INSTRUCTOR RESOURCES

INTERNATIONAL CASES IN SUSTAINABLE TRAVEL & TOURISM
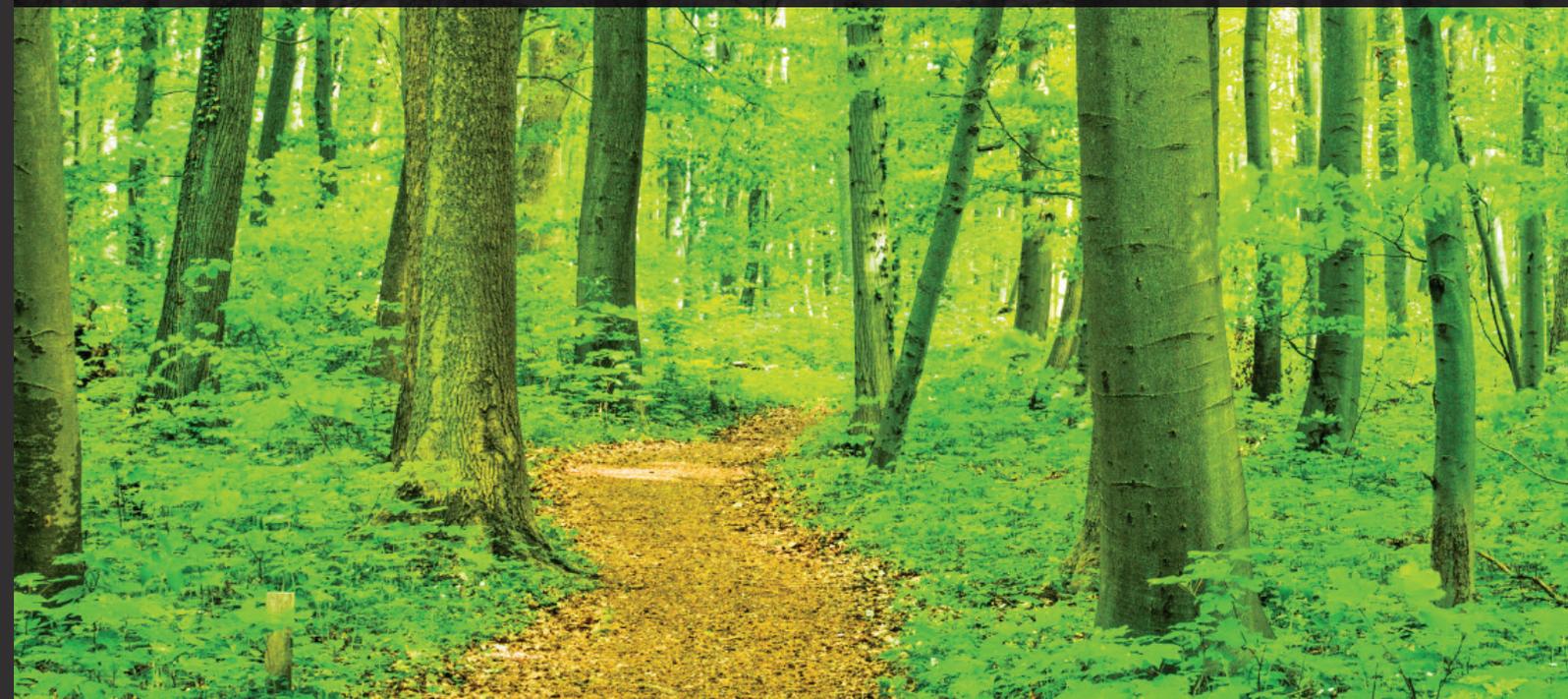
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■ Acknowledgements

Contents

1 Introduction

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■ Background

International Cases in Sustainable Travel & Tourism is a joint initiative of the World Travel and Tourism Council (WTTC) and the Building Excellence in Sustainable Tourism Education Network (BEST Education Network). The WTTC is an international forum for business leaders which works to raise awareness of travel and tourism as one of the world's largest industries. The BEST Education Network is an international consortium of tourism educators and researchers committed to furthering the creation and dissemination of knowledge within the field of sustainable tourism.

The notion of sustainable tourism development has become a core principle in many tourism programs and degrees. The 1972 Stockholm Conference on the Human Environment and the 1980 World Conservation Strategy of the International Union for the Conservation of Nature (IUCN) created the momentum for the Brundtland Commission and the subsequent release of 'Our Common Future' (or 'The Brundtland Report'). Our Common Future defined the concept of sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This definition has been enthusiastically embraced by educators and some parts of the tourism industry who recognise that the survival of tourism relies on the quality of cultural and natural resources on which the industry depends. Despite this, sustainable development has been criticised as a vague concept. Brundtland's definition of sustainable development represents a threshold learning concept for learners but it remains a complex concept to grasp without clear examples in a range of different contexts.

This book includes a collection of contemporary international best practice cases representing award winners and finalists from the WTTC Tourism for Tomorrow Awards. Since 2003, the WTTC Tourism for Tomorrow Awards have recognised best practice in sustainable tourism in four different categories: Destination Stewardship, Conservation, Community Benefit and Global Tourism Business. Each year, winners are selected from among 12 finalists by an international team of independent judges in each of the four award categories. Winning submissions need to successfully demonstrate sustainable tourism practices, including the protection of natural and cultural heritage, social and economic benefits to local people, and environmentally-friendly operations.

The purpose of this book is to supplement existing resources on the topic of sustainable tourism by providing a series of best-practice cases from around the world. The case studies provide a number of examples which can be used to transform the learning

process from one that is abstract and uninspiring to one that is targeted and vibrant, which generates new insights, applies knowledge and encourages deep learning. It is not designed to be a standalone comprehensive introductory text. Rather, the cases will emphasise the concept of sustainable tourism and how sustainability can be incorporated into the phenomenon of tourism at the micro, meso and macro levels. It is suggested that this book should be used to accompany a core text or set of readings in sustainable tourism.

A key strength of the book is the inclusion of cases from a broad geographical range, with cases from both developing and developed countries in Europe, North America, Africa, Asia and Australasia. This reflects the fact that concepts and challenges of sustainability differ from one destination to another (see Figure 1.1). Cases are written by local scholars with an international reputation who are experts in sustainable tourism and who have first-hand knowledge of the cases through their local expertise. In some cases, representatives of the award winners and finalists have also contributed as authors to the case design.

Figure 1.1: Case Study Locations

■   Organisation of the Book

The cases in the book were carefully selected to cover all four categories of the Tourism for Tomorrow awards. **Part I Destination Stewardship** contains four cases: *Alpine Pearls*, an association in the Alpine region aiming to develop environmentally friendly tourist mobility offers. The case focuses on the role of transport in holiday travel and the related environmental impacts as well as stakeholder management and communication. *The Okavango Delta Management Plan* presents a best practice example of stakeholders with different interests working together to develop an integrated resources plan for the famous Botswana Ramsar site. The *Montenegro* case focuses on a participatory approach as a means of empowering local and regional stakeholders in the sustainable development of tourism in the Bjelasica-Komovi region. The last case in Part I focuses on sustainable management strategies in protected natural environments such as Australia's *Great*

Barrier Reef. The case discusses how successful partnerships between the tourism industry and protected areas can be established. Stakeholder management and stewardship extended by collaborative partnerships, public participation, mutuality and government coordination are central concepts in the first four cases.

Part II focuses on **Global Tourism Businesses** and discusses the sustainable practises of three of the leading sustainable hotel corporations. The first case is about *Accor* and their focus on protecting children from trafficking and sexual exploitation. A variety of instruments and measures designed to combat child trafficking and sexual exploitation are described and the impacts these have had in strengthening the corporate brand and partnerships with a variety of stakeholders are discussed. The *Banyan Tree* case has a very different focus and is concerned primarily with environmental protection and conservation. The case develops an understanding of the role of entrepreneurship in strategic sustainable development and demonstrates best practice in environmental protection by describing the development of Laguna Phuket in Bang Tao Bay, Thailand. The corporate social responsibility (CSR) practices of *Marriott International* are discussed in the last case. The case discusses the ways sustainable business concepts and procedures have been implemented into Marriott's strategies and operations. All three of the cases in this section centre around the concept of corporate social responsibility including discussions on values, ethics, entrepreneurship, stakeholders and stewardship.

Part III covers two of the Tourism for Tomorrow Awards categories and comprises cases on **Conservation** and **Community Benefits**. The first case study examines the collaborative sustainable practices adopted by three vertically integrated and sister organisations in Zakynthos, Greece, which aim to promote tourism development while simultaneously protecting the marine life of the island. The case shows the importance of sustainable supply chain management as well as involving the customer in sustainable tourism. *Agritourism in India* describes the concept of agritourism in Indian rural areas and shows how this concept can contribute to community development and wellbeing. The coexistence of local communities and wildlife is discussed in the case of *Namibia's Communal Conservancy Tourism Sector*. The case provides insights into the strategies undertaken by the Namibian Government to use tourism as an incentive for local communities to coexist with wildlife through communal conservancies. The last case, *Whale Watch Kaikoura*, describes the successful development of an ecotourism business which is run by a local indigenous community while at the same time meeting the requirements and guidelines of ecotourism, including those related to whale watching. All four of the cases in this section focus on community involvement as a central concept for sustainable tourism development.

■ For Instructors

All cases are presented in a logical and consistent structure which commences with a **synopsis** and an outline of the **learning outcomes.** The cases cover a range of **key concepts** which have been deliberately included to help students make the link between theory and practice. Table 1.1 provides an overview of the major sustainability concepts that can be found in each case and should offer a useful tool for instructors searching for the most appropriate cases. Theoretical considerations are followed by a **case analysis** and an outlook to the **future**. Each case includes a number of challenging **study questions** to help learners to consolidate and apply what they have learned.

Table 1.1: Matrix of cases and key concepts

	Alpine Pearls	Okavango Delta	Montenegro	Great Barrier Reef	Accor	Banyan Tree	Marriott	Ionian Eco Villagers	Agritourism India	Namibia	Kaikoura
Carbon footprints							✓				
Collaborative partnerships				✓							
Community involvement								✓	✓	✓	✓
Core values						✓					
Corporate social responsibility					✓	✓	✓				
Ecotourism											✓
Entrepreneurship			✓			✓		✓	✓		
Ethics					✓		✓				✓
Government coordination			✓								
Mobility	✓										
Mutuality				✓							
Planning and strategy		✓			✓			✓		✓	
Poverty alleviation									✓		
Public participation			✓								
Resource management		✓		✓						✓	
Responsible consumption								✓			
Rural development									✓		
Stakeholders	✓	✓		✓	✓		✓	✓			
Stewardship	✓	✓	✓	✓	✓		✓				✓
Sustainable development			✓				✓		✓		
Tourist experience	✓										
Value chains					✓			✓			

The case study approach requires that the instructor becomes a facilitator. The aim is to provide learners with practical examples and problem solving experience so they can develop the skills needed for a successful career in tourism. With this in mind, the cases are supported by supplementary **instructor resources** available online from the publisher. A set of teaching notes for each case provides a synopsis, an outline of the learning outcomes, an explanation of the theoretical concepts underlying the case, additional readings, links to case relevant websites, tips and suggested teaching approaches and indicative answers to the study questions. A short PowerPoint presentation is also available online for each case.

■ For Learners

The cases presented in this book represent best practice examples of sustainable tourism in action and generally do not focus on a major problem or issue. However, study questions are provided at the end of each chapter to focus your thinking. It is suggested that these questions are best analysed through individual reflection or collaboration in small teams. It is useful to read the case several times, highlighting the key themes or

concepts and developing your ideas by consulting additional resources such as readings and websites.

By focusing on destination stewardship, sustainable business, conservation and community benefits, the book explores the complexities of sustainable development in the field. Although several introductory books offer brief cases to illustrate concepts in sustainable tourism development, this book provides in-depth cases that enable more advanced learners to apply theory to practice. The cases challenge learners to not only understand theory but also to apply it in practical contexts.

2 Alpine Pearls: A Network Promoting Environmentally Friendly Holidays

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■ Synopsis and Learning Outcomes

Encouraging environmentally friendly transportation is seen as an important element of mitigating climate change and developing sustainable tourism. This case study provides a good example for developing and marketing environmentally friendly mobility options in order to reduce the environmental impacts caused by tourists' travel both to the holiday destination as well as within the destination.

The Alpine Pearls Association was established on 29 January 2006 by 17 members aiming to develop environmentally friendly tourist mobility options. The number of member destinations has since grown from 17 to 28. This case study presents the role of transport in holiday travel and examines the related environmental impacts. It then highlights the importance of stakeholder involvement, discusses stakeholder management during the planning, development and marketing of environmentally friendly holiday options, and presents tools and instruments for stakeholder management and communication. Stakeholder theory (Freeman, 1984; Frederick *et al.*, 1992) is discussed in the context of Alpine Pearls' network management by pointing out the important elements of successful stakeholder management such as the analysis of formal and informal relationships, of stakeholder interests and power relations and the development of integrative stakeholder programs. The case shows that successful international stakeholder management including collaborative processes with democratic decision-making and transparent, respectful and trusting communication can foster sustainable development beyond individual destinations and increase awareness and demand for environmentally friendly holidays.

After completing this case study, learners should be able to:

1 understand the role of sustainable transportation in the provision of the tourism product;

2 identify stakeholders and their role in delivering a sustainable tourist experience;

3 analyse opportunities and challenges, and develop strategies to involve stakeholders for sustainable tourism development;

4 recognise challenges and barriers to successful stakeholder management; and

5 explain the role of communication in successful stakeholder management.

■ Theoretical Concepts

To achieve its goals, the case study adopts and is based on the following theoretical concepts:

- Mobility - tourist movements to and from the destination but also within and between the destinations - in regards to sustainable tourism development;

- Actors involved in the delivery of tourist transportation;

- Transportation as part of the tourism product and tourist experience and the complexity of interrelationships;

- Public participation and collaboration as a means of pursuing sustainable tourism planning and development;

- Stakeholder theory.

■ Teaching Approaches

To better achieve the educational goals, it is suggested that instructors follow the following approach and sequence in discussing the case study:

- Explain the concept of mobility and the role transportation plays within the tourism product.

- Explain the stakeholder concept and debate why it is important to consider all relevant stakeholders in sustainable tourism development.

- Ask students to identify the stakeholders involved in sustainable tourism development and management with special focus on transportation and mobility. Discuss the interrelationships between stakeholders in regard to power, conflict and control.

- Identify and analyse the collaborative and networking activities within the network.

- Ask students to debate how transportation to and from the destination but also within and between the destinations can be organized and offered in an environmental friendly way (by giving various examples).

Ask students to:

- Visit the websites of Alpine Pearls and the members in the Alpine Pearls network (the Pearls) in order to get more information about them http://www.alpine-pearls.com/en/home.html.

- Ask students to calculate the CO_2 emissions of one of their last trips using the CO_2 calculator at: http://www.alpine-pearls.com/en/soft-mobility/co2-calculator.html.

■ Study Questions

1. *Visit the website http://www.alpine-pearls.com/, choose 2-3 of the holiday packages on offer by clicking on the respective photo and discuss their environmental friendliness considering the mobility aspects discussed in the case study and drawing on the criteria listed in the Appendix.*

    Answers vary by the holiday packages chosen. The students should mention whether the topic of environmental friendliness/sustainability is explicitly or implicitly addressed in the offer descriptions. More specifically, they should remark on travel between the traveller generating region and the destination, transport modes in/between the destinations and fun mobility activities on offer. They should recognize which of these aspects of mobility are included / explicitly promoted in the offers and which are not. Students should also discuss how much the holiday offers differ in the extent to which they address environmentally friendly mobility and the extent to which the holiday offers differ to mainstream offers in similar destinations.

2. *Identify the stakeholders of Alpine Pearls (internal and external) and describe their role in producing/ delivering the tourist product/tourist experience.*

    The theoretical framework of stakeholder management (Freeman, 1984; Frederick, *et al.*, 1992) is used to show the stakeholder relations in Fig. 1. Stakeholders shown in Fig. 1 and described in the text can be discussed referring to their roles and relations to the Alpine Pearls network. Formal relations among the internal stakeholders as well as mostly informal relations to the external stakeholders can be pointed out. The role of the stakeholders in delivering the tourist product can also be highlighted. For example, students could explain that Alpine Pearls' internal stakeholders are responsible for steering the network and for supporting the development and marketing of the environmentally friendly tourist products; primary stakeholders are directly linked to the tourism products either by producing, communicating or selling them, whereas secondary stakeholders influence the tourism offer only in an indirect way.

    You may wish to visit the website of one of the Alpine Pearls (eg. Werfenweng: http:// www.alpine-pearls.com/en/pearls-of-the-alps/austria/werfenweng.html and http://www. werfenweng.eu/en/home/?lang=en) and discuss the stakeholders involved in producing the environmentally friendly tourist offers in that particular Pearl. Students may also discuss the marketing and communication efforts made by Alpine Pearls and all the other stakeholders such as the local tourism board, accommodation providers, restaurants and other tourist services. Students should be aware that all tourism suppliers have to provide consistent services and products in order to provide an environmentally friendly tourist product.

3. *How does Alpine Pearls involve stakeholders for sustainable tourism development in their member destinations? What problems could be encountered in this process? Consider differences in size, geographic spread and type of membership.*

    First, attention should be paid to the theoretical concept of stakeholder management which includes (1) the identification of relevant stakeholders (refer to question 2), (2) the analysis of their formal and informal relationships, their interests and power relations, (3) the development of a general strategy for the organization and specific strategies for the stakeholders, and (4) the development of integrative stakeholder programs (Freeman, 1984; Frederick, *et al.*, 1992).

    With regard to point (2), attention may be called to the internal stakeholder management processes. There are formal procedures in place (General Assembly, Board of Directors meetings), which form the platforms for important discussions and decisions. Furthermore, there are regular face-to-face meetings of internal stakeholders aiming to foster trusting relation-

ships for collaboration and capacity building. One major problem is the different languages spoken in the member countries which requires extra efforts in translations and sometimes causes misunderstandings. Another important issue is the uneven geographic spread of member destinations (see Map 1). Since every member destination has one vote, decisions are sometimes biased towards Italy, the country with the highest number of members, whereas differences in regards to destination size and overnight stays (see Fig 2) do not lead to unequal power relations. Moreover, the type of membership influences the discussion processes as the expertise of the member representatives differs. Some members are represented by the mayors who are experts on infrastructure, planning and legal issues, whereas others are represented by tourist offices which have more influence on discussions referring to product development, distribution and communication.

Regarding point (3), the general strategy for Alpine Pearls is to develop environmentally friendly tourist mobility offers by supporting product development as well as the marketing of environmental friendly tourist offers within their member regions. Strategies for the stakeholders may include knowledge transfer and capacity building for the internal stakeholders (site visits, regular meetings etc.) as well as joint projects involving external stakeholders (product development cooperation and media cooperation).

