

International Cases in Sustainable Travel & Tourism

Edited by

Pierre Benckendorff
The University of Queensland

Dagmar Lund-Durlacher
MODUL University Vienna



Goodfellow Publishers Ltd

(G) Published by Goodfellow Publishers Limited,
Woodeaton, Oxford, OX3 9TJ
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-908999-41-2

Copyright © Goodfellow Publishers Ltd 2013

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.



Design and typesetting by P.K. McBride, www.macbride.org.uk

Cover design by Cylinder, www.cylindermedia.com

Contents

	Contributors	vi
	About the Editors	ix
1	Introduction Pierre Benckendorff and Dagmar Lund-Durlacher	1
PART 1: DESTINATION STEWARDSHIP		
2	Alpine Pearls: A Network Promoting Environmentally Friendly Holidays Dagmar Lund-Durlacher, Anja Hergesell and Karmen Mentil	9
3	Planning for Sustainability: The Okavango Delta Management Plan Haretsebe Manwa	25
4	Montenegro: Wild Beauty Christian Baumgartner	43
5	Tourism and the Great Barrier Reef: Healthy Reef, Healthy Industry Chris Briggs, Gianna Moscardo, Laurie Murphy, Margaret Gooch and Brian King	57
PART 2: GLOBAL TOURISM BUSINESS		
6	Leading the Way: Accor Standing for Children’s Rights in Tourism Camelia Tepelus	73
7	Banyan Tree: Embracing the Environment, Empowering People Tanya MacLaurin and Michael Chiam Kah Min	87
8	Corporate Social Responsibility and the Sustainable Tourism Practices of Marriott International Cynthia S. Deale	103
PART 3: CONSERVATION & COMMUNITY BENEFIT		
9	Zakynthos: Supply Chain Management and Customers’ Involvement in Tourism Sustainability Marianna Sigala	117
10	Back to the Roots: Agritourism in India Nicole Häusler and Dörte Kasüske	135
11	Namibia’s Communal Conservancy Tourism Sector Dr. Joram Ndlovu,	151
12	Whale Watch Kaikoura Stephen L. Wearing and Paul A. Cunningham	167
	Index	187

Contributors

Christian Baumgartner studied landscape ecology and has been the Secretary General of Naturefriends International (www.nf-int.org) since 2005. Besides his work as lecturer for Sustainable Tourism in Vienna, Krems (A) and China, he is a member of the Tourism Sustainability Group within the EU Commission, DG enterprise and a member of several national and international tourism related advisory boards. Contact: christian.baumgartner@nf-int.org

Chris Briggs is the Director of Tourism and Recreation at the Great Barrier Reef Marine Park Authority in Townsville, Australia. Chris has over 12 years' experience in marine protected area management with experience both as a manager and in the field. He has an extensive background in marine tourism operations having worked and dived the length of the Great Barrier Reef over many years. Chris has been a key figure in establishing successful partnerships between the tourism industry and marine park managers to improve protection, presentation and stewardship of the Reef. Contact: chris.briggs@gbrmpa.gov.au

Michael Chiam Kah Min is a Senior Lecturer at the School of Business and Accountancy in Ngee Ann Polytechnic, Singapore. He teaches courses in tourism marketing, service quality in tourism and tourism research. His research interests include service quality, consumer behaviour, event management and sustainable tourism. Contact: michael_chiam@np.edu.sg

Paul Cunningham is a professor in the Department of Intercultural Communication at Rikkyo University, Japan. His research interests lie in the area of tourism, culture and communication, with a special interest in ecotourism, cultural and heritage tourism, sustainable development and environmental sociology. His primary research site is the Ogasawara Islands, located 1,000 kilometres south of Tokyo, where he has been exploring the cultural landscape and sense of place within the local community. Most recently, he has concluded an investigation of Cloughjordan Ecovillage in the Republic of Ireland in terms of the way in which this sustainable community governs itself. Contact: cunningh@rikkyo.ac.jp

