



HANDBOOK

RESPONSIBLE TOURISM

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Introduction

This handbook will help you to develop a strategy for your tourist company that integrates the specifics and uniqueness of the place/site or destination with the purpose of responsible and profitable tourism. It can be used by owners/managers of micro tourist companies, site managers, tourism professionals, and a wider audience to understand the possibilities of responsible recreational initiatives and how to implement them. Micro and small tourist companies often lack the tools and know-how to effectively manage tourism activities and maximise the benefits, while minimising their negative impacts on local communities and environment.

The Handbook follows the logic of the PDCA (Plan – Do – Check – Act) cycle. The four units of this Handbook correspond to the stages of the PDCA cycle. A step-by-step approach is used to guide the trainee through the material.

The PDCA cycle (Figure 2) is also known as the Deming cycle (under the name of William Edwards Deming), although it was developed by a colleague of Deming, Dr. Shewhart.

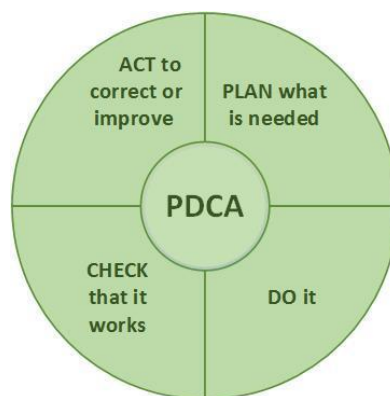


Figure 2. Plan-Do-Check-Act Cycle

The PDCA cycle could be used as a universal management and/or improvement methodology with the idea of constant improvement, and thereby diminishing the difference between the requirements of the customers and the performance of the process. The PDCA cycle is also about learning and ongoing improvement, learning what works and what does not in a systematic way; and the cycle repeats; after one cycle is complete, another is started.

Unit 1: What is responsible tourism?

Responsible tourism came as a concept in 2002 with the Concept of Responsible Tourism, presented in Cape Town through the "[Declaration on Responsible Tourism in Destinations](#)". According to the Declaration, the definition is: Tourism, which creates better and more valuable places to live and visit. Nowadays, the trend is for more and more destinations and campaigns to focus on the development of responsible tourism.

"Tourism that minimizes negative social, economic and environmental impacts and generates greater economic benefits for local people and raises their well-being."

1.1. Principles of responsible tourism

- Minimizes negative economic, environmental and social impacts;
- Generates greater economic benefits for local people and increases the well-being of host communities, improves working conditions and access to industry;
- Involves local people in decisions that affect their lives and opportunities for life;
- Makes a positive contribution to the preservation of natural and cultural heritage, to the maintenance of world diversity;
- Provides a more enjoyable experience for tourists through more meaningful connections with local people and a better understanding of local cultural, social and environmental issues;
- Provides access for people with physical problems;
- Is culturally sensitive by instilling respect between tourists and hosts and building local pride and confidence.



Principles of economic responsibility

- Assess the economic impacts before starting to develop tourism and select those forms of development that benefit the local community and minimize the negative impact on local livelihoods (e.g. through loss of access to resources).
- Tourism is not always the most appropriate form of local economic development.
- Maximize local economic benefits by increasing connections and reducing leaks, ensuring that communities participate in and benefit from tourism.
- Involve more locals in the offered tourist product.
- Where possible, use tourism to help reduce poverty by adopting strategies for the poor.
- Develop quality products that reflect, complement and enhance the destination.
- Offer tourist services in ways that reflect the natural, cultural and social integrity of the destination and that promote appropriate forms of tourism.
- Create fair business practices such as paying and charging at fair prices, building partnerships where risk is minimized and shared, and hiring staff according to international labor standards.
- Support small and medium-sized enterprises to ensure that tourism-related ones thrive and are sustainable.

Principles of social responsibility

- Assess the social impacts throughout the life cycle of the tourism product
 - Including the planning and design phases - in order to minimize the negative impacts and maximize the positives.
- Make efforts to make tourism an inclusive social element and ensure access for all, especially vulnerable and disadvantaged communities.
- Actively involve the local community in planning and decision-making and take care of capacity building to make this a reality.
- Combating the sexual exploitation of people and the exploitation of children.
- Be sensitive to the culture and traditions of the visited destination, maintaining and promoting social and cultural diversity.
- Make an effort to ensure that tourism contributes to improving health and education.



Principles of environmental responsibility

- An environmental impact assessment throughout the life cycle of tourism establishments and activities - including the planning and design phase - ensures that negative impacts are minimized and impacts are maximally positive.
- Use resources sustainably and reduce waste and overconsumption.
- Sustainable biodiversity management and, where necessary, its restoration.
- Taking into account the capacity of the destination and the volume and type of tourism that the environment can meet without affecting vulnerable ecosystems and protected areas.
- Promoting education and awareness of sustainable development of all stakeholders.
- Increase the capacity of all stakeholders and ensure compliance with best practices by consulting environmental experts.

More information on responsible principles:

What is Corporate Social Responsibility (CSR)? - United Nations: <https://www.unido.org/our-focus/advancing-economic-competitiveness/competitive-trade-capacities-and-corporate-responsibility/corporate-social-responsibility-market-integration/what-csr>

The economic benefits of Sustainable Tourism: <https://ecobnb.com/blog/2016/10/economic-benefits-sustainable-tourism/>

Travel & Tourism is a tool for the sustainable development of a whole country: <https://worldtraveltourismcouncil.medium.com/travel-tourism-is-a-tool-for-the-sustainable-development-of-a-whole-country-95e86e53cf73>

1.2. How to implement those principles?

TOUR OPERATOR

Create a policy to use fewer resources such as electricity, water, paper, etc.

- switching off electrical appliances when not in use
- print only when necessary, set the printer to eco-friendly and print on the back of an obsolete sheet (reuse)
- installation of an aerator on the tap, which reduces the amount of water used



- cisterns with 2 buttons to control the amount of water
- transition to online marketing and distribution of advertising materials (without paper brochures, catalogs)
- electrical appliances of higher energy class
- promoting the use of natural light and switching off lighting when not necessary
- energy saving lamps - good option for corridor, bathroom / toilet, kitchen, storage are lamps with motion sensors

Use products that have a smaller environmental footprint

- recycled printing paper and / or responsibly certified (FSC)
- recycled toilet paper
- biodegradable cleaning agents
- coffee machine without capsules
- separate collection, recycling and reuse of waste
- encouraging employees to use their utensils when buying food and drinks from outside - this can be a gift for everyone (canvas bag, box, cup, water bottle, utensils)

Human capital as a resource - level of satisfaction and motivation of staff, quality of work

Working conditions - employment contracts, insurance, maternity, retirement, overtime, paid leave, additional benefits, equal opportunities for all, floating working hours, complaint procedures, measuring employee satisfaction

Opportunities for further training on the principle

"Lifelong learning" - special training related to the development of knowledge and skills, language courses, exchange of experience with colleagues and other useful knowledge and skills for the team not only related to their work but also to their personality.

Extracurricular activities - an opportunity to practice outdoor sports under appropriate conditions, initiatives for extracurricular activities together, to stay and work from home to take care of their sick child.



For inspiration, you can read: "Let my people surf" and the example of Patagonia (Yvonne Scholar's handbook "how to do business without losing your soul")

Support of causes - participation in actions on afforestation, cleaning, improvement, restoration, marking of paths and various initiatives for protection of the natural and cultural heritage

ACCOMMODATION

The principle of "Love not Luxury" - the personal contact between the host and the guests is important

- Local cuisine, seasonal products - the so-called food miles. Use produced by the hosts or in the area.

Today, about 30% of land transport exists to support the food industry. An average product in a British supermarket has traveled 1,500 km to reach store shelves.

