. 鄉野傳奇：  
<http://hsiangye.myweb.hinet.net/>
6. 硬頸樂園<浪客樓工作室>  
<http://www.yuhohle.com/hardneck>
7. 土牛溝客家文化教育協會  
<http://tw.myblog.yahoo.com/0928-973713/>



網東林博與東明  
<http://sitebuilder.yola.com/users/S3/Daad/D1e8/D4gq/D645AU8e4988cb215382200121548de46e1dae/8e4988cc215382201215470256b0e9a/>


### Local Talent Development



- 2007-2006: educating the Membership on the importance of establishing the Leisure Agriculture Area
- 2007-2009: shifted to Agro-Tourism education, computer skills, World Wide Web and Internet, marketing/promotion skills, and interpretation skill.
- 2010: focused on cultivating professional management of enterprises.

### Problems encountered by the Management

- (1) Lack of the recognition for Agriculture Leisure
- (2) Too care even distribution of the budget across the four communities and local Enterprises.
- (3) Overreliance on local government for organization and management skills.
- (4) Most members are older or farmers who lack the education in organizational, financial or technology skills, to manage organizations.



## The END

29

### 人才培育與營運成效

- 遊客中心及各農場皆有記錄遊客人數
- 固定統計區內遊客人數
  - (1) 淡季遊客人數平均約： 1,000 人次/月
  - (2) 旺季遊客人數平均約： 2,000 人次/月
  - (3) 戶外教學人數平均約： 1,000 人次/月(國中、國小、幼稚園)
  - (4) 自由行人數平均約： 300 人次/月
  - (5) 國外遊客人數平均約： 10 人次/月(新加坡、馬來西亞、印尼)
  - (6) 投宿農業區人數平均約： 240 人次/月(5家民宿)
- 遊客平均消費額： 600元/人(伴手禮、餐飲、導覽解說、租借腳踏車)
- 回來客數成長，成長率： 10 %
- 回遊客消費額增加，成長率： 10 %

53

3409 = +

Country of Origin: Republic of China (R.O.C)

## Agro-tourism Development in Hu-Dong Leisure Agriculture Area, R.O.C

### 1. Introduction to Leisure Agriculture Area in R.O.C

It is a concept and way to integrate local agricultural and infrastructure resources, for the purposes of promoting agricultural leisure regionally. Area's rich in plentiful agriculture production, local rural cultural, and beautiful natural landscape, with the positive mind of local citizens, healthy organizations, local governments can submit a development plan of this area to the Council of Agriculture (C.O.A).

After approval by C.O.A, this area will be zoned as a Leisure Agriculture Area. (L.A.A)Local Action Committee should be organized by local citizens and leisure enterprises and manage L.L.A. Specialist teams, commissioned by C.O.A are responsible for evaluating the L.A.A's, assisting with suggestions and guiding the local community, in the unique issues and challenges that each community will face as they move through the development process. This mechanism of diagnosis, consultant, training, will identify the features of every leisure agriculture area and allow more structured and efficient development. Based on the results and decisions, local government will construct the necessary public facilities and enhance the quality of environment, through infrastructure development.

Currently the R.O.C has 67 L.A.A's, since the program was started in 2001. The Hu-Dong Leisure Agriculture Area is located in Miaoli County, west side of Taiwan, was approved in 2002.

### 2. Features of the Hu-Dong Leisure Agriculture Area

#### 2-1 Tourism Resources

Hu-Dong Leisure Agriculture Area is composed of four communities, Hu-Dong village, Kimlong village, Longdong Village, and Wufu Village. The most important agriculture crop in the Hu-Dong L.A.A is Pummelo (*Citrus grandis* L. Osbeck), a citrus fruit, producing 4000 tones annually. There are a number of smaller crops including the Red Potatoes', Rice, Longan (*Dimocarpus longan*), and other Citrus fruits.

Hu-Dong L.A.A. is rich in historical value including six Hakka housing constructed over 150 years ago, traditional craft factories, including pottery with historical kiln's and religious related festivals. In addition the natural landscape of the Siwu River, traditional rice fields, Yotzu Mountain, and filled with a range of fauna including 18 kinds of butterflies, birds such as the Hawk, create a tranquil, quiet, and rustic atmosphere. It is highly suited for developing sustainable rural tourism.