With regard to point (4), integrative stakeholder programs may be developed both for internal stakeholders, such as joint projects and events, and for external stakeholders, such as PR and media campaigns or the creation of specific travel packages. They are project based and frequently the cooperation is not formalized and is limited in duration.

4. *Describe the communication between the stakeholders (internal, external). What are the challenges to effective communication?*

Describe all means of communication described in the case. For internal formal communication refer to question 3. Means of communication as described in the case are the website, newsletters, face-to-face meetings etc. Challenges include overcoming geographic distances and language barriers as well as the time constraints of all people involved.

5. *Discuss the challenges encountered by Alpine Pearls and its internal stakeholders. Form groups and develop ideas of how to address these challenges.*

The answers may vary depending on the challenges focused on by the students. Some of the main challenges mentioned in the case study are:

- ◎ meeting criteria / funding of product development;
- ◎ quality control;
- ◎ cooperation with external stakeholders (e.g. railway companies) in product development; and
- ◎ language barriers.

Regarding criteria fulfilment, students could discuss the problem of members not adhering to the criteria set out by the network and how to address this issue. Solutions might be in the direction of providing expert support to overcome the barriers that prevent the criteria being met. Moreover, they could expand on the recent strategy of Alpine Pearls offering additional promotional activity for destinations meeting the criteria and consider its inherent opportunities and threats. Finally, students could also develop the idea of EU project co-funding further by discussing the bureaucratic challenges and the opportunities of using the network's expertise and connections.

Regarding quality control, students could address the co-existence of environmentally friendly and regular holiday offers in the destination and the threats this poses for developing a strong and recognized Alpine Pearls brand. They could discuss how to address this threat by, for example, raising awareness and trying to convince local tourism providers to participate in developing environmentally friendly holiday offers. It could be argued that the local transport and fun mobility offers could be an added benefit for regular tourists not explicitly looking for environmentally friendly holidays.

With regard to fostering cooperation with external stakeholders, students could discuss the opportunities of using existing links to connect to other tourism suppliers. Moreover, the use of NGOs' and local/regional governments' lobbying power could be addressed.

Finally, with regard to language barriers, the necessity of face to face meetings where body language and joint experiences play a vital role in fostering trust and goodwill can be discussed. Moreover, the use of parallel working languages depending on the people involved could be encouraged; capitalizing on the fact that foreign languages are taught in every European country. Particularly Swiss partners who have knowledge of all three national languages (German, French and Italian) could be more involved. That way, only official documents and the General Assembly, at which all members are present at the same time, would need translators.

■ Appendix 1: Alpine Pearls' Member Criteria

Alpine Pearls has a list of criteria particularly related to mobility as a means of transport (between traveller generating regions and destinations, as well as between destinations) and mobility as a fun activity.

Regulatory criteria:

- The community must explicitly commit itself to the principles of sustainability.
- The community must explicitly commit itself to fulfilling the member criteria.
- If there are deficiencies in compliance with criteria, the destination must show in measurable terms that it is aiming to overcome these deficiencies.
- Tourism must play a central role in the community. This is measured either by average number of overnights over three years, number of inhabitants related to number of overnights, or number of inhabitants related to bed capacity.
- The community must have established an environmentally friendly mobility development concept in the destination.
- No heavily used streets (i.e. more than 10,000 vehicles/day) may be located in the destination's centre.
- The destination must have areas only for pedestrians like parks etc. If the destination is a town/city, it must have pedestrian areas and areas of little traffic.
- The destination must be typical in architecture and character for the region. No factories or companies causing noise pollution are allowed in the destination.

Mobility as a means of transport:

- There must be transportation solutions available for people who arrive by train/bus or

who do not want to use their car at the destination.

- Transportation must be offered with vehicles of the newest technology. Environmentally friendly vehicles should be used if possible.

- All offers must accommodate the special needs of mobility impaired customers.

- The destination must be accessible without a car every day of the week from 8am to 10pm. At least one of the following services must be available at least every 2 hours:

  - Bus/train

  - Shuttle service between the destination and the nearest bus/train station with long distance connections

  - Taxis

- Destinations must ensure a high quality in the travel to/from the destination by ensuring luggage transportation and a maximum waiting time of 15 minutes between arrival at the station and pick up for transport to the destination.

- The destination must be connected to the regional public transport network, so that all attractions can be reached daily without a car.

- The frequency of the service depends on customer needs, but should ensure regular services during the weekend and optimal connectivity between modes of transport.

- A map showing the regional public transport network must be offered to all tourists.

- If there is no adequate public transport network, the community must establish an alternative network of shuttle buses.

- Within the destination, an environmentally friendly transport system must be in place. It can include buses, trains, horse carriages and cable cars. The offer must be available every day of the week. Guests arriving without car and those not wishing to use it in the destination should have free use of the transport system included in their guest cards. Destinations in which all attractions can be reached on foot do not need to offer a local transport system.

Mobility as a fun activity:

- The destination is not allowed to offer motor sports activities. All activities on offer should be environmentally friendly such as hiking, (Nordic) walking, mountain climbing, cycling, mountain biking, swimming, rowing, horseback riding, driving electrically powered vehicles, paragliding, skiing, snowboarding, ice-skating and sledding.

- Each destination must offer a minimum of fun mobility activities, namely hiking trails, at least one hire outlet for bikes and for electrically-run vehicles. Moreover, the destination must specialise in at least one stream of mobility activities (e.g. hiking, horseback riding or skiing – see activities listed above).

Further criteria relate to:

- Information requirements to make customers, tourism providers and residents aware of sustainability and the environmentally friendly offers for transport and fun;

- Ensuring the quality of the tourism product, the tourist experience and the environment;

- Saving energy and using regional produce along the value chain;

- Sustaining the cultural and architectural uniqueness of the region;

- Adopting participatory planning approaches.

3 Planning for Sustainability: The Okavango Delta Management Plan

Haretsebe Manwa, *North West University*

■ Synopsis and Learning Outcomes

Integrated management plans are paramount for ensuring the sustainability of resources which have many stakeholders, such as the Okavango Delta in Botswana. The Okavango Delta is the world's largest Ramsar site. Ramsar refers to the Convention on Wetlands of international importance. It is an intergovernmental treaty that mandates that member states conserve and use wetlands wisely through local, regional and national actions and international cooperation as a contribution towards achieving sustainable development throughout the world (Ramsar, 2013a). The Okavango Delta is also one of the largest inland deltas and a World Heritage site. Signatories to the Ramsar Convention are expected to develop and implement plans for designated Ramsar sites to promote conservation of the wetlands in their respective countries.

In compliance with the Ramsar requirements, the Botswana government launched the Okavango Delta Management Plan (ODMP) in 2002 and it was completed in 2007. The aim was to "develop a comprehensive integrated management plan for the conservation and sustainable use of the Okavango Delta and surrounding areas" (Department of Environmental Affairs, 2008). Consequently, the plan was designed to provide a framework and contextual guidelines for existing and future individual area and sector plans.

The case study presents the planning process followed in the development of the ODMP to highlight best practices in integrated resources management. The process shows how stakeholders with different interests were brought together and their views and interests incorporated in the formulation of the plan. Lessons learned from the planning process, for example the importance of open communication channels between stakeholders and especially local communities who normally do not have a voice in planning processes, are highlighted to show how the process has empowered stakeholders and given them confidence in planning activities. Whilst the ODMP plan formulation can be credited as being a product of thorough stakeholder input and support, there are still a lot of challenges facing the successful implementation of the ODMP including the role of other riparian states (Angola and Namibia), centralisation of decision making and structural challenges, financial mechanisms, competing priorities at the national level and selling the plan.

After studying this case, learners should be able to:

1 understand and apply stakeholder theory to analyse the complexities of integrating stakeholders in the development of the Okavango Delta Management Plan;

2 apply an integrated planning approach as stipulated by the Ramsar Convention to evaluate the Okavango Delta Management Planning process; and

3 propose appropriate strategies for the successful implementation of the Okavango Delta Management Plan.

■ Theoretical Concepts

The case study is guided by the following theoretical concepts:

■ Sustainable tourism based on: social equity, resource sustainability, productivity and customer value

■ Integrative/collaborative planning in wetlands

■ Stakeholder theory

■ Limits to growth of sustainable tourism development in fragile environments

■ Teaching Approaches

In order to enhance learning and achieve the objectives of the case study, the following activities are suggested:

1 The lecturer must take time to explain the concept of sustainability in tourism, especially in fragile, nature-based protected areas.

2 Start a discussion on stakeholder theory and controversies regarding the concept. Discussions should also focus on stakeholders' roles in sustainable tourism development.

3 Give students a research assignment to visit websites suggested under further reading. Topics can be assigned where students' knowledge will be gauged on a general background of Botswana and the centrality of the Okavango Delta in tourism development in the country. Students should read the Okavango Delta Management Plan issued by the Department of Environmental Affairs (2008) suggested under further reading. The website gives a summary of the processes followed in the ODMP.

4 Other important websites to visit are the Ramsar websites, also suggested. Before reading the case study, it is critical that students familiarise themselves with the Ramsar Convention on Wetlands, and the obligations of signatories to the convention, various guidelines, etc.

5 Another important website students should familiarise themselves with is the OKACOM. This is a joint commission with representatives from Angola, Botswana and Namibia. Issues to explore could cover the modus operandi of the joint commission.

6 Ask students to use the knowledge acquired to critique the Okavango Delta stakeholders.

■   Study Questions

1. *Debate stakeholder theory and identify likely conflicts among stakeholders. Also show why stakeholders play an important role in achieving sustainable tourism development.*

    Answers to this question should give examples which cover the key characteristics of stakeholders (power, legitimacy, proximity, urgency/relevance), highlighting the conflicting interests of various stakeholders.

2. *Identify the key stakeholders of the Okavango Delta. What were their roles in the Okavango Delta Management planning process? What are likely challenges in integrating stakeholders' interests in the Okavango Delta Management planning process?*

    This question is adequately covered in the case study. It is indicated in the case who the stakeholders are and what their respective interests are, i.e. why they are classified as stakeholders. Students should also use their knowledge of stakeholder theory to identify challenges in integrating stakeholders into the planning process, e.g. power, knowledge/expertise, resources, legitimacy and even non-participation or withdrawal of participation.

3. *Familiarise yourself with the Ramsar Convention guidelines on integrated planning process on URL: http://www.ramsar.org/pdf/lib/hbk4-02.pdf). Debate the Ramsar guidelines on integrated planning approaches.*

    Students should visit the suggested Ramsar guidelines and critically discuss the guidelines.

4. *Use the Ramsar guidelines to suggest improvements in the implementation of the Okavango Delta Management Plan.*

    Answers may discuss:

    - establishment of a local agency to drive the implementation of the plan.

    - define the roles of other stakeholders and identify funding sources for the implementation of the plan.

    - it should be treated similarly to the plan formulation process where resource requirements were specified.

    - implementation and action plans and inter-ministerial harmonisation.

5. *What are some of the lessons from the case which can be used to inform future plans in other countries?*

    Wide consultation cannot be time bound. It takes a long period to reach a consensus. Some of the stakeholders do not understand the concept of long term planning. It is important to be patient and persist as long as it takes to ensure the buy-in of all stakeholders. There are also winners and losers in planning, training, empowerment of stakeholders and institutions. Development of institutional structures is necessary for coordination and technical advice (including indigenous knowledge systems), providing technical expertise and ensuring continuous communication.

■   Additional Resources

Aas, C., Ladkin, A. & Fletcher, J. (2005) 'Stakeholder collaboration and heritage management,' *Annals of Tourism Research*, 32 (1), 28–48.

Hardy, A., Beeton, R.J.S. & Pearson, L. (2002) 'Sustainable tourism: An overview of the concept and its position in relation to conceptualisations of tourism', *Journal of Sustainable*

Tourism, 10 (6), 475-496.

Bramwell, B. & Lane, B. (2011) 'Critical research on the governance of tourism and sustainability', *Journal of Sustainable Tourism*, 19 (4-5), 411-421.

Bramwell, B. & Lane, B. (2008) 'Priorities in sustainable tourism research', *Journal of Sustainable Tourism*, 16 (1), 1-4.

Byrd, E.T. (2007) 'Stakeholders in sustainable tourism development and their roles: applying stakeholder theory to sustainable tourism development', *Tourism Review*, 62 (2), 6-13.

Carlisle, S., Kunc, M., Jones, E. & Tiffin, S. (2013) 'Supporting innovation for tourism development through multi-stakeholder approaches: Experiences from Africa', *Tourism Management*, 35, 59-69.

Clark, J. (1997) 'A framework of approaches to sustainable tourism', *Journal of S*ustainable *Tourism'*, 5 (3), 224-233.

De Lopez, T.T. (2001) 'Stakeholder management for conservation projects: A case study of Ream National Park, Cambodia', *Environmental Management*, 28 (1), 47–60**.**

Graci, S. (2013) 'Collaboration and partnership development for sustainable tourism', *Tourism Geographies: An International Journal of Tourism Space, Place and Environment*, 15 (1), 25-42.

Jamal, T. & Stronza, A. (2009) 'Collaboration theory and tourism practice in protected areas: stakeholders, structuring and sustainability', *Journal of Sustainable Tourism*, 17 (2), 169-189.

Jamal, T.B. & Getz, D. (1995) 'Collaborative Theory and community tourism planning,' *Annals of Tourism Research*, 22 (1), 186-204.

Johnston, R.J. & Tyrrell, T.J. (2005) ' A dynamic model of sustainable tourism', *Journal of Travel Research,* 44, 124-134.

Kimbu, A.N. & Ngoasong, M.Z. (2013) 'Centralised decentralisation of tourism development: A network perspective', *Annals of Tourism Research*, 40, 235–259.

Ladkin, A. & Bertramin, A.M. (2002) 'Collaborative tourism planning: A case study of Cusco, Peru, *Current Issues in Tourism*, 5 (2), 71-93.

Lu, J. & Nepal, S.K. (2009) 'Sustainable tourism research: an analysis of papers published in the Journal of Sustainable Tourism', *Journal of Sustainable Tourism*, 17 (1), 5-16.

Ryan, C. (2002) 'Equity, management, power sharing and sustainability- issues of the new tourism', *Tourism Management*, 23, 17-26.

Sautter, E.T. & Leisen, B. (1999) 'Managing stakeholders: Tourism planning model', *Annals of Tourism Research*, 26 (2), 312-328.

Selin, S. (1999) 'Developing a typology of sustainable tourism partnerships', *Journal of Sustainable Tourism*, 7 (3-4), 260-273.

Tanguay, G.A., Rajaonson, J. & Therrien, M. (2012) 'Sustainable tourism indicators: selection criteria for policy implementation and scientific recognition', *Journal of Sustainable Tourism*, accessed on 3 March 2013 from URL: http://dx.doi.org/10.1080/09669582.2012.742531.

Timothy, D.J. (1998) 'Cooperative tourism planning in a developing destination', *Journal of Sustainable Tourism*, 6 (1), 52-68.

Waayers, D., Lee, D. & Newsome, D. (2012) 'Exploring the nature of stakeholder collaboration: a case study of marine turtle tourism in the Ningaloo region, Western Australia', *Current Issues in Tourism*, 15 (7), 673-692.

Yuksel, F., Bramwell, B. & Yuksel, A. (1999) 'Stakeholder interviews and tourism planning at Pamukkale, Turkey', *Tourism Management,* 20, 351-360.

■ Useful Websites

Botswana Sectoral planning: http://www.mewt.gov/DWMPC/or

Compendium of Environmental agreements, treaties and conventions: http://www.mewt.gov.bw/uploads/files

Department of Environmental Affairs (2008). Okavango Delta Management Plan: http://www.ramsar.org/pdf/wurc/wurc-m

OKACOM: the Permanent Okavango River Basin Water Commission: http://www.okavango.org/okavango-com

Ramsar list of wetlands: http://www.ramsar.org/pdf/sitelist.pdf

Guidelines for International Cooperation under the Ramsar Convention: http://www.ramsar.org/pdf/guide/guide-cooperation.pdf

New Guidelines for management planning for Ramsar sites and other wetlands: http://www.ramsar.org/pdf/new-mgt-guide.pdf

Guidelines for developing and implementing National Wetland Policies: http://www.ramsar.org/pdf/guide-nwp-e.pdf

Guidelines for establishing and strengthening local communities' and indigenous people's participation in the management of wetlands: http://www.ramsar.org/pdf/guide-participation-e.pdf

National Wetland Policies: Developing and implementing National Wetland Policies. Ramsar handbooks for the wise use of wetlands, 4th edition, vol. 2.Ramsar Convention Secretariat, Gland, Switzerland: http://www.ramsar.org/cda/en/ramsar-pubs-handbooks-handbooks4-e/main/ramsar/1-30-33%5E21323_4000_0__

■ Appendix: Vision and Goals of the Okavango Delta Management Plan

☐ Okavango Delta Vision

The common and shared vision for the Okavango Delta is: "A carefully managed, well-functioning ecosystem that equitably and sustainably provides benefits for local, national and international stakeholders".

☐ Overall Goal of the Okavango Delta Management Plan

The Overall Goal of the Okavango Delta Management Plan (ODMP) is: "to integrate resource management for the Okavango Delta that will ensure its long-term conservation and that will provide benefits for the present and future well-being of the people, through sustainable use of its natural resources"

☐   Strategic Goals and Strategic Objectives

Strategic Goal	Strategic Objectives
Institutional: To establish viable management infrastructure and tools to sustainably manage the delta resources at local, district, national and international levels.	To establish viable management institutions for the sustainable management of the Okavango Delta ecosystem To improve the regulatory framework for sustainable management of the Okavango Delta ecosystem. To raise public awareness, enhance knowledge and create a platform for information exchange and learning about the Okavango Delta ecosystem.
Biophysical: To ensure that the Okavango Delta and its associated dry lands continue to deliver present-day ecosystem services, and products for the benefit of all organisms dependent on it, including human beings.	To conserve the ecological character (biotic and abiotic functions) of the Okavango Delta, and the interactions between them. To maintain or restore the wetland habitats and ecosystems of the Okavango Delta.
Socio-economic: To sustainably use the Okavango Delta resources for improvement of livelihoods of all stakeholders that are directly or indirectly dependent on the ecosystem products and services of the Okavango Delta (and associated dry lands) in an equitable way.	To sustainably use the natural resources of the Okavango Delta in an equitable way and support the livelihoods of all stakeholders dependent on it. To sustainably use the wetland resources of the Okavango Delta for the long-term benefit of all stakeholders To develop socio-economic opportunities to improve livelihoods of the Okavango Delta stakeholders

Strategic Goal	Strategic Objectives

4 Montenegro: Wild Beauty

Christian Baumgartner, *Naturefriends International*

■ Synopsis and Learning Outcomes

Despite tremendous pressures for rapid development of coastal tourism, mainly fuelled by foreign investment, the Ministry of Tourism together with its National Tourism Organisation (NTO) have "shifted the focus from traditional package tour holidays in coastal regions to creating a higher-yield tourism product based on nature tourism [and regional traditional culture]. This includes the promotion of local, authentic restaurants and hotel facilities, as well as the establishment of well-connected bicycle trails" (Montenegro National Tourism Organisation, 2010).

