



Fair Tourism Training Course Handbook

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Introduction

Tourism is the third largest economic activity in the European Union and the sector continues to grow.

Although tourism has a broadly positive impact on economic growth and employment, it is also a resource-intensive industry that leaves a large footprint on the environment and it can also threaten cultural heritage.

Therefore, sustainable tourism and Corporate Social Responsibility (CSR) are promoted by policymakers as well as by consumers. However, one target group has had so far very little contact with these concepts: micro and small to medium enterprises. Their managers usually have no access to information about CSR and, in any case, CSR concepts have to date not been tailor-made for micro and small enterprises.

In order to overcome this situation, the project group has developed three main intellectual outputs:

- A). The first phase of the project was the implementation of a European survey to obtain a clear picture of the extent to which CSR is known in the tourism industry, especially within micro and small sized enterprises.
- B). Based on these outcomes the Fair Tourism training course was developed, tailor-made to the needs, interests and demands of the main target group. This handbook presents the training material.
- C). Finally, the Fair Tourism policy paper will be published, which will summarise experiences and outcomes from the project activities inform European Vocational Education Training (VET) and Higher Education (HE) policies together with regional, economic and ecological development.

This handbook gives an overview over the six modules of the Fair Tourism, informing about the content and useful material as well as about the assessment criteria.

For each module a detailed proposal with methodological aspects can be found. These proposals should be regarded as help for teachers who want to use the material in their courses.

As there was a common understanding that questions of communication and promotion are essential to each of the module's topics, every module has a fourth unit called „Communication and Promotion“. The material which can be used in preparation of these units can be found as last section of the handbook.

The authors

Module 1: CSR in General, Human Resources and Labour Conditions			
Keywords:	This Module aims to: <ol style="list-style-type: none"> I. <u>understand, analyse, describe, use</u> and <u>apply</u> the concept of Corporate Social Responsibility II. <u>understand, analyse, describe, use</u> and <u>apply</u> the concept of human resource management for the hospitality and tourism industry III. <u>understand, analyse, describe, use</u> and <u>apply</u> the concept of fair labour conditions for SMEs in the tourism industry 		
Structure:	Unit No.	GLH	ECVET
	1.1: CSR, Sustainability and Human Resources in Tourism: Characteristics and Needs of (your) Business	4	0.4
	1.2: Labour Conditions and employee relations or: Keeping good staff	2	0.2
	1.3: Investment in People – Beneficial for Business and People	2	0.2
	1.4: Communication and Promotion	2	0.2
	ECVET	10	1
Basic literature and web links:	<p>1.1: CSR, Sustainability and Human Resources in Tourism: Characteristics and Needs of (your) Business</p> <p>Boxall, Peter; Purcell, John; and Patrick Wright (eds.) 2008: The Oxford Handbook of Human Resource Management. Oxford.</p> <p>Russell HR Consulting (eds.) 2012: Employer’s Guide to Recruitment</p> <p>CSR in the Tourism Industry: https://www.youtube.com/watch?v=DIE7TE639oo</p> <p>Socially Responsible Tourism: https://www.youtube.com/watch?v=vtooQDLBsCY</p> <p>Small and micro sized enterprises in the EU: https://www.youtube.com/watch?v=uqFfkH16wSo</p> <p>Human Resource Management in the Hospitality Industry: https://www.youtube.com/watch?v=VBVF1UIIp4Y</p> <p>1.2: Labour Conditions and employee relations or: Keeping good staff</p> <p>Baladacchino, Godfrey: Global Tourism and Informal Labour Relations. The Small Scale Syndrome at Work</p> <p>The Labor Relations Process: https://books.google.de/books/about/e_Study_Guide_for_The_Labor_Relations_Pr.html?id=yqQT-d8b4UMC&redir_esc=y</p> <p>Textbooks Labor Relations: http://www.learningace.com/textbooks/t200058884--relations</p> <p>1.3: Investment in People – Beneficial for Business and People</p> <p>Bishop, Piers 2014. Working with Humans. eBook at bookboon.com.</p> <p>Resource of the WTO: http://www2.unwto.org/category/related/unwto/programme/technical-cooperation-and-services/technical-product/human-resource</p>		

1.1: CSR, Sustainability and Human Resources in Tourism: Characteristics and Needs of (your) Business	
Overall aim	The first unit of the module shows the relevance of the abstract concepts of CSR and sustainability for their own business operations. Based on the knowledge and experience of the participants the general features of the labour market in tourism in the respective country are introduced. From there an analysis of the specific staff needs and the design of an individualised acquisition strategy are the other aim of this unit.
Material needed	Posters with SWOT-template and pens for every participant, pin boards, pins, cards Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Short personal introduction of participants.
Input	SWOT-Analysis: Introduction to the method
Individual Activity	SWOT-Analysis of the participants' businesses with the help of a SWOT-analysis-template.
Group Activity	Group discussion on values and attitudes: <ul style="list-style-type: none"> ◆ What are the main aims of an entrepreneur? ◆ What are the fundamental values business and its organisation are based on? ◆ What role have economic, environmental and social aspects for their business operations?
Input	Relating to CSR and sustainability
Input	Presentation: General features of the tourism labour market in your country/region.
Group Activity	Group discussion: Exchange of Experiences on the labour market situation
Input	Presentation: Introduction of the concept of Human Resource Management, especially the HRM cycle with its different stages.
Individual Activity	Participants are asked to fill in a Human Resource Planning template to specify their individual business needs.
Group Activity	Peer group discussion – exchange of experiences Participants have the possibility of describing their own Human Resource plan and the special challenges that occur in the recruiting process. Experiences may be exchanged and questions may be answered.
Individual Activity	Each participant sketches a job description and advertisement for a real or imagined vacancy. The checklist may help: http://www.businessballs.com/jobadvertiswriting.htm
Input	Different channels for recruiting
Group Activity	Each participant sketches his/her individual search strategy and presents it to the others. Discussion of pros and cons of different distribution channels.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?

Content Material 1.1: CSR, Sustainability and Human Resources in Tourism: Characteristics and Needs of (your) Business

Initially, an analysis was made, based on an international survey among micro and small sized enterprises on knowledge and needs in the field of CSR. Drawing on the results a training module, covering six different topics, was developed. This introductory module informs about general questions. The first unit of this module wants to illustrate the relevance of the concepts of CSR, sustainable development and human resource management by looking at the situation of the businesses represented by the participants.

The instrument "SWOT-Analysis": SWOT analysis is a structured planning method, analysing **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats of a project, a business, a place or a person with a matrix. The Mind Tools Editorial Team (www.mindtools.com, see below) recommends the following assisting questions:

<p>Strengths:</p> <p>What advantages does your organisation have?</p> <p>What do you do better than anyone else?</p> <p>What unique or lowest-cost resources can you draw upon that others can't?</p> <p>What do people in your market see as your strengths?</p> <p>What factors mean that you "get the sale"?</p> <p>What is your organisation's Unique Selling Proposition (USP)?</p>	<p>Weaknesses:</p> <p>What could you improve?</p> <p>What should you avoid?</p> <p>What are people in your market likely to see as weaknesses?</p> <p>What factors lose you sales?</p>
<p>Opportunities:</p> <p>What good opportunities can you spot?</p> <p>What interesting trends are you aware of?</p>	<p>Threats:</p> <p>What obstacles do you face?</p> <p>What are your competitors doing?</p> <p>Are quality standards or specifications for your job, products or services changing?</p> <p>Is changing technology threatening your position?</p> <p>Do you have bad debt or cash-flow problems?</p> <p>Could any of your weaknesses seriously threaten your business?</p>

With the help of these questions the resulting matrix should give a detailed information about the respective businesses.

Further information on the method and application of SWOT analysis can be found here: https://www.mindtools.com/pages/article/newTMC_05.htm

Values and attitudes: Nada Kakabadse, Linda Lee-Davies and Nicholas Theodorakopoulos have explained the special importance of values and attitudes for SMEs:

"The entrepreneur is rarely motivated by purely short-term economic factors, although they are important drivers. Values and attitudes towards the social context are central factors in the SME strategic system and are expressed by the vision and by the 'entrepreneurial formula'. In turn, values nourish the organisation and enhance the spirit of entrepreneurialism. Values are roots, which inspire the strategic orientation and constitute the most important source of identification inside the firm and the primary basis of how the outside world sees them. The importance of values and business ethics for SMEs rests on three essential aspects of

entrepreneurship”.