Based on the agricultural, cultural, and natural resources mentioned above, the local government successfully applied for Leisure Agricultural status in 2002. After this area was approved by C.O.A, local government started using the subsidies from C.O.A to improve the village infrastructure, including improved road signage, tourist viewing area's. Local Action Committee with the support from local government, created marketing/communications programs including maps, media promotion, local area branding, along with training local Interpreters. A Visitor Center was created by local government and is managed by the Local Action Community. The Hu-Dong Leisure Agriculture Area has gradually become a popular domestic tourist destination.

#### 2-2 Tourism Enterprises

There are eight Leisure Farms, six Restaurants, five Accommodations facilities, and three art related Enterprises.

Leisure Farms are focusing on promoting adopting Pummelo fruit to Urban tourists, are seeing increased interest in the Pummelo fruits, with the average Pummelo Tree producing revenues of between US\$100 to US\$140. Local Restaurants, the Leisure Farms also promote Pummelo based dishes and foodstuffs such as Pummelo chicken, Pummelo sausage, Pummelo tea, and Pummelo coffee jelly. They are also selling sweet potato related cookies. At this point in times there is limited Tourist Accommodation with some Leisure Farms providing rooms with average nightly room rates between US\$75~105.

Tourist activities are being provided by local enterprises such as cow herding, butterfly observation, visiting rural houses, pottery making including kiln tours, and cycling. These activities are focused on families with children and Elementary School Outdoor learning programs. The average income is around US\$7-10 per person per day.

### **3. Management of Hu-Dong Leisure Agriculture Area**

#### **3-1 Organization**

Every Leisure Agriculture Area has to organize a Local Action Committee. The Local Action Committee of Fu-dong Agriculture Leisure Area has sixty members and fifteen executives forming the Working Committee. The entire Membership will hold an Annual General Meeting setting the agenda and budget for the following year. The Working Committees meet once a month to determine the status of current projects. The budget of these committees is a combination of Local membership fees, subsidies from local government, and donations from local enterprises. It will also receive income from Local Tour Guides and B&B's the next two years.

The Working Committee is divided into five sections to manage allowing the delegation of tasks. These are Project Management, Environment Protection, Marketing/Promotion Section, Design, and General Affairs section. Most important section among these five, is The Project Management section which is responsible for planning and executing the annual project followed by The Marketing/Promotion section.

#### **3-2 Marketing/Promotion Projects**

##### **3-2-1 Itinerary Planning**

With local government support, the Working Committee plans three routes to connect Leisure Farms, scenic viewing areas and other attractions that Tourists can choose. They are designated as a) Flower Observation hiking route, b) Mountain Hiking Route, and Historic Hiking route. These route shows are documented and display on the World Wide Web Homepage of Hu-Dong Leisure Agriculture Area, Local Government and provided to the general Media including Newspapers for reporting.

While there are a number of organized Tours, Tourists are welcome to follow these Routes on guided Tours but they have to organize their own transportation and meals.

##### **3-2-2 Ecological Tours**

In-conjunction with the Community College, twelve different ecological tours are planned each year and are held once per month. The objective of these tours is to educate children and promote awareness of the Hu-Dong Leisure Agriculture Area. The participation is limited to the children accompanied by a parent. The Parent is free but children pay US\$7 per day including lunch.

##### **3-2-3 Agricultural Product Promotional Events**

Seasonal festivals are held for one or two days in this. The Pummelo flower festival is held in spring, rice harvesting festival in summer, Pummelo harvest festival and sweet potato festival in winter. These are joint efforts between the Hu-Dong L.A.A, Local Government, Farmers Co-operatives and Local Enterprises.

### **3-3 Customer Service**

#### **3-3-1 Visitor Center**

The Hu-Don Agricultural Leisure Area is located the entrance to the Area and provide information, gift ordering services, bicycle rental, and maps. It is staffed with at least one person during normal working hours and weekends.

#### **3-3-2 World Wide Web – Committee Homepage**

The Working Committee asked and with help from the Community College, designs and manages the website updating with new content and events are required.. There are events notifications, gift information, history information, contact information, maps and other Tourist relevant information.