This case focuses on a 10-year development project in the region of the Biogradska Gora National Park in the north-eastern part of the country. A slow step-by-step development based on trust building, cooperation between five communities and the National Park and integration of regional stakeholders has resulted in sustainable tourism products that are successful in the international, mainly German-speaking market.

Naturefriends International (NFI) played an important role in the starting phase of the project in 1999 together with the country office of the OECD. Later on, the tourism development project was financed by the Austrian Development Agency (ADA) and implemented by the ÖAR (Österreichische Arbeitsgemeinschaft für eigenständige Regionalentwicklung / Austrian Association for Endogenous Regional Development), while the author and NFI colleagues were continuously involved as experts, moderators or within monitoring processes.

The case of the development of the Bjelasica-Komovi region, with the central national park Biogradska Gora, shows that sustainable tourism development should have an eye on overall sustainable regional development, linking its specific products to regional resources and empowering regional stakeholders to gain benefit from the tourism development.

After completing this case study, learners should be able to demonstrate the following principles of sustainable tourism development:

1 the principle of participation of local and regional stakeholders to ensure the long-lasting success of the development;

2 the principle of local empowerment, especially in comparison with foreign investment; and

3 the principle of systemic project management and step-by-step implementation plans.

■ Theoretical Concepts

The term 'sustainable tourism' has come to represent and encompass a set of principles, policy prescriptions, and management methods which chart a path for tourism development such that a destination area's social and environmental resource base (including natural, built, and cultural features) is protected for future development (Lane, 1994). Sustainable tourism policies thus aim to balance the economic, social and environmental aspects of tourism development.

The pentagonal pyramid model of sustainable tourism development presents the relationship between these aspects in a tourism context and shows the need to balance the three pillars in safeguarding future developments at the tourism destination level, including the satisfaction of visitor needs. Key aspects are:

■ Respect for the natural environment via public policies or private sector self-regulation;

■ Embedding tourism in a sustainable, regionally-specific and networked fashion;

■ Respect for the social well-being of the local population and employees in the tourism-sector, as well as for the culture of the destination;

■ Participation of the host community in the decision making and planning processes;

■ The implementation of environmental management systems in intensely visited destinations; and

■ Accountability of the public sector as the main stakeholder in maintaining the sustainability of tourism in the region (Baumgartner, 2009).

Planning and implementing sustainability measures at the destination level is a task that is often in the hands of, or coordinated by, the local government. This is also the level of government local residents are most likely to engage with in either opposing or supporting tourism development. In democratic political systems, local residents may expect to be able to influence or guide political decisions in this area, and have ways to voice their disagreements (Baumgartner, 2009).

Sustainable development and sustainable tourism can be seen as part of an integrated regional development process based on the participation of all stakeholders. This principle entails several insights that should be taken into account in planning and management processes (Mose & Weixelbaumer, 2002):

■ interdisciplinary teamwork makes it possible to go beyond tourism and also look at other economic sectors and/or areas of life;

■ planning and implementation of a given project needs to be preceded by integrated regional analyses involving the local stakeholders and communities; and

■ planning and implementation must be accompanied by systemic project management.

■ Teaching Approaches

Teaching Idea 1: Preparation

- Montenegro – Wild Beauty (15 Minutes): Internet research – Collecting data and discussion within working groups – What are the main offers?

- What aspects of sustainable tourism could be identified?

Teaching Idea 2: Role Playing

Fictional Expert Discussion about Sustainable Tourism Development in Rural Areas:

- Expert 1: Sustainable Tourism Development – What is this? Main aspects?

- Expert 2: Sustainable Regional Development – For whom is this relevant?

- Expert 3: Sustainable Development in practice: How to start? How to find potential opportunities? (Expert: Montenegro Case)

Steps:

◎ Reading the text in 3 Groups (15 Minutes) – Preparing the Discussion / one expert per group (10 Minutes)

◎ Expert-Discussion (15 Minutes)

◎ Reflection on the discussion (15 minutes)

■ Study Questions

1. *What are the relevant principles for sustainable tourism development in this case?*

    ◎ Respect for the natural environment via public policies (involvement of the Biogradska Gora National Park and establishment of an environmental education path along the National Park Lake)

    ◎ Tourism should be embedded in a sustainable, regionally-specific and networked fashion (focusing on mountain tourism and production of local products)

    ◎ Respect for the social well-being of the local population and employees in the tourism-sector, as well as for the culture of the destination (establishing local and regional tourism agencies)

    ◎ Participation of the host community in the decision making and planning processes (creation and establishment of a memorandum of understanding signed by all relevant stakeholders)

2. *How important is participation for long-term success?*

    Public participation in sustainability planning at an early stage can avoid decisions being opposed by residents once they have been implemented. The content of planning processes could be improved and their implementation could be more efficient if guided by public participation.

3. *Compare tourism development in the Montenegrin hinterland (this case) with the development of coastal tourism (in Montenegro or in general) in terms of sustainability.*

Sustainability	Montenegrin Hinterland	Costal Tourism
Respect for the natural environment	National Park: Biogradska Gora	National Park: Lovcen, Skadarske Jezero
Sustainable, regionally-specific, networked economy	Small and medium size enterprises, local community tourism, LTO and RTO	Medium Size Enterprises and Foreign Direct Investment (***** Star Hotels), Costal Marine Tourism, Cruises, Shipping
Respect for the social well-being of the local population, employees in the tourism sector and for the culture of the destination	Small and medium size enterprises with local staff, tourism school training, National Park as employer, sport (mountaineering, rafting, mountain bike, skiing)	Costal Tourism (summer), Highly developed with staff from abroad or from hinterland
Participation of the host community in the decision making and planning process		Tourism development plan and Foreign Direct Investment
Implementation of environmental management systems	National Park Management	National Park Management and Tourism Management, Transport Management
Public sector as main stakeholder	Communities involved	Private Entrepreneurs, Private Property

4. *In terms of sustainable regional development, discuss how an empowerment approach may be more sustainable than foreign investment.*

Sustainable regional development and empowerment creates local jobs and local income based on local resources. This motivates new regional economic circles.

Foreign investment mainly stimulates local jobs on a lower level, financial benefits often leak back to the company (and country) of the investor.

■ Additional Resources

◎ http://www.montenegro.travel

◎ http://www.bjelasica-komovi.com

◎ http://www.bjelasica-komovi.me/rda/?lang=en

◎ http://www.montenegro.travel/en/2723/northern-region/kolasin/nature-and-public-areas/national-parks/national-park-biogradska-gora

◎ http://www.entwicklung.at/uploads/media/CS_Montenegro_2010-2012.pdf

5   Tourism and the Great Barrier Reef: Healthy Reef Healthy Industry

Chris Briggs, *Great Barrier Reef Marine Park Authority*

Gianna Moscardo, *James Cook University*

Laurie Murphy, *James Cook University*

Margaret Gooch, *Great Barrier Reef Marine Park Authority*

Brian King, *Hong Kong Polytechnic University*

■   Synopsis and Learning Outcomes

The purpose of this case study is to highlight the key management strategies of the Great Barrier Reef Marine Park Authority (GBRMPA) to manage tourism in Australia's World Heritage Listed Great Barrier Reef (GBR). Recognised as one of the world's best managed coral reef ecosystems, the GBR is potentially better placed to handle the pressures of accumulating risks than many other reef systems. The GBR World Heritage Area extends to a vast 348,000km^2 and within this domain approximately 400 commercial tourism operators accommodate 1.8 million visitor days and 2.3 million passenger transfers each year. Established in 1975, the GBRMPA works within a strong legislative framework to manage the marine park and employs a range of regulatory tools and management plans to ensure that tourism is sustainably managed.

At the core of the GBRMPA approach is a recognition that tourism and the GBR are inextricably linked – a healthy reef equals a healthy tourism industry and vice versa. Stakeholder management and collaborative partnerships are regarded as central to the achievement of sustainable tourism on the GBR. These partnerships are based on the principle of mutual benefit and involve active engagement in decision making by a range of stakeholders. The stakeholder activities and programs that GBRMPA has employed have focused on capacity building, mutual learning, information generation and open communication. An Environmental Management Charge (EMC) is collected from visitors by tourism operators on behalf of the GBRMPA and contributes a substantial percentage of the annual budget for management of the Marine Park. However, the longer term outlook for the reef has deteriorated in the face of climate change, declining water quality (through runoff from catchments) and habitat losses associated with coastal developments. These challenges are compounded by increasingly constrained budgets and by the demands associated with managing multiple partnership programs (currently ten).

In light of these circumstances, it will be important to maintain active and constructive communication with the tourism industry in order to foster stewardship and partnership.

After completing this case study learners should be able to:

1 define the key collaborative concepts that apply to the management of relationships between tourism and environmental protection;

2 identify the critical factors that contribute to the operation of effective partnerships for tourism in protected areas;

3 outline the progress that has been made by the Great Barrier Reef Marine Park Authority since its establishment in balancing the needs of visitors and of the natural environment;

4 explain how various partnership programs with stakeholders generally, and with the tourism sector in particular, can contribute to the maintenance of heritage values within a marine park setting; and

5 describe the actions that will be required to ensure a positive future for the Barrier Reef to the year 2050.

■ Theoretical Concepts

Explanation of the theoretical concepts underlying the case (definitions are provided in Table 3). For further information use these key references:

- Bryson, J.M. & Crosby, B.C. (1992) *Leadership for the common good: Tackling public problems in a shared-power world*, San Francisco: Jossey-Bass.

- Jamal, T. & Stronza, A. (2009) 'Collaboration theory and tourism practice in protected areas: Stakeholders, structuring and sustainability', *Journal of Sustainable Tourism*, 17 (2), 169-189.

- United Nations World Tourism Organization (nd) 'Sustainable development of tourism: Definition', retrieved 9 December 2012 from http://sdt.unwto.org/en/content/about-us-5.

- Caffyn, A. & Jobbins, G. (2003) 'Governance capacity and stakeholder interactions in the development and management of coastal tourism: Examples from Morocco and Tunisia', *Journal of Sustainable Tourism*, 11 (2&3), 224-245.

- de Araujo, L.M. & Bramwell, B. (1999) 'Stakeholder assessment and collaborative tourism planning: The case of Brazil's Costa Dourada project', *Journal of Sustainable Tourism*, 7 (3&4), 356-378.

■ Teaching Approaches

☐ ACTIVITY 1: STAKEHOLDERS ROLE PLAY

The exercise involves the re-creation of a meeting of stakeholders from the Great Barrier Reef Tourism Recreation Reef Advisory Committee (TRRAC). The TRRAC is a competency-based committee with members providing a cross-section of stakeholder expertise and interests in areas relevant to tourism and recreation use of the Great Barrier Reef.

Stakeholders

Students are to assume the role of one of the stakeholders from the committee and represent their interests at the committee meeting. Members of the committee include the following stakeholders:

■ Traditional indigenous owner

■ Representative from Tourism and Events Queensland

■ Representative from Department of Resources, Energy and Tourism

■ Representative from cruise ship industry

■ Executive Officer of the Association of Marine Park Tourism Operators

■ Managing Director of Australia's largest reef tourism resort

■ State Department of National Parks, Recreation, Sport and Racing

■ Consultant specialising in protected area management, tourism in protected areas and heritage values

■ Ecotourism and tourism in protected areas specialist

■ Commonwealth Department of Sustainability, Environment, Water, Population and Communities

■ Bareboat charter operator

■ Aircraft operator

■ Marine Park recreation specialist

■ Business acumen and economics specialist

■ Marine history specialist

■ Executive Director, Australian Recreational Fishing Foundation

■ Founding Member, Game Fishing Association

Topics to discuss at the meeting

See detailed support information below. You may wish to change the questions or add questions of your own.

■ A proposed new cruise ship terminal;

■ How to control the spread of the Crown-of-thorns starfish;

■ The role tourism can play in the protection and presentation of marine protected areas

Reflections at the completion of the meeting

- You may wish to map out the relationships between the various stakeholders

- Which stakeholders had shared interests and commonalities?

- Where did potential conflicts between stakeholders arise?

Supporting Information

This information may be handed out to students to ensure they have some background to the stakeholder they are representing in the committee meeting.

Traditional indigenous owner

http://www.gbrmpa.gov.au/our-partners/traditional-owners

Aboriginal and Torres Strait Islander people are the traditional owners of the Great Barrier Reef Region and evidence of their sea country connections goes back over 60,000 years. Today there are approximately 70 traditional owner clan groups whose sea country includes the Great Barrier Reef Marine Park. The Great Barrier Reef Marine Park Authority (GBRMPA) works with Aboriginal and Torres Strait Islander traditional owners and acknowledges their continuing social, cultural, economic and spiritual connections to the Great Barrier Reef region (GBRMPA, 2013).

Interests of the stakeholder may include traditional use of marine resources that may include fishing, hunting, collecting shellfish and looking after cultural and heritage sites as part of personal and community needs. Indigenous livelihoods from the GBR (access to income/resources), indigenous tourism and educating their youth about cultural traditions

Tourism and Events Queensland

http://www.tq.com.au

Tourism and Events Queensland (TEQ) is the Queensland Government's lead marketing, experience development and major events agency, representing the state's tourism and events industries. TEQ operates on a national and international level, looking at new and innovative ways to make the most out of emerging opportunities which benefit the Queensland's tourism industry and economy (Tourism and Events Queensland, 2013).

Interests of the stakeholder may include marketing, destination marketing, tourism development, supporting tourism businesses, tourism policy, tourism research, disseminating information, education, encouraging new tourism products, funding from government, entrepreneurship and innovation.

Department of Resources, Energy and Tourism

http://www.ret.gov.au/Pages/default.aspx

The Federal Department of Resources, Energy and Tourism (RET) works on a range of tourism policies, projects, programs and research fields to strengthen and grow Australia's tourism industry.

Interests of the stakeholder may include the national tourism strategy, tourism research, tourism policy, national programs, federal government grants and funding, tourism investment, tourism major project facilitation and tourism development.

Cruise ship industry

http://onboard.gbrmpa.gov.au/home/what_you_do/cruise_ships

Cruise ships visit the World Heritage GBR to allow their passengers to experience the scenic beauty of the area and for safe passage.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, zoning, restricted access areas, travel routes and markers, legislation requiring them to carry a licenced pilot in designated areas for safe navigation through parts of the GBR, towing, anchoring arrangements, safety of passengers and crew, access to emergency services, and aspects of business including minimising costs, maximising revenue, competition and marketing.

Association of Marine Park Tourism Operators

http://www.ampto.com.au

AMPTO represents the interests of the industry; actively lobbying for support from the federal and state Environment Ministers on ecological issues and the Tourism Ministers for tourism matters (AMPTO, 2013). Its members are primarily operators from the marine tourism and recreational diving industries.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, zoning, restricted access areas, travel routes and markers, visitor numbers, size of vessels, meeting expectations of customers to the reef, safety of passengers and crew, access to emergency services, eco-certification, fuel costs and rebates, boat maintenance, and aspects of business including minimising costs, maximising revenue, natural disaster management, competition and marketing.

Tourist resorts

For example: http://www.greenislandresort.com.au/

There are a number of island resorts located in the Great Barrier Reef area as well as on the mainland.

Interests of the stakeholder may include reliance on transport to get visitors to the island resort, transport of goods and services to the island, energy and water demands, waste disposal, eco-certification, education and training of staff, reliance on a pristine environment for relaxation or leisure of visitors, meeting expectations of guests, visitor numbers to the GBR, zoning, restrictions to development in the GBR, property values, costs of compliance with the marine park regulations, safety of guests, and aspects of business including minimising costs, maximising revenue, competition and marketing.

State Department of National Parks, Recreation, Sports & Racing

http://www.nprsr.qld.gov.au

The Department manages national parks and their use and enjoyment. Queensland's protected area estate covers more than eight million hectares and includes national parks, marine parks, forests, declared fish habitat areas, resources reserves and conservation parks. They aim to ensure that the parks are protected, accessible and valued by visitors.

Interests of the stakeholder may include: where camping and caravanning are allowed, camping permits, whether fires are permitted, vehicle access permits, weed and feral animal control, managing or restricting visitor activities within the park (bushwalking, four wheel driving, camping, caving, cycling, canoeing and kayaking, fishing, horse riding, rock climbing and abseiling, white water rafting, wildlife encounters etc.), and providing and maintaining visitor facilities such as camping areas, toilets, barbecues, walking trails and rubbish removal.

Protected area management, tourism in protected areas and heritage values consultant

Interests of the stakeholder may include having controlled development, understanding development impacts on ecosystems, the negative impacts of industry on the GBR (mining, shipping, fishing etc.), climate change, coral bleaching, declining water quality, manmade and natural disaster impacts on the reef, biodiversity, zoning, legislation, visitor numbers and conservation.

Ecotourism and tourism in protected areas specialist

Interests of the stakeholder may include ecotourism, encouraging positive impacts of tourism and reducing or eliminating negative impacts of tourism, eco-certification, biodiversity, endangered species, waste and pollution minimisation, using resources wisely, sustainability, zoning, restricted access to visitors, reducing impacts on the environment and visitor numbers.

Department of Sustainability, Environment, Water, Population and Communities

http://www.environment.gov.au/about/index.html

This national Department develops and implements national policies, programs and legislation to protect and conserve Australia's natural environment and heritage.

Interests of the stakeholder may include environmental protection and conservation of biodiversity, air quality, land contamination, natural and built cultural heritage conservation, water policy and resources, research, ecologically sustainable development and legislation.

Bareboat Charter operators

http://onboard.gbrmpa.gov.au/home/what_you_do/bareboat_charters

Bareboats are vessels that are chartered to visitors with no crew on board. The vessels may include yachts, catamarans or motorised boats.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, group and vessel size limits, zoning, restricted access areas, travel routes and markers, safety of passengers and crew, access to emergency services, eco-certification, fuel, boat maintenance, registration of boats, boat anchorage and moorings, natural disaster management, and aspects of business including minimising costs, maximising revenue, competition and marketing.

Aircraft operators

http://onboard.gbrmpa.gov.au/home/what_you_do/aircraft_tours

There are a number of existing aircraft and helicopter tour operators offering scenic tours of the Great Barrier Reef. Some operate small pontoons near the coral reefs.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, operating requirements, zoning, area of operation, group size limits, collecting the Environmental Management Charge, anchoring and mooring arrangements, restricted access areas, sensitive locations, minimum flying heights, flight logistics, and aspects of business including minimising costs, maximising revenue, competition and marketing.

Marine Park recreation specialist

Visitors to the Great Barrier Reef participate in a range of recreational activities either independently or through tourism operations within the Marine Park.

Interests of the stakeholder may include activities within the marine park, allowing or restricting activities, marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, group size limits, zoning, restricted access areas, travel routes and markers, safety of passengers and crew and access to emergency services.