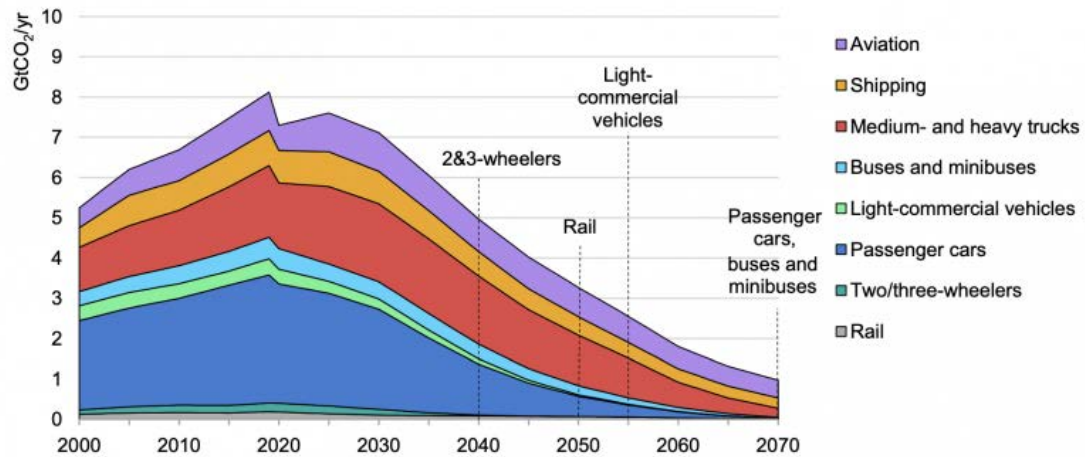
- Preference for accommodation with a certificate of responsibility and sustainability: in Europe alone, there are about 60 different certificates of sustainability related to accommodation



- Commitment to topics such as: ban on child labor, protection of biodiversity - no food and souvenirs of rare and endangered plant and animal species, compliance with European and national regulations for waste treatment.
- Waste reduction by avoiding disposable packaging, separate collection, recycling and reuse, composting of bio-waste.
- Installing energy and water saving appliances and encouraging tourists to treat resources orally and in writing responsibly.
- Involving local people in the services offered - creating a network of people working together

TRANSPORT

Figure 3.16 Global CO₂ emissions in transport by mode in the Sustainable Development Scenario, 2000-70



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Notes: Dotted lines indicate the year in which various transport modes have largely stopped consuming fossil fuels and hence no longer contribute to direct emissions of CO₂ from fossil fuel combustion. Residual emissions in transport are compensated by negative emissions technologies, such as BECCS and DAC, in the power and other energy transformation sectors.

*More info at: <https://ourworldindata.org/co2-emissions-from-transport>

Passenger transport from the tourism industry is to blame for 75% of the world's total carbon emissions. The reason - the large increase in travel to distant destinations.

Environmental impact by mode of transport:

1. Bus
2. International train
3. High speed train
4. Car with 4 passengers
5. Car with 4 passengers and caravan
6. Charter / low cost carrier
7. Car with 2 passengers
8. Regular economy class flight
9. Car with 2 passengers and caravan

Choice of (alternative) transport and possibility to compensate for greenhouse gas emissions

It is important if you hire a transport to give recommendations to the driver / transport provider to reduce fuel consumption, sustainability clauses in contracts with transport companies

ATTRACTIONS

Visiting festivals, local traditions and meeting between tourists and local communities:

- positive consequences: direct and indirect income, opportunity to strengthen the position of the visited ethnic group in the context of the majority.

- negative consequences - danger of commercialization and overexposure of the event, loss of authenticity, copying of the consumer behavior of tourists, some of them bring little economic benefit to the visited region.

There are also "staged authentic" events for tourists, which create mistrust and damage the image of this type of event.

It is important not only to organize a festival or meeting with local traditions in the form of demonstrations, concerts, workshops, etc. to give preliminary information to tourists in order to avoid inappropriate behavior. The idea of reducing its footprint by introducing waste minimization practices, encouraging guests to be more responsible to the environment and the people involved should be embedded in the concept of this type of event.

Attractions with animals

There is a "black list" of attractions - bullfighting, fighting between dogs or roosters, riding ostriches, dancing bears, as well as some types of animal races - related to abuse, those that can cause the death of the animal. There are also possible risks for tourists - from attack, injury, etc.

Standards for good animal care - a basis for codes of ethics and codes of conduct for tourists, which are increasingly imposed.

SERVICE PROVIDERS - GUIDES AND OTHER

As people who have direct contact with tourists and are ambassadors of any welcoming destination and/ or tour operator have a very important role:

- acquaint tourists with biodiversity, historical heritage and socio-cultural norms of the visited destination / incl. behavior, dress code, possible ban on photography, etc./;



- model of behavior and mediator between local communities and tourists;
- local control and feedback;
- animator and even psychologist

Requirements - licensing regime, working conditions, knowledge and understanding of the destination, training.

It is important to be trained and apply the principles of responsible behavior by communicating them with tourists.

CHOICE OF DESTINATION

It is important to take into account not only their tourism potential, but also the question of how sustainable they are, transport to them, waste management, possible positive / negative effects on biodiversity, local communities and their rights, etc. - the possibility for tour operators to influence the development of destinations

- Destination sustainability assessment - environmental criteria, planning issues, human rights
- Cooperation with local authorities to preserve the cultural and natural heritage of the destination

In order to manage a destination sustainably, it is important to clarify the role of the Ministry of Tourism and the overall advertising strategy of Bulgaria, the role of the media, of all of us as tourists and consumers.

TOURISTS

In responsible tourism, it is important for tourists to take an active part not only in consuming the service for which they have paid, but also in conserving resources and respecting the destination that the local community and culture visit. This brings them added value and builds in them values that are important for all participants in tourism to have.

Customer awareness and behavior - surveys show growing awareness and concern about sustainability issues.

3 types of behavior:



- LOHAS (Lifestyles of Health and Sustainability) - 40% in Germany, 30% in the USA

- "they do not want to do evil" - their behavior can be easily influenced

- hedonists - the responsibility is someone else's

- Communication strategies - short, positive and engaging messages, inspiring stories, desire for "empathy".
- Responsible marketing and advertising
- Codes of conduct at the destination - unacceptable behavior, encouragement to participate in biodiversity conservation - participation in actions, donations
- Feedback and response to complaints
- Customer protection - insurance, data protection

UNIT 2: Plan your responsible initiatives

If you want to achieve market success with your responsible initiative, you have to plan it. Planning takes place in all organizations in some form or other, whether it be formal or informal, and at a variety of levels. The plan is the tactical means of implementing strategy and achieving objectives.

Your plan should be set exactly: 1/ What needs to be done, 2/ By whom, and 3/ When.

Each plan should possess the following characteristics:

- Has objectives which can be measured
- Answers questions that stakeholders should be asking
- Builds in options and contingencies
- Identifies and quantifies risks
- Sets out how to minimize those risks or the adverse consequences that might arise from them
- Allows progress to be measured

2.1. Define your destination and product/initiative

You can start your planning process with an answer to the following question: What are the gaps in your knowledge and evidence toward tourism in your business/destination/site?

Make a simple list of the topics you know and understand. Continue with a list of those you do not know, but think would be useful to know. This list is rather important for the stages that follow because you will be able to engage other partners in helping you fill the information gaps you find. At the end, you have to define the scope of your responsible initiative or the so-called terms of reference. You can use Checklist 1 provided in this handbook.



Define your business area and destination

Be clear on where and what your business is situated and the destination where it will work. A destination is the physical space in which a tourist spends their holiday or vacation. It includes a full range of services, products and experiences:

- The attractions people visit,
- The accommodation in which they stay,
- The transport arrival hubs,
- The food and drink establishments utilised,
- The retail outlets in which they shop,
- The museums and galleries they visit,
- Even the city, town, village, or homes where the local community resides.



The market ultimately decides the boundaries of a *destination*, influenced by marketing, as well as physical and cultural limits. The term *site* overlaps significantly with destination but tends to center on a particular place bound by physical or cultural characteristics.

Defining your broader destination is extremely important in building foundations for responsible tourism, and it can be particularly helpful to look at how other businesses have done this already.

You can find useful information in the case studies.



