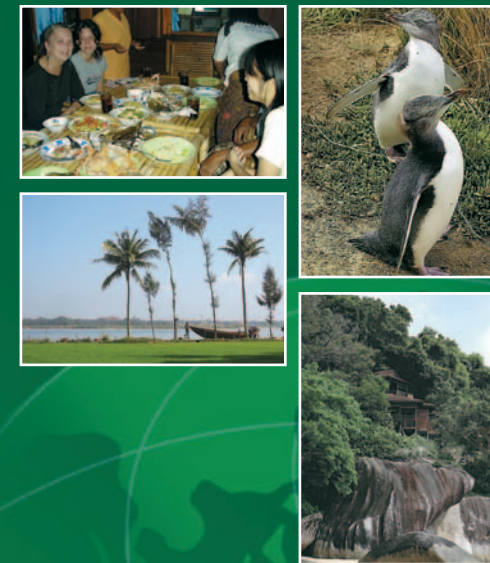


# BEST PRACTICES IN SUSTAINABLE TOURISM MANAGEMENT INITIATIVES FOR APEC ECONOMIES



BEST PRACTICES IN SUSTAINABLE TOURISM MANAGEMENT INITIATIVES FOR APEC ECONOMIES APEC WORKING GROUP (TWG02/2005)

Report prepared by:  
Dr Michael Heah  
CORPORATE COACH SDN BHD  
Letter Box 38, Suite 11, 4th Floor  
Kenanga International  
Jalan Sultan Ismail  
50250 Kuala Lumpur  
Tel : (603) 2164 2162  
Email : [mikeheah@corporate-coach.com](mailto:mikeheah@corporate-coach.com)  
Website : [www.corporate-coach.com](http://www.corporate-coach.com)

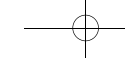
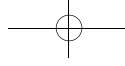
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APEC Secretariat  
35 Heng Mui Keng Terrace  
Singapore 119616  
Tel: (65) 6775 6012  
Fax: (65) 6775 6013  
E-mail: [info@apcc.org](mailto:info@apcc.org)  
Website: [www.apcc.org](http://www.apcc.org)

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Asia-Pacific  
Economic Cooperation

APEC WORKING GROUP (TWG02/2005)





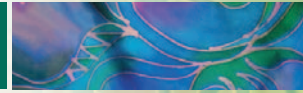
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APEC Working Group (TWG02/2005)

**BEST PRACTICES  
IN SUSTAINABLE TOURISM  
MANAGEMENT INITIATIVES  
FOR APEC ECONOMIES**



A Project Study submitted by  
MALAYSIA



Report prepared by:

Dr Michael Heah  
CORPORATE COACH SDN BHD  
Letter Box 38, Suite 11, 4th Floor  
Kenanga International  
Jalan Sultan Ismail  
50250 Kuala Lumpur  
Tel : (603) 2164 2162  
Email : [mikeheah@corporate-coach.com](mailto:mikeheah@corporate-coach.com)  
Website : [www.corporate-coach.com](http://www.corporate-coach.com)

For:

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35 Heng Mui Keng Terrace  
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Tel: (65) 6775 6012  
Fax: (65) 6775 6013  
E-mail: [info@apcc.org](mailto:info@apcc.org)  
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## KEYNOTE

Contributing To The Business Care  
Of Sustainable Tourism Development  
As A Driver For Increased Competitiveness,  
Long Term Growth And The Creation Of New  
Tourism Business Opportunities





## PREFACE

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We are indeed thankful to the APEC member economies for giving Malaysia the support and opportunity to undertake the research study on APEC Project TWG 02/2005 entitled '*Best Practices in Sustainable Tourism Management Initiatives For APEC Economies*' which started in year 2005. This project is part of Malaysia's contribution to the achievement of the APEC Charter on Policy Goal 3, that is Sustainably Manage Tourism Outcomes and Impacts for the mutual benefits of all concern.

We are pleased to say that the successful completion of this project is made feasible through the cooperation and support that we received from APEC member economies in sharing with us their invaluable sustainable tourism management practices that are now being compiled into this report as '*Best Practices in Tourism Management Initiatives for APEC Economies*'.

The compilation of these *Best Practices* that originated and developed by member economies is the first document of its kind ever produced for APECTWG that deserves the recognition and acknowledgement of credible efforts made in the direction of sustainable tourism management practices.

These *best practices* are undoubtedly a positive step towards creating serious commitment from member economies to develop an effective comprehensive Strategic Action Plan to promote sustainable tourism development in a more systematic, integrated and coordinated manner for the future planning of the tourism sector.

We believe this report on '*Best Practices in Tourism Management Initiatives for APEC Economies*' will be a living document that can be used effectively as a point of reference to develop sustainable tourism management for the better maintenance of tourism destinations as well as to upgrade the delivery of travel and tourism services that meet the global demand of the tourism sector.

Lastly, may we take this opportunity to thank you once again for your active participation in making our efforts to promote sustainable tourism management as a reality for our future progress and development of the tourism sector.

**DATUK DR. VICTOR WEE**

Secretary General  
Ministry of Tourism  
Malaysia  
Kuala Lumpur  
June 2006

## PUTTING IT INTO PERSPECTIVE

Taking a leading role in this project is a testimony of Malaysia's commitment to one of APEC's key guiding principles that 'achieving sustainable development together is at the heart of its mandate'. We echo APEC's stand and belief that only through successful management of tourism initiatives can the desired outcomes be a reality to the host economy and the tourists.

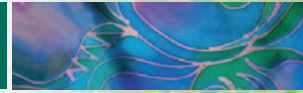
Indeed, sustainable development and the management of tourism initiatives have been top in the APEC agenda since 1991. This message has often been repeated and reinforced in almost all APEC Leader's Meeting where sustainable development has been a key feature in almost all its declarations. Clearly it also underscores the important message that sustainable development is one of the best ways to move APEC even closer to be an even more successful economic grouping.

To a large extent, this project is Malaysia's way to convert such words into action by volunteering as its project overseer. In this role, we have put together a common learning platform for every member economy in APEC to learn from each other on both public and private sector initiatives of great diversity. In this context, the initiatives range from human resource development, tourism education, partnerships, international relations, international marketing, technology, tourism planning, resource conservation and protections, community and stakeholders' relationship, community empowerment, tourism quality certification programs to growing the local handicraft trade enterprises and many others.

In total, there are 18 best practices from 9 contributing APEC member economies. The contributing member economies have specially selected them because these are their best practices and have met most of what a best practice criteria should be:

- Have been implemented successfully either as a process, strategy, procedure, policy, program and/or technology, etc;
- Have brought about tangible, positive and sustainable impact in various forms;
- Have integrated the social, economic and environmental considerations;
- Involve effective partnerships between various parties, for example, the public, private and local community;
- Have creativity. It strives best when one dares to challenge the status quo, think out of the box, and make paradigm shifts to get out of the comfort zones; and
- Can be transferred, adapted and replicated by others.

Their best practices are also their success stories. Each one of them has its unique success formula and model which has been tested and has generated a whole range of short, medium and long term benefits. These range from long term eco-efficiency for more value that are delivered with fewer resources, to less waste and reduced pollution to fulfill economic, social and aesthetic needs, to protecting the cultural



integrity, ecological processes, biological diversity and life support systems of the host economies. Add on to this list of benefits is the ability of the host economy to bring about the 'best and the purest' form of experience for the tourists, thereby generating better socio-economic wealth to the local and national economy.

We believe that assembling the 18 initiatives in a manual allows for a great learning experience. There are many ways to learn, but learning from other people's experiences is perhaps the most powerful way to learn. It shortens the learning curve, cuts down failure rates, avoids expensive pitfalls, gets faster to results and achieves far better cost effectiveness.

On a bigger picture, the 18 initiatives showcased here have substantial 'management' content as the primary intention of this project is to build and enhance the managerial and leadership competencies of tourism decision makers and/or planners and those in supervisory and managerial positions of public and private tourism-related enterprises. The key point we want to drive is that effective leaders play a pivotal role in the success of any venture. Effective leaders must be both visionary and implementers; not only good in creating a vision but must be equally good in converting it to tangible and workable steps and then executing it effectively. Thus, all the initiatives here should provide such an opportunity in learning to be even better leaders and managers.

In this direction, we are providing a common format to show case all of them. In this way, there is a standardized approach in which the facts and information are presented. Through this, all key points will not be missed out or understated and that the reader's line of concentration will be maintained throughout when studying the 18 initiatives in this manual.

The format (in all the 18 initiatives) is made up of these components:

- **General Information**  
Biographical information of the initiative's name, contact details, and awards won/recognitions (if any);
- **Key Summary**  
Extracts of the background and key details of the initiative;
- **The Objectives**  
The case for and the rationale for the initiative to be mooted and implemented;
- **The Model**  
Key aspects, mechanism and processes of the initiative;
- **The Impact**  
The results and the benefits generated from the initiative; and



- **Lessons Learned**

Key learning points from the implementation of the initiative.

Finally, while we expect you to gather your own learning experience when studying these initiatives, we like you to draw your attention to the 4Cs that are evident in almost all the 18 initiatives. By focusing you on this, we believe will further enrich your learning experience. These 4 Cs are:

- **Conviction**

How being led by a strong belief and passion for sustainable tourism management can become a key success factor that can result in a multitude of socio-economic benefits ranging from promotion of foreign investment, better community relations to economic wealth and others;

- **Commitment**

How determination, persistence, courage and stamina demonstrated by the owners and stakeholders to go through the odds and adversities can generate higher dividends for them all;

- **Cooperation**

How the various models of partnership, and leveraging on each other's strengths and resources by all parties concerned can bring about greater synergies and greater multiplier effects; and

- **Creativity**

How when everyone puts focus on a common goal can help make people become more empowered that help make dramatic shifts to new and much better ways in doing things.

With these in mind, we wish you a most fruitful learning experience!



## A DESERVING SALUTATION

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The 9 economies that came forward to share their sustainable tourism initiatives deserve special acknowledgement for their most invaluable contributions. These contributing economies are Australia, Canada, Malaysia, Mexico, New Zealand, Philippines, Singapore, Thailand and Vietnam.

Their efforts towards this cause is clearly a good case of 'walking the talk' in living out the APEC spirit of cooperation. They have demonstrated their willingness and generosity to share what they have with others not only in APEC, but also with the world at large. To them, others are not seen as competitors, but are partners on the same journey where they collectively seek new ways to find new possibilities of sharing the wealth of tourism with all.

On a similar note, enterprises from the private sector of the 9 member economies must also be commended for responding to their economy's call for support. Their contributions have been most invaluable for the success of this project.

The APEC TWG Group must also be commended highly for endorsing this project. Their endorsement speaks volumes on how aligned they are to APEC's guiding principle that 'achieving sustainable development is at the heart of APEC'. (The Economic Leader's Declaration in Canada, November 1997).

Finally, there are many others whom we are unable to single out for this salutation and who should be equally accorded. Their contributions are by no means small. Indeed, all of them are great exponents of the APEC Vision of sharing and cooperation.

In conclusion, we like to make this closing remark:

**It was APEC TWG's Vision that gave birth to this project. It was the spirit of sharing and cooperation from APEC member economies that have converted this vision into reality. It will be this same APEC spirit that will take member economies to the next stage of their growth when these best practices are converted into working models that will generate tourism wealth to this generation and to many generations to come.**

For Corporate Coach ([www.corporate-coach.com](http://www.corporate-coach.com))

Michael Heah, PhD, MSc, PCC  
Project Consultant For Malaysia



## AN OVERVIEW OF THE BEST PRACTICE INITIATIVES

	<b>Economies</b>	<b>Best Practice Initiatives</b>
1	Australia	The Aussie Specialist Program
		The GBRMPA High Standard Tourism Program - Marine Park Tourism Management
2	Canada	NTO-Led in Sustainable Tourism Management And Development
3	Malaysia	Native Community Partnership In Ecotourism
		Tourism Adaptive Reuse Of Heritage Assets
		Wild Asia's Responsible Tourism Initiative
4	Mexico	Agenda 21
5	New Zealand	Internet Destination Tourism Marketing
		Tourism Destination Site Stewardship
6	Philippines	Dolphin Watch Marine Life Tour
		Whale Shark Interaction Program
7	Singapore	Human Resource Development Program For Enhancing Professionalism And Employability.
		Marketing and Promotion Of Community-based Cultural / Heritage Tourism Products
		Tourism Destination Re-branding & Repositioning
8	Thailand	Community Empowerment On Conservation & Protection
		Green Leaf Environmental Certification Of Hotel Operational Standards
		Khiri Wong Village Ecotourism Club
9	Vietnam	Community Based Poverty Reduction Tourism Program





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# AUSTRALIA

CHAPTER

1





# AUSTRALIA

## THE AUSSIE SPECIALIST PROGRAM

### I.0 GENERAL INFORMATION

Official Name of Best Practice	The Aussie Specialist Program
Name of Contributor/ Organization	Tourism Australia (Australian Government Agency)
Address/Contact Details	Post: GPO Box 2721, Sydney NSW 2001  Tel: +61 2 9360 1111 Fax: +61 2 9331 6469 Email: corpaffairs@tourism.australia.com Website: www.specialist.australia.com
Year Initiative Started & Completed	1996 (launched) and is still operating.
Location of Best Practice Project	The Aussie Specialist Program is available in United Kingdom/Europe, North America, Latin America, Asia, Japan and New Zealand.
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Best Travel Agents' Training Program for 2004 and 2005 at the Selling Long Haul and Short Breaks Worldwide Travel Awards.</li> <li>● PATA 2002 Grand Award for Training and Education.</li> <li>● Recognized internationally as the world's first online destination marketing and training program.</li> </ul>

### 2.0 KEY SUMMARY

- 2.1 The Aussie Specialist Program (ASP) developed by Tourism Australia is a destination marketing training program for retail travel agents. It is intended to equip them with the knowledge and skills, not only to sell and promote Australia more effectively, but also to provide a higher level of service to their customers.

2.2 It is a classic case of how effective partnerships can be forged through exciting, motivating and most importantly, enabling retail travel agents from all over the world to up-sell Australia. There is extensive and active participation of tourism retail agents who are provided with the knowledge and support to effectively market Australia through their partnership with Tourism Australia under the Aussie Specialist Program.



2.3 The Aussie Specialist Program was launched globally in 1996, evolving to an online training platform in 2002, (and is now available in the United Kingdom/Europe, North America, Latin America, Asia and New Zealand) with the aim of creating a network of trained and knowledgeable travel agents who act as a referral for consumer inquiries and a distribution network for Australia.

2.4 This program is designed to provide travel agents with the training, tools and resources to become destination experts. Its on-line platform allows the agents to have a convenient, flexible and user-friendly way to learn at their own time and pace.

2.5 Today, there are over 12,000 consultants participating in the Aussie Specialist Program in the United Kingdom, North America, Latin America, Ireland, Germany, France, Asia and New Zealand. The program is decade old but it is still going strong and continue to generate success in every market where it is being transferred and replicated.

### 3.0 THE OBJECTIVES

3.1 Create an agent training program that excites, motivates and enables all travel consultants to up-sell Australia;

3.2 Engage the support of retail travel agents as partners;

3.3 Equip retail travel agents with high leveraged tools that provide them with special skills and knowledge to sell and promote Australia more than any other destinations of the world.



## **4.0 THE MODEL**

4.1 The program consists of two phases:

- Phase 1: The establishment of a training platform through the creation of a free online training environment; and
- Phase 2: The targeting of particular 'premier' agents who are invited to become marketing partners. These premier agents have a proven track record of selling Australia and the desire to invest in marketing with Tourism Australia.

4.2 Generally, this simple and straightforward program trains retail travel agents with special knowledge and skills to be an 'Aussie Specialist' who can service the needs of the individual travellers (or FIT) well. It consists of a 12-month renewal partnership where the retail travel agent has to stay proficient as an 'Aussie Specialist'.

4.3 As an entry point, they have to undergo training to 'know' Australia, which is covered in 4 modules consisting of:

- Introduction to Australia;
- Features and attractions of each state and territory;
- Building effective itineraries;
- Using their Aussie Specialist status to the best advantage.

There is a short examination with a passing score of at least 85% before the next module can be taken. This is followed by a final examination when all the 4 modules are completed.

## **5.0 THE IMPACT**

5.1 A niche role for retail travel agents where they are clearly focused and committed with an upper hand on product knowledge to promote and sell Australia which comes along with rich dividends for them as qualified Aussie Specialists.

5.2 Among others, an increase in business for the retail travel agents is probably the best incentive for them which is made possible through their better knowledge and confidence in selling Australia.

5.3 High profile exposure for the retail travel agent's business through free listing on Tourism Australia's consumer website [www.australia.com](http://www.australia.com) and in the Travel Australia Guide for consumers.



5.4 Well trained retail travel agents with most up-to-date knowledge of Australia attributed by a variety of support factors:

- Regular product updates via the Aussie Specialist Travel Club;
- Access to the Aussie Specialists Help Desk;
- Access to a complete range of Australia collaterals;
- Invitation to Aussie events;
- Leads to marketing;
- Networking opportunities, etc.

5.5 Currently, Tourism Australia has over 12,000 Aussie Specialists in the program.

## 6.0 LESSONS LEARNED

6.1 The Aussie Specialist Program is a classic example of a win-win partnership whereby both the retail travel agents and Tourism Australia have the common goal to effectively and efficiently market Australia as a 'must see' destination. To ensure retail travel agents are able to achieve this goal, Tourism Australia extends tailored training and support to participants. This enables the dissemination of a consistent message of Australia as a destination to potential travelers.

6.2 This innovative partnership between retail travel agents and Tourism Australia as the National Tourism Organization succeeds in cutting through the multiple layers of international barriers to connect directly with the private sector of retail travel agents and customers from all over the world.

6.3 A global partnership with partners from all over the world is possible and can be successful when there is flexibility to accommodate changes to suit local conditions.

6.4 The Aussie Specialist Program has allowed for the benefits of the internet to be used to maximum advantage while still allowing customers to connect with physical retail travel agents. The power and the use of technology in partnership building with anyone and anywhere in the world not only brings everyone closer together but also drives commitment to all partners to a world class level.



## AUSTRALIA

### THE GBRMPA HIGH STANDARD TOURISM PROGRAM Marine Park Tourism Management

#### 1.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	The GBRMPA High Standard Tourism Program
Name of Contributor/ Organization	Great Barrier Reef Marine Park Authority (GBRMPA)
Address/Contact Details	PO Box 1379, TOWNSVILLE, QUEENSLAND, AUSTRALIA 4810  Tel: +61 7 4750 0775 Fax: +61 7 4772 6093  Email: <a href="mailto:l.mulqueeny@gbrmpa.gov.au">l.mulqueeny@gbrmpa.gov.au</a> Website: <a href="http://www.gbrmpa.gov.au">www.gbrmpa.gov.au</a> Contact Person: Lisha Mulqueeny
Year Initiative Started & Completed	Commenced in 2003 and completed Stage 1 in 2004. Stage 2 program is still ongoing.
Location of Best Practice Project	The Great Barrier Reef Marine Park

#### 2.0 KEY SUMMARY

- 2.1 ‘The GBRMPA High Standard Tourism Program’ is designed to rapidly increase the voluntary uptake of best practices and high standards by tourism businesses operating in the World Heritage listed Great Barrier Reef Marine Park.
- 2.2 The key outcomes of the Program are enhanced environmental protection, reef health and tourism sustainability, all of which contribute to a world-class experience for visitors.
- 2.3 This is a partnership between the GBRMPA (the Australian Government managing agency for the Great Barrier Reef), its 820 tourism operators (2005) and *approved* certification (accreditation) scheme providers. The Program caters for the full range of tourism operators, including:
- Day tours;
  - Overnight and extended tours;

- Diving and fishing charters;
- Aircraft or helicopter tours;
- Bare boats (self-sail);
- Cruise ships;
- Beach hire and water sports;
- Passenger ferries;
- Whale watching tours.



- 2.4 In essence, the GBRMPA provides substantial incentives for tourism operators to voluntarily implement high standards across their operations. Operators who demonstrate high standards to GBRMPA gain appropriate certification from an approved independent certification scheme.
- 2.5 Integral to the Program uptake is the GBRMPA practice of recognizing and substantially rewarding the efforts of all tourism businesses that voluntarily improve their operating standards to a best practice level. (However, those operators who choose not to participate in the Program are not disadvantaged, as the Program uses incentives rather than disincentives to gain commitment from them).
- 2.6 Its success is attributed to the consistent upkeep of high tourism standards which brings fundamental benefits to all involved:
- for the tourism operators - 'a healthy reef' means a more attractive tourism product and more satisfied customers, which leads to increased revenue;
  - for the GBRMPA - high standards bring with them greater protection to the Marine Park (particularly at high use sites), improved understanding by visitors and users of the Great Barrier Reef on the importance of protection and how to experience the Marine Park in a positive and sustainable way; and
  - for the certification providers - a necessary critical mass of tourism businesses to make investing in developing standards financially viable.
- 2.7 By working in harmony with other management tools, such as zoning, the management plans, permits, legislation, policy and other voluntary partnership programs, the GBRMPA High Standard Tourism Program helps reinforce a vibrant and sustainable tourism environment.
- 2.8 Given the enormity of the GBRMP (which, at 348,700 square kilometres is bigger than the United Kingdom, Holland and Switzerland combined); it has the potential to be the most significant of its kind in the world. Today, it is the world's largest World Heritage site and the biggest tropical marine reserve on the globe.





### **3.0 THE OBJECTIVES**

- 3.1 Be an even healthier Great Barrier Reef Marine Park.
- 3.2 Enhance environmental protection of tourism sites at one of the world's most treasured natural areas which contributes about A\$5.1 billion annually from the two (2) million visitors every year.
- 3.3 Accelerate the increase in the number of tourism operators in the Great Barrier Reef Marine Park to operate at a high standard level.
- 3.4 Enhance visitor experiences and satisfaction in the Great Barrier Reef to world-class level.
- 3.5 Involve the tourism industry to cooperate in the wise use, care and protection of the Great Barrier Reef Marine Park.
- 3.6 Inculcate a culture of 'striving for best practice' among the tourism operators and crew through a regularly updated system.
- 3.7 Continually find new and better ways through active partnership between the tourism industry and other stakeholders to deliver ecologically sustainable, cost effective, responsive and equitable management of tourism and recreation use within the Marine Park.

## 4.0 THE MODEL

4.1 There are 2 aspects in this High Standard Tourism Program:

- A system to identify and monitor high standard operators, and
- A suite of incentives and benefits to encourage uptake and reward operators.

### 4.1.1 A System To Identify And Monitor

- a) Operations are identified as high standard when they are successfully certified with an 'approved' external certification scheme. Although the GBRMPA does not directly assess the operators individually, it assesses the certification scheme and it is this scheme which will in turn, assess the operators. In other words, an operator is regarded by the GBRMPA as 'high standard' when they become eco-certified.
- b) For certification schemes to be approved, the GBRMPA uses a rigorous assessment process to determine whether the scheme sufficiently covers the criteria that are important to the Marine Park, which are: environmental sustainability, economic sustainability (especially in terms of creating a quality visitor service and experience, and in capacity building of operations), and socio-cultural sustainability (which is about community participation, consultation and cultural respect).
- c) Periodic physical auditing of each certified operator and product is undertaken by the scheme at least once during the term of certification, which currently is 3 years. This auditing aspect is crucial to the credibility of the GBRMPA High Standard Program and the integrity of the *Eco Certification* scheme. By placing the audit requirement on the scheme, the GBRMPA continues to maintain an arms length relationship with the operator, which also saves resources.