Cynthia S. Deale is a professor in East Carolina University's School of Hospitality Leadership. She teaches a variety of hospitality and tourism courses and her research interests include the scholarship of teaching and learning, sustainability, and tourism and hospitality management practices. Dr Deale serves as a facilitator for the American Hotel & Lodging Association's Certified Hospitality Educator workshop and is a past president and board mem-

ber of the International Council of Hotel, Restaurant and Institutional Education. She received her PhD from the University of Denver, her MSc from Michigan State University, and her BSc from the University of Puget Sound. Contact: ohalloranc@ecu.edu

Margaret Gooch is the Manager (Social and Economic Science) at the Great Barrier Reef Marine Park Authority in Townsville, Australia, where she is working with colleagues to develop and implement a social and economic long term monitoring program. Margaret's interests include education for sustainability, social resilience and the role of social science in natural resource management. She is particularly interested in the resilience of reef-dependent industries such as tourism and commercial fishing in the face of climate change. Margaret holds a PhD, BSc and Diploma of Teaching from Griffith University in Brisbane, and an MSc from James Cook University in Townsville. Contact: Margaret.Gooch@gbrmpa.gov.au

Nicole Häusler is a Partner and Senior Consultant of 'mascontour – Sustainable Tourism Consulting & Communication' located in Berlin. For more than fourteen years she has been focusing on Responsible Tourism Management and Training, the implementation of Corporate Social Responsibility (CSR) and Tourism & Poverty Reduction, especially in Asia and South America. She is also a member of the International Centre for Responsible Tourism (ICRT) in Leeds/Great Britain and a lecturer in the Master Programme of Sustainable Tourism Development at the University of Sustainable Development (FH) in Eberswalde near Berlin. Contact: haeusler@mascontour.info

Anja Hergesell is a research assistant at the University of Technology in Sydney and has worked as a researcher and lecturer at MODUL University Vienna. She is conducting her PhD studies on environmentally friendly tourist behaviour at the Vienna University of Economics and Business. Anja holds a Master's degree in European Tourism Management from Bournemouth University. She had worked as a research assistant at the University of Southern Denmark before starting her PhD studies. Anja has been involved with the BEST Education Network since 2003, serving first as secretary and later as an executive committee member. Her research interests include tourist behaviour and sustainable transport. Contact: anja_hergesell@yahoo.de

Dörte Kasüske holds an MSc in Tourism and Regional Planning – Management and Geography from Catholic University in Eichstaett Ingolstadt. She is the holder of a post-graduate scholarship of the Heinz-Nixdorf scholarship programme 2013, which aims to foster Asia-Pacific Experience (destination: India). She has international work experience in the Czech Republic, Myanmar and India. Contact: kasueske@mascontour.info

Brian E.M. King is professor and Associate Dean (Executive Education & Partnerships) in the School of Hotel & Tourism Management at Hong Kong Polytechnic University. He previously spent an extended period at Victoria University, Australia, in various roles including Head of School (Tourism and Hospitality) and Pro Vice-Chancellor. His PhD (Monash University) was on island resort tourism in Fiji and the Whitsundays and he has subsequently maintained a lasting research interest in island and resort tourism in Queensland. Contact brian.king@polyu.edu.hk

Dagmar Lund-Durlacher is Head of the Department of Tourism and Service Management and Dean of the Undergraduate School at MODUL University Vienna. She completed her doctoral studies at the Vienna University of Economics and Business. Prior to her appointment she directed a market research institute in Berlin and headed a Master Program for Sustainable Tourism Management at the University for Sustainable Development in Eberswalde (Germany). She is the acting chair of the BEST Education Network. Her current research interests focus on environmental management systems and eco certifications schemes for the tourism industry, green consumer behaviour, and corporate social responsibility. Contact: dagmar.lund-durlacher@modul.ac.at

Haretsebe A. Manwa is an Associate Professor at the North West University's Department of Tourism. She teaches a variety of tourism courses and her research interests include community-based tourism, tourism and poverty alleviation and heritage and cultural tourism. She has worked and researched widely in the Southern African Development Community member states (Botswana, Lesotho, South Africa and Zimbabwe). Dr Manwa has been instrumental in the restructuring of RETOSA, a regional tourism marketing organisation) she has also served on national/regional organisations e.g. Maloti Transfrontier Park Advisory Board (Lesotho), Quality Assurance Committee, and Biokavango Tourism Advisory Group (Botswana). Dr Manwa received her PhD from James Cook University, Australia. Contact: 23815310@nwu.ac.za or hmanwa@yahoo.com.au