Destinations are more than just the sum of their parts, and changing the strategy of a destination requires the active support and commitment from a range of stakeholders.



Attractions and destinations are different issues. An *attraction* is any object, person, place, or concept that draws people either geographically or through remote electronic means so that they might have an experience.

The World Heritage Center launched the following categorisation of attractions: Geophysical-landscape-aesthetic, Ecological-biological, Cultural-historical, Recreational.

It is important **to know and understand the geography of your location** - where it begins and also where it ends.

Define your product/initiative

At the very beginning of your planning process you should define your target market and your product.

Ask yourself how much do you know about the destination which you are going to offer? You can use Checklist 1 in the Appendix 1 section of this handbook to guide you.

If you cannot answer these questions, or similar questions specific to your site, you must spend some time trying to find these answers before starting to develop anything.

During the process of defining your responsible product or service keep in mind that by definition responsible tourism should achieve a balance between the environmental, economic, and socio-cultural aspects of tourism development (the so-called *triple bottom line*). Try to develop an integrated tourism experience — socially, economically, environmentally. ‘Hop-on hop-off’ products do not bring added value to any of the involved parties.

Services have a number of distinctive characteristics which make them different from physical goods (Table 1).

Goods	Services	Resulting implications
Tangible	Intangible	<ul style="list-style-type: none"> Services cannot be inventoried. Services cannot be easily patented. Services cannot be readily displayed or communicated. Pricing is difficult.
Standardized	Heterogeneous	<ul style="list-style-type: none"> Service delivery and customer satisfaction depend on employee and customer actions. Service quality depends on many uncontrollable factors. There is no sure knowledge that the service delivered matches what was planned and promoted.
Production separate from consumption	Simultaneous production and consumption	<ul style="list-style-type: none"> Customers affect each other. Employees affect the service outcome. Decentralisation may be essential. Mass production is difficult.
Non Perishable	Perishable	<ul style="list-style-type: none"> It is difficult to synchronise supply and demand with services. Services cannot be returned or resold.

Table 1. Goods vs. services logic

Source: Parasuraman, A., Zeithaml, V. and Berry, L. (1985), “A conceptual model of service quality and its implications for further research”, *Journal of Marketing*, Vol. 48, Fall, pp. 41-50 (cited in: Zeithaml, et al., 2006, p. 22)

Tourism product¹ can be described as a combination of the following six components aligned in logical sequence².

All tourism products begin with an **attraction**. An attraction must have **access** which is essential to the exploitation of the attraction. Every visitor experiences an attraction, but how they experience depends on the **activity** they select. To realise an activity requires **services**. Services are all those functions that a visitor might or might not be able to do. Service provision, in turn, requires **qualified personnel** to provide that service. A tourism product must also include **communication/promotions** because potential tourists should be informed about its existence.



(Activity + Situation + Resource) → Event → Reaction → Memory = Experience

2.2. Understand and measure the supply you need

Understanding responsible tourism is the first step to managing successful responsible initiatives. Reliable data is the key to both being able to monitor threats to your initiative, and ensuring market segments are effectively targeted.

Supply side involves undertaking an inventory of tourism assets and infrastructure, while assessing the scope for growth and the changes over time. The effectiveness of a destination relies on obtaining revenue and is heavily dependent upon the location, scale, capacity, and quality of the accommodation, transport system, food and drink, retail, leisure experiences, and visitor attractions.

It is advisable to start with a simple tourism supply inventory.

Inventory of accommodations

An inventory of accommodations considers all existing providers in the destination including hotels, guesthouses, resorts, B&Bs, self-catering rentals, and camping sites. Important data about accommodations include the following:

- Number of rooms and beds
- Segmentation mix of accommodations

¹ 'Product' is a broader term which encompasses good and/or service.

² This section is developed using materials provided by the Public Use Planning effort of the World Heritage Center (<http://whc.unesco.org/en/tourism/>).

- Average rack rate (per season)
- Employment
- Occupancy rate (per season)
- Average length of stay
- Other elements to the destination's strategy such as key markets, use of green technologies, involvement with local communities

Monitoring the accommodation numbers will also help determine if more types of accommodation are needed or if the destination is at full capacity. You can use as a sample the tool provided as a Checklist 2 in the Appendix 1 of this Handbook.

Tour operators

Tour operators are vital to the destination value chain, and in many cases manage the majority of the visitor's experiences. All tour operators, including inbound handlers, should be inventoried:

- Number of operators
- Number of clients served
- Length of stay
- Price ranges
- Employment figures
- Average daily expenditure per traveler
- Key markets, marketing techniques, and types of packages sold

Attractions (natural and cultural) inventory

Attractions include: 1/ outstanding geological features, 2/ significant cultural monuments, 3/ important historical events, 4/ famous sites. They motivate people to become tourists. It is vital to assess a destination's attractions in order to identify potential markets (if any) and understand the comparative position of your destination in the marketplace. It is important to collect not only quantitative but also qualitative information about the attractions:

- GPS data to enable mapping
- Accessibility
- Number of visitors
- Revenue Generated



- Resources consumed/produced
- Current and/or potential uses
- Photos, videos and/or audios

Local food, beverages, arts, etc. should also be included.

Human and institutional capacity

Tourism is a people-oriented business and depends on quality service from trained managers and employees. Understanding the actual and potential human resource base of a destination is critical in determining to what degree a community can meaningfully participate in the development of responsible tourism. Institutional support is also a factor, in some cases a critical one.

2.3. Understand and measure the demand for your initiative. Define your goal and objectives.

Demand side requires answers to the following questions:

- How many people want to visit your destination? Is the demand growing or declining?
- Who are the visitors, and when do they visit?
- Why do they come, and how long do they stay?
- How much do they spend and what do they purchase?
- Where do they come from?
- What do they want to experience, and how do they learn about the site, its values, and the local community?
- Are visitors satisfied with the experience?

The above information is crucial because you may need to use it later for new investment possibilities and new or updated infrastructure. All destinations should at the very least measure visitor satisfaction levels.



Goals are realistic, measurable targets for the destination’s tourism vision. Every goal must be consistent with the vision for the destination.

Once goals are agreed upon, the destination can identify actions, timelines, and responsible parties to achieve them. This will be presented in detail in Unit 2 of the Handbook.

2.4. Identify the impact of the community

People who live in gateways hold the key to create a “virtuous circle,” whereby tourism’s contribution to the economy generates incentives to conserve the resources that keep tourists coming. Top-down schemes imposed from the outside don’t work well, if at all. Locals must own part of the process.

It is critical to think carefully in advance about the potential positive and negative impacts that your tourism initiative may have on the local communities and their intangible cultural heritage. You have to communicate with the local community to understand their needs, concerns, and aspirations. It is a basic principle of sustainable tourism that local/host communities have a voice in shaping the tourism processes that affect them.

Try to create associations with the local attractions which will focus on the emotions of both the tourists and local community. You can use Checklist 3 with guidance on how to create associations in the thematic framework.

2.5. Assess heritage, cultural, social, and ecological impacts

In many sites there will be ways to sustainably manage tourism and tourism growth, but site managers need to understand the point at which impacts are destructive and require intervention. The degree to which tourism businesses provide local career opportunities (with fair wages), equal opportunities, and occupational safety are important and worthy of analysis. It is also important to monitor risks and negative impacts over time so that areas of concern can be managed in the appropriate way at the appropriate times.

You have to take into account the following Critical Success Factors (CSFs):

- Agreed objectives and clear concepts
- Financial planning for budgeting, capital raising and price setting
- Effective marketing strategies based on sound market research
- Destination and proximity to major markets and visitor flows
- Human resource management, including paid staff and volunteers
- Planning for product differentiation, life cycles and value adding
- Quality and authenticity of products and experiences



Authenticity is a core value in heritage conservation and the tourist experience. It may be defined by the relationship between the practitioner and visitor



conceptions of historical accuracy combined with visitor perceived entertainment value and how they make sense of the past.