### 4.1.2 A Suite of Incentives and Benefits

- a) To stimulate and maintain operators' interest and commitment to achieving the High Standard status, the GBRMPA offers tangible benefits to encourage and reward those operators who become certified. Currently, GBRMPA is offering certified High Standard operators these:
  - Increased certainty of access, through a significantly extended term on their permit to operate in the Marine Park from the standard 6-years to 15-years;
  - Formal GBRMPA recognition as a high standard operator, including showcasing it on a dedicated High Standards GBRMPA webpage, profiling in relevant GBRMPA, partner media kits and publications, and awarding GBRMPA Certificates of High Standard Operation at industry and community events;



- Exposure in the media and at trade events such as the Australian Tourism Exchange; and
  - Increased consumer and trade awareness of certified products and the *Eco Certification* logos through cooperative brand campaigns with Ecotourism Australia and destination marketing organizations.
- b) A key to the sustainability of the Program is that it requires relatively low resources and a small budget from the GBRMPA, and the incentives for operators provide a sufficient return for tourism operators to justify their cost of investing in high standards. These benefits include those that are provided by the GBRMPA, and perhaps most importantly, the direct improvements the operators gain in their everyday operation by adopting the best practices outlined.
- 4.2 The key success factors of the Program are:
- Clear delineation of the criteria that a certification scheme needs to meet in order to be approved by the GBRMPA;
  - Strong support from the Marine Park tourism industry, both for the initial concept and throughout its implementation;
  - A productive partnership with the approved certification scheme, backed-up by a formal Deed of Agreement;
  - Physical audits of operators and their products;
  - Wide publicity and media coverage for operators; and
  - A benefits package that is relatively low cost yet attractive to operators.

## 5.0 THE IMPACT

- 5.1 The GBRMPA High Standard Tourism Program has had a major impact since its launch and continues to attract more operators. The first rewards were offered in late 2004; and by the end of 2005, there were 25 certified high standard operations in the Marine Park, running 44 individually certified products.
- 5.2 These 25 operators include all of the major high volume tourism operators in the Marine Park, who contribute nearly 40% of all tourist visits there.
- 5.3 This Program has increased the focus by individual tourism operators on site stewardship and the link between care and protection of the Marine Park and their business success.
- 5.4 This Program has also helped drive cultural and organizational change both for the Government agencies and within the tourism industry. The GBRMPA and its partner protection agency staff are able to understand better the benefits that working in partnership with the tourism industry can bring for conservation and marine park protections and how this has a direct impact on dealings with the industry. Similarly, the tourism industry can clearly see the benefits of working in partnership with the managing agency, and approach issues as problems to solve together rather than taking standalone and immovable stance.



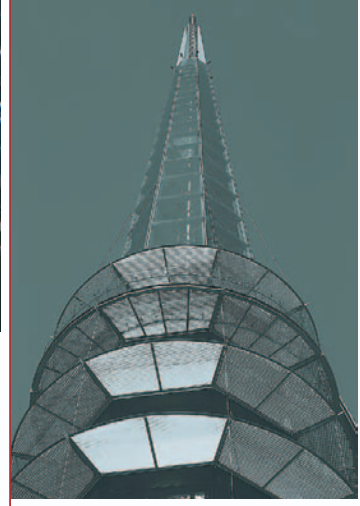
## 6.0 LESSONS LEARNED

- 6.1 Keeping the Barrier Reef 'Great' for future generations requires the cooperative and concerted efforts of many parties. In this case, the Great Barrier Reef Marine Park Authority, the Queensland Parks and Wildlife Service, the marine tourism industry, Ecotourism Australia and other certification schemes, other government agencies and the community are all involved in a common mission.
- 6.2 A partnership approach rather than adversarial management can lead to the best environmental outcomes.
- 6.3 Senior level commitment to a powerful vision, well thought out implementation, and a partnership approach with industry and community is critical.
- 6.4 Incentives play a very important part in motivating people to adopt best practice and partnership. Organizations involved in encouraging best practices must be prepared to be generous and creative in providing incentives as well as in committing to new ways of working with industry.
- 6.5 Incentives need not be expensive. For instance, in the case of the GBRMPA, giving extended term permits has little, to no cost for the GBRMPA. It also offers potential cost savings and productivity gains in the form of reduced administration time and more available resources.
- 6.6 Achieving long term business commitment to tourism best practice in a protected area is derived by partnering with industry to truly understand the key factors of good business decision making, that are related to those that impede and/or enhance business competitiveness.
- 6.7 Identification of these business factors provides the 'hook' upon which the protected area manager is able to leverage on significant and commercially viable incentives for tourism operators to invest voluntarily.





- 6.8 Working with an independent certification body to drive quality, set standards and ensure compliance, is a useful way for protected area managers to minimize the cost of implementation. This also help to ensure a distinct line between mandatory and voluntary park standards, both of which have very different compliance requirements and consequences.
- 6.9 Physical auditing of operator standards is critical, not only as a check on individual operator standards, but also to determine the success of the certification scheme in the implementation of its program.



# CANADA

CHAPTER

# 2





## CANADA

### NATIONAL TOURISM ORGANIZATION (NTO) – LED IN SUSTAINABLE TOURISM MANAGEMENT AND DEVELOPMENT

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	National Tourism Organization (NTO)-Led In Sustainable Tourism Management And Development.
Name of Contributor/ Organization	Canadian Tourism Commission (CTC)
Address/Contact Details	Suite 1400, Four Bentall Centre 1055 Dunsmuir Street, Box 49230, Vancouver, BC V5P 1L2 Canada  Tel: +60 4 638 8300 Fax: +60 4 638 8425 Email: <a href="mailto:gomediacanada@ctc-ctc.ca">gomediacanada@ctc-ctc.ca</a> Website: <a href="http://www.canadatourism.com">www.canadatourism.com</a>
Year The Initiative Was Started & Completed	1995
Location of Best Practice Project	Canada
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Granted Approved Destination Status (ADS) by China in 2005 for obtaining approval to allow CTC to market broadly to the Chinese population.</li> <li>● Collaboration with APEC on ‘Best Practices in Tourism Accessibility for Travelers with Restricted Physical Ability’, 2003.</li> <li>● International Culinary Tourism Association (ICTA) Stewardship Award 2000 for its exemplary leadership in the development of culinary tourism.</li> </ul>

Awards/Recognitions	<ul style="list-style-type: none"><li>● 'Platinum Partner' Award 1997 for their efforts to promote Canadian locations as business and incentive destinations.</li><li>● 'World's Best Country' and ranked 5th as 'Best Places To Live' by the United Nations' Development Program.</li><li>● CTC's Organization Structure as a model for replication.</li><li>● Tourism Satellite Account for being the first country in the world to publish a tourism satellite account, which is a statistical tool to measure tourism contributions with other sectors in the national economy.</li><li>● Election to the World Tourism Organization's Executive Council, and Executive Council of the Organization for Economic Cooperation and Development.</li></ul>
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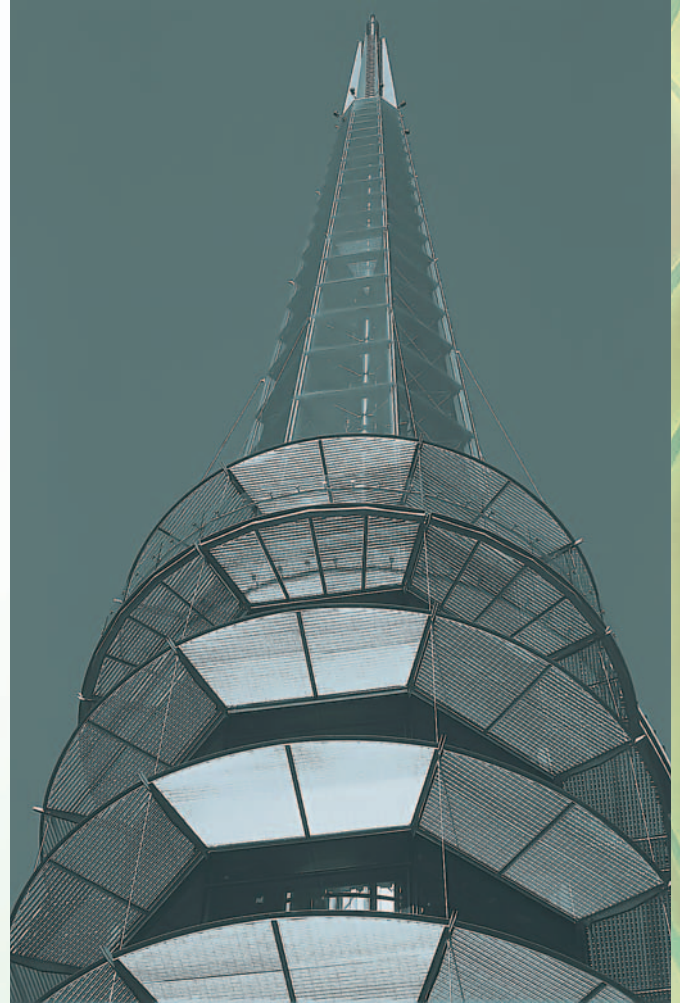
## 2.0 KEY SUMMARY

- 2.1 The Canadian Tourism Commission (the 'CTC' or the 'Commission') as an NTO was created in 1995 as a federal 'special operating agency' within the department of Industry. Within 6 years, in 2001, it was elevated to a Crown Corporation with more independence and flexibility to respond effectively to tourism industry's needs and opportunities.
- 2.2 CTC is highly respected in the fraternity for its dynamism, leadership role and ground-breaking initiatives to promote Canada as a top tourist destination. It has helped stakeholders remain competitive and guided the industry towards sustainable development. The thrust in its strategy in leading the industry towards sustainable tourism is in 2 key areas, namely research information and tourism partnership.
- 2.3 The importance of research information lies in supporting industry players with timely and accurate information to help them make good decisions in the wake of a very competitive global tourism industry where, many competitive economies (like Australia) have more resources to promote their economies than them. The success of tourism partnerships lies in the priority placed on industry-wide synergy gained through alliance with the private sector.



2.4 Combining research information and tourism partnership with innovativeness, creativity and risk taking strategies, CTC has successfully crafted out the 'best practice' initiatives to help support its bold vision of 'creating awareness and interest in Canada as a 4-season tourist destination and also in becoming the leading destination organization in the world'. Some of these successful strategies deployed are:

- Investing in marketing resources which have the greatest likelihood of increasing international and domestic tourism receipts;
- Enticing industry and government participation in CTC programs; and
- Producing and disseminating quality research and product information that enhance industry performance and increase tourism revenues.



### 3.0 THE OBJECTIVES

- 3.1 Sustain a vibrant and profitable tourism industry with a maximum return on investment (ROI);
- 3.2 Promote Canada as a desirable tourist destination that will surpass competing markets;
- 3.3 Build a strong 'Brand Canada' for excellence in domestic and international tourism;
- 3.4 Assist the Canadian tourism industry to develop products and services that satisfy international demands;
- 3.5 Support a cooperative relationship among the private sector, federal, provincial and territorial governments in Canada with respect to Canadian tourism;
- 3.6 Optimize industry performance by providing information about Canadian tourism to the private sector, federal, provincial and territorial governments in Canada; and



- 3.7 Use research capability and in-market staff to provide information on global markets to the Canadian tourism industry.

#### 4.0 THE MODEL

- 4.1 CTC has a public-private organizational model. It is industry-led, market-driven and research-based. The private sector component is at the core of its operations with 17 of its 26 board members being here. There are 2 key strategic thrusts in its operations and delivery system.

##### 4.1.1 Marketing And Sales Partnerships

- a) Activities are directed by the working committees of the Board to develop strategies and action plans to increase industry receipts from the specific geographic sectors in the 6 markets namely Canada, United States, Japan, United Kingdom, France and Germany. These encompass the 5 product clusters of tourism, comprising of outdoor tourism, culture and heritage tourism, aboriginal tourism, culinary tourism, winter tourism.
- b) It is worthy to note that in this partnership, 96.6% of the 160,000 tourism-related businesses are small-medium enterprises (SMEs) who are well recognized as the backbone of Canada's economy.
- c) The key mission is to market 'Brand Canada' as a top tourist destination and to increase tourism-sector revenues by attracting more and higher yield tourists from international markets and by encouraging Canadians to travel at home.

Together with the public-private sector partners, CTC undertakes these key activities:

- Macroeconomics, market and industry research;
  - Refreshed product and industry development, and
  - Advertising and other promotional and relationship marketing activities across the globe.
- d) Some innovative and successful case studies are:
- In the year 2005, it unveiled a unified communication message on 'Brand Canada' called 'Canada. Keep Exploring' – a simple and compelling message that connects everybody to everything in Canada.





- Deployed alternative marketing and forged alliance with non-traditional partners like TV stations in Japan and Australia's Scenic Tours on TV talk shows, with Toyota (on domestic travel within Canada), with Expedia and Travelocity (on electronic consumer tourism information) and with the Whale and Dolphin Conservation Society in Munich (to promote Canada as a country devoted to whale protection).



#### 4.1.2 Tourism Research

- a) This is the cornerstone of the entire organization for it provides a wealth of invaluable and detailed information on every aspect of the industry. Its mission is to create the best data and research for the Canadian tourism industry for informed decisions. It is founded on these beliefs:
  - Research will always be relevant to the tourism industry and in its sustainable development and management;
  - It can generate real high value and practical benefits for the industry; and
  - It is the key success factor of CTC.
- b) Research has guided CTC in identifying industry developments and consumer trends, its impacts and opportunities. Marketing decisions, strategy formulation and policies are made and based on this solid research information machinery.

Refer to Appendix I on some of the areas of tourism research undertaken.

## 5.0 THE IMPACT

- 5.1 Generates more than C\$83 million worth of partnership investment. Together with the CTC core budget of C\$83.7 million, it contributes a potential of C\$166.7 worth of business activity with a high return on investment. For instance, acting on research information after 9/11, CTC developed campaigns to invite U.S citizens to hit the highway and see Canada's sights, of which resulted in 8% increase in road trips by Americans to Canada.



5.2 There is consensus among partners that they enjoy greater economies of scale in doing things that would not otherwise be deemed affordable. They are now able to leverage on the existing dollars to be involved both in the media and programs that they could not normally afford. The most to gain are the 'smaller boys' who benefit from the CTC resources in marketing intelligence, research, marketing, media expertise and human resources.



5.3 Being associated with the CTC gives the partners broader audience coverage and broader exposure geographically.



5.4 A climate has been created where co-competitors can make a larger impact by jointly taking their products into the market. In this regard, CTC lends credibility to their product offerings.

5.5 A heightened presence and awareness for Canada in international markets. It now maintains an international presence in 15 countries, with 25 regional offices that provide on-the-ground sales and marketing support.

5.6 Data has helped CTC to make important advancement which has resulted in the change of its marketing direction to focus on 'experiential' product offering as opposed to 'geographical' offering to meet the needs of the modern day tourists.

## 6.0 LESSONS LEARNED

6.1 There is a need to exploit the value of domestic tourism, which has strategic importance to the national tourism industry as an effective and reliable anchor in the unpredictable and uncertain times the world is facing. In the case of Canada, it was domestic tourism which has 'rescued' in the wake of 9/11 and today it accounts for 70% of its tourism revenue and 80% of total visitors.





- 6.2 Public-private sector partnership is a key engine to tourism growth. CTC's partnership model has resulted in many world class initiatives that have brought great positive impact to the industry. There are spin-offs in close partnership which often can result in foreign partners joining in, thus reaping more benefits for the partners and the industry.
- 6.3 In the same light, where the partnership model is replicable like in the case of CTC and Toyota, it allows for the leveraging of strong brands to profile their products and services in unique and innovative ways for brand enhancement. This offers another 'window' where vertical strategy in partnership can be extended to include a horizontal strategy in partnership which spans several markets for greater global reach.
- 6.4 The importance of research leading to useful, timely and accurate data and information is another key driver in guiding decision makers into 'getting it right' in order to exploit the potentials and opportunities in the tourism market place. CTC has leveraged on this to their maximum advantage.



# MALAYSIA

CHAPTER

# 3



## MALAYSIA

### NATIVE COMMUNITY PARTNERSHIP IN ECOTOURISM

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Native Community Partnership In Ecotourism
Name of Contributor/ Organization	Borneo Adventure Sdn Bhd
Address/Contact Details	No. 55, Main Bazaar, 93000 Kuching, Sarawak, Malaysia Tel: +6082 245175 Fax: +6082 422626 Email: <a href="mailto:info@borneoadventure.com">info@borneoadventure.com</a> Website: <a href="http://www.borneoadventure.com">www.borneoadventure.com</a> Contact Person: Philip Yong ( Managing Director)
Year The Initiative Was Started & Completed	1987
Location of Best Practice Project	Ulu Batang Ai (Upper Ai River) Sarawak
Awards/Recognition	<ul style="list-style-type: none"> <li>● World Tourism and Travel Council Commendation Award, 1996.</li> <li>● PATA Gold Award for Cultural Preservation, 1996.</li> <li>● Green Globe, 1996.</li> <li>● British Airways Tourism for Tomorrow Award, 1994.</li> <li>● Conde Nast Traveler Ecotourism Contest, 1994.</li> </ul>

#### 2.0 KEY SUMMARY

- 2.1 Eco tour operator, Borneo Adventure’s multi-award ecotourism project is a success story of a community based tourism initiative on the Batang Ai river system involving the Iban people of Nanga Sumpa longhouse. Essentially, it is about a partnership with a 200 year old local farming and fishing community in developing a sustainable ecotourism product for the ‘outside world’ to





experience visiting an Iban longhouse and also the natural beauty of Sarawak's rainforest.

- 2.2 Borneo Adventure is a classic role model in sustainable tourism. It has since 1987, established a reputation for its integrity in the marketplace by staying close to its original objectives of offering travelers an alternative to mass tourism by placing an emphasis on the natural environment, sharing culture and history. Often their tours offer sights that most tourists do not get to see and also some real opportunities to discover the gem of Borneo.
- 2.3 It is also Borneo Adventures' mission to put ecotourism in the right perspective as it is losing its focus of what it should rightfully be as more and more operators are simply staking claims that theirs are also ecotourism ventures. This 'best practice' initiative showcases the 'where and how' ecotourism operators can put their acts in an effective way to ensure that their ventures adhere to the principles of sustainable tourism management.

### 3.0 THE OBJECTIVES

- 3.1. Indulge in ethical tourism activities that support the sustainability of tourism through long term conservation, care and maintenance, with the integrity of good service;
- 3.2. Provide appropriate social and economic returns to the local communities;
- 3.3. Ensure that the natural environment, the wildlife and its cultural components are always protected and conserved.



## 4.0 THE MODEL

4.1 This initiative has been guided by these strategies:

- Involving the longhouse community from the very start in any events;
- Providing interaction between tourists and the longhouse community on all its tours. (One example is the customary 'berandau' (dialogue) session where guests are invited to speak, share and swap experiences, stories as well as exchanging gifts with the local community);
- Involving the local community in conservation by hiring them for certain activities like guiding so that they have 'vested interest' in conservation efforts;
- Organizing 'staged' cultural type of show where the community puts on displays, shows or acts to deliver unforgettable experiences to tourists that are uniquely magical to Borneo;
- Sticking to the rule that tourists come as 'guests' of the longhouse community and are treated as such by their hosts to avoid disruption to the community's day-to-day activities;
- Maintaining a clean environment where food for tourists brought from Kuching is always taken back for recycling and/or disposal;
- Setting up a tourism committee involving the village headman to ensure fair remuneration for the various services provided like local guiding, boating, lodging services and handicraft sales.

4.2 The principle of the right carrying capacity is always adhered to where tour groups are kept small, (generally less than 20 people), and the guesthouse has been designed to accommodate no more than 30 people.

4.3 A number of experiential activities are organized to enrich the guests' experiences through nature and cultural tours like the following:

- Longhouse experience
- Mt Kinabalu climb
- Danum Valley tours
- World heritage site tours
- Tropical island adventure tours
- Wild water rafting
- Bario Highlands tours
- Red Ape trail
- Botanical tour of Borneo
- The Chinese in Borneo experience
- Borneo orchids and nepenthes
- Borneo culinary experience
- Endangered species and vanishing culture,

4.4 In addition to the money earned working as cooks, boat drivers, guides, etc, the local people can earn extra money by selling handicrafts. They are encouraged not to sell their heirlooms but to make high quality crafts that are distinctive of

the region. The most popular item sold is the traditional Iban blanket or 'Pua Kumbu' which is hand woven. Borneo Adventure is looking into increasing the numbers of handicrafts from the village and helping to bring to market more of what they produce.

4.5 Borneo Adventure's other sustainable tourism-led initiatives are:

- **Scholarship Fund**  
Set up a scholarship fund in the name of the late Tuai Rumah Along, a community elder where RM10 is given for every guest taken to their area;
- **Study Incentives**  
Give out special incentive bonus to kids who do well and earn the top 5 positions in their class;
- **Interest Free Loans**  
Assist the community in areas like purchasing outboard motors, boat building, etc;
- **Securing Funding**  
Assist the community to source funds from non-governmental bodies to fund a water supply project, health care services and community help projects.

## 5.0 THE IMPACT

- 5.1. 'Earning money from tourism while at home', this tourism initiative has helped raise the community's socio-economic standard of living by providing an additional source of income. For example, income from direct payment to the longhouse for 2005 exceeded RM162,000 and this does not include other receipts such as handicraft sales which is about RM100,000 annually, unrecorded gratuities and the educational fund given out to the families. For about 24 families, this works out to be on an average of well over RM11,000 per family per year. This figure does not include the farming receipts. The leakage from the revenue is minimal and the multiplier effect is good for the families and the surrounding area.
- 5.2. Tourism has not changed the area's social fabric; the people continue to pursue their traditional livelihood of farming and fishing with tourism providing a cash supplement.
- 5.3. The many 'mini-projects' initiated for the community have raised their living conditions and standards. One of them, for instance, is the 'rebuilding' of their long house. Since the start of the initiatives, the longhouse has grown in size from 24 to 28 doors (i.e 28 family 'apartments' within the longhouse) and is a good indication of economic benefits from tourism. Another example is the





collaboration between Borneo Adventures and CIDA (Canadian International Aid Agency), which has resulted in longhouses having better drainage and a proper sanitation system.

- 5.4. Following Borneo Adventure's pioneering efforts at Batang Ai, a number of other tour companies have started to send tourists to other longhouses at Batang Ai. Tourism is now at a level that has even attracted Hilton International to open a Batang Ai Longhouse Resort.