Business acumen and economics specialist

Interests of the stakeholder may include emerging opportunities for new economic development within or relating to the Great Barrier Reef, increasing existing revenue within the GBR area, representing business and industry interests, marketing, development, innovation and investment.

Marine history specialist

Interests of the stakeholder may include conservation of cultural and historical built and natural sites, archaeology, shipwrecks, lighthouses, histories, restricting access or having controlled access to sites, effects of natural and manmade disasters on sites, and controlled development.

Australian Recreational Fishing Foundation

http://onboard.gbrmpa.gov.au/home/what_you_do/boat_tours_and_charters/fishing_tours

Fishing on the Great Barrier Reef is an important pastime for many visitors and it is included in many tourism operations in the Marine Park.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, zoning, restricted access to fishing spots, catch size and limits, limits to number of fishing rods and hooks, mooring and anchoring, refuelling, group and vessel sizes, travel routes and markers, safety of passengers and crew, access to emergency services, meeting expectations of customers, natural disaster management, and aspects of business including minimising costs, maximising revenue, competition and marketing.

Game fishing Association

http://onboard.gbrmpa.gov.au/home/what_you_do/boat_tours_and_charters/fishing_tours

Game fishing on the Great Barrier Reef is an important pastime for many visitors and it is included in many tourism operations in the Marine Park.

Interests of the stakeholder may include marine park permits, costs of compliance with the marine park regulations, collecting the Environmental Management Charge, zoning, restricted access to fishing spots, catch size and limits, limits to number of fishing

rods and hooks, mooring and anchoring, refuelling, group and vessel sizes, travel routes and markers, safety of passengers and crew, access to emergency services, meeting expectations of customers, natural disaster management, and aspects of business including minimising costs, maximising revenue, competition and marketing.

Background to the Development of a Cruise Ship Terminal

A proposed development application that is seeking upgrades to existing port infrastructure in Cairns to allow larger vessels to enter, particularly cruise ships.

This includes:-

■ widening and deepening the existing outer shipping channel and cruise shipping swing basin, which will result in lengthening the existing channel

■ a structural upgrade of the existing cruise shipping wharves 1-5 to accommodate larger and heavier cruise ships

■ provision and upgrade of ship services to the cruise shipping wharves, including fuel supply, potable water and fire fighting services

■ removal of approximately 5 million m^3 of capital dredge material and 580,000 m^3 of maintenance dredge material (annually)

Increased dredging impacts water quality and loss of coastal ecosystems. It is also worth considering that not all cruise ships are the same or provide flow-on benefits to marine tourism.

Background to the Crown-of-thorns Starfish

Crown-of-thorns starfish outbreaks are a matter of serious concern for the overall health of the Reef and its capacity to recover from disturbances, particularly with increased pressures caused by declining water quality and climate change. Outbreaks are also a matter of concern for the Reef tourism industry. When an outbreak occurs, a site valuable to tourism can be so severely degraded that it loses much of its aesthetic value, negatively affecting customer satisfaction (GBRMPA, 2013).

http://www.gbrmpa.gov.au/about-the-reef/animals/crown-of-thorns-starfish

http://www.gbrmpa.gov.au/about-the-reef/animals/crown-of-thorns-starfish/management-strategies

☐ ACTIVITY 2: MANAGEMENT IMPLICATIONS OF TOURIST ACTIVITIES ON THE GBR

In groups, list the potential negative impacts associated with these activities:

■ Recreational and Game Fishing

■ Snorkelling and diving

■ Boating

■ Motorised water sports

■ Whale and dolphin watching

■ Visiting an island or beach

Then list potential management strategies for minimising the impacts of these activities.

How does GBRMPA manage these tourist activities? (You can refer to the web links below for a series of existing GBRMPA responsible reef practices or you may wish to print these)

Are there any suggestions that could be offered to improve the GBRMPA suggested practices?

Supporting Information

Here you will find information on suggested responsible reef practices for each of the activities above

Recreational and Game Fishing

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ fishing

Snorkelling and diving

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ diving

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ snorkelling

Boating

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ boating

Motorised water sports

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ motorised_water_sports

Whale and dolphin watching

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ whale_and_dolphin_watching

Visiting an island or beach

■ http://onboard.gbrmpa.gov.au/home/high_standards/responsible_reef_practices/ island_visits

■   Study Questions

1. *Though national parks have been around for over a century, the Great Barrier Reef Marine Park was one of the world's first marine parks. This case has highlighted the proactive leadership role of GBRMPA. How would you rate the progress that the Authority has achieved to date in balancing tourism development with environmental protection relative to the record of more recently established marine park authorities in other jurisdictions?*

   Stress the timing of the establishment of the authority (at the end of the Whitlam Government which was an active period of extending Commonwealth powers over environmental and cultural issues). Examine the fact that there has been generally good collaboration between the Commonwealth and the State of Queensland over the period 1975 -2013 around Barrier Reef related issues because both parties recognize the importance of tourism. As indicated in the

case, the biggest challenges lie ahead because of climate change. The successes in overcoming previous issues (e.g. Crown-of-thorns) are notable but of lesser magnitude.

2. *What are the different challenges associated with areas of the Marine Park where there is a high concentration of tourism related activity (eg. Cairns, Port Douglas and the Whitsundays) and less accessible and frequented areas?*

   In areas of high concentration the issues are often associated with capacity – e.g. the possibility of too many snorkelers on a particular reef area. However, the Authority has exercised strict controls over operators (e.g. around the off-shore pontoons) which have helped to manage potential problems. The challenged in less frequented areas is more to do with surveillance – since the reef covers such a vast area, the resources of the surveillance authorities are spread very thinly.

3. *Identify which of the challenges that are confronting the Marine Park to the year 2050 can be addressed through collective action by or with tourism industry operators and which challenges are less susceptible to their influence.*

   The most prominent challenge is about rising sea temperatures and levels with the consequential impacts on both the coastline and the reef itself. Coral bleaching is likely to continue as a problem. Unless there is substantial global progress on global warming, the GBRMPA is very constrained in its capacity to deal with the challenges. However tourism operators can continue to implement sustainability practices in partnership with the authorities which ensure that any deleterious impacts of tourists are minimised.

4. *Whilst climate change looms as a particular medium to long term challenge, other unpredictable crises and emergencies may arise with little warning. These may or may not be associated with climate change. Suggest a crisis type situation that might arise in the Marine Park and how a concerted response might help to remedy the situation with particular reference to any tourism-related implications. What roles would you attribute to the relevant public authorities and to tourism operators in this scenario? Prepare an evaluative report which summarises what occurred, the remedies that were adopted and the extent to which the problem was mitigated.*

   Crisis situations that may arise in the Marine Park relate to shipping accidents, oil spills and cyclones. Consideration needs to be given to immediate, medium-term and long-term actions. A risk assessment plan can identify prevention, harm minimization, early warning systems, incident response and communication strategies.

■ Additional Resources

The GBRMPA website has several useful tools that will facilitate teaching. Go to http://www.gbrmpa.gov.au/ - and click on the Explore the Reef interactive spatial tool which provides a visual representation using Google maps of tourism operations along the Reef as well as zoning maps, distribution of animal species, etc.

Other useful headings include:-

- Outlook for the Reef: http://www.gbrmpa.gov.au/outlook-for-the-reef
- Visiting the Reef: http://www.gbrmpa.gov.au/visit-the-reef
- Our Partners: http://www.gbrmpa.gov.au/our-partners
- Zoning, Permits and Plans: http://www.gbrmpa.gov.au/zoning-permits-and-plans

- How the Reef is managed: http://www.gbrmpa.gov.au/about-the-reef/how-the-reefs-managed

- Managing multiple users: http://www.gbrmpa.gov.au/about-the-reef/Managing-multiple-uses

- Tourism on the Great Barrier Reef: http://www.gbrmpa.gov.au/about-the-reef/how-the-reefs-managed/tourism-on-the-great-barier-reef

- There is also a Great Barrier Reef YouTube channel:

- http://www.youtube.com/user/TheGBRMPA#p/c/AD85AD2BD6A4BCC1

6 Leading the Way: Accor Standing for Children's Rights in Tourism

Camelia Tepelus, *End Child Exploitation and Trafficking, USA (ecpatusa.org)*

■ Synopsis and Learning Outcomes

Accor, one of the leading global hotel operators represented in 90 countries all over the world, is a corporate leader on tourism sustainability. While the responsible operations of Accor cover a wide range of aspects, the purpose of this case study is to focus on the issue of protecting children from trafficking and sexual exploitation within the overall sustainability strategy of Accor. The company has a long history of engaging on child protection, being the first global corporation to formally join a voluntary Code of Conduct in 2002 and operating consistently at the forefront of the advocacy agenda on social responsibility in tourism.

The objective of the case study is to document Accor's work on child protection over the last decade, explaining the corporate philosophy behind it and its theoretical fundaments and presenting the practices implemented into the company's operations. This is done by highlighting a variety of instruments and measures that Accor has put in practice and the impacts they have had in strengthening the corporate brand and partnerships with a variety of stakeholders.

The main finding of the case study is that despite addressing one of the most challenging and highly sensitive topics within the tourism sustainability agenda, Accor has successfully identified appropriate internal and external communication procedures and expertise sources, allowing the company to become a pioneer, then a leading voice championing the protection of children's rights as an integral component of the contemporary tourism sustainability agenda.

The case study draws from stakeholder theory and modern strategic social responsibility research, showing how Accor's work with a wide range of stakeholders has allowed the company to innovate within a sustainable tourism niche that is less often addressed by large companies.

Upon completing the case study, learners will achieve an understanding of the challenges related to issues of child protection in tourism, and be able to explain:

1   the risks that trafficking and sexual exploitation of children pose to a tourism company;

2   the factors that should be taken into account when creating a company-wide strategy to prevent sexual exploitation and trafficking; and

3 how a company can engage with a sensitive and potentially negative phenomenon in a way that will positively contribute to building its corporate sustainability brand.

■ Theoretical Concepts

The case study draws from stakeholder theory and modern strategic social responsibility research, showing how Accor's work with a wide range of stakeholders has allowed the company to innovate within a sustainable tourism niche that is less often addressed by large companies. Accor's engagement in children's rights protection on an international scale is supported by Porter and Kramer's (2006) classification of the social issues faced by a company, notably into the categories of value chain social issues and strategic CSR.

■ Teaching Approaches

The topic of sexual exploitation of children is a highly sensitive matter, particularly in certain social settings (poverty, conservative environments, religiously observant settings, etc.). The teaching approach to the issue should come from an international, broadview human rights perspective. It is important to start by outlining the international legal framework relevant to the issue, before relating to the tourism sustainability agenda and moving further into the discussion.

Ask students to:

■ Think about the most critical social impacts of tourism development in different geographic locations: urban vs rural, developed vs developing world, mass tourism vs small scale;

■ Visit the website of the Accor Sustainability program and comment on the comprehensiveness, depth and volume of the information provided by the company http://www.accor.com/en/sustainable-development.html;

■ Visit the websites of international organizations and advocates including UNICEF, UNWTO, ECPAT, TheCode.org, in order to consider different perspectives on tourism sustainability from a human rights angle and across various continents.

■ Visit YouTube and make a search of media reports on child sex tourism in Latin America, Asia, Africa and Europe. Study the wide range of awareness raising videos from travel companies, advocacy groups, etc. (See suggested additional resources and links to case relevant websites below).

■ Study Questions

1. *What political and social factors should a company take into consideration when approaching the development of its social sustainability strategy?*

Answers to this question should primarily point to the local regulatory framework and requirements for compliance with all applicable legislation, depending on jurisdiction. Further discussion should go beyond strict liability considerations and take into account additional factors: corporate culture, political, religious, economic and community setting of the geographical site where the company operates. Tourism is a business highly sensitive to public perception, for which a positive image is critical. Once damaged, brand reputation is

difficult to improve. Potential criminal activity should be promptly addressed in a manner that is supportive of both the local community and the business operations of the company.

2. *In what context should a company assess its risk and exposure to sexual exploitation and trafficking of children?*

Exposure and risk to any human rights violations in relation to tourism depend on a variety of internal and external factors. Internal factors that are critical in the development of a company-wide sustainability strategy include – top management support, communication channels and action protocols adjusted to each operational site. Externally, this question is intended to open up a discussion in relation to the scale of the company, vis-à-vis opportunities to engage with stakeholders and the local community in a setting that is appropriate and constructive.

3. *Discuss, compare and contrast the child sex tourism vulnerability of a destination in Western Europe against a destination in the Caribbean, against a destination in South East Asia?*

Vulnerability of tourism businesses to human rights violations may be perceived differently depending on the operational setting of the company. However, irrespective of the location, the discussion should highlight the importance of appropriate training of staff and interaction with external experts (children's rights advocates, law enforcement, international organizations, etc.), and translating the training into appropriate action according to the specifics of the location. As Accor's experience demonstrates, each company can approach the topic by customizing its actions according to its particular operational setting. Despite the sensitive nature of the topic, Accor's experience demonstrates that addressing a complex issue can result in significant international recognition, such as the WTTC Global Business Leader Award.

4. *Analyse issues regarding media reports on trafficking or sexual exploitation of children in your region, and make recommendations for the tourism private sector.*

Students are invited to review media reports from their city/region/country and undertake a discussion on public perception relative to issues of human rights, sexuality and the role of tourism (if any). Issues relating to brand and risk management in the context of company liability could be addressed.

■ Additional Resources

- ■ UNICEF reports on Gambia - http://www.unicef.org/media/media_20825.html
- ■ UNICEF reports on Sri Lanka - http://www.unicef.org/media/media_34596.html
- ■ UNWTO international campaign site - http://ethics.unwto.org/en/content/protection-children-tourism
- ■ Air France - http://www.youtube.com/watch?v=Xo8qbxUhGfI ,
- ■ Austrian Airlines - http://youtu.be/NSllckryD2U
- ■ Air Canada/One Child - http://youtu.be/PYtAfe213ko
- ■ ECPAT USA (multiple awareness raising videos) http://www.youtube.com/watch?v=RAa7GdfbsqY&feature=share&list=PL7A69E11CAC88AB18
- ■ BBC documentary on training of travel industry professionals in Costa Rica -http://news.bbc.co.uk/2/hi/programmes/this_world/3818871.stm

- www.thecode.org

- www.unicef.org

- www.unwto.org

- www.ecpatusa.org

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7 Banyan Tree: Embracing the Environment, Empowering People

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Michael Chiam Kah Min, *Ngee Ann Polytechnic*

■ Synopsis and Leaning Outcomes

Banyan Tree Hotels and Resorts (commonly known as "Banyan Tree") is a subsidiary of Banyan Tree Holdings Limited which has its global headquarters in Singapore. Since the inception of Banyan Tree in 1992, the company has received many prestigious awards and accolades for its leadership in sustainable practices. One of these awards was received in 2012 from the World Travel and Tourism Council (WTTC) recognising Banyan Tree as a pioneer in sustainable tourism development. Banyan Tree state that, "while we are honoured to receive these awards, they remain to us rewards not incentives." Founded on the core value of driving sustainable development, the company seeks to be an agent of social and economic development through responsible tourism. Environmental conservation is a top priority in the development of the company's resorts. Banyan Tree has boutique hotels, resorts, and spas across six continents. This case presents information on the environmental initiatives implemented at the first integrated resort in Asia, Laguna Phuket, under the visionary guidance of co-founder and Executive Chairman, Mr Ho Kwon-Ping.

The purpose of the case study is to provide a platform for developing an understanding of entrepreneurial strategic sustainable development in the hotel industry. The concepts of *entrepreneurship*, *core values*, *sustainability*, *corporate social responsibility* and *corporate shared value* are demonstrated by Banyan Tree's development of Laguna Phuket in Bang Tao Bay, Thailand. The issue of environmentally ravaged land being developed into an exemplary model of sustainable tourism development is demonstrated in the case. Best practices developed at this first initiative can be seen as impacting future developments and the daily operations of all Banyan Tree properties.

After exploring this case study, learners should be able to:

1 define entrepreneurship and discuss its role in the sustainable development at Bang Tao Bay;

2 list and explain sustainable practices taken by Banyan Tree at the micro, meso and macro levels of the Laguna Phuket development at Bang Tao Bay;

3 discuss the relationship of Banyan Tree's core values with their co-founders, Mr Ho

Kwon-Ping and Ms Claire Chiang;

4 describe the role of strategic sustainable decision making at the Bang Tao Bay development;

5 list best practices developed at Laguna Phuket and discuss how they have impacted future Banyan Tree developments; and

6 define corporate social responsibility and corporate shared value. Discuss their impact on Banyan Tree's sustainable development policies, procedures and daily operations at their properties.

■ Theoretical Concepts

☐ Entrepreneurship

Numerous definitions of an *entrepreneur* can be found but most contain these consistent elements; a person who possesses the capability to pioneer or innovate change through management functions (planning, organising, staffing, leading and controlling) often at the peril of great risk. Executive Chairman Mr Ho Kwon-Ping seems to fit this definition. During a speech at the Global Entrepreneur Summit in 2006, Claire Chiang, KP's wife and co-founder of Banyan Tree, talked about the role of entrepreneurialism as a factor of success at Bang Tao Bay. According to the model developed by McMullen and Shepherd (2006), an entrepreneur must first understand or possess the knowledge of the natural and communal environment before he can recognize sustainable development opportunities. Subsequently, Patzelt and Shepherd (2010) expanded the model to incorporate three additional factors: (1) the motivation of the entrepreneur, (2) the perception of threat to the natural/communal environment, and (3) altruism.

☐ Core Values

The term "value" can be defined as something that is important or precious and held in high regard by a person or organisation. Core values in business are those values that are most important and have the ability to shape the culture and business strategies of a company (http://www.bus-ex.com/article/sustainability-core-values). Banyan Tree was founded on the core value of driving sustainable development. The core value of sustainable development is pursued via the three pillars of enhancing operational efficiencies, building local capacity and conserving biodiversity. The company's triple bottom line of economic, social and environmental success helps direct sustainable development by aiming to inspire associations, guests and partners to take a wider consideration encompassing a long-term view when making business and consumption decisions. The knowledge and experiences the company has acquired from its properties in Laguna Phuket have been replicated in its other properties or businesses around the world. Specifically, Banyan Tree has sought to uphold the following core values: 1) preservation of the environment; and 2) the enhancement of the lives of its employees and the communities in which it operates.

☐ Corporate Social Responsibility and Shared Value

Corporate social responsibility (CSR) has been defined as a company's sense of responsibility towards the community and environment in which it operates

(http://www.businessdictionary.com/definition/corporate-social-responsibility.html#ixzz2DGQ969NW). In 2001, Banyan Tree established and formalised its CSR efforts with the creation of the Green Imperative Fund. The fund's aim is to widen the reach and effectiveness of the company's efforts to provide critical financial support to worthy environmental action and community based projects where Banyan Tree Holdings has a presence. Banyan Tree is also a creator of shared value which is described by Porter and Kramer (2011) as a concept creating economic value in a way that also creates value for society by addressing its needs and challenges. "The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter and Kramer, 2011). Banyan Tree considers itself to be a change agent in the social and economic development of the communities in which it operates and serves as a leader for the hotel and tourism industries in demonstrating how to accomplish sustainable development.