- Engage cultural heritage and tourism expertise in conservation and promotion
- Design interpretation as an integral part of the heritage tourism experience

Note: Based on Carlsen, J., Hughes, M., Frost, W., Pocock, C., and Peel V. (2007). Report on Success Factors in Cultural Heritage Tourism Management, Sustainable Tourism CRC Australia (permanently archived on <http://www.webcitation.org/5sjXNipDH>).

Web Resources

<https://quizlet.com/91838461/sustainable-tourism-vocabulary-flash-cards/>

http://visokaturisticka.edu.rs/pitanja/obavezne_reci_a3_ema.pdf

https://prezi.com/klvmoyi0v34_/responsible-tourism/

http://www.ttra.com/assets/1/7/Responsible_Tourism_and_the_Future_-_John_Swarbrooke.pdf

Additional Resources

Culture and Heritage Tourism: Understanding the Issues and Success Factors, www.crctourism.com.au (permanently archived on <http://www.webcitation.org/5sjXNipDH>)

CDC Development Solutions: www.cdcdevelopmentsolutions.org

Center of Excellence for Destinations: www.ced.travel

International Union for Conservation of Nature: www.iucn.org

Joliba Trust: www.jolibatrtrust.org.uk

Lindblad Expeditions: www.expeditions.com

National Geographic Center for Sustainable Destinations:

<http://travel.nationalgeographic.com/travel/sustainable/>



Unit 3: Organize and implement your responsible initiatives

You can effectively and efficiently organize and implement your responsible initiative by applying project management framework. This framework could help you to manage your movement from one state to another to reach your final result.

3.1. Identify project team members

Human factor is a critical element in the PDCA cycle but at this stage it is vital. You should identify and consult with potential team members to help with developing a responsible tourism initiative concept. These may be individuals either within your company or external to it. Consult with each to determine if they have the time and interest to be engaged.

The success of your responsible tourism initiative doesn't depend on the size of your team. It is always better to start to work with a small team with enthusiastic and competent people. Preferably, a tourism development specialist should lead the team, potentially composed of specialists in the following areas:

- Business analysis and marketing research
- Local cultural heritage and history
- Local wildlife and natural resource management
- Environmental and biodiversity conservation
- Socio-economic development in rural areas
- Local, regional, or international tourism
- Communications and participatory development

The team needs to agree on how to phase the project (work breakdown structure), who the target audience is and what information that audience requires.



You can download a template of Work Breakdown Structure from Go Responsible online platform (Appendix 2 of this handbook).

3.2. Determine the target audience and define communication goals

Before starting to work on this unit issue you have to review the goals and objectives which you have already set in Unit 1.3. Your target audience might differ from your target market. Target audience includes all those people and/or organisations who/which should receive your message.

Communication with target audiences and stakeholders is very important. Residents need to understand why the historic site or natural landscape they see every day represents a potentially important economic benefit for them. Managers need to understand the needs and concerns of local people. Tourists need to learn the significance of what they see, why and how they can help preserve it.

When you determine your target audience you have to take into account that smaller, tighter networks can be less useful to their members than networks with lots of loose connections (weak ties) to individuals outside the main network. More ‘open’ networks, with many weak ties and social connections, are more likely to introduce new ideas and opportunities to their members than closed networks with many redundant ties. It is better to have connections to a variety of networks rather than many connections within a single network.

Communication element	From	To
Objectives	From change <i>not only</i> in individuals....	But also changes in social norms, social networks, and social systems that reach beyond and influence the individual
Audiences	From <i>not only</i> high-risk populations and their influencers....	To include a wide range of non-traditional stakeholders including the media, policymakers, and the private sector
Messages	From <i>not only</i> vertical “do this” messages....	To include horizontal communication among organizational and interpersonal networks
Channels	From the media <i>not only</i> as channels....	But also as partners—and from traditional broadcasting to new media technologies
Capacity Building	From communication capacity building of a few counterpart organisations	To strengthening communication skills of people and throughout the system (everyone in the system is a communicator) as well as networks of organizations at multiple levels

Table 2. The changing development communication paradigm

Source: Booth, B. 2009 Putting SCALE® into Practice. Washington, DC:USAID/Academy for Educational Development.
www.rmpportal.net/library/content/usaidscale-collection/scale-materials/scale-publications/working-copy-march-2009/view.

In many projects increasing communications and social networking among target audiences in a project area can be done through widely available communication tools and approaches such as the internet (website, social media), public relations, radio, public events, and newsletters.

3.3. Develop a value chain to add value

The first step is to construct your responsible tourism value chain (example is provided [here](#)).



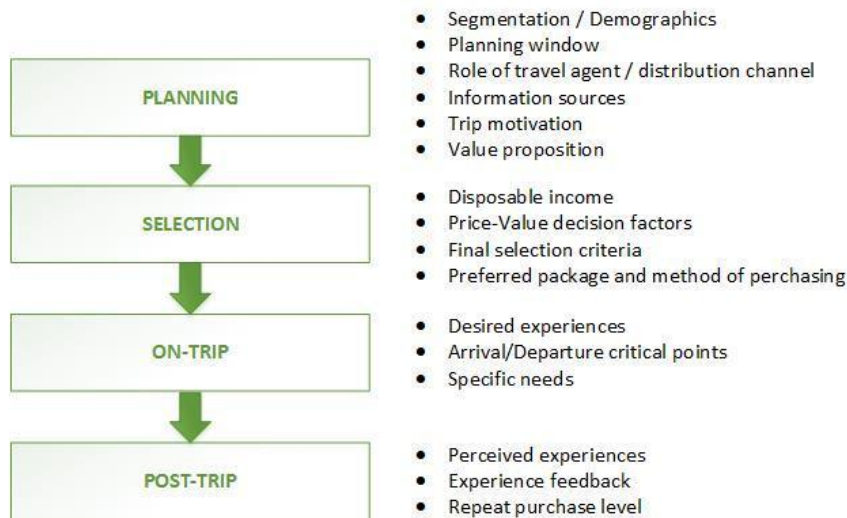
A tourism value chain is a system which describes how private sector firms in collaboration with government and civil society receive or access resources as inputs, add value through various processes (planning, development, financing, marketing, distribution, pricing, positioning, among others) and sell the resulting products to visitors.

A tourism value chain focuses on the customer experience. You can find more about the importance of tourists’ experience in Unit 4.

The main element of a tourism value chain include the following:

- Current and potential end market targets
- Outbound tour operators, travel agents and wholesalers
- Inbound tour operators and travel agencies
- Tourism product and service providers
- Natural, cultural and historical attractions
- Local input providers

You can add value through products, experiences and services but if you want to succeed you have to plan the tourism value chain by its elements well in advance.



Elements of tourism value chain

The 'on-trip' element is the critical area in which the visitor expenditure inputs occur at the destination level so detailed planning and organising are vital to ensure market success and high level of competitiveness of your offer.



On-site planning guide

This element affects the visitor's experience which in turn determines the perceived quality of the whole trip/visit.

Web Resources

www.conservation.org

National Geographic Traveler

<http://travel.nationalgeographic.com/travel/traveler-magazine/>

Tourism Cares

www.tourismcares.org

United Nations Educational, Scientific, and Cultural Organization

www.unesco.org

United Nations World Tourism Organization

www.unwto.org

Additional Resources

Lanning, M. *Delivering Profitable Value (DPV)*, The DPV Group, LLC.
http://www.exubrio.com/services/white_papers/DPVIntro-eXubrio.pdf

Kaplinsky, R. and Morris, M. *A Handbook for Value Chain Research*, IDRC.
<http://www.redepapa.org/valuechain.pdf>

Unit 4: Check how the things are going

Monitoring the value delivery process is the next important stage in the PDCA cycle. It could be utilised by developing a performance measurement system to monitor progress toward meeting the objectives (defined as a part of the planning stage) and value chain outcomes.

4.1. Auditing the visitor and resident experience

Tourism depends heavily on the customer experience. That is why it is vital for you to set up and to implement a systematic audit of the visitor experience value chain.