- ♦ The influence of the entrepreneur’s subjective sphere, in the small firm is maximised. (...) The entrepreneur’s “personal” element in SMEs is (...) contiguous because of the tight network of interpersonal relations. The business is nearly always linked to the family or individual and their values. The firm’s values, usually represented by the founder of the company, are key success factors in SMEs as a whole.
- ♦ The more intrinsic relational factor is a distinctive aspect of the smaller-sized business and is the driver of specific strategies not always, nor necessarily, aimed directly at financial growth. Often constant striving is for excellence in products, services, and organisation. They diverge from more human and qualitative life cycles of the firm and focus instead on emotional values, as there is general agreement that hard work and complete dedication are necessary to succeed. These relationships are at the base of “relational goods” that have to do with altruism, moral gratification, the logic of happiness, gratuitousness and gifts.
- ♦ Entrepreneurs are often very active members of a social community in which they reinvest unit of the economic wealth they generated as well as their personal energies. They become the custodians of CSR and embed it into their communities. Their successful strategies are not only focused on profits but also on creation and management of personal relationships within their community, which simultaneously constitutes a source of supply of resources as well as a consumer market.”

The full text can be found here: <http://www.isbe.org.uk/TheRoleofvaluesinSME>

Corporate Social Responsibility: “The responsibility of enterprises for their impact on society” – this is the general definition of the European Commission of Corporate Social Responsibility.

According to this broad understanding of the concept, companies can become socially responsible by:

- ♦ following the law;
- ♦ integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations.

CSR: Understanding in the European Union

http://ec.europa.eu/growth/industry/corporate-social-responsibility/index_en.htm

The International Standardization Organization (ISO) has published a standard on Social Responsibility (ISO 26 000), trying to give a support for businesses:

Business and organisations do not operate in a vacuum. Their relationship to the society and environment in which they operate is a critical factor in their ability to continue to operate effectively. ISO 26 000 is also increasingly being used as a measure of their overall performance.

See more: <http://www.iso.org/iso/home/standards/iso26000.htm>

The introduction to ISO 26 000 gives details:

An organisation's performance in relation to the society in which it operates and to its impact on the environment has become a critical unit of measuring its overall performance and its ability to continue operating effectively. This is, in unit, a reflection of the growing recognition of the need to ensure healthy ecosystems, social equity and good organisational governance. In the long run, all organisations' activities depend on the health of the world's ecosystems. Organisations are subject to greater scrutiny by their various stakeholders. The perception and reality of an organisation's performance on social responsibility can influence, among other things:

- ♦ its competitive advantage;
- ♦ its reputation;
- ♦ its ability to attract and retain workers or members, customers, clients or users;
- ♦ the maintenance of employees' morale, commitment and productivity;
- ♦ the view of investors, owners, donors, sponsors and the financial community; and
- ♦ its relationship with companies, governments, the media, suppliers, peers, customers and the community in which it operates.

ISO 26 000 can be found here: <https://www.iso.org/obp/ui/#iso:std:iso:26000:ed-1:v1:en>

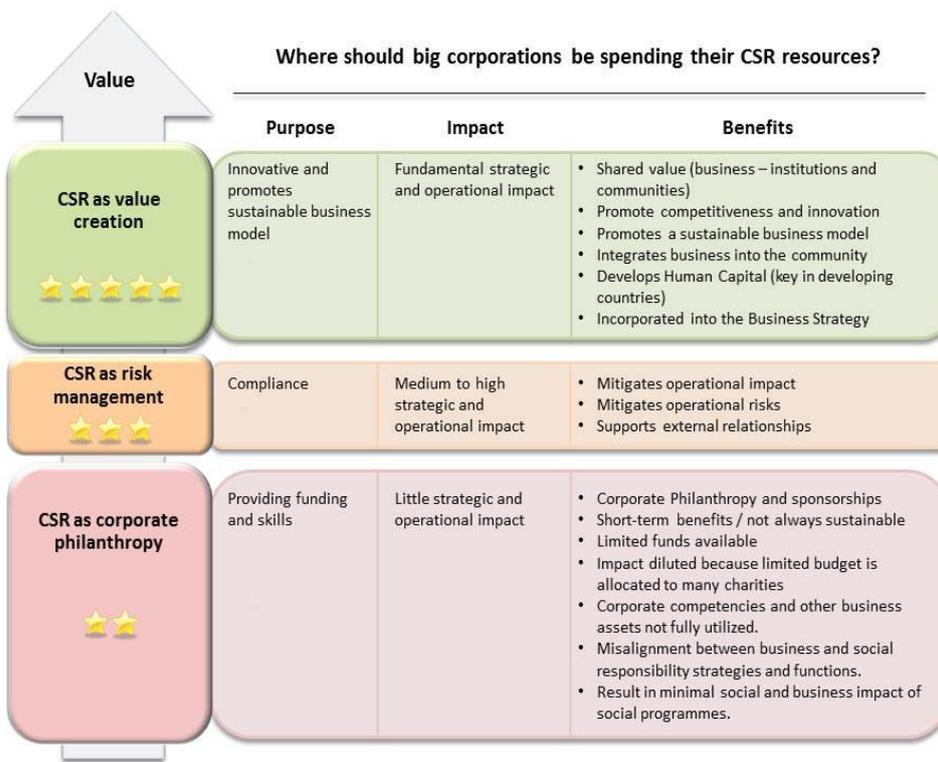
This Handbook for implementers (<http://www.ecologia.org/isosr/ISO26000Handbook.pdf>) describes in detail



the six stages of the implementation process:

Source: Ecologica 2010/2011, p. 7.

The following chart shows at a glance the purpose, impact and benefits of CSR resources spent by big corporations. This picture may be used as a provocative start for a discussion between micro and small



business entrepreneurs.

Source: von Touro (Eigene s Werk) [Public domain], via Wikimedia Commons

Links to instructive videos on CSR:

What is Corporate

Social Responsibility?: https://www.youtube.com/watch?v=E0NkGtNU_9w

Business Social Responsibility: <https://www.youtube.com/watch?v=jeTyey8siH4>

The Social Responsibility of Business: <https://www.youtube.com/watch?v=YPFpkdiwG4Y>

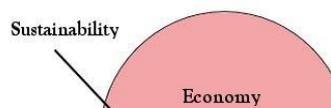
Re-thinking Corporate Social Responsibility: <https://www.youtube.com/watch?v=jga4s0Ei7Zs>

Sustainable development: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- ◆ the concept of **needs**, in particular the essential needs of the world's poor, to which overriding priority should be given; and
- ◆ the idea of **limitations** imposed by the state of technology and social organisation on the environment's ability to meet present and future needs."

This definition is the most often used definition of sustainable development, given by the World Commission on Environment and Development in 1985. The idea of sustainable development has become the most important strategic policy concept since, and a multitude of measures have been taken, documents, policy papers have been developed.

The main objective of sustainable development as an organising principle is to focus on the integration of the different dimensions of human life in a limited and vulnerable ecological environment. The challenge of integrating environmental and social priorities with economic development can be represented in different



ways:

Sustainable development is considered as organising principle on all scales, from global to local and in all sectors, including tourism.

The UN World Tourism Organisation (UNWTO) introduces a simple definition of sustainable tourism:

"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"

To achieve this goal, this definition has to be complemented by ideas and proposals, which can be found in their Conceptual definition:

„Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

- 1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- 3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them." (From: <http://sdt.unwto.org/content/about-us-5>)

More information can be found here: http://www.ecotrans.org/docs/1_hamele_Yunis_intro_aims.pdf

The Global Sustainable Tourism Council (GSTC) is an institution devoted to the mission of sustainable development of tourism. It establishes and manages global sustainable standards with the aim of increasing sustainable tourism knowledge and practices among public and private stakeholders. (..) The GSTC is independent and neutral, serving the important role of managing its global baseline standards for sustainability in travel and tourism. It is mostly a volunteer organisation, consisting of experts in sustainable tourism and supported by organisations and individuals with a passion for ensuring that meaningful standards are available globally for sustainability in travel and tourism.

Material on the homepage of the GSTC: <http://www.gstcouncil.org/en/>

Further training material has been provided by the UNESCO: http://www.unesco.org/education/tlsf/mods/theme_c/mod16.html

Sustainable development

Sustainable development explained in 5 minutes: <https://www.youtube.com/watch?v=RCN6it0LZvY>

A free Youtube channel offers many videos on sustainability: <https://www.youtube.com/user/learnsustainability>

Sustainable tourism

Why sustainable tourism? <https://www.youtube.com/watch?v=JFbbKbdqoJg&spfreload=10>

Did you know? A quickie on responsible tourism and you. <https://www.youtube.com/watch?v=dvp2cu2l0N0&spfreload=10>

Tourism labour market in your country/region

A comprehensive overview with relevant content for all units of the introductory module of the Fair Tourism module can be found here:

Nickson, Dennis 2007: Human Resource Management for the Hospitality and Tourism Industries. Elsevier: Amsterdam et al. (http://ec.europa.eu/growth/tools-databases/tourism-business-portal/documents/business/resources/personnel_management.pdf)

The first chapter introduces the notions "hospitality and tourism industries" and "human resource management".