■ Teaching Approaches

☐ Teaching Tips

1 Read the reference articles cited in the case. Prepare a list of specific article content you want to include in the discussion of the case.

2 Select two additional readings that can be used to support the learning objectives in the case.

3 Review with students or request that they research the definitions of: *entrepreneurship, core value, corporate social responsibility and corporate shared value.*

Activity 1

Assume the role of a hotel developer. A prospective client has come to you for your assistance to sustainably develop a parcel of land into a hotel. The land contains environmental development challenges and is located on a coastline in an isolated community in the Philippines. It is your task to create a list of questions to ask this prospective client based on what you have learned from the Banyan Tree Laguna Phuket project. Prepare a list of possible best practices that you might recommend to this potential client to create a sustainable property with triple bottom line management.

Activity 2

Reflecting on the Laguna Phuket development information given in the case, visit the Banyan Tree Holdings Limited website. What evidence is present at the website that demonstrates continued commitment to the original goal of Banyan Tree being "*an agent of social and economic development through responsible tourism*"? List and discuss the metrics presented that demonstrate measurable outcomes.

Activity 3

Visit several travel blog websites. Collect at least five guests' postings talking about their experience (of sustainability) while staying at a Banyan Tree Hotel or Resort. Discuss how their experience is linked to the concept of sustainability that Banyan Tree espouses.

■ **Study Questions**

1. *Outline and discuss the impacts of entrepreneurial strategic decision making and the core values of Executive Chairman Mr Ho Kwon-Ping on the sustainable development of Bang Tao Bay - Laguna Phuket.*

    Mr Ho saw a business development opportunity in the purchase of Bang Tao Bay, Thailand. The land was ravaged by the tin mining of the past. Mr Ho's visionary goal of sustainable tourism development and core values influenced all the activities of Bang Tao Bay development. Experts were consulted on the restoration process, topsoil was imported to the site, remaining trees were preserved, indigenous trees and plants were planted and sustainable practices and programs were conceived at this first development.

2. *List and discuss how Banyan Tree builds and maintains value for its customers with their sustainable hotels and resorts.*

    Banyan Tree builds and maintains value by providing opportunities for their guests to stay in environmental sensitive locations around the world. Guests have an opportunity to learn about the environment's flora and fauna, experience local culture and support sustainable tourism.

3. *List the sustainable best practices developed and implemented by Banyan Tree. Discuss why these best practices work well for Banyan Tree and why they may or may not work for other hotel companies.*

    ◎ Beach cleaning activities involving guests, associates and locals; educate guests on the impact of pollution on the sea and marine wildlife.

    ◎ Reef cleaning dives involving guests; educate guests on the importance of preserving this type of marine wildlife.

    ◎ Education conservation practices of Banyan Tree through presentations to guests.

    ◎ Children's program to engage the five senses to explore and appreciate the natural environment.

    ◎ Thai Elephant Day; funds donated to Elephant Nature Foundation.

    ◎ Conservation laboratories for sea turtles.

    ◎ Replacing gasoline engines with electric motors in pontoon ferries.

    ◎ Installation of solar panels on guest buggies.

    ◎ Efficient lighting, timers for energy conservation.

    ◎ Alternative water sources for landscaping watering - greywater and water conservation practices.

    ◎ Waste separation and recycling.

    These sustainable practices work well for Banyan Tree because they have been conceived and tailored for their specific hotels and resorts. Not all of these best practices would be appropriate for other companies based on their geographic location. There must be a company commitment to sustainable goals and values. Resources (time, money and human resources) must be committed by any company that aspires to adopt sustainable best practices. Banyan Tree best practices can be inspirational for other companies to develop the application in their hotels.

4. *Many of Banyan Tree's properties are luxury resorts. Analyse whether sustainability and luxury can coexist.*

   The case demonstrates that luxury and sustainability can co-exist. Banyan Tree is a luxury brand that caters to affluent travellers. From the case study it is clear that many of these affluent travellers have an interest in preserving the environment. For example, many actually participate in some of the environmental conservation projects. The income generated from these highly affluent travellers can be used to support many of the environmental conservation projects.

5. *Describe whether Banyan Tree's corporate social responsibility program demonstrates Porter & Kramer's concept of shared value.*

   Banyan Tree's corporate social responsibility program demonstrates the company's sense of responsibility towards the community and environment in which it operates, with financial support provided to worthy environmental action and community based projects. Banyan Tree has created shared value as described by Porter and Kramer (2011) as a concept creating economic value in a way that also creates value for society by addressing its needs and challenges. "The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter and Kramer, 2011). Yes, Banyan Tree demonstrates Porter & Kramer's concept of shared value as a change agent in the social and economic development of the communities in which it operates and serves as a leader for the hotel and tourism industries in demonstrating how to accomplish sustainable development and operations.

■ Additional Resources

Additional Readings

Dreshage, J. and Murphy, D. (2010) 'Sustainable development: From Brundtland to Rio 2012', *International Institute for Sustainable Development,* available at: http://search.un.org/search?ie=utf8&site=un_org&output=xml_no_dtd&client=UN_Website_en&num=10&lr=lang_en&proxystylesheet=UN_Website_en&oe=utf8&q=sustainable+development%3A+from+brundtland+to+Rio+2012&Submit=Go.

Jamal, T. and Stronza, A. (2009) 'Collaboration theory and tourism practice in protected areas: stakeholders, structuring and sustainability', *Journal of Sustainable Tourism*, 17 (2), 169-189.

Porter, M.E. and Kramer, M.R. (2006) 'Strategy and society: the link between competitive advantage and corporate social responsibility', *Harvard Business Review*, 84, 78-92.

Stead, J.G. and Stead, W.E. (2008) 'Sustainable strategic management: an evolutionary perspective', *International Journal Sustainable Strategic Management*, 1 (1), 62-80.

Wray, M. (2011) 'Adopting and implementing a transactive approach to sustainable tourism planning: translating theory into practice', *Journal of Sustainable Tourism*, 19 (4-5), 605-627.

Links to Case Relevant Websites

- Banyan Tree Holdings Limited http://www.banyantree.com/
- 2011 Sustainability Report: http://media.corporate-ir.net/Media_Files/IROL/20/200797/bth_csrsgx.pdf
- 2010 Sustainability Report: http://www.hotelschool.cornell.edu/research/chr/events/roundtables/sustainability/documents/BanyanTreeSR2010.pdf

- BIO - Tycoons Of Asia Ho Kwon Ping: http://www.youtube.com/watch?v=3-oFJ_9LEVY

- EARTHCHECK http://www.earthcheck.org/

- Kwee, M. (2012, May 3). Sustainability: Businesses creating Value. Presentation at UNWTO Regional Conference on Green Tourism. http://asiapacific.unwto.org/sites/all/files/pdf/unwto_2012_05_banyan_tree_mkwee_150dpi.pdf

- Laguna Phuket: Asia's First Integrated Resort: http://www.lagunaphuket.com/media-hub/Op-Ed/integrated-resorts.php

- World Travel and Tourism Council http://www.wttc.org/

- World Travel and Tourism Council Tourism for Tomorrow Awards 2012: Banyan Tree Holdings Limited awarded Global Tourism Business Award http://www.wttc.org/site_media/uploads/downloads/2012_Case_Study_Banyan_Tree.pdf

8 Corporate Social Responsibility and the Sustainable Tourism Practices of Marriott International

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■ Synopsis and Learning Outcomes

This case study focuses on the corporate social responsibility (CSR) practices of Marriott International, Inc., one of the world's largest lodging firms. The case discusses the ways that sustainable business concepts and procedures have been implemented into its strategies and operations, and emphasises its incorporation of CSR throughout its efforts. The company's successful participation in extensive CSR activities consists of applying the sustainable practices of safeguarding natural and cultural heritage, demonstrating social and economic benefits to local people, and engaging in environmentally friendly operations. Marriott's CSR efforts embrace three themes using the triple bottom line (TBL) approach to sustainability, expressed in the company's core values as business, society, and environment (Marriott International, Inc., 2012). The company reports the social, economic, and environmental impacts of its sustainability efforts via the framework developed by the Global Reporting Initiative (GRI, 2013) and seeks to address the concerns of its varied stakeholders.

This case study briefly describes Marriott's sustainability practices, focusing on CSR. After completing this case study, learners should be able to:

1 define basic concepts of CSR and how a company can apply these in its internal practices as well externally with a variety of partners;

2 describe the TBL approach to sustainability in lodging operations in terms of the interconnections between the economy, the natural environment and the social and cultural realms, and specifically CSR;

3 explain best practices for CSR that can be implemented in lodging operations;

4 identify opportunities and challenges and the give and take involved in balancing the TBL approach to practicing sustainability in lodging operations, particularly while embracing CSR throughout an operation; and

5 suggest additional sustainability practices that would be useful and desirable in the future in lodging operations.

■ Theoretical Concepts

The major concepts underlying the case include the basic definitions of sustainability and sustainable development from the Brundtland Report (World Commission on Environment and Development, 1987), the TBL approach to sustainability, and CSR. While these are explained within the case itself, further background information may be useful for the instructor. Additional concepts and definitions related to sustainability, and specifically to sustainable tourism and hospitality, that may be useful as background for the case include the following: sustainable tourism, Global Reporting Initiative (GRI), carbon footprint, stakeholders and LEED certification.

Sustainability has been defined for over two decades by the Brundtland Report (World Commission on Environment and Development, 1987), while the United Nations Educational, Scientific, and Cultural Organisation (UNESCO, 2012) has named 2005-2014 the United Nations Decade of Education for Sustainable Development. UNESCO (2012) focuses on sustainability that involves balancing social, cultural, environmental and economic issues. The TBL approach to sustainability typically centers on economic, environmental, and social/cultural aspects of sustainability, but a TBL strategy is not enough as TBL approaches must be integrated into day-to-day operations (Quinn & Baltes, 2007) and in the case of hospitality and tourism, must also advance sustainable tourism. But just what is sustainable tourism?

Sustainable tourism, according to Weaver and Lawton (2002), is tourism that meets the needs of the present without compromising the ability of future generations to meet their own needs. A further definition of sustainable tourism has been offered by the Center for Sustainable Tourism (2012) at East Carolina University (ECU). It states that:

Sustainable tourism contributes to a balanced and healthy economy by generating tourism-related jobs, revenues, and taxes while protecting and enhancing the destination's social, cultural, historical, natural, and built resources for the enjoyment and well-being of both residents and visitors.

Additionally, the United Nations-World Tourism Organization (WTO) (2004) noted that sustainable tourism focuses on the participation of all stakeholders in the process and defines sustainable tourism as an ongoing process rather than a destination. As Harrison (2000) writes, it is a "way of traveling" and "knowledge of sustainability will always be uncertain" (p. 11) because it is continuously evolving, adapting and interacting with human and non-human systems.

Corporate social responsibility (CSR) is defined by the European Commission (2011) as "the responsibility of enterprises for their impacts on society". To fully meet their social responsibility, enterprises "should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders". The European Commission (n.d.) also promotes the implementation of CSR principles according to internationally recognised CSR guidelines. Information about these guidelines can be accessed on the web (see http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/guidelines-principles/index_en.htm).

CSR evolved in the 1950s and continues to be a core construct of business; however, alternative themes such as stakeholder theory, corporate social performance (CSP), and business ethics theory have also emerged (Carroll, 1999). Researchers argue that CSR

is undertaken for four reasons: moral obligation, sustainability, license to operate and reputation (Porter and Kramer, 2006) and while CSR has received significant attention recently, it has also received some criticism due to claims that its use may be fragmented and disconnected. Nevertheless, Porter and Kramer (2006) note that "when a well-run business applies its vast resources, expertise, and management talent to problems that it understands and in which it has a stake, it can have a greater impact on social good than any other institution or philanthropic organisation (p. 92).

Global Reporting Initiative (GRI) (2013) is a non-profit organisation that advocates economic, environmental and social sustainability. GRI (2013) has developed a comprehensive sustainability reporting framework that is widely recognised and used globally, focusing on integrated TBL reporting that combines the analysis of non-financial performance, comprised of CSR and environmental efforts, along with financial performance to address sustainability for businesses and organisations.

Carbon footprint is defined as "the negative impact that something (as a person or business) has on the environment; specifically: the amount of carbon emitted by something during a given period (Merriam-Webster Dictionary, 2012). In more detail, the carbon footprint is the "amount of carbon dioxide (CO_2) emissions associated with all the activities of a person or other entity (e.g., building, corporation, country, etc.). It includes direct emissions, such as those that result from fossil-fuel combustion in manufacturing, heating and transportation, as well as emissions required to produce the electricity associated with goods and services consumed. In addition, the carbon footprint concept also often includes the emissions of other greenhouse gases such as methane, nitrous oxide or chlorofluorocarbons (CFCs). The carbon footprint concept is related to and grew out of the older idea of the ecological footprint (Encyclopedia Britannica, 2012). A household carbon footprint calculator provided by the USA's Environmental Protection Agency (2012) can be found at: http://www.epa.gov/climatechange/ghgemissions/ind-calculator.html

Stakeholders are defined as any group or individual that can influence or is influenced by an organisation (Freeman, 1984). Marriott's stakeholders consist of all those with interests in the firm who may receive benefits, although the interests and needs of these groups may not always be evident (Donaldson & Preston, 1995). These include associates, guests, franchisees, shareholders, communities, suppliers, industry organisations, government, and the wide range of organisations involved in sustainability efforts.

Leadership in Energy and Environmental Design (LEED) certification is an internationally recognised rating system developed by the U.S. Green Building Council (USGRB) to provide measurable "green" building design construction, operations, and maintenance solutions for commercial and residential structures (USGBC, 2012). It strives to improve performance in energy saving, water efficiency, carbon dioxide emissions and air quality, as well as enhancing the stewardship of resources.

■ Teaching Approaches

This case is limited to a specific example of industry excellence in CSR with regard to TBL sustainability. This case focuses on CSR in the lodging industry and can be used to spark further discussion about how CSR can be practiced in various sectors of the hospitality and tourism industry and in a variety of companies. Please see Figure 1 in the case for a summary of several of Marriott's significant CSR efforts.

To teach this case, consider the following suggestions:

- Encourage open discussion;

- Nurture creativity;

- Practice sustainability in the classroom, on the campus, at home, in the community, and in the workplace;

- Have learners work with carbon footprint calculations in their own households, on their own campuses, and in their own workplaces to determine how to offset their carbon footprint and reduce emissions;

- Visit websites of hospitality and tourism companies with "best practices" in CSR;

- Visit hospitality and tourism operations engaging in CSR practices; and

- Interview leaders, managers, and line level employees who work in hospitality and tourism operations that engage in CSR practices about the benefits, challenges and opportunities involved.

■ Study Questions

1. *Sometimes there is resistance to practicing social and environmental sustainability in CSR efforts because these practices must be balanced with profitability. What can various stakeholders do to help ensure that this balance—the TBL of people-planet-profits-- is the focus of sustainability efforts?*

     Answers will vary. The goal of this question is get learners to think beyond 'green'. The idea is to consider more than environmental sustainability and to incorporate CSR into the discussion on sustainability in hospitality and tourism operations. Marriott has implemented CSR throughout its company philosophy and operations, effectively integrating the TBL approach to sustainability into its efforts; its sustainability reports offer details about how this was done (Marriott, International, Inc., 2009; 2011; 2012d). This question should get learners thinking about how the TBL can be applied in other situations. As a suggestion, try to have learners research how the TBL approach is applied in the day-to-day operations of a variety of companies.

2. *Compare and contrast Marriott's CSR efforts with those of another prominent lodging or hospitality company. Use references to make the comparison.*

     Answers will vary. The purpose of this study question is to learn more about the practical applications of implementing CSR in hospitality and tourism operations. Again, Marriott's annual sustainability reports offer details about how this was done for the specific company (Marriott, International, Inc., 2009; 2011; 2012d). Many other lodging companies and other hospitality companies are heavily involved in sustainability efforts. Learners might want to visit the websites of properties involved in the efforts of the Green Seal organisation. The list of properties can be found at: http://www.greenseal.org/FindGreenSealProductsandServices/

HotelsandLodgingProperties.aspx

3. *One focus of sustainability is to buy local and fair trade goods, including foods, beverages, household goods and furniture. Write a purchasing plan for the lodging industry, or another segment of the hospitality and tourism industry, based on current and future trends in the global economy, with a focus on CSR and the TBL of sustainability. Cite at least two references.*

    Answers will vary. Marriott has become deeply involved in CSR and participates in sustainable purchasing and this area of sustainability is receiving ever more attention globally. Marriott's FutureFish program is an example of such a program (Marriott, International, Inc., 2012d). This question should focus on the checks and balances needed for sourcing goods sustainably.

4. *Globalisation often refers to the increased mobility of goods, services, labour, technology and capital throughout the world and this process has increased dramatically with the advent of new technologies. This interconnectedness increases interdependence and can create greater uniformity across cultures and societies and promote greater unity and openness (Gizewski, 2009). Discuss the benefits and drawbacks of globalisation for CSR among those who operate hospitality and tourism businesses. Cite at least two references.*

    Answers will vary. This question gets at the big picture of CSR and sustainability globally. Advantages may include: an increase in the gross domestic product, an increase in per capita income, a reduction in unemployment, an increase in education levels and competition on an even platform around the world. Globalisation can act as a catalyst for jobs that require higher skill sets, leading to gains in education levels. Disadvantages may include the uneven distribution of wealth, with wealth still concentrated among a few, a continued income gap between developed and developing countries, differing and perhaps lower wage standards for skilled employees in developing countries and problems associated with war that may have people hoping to reverse globalisation in some areas without being able to alter current globalisation processes. A quick overview of the advantages and disadvantages of globalisation in general can be found at: http://www.buzzle.com/articles/advantages-and-disadvantages-of-

    globalization.html (Buzzle, 2011).