Stages of visitor's experience

Source: Adapted by Hawkins, D. E. & Mann, S. (2007). *The World Bank's Role in Tourism Development. Annals of Tourism Research: A Social Sciences Journal*, 9 (1), 115-132.

You can gather visitor data through visitor questionnaires, national statistics, economic studies, and statistics submitted by hotels and other service providers. It is important for you to know visitors' demographics, psychographics, spending patterns, etc. Sample survey forms are available for download from Go Responsible online platform.

4.2. Establishing a Destination Management System (DMS)

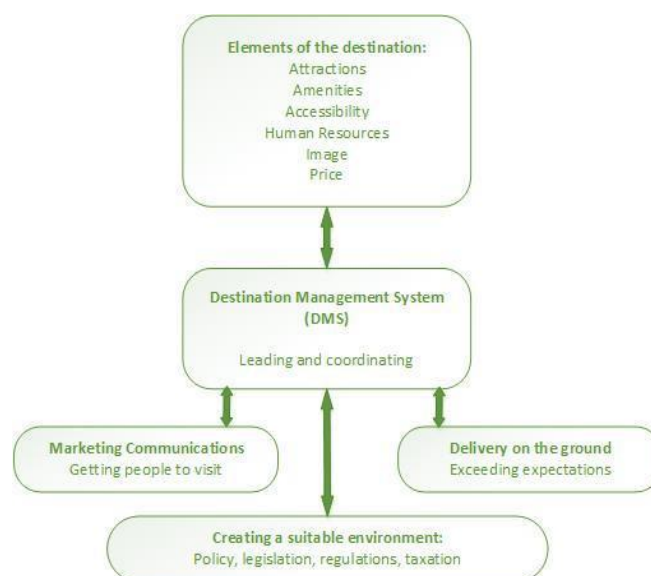
DMS could be established at different levels ranging from country or even a continent to a small tourism initiative/site/attraction. The hierarchical level doesn't change the core of the system and the process of its implementation.



A Destination Management System (DMS) is a database for the collection, manipulation, and distribution of information in all its forms.

DMS can be used to organise and to retrieve information, to facilitate collaboration with stakeholders and to provide dynamic offers to the global markets through internet (website, social media) presence. You can assemble a DMS following the logic of preceding units. The information in DMS includes:

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



The role of Destination Management System (DMS)

Source: Adapted by UNWTO (2007) A Practical Guide to Tourism Destination Management

Detailed list of indicators and descriptors which could be used to develop and maintain an effective management system is provided in Appendix 5 of this handbook.

Bringing together all tourism data into a centralized DMS allows managers to analyse destination competitiveness as well as the destination's overall progress.

Web Resources

Blue Robin Destination Management Software

http://bluerobin.com/destination_management_software.html

CodeGen Travel Software Solutions

www.codegen.net

Cumbria Tourism Destination Management System

www.cu-ctb.cu.thedms.co.uk/marketing/dms.aspx

New Mind Destination Management Technology

www.newmind.co.uk

Sentias eTourism Software

www.sentias.com/e-tourism

Sri Lanka Tourism

www.srilanka.travel

Tourism Authority of Thailand

www.tourismthailand.org

Additional Resources

Morgan, Nigel, Annette Pritchard, and Roger Pride, eds. (2002). Destination Branding: Creating the Unique Destination Proposition. Oxford, UK: Butterworth-Heinemann.

Conference of the International Academy for the Study of Tourism: July 2001. Held at the Instituto de Formacao Turística, Macau.

WTO. Guide for Local Authorities on Development Sustainable Tourism. WTO

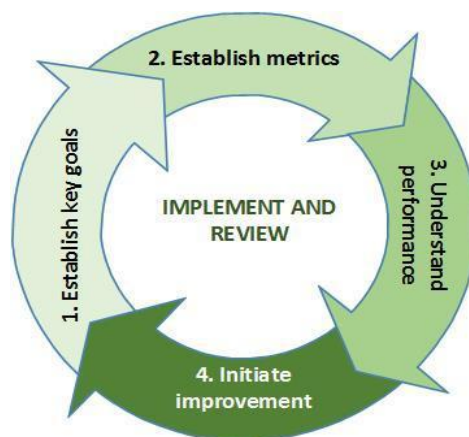


Unit 5: Apply corrective measures and continue with the next cycle

Reviewing the performance of an organisation is an important step when formulating the direction of the strategic activities. The main reasons are the following:

- To ensure customer requirements have been met
- To be able to set sensible objectives and comply with them
- To provide standards for establishing comparisons
- To provide visibility and a “scoreboard” for people to monitor their own performance level
- To highlight quality problems and determine areas for priority attention
- To provide feedback for driving the improvement effort

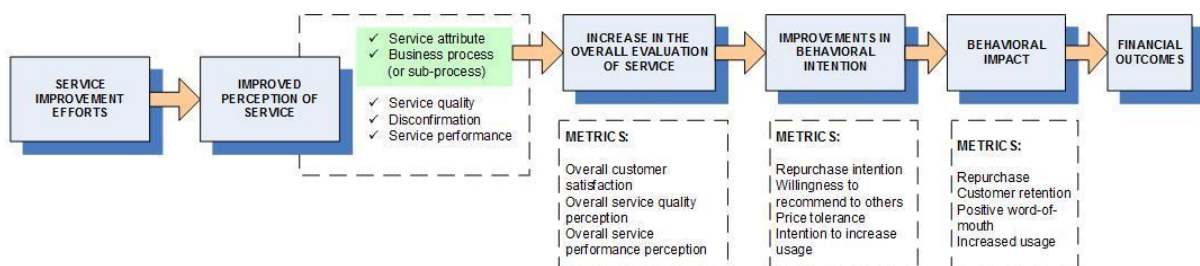
There are four key steps in a performance measurement framework and these steps are continuously implemented and reviewed.



Performance measurement framework

The core of the performance measurement framework includes the following activities - the strategic objectives of the organisation are converted into desired standards of performance, metrics are developed to compare the desired performance with the actual achieved standards, gaps are identified, and improvement actions initiated. You have to develop and implement a set of performance indicators which will support your efforts when applying corrective measures and continue with the next PDCA cycle. Each performance indicator needs a detailed definition. Be precise about all technical elements of the indicator statement. Include in the definition the unit of measurement.

Performance indicators should correspond to the objectives defined during the planning stage of the PDCA cycle. Take into account that an objective describes a change in condition - an increase in a positive phenomenon or a decrease in a negative one. As you are writing objectives, make sure that the “action word” denotes a change in condition rather than an activity. Then it will be easier to define a performance indicator to measure that change.



Key metrics in service improvement measurement

Figure 8 presents a set of key metrics which could be applied during the service improvement process. These metrics support the process of continuous refinement which must be sustained throughout the PDCA cycle. Since the service brand is not a static entity but is subject to changes, gathering feedback from customers and various stakeholders is vital for market success of responsible tourism initiatives.

Web Resources

www.dti.gov.uk/quality/performance

Additional Resources

World Heritage Center 2007 Park Planning for Life: Handbook for Public Use Coordinators. Public Use Planning effort [available at www.jonkohl.com/pup/pup-handbook-english.pdf]

Appendix 1

Checklist 1. Check your knowledge about your destination

1. How many tourists do you receive per year?
2. How long do they stay in your destination?
3. Who are your tourists? Where do they come from?
4. Are you attracting the most advantageous segments of the tourism market?
5. How do you perform relative to other comparable destinations?
6. How do tourists arrive and move around your destination?
7. Where do they go afterwards?
8. What are their motivations for coming? What do they know about your site?
9. What do they care about? Do they understand your outstanding universal value (OUV)?
10. What are the positive and negative social, economic, cultural, and ecological impacts caused by visitors? How do they affect the heritage management of the site?
11. Where, and by whom or what, are these impacts experienced?
12. How many people can your site/destination sustainably cope with and manage?
13. Do you understand the scale, quality, capacity, and location of your tourism infrastructure (hotels, restaurants, travel providers, food and drink, leisure, retail)?
14. How do your visitors spend their money? Who benefits from this spending? Who does not benefit?
15. Who picks up the costs of the heritage?
16. Who or what entity must be part of a partnership that would bring about positive changes to your destination?