## 6.0 LESSONS LEARNED

- 6.1 Carrying capacity is a constraint for many areas as they are often so choked with tourists that the natural resources are endangered and the quality of the tourists' experience is diminished. Thus, there must be new ways to expand the carrying capacity of the area in order to bring in more tourists there. In this case, Borneo Adventure has resolved this by building a second lodge at nearby Tibu longhouse to avoid sending too many visitors to Nanga Sumpa. This has the extended benefit of helping another community receive the socio-economic benefits of tourism.
- 6.2 Owners and stakeholders should not too impatient about reaping immediate returns from ecotourism projects. Unrealistic expectation is a common problem of many in the public and private sectors who want to reap quick rewards. The 'durian tree' analogy is a good lesson for many. When introducing tourism into the local community, tour operators or policy planners should see themselves as bringing the durian plant to the village and the villagers supply the land and the work. The durian tree gestation period will take a certain number of years no matter how much fertilizer is added or how good a gardener is. It is still going to take that number of years to 'grow' the fruit.



6.3 Managing local community relations is delicate. There are a few advices here:

- Keep a open dialogue with the community on all matters including resolving petty thefts of tourists' possessions, unruly behaviors towards tourists, etc.;
- Get the local community to be 'just themselves' instead of 'play acting' when welcoming or when interacting with the tourists to prevent 'hospitality fatigue';
- Engage in close dialogue and reach win-win consensus on how tourism products should be planned and developed. One example is that, although the local community welcomes the idea of receiving guests they have asked the company to build a lodge on a land adjacent to the longhouse so that tourists can spend the night there rather than sleep in the longhouse itself. It is a practical suggestion where the tourists can experience the longhouse life without disrupting the community as they go about their daily lives;
- Be 'transparent" upfront with them especially on sensitive matters like:
  - a) Revenue and how it should be perceived as an additional income rather than replacing their traditional sources of income such as farming and fishing;
  - b) Seasonality and the ups and downs of global tourism industry, which means income fluctuation from season to season;



6.4 'Seeing the forest but not the trees'. When undertaking a project to focus on both internal and external considerations, a balanced perspective is always the best way to ensure success in anything.





## MALAYSIA

### TOURISM ADAPTIVE REUSE OF HERITAGE ASSETS

#### 1.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Tourism Adaptive Reuse Of Heritage Assets
Name of Contributor/ Organization	Bon Ton Restaurant & Resort Langkawi
Address/Contact Details	Pantai Cenang, Langkawi 07000 Tel: +604 955 3643 / 955 6787 Fax: +604 955 4791 Email : info@bontonresort.com.my Website: <a href="http://www.bontonresort.com.my">www.bontonresort.com.my</a> Contact Person: Narelle McMurtrie (Owner)
Year The Initiative Was Started & Completed	Opened in 1994. Relocation of seven traditional Malaysian kampong houses & reconstruction began in 1995 and is still ongoing.
Location of Best Practice Project	Pulau Langkawi, Malaysia

#### 2.0 KEY SUMMARY

- 2.1 Bon Ton is regarded as one of the best collections of traditional northern Malay homes in Malaysia. An innovative restoration of traditional Malay houses into accommodation, which would otherwise be in a state of neglect.
- 2.2 Bon Ton Resort is located 10 minutes from the airport and 5 minutes from the main beach of Pantai Cenang. Through the sympathetic reuse of old and neglected resources, it has become one of the islands most stylish, unique and intimate resorts.
- 2.3 The vision and commitment towards sustainability of tourism on this island and the desire to provide genuine ‘kampung’ or village house accommodation led Narelle McMurtrie, the Australian owner, to scour the countryside and purchase these traditional Malay houses which were antiques, abandoned and neglected. Rather than letting these heritage assets continue to fall into disrepair, which would have rendered them unrecognizable; these precious heritage structures were restored for productive use, appreciated and preserved for future generations to enjoy.



- 2.4 These wooden structures were painstakingly dismantled, transported and reassembled within a 70-year old coconut plantation covering 1.5 hectares. The architectural details, including original louvered shutters and latticed panels were restored. Old style bathrooms with shower water going through the floor boards to the drain underneath were also restored.
- 2.5 These houses were once family residences and are large enough to house visitors in spacious surroundings. The staff's commitment to an intimate, non-intrusive level of service, results in a seamless stay.



### 3.0 THE OBJECTIVES

- 3.1 Conserve Malaysia's heritage in order to protect and preserve its cultural distinctiveness and the quality of the environment;
- 3.2 Play an active role in contributing towards social and economic goals because cultural heritage is no longer an elite possession of a few but a human right for everyone to appreciate and enjoy;
- 3.3 Provide visitors with the unique opportunity to experience, understand and enjoy the value of heritage assets.

### 4.0 THE MODEL

- 4.1 It is about putting together an integrated and 'authentic' traditional Malay kampong retreat made up of 7 antique Malay houses and a Chinese provision shop ranging from 50-120 years old and relocating them from their original locations in various parts of Kedah to the island of Langkawi.
- 4.2 With the restoration to their original form, each house was installed with modern amenities and decorated in a unique Asian style. The 7 types of accommodation are individually named:
- **Black Coral**  
A 100-year old Malay nobleman's house with intricate carved pieces of timber which enable the natural flow of air throughout the house;



- **Yellow Orchid**  
Once a fisherman's house, it has now been transformed into a summery colorful house with a large elongated front verandah previously used for storing and maintaining fishing equipment;
- **Blue Ginger**  
Once a simple house with a bedroom and attached kitchen area built some 60-years ago, it has been rejuvenated with a coat of bright blue paint with red trimming;
- **White Frangipani**  
An 80-year old Malay house with a distinctive main reception area for men, a raised sleeping platform, and a kitchen with a link house entrance for the women;
- **Silk Villa**  
A 120-year old grand and charming house with old plantation style shutters and intricate carvings;
- **Palm and Laguna**  
Both houses are majestic looking. They are 120-year old and have extra large bedrooms and bathrooms with beautiful carved panels above the windows;
- **Chin Chin**  
This large wooden house, which once belonged to a successful Chinese wholesaler in Langkawi, was constructed in 1957, in the same year Malaysia achieved its independence. It now serves as one of Malaysia's most unique and stylish bars.

4.3 The concept has been further extended to develop a host of complimentary tourism-related products to complete this uniquely Malaysian resort. Some of these are:

- A contemporary Asian-inspired building with a restaurant specializing in some of Malaysia's best Nyonya cuisine and 'west meets spice' food;





- A well-stocked vintage wine cellar;
- An antique motor yacht to cruise round the 104 islands of Langkawi;
- A shop selling books on Malaysia, 'made-in-Malaysia' handicrafts and unique textiles sourced from throughout the region;
- A guided tour for visitors when the houses are unoccupied; this is opened to the restaurant guests. This tour is to raise awareness and promote the local Malay culture and heritage.

## 5.0 THE IMPACT

5.1. Probably the most effective indicator as to whether Bon Ton has created an impact is through the feedback from the guests and visitors with some of them being published in travel magazines and websites. Some of them are:

- **Jewel of the North**  
'The closest you'll get to experience a successful marriage of the charms of Bali with commercialism is at Bon Ton Resort, Langkawi. Bon Ton, however manages an authentically, some say. "heart" that many in Bali have lost. Bon Ton Resort lives in a place of history.'  
The Edge Singapore.
- **BonTon - the Best Resort in Asia**  
'This was one of the best holidays I have ever had!! The resort is very quiet, peaceful and is in a great position! The houses are fantastically done out seen as they are so old.'  
A Trip Advisor Member, United Kingdom.
- **The Jewel in Langkawi**  
'Bon Ton is one of those places you hope you'll discover when you plan your own holiday because you want small charactered, boutique, personal experiences that connect you to a country's culture. Bon Ton does this in so many ways.'  
A Bon Ton Guest.
- **Rainforest Retreats**  
'The Bon Ton Resort on the other side of the island near Pantai Cenang, really is a little gem and likely to be unlike anything you have ever come across before. Accommodation in one of seven antique wooden Malay houses relocated from other parts of Langkawi. The whole place has more the feeling of a club than a hotel.'  
Daily Telegraph, UK.





## 6.0 LESSONS LEARNED

- 6.1. Tourism can be a powerful option to save neglected heritage assets through injecting a new lease of life to them as well as adding economic value to the project. This 'best practice' initiative is a good case study to show that:
- Adopting a sustainable management approach can achieve a win-win outcome for all relevant parties;
  - Saving and restoring heritage assets is also a good business decision as through adaptive reuse, they can be turned into a profitable tourism product.
- 6.2 Consistent feedback from guests reveals that people are looking for a more personal cultural experience when they holiday in a foreign place. Tourists are looking for local style accommodation. They do not want brick hotels that can be found in any country. Tourists also want smaller hotels so that they can interact with the local staff. Langkawi is an ideal island to do this as the local and expatriate community live in harmony together and tourists are openly welcomed;
- 6.3 Learn about sustainable management from indigenous knowledge. The traditional Malay house is influenced by various factors like climate, lifestyle, the owner's economic status, the surroundings, available building materials and various myths and taboos. These houses are well adapted to the hot tropical climate in which they are found and provide an excellent example on the use of appropriate technology.

## MALAYSIA

### WILD ASIA'S RESPONSIBLE TOURISM INITIATIVE

#### I.0 GENERAL INFORMATION

Official Name of "Best Practice" Initiative	Wild Asia's Responsible Tourism Initiative
Name of Contributor/ Organization	Wild Asia
Address/Contact Details	Upper Penthouse, Wisma RKT, 2 Jalan Raja Abdullah, 50300 Kuala Lumpur, Malaysia  Tel: +6012 212 0694 Fax: - Email : reza@wildasia.net Website: <a href="http://www.wildasia.net">www.wildasia.net</a> Contact Person: Dr Reza Azmi
Year The Initiative Was Started & Completed	January 2005
Location of Best Practice Project	Initiated in Malaysia and has extended to Sri Lanka, Vietnam, India, Laos, and Australia
Awards Won	<ul style="list-style-type: none"> <li>● Tourism Malaysia Best Media Publisher for 2004 and 2005</li> </ul>

#### 2.0 KEY SUMMARY

- 2.1 Wild Asia (WA) is an independent Malaysian conservation organization that aims to promote the conservation of natural areas in Asia by supporting initiatives that are pro-environment and protects the local cultures and the economies. Widely known through its website [www.wildasia.net](http://www.wildasia.net), it is dedicated to promoting 'Responsible Tourism' across Asia.
- 2.2 Responsible Tourism (RT) refers to tourism operations that are managed in a manner that protects the natural environment, respects local cultures, benefits local communities and offers quality travel experiences for visitors.
- 2.3 The mainstay of WA's tourism activities is to help protect, conserve and preserve Asia's natural environment and local cultures. Escalating tourism volume is putting these at risk. WA works with Asian tourism operators to help them



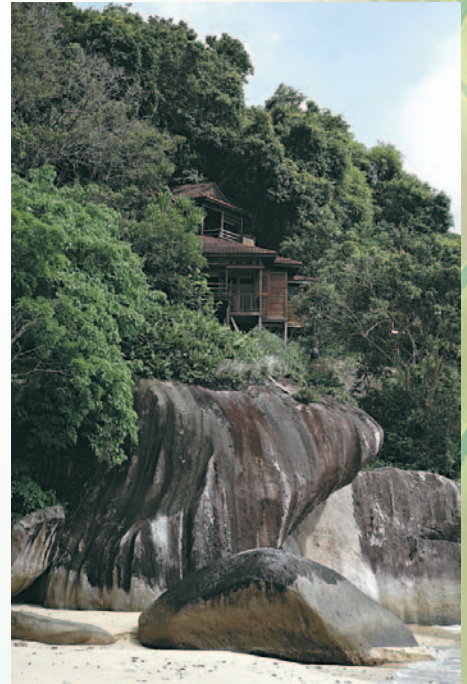


understand the principles of sustainable tourism and to promote best management practices amongst them.

- 2.4 Although many tourism operators are practicing some form of responsible tourism, there is no standard framework or cohesive effort to put RT into action. WA has initiated this by facilitating and coordinating voluntary self-assessments by tourism operators to assess their operations against the RT criteria. This forms the baseline from which further RT efforts are launched.
- 2.5 The RT initiative is a vehicle that draws together all stakeholders – e.g., tourism operators, travelers, government departments, related organizations and local communities – under a common goal, with a clear channel for communication and feedback.
- 2.6 It is driven and managed by the WA team and RT volunteers from a wide variety of backgrounds; including conservation professionals (biodiversity, forestry, community and environmental specialists), media specialists (design, photography, web and other new media), and published writers.

### 3.0 THE OBJECTIVES

- 3.1 Promote the conservation of natural environments and offer opportunities and benefits for local communities through tourism;
- 3.2 Educate tourism operators and the general public on the importance of RT and that ‘going green’ pays;
- 3.3 Provide a standard RT code of conduct for operators to determine the quality of their operations based on RT criteria, giving them a basis on where they stand and how they can narrow the gap;
- 3.4 Provide consultancy and advisory services for tourism operators on ways in which they can upgrade their operations to RT standards and requirements;
- 3.5 Provide a channel for tourism operators to learn from one another.





#### 4.0 THE MODEL

4.1 The Wild Asia RT initiative covers 3 main areas:

- Environmental responsibility: preserving biodiversity and wildlife;
- Social responsibility: preserving local cultures and developing local communities;
- Economic responsibility: preventing revenue that 'leaks' out of the local area.



4.2 The main thrust of WA is its website [www.wildasia.net](http://www.wildasia.net) which is used as its key communication and marketing tool. The website currently attracts about 6,000 visitors a day who are interested in conservation, nature, travel and the tourism industry.

4.3 Through this internet platform, the Wild Asia Travel Network is set up for members (i.e., tourism operators) who have participated in WA's RT Self-Assessment. The incentives for members include:

- a) Access to WA RT resources;
- b) Exclusive marketing opportunities via WA's online Travel Centre.

#### 5.0 THE IMPACT

5.1 RT awareness has grown as evidenced from these success indicators:

- A website that attracts 6,000 visitors a day;
- A membership of 30 operators with more coming on board.

5.2 Increasing RT awareness will yield numerous benefits to tourism operators, customers and communities.

##### 5.2.1 Operators

- Cost savings through more efficient energy use and supply chain management;
- Brand enhancement leading to increased tourist volume and business growth through their exposure in [www.wildasia.net](http://www.wildasia.net);
- Distribution channel for their products and services;
- Rich resources for them to develop or enhance their products and services;
- Marketing feedback in the form of customer surveys and assessments where tourists indicate their expectations of a RT holiday, provides invaluable information on how operators should manage their tourism business.



### 5.2.2 Customers

- Information on where they can book an RT holiday;
- Involvement in the collective responsibility to protect tourist destinations as well as in RT projects;
- A channel for feedback to operators as responsible tourists through online customer feedback forms.

### 5.2.3 Community

- Environmental and heritage protection and preservation of their local areas;
- Economic development in increased employment opportunities, increased tourist revenue, entrepreneurial development through the set up of their own cottage industries, handicrafts, tour-guiding operations and other tourism related businesses;
- Human resource development with their involvement in decision-making and tourism development process;
- Social development through better education, health and social infrastructure.



## 6.0 LESSONS LEARNED

- 6.1 A key success factor for WA is its shrewd use of technology as an excellent communication tool by way of its website.
- 6.2 Credibility building is another key success factor for WA which has resulted in keen participation and interest by stakeholders – operators, community, travelers, corporations, advertising agencies, government organizations, etc.
- 6.3 Voluntary work requires the ‘creative’ use of resources. In WA’s case, funding efforts are through private corporations, commissions from RT holidays, sales of collaterals, membership fees, trade shows, etc.
- 6.4 Continued and renewed efforts are needed to find new innovative ways to sustain and heighten awareness and interest for its own ‘organizational sustainability’ which could otherwise lead to its own demise. In this regard, WA focuses in these:
- Participating in strategic tourism meetings or other meetings to lobby Government and other agencies;
  - Building alliances with other stakeholders – the media, other business operators, education centres, international tourism think-tanks, foreign embassies, etc.

# MEXICO



CHAPTER

# 4





# MEXICO

## AGENDA 21

### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Agenda 21
Name of Contributor/ Organization	SECTUR (Ministry of Tourism) and SEMARNAT (Ministry of the Environment and Natural Resources).
Addresses/Contact Details	Mexican Ministry of Tourism Schiller 138 8th Floor Col. Chapultepec Morales C.P. 11587, Mexico, D.F.  Tel: +52 55 30 03 16 00 ext. 6009 / 6017 Contact Person: Liliana Garcia Huerta (SubDirector of Strategic Policies)
Year The Initiative Was Started & Completed	2002
Location of Best Practice Project	Mexico

### 2.0 KEY SUMMARY

- 2.1 Agenda 21 for Tourism in Mexico is a comprehensive initiative to make tourism more sustainable. It is based on a framework that was established by the central government departments working together to implement a partnership model at a local level utilizing a range of instruments.
- 2.2 In this regard, this is a joint initiative of SECTUR (Ministry of Tourism) and SEMARNAT (Ministry of the Environment and Natural Resources). It was launched in 2002. Essentially, it provides a tool for improving tourism impact at the municipal (local destination) level, supported by state authorities and based on a process developed, coordinated and championed at a federal level.
- 2.3 This large scale initiative in Mexico is founded on principles stemming from the 1992 Earth Summit and its Agenda 21. It takes into account international and regional policies and declarations made since then; such as the establishment of a Caribbean Sustainable Tourism Zone in 1999, the WTTC and WTO Agenda 21 for Travel and Tourism and the attention paid to sustainable tourism at the World Summit on Sustainable Development in 2002.

- 2.4 The initiative is firmly anchored in its national policy and stems from the National Development Plan 2001-2006 which sets an overall vision for Mexico up to 2025 with two policy programs; the National Program for the Environment & Natural Resources and the National Tourism Program. The latter identifies the 'maintenance of sustainable tourism destinations' as one of four Principle Axes, which calls for better, integrated planning at a local level supported by the three levels of government.



### 3.0 THE OBJECTIVES

- 3.1 Respond to the challenges faced by the Mexican tourism industry and market trends as tourism is of high priority for the Mexican government;
- 3.2 Provide a role model in balanced regional development;
- 3.3 Address the environmental and social problems such as the disorderly urban growth that is close to major tourist centers, deterioration of the environment and the loss of cultural diversity;
- 3.4 Further integrate tourism to the local economies for it to bring maximum benefits to the local communities;
- 3.5 Ensure continuous flow of tourists who are more informed and discerning by meeting their new expectations in transportation, geopolitical, security, social and cultural considerations as much as possible.

### 4.0 THE MODEL

- 4.1 The approach was based on extensive consultation, including focus groups and discussion panels with government bodies, private sector, academics and NGOs. Meetings to discuss initial proposals were held with a range of tourism and environment agencies, and consultation was also undertaken via an internet site.
- 4.2 The most interesting aspect of this initiative in Mexico is the comprehensive framework for action which is made up of seven parts.



#### **4.2.1 Implementing Local Agenda 21 Within Municipalities Involved With Tourism**

This involves defining an integrated model for destination management focused on sustainability, and is sufficiently flexible to take account of local conditions and opinions. Pilot projects were launched in 5 destinations, with plans to spread this to 25 principal destinations in Mexico, and eventually to the country as a whole. Results were disseminated to relevant stakeholders, communities and tourists;

#### **4.2.2 Developing A System Of Sustainable Tourism Indicators**

The use of agreed indicators is recognized as a very potent instrument for strengthening sustainability. Indicators have been developed for different types of destination, tested in the pilot areas and then applied in all destinations;

#### **4.2.3 Promoting Better Environmental Practices In Businesses And Destinations**

This involves developing a program on water conservation for tourism service providers and establishing an overall sustainability certification scheme and label for hotels, other tourism enterprises and eventually for the destinations;

#### **4.2.4 Developing Incentives For Sustainable Tourism Activities**

This is about establishing financial assistance programs from a variety of sources with an emphasis on setting up schemes specifically aimed at improving small and medium sized enterprises and disseminating information on these sources;

#### **4.2.5 Implementing A Training And Technology Transfer Program**

This is about human resource development to support sustainability of enterprises and destinations through effective training based on needs assessment, careful design, delivery of courses and benchmarking results. It also covers dissemination of successful cases and updating university teaching with indepth research on tourism sustainability;

#### **4.2.6 Utilising Environmental Legislation As A Basis For Integrated Development**

This includes participation in programs for the management and protection of coastal zones together with studying, applying and developing environmental legislation and its application to land use planning on tourist destinations.

#### **4.2.7 Establishing Ecotourism In Protected Natural Areas**

This is about working with local communities to define a model and methodology for the development of ecotourism in protected areas, identifying areas where ecotourism will be successful, investing in appropriate infrastructure such as visitor centres and trails and training businesses.

4.3 A Local Agenda 21 Committee for each location is responsible for coordinating and monitoring the program. The Federal Tourism Secretariat acts as the technical consultant to the committees, with respective state tourism organizations to serve them and provide the links to other state functions. Each committee





develops proposal for action to achieve more sustainability in conjunction with the local, state and federal stakeholders while taking account the diverse and unique circumstances of each place.

## 5.0 THE IMPACT

- 5.1 By mid 2004, the Local Agenda 21 process had been established in 5 pilot areas followed by 15 further destinations, which were selected to cover 7 different types of location:
- Large integrally planned resorts (Cancun);
  - Beach resorts (Acapulco);
  - Large cities (Tijuana);
  - Medium sized towns (Merida);
  - World heritage cities (Oaxaca);
  - Magical towns – a national branding of culturally rich places (Cuetzalan); and nature areas (Jalcomulco).
- 5.2 The Sustainable Tourism Indicator system has been established to make preliminary diagnosis of the sustainability conditions and to determine possible improvement measures for each of the destinations. This has proven to be very important in identifying and presenting the issues for each committee and in assisting in decision making. These initial diagnoses are then verified by local stakeholders. The indicators used cover:
- **Environmental Impact**  
Availability of fresh water, water consumption level, treatment of water/ sewage, energy consumption, air quality, generation of waste, handling and recycling of waste and environmental education;
  - **Socio-Economic Impact**  
Unemployment level, contribution to local economy, contribution to local income tax, wellbeing and engagement of the local population, demographic pressure and security access;



- **Tourism Supply And Demand**  
Visitor satisfaction, visitor spending, occupancy and seasonality, price, certification, attractiveness of destination and bathing water quality;
- **Urban Development**  
Planning and environmental legislations programs, control of urban growth, provision of infrastructure, state of housing and preservation of image (architectural and landscape).

5.3 The Environmental Quality certification program for tourism enterprises has been established and certificates have been awarded principally to hotels and also to other enterprises such as marinas and attractions.

5.4 In the area of technical exchange, training programs on the application of Local Agenda 21 in tourist destinations have been held in partnership with the World Tourism Organization and on international beach certification in partnership with the World Bank.

## **6.0 LESSONS LEARNED**

6.1 The use of performance indicators provides a powerful measurement method to gauge the success of any project. Commonly used in business enterprises, these indicators have proven their relevance and effectiveness in tourism planning and management as well.

6.2 The practice of proactive management seems to underline the Agenda 21 to address all key critical areas that are drivers to the performance of the tourism industry. The 7-point plan is a classic illustration of the soundness of the plan in addressing all the key issues caused by the fast changing and challenging tourism industry.