Hospitality and tourism industries are described as a sector with a vast variety of sub-sectors, resulting in a massive diversity in the types of jobs generated.

"The only real point of homogeneity is delivering service to customers and the need to manage people in such a way that they offer a quality service" (Nickson, p. 5). The sector is also "heterogeneous in terms of the predominance of small- and medium-sized enterprises (SMEs)." (ibid.)

Keeping in mind this diversity and heterogeneity, the workforce of the industry is described globally as "largely reliant on (...) so-called 'marginal workers', such as women, young workers, casual employees, students, relatively high numbers of unit-timers and migrant workers." (p. 6)

Characterisations of work in the industry range from the "low-pay, low-prestige, low-dignity, low-benefit, no-future" McJobs, a term for service jobs, coined by Douglas Coupland in 1991, to a view, which accounts for the geographical and sub-sectoral differentiation of attractiveness, status, working environment, pay and labour conditions of jobs in the variety of organisations making up the tourism and hospitality industry.

The characteristics of the workforce in the respective countries should be presented, based on the publications mentioned above and other material.

Information on the European hospitality sector:

Trends and skill needs in the tourism sector: http://Cedefop.europa.eu/files/5161_en.pdf

Employment and Industrial relations in tourism examined: (Europe, focus Spain): <http://www.eurofound.europa.eu/observatories/eurwork/articles/employment-and-industrial-relations-in-tourism-examined>

Human Resource Management: Regardless of their heterogeneity, all enterprises need to attract, maintain and develop of an effective workforce. The different phases and the linkages between them are the focus of **Human Resource Management (HRM)**.

There are a multitude of definitions of HRM, highlighting different features of a complex topic.

According to Nickson (2007, p. 8f.), HRM "as being broadly about how organisations seek to manage their employees in the pursuit of organisational success (...), using an integrated array of cultural, structural and personnel techniques."

HRM is about recruiting, deploying, developing, rewarding and motivating staff. Basically, two approaches to HMR can be distinguished:

- ◆ "Hard" HRM is described as an instrumental and economically rational approach, regarding labour as a commodity/resource among others, which may be optimised (i.e. with regard to the lowest possible cost)

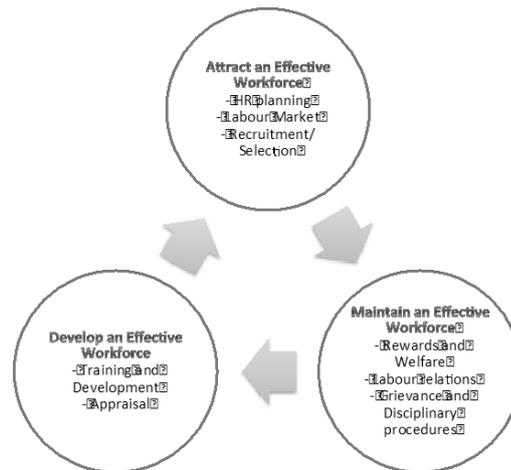
as other resources. So the focus is on human *resource management*.

- ♦ “Soft” approaches to HRM stress humanistic and developmental aspects, highlighting mutual high commitment and mutual trust as precondition for an organisation’s success. “Employees are seen as being proactive, capable of being developed and worthy of trust and collation. This approach focuses on *human resource management*.” (p. 9).

However, HRM should not be presented as a theoretical construct from academic business studies, but as a help also for SMEs to manage employees on a day-to-day basis. The illustrating concept of the Human Resource Management Cycle may be helpful in analysing and structuring this.

The following illustration, from Nickson (2007, p. 16) shows the three main features of the HRM cycle:

Human Resource Management Cycle



Source: Nickson, Human Resource Management for the Tourism and Hospitality Industries, 2007

Three main questions are in the centre of HRM:

- ♦ **How can enterprises attract an effective workforce?** This requires knowledge about the relevant labour market, in case of SMEs usually the local labour market. HR planning has to take into account the local situation.

Recruitment and selection, i.e. a clear idea of what skills, competences and qualifications are needed in the enterprise, where people with the required profile can be met and made interested in the jobs offered as well as the ability to select adequate employees among a bigger number of applications are aspects of this first step.

- ♦ **How can an effective workforce be maintained?**
- ♦ **In which ways can the skills’ base of employees be developed to benefit business and employee?**

The first question will be the focus of the first unit of module 1, the other two questions are topic of the other units.

Attracting an effective workforce – Workforce planning

The following illustrations have been taken from a helpful brochure published by the South Australian government: http://satic.com.au/images/uploads/documents/Workforce_Planning_Guide_A4.pdf

According to the authors, „workforce planning is similar to many other components of business - it’s about matching supply with demand. To do this, you need to look at ‘what you’ve got’; ‘where you’re going’; and ‘what you will need to get there’ - and then take action...” (Workforce planning guide, p. 4)

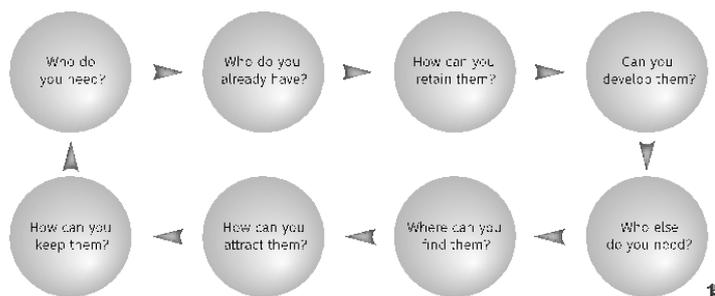
Workforce planning is influenced by various internal and external factors. The following illustration shows the main impact factors.



Source: Workforce planning guide, p. 4

Workforce planning can also be understood as a continuing process, without a defined beginning or end. The “bubbles” in the following illustration contain questions to raise attention to different steps in the process. These questions should be the starting point for individual workforce planning processes.

Model 12
The Workforce Planning Circuit



Source: Workforce planning guide, p. 15

FIVE Steps

of Workforce planning according to Vlasta Eriksson

- 1) Business Context and Environment
- 2) Current Workforce Profile
- 3) Future Workforce Requirements
- 4) Gap analysis and Action Plan

The Workforce Action Plan should contain considerations to the following topics:

- ◆ **Training and Development** – People are your greatest asset. What specific steps are you willing to take to ensure their training and development, including succession planning
- ◆ **Attract and Recruit** – How will you capture the right people?
- ◆ **Management, Motivation and Rewards** – How are you going to share your vision and mission and what steps can you do to build a positive culture where people thrive?
- ◆ **Retention strategy** – What will you do to keep your employees?
- ◆ **Communication and Leadership** – Good communication and leadership skills are the foundation of flourishing workplace – What is your strategy?

- 5) Review and monitor: <https://www.linkedin.com/pulse/sme-workforce-planning-5-easy-steps-vlasta-eriksson>
Looking at the gap between the current workforce situation and future requirements, **workforce planning** is needed.

One **instrument to help with workforce planning** is the HR planning template, which can be found here:

<http://www.business.vic.gov.au/hiring-and-managing-staff/staff-recruitment/job-description-and-advertisement-template>

Further material for the recruiting process can be found at the Employers guide to recruitment: <http://www.traveltradejobs.com/recruitment-and-selection-a-guide-for-employers-managers>

Resources for Workforce planning for SMEs in the hospitality sector are available from Australian sources: <http://www.business.vic.gov.au/hiring-and-managing-staff/staff-recruitment/workforce-planning-and-HR-templates>

Recruitment strategies

Recruitment strategies for small businesses are described here: <http://www.hrzone.com/community-voice/blogs/qacoach/recruitment-strategies-for-smes>

Article about SME recruitment experiences: <http://www.hrmagazine.co.uk/article-details/sme-recruitment-confidence-is-dwindling-stats-from-the-forum-of-private-business-show>

Assessment 1.1: CSR, Sustainability and Human Resources in Tourism: Characteristics and needs of (your) business

40% weighting

Based on a SWOT analysis of your/a specific business, a workforce gap analysis and the knowledge of the national tourism labour market and the specific regional situation, develop a detailed workforce development plan.