Checklist 2. Accommodation inventory

ACCOMMODATION	# Properties	# Rooms/Sites	# Beds	Notes
Hotel				
Hostel				
Farm stay/ home stay / B&B				
Camping sites				
Stay with families (no or low fee)				
Nature or eco-lodge				
Rented accommodation/ shared flat				
Time share unit				
Free camping/ campervan				
Other				
TOTAL				





Checklist 3. How to create associations in the thematic framework

Archaeological site	Lighthouse	Wilderness	
Memory	Romance	Pride	
Connection	Connection	Memory	
Quest	Thrill	Romance	
Chance	Power	Quest	
Thrill	Loneliness	Thrill	
Knowledge	Separation	Loneliness	
Mystery	Disaster	Conflict	
Passion	Danger	Separation	
Survival	Community	Hope	
	Service	Disaster	
	Disseminate	Joy	
	Survival	Danger	
	Wonder	Devotion	
		Change	
		Mystery	
		Adversity	
		Imagination	
		Folly	
		Privilege	
		Mood	
		Passion	
		Survival	
		Wonder	

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Gutierrez, E. 2011. *Project Development for Sustainable Tourism: A Step by Step Approach*. Online Learning Tools and Resources. Sustainable Tourism: International Cooperation for Development. The George Washington University and USAID.

Hawkins, D. E. & Mann, S. 2007. The World Bank's Role in Tourism Development. *Annals of Tourism Research: A Social Sciences Journal*, 9 (1), 115-132.

Hawkins, D. & Nikolova, M. 2005. Knowledge Applications for Competitive Destinations: A Visitor Experience Value Chain Approach. *The WTO Education Council Conference*, the XVI General Assembly of the World Tourism Organization, Senegal, December 1.

Lee, C.L. & Yang, J. 2000. Knowledge Value Chain. *Journal of Management Development*, October 2000, 19 (9).

Normann, R. & Ramírez, R. 2004. *Designing Interactive Strategy: From Value Chain to Value Constellation*, John Wiley & Sons, Inc.

UNIT 6. How to Promote the Image

Responsible tourism can be many things and is quite difficult to define as it takes a variety of forms. The Responsible Tourism concept emerged as a reaction to the discomfort generated by tourism sector's growth - the massification of many tourism destinations and the negative impacts on the environment, economy, culture and society. We can define responsible tourism as the tourism which follows the principles of social and economic justice, respecting the environment and cultures. Responsible tourism also recognizes the central role of the local receiving community and its right to be a protagonist in the development of a sustainable and socially responsible tourism in its own territory operating in favour of positive interaction between the tourism industry, local communities and tourists. The tourism local impacts do not result only from hotels and transportation but from tourists themselves and how they act and behave.

This definition was drawn up 15 years ago during the Cape Town Conference on Responsible Tourism in Destinations in 2002. The Cape Town Declaration has defined Responsible Tourism as travel and tourism which:

- minimises negative economic, environmental and social impacts;
- generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
- involves local people in decisions that affect their lives and life changes;
- makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;
- provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
- provide access for people with disabilities and the disadvantaged;
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

6.1: Responsible Tourism image

How to be responsible?

- Buying responsibly



- Supporting local enterprises development
- Conserving water
- Using energy efficiently
- Reducing and managing waste
- Developing skills
- Building communities
- Universal access

Why promote a responsible Image?

- To make customers feel good
- To raise awareness or change behaviours
- To offer something extra
- To get customers

It is in the best interest of travel/tourism companies to promote and implement responsible tourism. Responsible tourism can serve a wide range of benefits. It advocates for the efficient use of energy, which generates immediate cost savings.

There is another direct benefit to responsible tourism in the form of value added. In almost all cases consumers feel good about supporting something that has social, economic, or environmental benefits. This causes an inherent increase in demand. In the case of tourism, people are much more likely to travel to a certain destination through a certain travel company if they are aware of some way in which their visit is having a positive effect on the area.

A ripple effect is created through the implementation of responsible tourism, as it directly leads to improved employment conditions, which therefore leads to a happier workforce, and results in increased productivity. Furthermore, taking care of surrounding areas and maintaining tourism destinations leads to increased repeat visitation which safeguards businesses in the long term. In addition, having a healthy surrounding environment results in healthy tourism. It creates increased enjoyment for both the tourists and the locals alike. Responsible tourism creates significant job opportunities for the local people through employment in hospitality. Henceforth, it allows the local communities to benefit and have a say in the tourism that takes place in their community. The involvement of local people in the tourism sector provides an increased sense of authenticity, thus adding further value to the destination and increasing demand.

Traveling is one of life's ultimate experiences. The goal of tourism operators should be to provide this experience while promoting responsible tourism. The fundamental aspects of responsible tourism are ecological sustainability, socio-cultural sustainability, and economic sustainability. However, when promoting an image, parks and attractions are equally important. Destinations

are almost always defined by the quality of their parks and attractions, henceforth the maintenance of their image is of the utmost importance.

The goal of responsible tourism is to find the balance between being environmentally friendly and addressing social and economic issues. It is crucial that this responsible image is emphasized when promoting tourism. In order to promote a responsible image, tourism companies must promote sustainable and responsible behaviour in the workplace. Tourism operators have a very important role in the promotion of the image of tourism companies; therefore, it is imperative that they engage in sustainable and responsible practices to promote the desired image.

Developing a social network that emphasizes sustainability as the core principle of its brand is key to creating an environmentally friendly image. It is vital that environmental responsibility is represented in a company's identity. Online media channels, used for communication and promotion, are an easy and accessible way to promote a responsible image. To effectively promote this image a specific demographic should be targeted. In this instance, the use of social media would be most effective in reaching the younger demographic. Outlets such as Tripadvisor, Facebook, and Twitter are key tools when promoting a certain image. However, tourism companies should also develop sustainable campaigns through television, radio, and the press in order to reach the older demographic.

An important strategy in promoting a responsible image is to achieve certification marks. Certification marks indicate the existence of an accepted product, which greatly increases a company's credibility. How can this be done? Fair Trade Tourism (FTT) promotes best-practice responsible tourism for organisations through its membership and certification programmes. FTT certification provides the assurance that the certified organisation offers to the employee's fair wages and working conditions, adopts fair purchasing and operations procedures, subscribes to equitable distribution of benefits, and shows respect for human rights, culture and the environment.

Winning Awards is also an efficient way to promote your responsible image. There are many awards recognising business sustainable actions. Some of these focus on tourism destinations and businesses specifically.

- Awards for Environmental Sustainability

(<https://responsiblecapetown.co.za/tools/Awards/awards-for-environmental-stability/>)

- Awards for Sustainable Tourism

(<https://responsiblecapetown.co.za/tools/Awards/Awards-for-Sustainable-Tourism/>)

It is also crucial to work with trade associations, local people, and the government to gain notoriety and further promote a responsible and sustainable image. The involvement of local communities is vital in achieving sustainable tourism. Seeking advice from agencies with experience in promoting responsible tourism is also an extremely important tool. Furthermore, responsible tourism is fundamentally crucial as it creates positive impacts in the local communities, and therefore creates a positive feedback loop of tourism input.

The quality of public parks and general attractions at a travel destination should also be emphasised as these are often considered the driving forces behind tourism. The vast majority of the time, the desire to travel to a particular destination for pleasure is stimulated by its attractions. Therefore, it is imperative that their image is maintained as it directly reflects the image of the destination.

Case study: Ionian Eco Villagers, Greece

[Ionian Eco Villagers](#) is a small tour operator and its not-for-profit organization partner, Earth, Sea & Sky, has been the leading actor in the conservation of the threatened sea turtle nesting beaches on Zakynthos Island in Greece, where 80 percent of the Mediterranean region's Loggerhead Sea Turtles come to lay their eggs each year.