Karmen Mentil has been a senior partner of the ÖAR Regionalberatung GmbH Vienna since 1997. Karmen studied tourism management in Austria, and became a certified trainer and consultant for tourism and regional development. Since 2006, she has been responsible for the project management of 'Alpine Pearls'. She supports the initiation, implementation, management and evaluation of local, national, transnational and EU projects. Her areas of specialisation are sustainable regional and tourism development in protected areas; concepts for tourism development and destination management; intra- and interregional co-operation and co-operation between enterprises

and institutions; project management; organisation and human resources development, coaching; and feasibility studies. Contact: mentil@oear.at

Tanya MacLaurin is a professor at the College of Management and Economics, in the School of Hospitality and Tourism Management at the University of Guelph, Ontario, Canada. She teaches courses in safety and security in tourism, food tourism and foodservice management. Her research interests include food safety, food tourism, and consumer behaviour related to travel and tourism. Contact: tmaclaur@uoguelph.ca

Gianna Moscardo has qualifications in applied psychology and sociology and joined the School of Business at James Cook University in 2002. Prior to joining JCU, Gianna was the Tourism Research project leader for the CRC Reef Research for eight years. Her research interests include understanding how consumers, especially tourists, make decisions and evaluate their experiences, and how communities and organisations perceive, plan for, and manage tourism development opportunities. She has published extensively on tourism and related areas with more than 170 refereed papers or book chapters. Contact: gianna.moscardo@jcu.edu.au

Laurie Murphy lectures in the School of Business at James Cook University in the area of tourism, events and sports management. Laurie's research interests focus on improving tourism's contribution to regional communities with an emphasis on tourism marketing, including a focus on the backpacker market, destination image and choice, and more recently destination branding and tourist shopping villages. Laurie is on the editorial boards of both the *Journal of Travel Research* and the *Journal of Travel and Tourism Marketing* and serves on the Tourism Development and Marketing Strategic Advisory Committee for Townsville Enterprise. Contact: Laurie.Murphy@jcu.edu.au

Joram Ndlovu is a Senior Lecturer at the University of KwaZulu-Natal in South Africa. He has extensive experience in the Tourism and Hospitality education sector spanning more than twenty years. He is a renowned educator, academic and scholar. He has taught at the Bulawayo Polytechnic, Hotel School (Zimbabwe); Midlands State University (Zimbabwe); the Polytechnic of Namibia (Namibia) and North West University (South Africa) respectively. His research interests are diverse and include tourism education, slow tourism, tourism marketing, sustainable tourism and cultural and heritage tourism. Joram has published extensively in these areas and has authored a number of book chapters, conference presentations and papers in internationally acclaimed academic tourism journals. Contact: Ndlovuj1@ukzn.ac.za

Marianna Sigala is assistant professor at the University of the Aegean, Greece. Before joining the University of the Aegean, she had been lecturing at the Universities of Strathclyde and Westminster in the UK. Her interests include service management, Information and Communication Technologies (ICT) in tourism and hospitality, and e-learning. She has professional experience from the Greek hospitality industry and has contributed to several international research projects. Her work has been published in several academic journals and international conferences. She is a past President of EuroCHRIE and she has served on the Board of Directors of I-CHRIE, IFITT and HeAIS. Contact: m.sigala@aegean.gr