5. *Marriott's CSR efforts are extensive and well integrated into its company culture. Suggest CSR efforts that you might engage in if you were the manager of a lodging operation. Base your ideas on what you had read about Marriott's CSR efforts, extend your ideas using ideas from at least two other companies, and explain why you believe that these CSR efforts would be effective.*

    Answers will vary. Learners need to be creative with this item and may offer ideas for a variety of functional areas in lodging operations, including suggestions for housekeeping, facilities and grounds, food and beverage, management in general, and others. To answer this question, case studies may be useful. Several can be found through the Sustainable Tourism Gateway: Case studies on sustainable tourism (2013) at: http://www.gdrc.org/uem/eco-tour/st-casestudies.html

■ Additional Resources

Green Meeting Industry Council is a global, non-profit organisation that advances sustainability in the meetings industry and is a member of the Convention Industry Council. Website: http://www.greenmeetings.info/

Green Seal is "an independent, non-profit organisation that uses science based standards and the power of the marketplace to create a more sustainable world". Products such as manufactured items and lodging properties can be certified with a Green Seal for meeting specific "green" standards. Website: http://www.greenseal.org/

Sustainable Table is an entity created by the non-profit organisation GRACE (that is the name of the organisation, not an acronym), which is dedicated to communicating about sustainable eating and celebrating 'the joy of food and eating'. The organisation developed the Eat Well Guide,which helps consumers understand issues facing the world's food supply and offers alternative solutions. Website: www.sustainabletable.org/home.php

Sustainable Travel International (STI) was established in 2002 as a non-profit organisation to provide education and outreach services to travelers, travel providers and destinations in support of sustainable travel. STI supports environmental and cultural conservation while promoting cross-cultural understanding and economic development (STI, 2013). STI's current priorities include: education and training, the use of sustainable tourism standards and industry best practices through the Sustainable Tourism Eco-Certification Program (STEP), local philanthropy projects, carbon offset projects, and empowering destinations to effect change to support sustainable development. Website: http://www.sustainabletravelinternational.org/

TravelGreen is called "the go-to source on sustainable travel." It is produced by the U.S. Travel Association and its partner, American Express. Website: www.travelgreen.org/

United Nations Educational, Scientific, and Cultural Organization (UNESCO) serves as a leader in sustainable development education and plays a coordinating role to promote partnerships for education for sustainable development (ESD), encourage research, serve as a forum for ideas, share good practices, link member states, convene flexible working groups and work strategically on behalf of ESD (UNESCO, 2012). Website: www.unesco.org/en/esd/

Other Suggested Reading and Websites of Interest

- Center for Sustainable Tourism (2012) Available at: www.sustainabletourism.org.

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- Porter, M.E. & Kramer, M.R. (2006) 'The link between competitive advantage and corporate social responsibility', *Harvard business review,* 84 (12), 78-92.

- Sustainable Communities Network (SCN) (2012) available at:www.sustainable.org.

9 Ionian Eco Villagers, Nature World Travel, Earth, Sea & Sky: Supply Chain Management and Customers' Involvement in Tourism Sustainability

Marianna Sigala, *University of the Aegean*

■ Synopsis and Learning Outcomes

This case study examines the collaborative sustainable practices adopted by three vertically integrated and sister organisations, namely: Ionian Eco Villagers, Nature World Travel and Earth, Sea & Sky. The organisations are located in Zakynthos and aim to promote tourism development, while simultaneously protecting the marine life of the island. The analysis and examples of the case study explain how organisations can design, control, promote and provide a holistic sustainable tourism experience that creates shared value for all stakeholders involved by exploiting two issues: a) the vertical integration of the organisations through the tourism supply chain; and b) the creation of a stakeholders' network (including tourists, partners, suppliers, locals, volunteers, NGOs etc.) for developing collaborative sustainable practices. In analysing these approaches, the case study builds on theories related to: sustainable management based on a supply chain approach; shared (social, economic and environmental) value creation; and managing customer/people's behaviour and contributions towards sustainability. Finally, the case study discusses the affordances of social media to further enrich and expand the sustainable practices of the organisations at a global and wholly collaborative scale.

After completing this case study learners should be able to demonstrate:

1 the importance of managing sustainability from a tourism supply chain perspective;

2 the need to develop and nurture a stakeholder network for developing and implementing collaborative sustainable practices that create shared (economic, social and environmental) value to all stakeholders;

3 the importance of tourist roles and behaviour in achieving and supporting tourism sustainability; and

4 the affordances of social media to enrich, expand and nurture the sustainable collaborative practices of organisations as well as to further empower customers to get actively involved in sustainability.

■   Theoretical Concepts

To achieve its goals, the case study adopts and is based on the following theoretical concepts:

- ■ sustainable management based on a supply chain approach;

- ■ shared (social, economic and environmental) value creation;

- ■ managing customer/people's behaviour and contributions towards sustainability;

- ■ social media capabilities and exploitation.

■   Teaching Approaches

To better achieve the educational goals, it is suggested that instructors follow the following approach and sequence in discussing the case study:

- ■ Explain the concept of sustainable tourism supply chains and the role/contributions of customers in the tourism supply chain operations

- ■ Ask students to identify and debate why the three organisations are vertically integrated in the tourism supply chain. Discuss how this structure enables these organisations to control and influence a more holistic and integrated approach for managing sustainability in tourism

- ■ Discuss the context of the location of the case study/organisations and the negative and positive impacts of tourism development on this destination

- ■ Start a discussion requiring students to identify the collaborative approaches implemented by each organisation and the stakeholders that are engaged in them. Ask students to also identify the shared (economic, social and environmental) value that is created through these collaborative practices

- ■ Analyse the collaborative and networking capabilities of social media

- ■ Ask students to debate (by giving various examples) how social media can be integrated into the operations of the organisations for enriching and supporting their sustainable practices

- ■ Ask students to debate how economic crises can interfere or slow the progress of sustainable initiatives such as the IEV

Teaching Activity

Ask students to:

- ■ visit the websites of the three organisations in order to get more information about them

- ■ visit the websites of organisations such as www.wwf.com, www.joinred.com, www.greenpeace.org in order to explore and learn how these organisations exploit social media to support their operations/activities

■   Study Questions

1. *Debate and give examples of why the creation of a collaborative network is important for achieving and supporting sustainability in tourism.*

    Answers to this question should explain the need to manage sustainability in tourism from a supply chain approach because tourism is an amalgam of numerous products managed by various stakeholders, e.g. accommodation providers, destination management organisations, tour operators, attractions etc. Tourism is also an activity from which numerous stakeholders are affected such as locals, the environment, the ecosystem etc. In this vein, sustainable practices should engage and have the support of many stakeholders, while sustainability should aim to balance the impacts of tourism development on all these stakeholders by creating shared (economic, social and environmental) value.

2. *What practices have IEV, NWT and ESS developed for supporting sustainable tourism and creating shared value? Which stakeholders have they engaged with? What social benefits/value (economic, social and environmental) does each stakeholder get and what does each contribute through these collaborative activities?*

    The answer to this question is provided in the main body of the case study. For each organisation, the case study identifies several examples of activities that provide shared value to various stakeholders. The case study also identifies the stakeholders (e.g. locals, associations, tourists, destination, government) that get involved in these activities and the shared (economic, social and environmental) value that these stakeholders receive.

3. *Provide examples of how Mr Vardakastanis can exploit the power of crowdfunding for raising funds to support the conservation activities of his organisations. For example, how can websites such as www. spot.us, www.kickstarter.com/ and www.indiegogo.com/ be utilised?*

    Crowdfunding is a collaborative practice supported by the collaborative and networking capabilities of social media for raising funds. Organisations describe and share projects online in order to raise funds for their implementation. They utilise the affordances of social media for disseminating these requests at an international scale, thereby raising global awareness and funds from an international audience. There are several websites that exploit social media for enabling organisations to develop crowdfunding campaigns.

4. *Prepare a report analysing how Mr Vardakastanis can exploit social media for supporting the operations of his organisations (e.g. volunteer recruitment, sustainable promotion, raising environmental awareness and education). Your report should include the use of social media internally (i.e. how the organisation can develop and use its own social media tools, e.g. a blog) and externally (i.e. how the organisation can exploit existing social media such as Facebook). To better develop this report, investigate how the following organisations use social media: http://www.wwf.org/; http://www.conservation.org/; http:// www.joinred.com/; www.oneplanetliving.org.*

    The report should include action plans to exploit social media internally and externally.

    Internal use of social media may include: the development of a blog explaining who is going to update it, what information should be published and why, how the blog's features can be used for enabling a dialogue amongst the various stakeholders; the development of a wiki which the organisations can use for enabling a mass audience to share and write information related to: their volunteers' experiences; problems that they have identified related to environmental sustainability and issues that require support by others.

External use of social media may include:

α. The exploitation of social networks such as:

  ◎ The creation of a Facebook profile for each organisation: the analysis should explain what information should be shared on Facebook, who will contribute and how; who will be responsible for managing this channel; what applications can be developed in Facebook (e.g. an educational game about environmental awareness, a photo competition etc.) for supporting the marketing activities of the organisations, increasing volunteers' engagement and supporting environmental education

  ◎ The creation of a linkedin profile and a discussion on how this can be exploited for supporting operations such as: marketing; B2B relations and networking with other associations; governmental lobbying; volunteer recruitment

β. The exploitation of content media sharing websites such as the creation of a youtube or vimeo channel for sharing videos and enabling a dialogue amongst stakeholders. The report should also identify different ways in which these channels can also be exploited e.g. creation of video competitions

χ. The exploitation of social media news websites such as reddit.com, digit.com, etc., in order to enrich and support the online promotion and search engine optimization of the online activities of the organisations

The exploitation of collaborative social media such as Wikipedia.org for supporting the creation of user-generated-content and the online promotion of the organization

5. *What advice would you give to Mr Vardakastanis to address the locals' persistence and priority towards short-term profit during this period of the economic crisis?*

Locals' attitudes should be addressed through activities such as:

◎ Public dialogue and debates led by ESS. The aim of the dialogues would be to explain to locals the interests and priorities in protecting the long term sustainability of the destination for economic, social and environmental reasons

◎ The organisation of educational seminars and workshops targeted to the awareness and sensitivity of locals towards the local ecosystem

◎ Collaboration with local schools for creating awareness and engaging students into sustainable activities

◎ The share and discussion of best case studies from other destinations that can show to locals what they should avoid and what they should do in order to ensure long term shared value creation in their destination

■   Additional Resources

Readings

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Useful Websites

◎   United States National Park Service, "Guiding Principles of Sustainable Design," a document available at: http://www.nps.gov/dsc/d_publications/d_1_gpsd.htm.

◎   Innovation for Sustainable Tourism: International Case Studies: Provides an online collection of several case studies on sustainable tourism and innovative practices. http://www.besteducationnetwork.org/

◎   Green Lodging News is a good source for updates on sustainability trends: http://www.greenlodgingnews.com/

◎   The International Tourism Partnership is an excellent resource for sustainability trends, cases, publications and a text on incorporating environmental practices in the hotel industry: http://www.tourismpartnership.org/

◎   http://www.snvworld.org/en/regions/world/publications?filter=o.tourism

◎   http://www.inclusivebusiness.org/tourism/

◎   http://www.youtube.com/watch?v=hjQ4-YNmn2I

◎   http://www.youtube.com/watch?v=qd1_xJEywKM&feature=related

◎   Conservation of the natural and cultural heritage of Quintana Roo, Experiencias Xcaret, Mexico: The Experiencias Xcaret group owns land throughout the Mayan Riviera in the Mexican state of Quintana Roo, all of which has been turned into eco-archaeological parks benefiting visitors, employees and local communities alike. The Group's longstanding commitment to sustainability is often cited as a leading example of how tourism can protect land

from other less sustainable uses.

◎ http://en.xcaretexperiencias.com/

◎ http://www.nfi.at//index.php?option=com_content&task=view&id=2&Itemid=63

◎ http://www.totemtourism.com/

◎ Examples of exploitation of social media by www.greenlivingproject.com for supporting sustainability purposes

◎ Latin America tourism trailer - https://vimeo.com/52721349

◎ Africa tourism trailer - https://vimeo.com/51160240

◎ Example Film: Ecotourism New Mexico - https://vimeo.com/album/1700902/video/20590726

◎ Africa Trailer 2012 : http://vimeo.com/38907516

◎ Facebook: www.facebook.com/greenlivingproject

◎ Twitter: www.twitter.com/GreenLivingPrjt

◎ Vimeo: www.vimeo.com/greenlivingproject]

10 Back to the Roots: Agritourism in India

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■ Synopsis and Learning Outcomes

This case study introduces agritourism as an approach to tourism which may pave the way for sustainable development in rural areas. It provides a detailed discussion of the concept of agritourism including the benefits, constraints and success factors involved, using the example of India, a country where 85% of the population depend on agriculture for their livelihood.

The Agri Tourism Development Corporation (ATDC) is an initiative which develops, actively promotes and encourages agritourism in the state of Maharashtra. The organisation aims to create sustainable livelihoods in rural areas by providing training, creating employment opportunities and linking tourism with agricultural production and related activities such as the manufacture of handicrafts. ATDC has established 113 Agri Tourism Centres across the state, which are run by local farmers and organisationally connected by ATDC. These Agri Tourism Centres serve predominantly domestic tourists from urban areas, who are provided the opportunity to interact with rural villagers and farmers in order to experience authentic Indian agricultural traditions in unexploited natural environments.

This case study discusses the contributions of agritourism to farmers directly involved as well as to villagers indirectly affected by it. These contributions may range from economic benefits, education and awareness of the necessity to preserve natural resources to promote the empowerment of marginalised community groups.

After completing this case study, learners will be able to:

1 discuss advantages and disadvantages of implementing agritourism in rural areas;

2 distinguish this approach from other tourism approaches; and

3 apply the concept of agritourism to specific cases and different contexts.

■ Theoretical Concepts

Many rural communities in developing countries are facing the challenge of finding appropriate income-generating activities because traditional agriculture-based rural economies do not offer sufficient employment opportunities. Young people in particular leave rural areas due to a lack of working opportunities. The tourism industry is a par-

ticularly suitable agent for rural development because it can have a number of positive effects (Häusler and Kotschi, 2011: 85):

■ It rapidly creates long-term employment throughout different economic sectors, with significant direct effects on agriculture, construction and other local activities.

■ It provides training and career development opportunities, thus serving as a springboard for the unemployed and unskilled workers to enter the labour market.

■ It offers especially young people and women good opportunities for livelihood diversification and helps alleviate rural poverty.

■ It leads to the establishment of small and medium enterprises in the local community.

■ It promotes local production (food, handicrafts), community pride, heritage and nature conservation.

■ It helps to maintain local services and community facilities and thus to improve quality of life.

For these reasons, an increasing number of rural communities worldwide have turned to agritourism as an avenue for poverty alleviation. Agritourism is defined here as 'nearly any activity in which a visitor to the farm or other agricultural setting contemplates the farm landscape or participates in an agricultural process for recreation or leisure purposes' (Tew and Barbieri, 2012: 216). This includes outdoor activities such as daily visits (orchard tours, hayrides), recreational self-harvest, hunting and fishing for a fee, nature and wildlife observation, but also visits to special events and local festivals, educational activities and the purchase of agricultural goods.

Agritourism is widely regarded as a way to revitalise rural economies (Seong-Woo and Sou-Yeon, 2005), which can lead to a win-win situation for hosts and guests. Visitors are encouraged to experience agricultural life first-hand and farmers are enabled to diversify their activities while increasing the value of their products and property. Given this, the following activities should be integrated into the concept of agritourism (Häusler and Kotschi, 2011: 84):

■ Accommodation (traditional housing at the farm or at farm centres);

■ Board (providing local food and specialties);

■ Sale of local products, including food (packed tea, honey, dried fruits, herbs, fruit preserves, minor crops) as well as handicrafts made of natural materials (bamboo, rattan), painted pottery, carpets, hand-sewn clothes, traditional figurines and embroideries;

■ Renting of animals (horses, donkeys) for pleasure tours;

■ Creation of opportunities for hosts and guests to work together in the field to provide guests with local experiences;

■ Improvement of the knowledge of rural dwellers and their visitors about the protection and efficient utilization of natural resources;

■ Development of new professional profiles (local tour guides, managers of travel circuits or accommodations);

■ Promotion of the sustainable use of biodiversity, including the valorisation of genetic heritage and development of the commodity chain for neglected medicinal and aromatic plant, grain and cereal species.

In essence, agritourism is about linking urban consumers (i.e. the tourists) with food producers so that small-scale regional farming can continue to be sustainable. Tourists who choose farm accommodations rather than other kinds of accommodation facilities look for a genuinely rural atmosphere where they can share the intimacy of their hosts' households, learn about traditional handicrafts and skills from their hosts, make friends (something almost forgotten in modern times) and, above all, enjoy homemade food. It is a strongly family-oriented recreational activity involving a journey back to the roots. The use of specific food labelling which identifies home-grown quality food and drink can help suppliers to establish markets for local products and can amount to a unique selling proposition when easily recognisable by tourists. Even if tourists do not stay overnight at the farm, local agriculture is linked in numerous ways to their activities. Local hotels and resorts can purchase food either directly from farmers or through local brokers and visitors from nearby urban centres can be encouraged to purchase local produce and food products directly from the growers. In addition, farmers should be encouraged to use a variety of traditional, unique and 'exotic' agricultural products as a unique selling point for the region and appropriate training should be provided in this area.

Agritourism is not an easy approach to economic development and poverty alleviation because it requires business skills, an eagerness to serve others (service-oriented thinking), and a strong commitment from community members and the local government. To achieve significant local community involvement in the rural tourism economy, intensive and professional training over a period of years is often a critical motivating factor. While the timing is good for the deployment of agritourism given the growing interest of consumers worldwide, poorly thought out approaches are unlikely to succeed. It is important for all stakeholders (government, the private sector and the communities) to take a long-term perspective. In particular, they must be aware of the challenges and barriers to the successful implementation of agritourism projects that farmers have to face (Häusler and Kotschi, 2011: 85):

- Limited knowledge of the tourism industry;

- Limited exposure to, understanding of and access to the markets;

- Little business experience;

- Lack of business and marketing strategies;

- Lack of available funding for marketing and promotion;

- Lack of service-oriented thinking among providers – passive attitude among locals;

- Insufficient training and education;

- Limited infrastructure;

- Inaccessibility of agritourism sites.

Given these assorted barriers, strategies for the implementation of agritourism must be adapted to the local context and capacities. Key elements of successful agritourism products, irrespective of the specific local conditions, include (Häusler and Kotschi, 2011: 88):

- Presenting a site-specific thematic story that includes a central theme or focus for visitors;

- Combining natural ecosystems and local communities in the visitors' exposure and experience;

- Demonstrating how people interact with nature;

- Educating visitors as well as villagers because education is a cornerstone of the experience;

- Authentic reflection of the reality of rural life patterns; what may be everyday business to the host community becomes extraordinary and unique to the visitors;

- Creating direct links between small-scale agriculture and the tourism experience.

It is of crucial importance to understand that the process of improving quality in accordance with pre-defined standards requires a close working relationship between all those involved in tourism in the destination, including government authorities, non-governmental organisations, private tourism businesses and small entrepreneurs (Häusler and Kotschi, 2011: 88).

■ Teaching Approaches

To better understand the concept of agritourism and its inherent challenges, it is suggested that instructors follow the following approaches in discussing the case study:

To increase understanding of the importance of agriculture in India, discuss and explain economic performance indicators of India (GDP, employment opportunities in different economic sectors etc.) with your students and compare these figures to those in your country. The Worldbank provides an interesting overview of economic indicators of various countries and economies: http://data.worldbank.org/country

One of the main challenges of implementing agritourism in rural areas is considered the lack of tourism knowledge by rural people and farmers. Let your students discuss in small groups about "What are the essentials of tourism industry?" / "What is important basic knowledge that needs to be taught to people who have no or at least very little experiences with tourism?" The Manual for Basic Tourism Knowledge by SNV may serve as a guideline here http://thegreathimalayatrail.org/publication/basic-tourism-training-hand-book/ (initially designed for mountain and trekking tourism in the Himalayas, this manual deals with basic topics such as principle and practice of tourism; environmental issues; hygiene and sanitation; first aid and is thus transferable to different forms of tourism in remote areas).