#### **3-3-3 World Wide Web – Other**

The Working Committee is encouraging Leisure Farms and Enterprises to create their own homepage or blog presence. and there are providing assistance with training and computer related skills to educate the Membership on the importance of building awareness on the World Wide Web.

### **3-4 Local Talent Development**

The Working Committee provides training courses to the members every year. At first the focus was on educating the Membership on the importance of establishing the Agriculturally Leisure Area. Overtime the focus shifted to Agro-Tourism education, computer skills, World Wide Web and Internet marketing/promotion skills, and interpretation skill. At present, training courses are focused on cultivating professional management of enterprises.


## **4. Issues and Problem Encountered by Management**

### **4-1 For Individual Leisure Farms**

- (1) Small economy of scale operation
- (2) Lack of skills in managing hospitality related Enterprises.
- (3) Lack of Financial resources to hire staff
- (4) Lack of financial resources to improve physical environment.
- (5) Guests come uncertain
- (6) Lack ability of develop new products


### **4-2 For Hu-Dong Agricultural Leisure Area**

- (1) Lack of the recognition for the Hu-Dong Agriculture Leisure Area Committee
- (2) Too care about even distribution of the budget across the four communities and local Enterprises.
- (3) Overreliance on local government for organization and management skills.
- (4) Most members are older or farmers who lack the education in organizational, financial or technology skills, to manage organizations and enterprise with a more sophisticated approach.
- (5) Lack of enough local Tourist attractions
- (6) No clear brand position or targeted market segment
- (7) Lack of financial resources





## Romantic Strawberry Tour

Da-Wu, Taiwan




### Brief description


- Only in Da-hu producing the strawberry wine in Asia
- Only in Da-Hu where you can eat, drink and buy strawberry related meals and beverage.
- Only in Da-Hu where you can enjoy the strawberry bath.



9:30	• Miaoli Station
10:00-11:00	• Da-Hu Winery • 15mins video show • Interpret the process of making wine
11:00-12:00	• Picking and eating strawberry
12:00-13:00	• Strawberry Meal