6.3 A plan seldom succeeds with only the decision makers and planners playing their role. One of the other outstanding features of the plan is in getting the involvement of local authorities and communities to form a structured and organized system. Grass root participation has also proven to be a key ingredient for success in sustainable tourism initiatives.

6.4 Like all plans and actions, there must always be the foresight to see and feel what is ahead. There will always be a need to improve and/or improvise current practices instead of simply being complacent that the 'job is over'. Some examples of areas that need continuous improvement are strengthening the partnership and operation of local committees, improving the measurement system on performance of the industry, getting further participation of companies in quality programs and strengthening the involvement of federal organizations in the overall initiative.

6.5 Finally, the approach and the strategy used to formulate Agenda 21 is in itself an excellent initiative which can be replicated by other economies who wish to improve their master tourism plans. Tourism is well developed in Mexico and it certainly makes a good role model for many.





# NEW ZEALAND

CHAPTER

5





## NEW ZEALAND

### INTERNET DESTINATION TOURISM MARKETING

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Internet Destination Tourism Marketing
Name of Contributor/ Organization	New Zealand Tourism Online Ltd (NZTO)
Address/Contact Details	<p>208 Cashel Street PO Box 13-300 Christchurch</p> <p>Tel: + 64 3 963 5039 Fax: + 64 3 379 4886 Email: <a href="mailto:garry@tourism.net.nz">garry@tourism.net.nz</a> Web site: <a href="http://www.tourism.net.nz">www.tourism.net.nz</a> Contact Person: Garry Bond</p>
Year The Initiative Was Started & Completed	1997
Location of Best Practice Project	Christchurch, New Zealand
Awards/Recognitions	<ul style="list-style-type: none"> <li>● TELARC Certification Management System.</li> <li>● New Zealand Tourism Award 2005 in the Tourism Communications and Information Services Category.</li> <li>● Telecom People’s Choice Tourism Award, 2004 and 2005.</li> <li>● Hitwise #1 Online Performance Award for its Web site <a href="http://www.tourism.net.nz">www.tourism.net.nz</a>, 2002 to 2005 in the ‘Accommodation &amp; Destinations’ category.</li> <li>● Deloitte Fast 50 - New Zealand’s top 50 fastest growing companies, 2003 – 2005.</li> <li>● Deloitte Asia Pacific Technology Fast 500 – one of the 500 fastest growing companies in the region, 2003 and 2004.</li> </ul>

## 2.0 KEY SUMMARY

2.1 New Zealand Tourism Online Ltd (NZTO) is an online Internet tourism specialist in destination marketing for travel operators in New Zealand. It is one of the most popular tourism sites for travel information about New Zealand. NZTO has achieved this through increasing



its web site performance in search engines, constantly improving content and web site design, and working with tourism operators to offer viable solutions to maximize their online potential.

2.2 NZTO has positioned itself as a 'one-stop shop' for visitors to the country as a rich travel directory and information portal. It enables people from anywhere in the world to plan their travel online and to make advance arrangements with various tourism operators before they travel to New Zealand.

2.3 NZTO commenced operations in 1997 to support individual tourism providers (who at that time had little exposure on the Internet), to enhance travelers' experiences and to provide customer satisfaction. NZTO's success comes partly from playing a niche role and providing the service 'at the right time.' It is also due to the company's hard work behind the scenes, which has enabled them to deliver winning products and services to site visitors. NZTO has also worked hard to stay in pole position ahead of its online competitors. While many online businesses struggle commercially, NZTO experienced over 400% growth in 2004, and is New Zealand's leading Internet tourism success story till today.

## 3.0 THE OBJECTIVES

3.1 Grow New Zealand's tourism industry, using innovative technology to gain the greatest global reach.

3.2 Provide visitors to the website with an experience that clearly articulates what New Zealand has to offer as a travel destination.

3.3 Provide tourism operators with quality, cost-effective online marketing options delivered in a professional and timely manner.



## 4.0 THE MODEL

4.1 NZTO's business model caters to two key constituents:

- **Tourism Operators**

A free basic listing and paid listing options are offered to operators, who want to upgrade their profile on the NZTO Web site to gain more business and brand exposure.

- **Web Site Visitors**

Site visitors can access extensive travel information about New Zealand, including information on its regions, history, culture, key facts, etc. They can also enter free travel competitions with prizes, purchase travel books, products and insurance, book hotels, enquire and book package tours (self drive, sightseeing coach, ski tours) and access the thousands of New Zealand tourism operators listed on the site.

4.2 NZTO works with a long-time partner, Avatar Web Promotions, a web design and web promotions firm, to create a site with high search engine visibility, great functionality, fun and easy to use navigation.

4.3 NZTO is the most complete online destination-marketing platform for the natural assets and green environment of New Zealand's tourism. With its extensive listings, NZTO is best placed to inform people as to what New Zealand is all about and what it can offer to visitors. NZTO's web site offers a 'total tourism package' that covers every aspect of 'clean and green' tourism and caters to all type of visitors. The site, which also includes eco and nature tourism, promotes a complete range of activities, attractions and operators.

4.4 The web site is made up of these core sections:

- **Accommodation**

A comprehensive range of options for all travelers to New Zealand, including backpacker accommodation, camping grounds, holiday parks, eco lodges and retreats, homestays, hotels, motels, villas, beach houses, resorts and luxury apartments.

- **Attractions & Activities**

A wide range of attractions and activities including: nature and eco-tourism, fishing, visiting wineries, studying English, jet boating, rafting, horse riding, sailing, diving, kayaking, cuisine and dining, health spas and hot pools, entertainment, events, festivals and shows, Maori culture, meditation centres and retreats, mountain biking, museums and art galleries, theme and leisure parks, tourism and travel training, tourist shopping and souvenirs, hiking, guided walks, weddings, zoos and wildlife parks.





- **Tours**  
A variety of tours are listed including fully organized nationwide tours and sightseeing, adventure, group, sports, bus and coach tours.
- **Transport**  
An extensive range of transport options are listed including car rental, bus and coach services, taxis, shuttles, ferries, airlines and chartered air services, motor home rental, motorcycle hire and train services.
- **Others**  
Many 'extra' features compliment the main sections of the web site, which helps NZTO to offer a 'total package'. Some of these extras are:
  - a) New Zealand highlights and featured tourism sites
  - b) New Zealand businesses for sale
  - c) Free competition and travel prizes
  - d) NZ books, postcards, CDs, video and other NZ products
  - e) NZ map, site maps and world links
  - f) Tourism jobs, travel insurance
  - g) Hotel deals, discount cards
  - h) Maori tourism



## **5.0 THE IMPACT**

- 5.1 From 300 participating tourism operators in 1998, the site now has 12,000 listings, which are linked to over 28,000 web pages and draws in over 350,000 visitors a month.
- 5.2 Tourism operators show confidence in NZTO with their high renewal rates (85% in 2004) and a 66% increase in sales between 2004 and 2005. Survey results show that 85% of the operators surveyed rated NZTO's product as 'very good' or 'excellent'.
- 5.3 NZTO's success model is often selected to be a case study for associations in the tourism industry to expand new thinking in business set up and growth.

## **6.0 LESSONS LEARNED**

- 6.1 The Internet has clearly become a key tool for destination marketing to circumvent tough market competition. It is therefore important that non-online tour operators consider developing some sort of web presence as visitors are increasingly using the Internet as their first step for information gathering.
- 6.2 There are two key factors in successful Internet marketing to consider: the search engines that drive visitors to the site and the rich site content that turns visitors into customers.
- 6.3 Traditional media is becoming less and less relevant for many tourism operators and associated costs are increasing, often making these methods of marketing increasingly unviable for small tourism operators. The Internet has proven to be the most cost-effective method for reaching a massive audience.
- 6.4 A successful web presence and visibility requires a fine strategic balance between the needs of the site visitors, the operators' business needs, web site browser efficiency and search engine ranking and optimization.
- 6.5 Finally, assembling the right telemarketing team to support NZTO has also been vital, for they have the ability to articulate themselves over the phone and to let operators know what they have to offer.

## NEW ZEALAND

### TOURISM DESTINATION SITE STEWARDSHIP

#### I.0 GENERAL INFORMATION

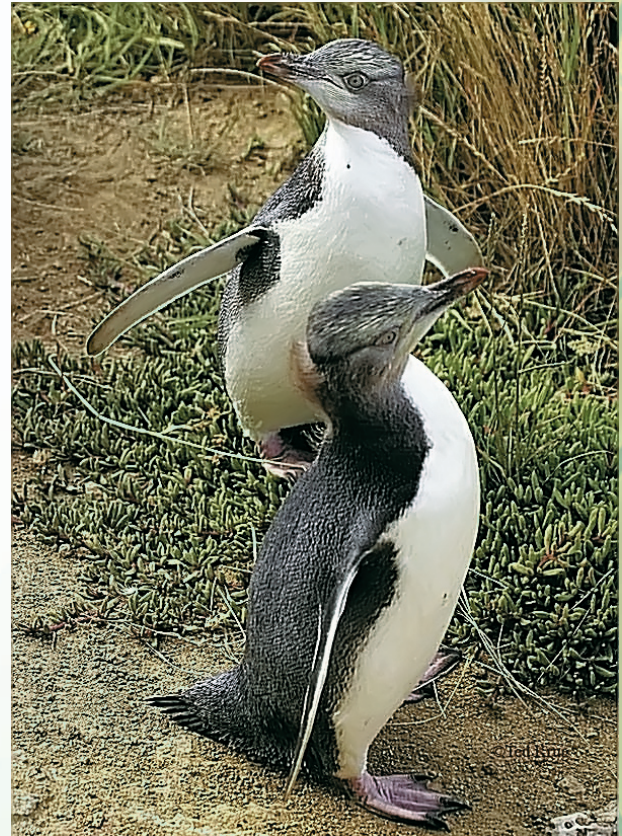
Official Name of “Best Practice” Initiative	Tourism Destination Site Stewardship
Name of Contributor/ Organization	ELM Wildlife Tours, Dunedin New Zealand
Address/Contact Details	19 Irvine road - The Cove Otago Peninsula, Dunedin, New Zealand  Tel: +64 3 454 4121 Fax:: +64 3 454 4121 Email: <a href="mailto:tours@elmwildlifetours.co.nz">tours@elmwildlifetours.co.nz</a> Website: <a href="http://www.elmwildlifetours.co.nz">www.elmwildlifetours.co.nz</a> Contact Person: Brian Templeton
Year The Initiative Was Started & Completed	1991 - (an ongoing initiative)
Location of Best Practice Project	Otago Peninsula, Dunedin ( South-eastern Coast of New Zealand )
Awards/Recognitions	<ul style="list-style-type: none"> <li>● New Zealand Tourism Award, 2005 in these categories: <ul style="list-style-type: none"> <li>● Westpac Small Tourism Business;</li> <li>● Operator Award;</li> <li>● Leisure Activity Award;</li> <li>● Distinction Award.</li> </ul> </li> <li>● Otago Chamber Of Commerce Award, 2004, in the Small Tourism Business Category.</li> <li>● New Zealand Tourism Award In The Ecotourism Category, 1998 to 2003.</li> <li>● Green Globe 21 Environmental Award.</li> </ul>





## 2.0 KEY SUMMARY

- 2.1 Elms Wildlife Tour is a tour operator based in Dunedin that has successfully incorporated sustainable tourism initiatives into their tour programs that are operating on the Otago Peninsula for small client groups to view the threatened wildlife. They are an excellent role model for others, demonstrating that by looking after their tour destination sites and minimizing the negative impacts, they are actually protecting their 'rice bowl' as well as investing in growing their own business.
- 2.2 Their tours have won them many awards for their environmental education awareness and wildlife conservation management initiatives. Among the many, the greatest one was the Distinction Award and was inducted to New Zealand Tourism Awards 'Hall of Fame' in 2005.
- 2.3 Their tours are one of the highlights for visitors to New Zealand where they have the opportunity to experience a 'close encounter with nature' to see some of the world's rarest wildlife, the Hooker sea lion and the Yellow-eyed penguin. The area itself is an adventure land which comprises of farmlands, remote areas and rugged coastline.
- 2.4 Elm Wildlife Tours is well aware that their long standing reputation is attributed to their stewardship of the site's wildlife and its terrestrial environment.



## 3.0 THE OBJECTIVES

- 3.1 Recognize the importance of conducting their business responsibly towards the environment and in the communities where they operate;
- 3.2 Ensure its activities have the least possible negative impact on the environment, whether it is now or in the future;
- 3.3 Provide a sustainable, high quality eco-tour experience that meets customer expectations;
- 3.4 Involve visitors as stakeholders in conservation initiatives by raising their awareness through education;



- 3.5 Work with other tour operators to raise awareness in the environment and to develop and demonstrate good practice by operating in a sensitive and responsible manner.



#### 4.0 THE MODEL

- 4.1 Essentially, Elm Wildlife Tours is an organization that relies heavily on the environment and its ecosystems to provide the wildlife encounters for clients from all over the world, particularly those who are willing to pay to see the three rare species (hooker sea lions, royal albatross and yellow-eyed penguins).

- 4.2 The Elm Wildlife Tours offers three (3) types of products:

- Peninsula Encounters (a half day Otago Peninsula wildlife tour);
- Wild Coast Explorer (a private charter for two to four people);
- Catlins Encounter (charter for a group of six or more).

- 4.3 The tour programs are characterized by:

- A mix of tourism and conservation. Part of the tour is conducted solely within its privately owned conservation reserve where they have carried out very successful conservation and breeding initiatives particularly on the yellow-eyed penguins;
- Small group 'hands off' guided eco-tours to view the main 'stars' NZ fur seals, yellow-eyed penguins, hooker sea lions, royal albatross and blue penguins;
- The tours are non-intrusive and operate with minimal disturbance. Specially constructed viewing 'hides' and binoculars are provided for visitors to photograph or observe the animals without disturbing them, especially the extremely shy yellow eyed penguins;
- The use of trained enthusiastic guides to enhance the quality of visitor's tour experience with wildlife encounters.

- 4.4 Their conservation efforts are characterized by these:

- Undertaking pro-active wildlife conservation initiatives such as habitat enhancement, nest site creation, winter tree re-planting, bush regeneration and predator control programs by trapping stoats, ferrets, weasels & cats, and assistance to injured or sick penguins, etc.;



- Environmental monitoring of its tours operation for any adverse impact on the site;
- Reducing energy consumption (fossil fuels) by introducing a range of vehicle fleet sizes that best suit the size of the tour groups;
- Using diesel fuel only, and a fuel purchasing policy to buy from companies that are environmentally friendly;
- Maintaining a clean wildlife terrestrial environment by removing litters on the beach and sea (which are a danger to wildlife if swallowed);
- Creating awareness with education for 'local boaties' and fishermen not to dispose any rubbish in the ocean;
- Planting trees to offset the pollution created by motor vehicles to recycle the carbon monoxide. (To date they have planted trees in an area of over 12 hectares);
- Where possible, sorting out and recycling solid waste incurred on trips.

## 5.0 THE IMPACT

- 5.1 Their tours have already enabled over 130,000 visitors to enjoy a close encounters with these wildlife with such tours helping to deliver a deeper conservation message to the visitors;
- 5.2 The local business community has benefited from the eco tourists that Elm Wildlife Tours attracts to the area through better knowledge and awareness of conservation and protection to endangered species in their area;
- 5.3 It is best summed up by the judges' comments in the many awards accorded that: 'Elm Wildlife Tours is an organization that is passionate about its product and the whole conservation ethic that it encapsulates. This passion and enthusiasm is communicated to the customer in such a way that they too learn and embrace the philosophy.'





## 6.0 LESSONS LEARNED

- 6.1 Elm Wildlife Tours' success serves as a good lesson to reassure others in the tourism industry that those who have adopted environmentally and socially sustainable initiatives into their business are not disadvantaged in any way but instead are making a wise and 'profitable' business decision; one that delivers market rewards and a proven formula for a commercially successful and sustainable business.
- 6.2 For other eco and nature tours operators this is a good lesson demonstrating that by looking after tour destination sites and minimizing the negative impacts, they are actually protecting their 'rice bowl' and also investing in growing their own business.





- 6.3 Having exclusive access to an isolated area enables the company to concentrate its focus to deliver a true environmental product that is 'as real as you can get'. Tours conducted this way produces the best visitor experience compared to the many other ways eco tours are conducted;
- 6.4 The small group aspect is also a significant ingredient to:
- enable the best 'close encounter' experiences for visitors;
  - deliver a powerful 'conservation and protection' message that will stay with the visitors long after the tour is over.
- 6.5 The cooperation from landowners is important especially for initiatives such as predator control and additional planting of native species, etc. which often extends across privately owned land and which require approval from the landowners before the initiatives can take off the ground.



# PHILIPPINES

CHAPTER

6





# PHILIPPINES

## DOLPHIN WATCH MARINE LIFE TOUR

### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Dolphin Watch Marine Tour
Name of Contributor/ Organization	Pamilican Island Dolpin & Whale Watching Organization
Address/Contact Details	Tel: +63 917 9713101 Contact Person: Mr Leo Sumalpong
Year The Initiative Was Started & Completed	1998
Location of Best Practice Project	Pamilican Island, Baclayon, Bohol, Philippines

### 2.0 KEY SUMMARY

- 2.1 Pamilacan Island is an offshore barangay of Baclayon town in the province of Bohol, one of the islands in the Central Visayas, Philippines. Pamilacan Islands is 14 nautical miles away from the Baclayon pier. The island has a land area of 1,391,668 sq.m. The islanders’ main occupation is fishing. However during their free time, they also cultivate small patches of land with corn and root crops.
- 2.2 The Marine Life Tour in Pamilacan, Bohol is operated by Pamilacan Island Dolphin and Whale Watch Organizations, a business cooperative of fishermen and the villagers.
- 2.3 The Philippines has 19 confirmed species of whales and dolphins and a possibility of 7 other species. 11 species or about 60% are confirmed to be found in the Pamilacan waters which makes them as one of the country’s main migration routes for marine mammals.
- 2.4 Whaling has existed in Pamilacan over hundred of years. In fact, the island’s name was derived from the Visayas word ‘pilak’, a large hook used to hand spear whales, manta rays, whale sharks and dolphins. Initially, a limited number of whales were captured each year, but the introduction of new technologies and financing of new engines and fishing boats in the 1990’s has transformed local whaling into a lucrative commercial enterprise. Whale meat was sold locally and internationally then.

2.5 In 1998, WWF-Philippines, under the auspices of the Inter-Agency Task Force on the Marine Mammal Conservation, started to implement a community based whale watching project in the island. Pamilacan Island Dolphin & Whale Watching Organization (PIDWWO) was organized with the help of WWF. A series of training were undertaken to prepare the organization for dolphin and whale watching tours. Loans were made available to fishermen for refurbishing their boats and purchasing the necessary safety equipments to make them suitable for dolphin watching.



- 2.6 Undoubtedly, Pamilacan has always had the potential to become a major dolphin and whale watching destination. The island is easily accessible; only a short drive and boat ride from the provincial capital and Panglao Island. The community has a vast knowledge on whales and dolphins and is skilled at spotting marine mammals from a distance. These factors, combined with the immense volume of marine mammals found in the area, indicated that the right ingredients were in place to develop an excellent community based ecotourism product.
- 2.7 In the initial stage of its operations, it faced serious problems. Essentially, the product did not meet many of the tourists' requirements and expectations. The tour offered was of low quality. It was a basic boat hire to the dolphin areas and there was no product interpretation, no itinerary and no alternative product when there was no sighting. Tourist handling was also inefficient and safety measures were not in place.
- 2.8 According to PIDWWO members, ecotourism as an alternative to marine mammal hunting was neither feasible nor beneficial to the local folks. Consequently, mammal hunting was not totally stopped as a means of livelihood. Given the poor product quality, it could not compete well with tough local competition and changing market trends.
- 2.9 The consequent serious downturn in business had been so severe that the original dolphin watching operation was in need of complete overhaul and change of direction. However, the Philippines Department of Tourism saw the potential of the tour product in contributing to the economic wellbeing of the islanders and to the environment. In addition, Bohol was already identified as a ecotourism priority sites in the Philippine National Ecotourism Strategy.
- 2.10 The PIDWWO, community, local government and private sector within the province were willing to cooperate amongst themselves for the success of both tourism and environmental conservation. More importantly, the PIDWWO members were willing to give ecotourism another chance, despite



difficulties they had experienced in the past. The project development came under the auspices of the New Zealand Agency for International Development (NZAID).

### 3.0 THE OBJECTIVES

- 3.1 Establish Dolphin Watch Pamilacan as a new business cooperative;
- 3.2 Professionalize and enhance tourist's experience of fun, education and safety;
- 3.3 Generate additional income to be shared with the island community;
- 3.4 Conserve the islands marine resources.

### 4.0 THE MODEL

- 4.1 A few key stages were undertaken to create a more viable and compelling product for greater sustainability:

- **Product Interpretation**

One of the critical factors for the project to be viable was the need for guides. The fisher folks were transformed into guides and were trained in terms of client handling and product interpretation. Local guides were contracted for several sessions as PIDWWO's potential guides. Interpretation scripts were drafted and other information materials on the cetaceans and other marine life found within the marine sanctuary and also the island trivial history were given to PIDWWO in order to give the tour more educational substance. A flyer was produced as an interpretation guide cum souvenir item to clients;

- **Safety Standards**

Guidelines on tourist safety and cetacean interaction were drafted by the local government to address environmental issues particularly with regard to marine mammal interaction. Likewise, guidelines on handling tourist in the waters were drafted. Standard procedures were drawn up to be followed in cases of emergency. Life vests were provided as 'must-wears' for the tourists. This policy covers both the safety of the guests and the protection of the corals





from snorkellers accidentally hitting them with fins or standing on them to rest. One mobile phone per boat was provided to ensure easy communication with the island operations, and also with the emergency services on the mainland. Most importantly, members of the crew had to undergo a certification course on First Aid and Safety in the waters;

- **Facilities & Equipment**

The boats were upgraded in order to comfortably accommodate tourists and hold equipments required on the tour. Restrooms on the island were upgraded in terms of structure and user-convenience was provided. Members of the PIDWWO personally worked on the construction of additional comfort rooms, and the upgrade of the old ones. Site plans were drawn for the old fort of the island to preserve the structure and at the same time, facilities were built for aerial viewing and dolphin watching from the island;

- **Tour/Entertainment**

The Marine Life Tour itinerary was formulated and test-run, which included the practice of the guides and their interpretation. As there is no guarantee of the sightings of the migratory cetaceans, snorkeling at the marine sanctuary was included as part of the tour's secondary product. As such, masks, snorkels and fins are now provided and have been incorporated as part of the tour cost;

- **Training on Catering**

A 5-day training session was conducted with focus on menu preparation, food handling and presentation

- **Marine Life Training and Operations**

Training sessions on cetaceans and environmental protection and management were conducted. Likewise, several workshops were also conducted to iron out tour operation procedures, and an operations manual was developed for future crew and operations members.