1.2: Labour Conditions and Employee Relations or: Keeping Good Staff	
Overall aim	This part of the introductory module introduces different dimensions of fair labour conditions and employee relations as important component of CSR. Instruments for employees' performance management (e.g. 360-Degree-Feedback, team evaluation methods) will be introduced.
Material needed	Posters, pens for each participant, pin boards, pins, cards Internet access for illustrating videos

How to proceed – Methodological proposal	
Group Activity	Brainstorming/Mindmapping: What are the most relevant aspects of relations between employer and employees? Which questions may cause conflicts? How can good labour relations be described?
Input	Presentation: Labour relations – important aspects
Group Activity	Participants decide on the focus of the rest of the unit: Time management: <ul style="list-style-type: none"> - Motivation and Rewarding systems - Performance management: Methods of team evaluation - Conflict Management
Input	The working phase starts with a presentation by the moderator, presenting the main aspects of the topic selected and proposals/strategies/measures to cope with the problems related to it. Best practice examples are introduced.
Group Activity	Work in small groups (2 or 3 persons): Participants analyse 2 or 3 methods presented in depth, noting pros and cons, SWOT analysis may be used.
Group Activity	Peer group discussion: <ul style="list-style-type: none"> - Are the presented proposals/strategies/measures useful? Can they be adapted to the specific businesses? - What are own experiences? Are there recommendations? - How can the best practice examples be adapted? <p>Which other aspects of the respective question need to be addressed?</p>
Individual Activity	Individual internet research on the other topics
Group Activity	Participants present results of individual internet research and discuss the results.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?

Content Material 1.2: Labour Conditions and Employee Relations or: Keeping Good Staff

What are the most relevant aspects of relations between employer and employees? Which questions may cause conflicts? How can good labour relations be described?

The International Labour Organisation describes labour in tourism and catering as follows:

"The hotels, catering and tourism sector is one of the fastest growing sectors of the global economy. It is also among the top-job creating sectors because its labour intensive nature and the significant multiplier effect on employment in other related sectors. Yet, the sector has a reputation of poor working conditions due to a number of factors: it is a fragmented industry with a majority of employers small and medium sized enterprises with low union density, and work characterised by low wages and low levels of skill requirements, shift and night work and seasonality." (<http://www.ilo.org/global/industries-and-sectors/hotels-catering-tourism/lang--en/index.htm>)

A comprehensive ILO study on developments and challenges in the tourism and hospitality industry can be found here: http://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_166938.pdf

In consequence of various challenges the tourism labour market is facing the

impact on qualifications and skills development: Diversification and new tourism products are greatly influenced by demographic change. At the European level, an increasing trend towards new and hybrid occupations has been observed, which reflects the nature of the new products offered by the market and the increasing role of ICTs. As a result of such change, a generation of better informed and technology-literate consumers could benefit from ICTs in order to seek more sustainable and environmentally friendly destinations. On the basis of this behaviour, demand for green tourism products will also continue growing. Demographic or generational change has also affected the access to and use of information. Consumers are making their demands more urgent and expect convenience and prompt action anytime and anywhere.

Since the advent of enhanced use of ICTs, tour operators' functions have also changed:

Future research on the impact of ICTs on tour operators would assist in developing advanced job-skill training for workers to adapt to new technologies.

Higher demand for wellness and medical tourism and the widespread use of ICTs creates a need for multitasking, something that has long existed in the SME sector. Instead of operating within the traditional tourism environment (e.g. encompassing housekeeping and food service), multi-skilling may require work that impinges on areas such as fitness, beauty and care to cater more specifically to a female clientele. Therefore, medical and wellness tourism requires specific skills from employees within the HCT sector. Hotels linked to hospitals or spas will respectively need people with knowledge in medical and wellness services. In terms of ICT, there are increasing expectations across all areas in the industry for all employees to be ICT functional in addition to their core responsibilities.

Ultimately, they are expected to be able to adapt and adopt new technologies in every aspect of their work.

Concerns have been raised about the consequences of these new knowledge expectations and skills requirements for the sector. Will outsourcing be required to update employees' skills to new demands? Will professional trainers specialised in medicine and wellness be necessary to train employees? Some workers readily adapt to multitasking while others have difficulties making this transition.

Because consumers today expect highly qualified and motivated employees, continuous training and skills development is needed and expected in all areas of the sector. The skills required in the sector are transversal (e.g. language and communication, customer orientation, ICTs).

Development of worker abilities through quality education, training, multi-skilling and the impact of lifelong learning are as important in assisting workers to find good jobs as they are for enterprises to find competent workers who can respond to consumer demands.

Additionally, the demand from other branches of the economy that offer better working conditions might facilitate mobility and be one of the causes of high turnover in the industry.

However, the high number of SMEs within the tourism sector presents a challenge for new products and quality skills development.

The —European Qualification and Skills Passport (QSP) for the Hospitality Sector|| is an example which the European social partners for the hotel and restaurant sector, EFFAT and HOTREC, have developed in the framework of their sectoral social dialogue. The QSP shall allow workers to document their qualifications and skills acquired through education, vocational training and on the job, enable employers to assess the skills and

experiences of job candidates from their own and other EU countries, and hence facilitate vocational mobility and a better match of offer and demand in employment in the hotel and restaurant sector throughout Europe. It was tested in four selected European countries in 2011”.

As good relationships between management and employees as well as among employees are essential for keeping good staff and reducing mobility in the workforce, various aspects of the relationship have to be considered:

Tips for a Professional for a Better Employee Relationship: For an organisation to perform well, it is essential that the employees share a warm and a healthy relationship among themselves. They must be comfortable with each other for them to enjoy their work and deliver their level best. Disputes and disagreements only lead to stress and nothing productive comes out of it.

Let us go through some handy tips for a professional for a healthy employee relationship:

- ♦ **The first and the foremost mantra for a healthy employee relationship is effective communication.** A professional must communicate effectively by carefully putting his thoughts into relevant words to avoid confusions and better understanding at the workplace. One should never play with words or speak something which might make the other person feel awkward or out of place. One's communication has to be crisp and precise to create an impression. There should be transparency in speech at all levels for a healthy relationship. Pass on the information as it is. Never manipulate the truth. Communication is an art. No individual is born with effective communication skills; it comes in due course of time with practice.
- ♦ **Professionals must depend more on written modes of communication than verbal as it is more reliable and one can't back out later.** An email is nothing but a reflection of one's thoughts and should be self-explanatory for the others to respond accordingly. Take care of the style and font of the mail. One needs to be very careful about the subject line as the other person opens the mail only when the subject line is impressive and relevant. The mail should be marked to all the employees who should be a part of the communication with a cc to the team leader for him to be aware of what is happening in his team. Don't send mails separately to individuals as it might create a confusion and eventually a friction among employees.
- ♦ **One should never adopt a casual attitude at work.** Be professional in your approach. Learn to be disciplined. A professional must abide by the policies of the organisation for better relations and peace at work. An individual should not take frequent leaves to ensure timely submission of work. Don't unnecessarily ask for favours from your team members. For a better relationship with the fellow workers, one should not interfere in each other's work. No one would appreciate if you peep into your colleague's computer screen or open something not meant for you. One should be more concerned with his own work rather than bothering about others. Your organisation pays you for your hard work so one should not waste his time in criticising or making fun of others. How would you feel if someone unnecessarily pulls you into a controversy? You would never feel like talking to him. Avoid playing blame game at work. Learn to own your responsibilities else you would be left all alone in the office. Backstabbing should be avoided as it is considered highly unprofessional and spoils the relationship among the employees.
- ♦ **Don't walk into meetings empty handed.** Carry a notepad along with you to jot down the important points for future reference. An individual can't remember each and everything thus it is always advisable to write down somewhere to avoid forgetting things later and earn the criticism of others. Develop the habit of carrying a planner to mark the important dates. The agenda and the minutes of the meeting must be circulated among all so that everyone gets a common picture and nobody feels neglected.
- ♦ **It is essential to maintain the decorum of the office.** Remember you are not sitting at your home where you can shout on anyone. Be polite to everyone irrespective of his designation and level in the hierarchy. Never use foul words or abusive language against anyone as it leads to severe disputes among employees. If you do not agree to someone, it is better to sit with him and discuss rather than arguing and spoiling your relationship. A professional must avoid gossiping and spreading unnecessary rumours at work.
- ♦ **Employees must help each other at work for a better relationship.** One should avoid being jealous and selfish at work. If someone has done well, do appreciate him. Lend a sympathetic ear to your fellow workers if they are in trouble. Be a little more adjusting. Things can't always be the same as you want, compromise sometimes to your best extent possible. Don't just rush to your desk and start working the moment you step into your office. Greet others with a warm smile. Take your lunch with your team members and do go out once in a while to increase the comfort level. Celebrate festivals at the workplace

where each and every employee can come together and enjoy. Don't forget to wish your colleague on his birthday. Bring a nice gift for him as well.