A lack of business knowledge (e.g. marketing of products, product development etc.) is one of the main challenges of implementing economically successful agritourism ventures. Discuss economic aspects of successfully implementing agritourism businesses with your students. The Agricultural Marketing Resource Center (AgMRC) at Iowa State University in Ames, Iowa, USA deals with these questions and provides useful information and checklists at its homepage, such as:

Checklist "Agritourism Marketing": http://www.agmrc.org/media/cms/Agritourism MarketingREVJune2012_72FF028A00225.pdf

Checklist "Agritourism Best Management Practices": http://www.agmrc.org/media/cms/AgritourismBestManagementREVJune201_6F2297595C6F1.pdf

Checklist "Risk Management and Reliability in Agritourism" http://www.agmrc.org/media/cms/AgritourismRiskMgmtLiabilityREVJune_CD6605798C893.pdf

■   **Study Questions**

1. *Apart from economic benefits, how can agritourism contribute to sustainability and the well-being of rural communities?*

    ◎   Understanding and awareness of the importance of agricultural land and land use regulations;

    ◎   Appreciation and preservation of local culture and tradition (arts, handicraft, dances, specialties, food);

    ◎   Improved cooperation and understanding among all stakeholders through direct interaction (visitors, farmers, other villagers);

    ◎   Training and education for rural communities;

    ◎   Protection and effective utilization of natural resources;

    ◎   Social empowerment for women and the local youth;

    ◎   Improvement of infrastructure and community facilities (roads, electricity);

    ◎   …

2. *Do you know of any agritourism products in your country? How do they differ from agritourism products in Maharashtra in terms of aims, framework conditions and demand and supply? Do you see any similarities?*

    Answers will vary but the indicative answer below provides one example.

    Urlaub auf dem Bauernhof (farmstay holidays) = German agritourism concept

    Differences:

    ◎   Well-established form of tourism;

    ◎   In Germany, a far smaller percentage of the population depends on agriculture, so German farmers are not usually forced to find additional and alternative sources of income;

    ◎   Development in Germany has been more extensive than in India: Unlike in India, many rural areas and rural communities do not lag behind urban areas in terms of infrastructure, accessibility, education and so on;

    ◎   …

    Similarities

    ◎   Tourism is a source of additional income for famers;

    ◎   Agritourism products primarily attract urban families and school classes, who then learn about agricultural and rural lifestyles;

    ◎   In both countries, there is an umbrella organization for agritourism suppliers; farmers benefit from cooperation in terms of standardization and quality, joint marketing and promotion;

    ◎   …

3. *Suggest an agenda for a two-day visit to a farm in Maharashtra. Which elements should be included and why?*

   Agenda should include activities and services as recommended in the article

   ◎ Accommodation (traditional housing at the farm or at farm centres);

   ◎ Board (providing local food and specialties);

   ◎ Sale of local products, including food (packed tea, honey, dried fruits, herbs, fruit preserves, minor crops) as well as handicrafts made of natural materials (bamboo, rattan), painted pottery, carpets, hand-sewn clothes, traditional figurines and embroideries;

   ◎ Renting of animals (horses, donkeys) for pleasure tours;

   ◎ Creation of opportunities for hosts and guests to work together in the field to give guests local experiences;

   ◎ Improvement of the knowledge of rural dwellers and their visitors about the protection and efficient utilization of natural resources;

   ◎ Promotion and integration of new professional profiles (local tour guides, managers of travel circuits or accommodations) into tourism activities;

   ◎ Promotion of the sustainable use of biodiversity, including the valorisation of genetic heritage and commodity chain development of neglected medicinal and aromatic plant, grain and cereal species.

   To create widespread benefits for rural community members and to raise awareness and understanding among urban visitors:

   ◎ product development should follow the principles of authenticity, interaction and meaningful experiences,

   ◎ goods and services should promote local ownership and local produce etc.

4. *What are some of the challenges faced by ATDC? Develop strategies for overcoming three of the challenges you have identified.*

   Challenges:

   ◎ Risk of overexploitation of natural resources;

   ◎ Uncertain demand for agritourism because it competes with other forms of tourism;

   ◎ Provision and maintenance of hygienic conditions at ATDC destinations;

   ◎ Insufficient government support;

   ◎ Follow-up training for the farmers;

   ◎ Large-scale power cuts;

   ◎ Accessibility and approachability of the area with respect to basic facilities (medical facilities, transport facilities, availability of water).

   Strategies:

   ◎ Potential tourists must be offered a <u>complete tourism package</u>. This requires the participation of all businesses in the area and for local government bodies to initiate activities such as beautification campaigns and sponsorship of special events that tie in with local tourist attractions.

- ◎ Successful tourism promotion and development requires <u>good community leadership</u> by open-minded and enthusiastic individuals from local government, community groups, the business community and non-profit organisations such as the chambers of commerce and convention and visitor bureaus.

- ◎ <u>Local government must actively participate</u> and provide support in the following areas: funding for tourism development and promotion; the creation and maintenance of the infrastructure necessary for tourism; the zoning and maintenance of the community so that it looks clean and appealing to tourists; and the provision of educational support to farmers.

- ◎ ...

■   **Additional Resources**

Useful Readings

Häusler, N. (2011) 'Same same but different – concepts of tourism dimensions', *Rural 21*, 4, 16.

Phillip, S., Hunter, C. & Blackstock, K. (2010) 'A typology of defining agritourism', *Tourism Management*, 31 (6), 754-758.

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Bhalla, S. (2008) Indian Economic Growth 1950–2008: Facts & Beliefs, Puzzles & Policies. Available at http://oxusinvestments.com/files/pdf/110IndianEconomicGrowth 1950-2008. pdf, accessed 15 November, 2012.

Gopal, R., Varma, S. & Gopinathan, R. (2008) Rural Tourism Development: Constraints and Possibilities with a special reference to Agri Tourism. A Case Study on Agri Tourism Destination – Malegoan Village, Taluka Baramati, District Pune, Maharashtra. Available at http://dspace.iimk.ac.in/bitstream/2259/596/1/512-523.pdf, accessed 15 November, 2012.

Häusler, N. & Kotschi, J. (2011) 'Agro-ecotourism' in L. Waldmueller (ed.) *Training of Trainers. Sourcebook on Conservation and Management of Agrobiodiversity in the People's Republic of China*. Beijing, China: Deutsche Gesellschaft für Internationale Zusammenarbeit, pp. 84–88.

MoT (Ministry of Tourism of India) (2012) 'India Tourism Statistics at a Glance 2011'. Available at http://tourism.gov.in/writereaddata/CMSPagePicture/file/marketresearch/IND IATOURISMSTATICS%28ENGLISH%29.pdf, accessed 15 November, 2012.

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WTTC (World Travel & Tourism Council) (2012a) Report on Community Benefit Award Finalist 2011: Case Study: Tourism for Tomorrow Awards 2012. Available at http://www. wttc.org/site_media/uploads/downloads/Agri_Tourism_Development_Corporation.pdf, accessed 15 November, 2012.

WTTC (World Travel & Tourism Council) (2012b) Travel and Tourism Economic Impact 2012 India. Available at http://www.wttc.org/site_media/uploads/downloads/india2012.pdf, accessed 15 November, 2012.

Useful Websites

Agri Tourism Development Corporation: Website of the case study organization. http://www.agritourism.in/

Austria: http://www.farmholidays.com

European Centre for Ecological and Agricultural Tourism (ECAT): http://www.eceat.org/

Italy: http://www.agriturismoitaly.it/en/index.php

Germany: http://www.landsichten.de/ (in German only)

US: http://agritourismworld.com/

11 Namibia's Communal Conservancy Tourism Sector

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■ Synopsis and Learning Outcomes

The purpose of this case study is to provide insights into the strategies undertaken by the Namibian Government to use tourism as an incentive for local communities to coexist with wildlife, including predators. Its relevance is based on the types of incentives used and the level of stakeholders' participation. The case study highlights the constitutive role of policy and policy alignment in Community Based Tourism programmes. Three core issues are discussed, namely: devolution of rights over wildlife and tourism to communities; establishment of tourism Joint Ventures; and the impacts of tourism at local, national, regional and international levels. To understand the context of sustainable tourism development, the case study examines theories relevant to the support and sustenance of tourism within local community contexts. Such theories include Common Property Resource Theory and Practice, Social Exchange Theory, Social Representations Theory and Community Participation Theory. Muller's (1994, cited in Sharpley & Telfer, 2002) Magic Pentagon of Sustainable Tourism Development and Equity Theory are also used to put the case into perspective (*see* Giaoutzi & Nijkamp, 2006). The case highlights the achievements of communal conservancies, which include:

- ■ empowering communities to make their own decisions regarding sustainable utilisation of their natural and cultural assets;

- ■ providing rights and tenure over natural resources through the promulgation of a tourism policy to enable communities to earn an income and other related direct or indirect benefits;

- ■ the accruing benefits from the allocation of hunting quotas to local communities and other commercial products derived from community forests;

- ■ the exponential growth of conservancies which has increased opportunities for employment, training, capacity building and other economic prospects for the locals; and

- ■ helping in tackling HIV issues during community gatherings by educating communities about the AIDS pandemic.

After studying the case study, learners should be able to**:**

1 evaluate the role of tourism as both a conservation and development tool in Namibia, particularly in relation to wildlife conservation and employment creation in communities where few alternative job opportunities exist;

2 assess the extent to which strong incentives can redirect community efforts to manage their natural resources in a sustainable manner to enhance their livelihoods;

3 discuss ways in which communities can capitalise on rapidly growing global tourism demands to boost tourism revenues and diversify their rural livelihoods away from primary traditional subsistence farming; and

4 provide insights with regard to benefit sharing and make feasible recommendations on tourism governance in the conservancy tourism sector.

■ Theoretical Concepts

To achieve the goals of the case study, the following theoretical concepts are adopted:

■ Common Property Resource Theory and Practice;

■ Social Exchange Theory;

■ Social Representations Theory;

■ Community Participation Theory;

■ Magic Pentagon of Sustainable Tourism Development; and

■ Equity Theory

■ Teaching Approaches

To better understand the educational goals of the case study, the following approach and sequence is suggested in discussing the case:

■ Explain the concepts involved in common property resource theory and practice and show how the theory can contribute to sustainable tourism development;

■ Ask students to discuss the social exchange and social representation theories and relate these to the common property resource theory and practice. Students should give examples on how the social exchange and social representation theories can yield mutually beneficial relationships between investors and local communities.

■ Discuss the community participation theory, link levels of community participation to local community's involvement in tourism development.

■ Use the magic pentagon of sustainable tourism development to discuss the outcomes of tourism in a destination. Ask learners to give examples of how the magic pentagon can be made to work. Allow students to cite strategies that can ensure that each side of the pentagon is integrated in the tourism development process.

■ Start the discussion by asking learners to deliberate on the context and location of the case study. Learners should debate the issues surrounding tourism development on this case study, such as problems, possibilities and opportunities. Learners should be able to link the theoretical underpinnings of the case with practical examples in the

destination and demonstrate that they understand concepts to do with collaboration, partnerships and stakeholder engagement.

- Analyse the role of tourism as both a conservation and development tool in Namibia, its contribution to employment creation, sustainable management of natural resources to enhance local communities' livelihoods and economic diversification.

- Ask learners to make suggestions on how Namibia can deal with the issue of benefits and benefits sharing effectively.

Teaching Activity

Ask the learners to access the document on conservation and the environment in Namibia, read and discuss the issues to do with the formation of a conservancy, how a management body is constituted, and discuss the issue of sustainable tourism and wildlife usage on:

- http://www.venture publications.com.na/ezines/conservation_10_11/index.html

They should be able to discuss the purpose of forming a conservancy, and how wildlife can be managed for productive gain. To appreciate the contribution of CBNRM on rural development, learners should also read an article on 'Living with wildlife: the story of Namibia's Communal Conservancies', which can be accessed at:

- http://www.nacso.org.na/SOC.

The other article, which deals with progress and priorities, can be accessed at:

- www.wttc.org

The development of conservancies was facilitated by the creation of a tourism policy which can be accessed at:

- http://www.namibweb.com/tourpolicy.htm

The CBNRM Policy and Legislation, Human Wildlife Conflict Policy framework and the Nature Conservation Amendment Act (i.e. the CBNRM legislation) are attached to the case study. To get a glimpse at the state of the booming Namibian tourism industry, learners should visit:

- http://www.namibian.com.na/index.php?id=28&tx_ttnews%5Btt_news%5D=65894&no_cache=1

Other statistics on tourist arrivals in Namibia can be found at:

- http://www.namibiatourism.com.na/research-center/

- http://www.wttc.org/eng/Tourism_Research/Tourism_Impact_Data_and_ForecastTool/

The additional reading will ensure that learners get to understand how Namibia has become one of the greatest African countries with the most remarkable wildlife recovery story ever told. Learners should appreciate the role of tourism in building and diversifying a rural economy and learn how conservancies can restore natural resources and wildlife for the future generations.

■ **Study Questions**

1. *Based on the case study, discuss the concept of a communal conservancy in Namibia. Analyse the challenges faced by the Government in addressing socio-economic problems confronted by the rural poor in Namibia. Briefly explain the policies that have helped in the formation a community level conservancy in Namibia*

   ı. *Based on the case study, discuss the concept of a communal conservancy in Namibia;*

      Answers to this question should define what a conservancy is. This definition should capture the following issues: "a community or group of communities within a defined geographical area who jointly manage, conserve and utilise the wildlife and other natural resources within the defined area". A conservancy condition gives rights over game and tourism to communal area residents of a certain territory. The definition should define the conditions that should be present for a conservancy to be set up (i.e. the formation of a conservancy should involve a participatory process whereby the majority of people in the area are required to agree with the concept).

   ıı. *Analyse the challenges faced by the Government in addressing socio-economic problems confronted by the rural poor in Namibia*

      In answering this question, students should demonstrate that they understand the context of the case study by clearly outlining the problems faced by the Government in addressing socio-economic problems of the rural poor in Namibia. The responses should include issues to do with unemployment and uneven distribution of wealth, low levels of education and skilled manpower, lengthy procedures & processes for negotiating deals with investors which may lead to high transaction costs. Students should also demonstrate that they understand the issues of joint Venture Agreements and the problems thereof. Such issues as the unreliability of the private sector who might take advantage of the illiterate poor communities in negotiating JVs should be included. One of the drawbacks of the CBNRM programme is corruption by community members and governance issues. The issue of benefits and benefits sharing- the question of who is included or excluded from the conservancy – should also be captured.

   ııı. *Briefly explain the policies that have helped in the formation a community level conservancy in Namibia.*

      Students need to capture the issue of approved policies, such as the Nature Conservation Amendment Act Number 5 and the Nature Conservation Ordinance of 1975, empowering local community residents in communal areas to gain the same rights over wildlife and tourism as commercial farmers. Students should also talk about the Human Wild life Conflict (HWLC) and Community Based Natural Resources Management programme (CBNRM) policies. The objectives of each policy need to be stated and put into context showing that these policies have facilitied the establishment of conservancies.

2. *Studies have shown that there is a need for partnerships; not exclusively between the private sector and communities, but widely across the industry due to the diversity of stakeholders. To what extent do these partnerships have the potential to result in sustainable tourism development and what measures should be taken to ensure that these partnerships yield tangible results?*

   In their discussion about partnerships and collaborations, students should capture the following concepts: improving product offerings and increasing understanding of tourism; best practices, processes and approaches and better community structures result in increased

government support; up-market products; on-going capacity building to be able to oper-
ate CBTs. Students should also discuss the concept of stakeholders interests- partnerships
should include such players as government, tour operators, investors/developers and local
communities.

To ensure that these partnerships yield tangible results, students need to capture the
following points:

■ Management approaches should encourage local entrepreneurship;

■ Provision of incentives for investors and help for communities to implement CBT
projects;

■ The necessity to demystify the perceived inferiority in quality of CBTs;

■ Increasing marketing resources and ensuring products are demand driven;

■ Encouraging business orientation and managing the community dependency
syndrome;

■ Managing community dynamics and increasing product diversification, i.e. activities;

■ Turning the CBTs business cycle into a dynamic business organisation;

■ Providing basic business principles to community members;

■ Improving ICT in rural areas and launching intensive marketing programmes;

■ Management of expectations so that they do not turn into frustrations for all parties
involved;

■ CBTs should be linked to mainstream tourism; and

Overall, increasing the understanding of tourism within local community structures

3. *The future of the community conservancy sector is bright in Namibia. Suggest five major points that
should be addressed to ensure that this dream is realised and that the destination capitalises on its
competitive advantage.*

Issues that should be addressed to realise the CNRM dream and how the destination can
capitalise on its competitive advantage include the following points:

■ Refinement of best practices, processes and approaches of CBNRM;

■ Support from either the government or the private sector to develop CBT projects
through relevant legislation and policies;

■ The private sector has to continue to invest a lot of money towards tourism develop-
ment; this can be through the creation of up-market products and on-going capacity
building for locals;

■ Policy interventions are needed regarding local communities' full participation in
CBTs that enable communities to take control of joint venture enterprises when JV
contracts expire;

■ Attract investment from additional institutions such as the World Bank and the African
Development Bank;

■ Remove barriers in accessing finance and address land tenure and marketing issues;

■ Greater investment in this sector would enable the development of necessary infra-structure, employment and skills, and would help to overcome the challenges of marketing CBTs;

■ Assess community attitudes and be informed by research, preparation and preservation of community values by inviting the locals to align their own values to community initiatives;

■ Open discussions on community development projects, streamlining development goals from short and medium to long term; and

■ Make tourism complementary to other livelihood options and approve projects with a potential to yield dividends as livelihood options

4. *Discuss the challenges faced by CBT and recommend mitigation measures that would ensure the achievement of sustainable tourism development without compromising social equity, environmental sustainability and economic efficiency.*

Considering the challenges faced by conservancies, suggest how conservations can achieve the task of development without compromising social equity, environmental sustainability, economic efficiency and climate change.

a) Challenges faced by communal conservancies

◎ Natural and built environments are subject to constant change either through natural causes or human intervention

◎ Reluctance to be involved in CBT by the locals

◎ Artists and performance groups shun remote areas

◎ Lack of proper tourism planning

◎ Overuse of resources

b) Suggestions on how conservancies can achieve the task of development

◎ Tourism should preserve the un-spoilt nature and environment by capitalising on environmental protection;

◎ Tourism should result in optimum guest satisfaction and repeat visitation;

◎ Tourism should ensure a healthy culture for the locals by maintaining the subjective wellbeing of the locals;

◎ Tourism should supplement the economy appropriately and involve locals in tourism development activities;

◎ Minimize the negative effects of tourism on the environment and avoid the pitfalls of economic imperatives where tourism becomes a panacea for all the country's ills;

◎ Make sure that development is limited to what is feasible and not extended to what some may consider to be desirable; and

◎ Pursue active planning and land use policies by taking care of the natural resources and limit development to planned targets.