- **Business Planning**

A business plan was formulated in order to ensure the feasibility of the project. The plan included the vision of organization for the Marine Life Tour, the costing and pricing strategies to help sell the product, and possible contributions to the community when revenue is generated. This business plan undergoes constant updates in the course of the project;



- **Marketing**

Instead of using the PIDWWO's logo, Dolphin Watch Pamilacan has been designed as the brand for any of the product offered by PIDWWO. With this new branding, promotional materials and drop banners were produced to support sales and promotions. Likewise, veering away from the dependence on walk-in clients, the PIDWWO tied-up with Travel Village, a local tour operator to act as its booking and sales agent. Coordination with several travel writers have also resulted in PIDWWO's Marine Life Tour being included in the Lonely Planet, a well-known travel manual. Similarly, the tour is currently included as one of the Department of Tourism's tours in its WOW Philippines promotions campaign.

## 5.0 THE IMPACT

- 5.1 The viability of the product has now become a good income earner to supplement their income derived from the fishing activities. What the community has come to term with is that this marine life tour product will not be able to generate jobs for everyone in the community. They are also aware that not everyone in the community can be a tour guide, dolphin spotter or boatman. However, what can be achieved though is a small group of the most capable people running a business that can provide few jobs but can generate enough profit that can be used for community initiatives such as basic utilities, health care and livelihood programs. Eventually, as the tourism business in the island increases, it is anticipated that other livelihood opportunities will be made possible such as food preparations, craft making and others.
- 5.2 Notwithstanding this, since the launching of the Dolphin Watch Pamilacan Marine Life Tour in April 2003, the organization has conducted 437 trips as against 80 trips before the launching, reaping a total gross sale of PHP 1,311,000.00 pesos.
- 5.3 To date, the PIDWWO has purchased a solar power device to be installed in a strategic location on Pamilacan shoreline to guide the fishermen and dolphin-watching operators in coming and going out of the island at night. Rainwater collectors have been constructed to provide sufficient supply of fresh water for household use. Livelihood programs are also being conducted for the community.





- 5.4 With the success of the Dolphin Watch Pamilacan Marine Life Tour, the small fishing village, a once-upon-a-time dolphin and whale hunting community, is now reaping the benefits of ecotourism for their family and the entire community.

## 6.0 LESSONS LEARNED

- 6.1 This could have been a case where a product was left to die a natural death. But what was demonstrated is that the political will and determination to succeed can uplift fledging fortunes, making this a viable economic activity for the community as well as adding on another product offering to domestic and international tourists;
- 6.2 Taking a step by step approach to revive the product is clearly a good management practice to ensure all areas of concerns are addressed; and more importantly, ensuring the needs and expectations of the customers are met. This product had shifted focus; from one that was product-driven to one that is customer-driven.
- 6.3 Participation of the local community in sustainable tourism is once again demonstrated to be an important ingredient for success.





# PHILIPPINES

## WHALE SHARK INTERACTION PROGRAM

### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Whale Shark Interaction Program.
Name of Contributor/ Organization	The Sorsogon Provincial Tourism Council
Address/Contact Details	Donsol Tourism Office Donsol, Sorsogon Province Republic of the Philippines  Tel: +63 927 233 0364 Fax: +63 098 541 1303 e-mail: <a href="mailto:ecotour_donsol@yahoo.com">ecotour_donsol@yahoo.com</a> Contact Person: Badong Adrao
Year the Initiative Started & Completed	1998
Location Of Best Practice	Donsol, Sorsogon Province
Awards/Recognitions	<ul style="list-style-type: none"> <li>● TIME Magazine award ‘Best Place for an Animal Encounter’, 2004.</li> <li>● 11<sup>th</sup> KALAKBAY Award (Philippines National Tourism Award), Special Award For The Eco-Tourism Product Category, 2003.</li> </ul>

### 2.0 KEY SUMMARY

- 2.1 Donsol is a fishing village of 36,000 people, located in the province of Sorogon, about 600 kilometers southeast of Manila. Until a few years ago, it was not considered a tourist destination and was relatively unknown to the rest of the world.
- 2.2 An event which occurred on January 2, 1998 transformed this sleepy, remote fishing village into a major eco-tourist destination almost overnight when a large concentration of whale sharks called ‘butanding’ was spotted there. This breed of whale sharks is the world’s biggest fish. It can measure up to 20 meters and weighs up to 40 tons. Despite its enormous size, these gentle

giants of the sea are harmless, friendly and playful; allowing humans to swim along, play and interact with them. Donsol is among the very few places in the world where tourists are more or less guaranteed to see the whale sharks. These whale sharks have given the town a new and thriving industry - whale sharks ecotourism. The town has earned the title 'the Whale Sharks capital of the world' and it is Philippines' most successful ecotourism product.



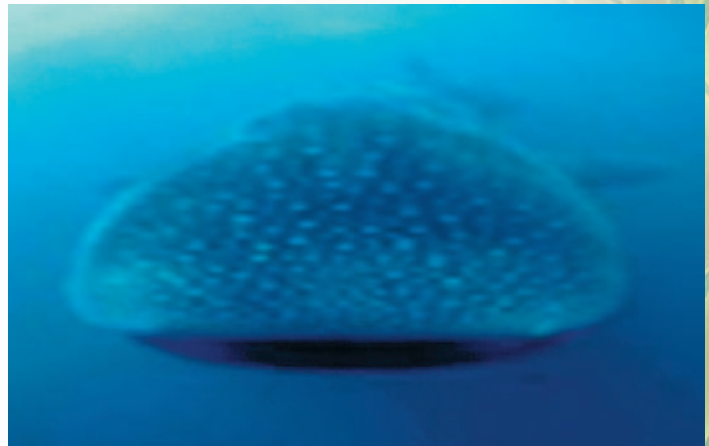
- 2.3 While this was good news whetting the interest of scientists and tourists, it was also bad news because it also attracted poachers and hunters who came for their meat and fins which could be sold for a very high price at HKD500 or PHP1,700 per kilo. The turning point came in March 1998, when 6 of these whale sharks were found to have been slaughtered by these hunters.
- 2.4 Donsol did not have any tourism infrastructural facilities and was ill prepared to handle the sudden tourism boom and the influx of tourists pouring into the town. It needed to have a tourism product which is low-impact with minimal disturbance to the animals, and provide the visitors with an unforgettable adventure experience of interacting and swimming with the whale sharks.

### 3.0 THE OBJECTIVES

- 3.1 Upgrade and develop the local tourism industry and destination in order to widen the economic opportunities for local residents and improve their quality of life;
- 3.2 Protect the interests, welfare, rights and culture of the host community;
- 3.3 Strengthen the capabilities of the local tourism administration in planning, developing and promoting the province's rich natural and man-made resources for sustainable growth;
- 3.4 Ensure a pleasant stay and experience for tourists through proper guidelines of whale shark interaction practices;
- 3.5 Provide a favorable atmosphere for investment flows in local tourism development;



- 3.6 Encourage the adoption and enactment of local legislative measures for the protection and enhancement of the environment and mitigating the negative impacts of local tourism development.



#### 4.0 THE MODEL

- 4.1 The Ecotourism Management Plan with its programs is the outcome brought about by a partnership of multi stakeholders' participation. It involves the national, provincial and local government, universities, concerned NGOs and international agencies like the United Nations Development Program.
- 4.2 Some key roles undertaken by the various bodies are:
- The United Nations Development Program (UNDP) provides the funding;
  - University of the Philippines' Asian Institute of Tourism, in cooperation with the Department of Tourism provides the marketing and tourism management know how;
  - Ningaloo Marine Park in Australia which has a similar but more established interaction program, provides inputs on the tourism potential of the whale sharks;
  - The Department of Conservation and Land Management of Western Australia assists with tagging the whale sharks and installing a tracing satellite to monitor their movements;
  - The local government sets up the Donsol Municipal Tourism Council.
- 4.3 The WWF together with the local community helped to develop the Ecotourism Whale Shark Interaction Program to enable the tourists enjoy a quality whale shark interaction experience.
- 4.3.1 It came up with these guidelines:
- Do not touch or ride on the whale shark;
  - Do not restrict the movement of the Whale Shark, or impede its natural path;
  - Maintain a distance of 3 meters from the head or body of the Whale Shark, and 4 meters from its tail;
  - Do not use flash photography;
  - Do not use scuba gears, scooters, jet skis or any other motorized underwater propulsion machines;
  - Use only snorkel mask;
  - A maximum of six (6) swimmers per Whale Shark is allowed and only one (1) boat per Whale Shark.



- 4.3.2 Rules and regulations were also formulated to cover:
- All visitors are to register with the local tourism office which has a list of resorts or home-stay accommodations;
  - All visitors are to attend a brief orientation session on the rules and guidelines and a short video documentary prior to heading out to sea;
  - Local tourists are to pay a registration fee of PHP100; while foreigners pay PHP300;
  - Hire boat/banca and crew from any member of the Boat Operators' Association;
  - Boat hire (12m/40 ft) includes a boatman, a spotter and a local resident who is trained to spot a butanding;
  - Visitors who plan to venture into the water may hire the services of Butanding Interaction Officers or BIOs who are usually local fishermen who will serve as guides and also their group leaders;
  - The maximum number of registrants per boat is 7 people.
- 4.4 In addition to this, the Fisheries Administrative Order which took effect in 1998 protect and conserve the whale sharks. It prohibits catching, selling, buying, possessing, transporting and exporting of whale sharks and manta rays in Philippines waters. The Order also forbids wounding or killing these animals while targeting other fishes.

## 5.0 THE IMPACT

- 5.1 A new industry, the Whale Shark Tourism was set up in Donsol as a result of the discovery of whale sharks. It has made Donsol a household name and became the main ecotourism destination in the province. It is now one of the top 3 tourist attractions in Philippines.
- 5.2 Whale shark ecotourism has buoyed up the local economy, transformed the lives of an entire community and turned their town into a world-renowned tourism destination. The townsfolk have learned that ecotourism is a much better alternative than hunting or poaching and without the whale shark, there will be no tourism.
- 5.3 It buoyed up the local economy, created jobs for local residents; and is still pulling in the crowd. In 1998, it recorded 800 registered visitors to Donsol and a total income of PHP454,875 generated from registration fees and boat rentals. In 2005, the number increased to more than 7,000 tourists, contributing around 300 jobs and PHP35 million (or US\$623,000) to the local economy. More than 300 fishermen have gained employment.
- 5.4 Previously ranked 76<sup>th</sup> in the poverty line among the poorest municipalities of the region, Donsol now ranks 17. Revenue from tourism has elevated it



from a 5<sup>th</sup> class municipality to 4<sup>th</sup> class now with an annual income of PHP7 million to PHP13 million. It is on the way to becoming a 3<sup>rd</sup> class municipality;



- 5.5 However these socio-economic returns are only the tip of the iceberg of what the future lies ahead considering the average returns of A\$127 million a year it generates for Ningaloo Reef in Australia. Given time, Donsol's tourism revenue from whale sharks are expected to grow even more.
- 5.6 Income from the whale sharks interaction program has supported many other conservation initiatives such as coastal resource management activities, environmental education, coastal-clean up, and mangrove rehabilitation.
- 5.7 This has also led to the development and promotion of other ecotourism and cultural and heritage attractions in the area. Some examples are the Nahulugan Falls in Barangay San Rafael, the Grotto of Our Lady of Lourdes in Barangay San Antonio, the Astillero archeological site and firefly's river tours were developed for whale sharks visitors to help them occupy the remaining time after their main program. An annual festival to specially celebrate the whale sharks annual return to the village is now being held annually. This is one way for the town to promote its main attraction as the 'Whale Shark Capital of the World'.
- 5.8 WWF Philippines and Donsol's local government, local authorities, NGOs and local community formed a task force to protect the whale sharks and its habitat where they regularly monitor the municipal waters, particularly against illegal pangulong or purse seine fishing.
- 5.9 A tourist oriented community based police unit has also been formed to provide safety and comfort for the increasing number of tourists coming to Donsol. This unit is made up of the Philippines National Police and the Philippines Coast Guard (PCG) in cooperation with the local authorities.
- 5.10 In addition, the Bantay-daga, a voluntary sea patrol bay watch has also been set up to check on illegal fishing operations.

## 6.0. LESSONS LEARNED

- 6.1 The decision to accord the animals protection after its discovery in 1998, for long term gain instead of killing and hunting them for quick profit has proven to be a much better business decision for all the stakeholders.

- 6.2. When wildlife and human's paths crossed, it often can be turned into an opportunity of 'interaction' for mutual benefits. Like this one, the many safari parks in the world is another testimony of this. Through ecotourism, everyone is a winner, including the whale sharks in Donsol.
- 6.3. Whale sharks tourism has been proven as a successful economic alternative to hunting or commercial fishing for the local economy. Ecotourism can be used as a tool to lend a helping hand for wildlife conservation.
- 6.4. The protection of the whale shark is very important because not only are they vulnerable to over exploitation by man, but its slow growth and reproduction rate, e.g. only reaching maturity at around 30 years old means that they cannot populate fast enough to keep up with man's consumption.
- 6.5. It is important to continually enhance the tourism product appeal through diversifying the content portfolio. It is also good practice for not 'putting all the eggs in one basket'. The development of the other cultural heritage and ecotourism attractions like in Donsol has helped to further accelerate the socio-economic development of the area. It has strengthened its main product, whale sharks tourism, while at the same time the town also gained many other leverages of a wider range of products that can stabilize and strengthen the industry.
- 6.6. Taking a 'precautionary approach' to proper management effectiveness and monitoring of the tourism impacts on whale shark, environment and community regulations must not be relaxed. This is particularly relevant to Donsol as the ecotourism industry is not older than 10 years while a whale shark can live up to 80 years. (Norman 2000). Therefore, any negative effects of tourism and disturbance might not be seen until more years have passed. Given the lack of scientific knowledge about these species, employing precautionary approach like monitoring and strengthening are important.
- 6.7. This also means that the implementation of fisheries legislations is important and its enforcement is critical for protection and conservation. This is emphasized here because despite its national ban in 1998, whale shark fishing is still rampant and active today. Tighter enforcement is still needed.







- 6.8 The fast pace of tourism development in Donsol warrants the development of a comprehensive master plan to address proper land use, tourism management, and conservation. The danger from over and unrestrained development will threaten the town long-term tourist potential. Data shows that from January 1 to April 30 2005, about 5,600 tourists visited Donsol to swim with the whale sharks. This is more than five times the number of tourists who visited back in 2000. There is a need to further look at the 'carrying capacity' more seriously now.
- 6.9 Finally, it is also important to note that the whale sharks conservation and the interaction program needs to be approached from a much bigger picture. To ensure the long term sustainability of the whale sharks tourism industry in Donsol, the protection and conservation of whale sharks cannot be implemented in isolation. There is a need to go beyond and look at the other considerations for an integrated framework to address other related issues such as coastal resource management, illegal fishing, over fishing, mangroves conservation, destructive fishing methods, poaching, marine biodiversity, whale sharks habitat and feeding ground, etc. All these issues are connected to the whale sharks. We therefore cannot conserve the specie and neglect other components of the ecosystem.



# SINGAPORE

CHAPTER

# 7



## SINGAPORE

### HUMAN RESOURCE DEVELOPMENT PROGRAM FOR ENHANCING PROFESSIONALISM AND EMPLOYABILITY

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Human Resource Development Program For Enhancing Professionalism and Employability
Name of Contributor/ Organization	SHATEC (Singapore Hotel and Tourism Education Centre)
Address/Contact Details	SHATEC, 21 Bukit Batok Street 22, Singapore 659589  Tel: +65 6415 3588 Fax: +65 6415 3530 E-mail: <a href="mailto:courses@sha.org.sg">courses@sha.org.sg</a> Website: <a href="http://www.sha.org.sg">www.sha.org.sg</a>
Year The Initiative Was Started & Completed	1983.
Location of Best Practice Project	SHATEC Main Campus in Bukit Batok
Awards/Recognitions	<ul style="list-style-type: none"> <li>● World Gourmet Summit Award Of Excellence In The Culinary Institute Of The Year (2001-2004).</li> <li>● STB Most Outstanding Contribution to Tourism Award, 1992.</li> </ul>

#### 2.0 KEY SUMMARY

- 2.1 Established in July 1983 by the Singapore Hotel Association, SHATEC is one of the leading hospitality training schools in Asia. With a student population of 1,300 from over 20 countries, it has its own S\$10 million premise, and a staff strength of about 110.



- 2.2 The initiative was mooted in 1981 by the Singapore Hotel Association (SHA) in anticipation of a 100% increase in the number of trained workers required to man the new hotels that were then on the drawing boards between 1982 and 1986. The SHA organized a study mission that visited renowned 'best practice' schools to find a model that could meet the industry's manpower needs, train new entrants into the hotel workforce as well as to upgrade the skills and competence of those already employed in the industry.
- 2.3 SHATEC is now a Centre for Excellence. Its formula in being a bedrock of excellence lies in its facilities, faculty, curriculum, and the focus on attitudes. It offers courses up to higher diploma level and is accredited with renowned American and Australian universities as well as European Institutes of Higher Learning. The main educational programs and services offered by SHATEC can be categorized under 5 main areas:
- Pre Employment Training [PET];
  - Continuing Education And Training [CET];
  - Customized Programs For Corporations;
  - International Training Programs;
  - Hospitality HRD Consultancy Services.
- 2.4 SHATEC is recognized by governments, universities and industry for its service excellence and training methodology which goes beyond the textbook as it encourages and refines the art of reasoning and questioning in learning. Its programs earn credits for degrees in universities. It has grown beyond its original geographical and industrial boundaries. Now the program are delivered all over Asia, including its participation in projects under the banner of the United Nations Development Program (UNDP) and the European Community.

### 3.0 THE OBJECTIVES

- 3.1 Be a leading and excellent hotel and tourism school;
- 3.2 Build a large pool of graduates with good knowledge, skills, character and attitudes;
- 3.3 Develop and hone human resource development (HRD) processes which prepare graduates to be effectively operational from the day they enter the industry.

### 4.0 THE MODEL

- 4.1. A feature of SHATEC that distinguishes it from other hospitality schools is its close link with the industry. As it is owned and managed by the Singapore Hotel Association, it is able to:



- mobilize the support of member hotels in terms of student placement for on-the-job training;
  - keep its curriculum relevant and up to date through direct and frequent contact with industry members; and
  - obtain the services of industry experts in curriculum development, instruction and assessment of students.
- 4.2 The learning approach is unique where the subject matter and learning techniques are fused into a strategy that translates learning principles into application where:
- in this school, an 'A' obtained as a grade in your card is not as important as having a good 'A' in student attitude;
  - towards a balanced growth of its students, SHATEC has developed a well structured and balanced curriculum that enables students to understand the intricate workings of the industry. It combines the apprenticeship system with the teaching of management.
- 4.3 It offers a wide range of hospitality-related programs:
- 4.3.1 **Full time Programs**
- Diploma in Hotel Management (leading to the Higher Diploma in Hotel Management);
  - Diploma in Tourism Management;
  - Diploma in Culinary Skills;
  - Diploma in Pastry and Baking;
  - Certificate in Hotel and Restaurant Operations.
- 4.3.2 **Customized Corporate Programs**
- It has specially tailored programs to cater to the different HRD needs of companies in related businesses;
  - It has conducted customized training programs for Singapore Airlines, Republic of Singapore Navy, Public Service Commission, Brunei's Empire Hotel & Country Club, China's Gloria Hotels, Japan's Matsumoto and Kyorin Universities and others.
- 4.3.3 **International Training Programs**
- As it is international, it has conducted year-long structured in-service training programs for hotel employees in various countries;
  - Some of them are: Malaysia, Mauritius, Myanmar, Nepal, Thailand and Vietnam.
- 4.3.4 **Hospitality HRD Consultancy Services**
- Its consultancy arm undertakes projects across Asia;
  - Some of the key projects are:
    - a) The establishment of Dusit Thani College in Bangkok, Thailand;

- b) The establishment of the Shangri-la Academy in Langfang, China;
- c) Implementation of a 'Training Franchise' scheme with Malaysian Association of Hotels.

## 5.0. THE IMPACT

5.1 While SHATEC benefited from its link with the industry, the industry has also benefited from the institution that is devoted to meeting its manpower needs. Some evidences are:

- It is a key source of new manpower supply for the industry;
- It trains and retrain the existing manpower within the industry. It has trained about 500 new hotel workers and retrained some 1,800 hotel staff and workers of allied sectors each year;
- In 21 years, it has played a key role in raising the skills levels of hotel workers and the overall quality of hotel service;
- It has also contributed significantly to improving worker productivity indicated by a reduction in the room-manning ratio from 1.3: 1 in 1981 to a current industry ratio of 0.7: 1.

5.2 Its other successes are:

- In a span of 10 years, it has conducted up to 9,000 training places through its systematic certificate and diploma programs for hospitality executives in regional countries including Malaysia, Mauritius, Myanmar, Vietnam and Thailand;
- Its graduates have done exceedingly well and are holding key positions as industry's leaders and captains.
- Its Diploma and Higher Diploma programs have been audited by the University of Massachusetts (UMass) and are equivalent in standards and rigor to a substantial part of their UMass BSc in Hospitality and Tourism Management (HTM) degree program;
- Its Diplomas also earn credits for degree programs in other renowned universities. It has formal articulation arrangements with numerous universities;
- SHATEC has built an alumnus that is 18,000 strong, providing a formidable international network.

## 6.0 LESSONS LEARNED

6.1 One important lesson is that the industry must take responsibility for its own training needs. SHA took responsibility for the needs of the hotel sector. While the public sector can help with funding and other forms of support, the initiative and the effort must come from the industry itself.



- 6.2 It must be recognized that the industry is best placed to identify its own manpower needs and is able to match the output of manpower to its needs, in terms of numbers and quality (standards) as well as its future needs.
- 6.3 In the same light, it must be industry-driven and thus must have the vigor and dynamism to attune itself to changing needs for higher productivity improvement.
- 6.4 There is a need to have a system of external accreditation, either national or international or even both, to ensure that the standard of training and education is at or above par. The other benefits are that the graduates are better 'internationalized' and that these programs can cater to the needs of other countries as well.
- 6.5 Despite its astounding achievements, there are still gaps in training for the hotel industry. SHATEC realizes a need for a vertical integrated training infrastructure where a hotel worker, who starts at entry point, has a clear training and development pathway to help him grow his capability.
- 6.6 This brings about another key point where there is a need for constant reviews of training programs and their methods for greater effectiveness. In this direction, the Hospitality Agenda 21 of the Singapore Hotel Association is on the right pathway to tackle the challenges of the new economy.