- ♦ **One should intervene immediately in case of conflicts and arguments.** Don't tend to ignore things. One needs to be loyal towards his organisation to be in the good books of the management as well as to grow professionally. Never misguide anyone. If you are not aware of something, it is better to stay out of it than misleading the other person.
- ♦ **Last but not the least one should always have a positive attitude at work.** Try to be friendly with your colleagues and don't always find faults in them. Don't assume that your colleagues would always harm you. One should always look at the positive side of the things to avoid stress and maintain a cordial relationship with everyone at work.

Source: <http://managementstudyguide.com/employee-relationship-tips.htm>

Don'ts for a Healthy Employee Relationship: An organisation is a place to work and not a battle field where employees would fight with each other. One needs to treat his fellow workers well, understand each other's expectations for a healthy relationship and maximum output. The employees must be comfortable with each other and work together as a team.

Remember there is no "I" in a team. Every employee should think about his team first and all his personal interests should take a backseat. It is important that each and every employee works in close coordination with each other and decide something which would satisfy all.

Don't treat your colleagues as your enemy. Learn to respect as well as trust them. Team leaders and superiors must ensure a healthy relationship among the employees to avoid negativity within the teams.

Let us go through some important points which must be avoided at the workplace for a warm relationship among the employees:

- ♦ **Avoid partiality at work.** Don't treat someone well just because he stays near your place or brings lunch for you daily. Everyone must be treated as one. If someone has done something wrong, it is the duty of the team leader to correct him irrespective of the relations he shares with him. Favouritism must not be promoted at the workplace. Every individual should be assigned work as per their interest and capability. The work should be equally divided among all. Don't impose your decisions on your team members. Let them decide on their own what is correct for them and what is not.
- ♦ **The employees must avoid lose talks and blame games at work.** They actually don't help. Learn to own your mistakes and find out ways to correct them. It is absolutely natural to commit mistakes. Every human being does, so no need to panic and pass on the blame to others. It severely spoils the relationship among the employees. One should not spread unnecessary rumours about any of his colleagues. If you come to know something about anyone, it is better to discuss with him in private rather than publicising the whole story. Just think what would you gain out of it?
- ♦ **An individual must never break his colleague's trust.** If your team member has shared one of his secrets with you, please keep it to yourself only. If the person sitting next to you has expressed his displeasure over anything, don't disclose it in front of your boss or others. Avoid nasty politics at workplace. If you can't help anyone it is better to stay out of it rather than giving wrong suggestions
- ♦ **Avoid communicating with employees individually.** Meetings must not always be conducted one to one. Call all of them together and address them on an open forum. Let each and every one express their concerns. Emails must be sent with all the participants in loop and suggestions must be invited from their side. The communication has to be transparent for a better employee relationship.
- ♦ **Avoid criticism at work.** Never make fun of anyone. Pointing mistakes is important but make sure you do not insult the other person. Sit with him and make him realise his mistakes. Don't be rude or harsh to anyone.
- ♦ **Don't have separate lunch timings for the employees.** Gone are the days when managers and supervisors used to sit in their closed cabins and special peons were assigned to them. The concept has changed now a days and everyone is one working for a common goal. The team leader's position will not be tarnished if he takes his lunch with his team members. Don't always discuss work at your office. If it is your colleague's birthday, do make it a point to wish him in the morning. He will feel happy.
- ♦ **Too much of interference in each other's work is bad and can lead to adverse effects.** Don't unnecessarily peep into each other's computer screens. One must respect each other's privacy. It is important to do work together but don't ask too many questions or tend to irritate others. Don't always

try to find out what the other person is up to. Never ever read anyone else's notes or open any courier or envelope not meant for you. If your colleague has asked you to send a mail from his system on his behalf, make sure you don't read any of his personal mails.

- ♦ **One should be a little positive for better employee relations.** Don't always assume that the other person is wrong. Avoid unnecessary cribbing at workplace. If you are not well, it is better to stay at home rather than going to work and spoiling everyone else's mood. Try to look at life from a larger perspective. Finding faults in others must be avoided for a better relation.
- ♦ **Avoid being selfish at work.** Try to help others. Don't ignore things just because it is not related to you. Understand the other individual's problem and try your level best to sort it out. Every individual needs a break and if your team member asks for a leave do allow him but make sure your work does not suffer. This way your team members would respect you and discuss issues more freely in the future.
- ♦ **Efforts must be taken to avoid conflicts at work so that employees come closer to each other, work together and does not lose their focus.** They must be cordial with each other for a warm and a healthy ambience at workplace.

Source: <http://managementstudyguide.com/donts-for-healthy-employee-relationship.htm>

As following aspects have been named as essentials – beside the compliance to legal labour regulations, which differ considerably between the nations – they are recommended to be elaborated by the participants during their peer group discussions. The links offer a broad variety of material for individual and group work as well as for presentations by the teachers:

Time management:

Ezine article on "Time management for SMEs": <http://ezinearticles.com/?Time-Management-forSME&id=5760181>

Time management tips for small business people: <http://sbinfocanada.about.com/cs/timemanagement/a/timemgttips.htm>

Motivation and Rewarding systems:

Motivation and Talent management in SMEs: <http://www.rafaelortiz.net/2012/04/motivation-and-talent-management-in-sme.html>

Performance Management for SMEs: <https://smejoinup.wordpress.com/2010/03/28/performance-management-for-smes/>

Performance Management/Performance appraisal: <http://www.businessballs.com/performanceappraisals.html>

Conflict management:

Causes of conflict and conflict management: http://www.searchtwice.com/conflict_management.asp

Workplace conflict resolution: <http://www.businessmanagementdaily.com/glp/25986/workplace-conflict-resolution.html>

Assessment 1.2: Labour Conditions and Employee Relations or: Keeping Good Staff

20% weighting

Describe the main challenges within labour conditions and employee relation and describe instruments to support team building processes.

1.3: Investing in People – Beneficial for Business and People

Overall aim	This last part of the introductory module focuses on the question of workforce development. Based on systematic needs analysis, internet research will be conducted and results exchanged.
Material	Posters, pens for each participant, pin boards, pins, cards

needed	Internet access
How to proceed – Methodological proposal	
Group Activity	Peer group exchange of experiences: Are there systematic approaches to workforce development in the businesses of participants? If yes: Which?
Input	Training Needs Analysis: Introduction to the instrument Basic and comprehensive guide on “Assessing and designing tourism workforce development programmes” with a lot of methodological considerations: https://www.usaid.gov/sites/default/files/documents/2151/Tourism_Workforce_Development_Tool_kit_130318.pdf Training needs assessment: http://humanresources.about.com/od/trainingneedsassessment/ht/training_needs.htm http://thetrainingworld.com/resources/Training - Needs Assessments/ Short checklist for training needs assessment: http://www.hr-guide.com/Training/Checklist.htm
Individual Activity	Training Needs Analysis Participants are asked to perform an individual training needs analysis for their business/workforce. Based on the Training Needs Analysis the participants are invited to conduct an Internet research focused on the training needs identified.
Individual Activity	Individual internet research: Looking for training offers for needs identified.
Group Activity	Group reflection and exchange of experiences on results of internet research: <ul style="list-style-type: none"> ◆ Has the internet research been successful? Could an appropriate offer which meets the needs of the respective business be found? ◆ Which difficulties occurred during the research? ◆ Which websites were helpful? Which websites can be recommended to other participants? Which offers seem promising? ◆ What is missing? What would be helpful? Distinguish between specific recommendations, general remarks on research experiences and specific wishes and needs.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?

Content Material 1.3: Investing in People – Beneficial for Business and People

Workforce development

Workforce development is an essential component of the workforce planning circuit.

In order to match the employee's skills and competences with the needs of the business, a detailed analysis of the needs is required. The following text can be found here: <http://www.hr-guide.com/data/G510.htm>

Needs Analysis: How to determine training needs

Chapter Highlights

- 1) Types of Needs Analyses
- 2) Knowledge, Skills, Abilities
- 3) Techniques
- 4) Checklist for evaluating an assessment

Training Needs Analysis: The process of identifying training needs in an organisation for the purpose of improving employee job performance.

Introduction

Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner. Training (a performance improvement tool) is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between actual the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a uniform method of instructional design.

A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use.

Types of Needs Analyses

Many needs assessments are available for use in different employment contexts. Sources that can help you determine which needs analysis is appropriate for your situation are described below.