湖莓戀情草莓羊排



草莓香檳脆皮無骨雞腿

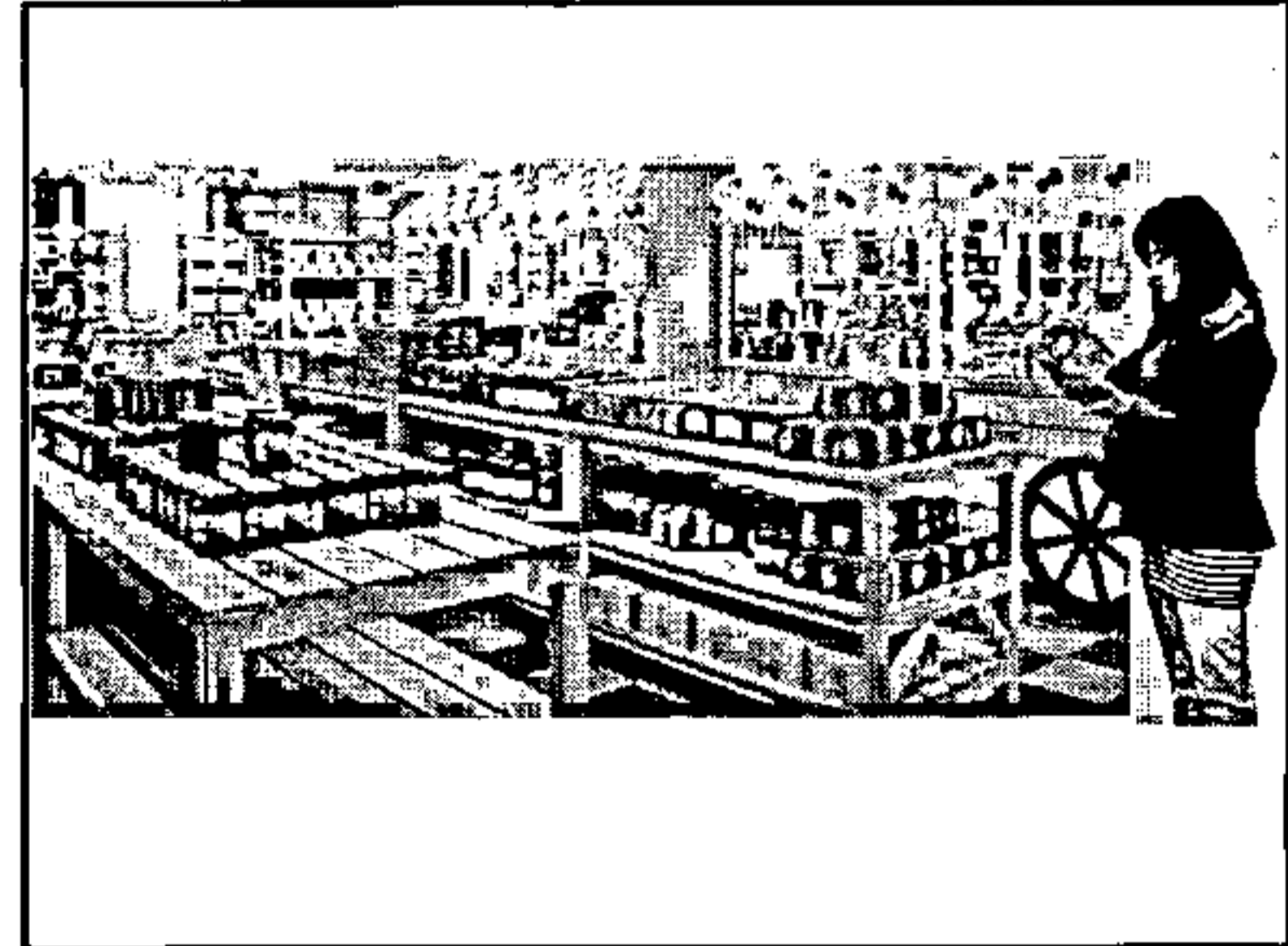