## SINGAPORE

### MARKETING AND PROMOTION OF COMMUNITY-BASED CULTURAL / HERITAGE TOURISM PRODUCTS

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Marketing and Promotion Of Community-Based Cultural / Heritage Tourism Products
Name of Contributor/ Organization	Banyan Tree, Angsana Gallery & Museum Shop by Banyan Tree
Address/Contact Details	Banyan Tree Gallery 211 Upper Bukit Timah Road Banyan Tree Building, Singapore 588182  Tel: +65 6849 5761 / 6848 5765 / 6849 5778 Fax: +65 6462 4883 Email: <a href="mailto:gallery@banyantree.com">gallery@banyantree.com</a> Website: <a href="http://www.banyantreegallery.com">http://www.banyantreegallery.com</a> Contact Persons: Applelynn Teo & Angelina Hue
Year The Initiative Was Started & Completed	1996 - Banyan Tree Gallery Phuket
Location of Best Practice Project	Banyan Tree Gallery Phuket [flagship store] Thailand
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Rose Silver Award 2004 - Maldives Diving and Eco-Tourism, Banyan Tree Maldives.</li> <li>● World’s Leading Responsible Tourism Internet Site, World Travel Awards 2004.</li> <li>● President Of the Maldives Green Resort Award 2004.</li> <li>● Best Responsible Tourism Site, Travel Mole Travel &amp; Tourism Web Awards 2004.</li> <li>● President Of the Maldives Green Resort Award 2002.</li> </ul>



- PATA Award In These Categories:
  - Gold Award for Heritage, 2003
  - Grand Award for Corporate Environmental Program, 2002
  - Top Corporate Environmental Award, 2001.
- Kuoni Travel 'Green Planet' Award 2002 and 2001.
- Travel Weekly 'Top Hotel Group Innovator' Award.
- Travel Asia Breakthrough Eco-Awards 1999.
- British Airways Tourism For Tomorrow Highly Commended Award, 1998 and 1997.
- Theodore M. Sperry Award, 1998.
- Environment Preservation Award 1996 - Maldivian Government.
- American Express & The International Hotel Association - Environment Award 1992.

## 2.0 KEY SUMMARY

- 2.1 Banyan Tree Gallery (BTG) is an enterprise that carries out its business in a socially directed manner. As the retail arm of the Banyan Tree Hotels & Resorts, it is a lifestyle-oriented boutique, which offers holistic spa products, traditional handicrafts, eco-friendly products and resort-style home furnishings.
- 2.2 The gallery is the brainchild of Ms Claire Chiang, Managing Director of Banyan Tree Gallery. The birth of the gallery and its ethos came about when the Yasothorn community in North Thailand was contracted to produce 500 sets of 'maun' or triangular-shaped cushions for the interiors of the resorts in Laguna Phuket in 1989. The proceeds from the sale were distributed to the village women artisans, and the leftover funds were channeled to support the Santitham Vidhayakhom School.
- 2.3 This organization has successfully added a social dimension to their tourism business. It deliberately reaches out to indigenous community to support time-honored craft skills and uses the galleries as a marketing channel and the resort chain as a platform to showcase the cottage crafts.



- 2.4 Products range from rattan pillows and recycled carriers weaved from paper to colorful embroidered bags and neck rolls from the Mien hill tribe in Thailand; the intricate jewelry by Thai silversmiths in Surin province, the Khmer silk pouches



by landmine victims in Cambodia, and the batik greeting cards by women living in the impoverished parts of Indonesia. Other products include Nepalese pashminas, Laotian silk shawls, Thai ikats, Indonesian batiks, polo tees, logo bottoms, cotton dresses, happy coats, resort slippers, beach bags and many others.

- 2.5 Their contribution here is a clear testimony and reflection of the resort group's corporate social responsibility as well as its ethos to reach out and empower villagers. To sum this up in words, 'it is retailing with a difference'.

### 3.0 THE OBJECTIVES

- 3.1 Uphold ecological consciousness and community empowerment through its support of heritage crafts; and provide gainful employment for the local communities to produce handicraft products located within all the Banyan Tree resorts;
- 3.2 Conserve natural and cultural resources. Contribute to the conservation of traditional crafts and skills, and prevent the further decline of cottage industries throughout Asia;
- 3.3 Serve as a marketing platform for these traditional craft skills to flourish; and also to enable Asian artisans and villagers to showcase their indigenous artistry such as basketry, fabric weaving, embroidery, paper craft, silver craft, woodwork, stone carving and pottery;

### 4.0 THE MODEL

- 4.1 Its business model does not center on luxury tourism as much as it is in the conservation, development and promotion of traditional crafts and artistry.
- 4.2 Its policies reflect the 'corporate social responsibility' of the Group, which is reflected in the resort construction and design, staff empowerment,



compensation packages, community support, and sourcing for their needs from local suppliers and industries, etc.

- 4.3 It adheres to a strict product development and purchasing policy to ensure that the use of ozone-harming products such as plastics is kept to a minimum. In support of animal rights, no shell, leather and ivory are used in their products. Natural, indigenous and recyclable materials are utilized in creative means to churn out eco-friendly products.
- 4.4 Walking into a Banyan Tree Gallery is a complete sensory experience with the aromatic essential oils wafting and the sound of soothing spa music in the air.
- 4.5 Every piece of handicrafts carried in the Banyan Tree Gallery tells a story of inherited skills. Products are accompanied by a write-up on the craft, its origins and creator to educate the customers about the diverse Asian handicrafts, heritage and culture. Some products also carry an environmental message from the Banyan Tree Group.
- 4.6 It enhances the marketability and sustainability of cottage crafts by making it a point to share market knowledge; like trends, pricing and customers' preferences, with the village producers. An example is the Ban Tao village, Thailand, which produces baskets using krajood (bulrush reeds) and they are now working with designers from the Gallery to expand their range of products after attending a Banyan Tree Phuket workshop in 2000.
- 4.7 At least once a year, there is an education and motivation program where the merchandizing team will visit the villagers to build rapport and exchange new ideas.
- 4.8 This retail venture is well acclaimed for setting industry standards for excellence and innovation. Some examples are:
  - It is their current business practices to pay the quoted prices upfront to the producers so that they have the necessary capital to manufacture the handicraft;
  - The emphasis on quality enables them to retail these products at their resorts and other retail outlets targeted at premium markets;
  - The high mark-up allows funds to be ploughed back into community programs.

## 5.0 THE IMPACT

- 5.1 Since its flagship store opened in Phuket in 1996, the gallery has become a ubiquitous feature of all Banyan Tree and Angsana Spa resorts. BTG embodies 'Shopping as ART' where the handicrafts products provide a 'sense of place' as an insight into the culture and lifestyle surrounding the resorts. To date, the Banyan



Tree Group operates 51 retail galleries in 16 countries globally.

5.2 Embarking on projects to promote awareness of the various communities in the locations where Banyan Tree resorts are situated, Banyan Tree Gallery has a

wide network of village producers and project partners around the region. In the course of Banyan Tree Gallery's operations, the community outreach has extended from across Thailand to Laos, Cambodia, India, Nepal, Sri Lanka, Indonesia, Malaysia and Singapore.



5.3 By working closely with village cooperatives and non-profit craft marketing agents in Asia, Banyan Tree Gallery, Angsana Gallery and Museum Shop (by Banyan Tree) have helped to conserve the unique culture and heritage of the villages while sustaining their livelihoods.

5.4 It has been used as a model for social entrepreneurship by the Ministry of Community Development and Sports, Singapore, for its program to nurture the business enterprise in a socially directed manner.

5.5 By commissioning local village handicrafts for the villas and restaurants in Banyan Tree resorts, and using these 50-over retail outlets as a marketing channel, sufficient demand has been generated to help make these products commercially viable which brings about substantial socio-economic development benefits to the local communities. Here are some examples:

- Some villagers had reportedly earned enough to set up their own factories, creating wealth and improving life in their own communities;
- The bamboo basket weaving project has enabled the Mooser hilltribe women weavers in Chiangmai to work alongside their husbands, while supervising their toddlers at play;
- Likewise, the women from Narathiwat, southern Thailand, started to earn a reasonable income from selling Krajoed basketry products, and are earning more than their fisherman husbands;
- Employment has therefore prevented many women in northern Chiang Mai from entering a life of slavery and prostitution.
- In Sri Lanka, through the sale of elephant dung paper products like photo frames and notebooks, the Millennium Elephant Foundation in Sri Lanka is able to help sustain the welfare of elderly and disabled tuskers, bringing aid to sick elephants in the wild while raising international awareness of the threat faced by elephants.





## 6.0 LESSONS LEARNED

- 6.1 The people behind these organizations are true proponents of sustainable tourism management. They have incorporated social and environmental considerations from the very start; which include design, constructions and operations of the resorts (in Phuket, Maldives, Bantam); and the resort resounding success today is testament that this is a good business practice.
- 6.2 In an age where society expects greater social responsibility and ethics from business organizations, having such business virtues and practices can attract a large group of potential clients.
- 6.3 Leveraging on local culture and art is more than an innovative product development, it is also about brand building and identity which Banyan Tree has used to maximum effectiveness.
- 6.4 Profit margins are usually high when the local community is made into business partners, allowing a lot more to be channelled back to both the coffers of organizations as well as to the local community programs.

## SINGAPORE

### TOURISM DESTINATION RE-BRANDING AND REPOSITIONING

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Tourism Destination Re-branding And Repositioning
Name of Contributor/ Organization	Sentosa Leisure Group
Address/Contact Details	<p>Sentosa Leisure Group 33 Allanbrooke Road, Sentosa, Singapore 099981</p> <p>Tel: +65 6275 0388 Fax: +65 6275 0161 Email : administrator@sentosa.com.sg Website: <a href="http://www.sentosa.com.sg">www.sentosa.com.sg</a></p>
Year The Initiative Was Started & Completed	1972
Location of Best Practice Project	Sentosa Island, Singapore
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Tourism Host Of The Year – Leisure Attractions Category, 2006.</li> <li>● The Awards for Outstanding Achievement, 2006 by Themed Entertainment Association (TEA).</li> <li>● Souvenir Of The Year Award (IAAPA) 2005.</li> <li>● Two Brass Rings Awards (IAAPA) 2005 For Best Brochure And Best Print Advertisement.</li> <li>● Guinness World Record 2005 By Sentosa Balloon Hat Festival 2005.</li> <li>● Hospitality Asia Platinum Award 2004-2005 (Sentosa Golf Club Adjudged The Best Golf And Country Club In Singapore).</li> </ul>



- Pinnacle Awards 2004 (3 Gold, 4 Silver And 2 Bronze) By The International Festival And Events Association.
- Two Brass Rings Awards (IAAPA) For Best Print Advertisements, 2004.
- IAAPA's Best Guest Services Training Program Award, 2004.
- Guinness World Record 2004 By Sentosa Balloon Hat Festival 2004.
- Singapore Superbrands Awards In Entertainment, Education, Media, Leisure & Travel, 2004.
- IFEA Pinnacle Award, 2002 & 2004.
- IAAPA Spirit of Excellence Award In Best Guest Services Program, 2004.
- Brass Ring Award (IAAPA) For Best Print Advertisement, 2003.
- SPRING (The Standards, Productivity and Innovation Board ) Excellent Service Awards In:
  - People Developer Award ,Singapore.
  - Quality Class Awards, 1998, 1999, 2000, 2003, 2004.
  - Honors Top Star Performers For Outstanding Service & Role Model For The Service Industry.
- Association of Consulting Engineers, New Zealand Inc. Merit Award, 1996.
- FIABCI Prix D 'Excellence, 1994.
- CIDB Best Buildable Design Award, 1994.
- CIDB Awards for Construction Excellence, 1993 & 1994.



- Tourism for Tomorrow Environmental Tourism Award, 1992.
- Singapore Tourist Promotion Board Tourism Awards For Best Leisure Attraction, 1991 1994 & 1995.
- ISO 9002 certification.

## 2.0 KEY SUMMARY

- 2.1 Sentosa Island is an integrated lifestyle destination of a family resort, nature park, heritage centre, health retreat, and others, all rolled into one.
- 2.2 The island was once a fishing village known as Pulau Belakang Mati, and was later converted into a military fort by the British during the Second World War. In 1967, the island was handed back to the Singapore government and a year later, it was developed as a holiday resort. It was renamed 'Sentosa', which means 'peace and tranquility' in Malay.
- 2.3 Sentosa is managed by the Sentosa Development Corporation (SDC) as a statutory board under the Ministry of Trade and Industry. Sustainable management approach was incorporated in the construction of the island resort to take advantage of its natural state, lush vegetation, sea location with conservation of its heritage structures through sensible adaptive reuse. Accessible by cable car, bus, taxi or car, the island is open 24 hours a day, 365 days a year. Packed with events all year round, the facilities ranged from water sports, nature trails, and hotels to a spectacular musical fountain, military fort, sky tower and the iconic Merlion.
- 2.4 The Sentosa Island's initiative is about re-branding and repositioning of a star resort to a superstar that involves a whole process of rejuvenating and revamping the island's tourism attractions. Sentosa's success at where it is today is mainly through its ability to reinvent itself to stay fresh and find a niche in the leisure market to securely position itself and its products.
- 2.5 There are both macro and micro factors that spurred the need for this 'rejuvenation' program:
  - 2.5.1 **Macro Aspects**
    - The 3 global 'disasters' of the Asian financial crisis, 9/11 and SARS which led to a sudden and sharp decline in visitor arrivals;
    - The competition in Asia as a tourism destination is growing very fast and the profile of the tourists to Asia is also changing fast. It therefore has to move even faster to re-invent itself.



### 2.5.2 Micro Aspects

- The declining tourism appeal of Sentosa as a value-for-money destination and its relative inaccessibility;
- This led to a chain of negative repercussions, starting with tenants who did not deliver the expected level of service to loss of investors' confidence and to poor staff attitude and morale.

Refer to Appendix 2 for the Sentosa's Milestones Towards Redevelopment & Rejuvenation.

## 3.0 THE OBJECTIVES

- 3.1 Lead Singapore's tourism industry by providing world class exciting attractions, friendly service and tourism appeal to the island;
- 3.2 Propel Sentosa to the very top as Asia's Premier Resort Destination;
- 3.3 Provide memorable experience to visitors from around the world and a favorite leisure destination for Singaporeans;
- 3.4 Drive an immediate increase in visitors;
- 3.5 Capture a bigger domestic market.

## 4.0 THE MODEL

- 4.1 The Sentosa S\$8 billion Master Plan is a massive rejuvenation project to deliver the 'new Sentosa identity', which includes:
  - Good quality service;
  - Innovation;
  - Fun & entertainment;
  - Value for money.
- 4.2 Structurally, it involves redeveloping 3 key areas: Sentosa Island, Sentosa Cove and Southern Islands that focuses on:
  - Infrastructural improvements to make the island more accessible. An integral part to the entire plan is the Sentosa Express, a S\$140 million MRT to whisk visitors on and off the island efficiently and seamlessly;
  - Development of new attractions [e.g. Sky Tower, The Luge] and revitalization of existing ones (e.g. Musical Fountain, The Merlion, Fort Siloso, Images of Singapore and Palawan Beach, etc);
  - Creation of 3 distinct zones on the island that focus on specific visitor needs of beach, entertainment and the green zone;

- Development of a S\$4 billion marina-oriented residential lifestyle project. It will have 10,000 residents in 2,600 up-market homes when completed by 2008.

4.3 Strategically, it involves putting focus under a 3-phase plan:

#### 4.3.1 The Immediate Term

- Elevating service standards throughout the island;
- Standardizing the level of service for all its partners/operators;
- Removing barrier to entry by lowering admission charges;
- Instilling investor's confidence that Sentosa is a well managed organization;
- Changing its business model in seeing the island operators as partners instead of rent paying tenants;

#### 4.3.2 The Near Term

- Establishing a premier brand positioning as the 'center of service' in the resort and leisure industry;
- Creating an anticipation of new, quality product offerings to come.

#### 4.3.3 The Long Term

- Achieving the near term objectives will in turn help to accomplish the long-term mission of turning Sentosa into a premier leisure destination in Singapore. It will then be able to leverage on the brand name and management expertise it has gained during this process to replicate the model regionally and become the defacto leisure group operator in the region.







- 4.4 Organizationally, it involves repositioning and realigning the organization for a market-driven focus on:
- Taking an increasing control over retail and F&B operations;
  - Strengthening the Retail, Sales & Marketing divisions;
  - Setting up of new departments like Strategy Development, Food & Beverage (F&B) and Service Quality & Development (SQ&D);
  - Removing failed partnerships through closing over S\$100 million of private invested capital comprising of 13 poor performing attractions and retail and replacing them with a mix of Sentosa operated and private established brand names;
  - Setting up of Asia's first tourism academy on a resort island as a strategic tool for developing its human resources.

## 5.0 THE IMPACT

- 5.1 Sentosa recognizes that the key towards maintaining its tourism appeal and market sustainability is through revamping, revitalizing, re-branding and repositioning the product and resort. This strategy has served Sentosa very well and as a result, it has evolved as one of the premier resorts in the region; attracting over 5 million visitors in 2004. With the completion of the redevelopment plan, Sentosa expects to attract more than 8 million visitors annually and generate more than S\$1 billion in revenue by the year 2010.
- 5.2 All the efforts put in the Sentosa Master Plan since 2002 have also shown encouraging results:
- Increased visitors despite the tourism worst crisis period:
    - 2002 - 4.1 million,
    - 2003 - 4.15 million,
    - 2004 - 5.1 million.
    - There had been a 24% increase in visitation to Sentosa between 2002 and 2005;
  - Sentosa's visitors penetration into all of Singapore's arrivals has increased to 25%, that is, 1 in every 4 tourists comes to Sentosa;
  - For every one public sector Singapore dollar invested, it has attracted two private sector Singapore dollars;
  - The change of perception after the 'Take a New Look' campaign is clearly shown in these statistics:
    - 57% - more favorable;
    - 41.4% - remained the same;
    - 1.6% - less favorable.
  - Increased investor confidence; attracting new investors like Pontiac Land, NTUC, Delifrance, Sky Tower, The 'Luge', etc. Overall there has been an additional US\$1.68 billion been invested since 2002;
  - Every year, Sentosa makes it into Singapore's top visitor attraction list;
  - Fort Siloso saw a 48% increase in visitors arrival after its refurbishment

and the Merlion drew a 16% increase in visitors when it reopened after the revamp;

- For 2003, despite being one of the most difficult years in Sentosa's history (terrorism and SARs), it achieved a 23-fold increase in private investments;
- For 2004, the private sector injected S\$560 million of investment into Sentosa;
- Sentosa has set a new Guinness World Record with its signature event - Sentosa Balloon Hat Festival 2004;
- Increased domestic visitors by 28% in 2003 as compared to a year earlier as a result of its efforts to reduce entry fees;
- Increased visitors by 40% in 2002 as a result of its efforts from overall admission fees;
- Increased in islander annual pass membership by 60% of 20,000 members in 2004 over the previous year;
- As have mentioned earlier, it has won a long string of local and international awards.

## 6.0 LESSONS LEARNED

6.1 Sentosa's Customer's Philosophy in believing that people are intrinsically good, giving guests the full benefit of doubt whenever they present problems or complaints is an effective way of putting the onus on its service personnel to get it right from the first time; thus making them provide customer service more seriously and positively.

6.2 Employees are empowered and are entrusted with the responsibility of spending small amounts of resort money on guests with no questions asked and no need for record keeping. As an example, if a child drops a new ice cream cone on the ground, it is replaced free of charge or if a guest claims to have lost something on Sentosa grounds, it is replaced immediately.





- 6.3 Sentosa's new business model in recognizing the importance of 'economic alignment' with their tenants/operators as partners means it is also their economic interest that succeeds well. This is done through a flexible rental scheme (of lower rates of 10-20% in times of economic contraction) and also a synergized sales and marketing efforts with them.
- 6.4 It shifted from the reliance on the mandatory admission fees to discretionary spending where these fees are lowered in return for higher spending inside the resort island, thereby generating more revenue.
- 6.5 Sentosa also learned that by engaging its partners to develop new ideas and attractions, refresh facilities, raise service standards, and others, it can also has the powerful effect of raising the island's fun quotient.
- 6.6 It therefore becomes very important that the operators and tenants are carefully selected only when they share the same philosophy and values with the principal. Building of a one identity and ensuring its success requires that this is experienced at every point on the island and in every activity that contributes to the customer experience. So it is everyone's job and must be every one's passion to serve the customer well.
- 6.7 It realized the high sensitivity of the international tourism market to the many uncertain events in the region and the world. Domestic tourism therefore plays a crucial role in Sentosa's recovery efforts. Efforts are continually in place to build a strong home base market of 60% of total arrivals for the 'cushioning effect' should anything untoward happens.
- 6.8 The continued growth of the resort industry requires long term commitment to continually invest and add new activities both by the principals and partners so that the resort continually stays fresh to overcome declining product cycles.





# THAILAND

CHAPTER

8



## THAILAND

### COMMUNITY EMPOWERMENT ON CONSERVATION AND PROTECTION

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Community Empowerment On Conservation And Protection
Name of Contributor/ Organization	Koh Yao Noi Ecotourism Club
Address/Contact Details	Amphur Koh Yao, Phang-Nga Province 82160 Thailand  Tel: +6676-597409 / 01-9680877 Fax: +6676-597535 Email: <a href="mailto:bangameel@hotmail.com">bangameel@hotmail.com</a> Website: <a href="http://www.homestaykohyaonoi.net">www.homestaykohyaonoi.net</a>
Year The Initiative Was Started & Completed	1994
Location of Best Practice Project	Koh Yao Noi, Phang Nga Bay, Southern Thailand
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Thailand Home Stay Standard 2005-2007, Certified by Office of Tourism Development, Ministry of Tourism and Sports.</li> <li>● Thailand Tourism Awards For Tourism Development and Promotion Projects 2002 and 2004.</li> <li>● Winner of the World Legacy Awards 2002 for Destination Stewardship by the Conservation International and National Geographic Traveler Magazine.</li> </ul>

## 2.0 KEY SUMMARY

- 2.1 The Koh Yao Noi ecotourism project is a story about an empowering local community who, through their collective actions help to deliver a community-led ecotourism initiative. There is a story of a visionary community who choose not to use the same options and go the same way as their bigger neighbor to embrace mass tourism. Instead, they stood steadfast as a community to their traditions and culture to achieve a 'triple bottom line' goal in sustainable management.
- 2.2. Koh Yao Noi, a traditional fishing village is located in Phang Nga Bay, close to Phuket and Krabi, which are Thailand's biggest mass tourism destinations. The island is a tropical paradise with its natural resources, such as coral reef, sea-grass beds, gibbons, mangroves and beautiful beaches.
- 2.3. The island has been largely unaffected by the booming tourism development craze in its backyard. Unlike Phuket, with its large resorts, souvenir vendors and go-go bars, there are none in Koh Yao Noi. The community has managed to retain their tradition, culture, simple lifestyle and their idyllic fishing villages, which have remained largely unchanged for generations; and this is the way the people here like it. Fishing, not tourism, employs the vast majority of the island's 5,000 predominantly Muslim residents. The island is relatively affluent with satellite dishes dotting their rooftops and cell phones are ubiquitous. There are about 6,000 residents in Koh Yao Noi, 85% of the total population are fishermen.
- 2.4 But it nearly was not this way in the early 1990s. Commercial trawlers were illegally fishing and encroaching into their area, and they were encountering the impacts from uncontrolled development of increased rubbish, water pollution, etc and the use of natural resources to feed the hunger pangs of mass tourism in Phuket.
- 2.5 It seemed like Koh Yao Noi had no choice but to follow the same path as their neighbors and turn to mass-market tourism. But instead, they banded together, formed a cooperative and sought help from a local NGO, REST (Responsible Ecological Social Tours), fought back and won. Their gallant effort and victory won them admiration and recognition from the international community.







- 2.6 In 2002, they were selected from a list of over 40 countries to receive the World Legacy Award for best 'Destination Stewardship' from Conservation International and National Geographic; and in their home country, the Tourism Authority of Thailand awarded them with the Tourism Award 2002 and 2004 for Tourism Development and Promotion Projects. Recently, they received Thailand Home Stay Standard 2005-2007, which is certified by the Office of Tourism Development, Ministry of Tourism and Sports.