- ◆ **Organisational Analysis.** An analysis of the business needs or other reasons the training is desired. An analysis of the organisation's strategies, goals, and objectives. *What is the organisation overall trying to accomplish?* The important questions being answered by this analysis are who decided that training should be conducted, why a training programme is seen as the recommended solution to a business problem, what the history of the organisation has been with regard to employee training and other management interventions.
- ◆ **Person Analysis.** Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and their level of existing knowledge on the subject? What is their learning style? And, who will conduct the training? Do the employees have required skills? Are there changes to policies, procedures, software, or equipment that require or necessitate training?
- ◆ **Work analysis / Task Analysis.** Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job.
- ◆ **Performance Analysis.** Are the employees performing up to the established standard? If performance is below expectations, can training help to improve this performance? Is there a *Performance Gap*?
- ◆ **Content Analysis.** Analysis of documents, laws, procedures used on the job. This analysis answers questions about what knowledge or information is used on this job. This information comes from manuals, documents, or regulations. It is important that the content of the training does not conflict or contradict job requirements. An experienced worker can assist (as a subject matter expert) in determining the appropriate content.
- ◆ **Training Suitability Analysis.** Analysis of whether training is the desired solution. Training is one of several solutions to employment problems. However, it may not always be the best solution. It is important to determine if training will be effective in its usage.

- ◆ **Cost-Benefit Analysis.** Analysis of the return on investment (ROI) of training. Effective training results in a return of value to the organisation that is greater than the initial investment to produce or administer the training.

Principle of Assessment: Use assessment instruments for which *understandable and comprehensive documentation* is available.

Knowledge, Skills, and Abilities

Today's workplace often requires employees to be independent thinkers responsible for making good decisions based on limited information. This kind of work may require training if the employee does not have these skills. Below is a list of various competencies that employees may be required to possess in order to perform their jobs well:

- ◆ Adaptability
- ◆ Analytical Skills
- ◆ Action Orientation
- ◆ Business Knowledge/Acumen
- ◆ Coaching/Employee Development
- ◆ Communication
- ◆ Customer Focus
- ◆ Decision Making
- ◆ Fiscal Management
- ◆ Global Perspective
- ◆ Innovation
- ◆ Interpersonal Skills
- ◆ Leadership
- ◆ Establishing Objectives
- ◆ Risk Management
- ◆ Persuasion and Influence
- ◆ Planning
- ◆ Problem Solving
- ◆ Project Management
- ◆ Results Orientation
- ◆ Self-Management
- ◆ Teamwork
- ◆ Technology
- ◆ Leadership

Are any of these KSA's required before the employee is hired? Are the required KSA's included in any job postings or advertisements? Do they need to be?

Techniques

Several basic Needs Assessment techniques include:

- ◆ direct observation
- ◆ questionnaires
- ◆ consultation with persons in key positions, and/or with specific knowledge
- ◆ review of relevant literature
- ◆ interviews
- ◆ focus groups
- ◆ assessments/surveys
- ◆ records & report studies
- ◆ work samples

Conducting an Organisational Analyses

Determine what resources are available for training. What are the mission and goals of the organisation in regards to employee development? What support will the senior management and managers give toward training? Is the organisation supportive and on-board with this process? Are there adequate resources (financial and personnel)?

Conducting a Work / Task Analysis

Interview subject matter experts (SME's) and high performing employees. Interview the supervisors and managers in charge. Review job descriptions and occupational information. Develop an understanding of what employees need to know in order to perform their jobs.

Important questions to ask when conducting a Task Analysis:

- 1) What tasks are performed?

- 2) How frequently are they performed?
- 3) How important is each task?
- 4) What knowledge is needed to perform the task?
- 5) How difficult is each task?
- 6) What kinds of training are available?

Observe the employee performing the job. Document the tasks being performed. When documenting the tasks, make sure each task starts with an action verb. How does this task analysis compare to existing job descriptions? Did the task analysis miss any important parts of the job description? Were there tasks performed that were omitted from the job description?

Organise the identified tasks. Develop a sequence of tasks. Or list the tasks by importance.

Are there differences between high and low performing employees on specific work tasks? Are there differences between Experts and Novices? Would providing training on those tasks improve employee job performance?

Most employees are required to make decisions based on information. How is information gathered by the employee? What does the employee do with the information? Can this process be trained? Or, can training improve this process?

Cognitive Task Analysis

Develop a model of the task. Show where the decision points are located and what information is needed to make decisions and actions are taken based on that information. This model should be a schematic or graphic representation of the task. This model is developed by observing and interviewing the employees. The objective is to develop a model that can be used to guide the development of training programmes and curriculum.

Since the training is based on specific job tasks, employees may feel more comfortable taking the effort to participate in training.

Gather information about how the task is performed so that this can be used to form a model of the task. Review job titles and descriptions to get an idea of the tasks performed. Observe the employee performing the job. Review existing training related to the job. Make sure you observe both experts and novices for comparison.

Critical Incident Analysis

Conducting a Performance Analysis

This technique is used to identify which employees need the training. Review performance appraisals. Interview managers and supervisors. Look for performance measures such as benchmarks and goals.

Sources of performance data:

- | | |
|---------------------------|-------------------------|
| 1) Performance Appraisals | 9) Accidents |
| 2) Quotas met (un-met) | 10) Safety Incidents |
| 3) Performance Measures | 11) Grievances |
| 4) Turnover | 12) Absenteeism |
| 5) Shrinkage | 13) Units per Day |
| 6) Leakage | 14) Units per Week |
| 7) Spoilage | 15) Returns |
| 8) Losses | 16) Customer Complaints |

Are there differences between high and low performing employees on specific competencies? Would providing training on those competencies improve employee job performance?

Checklist for Training Needs Analysis

It is helpful to have an organised method for choosing the right assessment for your needs. A checklist can help you in this process. Your checklist should summarise the kinds of information discussed above. For

example, is the assessment valid for your intended purpose? Is it reliable and fair? Is it cost-effective? Is the instrument likely to be viewed as fair and valid by the participants? Also consider the ease or difficulty of administration, scoring, and interpretation given available resources. Completing a checklist for each test you are considering will assist you in comparing them more easily.

To conduct a comprehensive Training Needs Analysis a list of keywords in the following document may be helpful: <http://workforceplanningtools.com.au/tools/training-needs-analysis/>

Based on the needs analysis a matching training has to be identified. A vast variety of offers for professional development can be found browsing the WWW. A research based on the interest and needs should be one focus of this unit. Therefore a selection of links is presented to give a starting point.

On following websites training material and training courses are offered.

Free courses:

<http://www.collegeathome.com/open-courseware/business/tourism-and-hospitality/>

<https://adlonlinecourses.com/hospitality-and-tourism>

<http://www.csrfi.com/courses/practical-guide-to-csr-and-sustainable-development-online-course>

<http://www.sustainabilitylearningcentre.com/sustainabilitytraining/sustainability-and-csr-certification>

Academic courses:

<http://www.academiccourses.com/Courses/Tourism-and-Hospitality/>

IATA courses:

<http://www.iata.org/training/subject-areas/Pages/travel-tourism-courses.aspx>

Assessment 1.3: Investing in People – Beneficial for Business and People

20% weighting

Conduct research on training possibilities on a chosen field of competence and list at least five training possibilities (information needed: competence trained, training institution, duration, cost, organisation, i.e. on-hand training, online....).

1.4: Communication and Promotion	
Overall aim	<p>The Topic "Communication and Promotion" wants you</p> <ul style="list-style-type: none"> ◆ to understand the strategic approach to communication and promotion for the local stakeholder involvement and human resource development. ◆ to understand the strategic approach to the usage of social media in the recruiting process.
Material needed	Posters, pens for each participant, pin boards, pins, cards

How to proceed – Methodological proposal	
Input	Strategic approach to communication and promotion
Individual Activity	Design of a job advertisement for a real or imagined job, based on human resource and business needs analyses.
Group Activity	Peer group discussion of the advertisements of the different participants.
Input	Different media channels and distribution strategy. Importance of social media
Individual Activity	Design a distribution strategy for the job advertisement, taking into account different media and their respective pros and cons.
Group Activity	Presentation of individual distribution strategies and discussion.
Group Activity	Closing of the Unit and the Module: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Advertisement of hospitality jobs: http://www.bighospitality.co.uk/Business/Recruiting-and-retaining-staff-How-and-where-to-advertise-hospitality-jobs</p> <p>Human Resource Plan: http://www.projectmanagementdocs.com/project-planning-templates/human-resource-plan.html#axzz48Eubsb3O</p> <p>Social media strategies for Recruiting, with respect to Twitter, LinkedIn and Facebook: http://www.talentculture.com/6-social-media-recruiting-strategies-you-should-be-doing-but-probably-arent-2/</p> <p>Blog on different recruiting channels: http://www.entrepreneurial-insights.com/effective-recruitingchannels-top-talent-startup/</p> <p>Social media as recruiting channel: http://theundercoverrecruiter.com/creative-job-ads-sm/</p>	
Assessment 1.4: Communication and Promotion	
20% weighting	
Design a job advertisement based on the Human Resource Planning chart and evaluate and review your staff acquisition strategy by comparing different communication channels.	