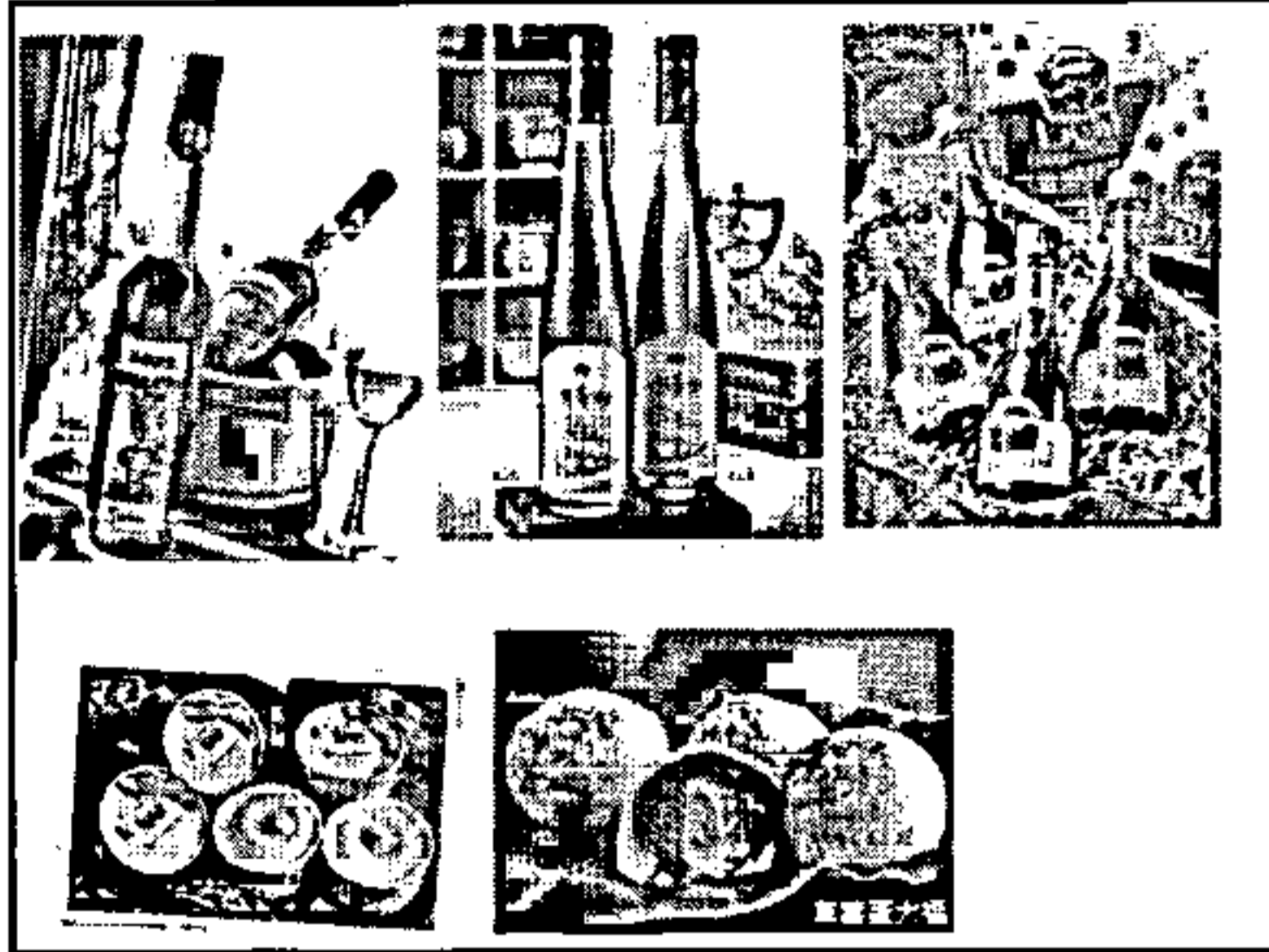
按大盆入草莓冰