### 3.0 THE OBJECTIVES

- 3.1 Instil a strong conservation ethic among the population as a way to lure visitors to the beauty of this island;
- 3.2 Fit and integrate local tourism activities with the local ways of life and livelihoods for greater enjoyment;
- 3.3 Promote conservation and the exchange of ideas amongst villagers using tourism as the platform;
- 3.4 Provide greater opportunities for local participation in tourism management;
- 3.5 Provide more jobs and income opportunities for local people;
- 3.6 Support proper sanitation, waste management and safety in tourism;
- 3.7 Enable visitors to have first hand experience in community based tourism activities.



#### 4.0 THE MODEL

4.1 The community tourism products are integrated into the tour programs of tour operators like REST. It is an eco-friendly tourism model of home stay and tour programs based on local customs for outside tourists coming to their villages. It has these features:



- Small groups of tourists are allowed to live with local families to experience the local lifestyle in a small traditional fishing community. Tour parties are limited to a maximum of 100 people per group and up to 3 groups are allowed in a month;
- Accommodation is only provided by local families in traditional wooden houses without air-conditioning;
- Visitors can join their tours and participate in activities to learn about the local culture, customs, traditions and their fisherman's way of life. This is one unique feature which distinguishes itself from the other traditional homestay programs (which normally provide only simple bed and three meals per day).
- Other programs offered are:
  - a) Beach and island sightseeing;
  - b) Biking, trekking and truck tours;
  - c) Fishing, sailing, cave kayaking, sea canoeing;
  - d) Bird nest, butterfly watching, bird watching, and fish, lobster, prawn, squid and crab catching;
  - f) Rice plating, coconut picking and rubber tapping;
  - g) Seasoning fruit orchard, nature study and local cooking lessons;
  - h) Thai boxing (Muay Thai), cultural art and dancing.

4.2 10% of all income generated from tourism goes to a village development fund. The money also benefit those villagers in the community who are not involved in tourism. The rationale is every villager is part of the effort to conserve natural resources, thus making this island a prime tourist attraction in Phang-nga.

4.3 It operates on a rotation system for tourism activities, guides and homestay accommodation to ensure equal opportunity to participate in tourism, so as to spread economic benefits fairly.



- 4.4 There are strict local rules for visitors when they are in the community. Some of them are:
- No alcoholic drinks and drugs in the community;
  - Proper and modest dressing in the village community;
  - No littering;
  - Prohibition of collecting of any seashells or corals from the sea.



## 5.0 THE IMPACT

- 5.1 These environmental and ecosystem successes have been recorded:
- Fish catches have rebounded;
  - Illegal trawlers were booted out of the area;
  - Complete ban on fishing boats for the whole area of Phang Nga Bay National Park
  - Marine species increased in number;
  - Mangrove forests recovered and sea grass was replenished.
  - Fishing tools are limited in use.
- 5.2 Financial fortunes have improved. A typical catch 15 years ago was less than 2.2 pounds (a kilogram) a day. Today, local fishermen can catch up to 44 pounds (20 kilograms) a day of fish, shrimp, and crab, using traditional methods like traps, stationary gill nets, and hook and line.
- 5.3 A solid partnership now exists between the community and REST (Responsible Ecological Social Tours) to continually develop and promote sustainable fishing and conservation practices.
- 5.4 The Koh Yao Noi Ecotourism Club has also been set up to act as a pressure group for:
- Effective representation of the community interests;
  - A platform for collective action; and
  - A business cooperative to share the benefits of tourism with the entire community.
- 5.5 There is also a partnership with the Department of Fisheries in taking various proactive actions, such as:
- Restoring mangrove forests and other vital coastal resources;



- Monitoring trawlers' activities to ensure they do not encroach into their area and the coastal conservation zones.



## 6.0 LESSONS LEARNED

- According to the Responsible Ecological Social Tours (REST), a key reason for the initiative's success is the adoption of a 'bottom-up' or 'inside out' participatory approach in developing an initiative that serves as a catalyst to generate communal awareness among the villagers on protecting their eco-system.
- The early realization that putting efforts towards the preservation of local tradition is a good way to check uncontrolled high tourist traffic or mass tourism. It is also a way to impose code of conduct for tourists to respect the destination's local cultures. Despite opening its doors to the tourism industry with the setting up of the homestay and tour programs for over a decade, the village and the community of Koh Yao Noi, remain unchanged.
- The management of sustainable tourism should always involve a strong community participatory process from the very start to ensure the initiative is based on things that local people really want to share with guests. Tourism operators who overlook or ignore such process often end up in failures.
- Some important feedback from study tour visitors which provide useful lessons are:
  - 'It is important that tour facilitators make the community members feel proud and important about themselves for students to cross the world to study about them';
  - 'The community should not be passively studied as objects, but rather be empowered to contribute their own perspectives';
  - 'Where volunteer work is a part of the study tour, it should be based on the real needs of the community, and presented to students as sharing and exchanging rather than charity. Pity is corrosive, while admiration is empowering';
  - 'Have a clear mix of activities which empower both hosts and guests as givers and receivers, teachers and students';
  - 'It is also good to have completed academic studies translated into the local language and sent to the community so that they can add to their wealth of knowledge'.





- 6.5 The Koh Yao Noi's winning recipe consists of a number of factors:
- The host community organizations are well organized and managed, with broad-based participation from the very start;
  - They are led, driven and managed by a host community who play a leading role in all stages of the initiatives from planning, development and delivery. Some examples are:
    - a) Local villagers set forth a comprehensive plan for tourism development, including setting up local mechanisms for monitoring and enforcement;
    - b) Villagers have their own patrol boats to control encroachment and over-fishing;
    - c) Local people, not outsiders, act as tour guides; and
    - d) They control the number and frequency of visitors to their community areas.
  - Staying relevant and making it better all the time through regular reviews, evaluation and customer feedbacks.
- 6.6 Finally, it is also good to immortalize initiatives that are of 'best practice' standards in academic institutions for use as case studies and research reference.

# THAILAND

## GREEN LEAF ENVIRONMENTAL CERTIFICATION OF HOTEL OPERATIONAL STANDARDS

### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Green Leaf Environmental Certification Of Hotel Operational Standards
Name of Contributor/ Organization	The Green Leaf Foundation (GLF)
Address/Contact Details	Green Leaf Foundation Tourism Authority of Thailand Building, 1600 New Phetburi Road, Makkasan, Rajthevee, Bangkok 10400  Tel: +660 2250 5500 ext. 2064 / +660 2652 8321 Fax: +660 2652 8322 Email: <a href="mailto:contact@greenleafthai.org">contact@greenleafthai.org</a> Website: <a href="http://www.greenleafthai.org">www.greenleafthai.org</a>
Year The Initiative Was Started & Completed	1997
Location of Best Practice Project	Bangkok, Thailand
Awards/Recognitions	<ul style="list-style-type: none"> <li>● United Nation Environment Program.</li> <li>● Thai Hotels Association.</li> <li>● Tourism Authority Of Thailand.</li> </ul>

### 2.0 EXECUTIVE SUMMARY

- 2.1 Green Leaf is a national tourism certification program which was introduced in 1997 to certify hotel establishments in Thailand. It is developed by the founding partners of the Green Leaf Foundation which is made up of Tourism Authority of Thailand (TAT), Thai Hotels Association (THA), United Nations Environment Program (UNEP), Electricity Generating Authority of Thailand (EGAT), Metropolitan Waterworks Authority (MWA) and Association for the Development of Environmental Quality (ADEQ).





- 2.2 Hotels are certified according to the level of their efficiency in 11 main areas of energy, environment and natural resources management where a 'Green Leaf' rating of between 1-5 leaves is given to the extent these criteria are met.
- 2.3 Some of the hotels awarded with 'Green Leaf' certification are Bangkok Marriott Resort and Spa, Banyan Tree Bangkok, Dusit Resort Pattaya, Grand Hyatt Erawan Bangkok, Imperial Queens Park, Laguna Beach Resort, Le Méridien Phuket, Phuket Arcadia, Siam Bayshore Resort, Siam Bayview Hotel and Sofitel Central Bangkok.
- 2.4 This home grown program is still growing and gaining a firmer foothold in the hotel industry. It has defied all odds and is surviving till today and has just completed its 3rd run with a bigger group of hotels. Its main challenge now is to create more publicity for itself, drive more hotels towards certification and more business to the certified hotels to create the market demand.

### 3.0 THE OBJECTIVES

- 3.1 Encourage a culture of environmental awareness, protection and preservation among the management and staff of Thailand Tourism Industry;
- 3.2 Help hotels improve their efficiency in saving energy, water and other resources under the theme 'Save Money, Save Environment';
- 3.3 Establish a nationwide certification of environmental standards in hotels;
- 3.4 Encourage a continuous improvement in the efficiency of environmental development in hotels;
- 3.5 Create a positive image of Thailand for greater competitive advantage in the world market.



#### 4.0 THE MODEL

4.1 It has these parameters:

##### 4.1.1 The Stages

The Green Leaf certification has a 3-stage process to serve as a checklist for hotels to gain a good learning. They are as follows:

- **Screening Stage:**  
Consists of 13 questions concerning certain rules, regulation, or legislation;
- **Qualifying Stage:**  
Contains questions regarding the environmental activities in hotels;
- **Grading Stage**
  - a) A 'Letter of Participation' and a set of 244 questions are given to assess the hotel environmental performance. The questions cover all areas of the hotel operations; from guest rooms and restaurants, to back-of-house activities in the kitchen, laundry and landscape;
  - b) 30 days is given to complete the Grading Questionnaires, which has to be returned to the foundation's audit team to do the site audit.



##### 4.1.2 The Criteria

Participating hotels and resorts are evaluated on initiatives and activities undertaken by individual properties in these areas:

- Policy and standards for environmental practice;
- Waste management and recycling;
- Efficient use of energy and water;
- Environmentally-friendly products purchase;
- Indoor air quality;
- Air pollution;
- Noise pollution;
- Water quality;
- Storage and management of fuel, gas, and toxic waste;
- Ecological impact;
- Cooperation with community and local organizations;
- Communication;
- Management support;
- Training.







#### 4.1.3 The Award

The awarding of 1 to 5 leaves is based on a relative scale calibrated against a set of randomly selected 20 'reference hotels'. Based on this scale, the hotels that meet the most standards receive 5 leaves, while others are awarded 0 to 4 leaves based on their relative achievements.



The entire process takes about six months. Establishments that receive the awards are listed in the national 'Green Hotels Directory' which is distributed to travel agencies and international tourism interests.

#### 4.1.4 Validity Period

The award certificate is valid for two years from the date of issue. Hotels need to renew the certificate and also have its operations audited again upon expiry.

#### 4.2 The Green Leaf Environmental Standards undergo a continuous process of improvements.

- The first standard of the Green Leaf program was developed in 1998 which consisted of 170 questions in 11 areas. The focus was only on imparting knowledge and techniques for boosting the hotel efficiency of environmental management initiatives;
- The second and current standards were created in 2002. It provides for greater quantitative detail to evaluate the hotel's environmental performances;
- The future standard of Green Leaf will focus on the ability of the hotel in terms of participatory activities by employees, customers, and suppliers of the hotels, as well as the presentation of new technological ideas. The applicant hotel will have to focus on demonstrating its leadership ability in using new and appropriate technology to create greater resource efficiencies that are clearly measurable.

### 5.0 THE IMPACT

- 5.1 Many of the certified hotels are starting to take small incremental steps by implementing various projects such as using aerators at the faucets, energy and water conservation, recycling, reducing use of polystyrene products, and involving guests in environmental activities.
- 5.2 Green cards in rooms have been introduced in many hotels. They are Hilton Hua Hin, Le Meridien Phuket Beach Resort, Club Andaman Beach Resort, Phuket, and others;
- 5.3 Certified hotels have been able to cut their energy use by 20% while water use, paper use and garbage output has also been lowered by 5%, 10% and 20%



respectively. The Dusit Resort at Pattaya for instance, used to consume 1,400 kilowatt/month, but since joining the 'Green Leaf Program' about 4 years ago, its consumption has gone down by about 10% to 1,200 kilowatt/month.



- 5.4 Hotel staff is gradually involved in implementing the program and this is a good platform for human resource development and staff training on various aspects of hotel operations and environment conservation. They are growing their own vegetables like in Dusit Resort Pattaya, Chumpon Cabana Resort, Andaman Beach Suite Phuket, etc.
- 5.5 The program has successfully completed its 3rd run with the 1st group of 34 hotels awarded with certification in 1998, the second group of 64 hotels in 2000 and the third group of 80 hotels in December 2003. The growing number of hotels that are joining the program shows that it is gaining increasing acceptance (albeit slowly) among hotel operators.

## 6.0 LESSONS LEARNED

- 6.1 Publicity with well-defined strategies is required to extend this industry's self voluntary initiatives to more hotels in order to highlight the commercial viability and attractiveness of this program in terms of cost savings and good competitive advantage.
- 6.2 Government support is important as they have the 'clout' to speed up the participation of more hotels. It is not only about voluntary efforts but also 'the power' to push hotels into adopting certification. This will also mean that this can be extended to cover more areas in tourism like:
- Serviced Apartments
  - Souvenir Shops
  - Travel Agencies
  - Restaurants
- 6.3 Use the 'power of the consumer' to drive hotels towards certification. Presently international hotel chain members are most active in participation as they need to meet the demands of their 'green' guests particularly those from North America and Europe who are more aware and better informed on tourism's environmental message. Thus, the Green Leaf 'brand' can be more widely publicized to involve a very important stakeholder; the traveler. Raising their awareness and educating them through consumer campaigns is effective to persuade them to stay at Green Leaf-certified hotels.
- 6.4 The Green Leaf Standard can also go regionally to ASEAN regional level. Intensive inter-governmental dialogues and the political will to succeed is a sure ingredient for success.



# THAILAND

## Initiative 3

### KHIRIWONG VILLAGE ECOTOURISM CLUB

#### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Khiriwong Village Eco-Tourism Club
Name of Contributor/ Organization / Company	Ban Khiriwong (Khiriwong Village)
Address/Contact Details	Khiriwong Village Coordination Centre, Tambon Kamlone, Amphoe Lansaka, Nakhon Si Thammarat 80000 THAILAND Tel : +66 75 533113  c/o TAT Southern Office : Region 2, Nakhon Si Thammarat  Tel: +66 75 346515 / 346516 Fax: +66 75 346517 Email: <a href="mailto:tatnksri@tat.or.th">tatnksri@tat.or.th</a>
Year The Initiative Was Started & Completed	Started in 1988
Location of Best Practice Project	Ban Khiriwong (Khiriwong Village), Khao Luang National Park.
Awards/Recognitions	<ul style="list-style-type: none"> <li>● Thailand Tourism Awards in 1998 as Best Tourist Attraction, Town and Local.</li> </ul>

#### 2.0 KEY SUMMARY

- 2.1 Ban Khiriwong (Khiriwong village) is a small village in Nakhon Si Thammarat province, southern Thailand and is located at the foot of Khao Luang (Mt Luang). Mt Luang was declared to be Khao Luang National Park since 1974 and ranked to be the 9<sup>th</sup> National park in Thailand. The park covers an area of 570 square kilometers. The first community of Ban Khiriwong settled down during the reign of King Rama I – 2, more than 200 years ago. The name Ban Khun Nam means the village of river source. Locals learned how to live and get along with nature and earned their living through this means.

2.2 Nakhon Si Thammarat is a southern Thai coastal province edging the Thai gulf. The province covers some 9,942 square kilometers. The provincial capital is about 840 kilometres to the south of Bangkok. The province is historically important; dating back to 800 years ago, where trade was firmly established between Nakhon Si Thammarat and Southern India, including Sri Lanka. Inter-marriage between local women and foreign merchants resulted in the import of certain Indian beliefs and customs, (including Brahmanism and shadow plays) and influences that had profound effects on the Siamese courts of the Ayutthaya period (1350 – 1767). Nakhon Si Thammarat is rich historically, culturally and has a rich lush nature.



2.3 The Khiriwong community is surrounded by beautiful and abundant natural resources of mountains and waterfalls. The ecotourism attractions of the Khiriwong community can be categorized into 2 major types:

▪ **Cultural Tourist Attraction: Khiriwong Community**

The cultural tourism resources here are their local identity, lifestyle, ways of living, traditions, handicraft making activities and products from local intellectuals (herb group) all rolled into one.

▪ **Natural Tourist Attraction: Khao Luang National Park**

The natural tourism resources are forest, waterfalls and various kinds of plants, animals, orchids. Khiriwong is very popular among the tourists who love and admire the nature and trek along the way up to the top of Khao Luang (Mt Luang). The Khiriwong Village is like the entrance to the national park, as almost all tourists who love to trek must start from the village, where they learned the lifestyle of the Khiriwong people and study the past, current and future happenings in the village.

This is another means of earning for the Khiriwong people as they provide guided trekking tours up to the summit of Khao Luang (Mt Luang) using local villagers as tourist guides. During the journey commentary is provided by the guides on the local history and cultures.

The park also provides facilities and attractions such as homestay accommodation, local dishes, local products, natural color tie-dyed fabrics and guided tours to plantations and in and around the village.

2.4 All the tourism activities are created and coordinated by the villagers. They created a club called Ban Khiriwong Eco-Tourism Club to take charge of





controlling the use of natural resources. It was later managed by the Ban Khiriwong community under the control of Kamlon Sub-district Administration Organization. Today, it serves as the centre of most of the ecotourism programs and activities for domestic and international tourists.



- 2.5 In 1988, Ban Khiriwong faced a huge natural disaster. Half of the village was destroyed by flood and landslide carrying rocks and trees falling from Mt Luang causing lost of lives and damaging properties. Most of the farm land and orchards were under water and villagers were faced with hardship. It was the most severe catastrophe that happened to the village. But this was not the first time that it had occurred. It had happened before and it seemed to come once in every 13 years.



- 2.6 As a result of repeated disasters, Khiriwong Village has become a living example for Thailand where they have learned how to live in harmony with nature and have developed survival skills for future disasters. This disaster has changed the entire future of the community through the birth a community-based ecotourism management partnership system.

### 3.0 THE OBJECTIVES

- 3.1 Promote Khiriwong Community as a role model in ecotourism management in Nakhon Si Thammarat and the southern part of Thailand;
- 3.2 Raise the consciousness of tourists and encourage them to understand ecotourism, as well as to participate with the local community in the preservation of the local natural environment;
- 3.3 Create an opportunity for local people to have a supplementary occupation and income from local natural resources management to preserve their natural resources;
- 3.4 Forge unity amongst the villagers through various occupational groups in the setting up of a village reserve fund for the local community;
- 3.5 Strengthen and stabilize the local economy through well managed ecotourism programs against natural catastrophe.

#### 4.0 THE MODEL

4.1 The Ban Khiriwong Ecotourism Club is made up of local villagers who are responsible for the promotion and management of Khiriwong ecotourism and they are supported by the Kamlon Sub-district Administration Organization.



4.2 This is a partnership program involving stakeholders where the majority is made up of the local people in the community because most of them are related to one another.

4.3 The Khiri Wong community is made up of an area of 8,173 rai with 4 villages in it. They are:

- MU 5 Ban Khiriwong
- MU 8 Ban Khiri Thong
- MU 9 Ban Khun Khiri
- MU 10 Ban Khiri Tham

4.4 Together they form the Ecotourism Management Committee with these characteristics:

- Ban Khiriwong (MU 5) is the location of the Kamlon Sub-district Administration Organization.
- Two leaders of each village or 8 in total, officially participate as members of the administrative committee in the organization.
- Within the 4 villages of the Khiriwong community, there are 8 sub-groups who act as the specialized local government. Each sub-group represents similar skill set, interest and suitability. Each has its own leader and administration. This 'local government' sub groups are:

Sub Group	Type
Handicraft Group	Handicrafts and local arts
Bakery Group	Cakes & cookies
Herbal Group	Local medicine
Stop Smoking Group	Anti-smoking
Saving Group	Financial savings
Ecotourism Group	Ecotourism programs and activities
Preserved Durian (sweet)	Durian fruits
Fabric Group	Nature color tie-dye fabrics and others

Refer To Appendix 3 For Details Of The Ban Khiri's Administration





4.5 Some of the ecotourism programs for tourists are:

- The Happiness Route to visit the self-dependent community of Ban Khiriwong and the agro-tourism sites to taste seasonal fruits;
- Farm tours to visit the anthurium, mushroom, honey bee, agro products and other mixed farming products;
- Herbal tours to visit the various herbal and medicinal products grown there;
- Cottage tours to visit local handicraft and arts products including soap made from mangosteen's peel.

## 5.0 THE IMPACT

5.1 There has been a marked improvement in the economic development of the community there. The set up of a group saving fund by the villager provides a means where the villagers can raise loans to improve their own major occupation. It is also a major capital provider in the village. The group administration is well managed with a set of regulations such as an application process, voiding process of membership, regulations on raising normal and emergency loans, warranty regulations, welfare or benefits. The group has set the 6<sup>th</sup> of every month as the date when the villagers will save money with the group as agreed upon. This makes the Khiriwong community to be the biggest savings group of Thailand, currently having a capital circulation of nearly 10 million baht as compared to 35,000 baht when it first started in 1970.

5.2 There has been a marked improvement in the production process of their cottage industries. Their improved socio-economic progress of the villagers has enabled them to bring in modern technology and machines over and above, the labor to harness their production for greater speed and productivity.

5.3 There is clear evidence in the intellectual development of the villages as well as in their empowerment to be leaders in their own rights. They have succeeded well in bringing about a natural partnership grouping, made up of each other's immediate and extended family to form the critical mass to drive the local ecotourism programs there. The Khiriwong people love their groups. They possess high awareness in community activities participation. They are able to gather to help solve each other's problems effectively. They are also capable of organizing meetings, and holding discussions to accomplish the goals and duties of their group.





- 5.4 A Foundation called 'Komol Keemthong Foundation' was set up to support project which encouraged villagers to increase their livelihood earnings in 1996. A tie-dyed fabric project was one of the projects developed and has become one of the most successful handicrafts of the village. (Tie-dyed is a technique which uses natural dye to produce beautiful designs on plain colored fabrics).
- 5.5 According to the success of the community, Khiriwong Village has been attracting many organizations to assist in the development of this area. The organizations that assisted between 1999 - 2003 are as follow:
- Bureau of Cottage Handicraft Industries Development, Department of Industrial Promotion;
  - Industrial Promotion Center Region 11, Department of Industrial Promotion;
  - Nakhon Si Thammarat Provincial Industrial Office;
  - Tourism Authority of Thailand, Southern Office : Region 2;
  - Local authorities and organizations in the community.

The operational activities of the above mentioned organizations do these:

- Encourage cooperation within the community;
- Provide training courses on product development, marketing skill development, quality management and production techniques;
- Organize seminars that prepare organizations in the community on the management of the community centre;
- Provide advice and suggestions on product pattern development.