Module 2: CSR Related Innovation and Entrepreneurship for SME's	
Keywords:	<p>This module aims to:</p> <ol style="list-style-type: none"> I. <u>understand, develop and stimulate</u> the learners with creativity to identify opportunities for improvement and innovation II. <u>understand, develop and stimulate</u> the learners with entrepreneurial skills and the concept of entrepreneurship III. <u>acquire an</u> innovative and entrepreneurial mind set in learners to CSR related

activities for SME's in tourism sector			
Structure:	Unit No.	GLH	ECVET
	2.1: Innovation within Tourism and Catering	3	0.3
	2.2: Entrepreneurship within Tourism and Catering	3	0.3
	2.3: Application of innovative CSR related activities for SME's within Tourism and Catering	2	0.2
	2.4: Communication and Promotion	2	0.2
	ECVET	10	1
Basic literature and web links:	<p>2.1: Innovation within Tourism and Catering Bellon, B. and Whittington, G. (1996). Competing Through Innovation – Essential Strategies for Small and Medium Sized Firms. Prentice Hall Michalko, M. (2006). Thinkertoys: A Handbook of Creative-Thinking Techniques. 2nd Edition. Ten Speed Press. Innovation and Growth in Tourism: http://www.tava.gov.lv/sites/tava.gov.lv/files/dokumenti/petijumi/OECD_Tourism_innovation_growth.pdf 60 Innovations in Tourism: http://www.trendhunter.com/slideshow/tourism</p> <p>2.2: Entrepreneurship within Tourism and Catering Burns, P. (2010). Entrepreneurship and Small Business. 3rd edition. Palgrave. Deakins, D. and Freel, M. (2009). Entrepreneurship and Small Firms. 5th edition. McGraw-Hill. The Importance of Entrepreneurship to Hospitality, Leisure, Sport and Tourism: http://www-new2.heacademy.ac.uk/assets/hlst/documents/projects/Entrepreneurship/ball.pdf The Importance of Entrepreneurship in Small Businesses: http://businesscasestudies.co.uk/nfte-uk/the-importance-of-entrepreneurship-in-small-businesses/introduction.html#axzz3ialPjrms</p> <p>2.3: Application of innovative CSR related activities for SME's within Tourism and Catering Doyle, P. and Bridgewater, S. (1998). Innovation and Marketing. Butterworth-Heinemann. Rainey, D. L. (2008). Product Innovation: Leading Change through Integrated Product Development. Cambridge University Press. CSR Tourism Certified: http://www.move-it.eu/label/csr-tourism-certified-3 Green Hotels Association: http://www.greenhotels.com/</p>		

2.1: Innovation within Tourism and Catering	
Overall aim	<p>The Unit "Innovation within Tourism and Catering" wants you</p> <ul style="list-style-type: none"> ◆ to be able to understand the concept of innovation. ◆ to be able to understand the importance of creativity in developing an innovative product. ◆ to be able to present an innovative product.
Material needed	<p>Posters, pens for each participant, pin boards, pins, cards Internet access</p>

How to proceed – Methodological proposal	
Group Activity	Discuss the concept of innovation
Input	Process of innovation Nature of innovation Importance of innovation
Individual Activity	Creativity thinking and importance of memory and perception
Input	Process of creativity Importance of creativity
Group Activity	Generating new ideas Brainstorming Mindmapping
Individual Activity	Design an innovative product
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Flatlow, I. (1993). They All Laughed... From Lightbulbs to Lasers: The Fascinating Stories Behind the Great Inventions. Harper Collins Publishing.</p> <p>Medina, J. (2009). Brain Rules: 12 Principles for Surviving and Thriving at Work, Home and School. Pear Press.</p> <p>Guidelines for Collecting and Interpreting Innovation Data: www.oecd.org/sti/oslomanual</p> <p>Innovate to Stay Ahead of the Tech Curve in Travel and Tourism: http://www.traveldailymedia.com/features/197561/innovate-to-stay-ahead-of-the-tech-curve-in-travel-and-tourism/</p>	

Content Material 2.1: Innovation within Tourism and Catering

The Concept of Innovation

The tourism industry is largely dominated by small and medium sized enterprises. To survive in an increasingly competitive and global environment, tourism enterprises, small ones in particular, have to achieve economies of scale and scope in order to reduce transaction costs, increase productivity and gain market power. Restructuring and co-operation mechanisms help enterprises to adapt to changes and increase their competitiveness. Tourism entrepreneurs have realised that innovation is becoming a key element to survive and compete in a dynamic and radically changing environment.

Thus, **innovation** is the added value that contributes to overall business growth and efficiency. An important characteristic of innovation is that it is a continuous process. Faced with the undeniable representation of the service sector for economic development and the increasing participation in the tourism industry revenue expansion and international currencies, it is extremely important to reflect on how the process of innovation in the tourist activity occurs.

"Innovation distinguishes between a leader and a follower" - Steve Jobs

Concept of Innovation - All businesses start with an idea. Entrepreneurial creativity is about coming up with innovative ideas and turning them into value, thereby creating profitable business activities. Successful innovations result from a conscious and purposeful search for innovation opportunities, inside and outside the company. In order to inspire innovation, it is important to create the right atmosphere where creativity and creative thinking can prosper.

The **processes of innovation**, creativity and entrepreneurship are quite similar. Necessity drives creativity and innovation and all businesses will encounter obstacles which cannot be overcome without a "thinking outside the box" attitude. In order to actively benefit from creativity, examining it as a linear process may prove useful. The process of creativity can consist of five commonly known steps:

- 1) **Problem Definition** – Includes problem analysis, redefinition, and all aspects associated with clearly defining the problem;
- 2) **Idea Generation** - The divergent process of coming up with ideas;
- 3) **Idea Selection** - The convergent process of reducing all of the many ideas into realistic solutions;
- 4) **Idea Implementation** - Turning the refined ideas in reality;
- 5) **Processes** - Systems and techniques which look at the overall process from start to finish.

Classes of Innovation - Innovation can also be divided into different parts or classes. In this sense, we can say that there are three distinct classes of Innovation:

- 1) Increment innovation - when the new product incorporates some new elements from the previous without altered its basic features;
- 2) Distinctive innovation - characterised by the fact that the new product presents a number of attributes that match the previously non-existent functions while possessing the same characteristics as the one from which it was developed;
- 3) Revolutionary innovation - characterised by a complete discontinuity with the previously existing products.

Nature of Innovation - Innovation can be:

- ♦ Renewal and expansion of the range of products/services and the associated markets;
- ♦ Creation of new methods of production, supply and distribution;
- ♦ Introduction of changes in management, work organisation and working conditions, as well as skills of the workforce.

Innovation can be found in:

Product/Service - Introduction of new or significantly improved products or services into the market, with respect to its characteristics or uses. It includes significant improvements in technical specifications, components, materials or other functional characteristics. Product/service innovation can use new knowledge/technology or just the combination of the existing knowledge/technology;

Process - Implementation of new or significantly improved production, logistics and distribution processes. This form also includes new or significantly improved supporting processes, for example: maintenance

systems, information systems or accounting systems;

Organisation - Implementation of new organisational methods in business practice, work organisation or external relations, including: new methods for organising routine activities, new methods for distributing responsibilities, decision making, new concepts for structuring activities, new relationship forms with other companies, new methods of integration with suppliers;

Marketing - Implementation of new marketing methods, including significant improvements in product/packaging design, pricing, distribution and promotion

Why innovation is so important?

Innovation is about doing things differently and better, so it is crucial to promote growth. Innovation is about permanently identifying new needs while having the ability to implement these needs through products or processes. Current market trends reinforce the importance of innovation:

- ♦ Reduced product life cycle;
- ♦ Wider access to new technologies;
- ♦ Narrower customer segmentation;
- ♦ Completely globalised markets;
- ♦ Competitors respond faster to new challenges;
- ♦ Customer sophistication.