The group has effectively lobbied the Greek government and the European Union to enforce a ban on tourism development on the turtle-nesting beaches. At the same time, Ionian Eco Villagers provides a unique holiday experience through conservation, eco-friendly activities, education, and immersion in local culture.

The Ionian Eco Villagers were honoured with a sustainable tourism accolade. This accolade was given due to their efforts to promote a responsible image that led to the preservation of the endangered turtle-nesting beaches.

Background situation

The beaches of the Greek Island Zakynthos are popular tourism destinations, however, 80 percent of the Mediterranean region's Loggerhead Sea Turtles come to lay their eggs each year. This nesting was threatened by the over-tourism of the region.

Goals to be achieved (Goals which were planned)

Limit the tourism in the region in order to allow for the safe nesting of the turtles each year and thus promoting the image of responsible tourism.

What has been done?

Ionian Eco Villagers, a small tour operating company, has lobbied the Greek government as well as the European Union to ban tourism development on the turtle-nesting beaches.

What are the results?

Tourism in the area has been restricted thus providing a safe space for the nesting of the turtles. In addition, Ionian Eco Villagers now provides a unique holiday experience through conservation, eco-friendly activities, education, and immersion in local culture.

How were the Results Achieved?

Through lobbying the Greek government and the European Union, Ionian Eco Villagers were able to limit the tourism in the region.

What were the obstacles and what was difficult?

It took a tremendous amount of effort to lobby the Greek government and the European Union to ban tourism in the area.

What lessons could be learnt?

Responsible tourism has a vast range of benefits for destinations and tourism operators. It promotes the image of the destination and provides a better experience for the tourists.

6.2. Do's and don'ts

There are various ways in which a destination can gain recognition in the world of tourism. The “Do's” of tourism are a sort of guideline that should be taken into consideration when attempting to attract tourists:

- To be aware of the image of a destination - with modern forms of media, the general image of a destination can make or break its reputation. When attempting to create an image, responsible tourism and the quality of parks and attractions, should be emphasized above all else.
- Offering unique promotions - this point pertains to the competition between tourism companies within the same location. It is often extremely competitive amongst tourism companies. Therefore, promotions are needed in order to stand out from the competition. Promotions such as discount tours, promo codes, and gift cards are all fantastic ways to attract tourists. In addition, it is crucial to have online booking. Restricting booking to phone calls or stop ins will greatly hinder the demand.

The “Don'ts” of tourism should be avoided at all costs. Committing certain mistakes can have a disastrous effect on the tourism of a region:

- Lack of regard for the local environment, economy or people - all tourism operators should ensure that there is absolutely no harm being done to the region. When a tourism operating company shows a disregard for the local area it portrays a negative image.



- Excessive commercialization - there is nothing a tourist enjoys more than experiencing the culture of the destination. Thus, commercialization should be minimized as it takes away from the culture and results in a disconnect between the tourist and the local area. This can often be avoided through the employment of the local people. Not only does this help the tourists feel more connected to the culture, it also allows the local people and economy to benefit from the tourism.

About promoting your responsible image

Who? Define your target market and understand what they want from their travels. Let them know about the superior quality and benefits of your product to your customers in relation to what they want in your communications.

What? Talk about your business. Tell them how your product is superior, provides better service, a unique experience, and helps them to do something good as a result of your responsible business practices. Share your achievements such as awards and certifications - it helps them know they're choosing top class.

When? On pre-booking, between booking and arrival, at arrivals, during the experience (stay or tour), after the visit or stay.

Where? Use all the communication channels available and be consistent and persistent: website, social media, brochures, newsletters, emails, on-site, press releases, trade show stands and meetings.

How? Be persuasive by using compelling language. Be reliable by providing accurate information on your website and other marketing channels. Be smart by ensuring your website is user friendly. Be engaging by using social media to converse with your customer. Keep it simple - don't make it a crash course in sustainability and saving the world

Case study: Loddon Valley Tours

[\(Link\)](#)

Loddon Shire is a city an hour from Bendigo in Victoria, Australia that has never been known as much of a tourism area. However, the area has a rich cultural history as there is a significant indigenous presence.

In an attempt to lure tourists to visit her family's Eucalyptus distillery, Robyn Vella began giving tours of the area. This attracted masses of tourists due to the intrigue of the cultural heritage and unique lifestyles of the local people. Tourists were fascinated to see how the locals lived and worked. They flocked from all over to experience the culture of the region, thus consequently benefiting Robyn's distillery.

This stands to prove that tourists are often most attracted to destinations due to their cultural heritage. Furthermore, it shows that tourists have great interest in the lives of the local people. This emphasizes the idea that tourism operators should utilize the local culture as a means to attract tourists.

Background situation

Loddon Shire is a city an hour from Bendigo in Victoria, Australia. It was never known as a popular tourism destination. There is a significant indigenous heritage with a rich culture and interesting stories.

Goals to be achieved (Goals which were planned)

Tourism operator, Robyn Vella, wanted to attract more tourists to the area in order to increase visitation of her family's Eucalyptus distillery.

What has been done?

She began Loddon Valley Tours to provoke interest in the lifestyle and heritage of the people in the local area.

What are the results?



The tours took off and the number of tourists visiting the area grew exponentially as everyone was interested in the culture and heritage of the area.

How were the results achieved?

The tours attracted a large number of tourists because of their desire to experience the culture.

What were the obstacles and what was difficult?

It is always difficult to initiate interest in an area as it usually takes a certain amount of people’s interest to garner further interest.

What lessons could be learnt?

The majority of the time culture is the thing that intrigues tourists the most. Therefore, all tourism operators should emphasize the immersion of culture as part of their image.

Web Resources

- http://www.tourismexcellence.com.au/images/stories/pdf/module4/Loddon_Valley_Tours.pdf (Case Study)
- <https://www.rezdy.com/blog/attract-tourists-visit-city/>

6.3. Web Marketing

Promoting an online business involves setting up a business website, participating in forums in your industry, owning a blog, creating accounts on social networking sites, using pay-per-click and banners, listing company information on business directories and employing optimization techniques for search engines (SEO). Every business, regardless of its size or extent, can benefit from Internet marketing, and many Internet marketing means are free to use.

How to plan an online promotional campaign?

- Define the platforms – It’s important to evaluate which channels and whether there is a specific channel to communicate or not. It is not advisable to go to all platforms simultaneously and you should check where your audience is.
- What to communicate - It is crucial to carefully define what is your goal. When communicating you don’t have to promote a service or product, you can for example

communicate information related to your business area or usage tips. The main objective is to provide value-added information.

- When to communicate - As in most cases, quantity does not mean quality. What is important is that you communicate relevant and interesting information to your audience without overdoing it. It is not intended to annoy the public.
- What strategy to adopt - To set up the best strategy, you should analyse your target audience and see how you prefer to be communicated. It's no use to make a huge Facebook campaign when your audience prefers a smartphone app.

Platforms/Tools to use

The best platform/tool to gain notoriety is the internet. A company without an internet presence is missing out on countless opportunities. There are several ways to establish an internet presence. Through blogger outreach you can host bloggers in your country and therefore have them promote your tourism industry/destination through articles on the internet or through hashtags on social media.

The use of online booking and payment can be of great benefit to a company. When individuals can pay for their hotel room or book their recreational activities online they are far more likely to be interested in that specific location. In addition, providing 24 hours booking and payment makes it convenient for those who work long hours.

There are several specific platforms that can be used to promote the responsible image of companies. From the vast range of platforms available, some are presented below.



Social Media



The rise of social media brought an entirely new way to strategize marketing. Having a presence on social media is critical to gaining visibility. A good rule to follow, as stated in “5 Best Marketing Strategies to Promote Tourism in Your Area”, by Larry Alton, is to adhere to a 1-7 rule. After every promotional post, be sure to input seven information content posts. This ensures that you don’t oversaturate your content with promotion. This is yet another example of how quality is always better than volume in the world of tourism. In the world of social media, quality is the number one thing that helps gain visibility and increase followers. There are three big players in social media as it relates to tourism, Facebook, Twitter, and Instagram.