## 6.0 LESSONS LEARNED

- 6.1 This is about commitment and determination with a 'if there is a will, there's a way' spirit among the Khiriwong villagers to become real fighters to overturn what could be disaster to a booming community.
- 6.2 Empowerment on people can be at all levels as shown in the Ban Khiriwong community. Not only are they self sustaining, they are also self managed to take over almost the entire administration and operation of the entire ecotourism enterprise.



6.3 What makes them unique or innovative are these:

- Solidarity among relatives who provide assistance and support towards one another;
- A well balanced and good mix of farm cultivation for an even-out production for sustainable living;
- Growth of local intellects which are well segmented in accordance to each other's skills and interests, which in total, contribute to the community's socio-economic development.

6.4 Like all initiatives, there will be challenges ahead. In this particular initiative which involves the local community in ecotourism, these challenges that need a longer term perspective include:

- Environmental control to address problems relating to garbage and its disposals;
- Internal friction and misunderstanding with people taking advantages from one another in the community;
- Social injustice in the community;
- Loss or dilution of culture and lifestyle of the people due to external influences.

6.5 Measures to mitigate or solve some of these issues can be proactively taken to achieve sustainable results. This can be done, for example through focused administration with specific groups taking charge of specific administrative and management matters like:

- Code of conduct in tourist attractions;
- Environmental management;
- Educational activities process;
- Community involvement.



# VIETNAM



CHAPTER

9





# VIETNAM

## Initiative I Community-Based Poverty Reduction Tourism Program

### I.0 GENERAL INFORMATION

Official Name of “Best Practice” Initiative	Community-Based Poverty Reduction Tourism Program
Name of Contributor/ Organization	Viet Nam National Administration of Tourism (VNAT)
Address/Contact Details	80, Quan Su Str., Hoi An , Quang Nam Province, Vietnam  Tel: +84 4 942 7625 Fax: +84 4 942 4115 Email: <a href="mailto:haianhcami@hn.vnn.vn">haianhcami@hn.vnn.vn</a> Website: <a href="http://www.vietnamtourism.com">www.vietnamtourism.com</a> Contact Person: Mr Nguyen Hai Anh
Year the Initiative Was Started & Completed	2003 - 2006
Location of Best Practice Project	Kim Bong Carpenter Village is located in Cam Kim Commune, Hoi An Town, Quang Nam Province.

### 2.0 KEY SUMMARY

- 2.1 Approximately 4 billion people live on less than US\$2 a day, half of whom subsist on less than US\$1 a day. Ten years ago, 58% of the population was still living under the poverty line. Since then, Vietnam has been working with many international agencies and NGOs, adopting various measures and tools to eradicate poverty. Today, Vietnam is a success story and is regarded as a ‘poverty elevation champion’ among developing countries. It has reduced the poverty rate by almost two thirds in 10 years.
- 2.2 Tourism is already recognized as a powerful tool for generating revenue and employment particularly in rural areas and is one of the most effective tools for developing economies to combat poverty. In 2002, VNAT raised an idea of developing a pro-poor community-based tourism initiative with the International Trade Centre (ITC), the technical cooperation agency of the United



Nations Conference on Trade and Development (UNCTAD) and World Trade Organization (WTO).

- 2.3 VNAT was interested in one of ITC's programs, the 'Export-led Poverty Reduction Program', which has been successful in other countries and they wanted to incorporate and/or replicate a poverty reduction program into a tourism initiative and developed it as a community-driven, sustainable tourism product. It is their belief and conviction that disadvantaged women and men are capable of developing themselves and their communities through activities related to sustainable tourism, thereby improving their livelihoods and become a model for local and national authorities.
- 2.4 It was implemented in 2004 in Kim Bong village in Hoi An, a World Heritage site. Like Hoi An, Kim Bong Village also has a rich cultural and natural heritage, where tourists to the village, made trips to its famed traditional carpentry workshops and the scenic riverside landscape. However, its tourism industry did not grow and sales of its products remained low as it was not able to capitalize on the 'spillover effect' from Hoi An's booming tourism industry due to poor marketing, presentation, packaging and product design and development.
- 2.5 The approach is to package an existing tourism attraction in the area by combining it with a few other products to enhance its overall attractiveness. The proposed initiatives were implemented to address and correct this situation.



### 3.0 THE OBJECTIVES

- 3.1 Reduce poverty, raise income, generate employment and improve the livelihood of 84 households with about 400 people;
- 3.2 Develop and diversify the cultural/heritage tourism products and promote the village tourism industry;
- 3.3 Increase the number of visitors and their length of stay in the booming tourism town of Hoi An, and to capitalize on those who want to extend their visit to Kim Bong.

### 4.0 THE MODEL

- 4.1 Essentially, this is an Export-led Poverty Reduction Program to reduce poverty through the generation of employment and higher income for the disadvantaged community of Kim Bong Village in Hoi An. It involves a number of stages:

#### 4.1.1 Stage 1: Opportunity Study

- An extensive analysis of local cultural attractions and tourist markets and a community-based tourism (CBT) strategy was designed with local multi stake holders' participation in collaboration with the Hoi An tourism authorities;
- Three (3) sites were proposed for the CBT initiative and Kim Bong was selected due to its proximity to Hoi An, a world heritage tourists destination site which can provide a ready market for the product;
- A needs analysis was done to determine
  - a) Communities who are capable of producing marketable products;
  - b) Committed national trade support institutions; and
  - c) National buyers and/or exporters.

#### 4.1.2 Stage 2: Putting It All Together

- A socio-economic diagnosis and a survey on the structure and demands of tourists coming to Kim Bong Village/Hoi An, and an analysis on the product portfolio;
- Partnership between ITC's EPRP team, VNAT, the Quang Nam Tourism Department, the Hoi An Commerce and Tourism Department and the local People's Committees culminated in a joint agreement on a project action plan in mid 2004;



- The stakeholders came together to meet and agree on the project document, the defined responsibilities and the formal operational arrangements required for the implementation of the project;
- The CBT cooperative was set up, with a tourism information centre and showroom in Kim Bong. Capacity building workshops and targeted consultancy were also delivered to strengthen the tourism cooperative and local tourism department.



Refer to Appendix 4 On Roles Of Stakeholders.

#### 4.1.3 Stage 3: Development

- Developing and promoting the Tourism Trail for visitors and the carpentry craft tradition as the two main attractions in Kim Bong Village. Skills training was given to cooperative members and marketing outlets with local tour operators and hotels.

Refer to Appendix 5 On The Implementation Stages In The Community-Based Poverty Reduction Tourism Program.

## 5.0 THE IMPACT

### 5.1 These results were recorded:

- The tourism product has been upgraded and new attractions were added; for example, the Village Walks and Bicycle Trail;
- The Visitor Centre now serves as a focal point for incoming tours;
- On-the-job training for local community has now enabled more than 30 villagers to join the local tourism cooperative and participate in the project;
- Market linkages have been established with 5 tour operators and 2 hotels in Hoi An;
- The local and provincial tourism authorities have now included Kim Bong in the Quang Nam Festival promotions;
- The additional revenue for the tourism cooperative generated from entrance fees and different walks and trails is estimated to be around US\$ 16,000 in the first year. Part of this income is distributed through a Community Fund



that benefits all 400 inhabitants of Kim Bong. In addition, the new sustainable tourism flows also trigger more sales of local products and generate new employment opportunities for guides and hospitality service providers in the village.

- 5.2 Currently, the benefits are only the tip of the iceberg. Full potentials and benefits have not been tapped from the initiative; for example, the further generation of revenue from the membership of the Kim Bong Tourist Service Cooperative. Additionally, what is also not fully tapped is the 'spillover and trickle down' effect from the ongoing tourism boom in Hoi An; for example, from the value chain of hotel resorts there.

## 6.0 LESSONS LEARNED

- 6.1 One of the primary lessons drawn from the CBT project in Kim Bong is that local communities and their leaders must be the main players for any project to be successful and sustainable. Local government leaders need to be committed to the project and support the actions of the benefiting community like the setting of a facilitating policy framework and investing in the infrastructure. A strong and enthusiastic team should be built among the local community. It is imperative that the momentum for change comes from the people who are to be impacted by the project.
- 6.2 A second lesson relates to the nature of quality tourism offers. Key emphasis must be put on the development of local capacities and skills in hospitality, languages, interpretation and business management. One has to go a long way to make the alternative concept of community-based tourism understood by related stakeholders, government authorities and project beneficiaries.
- 6.3 A third lesson is that public-private partnership is not an option, but absolutely necessary. Profitability and social responsibility are not exclusive. A higher involvement of local communities can add to the attractiveness of the place and reduce sourcing costs for the tourism industry. While the government is in the position to set the right policy incentives for tourism development, the private sector holds the key for the successful marketing of tourism products.



# APPENDICES

CHAPTER

10





## APPENDIX 1

### **TOURISM RESEARCH AREAS UNDERTAKEN BY CANADIAN TOURISM COMMISSION**

1. The Impacts of the Iraq war and SARS
2. The Impact of SARS on Canada's Accommodation Industry
3. SARS: The Potential Impact on the Domestic and Selected
4. What If There is a War in Iraq?
5. Impacts on the Events of September 11, 2001, on Canada's Accommodation Industry
6. Post September 11<sup>th</sup> US Tourism Impact Study
7. Exchange Rates: The Potential Impact of a Stronger Canadian Dollar on Travel to/from Canada in 2004/2005
8. Activity-based Tourism Segments In Canada and the USA: An Overview
9. Southeast Asia: An Overview of the Outbound Travel Market and Potential for Canada 2001
10. Business Outlook: Domestic, U.S. and Overseas Travel to Canada
11. Research on the Chinese Outbound Travel Market Report 2001
12. Canadian Travel Arrangement Services Survey
13. Traveller Accommodation Survey - Year 2003 Report
14. Monitoring Canada's Accommodation Industry During A Challenging Year - 2003
15. Report on Canada's Festival Tourism Enthusiasts
16. Similar reports on Museum, Tourism, Heritage, Visual Arts, Hard Outdoor Adventure; Canoeing & Kayaking, & Back Packing, White Water Rafting Enthusiasts Performing Arts Tourism, Soft Outdoor Adventure Wine & Culinary
17. Market Intelligence Profile of China
18. Consumer Research on Japan / Australia / Hong Kong
19. Media Coverage of the Canadian Tourism Sector: January - March 2005
20. Government Revenue Attributable to Tourism
21. Demand for Aboriginal Culture Products in Key European Markets

22. Study On Incentive Travel To Canada For Selected European Markets
23. Role of the Internet in the Vacation Travel of North Americans
24. A Study to Determine the Cost of Issuing Airline Tickets
25. Factors Influencing Visitor's Choices to Visit Urban Destinations
26. Defining Tomorrow's Tourism Product: Packaging Experiences
27. Factors Influencing Visitor's Choices to Visit Urban Destinations
28. Towards Financial Performance Measures and Benchmarks for the Canadian Tourism Sector
29. Catalogue of Exemplary Practices in Adventure Travel and Ecotourism 1999
30. Best Practices in Natural Heritage Collaborations: Parks and Outdoor Tourism Operators 2001
31. Best Practices in Working with Small and Medium-Sized Enterprises in the Tourism Industry tour 2000
32. The ABCs of Financial Performance Measures and Benchmarks for Canada's Tourism Sector Guides
33. Finding Funding: Ten steps to meet your financial needs
34. Risk Management Guide for Tourism Operators



## APPENDIX 2

### SENTOSA'S MILESTONES TOWARDS REDEVELOPMENT & REJUVENATION

1972	Sentosa Development Corporation was established to manage Sentosa.
1973	Sentosa Golf Club and Singapore Cable Car Pte Ltd was incorporated.
1974	The cable car inaugurated service - linking Sentosa to Mount Faber.
1975	Fort Siloso and Kusu Island opened to the public.
1977	Reclamation works was started on Pulau Hantu, Pulau Seletar, Pulau Ringgit, Sisters Island, Lazarus Island and Buran Darat.
1982	Sentosa's monorail, Musical Fountain & the Nature Walk opened to the public.
1983	Pioneers of Singapore museum was opened.
1989	Ferry Terminal and Fountain Gardens were completed, enhancing the arrival experience for visitors arriving by ferry.
1991-1993	<ul style="list-style-type: none"> <li>• SDC's first business partners, Underwater World commenced operations.</li> <li>• The Beaufort Hotel.</li> <li>• Sentosa Riverboat, Sentosa Orchid Gardens, Shangri-La's Rasa, Sentosa Food Centre and Sentosa Beach Resort opened its doors to the public.</li> <li>• Heritage tourism product partnership - Festivals of Singapore, Pioneers of Singapore &amp; Surrender Chambers opened and the entire attraction was renamed Images of Singapore.</li> </ul>
1995-1998	<ul style="list-style-type: none"> <li>• Sijori WonderGolf opened.</li> <li>• Sentosa Cove Pte Ltd was incorporated to develop the waterfront residential &amp; marina project and</li> <li>• Passenger cars were allowed to enter the island under a newly-introduced Drive-In scheme.</li> </ul>
2000	An International Advisory Council for Sentosa (IACS), comprising international industry experts, was formed to advise on the future development of Sentosa.
2002	<ul style="list-style-type: none"> <li>• Sentosa embarked on a major 10-year development plan to transform the island into a world-class resort destination.</li> </ul>

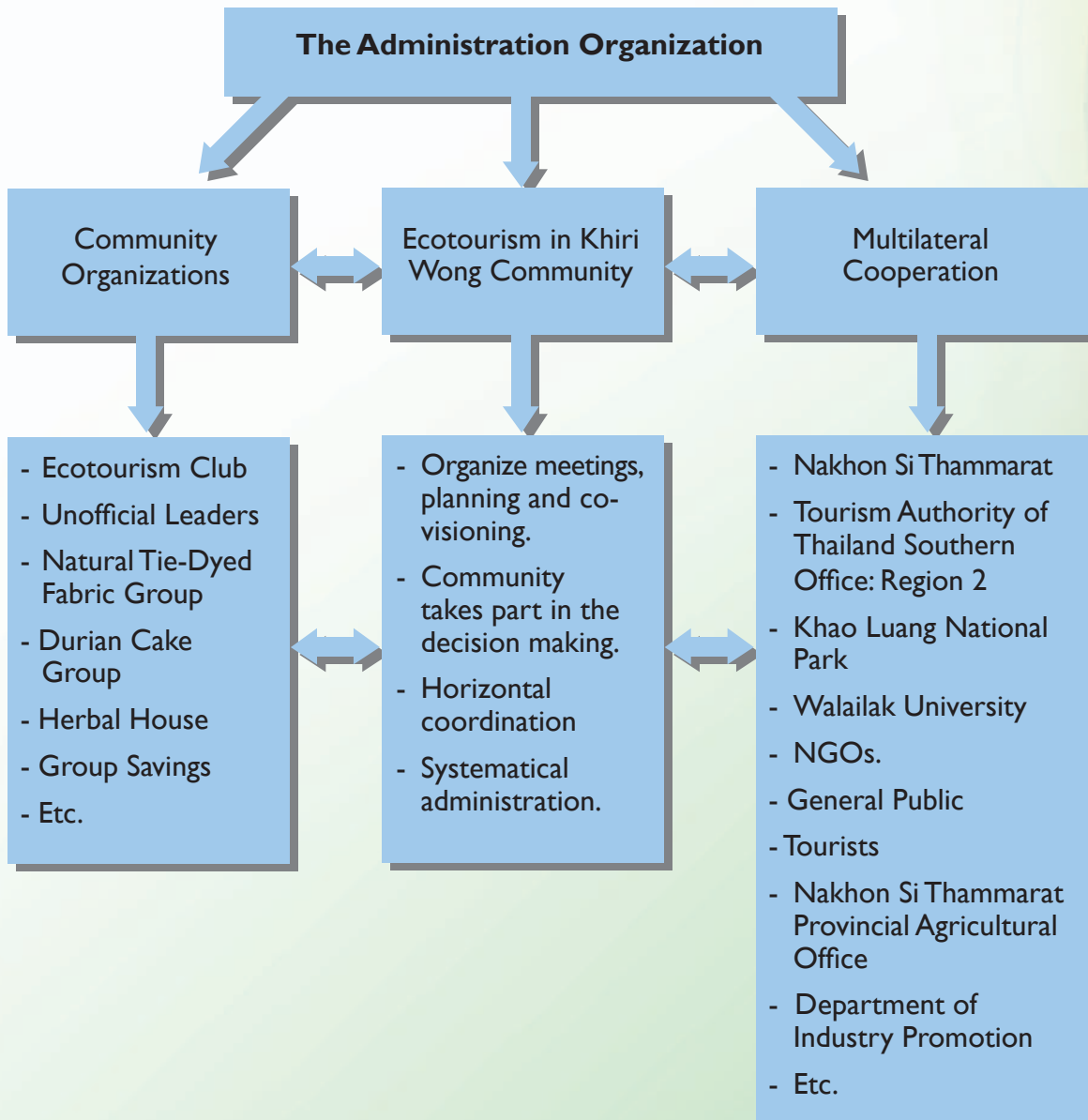


	<ul style="list-style-type: none"> <li>• SDC) re-aligned its corporate structure and transferred its day-to-day operations of the island to Sentosa Leisure Management Pte Ltd, a wholly-owned subsidiary. SDC &amp; its subsidiaries are known as the Sentosa Leisure Group. Magical Sentosa, an all-new pyrotechnic extravaganza, replaced the musical fountain show;</li> <li>• Stories of the Sea, a new multi-sensory maritime experience, was added to the Images of Singapore;</li> <li>• Spa Botanical opened with the distinction of being Singapore's first garden destination spa;</li> <li>• Sentosa island admission was reduced from S\$6 to S\$2.</li> </ul>
2003	<ul style="list-style-type: none"> <li>• Plans for Siloso Beach redevelopments were unveiled – comprising a host of new quality entertainment, food, and beverage and retail offerings to be operational between July 03 and May 04.</li> <li>• Development for Sentosa Express, a S\$140-million light rail system, kicked off. It is expected to be operational by 2006;</li> <li>• Works on The Tourism Academy at Sentosa begun and classes are expected to commence in 2005;</li> <li>• Embarked on RIMBA, the world's first dining-with-wildlife lifestyle attraction, to be completed by mid 2004;</li> <li>• Sentosa Cove's first sale of sites was launched;</li> <li>• Pontiac Land Group to develop a small luxury hotel with villas (to be named The Knolls) in the green heritage on Sentosa Island;</li> <li>• The Merlion closed for major upgrading works.</li> </ul>
2004	<ul style="list-style-type: none"> <li>• The re-furbished Fort Siloso was re-opened to the public</li> <li>• Images of Singapore closed for refurbishment into a more exciting and dramatic Singaporean experience of history and culture.</li> <li>• Works begun on a 650-metre, S\$5.5-million luge track with an aerial chair lift cableway that will link the cluster of attractions;</li> <li>• Amara Holdings Limited to develop a 125-room boutique resort by 2007;</li> <li>• Sentosa Cove Marina, Singapore's first residential marina was successfully awarded.</li> <li>• Sentosa acquired rights to exhibit, with the option to purchase, "The Tang Treasure".(Tang Dynasty, 618 – 907 AD);</li> <li>• Robertson Quay Hotel to develop a S\$35-million mid-tier resort along Siloso Beach;</li> <li>• Sentosa earned a Guinness World Record for having the 'Most people (1039 participants) wearing balloon hats at the Sentosa Balloon Hat Festival 2004.</li> </ul>
2005	<ul style="list-style-type: none"> <li>• Sentosa hosting the Singapore Golf Open, one of Asia's most celebrated sporting events, with a massive US\$2m prize purse,</li> <li>• Fort Siloso, Singapore's only preserved costal fort turns 120 years old, and 2005 was named as "Visit Fort Siloso Year" to commemorate the 60th anniversary of the end of World War II.</li> <li>• Monorail ceases operation in March.</li> </ul>



## APPENDIX 3

### ADMINISTRATION STRUCTURE OF BAN KHIRI'S ECOTOURISM MANAGEMENT



## APPENDIX 4

### ROLE OF STAKEHOLDERS IN THE COMMUNITY-BASED POVERTY REDUCTION TOURISM PROGRAM

STAKEHOLDER	ROLES
<b>Local Community</b>	
Kim Bong Tourist Service Cooperative	Operator and manager of the CBT project in Kim Bong Village.
<b>Government Authorities</b>	
Viet Nam National Administration of Tourism (VNAT)	General project oversight and coordination; promotion and replication of CBT approach.
Quang Nam Promotion Center/ Tourism Department	Promoter for Kim Bong tourism project through festivals, etc. Some financial support for infrastructure.
Hoi An Commerce and Tourism Division	Local coordinator and advisor for project development and implementation of activities.
Kim Bong and Hoi An People's Committee	Support through financial investment in infrastructure and setting of policy environment.
<b>Private Sector</b>	
<u>Mainly based in Hoi An:</u>  Hotels, tour operators and booking offices	Market link; marketing and product development
<u>Support Institution :</u>  COOPSME Quang Nam	Capacity building and advice of the Kim Bong Cooperative.
UNESCO Volunteers, Hoi An	Support in field research/ joint activities.
WWF	Technical assistance for sustainable wood sourcing practices and environmental sustainability.
International Trade Center UNCTAD/ WTO	General project coordination; technical assistance for project implementation.





## APPENDIX 5

### IMPLEMENTATION STAGES IN THE COMMUNITY-BASED POVERTY REDUCTION TOURISM PROGRAM

CHART A		Date	Activities
UP TO DATE	PILOT PHASE	Before 2004	Official request from Vietnam National Administration of Tourism (VNAT) for ITC support. Preliminary assessment of the potential project locations. Opportunity study of the project with the objective to identify the most suitable place for EPRP project.
	SECOND PHASE  Analysis and preliminary actions	February-March 2004	Poverty diagnosis and tourism survey.
		June 2004	Pilot CBT workshop and conclusion of project action plan.
		July-October 2004	<ul style="list-style-type: none"> <li>- Formation of CBT cooperative;</li> <li>- Identification of current commercial practices and training needs;</li> <li>- Identification of “winner” carpentry products.</li> </ul>
3 <sup>rd</sup> PHASE Implementation and operation	November-December 2004	<ul style="list-style-type: none"> <li>- On-the-job training for local tourism department and Kim Bong Cooperative;</li> <li>- Conceptualization of “Kim Bong Village Trail”.</li> </ul>	

CHART A		Date	Activities
FUTURE ACTIONS		April-August 2005	Training and consultancy provided to relevant stakeholders regarding <ul style="list-style-type: none"> <li>- Language skills and guiding for Cooperative;</li> <li>- Cooperative management</li> <li>- Carpentry (design and marketing, techniques);</li> <li>- Sustainable sourcing of wood.</li> </ul>
		January -September 2005	Construction of Craft Centre and upgrading of tourism infrastructure.
		January 2006	Inauguration of Craft Centre, village walk and bicycle trail and familiarization trips for local tour operators.
		since February	Local Project Coordinator working with HoiAn Tourism Department
		Up to December 2005	Technical assistance by ITC
	FINAL PHASE Replication	October 2005	Joint ITC/SNV study tour to similar CBT to the projects in Central Viet Nam.
		February 2006	Translation of CBT Manual into Vietnamese & subsequent training-of-trainers.
		September/ October 2006	Workshop on CBT best practices and replication of pilot project experiences.