13:00-14:00	• Taya minority Village • Fu-Yun Temple • Snow Mt. (Second high Mt. in the North-East Asia)
14:00-16:30	• Cycling by guests themselves • Taking the strawberry bath
16:30-17:30	• Go back to the wine brewery • Free taste strawberry wine • Shopping in the street
17:30-18:00	• departure • Miaoli Station

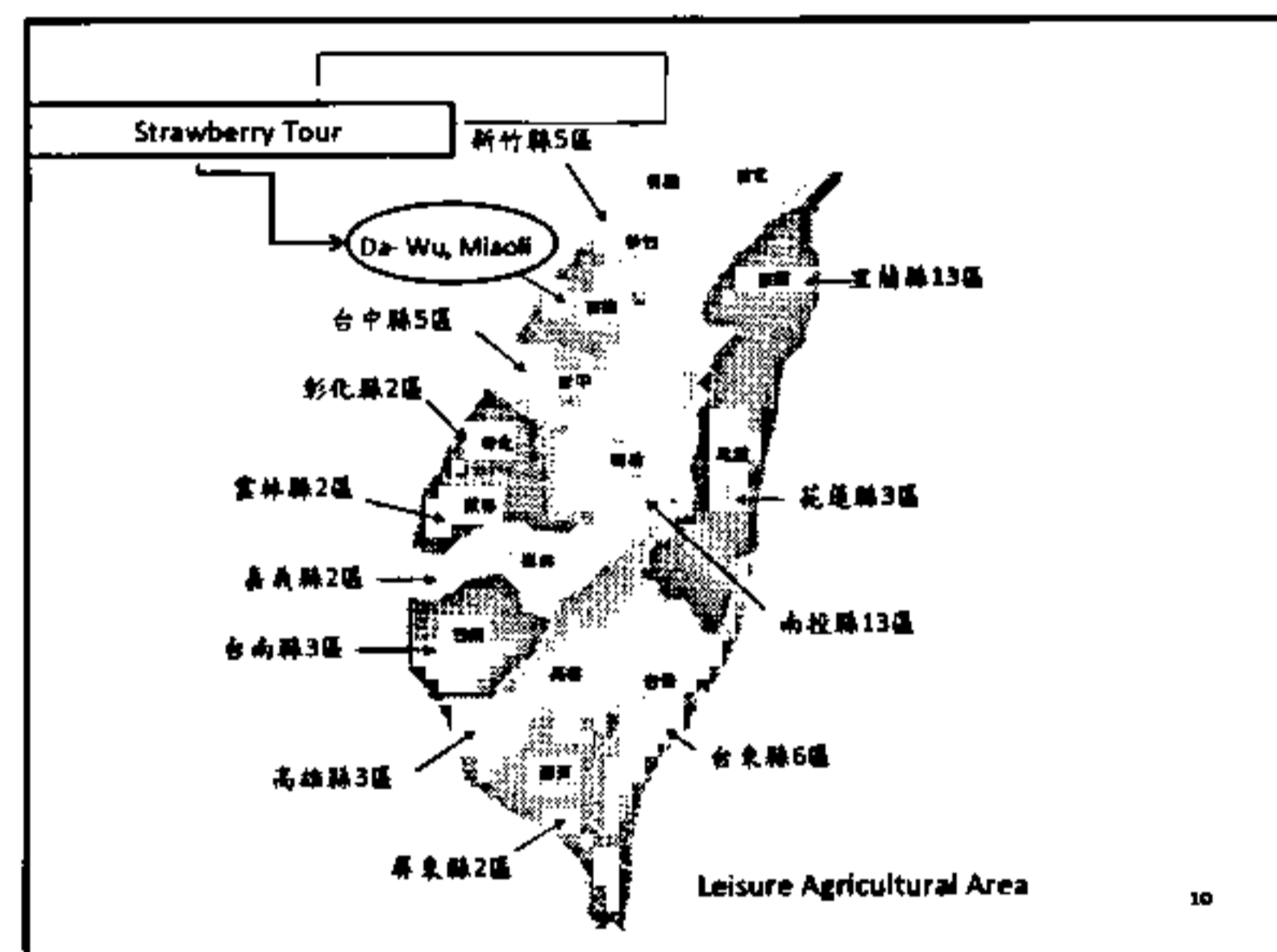


Collection Cellar



### Target of this tour

- Domestic excursionists
- Small Group
- Couples
- Families with children



### Price

- NTD 800(USD25)/per pax
  - Minimum of 8 pax
- Including
- ✓ guide
  - ✓ transportation,
  - ✓ lunch,
  - ✓ bicycle rental,
  - ✓ Strawberry Bath
  - ✓ Free wine