Facebook is a major factor in the tourism world. There’s no hiding the fact that social media, and Facebook in particular, plays a huge role in the destinations people choose to travel to. This link is fundamentally brought about through images. As the saying goes, “A picture tells a thousand words”. Images displayed on Facebook are almost always inherently the best portrayals of a destination, as the people who post them want to depict their vacations in the best possible light. Nothing makes someone want to travel somewhere like seeing one of their friends or family there having a great time. Thus, it is essential to the success of a tourism company to be active on Facebook.

Twitter offers many of the same benefits as Facebook. However, Twitter caters to a younger audience. This can serve as a tremendous benefit as most cultural trends are started by the youth. Activity on Twitter provides a great opportunity to establish relevance among the younger generations, as well as benefit from tourism for years to come.

Instagram is used for sharing photos and videos among its users, which allows it to apply digital filters and share them on many other social networking services such as Facebook, Twitter, Tumblr, etc. Instagram has two key advantages that make it a perfect space to reach the audience. On the one hand, Instagram was acquired by Facebook, a platform that has today the

most complete advertising resources so its benefits are shared with Instagram. On the other hand, the kind of content published in Instagram are the most shared in Social Media. According to statistics, videos and photos are among the most shared publications in the world. That means they are very effective at attracting users.

Storytelling



Storytelling is creating stories that reveal what is happening within an organisation/business that can stimulate a sharing experiences, involvement and dialogue culture which can impact on behaviours. Corporative storytelling are narratives that tell the story of an organization or a company looking for more proximity with its public - sell a brand, product or service by telling stories. The 2 major web services available are Blogger and WordPress.

Blogger is a Google service that offers tools for editing and managing blogs - blog-publishing service - very similar to WordPress but suitable for users who have never created a blog or are unfamiliar with this technology. Blogger allows multi-user blogs with time-stamped entries. Blogger has launched mobile applications for users with mobile devices. Users can post and edit blogs and share photos and links on Blogger using their mobile devices.

WordPress is a free and open-source content management system aimed at creating websites and web blogs. This is one of the most popular blogging tools competing with the Google service -Blogger. However, WordPress is adopted by those who want a more professional website and greater differential resources. WordPress is a user-friendly platform that offers a stylish design, powerful features and the freedom to create what you want.

Online booking



Online booking is a convenient way of finding and booking your flights, accommodation, tour, service, etc. over the internet. Nowadays, many more people booked online through social networks, dedicated websites, and third-party comparison sites. An online booking system is software which allows a potential customer to book and pay for an activity or service through your website. Advanced booking systems allow customers to book through social networks and even on their mobile phones, helping deliver bookings wherever your customers happen to be, at whatever time they desire. Online bookings have grown rapidly to supersede traditional phone booking systems, which required members of staff to be on hand to take bookings and manage them handbookly.

TripAdvisor is arguably the most influential of the forums mentioned as it is specifically catered for tourism. It is widely considered the biggest and most popular travel review website in the world. This inevitably makes it a must use tool to gain relevance and notoriety. However, TripAdvisor can also be the most detrimental platform. Due to the ability to review and rate destinations, it can make or break tourism destinations. The site has so much influence that its reviews can shift tourist economies of entire countries. On the other hand, it can provide constructive criticism on aspects in which the company is lacking that would otherwise have gone unnoticed.

Momondo is a free global search website that allows users to compare prices of flights, hotels and rental cars. Momondo does not sell anything but offers an overview of the prices and the availability at the time of the search, redirecting users to their suppliers (for example, airlines and travel agencies) to complete their reservation. Momondo operates in 35 international markets. In addition to research technology, Momondo also offers travel tips and inspiration to its users through its blog, Ideas for Travel.

Booking is a travel fare aggregator website and travel metasearch engine for lodging reservations that provides an online booking service acting as an intermediary agent between guests and your organization. Booking was the top spender in the travel & tourism category for Google Awards in 2011. Established in 1996 in Amsterdam, Booking is no longer a small Dutch startup to be one of the largest e-commerce travel companies in the world. Every day, more than 1,550,000 hotel reservations are made on the Booking platform.

SEO – Search Engine Optimization

Another crucial tool that can be used to gain visibility, via the internet, is known as search engine optimization or SEO. Website optimization is a set of strategies aiming at enhancing and improving the ranking of a website in the organic searches results ensuring that a site is accessible to a search engine and improves the chances that the site will be found by the search engine. SEO is one of the best ways to promote tourism websites online. SEO utilizes embedded links and keywords to make websites more visible to relevant traffic. Utilizing SEO will result in an increase in user traffic, thus greatly increasing the notoriety of the company.

However, winning Google is not an easy task. This is why many companies look for a Digital Marketing Agency to create an SEO strategy.

To take into account when preparing an SEO strategy:

- Key words - should be chosen wisely because it will tell search engines what is the theme of the page.
- SEO title - is what will appear in organic research and it should attract the attention of the reader.
- URL – will be analysed by google and so a friendly URL should contain the main keyword, be short and easy to understand. Note: all words in the address must be separated by hyphens.
- Meta Description - essential for attracting the attention of the reader - should explain the content of the article and include the keyword (about 150 characters)
- Heading Tags - help google to identify the information hierarchy of an article and to optimize the user's reading



Note: keep in mind that google does not see images and that are the text elements that will help the search engines to realize what it is all about.

Case study: Madhya Pradesh

[\(Link\)](#)

The state of Madhya Pradesh was unique in being the first of the Indian states to promote tourism information through social media. This is an avenue of advertisement that had yet to be utilized in the Indian market and it was unclear what the results would be. However, their aggressive and creative promotional campaigns, through social media, considerably improved the image of the state. This improved image has resulted in a rapid increase in tourism throughout the state.

Madhya Pradesh is currently considered to be an established name in the tourism sector and it is all thanks to their commitment to the distribution of their image through social media. This is a perfect example of how social media has the power to transform the tourism sector and even entire economies. It is one of the most effective forms of marketing and can be used to increase both brand loyalty and brand awareness. Madhya Pradesh serves as a perfect example that any tourism destination not utilizing social media is doing themselves a tremendous disservice.

Background situation

The Indian state of Madhya Pradesh was a virtually unknown tourist location in need of economic development.

Goals to be achieved (Goals which were planned)

Increase tourism in the region, therefore providing jobs for the people and improving the economy.

What has been done?

Madhya Pradesh began investing in promoting their image through social media.

What are the results?



The region experienced a boom in tourism and rapidly became an internationally recognized tourism location.

How were the results achieved?

Through the use of social media, Madhya Pradesh gained visibility and experienced the benefits social media has to offer. Photos on social media inherently portray locations in the best light. Thus, the overall image of Madhya Pradesh grew exponentially through their use of social media.

What were the obstacles and what was difficult?

The initial phase of using social media as an advertisement platform can be difficult as it often takes recognition to gain recognition.

What lessons could be learnt?

There are tremendous benefits associated with using social media as an advertisement platform. The use of social media has the power to promote the best aspects of an image to the most number of people.

Web Resources

- <http://economicdevelopment.org/2015/07/5-best-marketing-strategies-to-promote-tourism-in-your-area/>
- <http://thinkdigital.travel/opinion/role-of-facebook-for-tourism/>
- <http://uk.businessinsider.com/tripadvisor-affects-tourism-of-entire-countries-2015-3>
- <https://www.mptourism.com/> (Case Study)

Final Assignments

- Develop Communication campaigns and promote responsible tourism destinations.
- Utilize all relevant social media platforms to spread your image.
- Create low cost promotional campaigns.
- Improve the profitability of the business by reducing costs.
- Target new markets that value environmental principles.
- Design a communication strategy based upon the mission of the organisation and in line with the activities.



- Employ local people in order to better connect the tourists with the local culture.
- Work with a content marketer because people want to hear more about a location they're interested in from a reliable source.
- Utilize SEO to increase the number of visitors to your website.
- Do everything possible to maintain the parks and attractions in the region.



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