Dr. Camelia Tepelus is a corporate responsibility researcher and advocate with specialised expertise in children's rights. She is a Co-founder of The-Code.org, the most developed voluntary tool for child protection in tourism, elaborated by ECPAT advised by UNICEF and UNWTO, where she served as Secretariat Coordinator between 2001 and 2012. Camelia regularly provides training and technical assistance to governments, non-profits and international organisations (UNICEF, ILO, UNWTO, UN Global Compact, etc) on corporate responsibility and protection of children's rights. Since October 2012, she has been the ECPAT USA State Policy and Development Director, managing NY State policy and legislation projects, advising on CSR, program development, monitoring and reporting, including fundraising from foundations and institutional donors. Camelia is fluent in English, Spanish and Romanian and holds a BSc in Marketing (1999) from the Academy of Economical Sciences and a BSc in Engineering (1999) from the Politechnica University (Romania), an MSc of Environmental Sciences and Policy (2001) and a PhD (2008) on corporate social responsibility and human rights from Lund University (Sweden). Contact: camelia.te@gmail.com

Stephen Wearing is an Associate Professor at the University of Technology, Sydney (UTS). His research and projects are in the area of Leisure and Tourism Studies, with a PhD focused on sustainable forms of tourism. Stephen has taught at a variety of universities in his career before UTS, including Wageningen University, Netherlands; Newcastle and Macquarie Universities, Australia. In 2000 he received an excellence in teaching award (UTS) and in 2008 a National Teaching Award, while his teaching of international students at the World Leisure and Tourism's International Centre of Excellence (WICE) and Australian Conservation Training Institute (ACTI) has also been applauded. Contact: Stephen.Wearing@uts.edu.au

About the Editors

Pierre Benckendorff, PhD, is a Senior Lecturer and social scientist in the School of Tourism, The University of Queensland, Australia. He has more than 10 years of experience in education and research in the tourism field in Australia and internationally. Previous and current experience includes teaching and development of undergraduate and postgraduate curricula in introductory tourism management, tourist behaviour, international tourism, tourism transportation, tourism technologies, tourism futures and tourism analysis. He is also the Chair of Teaching and Learning at the School of Tourism and is responsible for coordinating a team of teaching and learning staff; quality assurance; and curriculum reviews of undergraduate and postgraduate coursework programs in tourism, hospitality and event management. Pierre has received a number of teaching and learning awards and commendations and in 2007 was awarded an Australian Carrick Citation for Outstanding Contributions to Student Learning. His research interests include consumer behaviour, the impact of new technologies on tourism, tourism education and tourism scholarship and epistemology. He has been a member of the BEST Education Network since 2007 and serves on the Executive Committee as the Chair of Knowledge Creation. Contact: p.benckendorff@uq.edu.au.



Dagmar Lund-Durlacher, PhD, is Head of the Department of Tourism and Service Management and Dean of the Undergraduate School at MODUL University Vienna, Austria. Prior to her appointment she directed a market research institute in Berlin (Germany) and headed a Master Program for Sustainable Tourism Management at the University for Sustainable Development Eberswalde (Germany). She completed her doctoral studies at the Vienna University of Economics and Business and held a Research fellowship at the Department of Hospitality Management, University of Central Florida, Orlando, USA, funded by the Fulbright Commission. She is a member of several Scientific Associations including ISTTE, Aiest, DGT and ÖGAF. She is the acting chair of the BEST (Building Excellence in Sustainable Tourism) Education Network and co-chairs the Advisory Board of TourCert, a CSR certification scheme for tour operators. Her current research interests focus on environmental management systems



and eco certifications schemes for the tourism industry, climate change and sustainable transportation, green consumer behaviour, and corporate social responsibility. Contact: dagmar.lund-durlacher@modul.ac.at

Acknowledgements

The editors and case authors would like to acknowledge the assistance of Olivia Ruggles-Brise and Anja Eckervogt at the World Travel and Tourism Council who facilitated the relationships between case authors and representatives of the Tourism for Tomorrow Award winners and finalists as well as the invaluable support of David Leonard in proofreading earlier drafts of the book. We would also like to acknowledge Susann Kruegel, who initiated this idea with the BEST Education Network before departing the WTTC to commence a PhD. Many of the award winners and finalists represented in this volume have been very enthusiastic about sharing their stories and we would like to thank each of the organisations for sharing vital information with our authors. Finally, we would like to thank our authors, many of whom undertook to visit the case study sites using their own resources. This truly international collection of cases would not have been possible without the help of this cast of individuals who are all passionate about sustainable tourism.