5. *Discuss the major achievements of Community Based Natural Resources Management in Namibia.*

Learners should be able to discuss the major achievements of CBNRM in Namibia. Issues such as employment creation, wildlife conservation, management of wildlife and other natural resources, wild life regeneration and curbing of poaching activities, controlled tourism development and improved livelihoods, human-wildlife-conflict management and limitation of losses through cohabitation with wildlife. Other issues to be discussed include a continued increase in the number of conservancies. Conservancies are yielding great benefits to the communities through benefit sharing, trophy hunting and other income generating activities. Some of the benefits include infrastructural development, schools and school development.

■ Useful Sources and Links

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■   Appendix 1: The CBNRM Policy and Legislation

Wildlife Management, Utilisation and Tourism in Communal Area Policy of 1995 (i.e. the CBNRM policy)

The policy objectives are as follows:

1 To establish an economically-based system for the management and utilization of wildlife and other renewable living resources on communal land so that rural communities can:

   ■ participate on a partnership basis with the Ministry of Environment and Tourism (MET) and other Ministries in the management of, and benefits from, natural resources;

   ■ benefit from rural development based on wildlife, tourism and other natural resource management; and

   ■ improve the conservation of natural resources by wise and sustainable resource management and the protection of biodiversity.

2 To redress the past discriminatory policies and practices which gave substantial rights over wildlife to commercial farmers, but which ignored communal farmers.

3 To amend the Nature Conservation Ordinance of 1975 so that same principles that govern rights to wildlife utilization on commercial land are extended to communal land.

4 To allow rural communities on state land to undertake tourism ventures and to enter into cooperative agreements with commercial tourism organizations to develop tourism activities on state land.

   The policy states:

■ The right to utilize and benefit from wildlife on communal land should be developed to a rural community that forms a conservancy in terms of the Ministry's policy on the conservancies.

■ Each conservancy should have the right to utilize wildlife within the bounds of the conservancy to the benefit of the community. Once a quota for each available species has been set, the conservancy members may decide how these animals may be utilized. They may decide to allow hunting by members of the conservancy, culling of game for meat, the sale of animals for trophy hunting, or the live sale of game.

■ The conservancy should be able to enter into business arrangements with private companies to carry out some or all of these activities.

   The conservancy would also have the right to establish tourism facilities within its boundaries or engage in a commercial arrangement with a registered tourism operator to act on its behalf.

   MET (1995) cited in Long (2004)

■   Appendix 2: Human Wildlife Conflict

Policy framework

The policy of the Government of Namibia is to manage human-wildlife conflict in a way that recognises the rights and development needs of local communities, recognises the need to promote bio-diversity conservation, promotes self-reliance and ensures that decision making is quick, efficient, and based on the best available information. In order to achieve this, the Government will delegate decision making to the lowest appropriate institutional levels, develop appropriate mitigation and monitoring methods and develop the capacity of all stakeholders to manage human-wildlife conflict.

Aim:

The aim of the human-wildlife conflict management policy is to provide a framework for addressing human-wildlife conflict efficiently and effectively in order to promote both biodiversity conservation and human development.

Objectives:

The objectives of the policy are:

■ To develop future human-wildlife conflict management legislative frameworks.

■ To develop a standardised monitoring system for human–wildlife conflict management.

■ To establish best practice mitigation measures for human-wildlife conflict management.

■ To develop innovative mechanisms to reduce the level of human-wildlife conflict.

■ To provide clarity on the question of compensation with regards to damages caused by wildlife.

Principles:

The human-wildlife policy is based on a number of fundamental principles:

■ Wildlife is part of the natural environment that people depend on and, based on article 95 (1) of the constitution, must be maintained throughout the country as part of the sustainable development that the Government of Namibia is committed to pursuing.

■ Human-wildlife conflict is bound to occur where people and wildlife co-exist. Therefore, the conflict needs to be managed

■ The needs of the people and the aims of biodiversity conservation must be balanced.

■ The Government shall strive to maintain viable populations of species throughout the country.

■ Government shall not establish a compensation scheme for loses caused by wildlife

■ It is the responsibility of citizens and state agencies to manage human-wildlife conflict where ever it occurs.

■ The policy on human-wildlife management must promote self-reliance by farmers and other affected parties in managing conflict.

■ The Government shall provide technical assistance, where appropriate, to individuals and State agencies to develop appropriate plans to manage human-wildlife conflict efficiently and effectively.

■ The economic value of wildlife should be used to offset the losses caused by them.

Strategies:

Human-wildlife conflict is a multi-faceted problem. In order to address its impacts a number of different strategies are required to address the following key issues:

■ The economic impact of HWC on local communities.

■ The appropriate levels of decision making for managing HWC, particularly in a case where an animal that persistently causes problems needs to be destroyed.

■ Accurate information on the scale, costs and impacts of conflict and the success of mitigation methods and approaches.

■ The skills of all stakeholders to manage HWC efficiently and effectively.

■ HWC management and mitigation plans are included in regional and national development plans and activities and are addressed in associated environmental assessments.

■ Incidences of wildlife leaving protected areas and causing problems in the area.

Community Based Natural Resources Management

The Government's Community based Natural Resources Management (CBNRM) programme provides local communities with a number of incentives to manage natural resources such as wildlife sustainably. Through forming conservancies, local communities gain rights over wildlife that enables them to generate income from a number of different use options. The adoption of wildlife tourism as an additional form of land use by rural people and the recovery of wildlife in many conservancies indicates the success of the Government's CBNRM programme. With regard to HWC, the Government has encouraged the commercial use of the larger and more viable species that impact negatively on people through activities such as trophy hunting to offset the losses that these species cause.

However, many of the economic benefits that come from the use of wildlife in conservancies accrue at the community level and do not necessarily offset the costs of losses to individual households caused by wildlife. Furthermore, some of the individuals who suffer losses may not be members of the conservancy and eligible to benefit. Households in areas where conservancies have not been formed do not receive any benefit from wildlife that can offset costs of crop or livestock losses. There is therefore a need to address the direct benefits from wildlife and tourism to households and to explore ways in which losses caused by wildlife can be offset for non-conservancy members and people living outside conservancies.

The specific objectives regarding to addressing HWC is to:

■ To create sufficient economic and other benefits from the use of wildlife so that rural communities will view wildlife as an asset rather than a liability.

Strategic approach:

The Government will work with conservancies and other stakeholders to increase the direct benefits to households in conservancies as a means of offsetting livestock and/or crop losses caused by wildlife. The Government will do this by:

■ Assisting conservancies to develop their full potential.

- Increasing delegation of authority over wildlife to conservancies in order to make wildlife more attractive as a land use option.

- Encouraging conservancies to invest in activities that provide the maximum benefit to households affected by HWC.

- Government views conservancy benefits that offset losses to HWC as one of the incentives for individuals to become conservancy members and commit themselves to conservancy objectives.

- Government will seek ways to offset losses caused by HWC in communal areas where conservancies have not been established.

- Government will take steps to maintain the incentives for people to form conservancies.

Excerpt from the National Policy on Human-wildlife conflict management, Ministry of Environment and Tourism, 2009.

■ Appendix 3: Nature Conservation Amendment Act

To match the rights over wildlife between residents on communal land to the ones enjoyed by private land owners, the Nature Conservations Amendment Act amends the Nature Conservation Ordinance from 1975.

The act provides legal provision for any group of persons residing on communal land to have, upon permission from the MET, the area they inhabit declared a conservancy. The Minister is to declare a conservancy in the Government Gazette if:

- the applying community have provided the MET with the names of the elected representative committee listed.

- the conservancy boundaries are decided and agreed upon.

- the applying conservancy area is not subject to any lease or proclaimed a game or nature reserve.

- the community comply with the legal constitution requiring sustainable management and utilization of game in the conservancy.

- the conservancy committee has the capacity to manage funds .

- the conservancy committee has an appropriate method for equitable benefit distribution derived from consumptive and non-consumptive use of wildlife.

If the requirements are met, the act confers on the conservancy committee similar rights, privileges, duties, and obligations that the Nature Conservation Ordinance from 1975 confers on commercial farmers (MET, 1995, cited in Long, 2004).

12 Whale Watch Kaikoura

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■ Synopsis and Learning Outcomes

Leading up to 2001, the international whale-watching industry was valued at over US$1 billion (Hoyt, 2001), and attracted over 9 million people annually. According to the International Fund for Animal Welfare (IFAW), by 2008, the number had grown to over 13 million people participating in over 119 countries and its economic value was estimated to be worth in excess of US$2.1 billion per annum in revenue (O'Connor *et al*., 2009:8). The WWK venture is one of the first whale-watching companies in this rapidly globalising field.

Internationally, the annual growth rate for whale watching exceeds that of tourism. The growth rate in five of the seven regions in of the world: Asia (17% per year), Central America and the Caribbean (13% per year), South America (10% per year), Oceania and the Pacific Islands (10% per year) and Europe (7%), provides evidence of the strength of this emerging industry (O'Connor *et al*., 2009). Based on this trajectory of growth, the IFAW suggests that whaling countries would benefit from switching to whale watching. Whale watching has become a valuable resource for tourism and the destination communities that are able to develop it. Kaikoura, located on New Zealand's South Island, is one example of a community which has developed this activity and whose reputation as a whale-watching destination is growing.

Whale Watch Kaikoura (WWK) is New Zealand's only marine-based whale-watching company, operating year round and offering visitors an exciting and up-close encounter with Sperm whales. WWK is an indigenous, 100% Maori-owned and operated venture in the small coastal town of Kaikoura. The company has played a vital role in rebuilding the local economy through the development of community-based tourism in Kaikoura. The company was founded in 1987 by local Maori to create jobs for local Maori and to establish an economic base for the Ngati Kuri community. It has since grown into a multi-million dollar ecotourism business. WWK has been successful in developing a business run by the local indigenous community while at the same time meeting the requirements and guidelines of ecotourism, including those related to whale watching. The profitability of WWK has enabled them to secure the Kaikoura Peninsula which has been occupied by Maori for about 1,000 years and which was at risk of being lost to overseas investors.

Many community-based ecotourism operators are working within a new politico-economic space created by the shared language of 'sustainability' and a more mainstream environmental agenda. Many of these groups are keenly aware of the relationships between environmental issues and tourism that have come to prominence, especially the interrelationships between humans and environmental risks. This case study examines

the WWK from this perspective.

After completing this case study, learners should be able to understand:

1 the way local ecotourism tourism ventures can meet the varying demands of sustainability, in terms of the way this term is conceived, applied and implemented into the management of such enterprises;

2 the scope and scale of the economic, social, cultural and biophysical impacts of whale watching as a tourism activity in a variety of contexts;

3 the relationship between whaling, whale-watching tourism and the natural environment; and

4 the policies and industry-based initiatives related to whale watching as a sustainable tourism activity.

■ Theoretical Concepts

The case study is guided by the following theoretical concepts:

■ Community based ecotourism- where nature is a shared resource and it is used as a sustainable resource

■ The limit of growth as directed by 'The tragedy of the commons'- where the practices of sustainable tourism development are central so that the welfare of animals is not threatened by the tourism activity.

■ Teaching Approaches

In order to supplement learning and ensure the objectives of the case study are accomplished, the following activities are suggested:

1 Conduct an activity that explains the idea of the 'tragedy of the commons' as presented by Garrett Hardin in his paper in 'Science' and then take time to explain how this concept is linked to sustainability in tourism, especially in the case of ecotourism where flora and fauna are central to the activity.

2 Start a discussion on indigenous peoples and the special relationship they have with the land and nature, including how their long-established practices of sustainable development can be beneficial.

3 Give students a research assignment to visit websites that advertise whale watching and have them examine the activities that are offered to see if they fit into the guidelines for sustainable whale watching.

4 Take the students on a whale watching trip to see first-hand how operators engage with whale watching.

5 Ask the students to think about how whale watching has contributed to the commodification of wildlife worldwide and has created a market value for the viewing of nature. Discuss the positives and negatives associated with this development.

■ Study Questions

1. *Discuss how a community-based tourism organisation such as WWK is acting sustainably. Provide reasons and examples to support your answer.*

   As an ecotourism activity, whale watching holds the potential for sustainable practice which is both ecological and profitable. Responsible whale watching is seen as a clean, green industry that simultaneously promotes whale education and conservation, while at the same time supporting local economies. Whale watching also provides the opportunity to educate people about other environmental issues affecting our oceans and waterways—such as high toxin levels and pollution, and can act as a platform from which commercial tour operators can educate their tourists about the long-term sustainable benefits of whale watching.

2. *What evidence does Orams (2001) provide for the case under study? Give reasons and examples to support your answer.*

   Whales are an important part of Tongan culture and tradition and whale watching provides income for the island. The abolishment of whale hunting served to protect whales and has led to a move towards whale watching. Ecotourism activities, such as whale watching, have the potential to provide communities with much needed economic income while simultaneously fostering sustainable development that allows for the conservation of precious natural resources. Orams (2001) suggests that whale watching is a significant and steadily growing source of income for Tonga. Whale watching is a tourist draw card worth millions to the local economy. Income generated from tourist activities significantly contributes to Tonga's future and has improved the standard of living. In practice, however, many communities make the mistake of succumbing to short-term profits and thereby lose sight of sustainability and conservation goals. Critical for the development of sustainable tourism in Tonga is an understanding of economic success linked to socio-cultural and environmental well-being.

   Tonga has the assets and capacity to cater to whale watching, however the question arises as to the sustainability of this practice. Whale watching presents a humane and socioeconomically profitable alternative to whale hunting. Whale watching supports cetacean conservation efforts and as a part of ecotourism as well as fostering animal welfare and visitor education. However, concerns exist about the long-term impacts whale watching might have on these unique creatures. Despite a dearth of longitudinal research findings, it is increasingly evident that the commodification and consumption of animals, including whales, results in a range of serious effects and short-term impacts that can cause harm to them. Unless operational guidelines are strictly adhered to, a strong tourist presence can lead to the disruption of breeding patterns and to an increase in stress levels. If foraging, resting and social interactions are interrupted, whale watching can have a negative impact on these animals- which sheds light on the sustainability of this activity. As a precautionary measure, whale watching in Tonga is only permitted in a moderate and protective way, one that fosters conservation.

   If Tonga follows the path of whale watching tourism, it must be conducted in a non-intrusive and ethical way in order to prevent any threat or harm to these creatures. Visitor numbers and visiting times must be strictly limited, and operators need to maintain a responsible and professional attitude. The establishment of strict guidelines and policies, as well as the introduction of licenses and permits, are important steps in protecting animal welfare and fostering conservation. In reality, however, conservation is not always practiced- grey areas and limitations exist and irresponsible acts are hard to trace. In order to rise above this, Tonga needs to actively pursue tourism partnerships in an effort to reach a global agreement in the protection of these unique marine mammals.

   Tourists are highly sensitive to the issue of protection. Any change in the protection status

of whales would result in a loss of ecological attractiveness and a subsequent decline in tourist revenue (Orams, 2001). Furthermore, changes beyond the control of the local tourism industry, such as possible concerns about the political stability of the island, would deter visitors and deprive Tonga of its main source of income (Orams, 2001).

In order to practice whale-watching tourism in Tonga, the island has to meet the challenge of implementing sustainable development policies and practices in order to ensure that future generations will not be disadvantaged. Whale watching has to be conducted in a sustainable way that protects the environment and all its inhabitants (human and non-human) equally. Sustainability, however, is a cultural and a highly political concept. Different members of the community support varying concepts, as heated debates regarding whale hunting and whale watching demonstrate. The successful development and implementation of ecotourism strategies demands that local communities exercise autonomy to pave the way for a sustainable future. Whale watching, if conducted in a sustainable manner, might currently be the only opportunity to protect this rare and extraordinary species.

3. *In the debate on whaling versus whale watching, should cultural rights be prioritised over animal rights within the context of sustainable tourism? Give reasons and examples to support your answer.*

Sustainability is a cultural and a highly political concept. Different members of the community support varying beliefs, as heated debates regarding whale hunting and whale watching demonstrate. The challenge will be to develop an overall strategic development plan that accounts for the management of protected areas and natural resources and consults and integrates local community interests, thereby moving beyond conflicts of interests towards a common agreement between all stakeholders.

Sustainable tourism planning is inevitably linked to issues of politics and power, and one of the central issues in this debate is animal rights. Successful development and implementation of ecotourism strategies demand that local communities exercise control, power and ethics in order to build a sustainable future. Animals featured in ecotourism activities are prioritized in order to preserve the resources upon which these activities are based. Whale watching is one such example. If it is conducted in a responsible manner, it provides a sustainable economic activity that at the same time protects natural resources and promotes conservation.

4. *Read Lawrence and Phillips (2004) and outline the discourse that led to an evolution from whaling to whale watching at this location. Is the main reason for this change related to an economic return or are there other factors?*

Using a case study of the development of whale watching on the western coast of Canada, Lawrence and Phillips (2004) argue that the emergence of this activity was made possible through a discourse about the favourable influence of whales upon local actors (residents) in the creation of new institutional structures, such as commercial whale watching companies – and their profitability. Lawrence and Phillips (2004) emphasize the role that popular culture plays in influencing the way we view whales. A case in point would be the 1993 film, Free Willy, in which Keiko (the captive orca) is finally released back into the wild. Largely because of this movie's impact, Keiko was provided sanctuary in his home waters in Iceland in 1998. Considering our collective history of hunting whales, the "Save the Whales" movement represents a global change in public perceptions which humanizes whales, forcing the public to reconsider the ethics of whale hunting (Lawrence & Phillips, 2004).

5. *Provide an outline of sustainable practice that can be used in whale watching to ensure that it does not*

impact on the whales.

Higham and Lusseau (2008) ask whether we are "slaughtering the goose that lays the golden egg" when pursuing whaling in times of a boom in the whale watching industry. In the end, economics may speak the loudest in terms of weighing the benefits of whale watching versus whaling. Patrick Ramage, the Director of the IFAW whale program states this very clearly: "While governments continue to debate the future of whaling, the bottom line is increasingly clear: Responsible whale watching is the most sustainable, environmentally-friendly and economically beneficial 'use' of whales in the 21st century" (O'Connor et al., 2009, p. 9). Whale watching has widely been viewed as a harmless activity with considerable educational and conservation benefits. However, there is growing concern about the inadvertent impacts caused by whale watching. In order to ensure the sustainability of this practice, whale-watching operators are supposed to heed cautions zones (300 m) and no approach zones (100 m), observe specific noise levels for engines, not chase or crowd whales by vessels and so on (for more details see http://www.environment.gov.au/coasts/publications/pubs/whale-watching-guidelines-2005.pdf).

■ Additional Resources

References for Teaching Notes and Study Questions

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