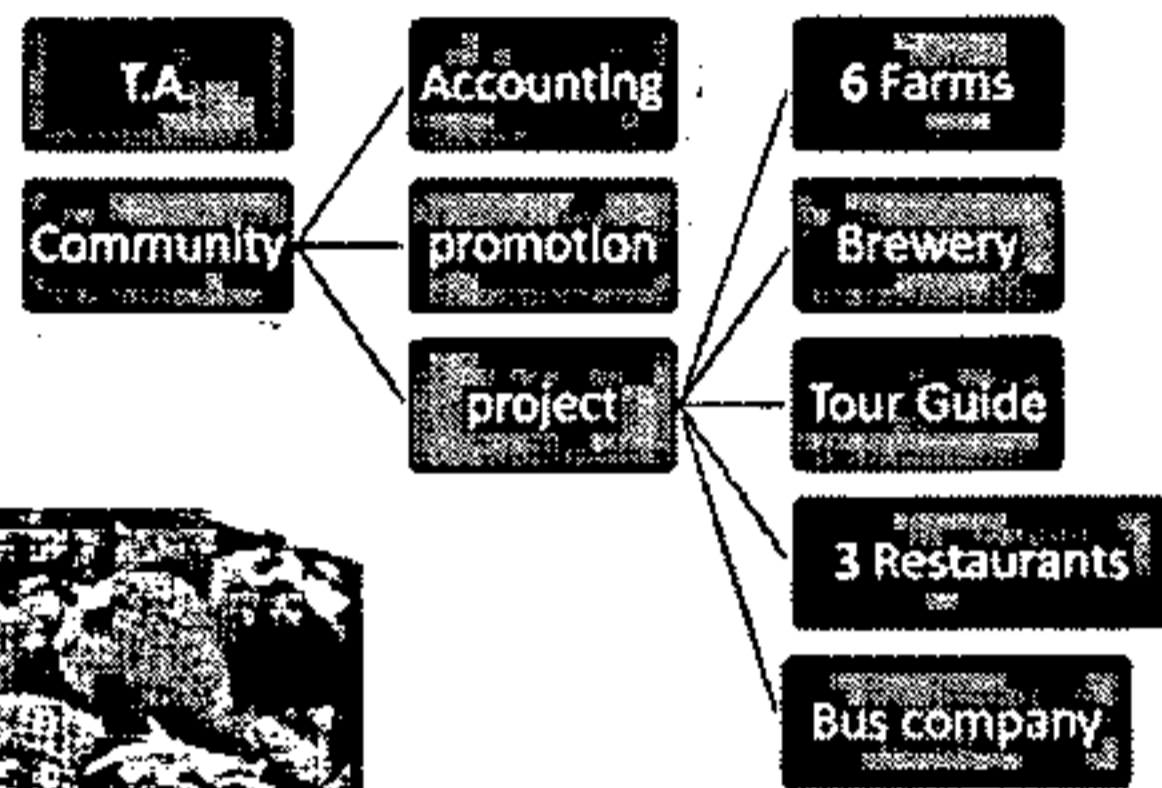


### Promotion

- Web Travel Agencies-Eztravel
- Over 2000 7-11 Convenient Stores
- Travel exhibitions
- Community HP
- Information Station in bus or train Station



# organization





## strawberry tour

	Transport	Tour	Gt Bicycle	meal	Bath	farm	community	TA	per pax	Total
1pax	100	1500	50	200	100	1000	250	-2400	800	3200
2pax	200	1500	100	400	200	1000	250	-2050	1600	3650
3pax	300	1500	150	600	300	1000	250	-1700	2400	4100
4pax	400	1500	200	800	400	1000	250	-1350	3200	4550
5pax	500	1500	250	1000	500	1000	250	-1000	4000	5000
6pax	600	1500	300	1200	600	1000	250	-650	4800	5450
7pax	700	1500	350	1400	700	1000	250	-300	5600	5900
8pax	800	1500	400	1600	800	1000	250	50	6400	6350
9pax	900	1500	450	1800	900	1000	250	400	7200	6800
10pax	1000	1500	500	2000	1000	1000	250	750	8000	7250
11pax	1100	1500	550	2200	1100	1000	250	1100	8800	7700
12pax	1200	1500	600	2400	1200	1000	250	1450	9600	8150
13pax	1300	1500	650	2600	1300	1000	250	1800	10400	8600
14pax	1400	1500	700	2800	1400	1000	250	2150	11200	9050
15pax	1500	1500	750	3000	1500	1000	250	2500	12000	9500
16pax	1600	1500	800	3200	1600	1000	250	2850	12800	9950
17pax	1700	1500	850	3400	1700	1000	250	3200	13600	10400
18pax	1800	1500	900	3600	1800	1000	250	3550	14400	10850
19pax	1900	1500	950	3800	1900	1000	250	3900	15200	11300
20pax	2000	1500	1000	4000	2000	1000	250	4250	16000	11750
21pax	2100	3000	1050	4200	2100	2000	500	1850	16800	14950
22pax	2200	3000	1100	4400	2200	2000	500	2200	17600	15400
23pax	2300	3000	1150	4600	2300	2000	500	2550	18400	15850
24pax	2400	3000	1200	4800	2400	2000	500	2900	19200	16300
25pax	2500	3000	1250	5000	2500	2000	500	3250	20000	16750
26pax	2600	3000	1300	5200	2600	2000	500	3600	20800	17200
27pax	2700	3000	1350	5400	2700	2000	500	3950	21600	17650
28pax	2800	3000	1400	5600	2800	2000	500	4300	22400	18100
29pax	2900	3000	1450	5800	2900	2000	500	4650	23200	18550
30pax	3000	3000	1500	6000	3000	2000	500	5000	24000	19000
31pax	3100	3000	1550	6200	3100	2000	500	5350	24800	19450
32pax	3200	3000	1600	6400	3200	2000	500	5700	25600	19900
33pax	3300	3000	1650	6600	3300	2000	500	6050	26400	20350
34pax	3400	3000	1700	6800	3400	2000	500	6400	27200	20800
35pax	3500	3000	1750	7000	3500	2000	500	6750	28000	21250