The Importance of Creativity in Developing an Innovative Product

Basics of Creativity and Innovation - Creativity is the ability to think outside of the box, be enthusiastic and facilitate innovation. Creativity is often associated with personal actions and developments. A creative environment within a business can lead to business innovation. Innovation is the added value that contributes to overall business growth and efficiency. An important characteristic of innovation is that it is a continuous process. Both creativity and innovation should be present at all stages of business development and growth. It is important that we see the link between these two elements of business creation: creativity is the tool, whereas innovation is the outcome.

➤ Creativity: ability to generate new ideas



Creativity is the product of human genius as a generator of new ideas, concepts or theories.

Invention is the definition of a product, process or prototype resulting from the combination of ideas in which at least one is entirely new, or the way in which these ideas are combined is totally new; product of creativity.

Innovation is the transformation of ideas and/or use of inventions that result in useful applications leading to improvements, particularly in terms of products, services and / or processes.

➤ Innovation: ability to put new ideas into practice

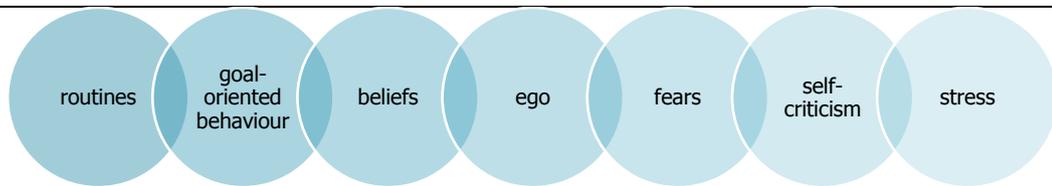
In order to innovate, it is important to break the traditional way of thinking and doing things. We must find other ways to apply/use things. Potential orthodoxies:

- ♦ Who is our customer?
- ♦ How we interact with the client (directly, net, distributors, ...);
- ♦ Why does the customer choose us?
- ♦ How to choose the product and service we sell?
- ♦ What is our pricing model?

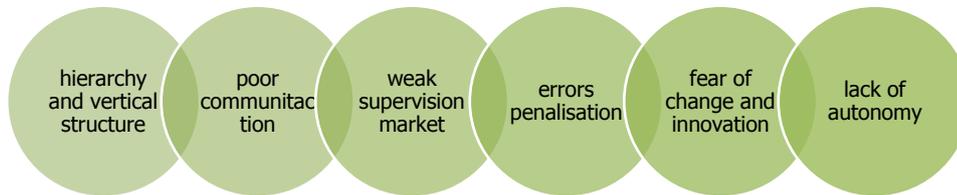
Barriers to creativity - Successful creative thinking requires one to be aware of the barriers which may weaken creativity. Exceeding these barriers demands us to think outside the box and explore areas and directions we are not used to.

There are many obstacles that hinder the development of creativity, which can make it a differentiator in the market. Emotional, social or cultural blockages, inability to change some answers and doubt and insecurity are some of the barriers that disturb free creativity expression.

At the individual level, there are several barriers to creativity:



At the enterprise level:



There are several changes that can be implemented in an organisation to promote creative culture:

- ♦ Promoting communication, not only the horizontal level (between employees) as well as the vertical level (between top management and employees);
- ♦ Monitoring the market, so the company is aware and can adapt to changes;
- ♦ Allow a flexible internal structure instead of a rigid one;
- ♦ Extend the decision-making to employees, promoting autonomy;
- ♦ Tolerate failure and encourage creativity through incentives.

How can we assess ideas and manage opportunities?

Ideas' evaluation - Criteria Evaluation Matrix

In order to best evaluate and select the ideas you came up with, you can develop a criteria evaluation matrix:

1. Create a table/matrix and set possible ideas across the top row.
2. Establish the criteria for evaluation in the first column.
3. Assign a specific weight value to each criteria aspect.
4. Score each idea according to the specific criteria aspects.
5. Finally, sum up the totals and discuss the results, prioritising each idea



How can we develop new ideas? There are techniques that can help in the development of creative thinking and new and innovative ideas.

Generating new ideas

Brainstorming is the most commonly used method of ideas generation. It can take place either individually or in a group of people. The main idea of the brainstorming technique is to gather as many new ideas from a particular problem or topic as possible. In a brainstorming session, all ideas generated should be recorded. After a session, some of these ideas can be rejected, while others may be developed further. Steps to follow after presentation of the problem/question:

- ♦ Encourage participants to contribute with a large number of ideas (quantity over quality)
- ♦ Do not allow ideas to be criticised or commented
- ♦ Provide an environment of trust and willingness to anyone feeling inhibited from moving forward with ridiculous ideas
- ♦ Instruct a person to record generated ideas
- ♦ In the end, prioritise and analyse ideas, generating a discussion on problem solving

DO IT Method

D - Define the problem **O** – Open mind **I** – Identify the best solution **T** - Transform

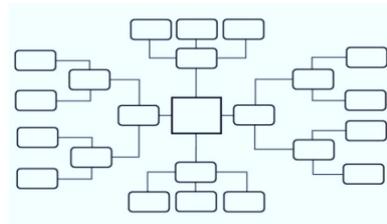
This creative structure method works as follows:

- ♦ First it is necessary to define the problem.
- ♦ Then apply creative techniques and have an open mind to different solutions.
- ♦ Subsequently it is necessary to identify the best solution.
- ♦ Finally, transform the solution into an action

Mind Mapping – A diagram used to represent ideas/words linked or organised around a specific subject. The construction of the mental map is done intuitively, by classifying ideas into classes or groups. Thus, the guidelines are easy to remember and quick to consult. This schematic representation allows for an easy viewing and organisation of ideas, which is essential to solving a problem or in making a decision.

Start in the centre with an image of the topic, using at least 3 colours, and:

- 1) Use images, symbols, codes, and dimensions throughout your mind map.
- 2) Select key words and print using upper or lower case letters.
- 3) Allow one line for each word or image.
- 4) The lines should be connected, starting from the central image. The central lines are thicker, becoming thinner as they disperse out from the centre.



- 5) Use multiple colours for visual stimulation and also to encode or group ideas together.
- 6) Highlight the most workable ideas identified in the mind map.
- 7) Keep the mind map clear by using radial hierarchy, numerical order or outlines to embrace your branches.

The **GROW** model consists in asking questions in order to identify solutions for the client.

G - Goal: Where does the client want to be?

R - Reality: Where is the client now?

O - Options: What could the client do to achieve their goal?

W - Will: What will the client do?

Creativity is a cognitive, individual or collective process that generates ideas and unique perspectives on a particular issue. In this sense, we believe that creativity is original thinking and innovation is execution, i.e. innovation is the implementation of creative ideas.

Design and present an Innovative Tourism Product

The **definition phase** of a new **product/process/service** is the most important part of the innovation process. The key objectives of this stage should be the identification of a business opportunity and a description of how, through the innovation process, it is possible to maximize this opportunity. The first step in the definition process should be an introspective analysis of the company, as well the identification of the gains that you have in relation to your competition to more clearly perceive the competitive advantages and the inherent risks in the innovation process. A second step is to analyse the external environment, including customer needs and positioning of competitors in the market.

Once an organisation's potential for innovation is validated, the second stage focuses on the **analysis of existing and potential customers** in order to get a sense of how their needs are being met and to identify gaps that may constitute business opportunities. The identification of **customer needs** may be made on a timely basis when an organisation realises that it should develop organised work in this direction or on a permanent basis, where innovation is a process that is internalised at different levels of the company.

At the end of the definition phase of the innovation process, the competitive advantages of the company have been identified and an opportunity for innovation has been selected. During the **design phase**, research will be carried out on the selected idea in order to develop a preliminary outline of an Innovation Plan with specifications for their development. At this stage, it is important to be aware of the implications that innovation will have in the company. Aspects related to production, marketing and distribution are often critical elements in successful innovation. For this reason, alongside the development of the Innovation Plan the company should prepare a relevant Business Plan.

The final stage of the innovation process is the **product/process/service launching**. It includes the transposition of products, processes or services that have been tested at a small scale to a much wider market. This product's reparation and adaptation is relatively complex and involves risks that are not always visible. To transpose the innovation scale prototype for the real market, an Innovation Plan may be a very useful element of support, if it includes a preliminary definition of the strategy and timing of release.

In relation to the **selection of a launch strategy**, there are two possible innovation launch strategies: a quick launch at a large-scale; and a gradual implementation, performed more slowly and cautiously. The **quick launch at a large-scale strategy** involves high risks but if successful, translates into higher benefits. The **gradual, slow and cautious implementation strategy** minimizes the risks but eliminates the possibility of the company obtaining a very high growth of its market share and profit. This type of approach is usually followed by smaller companies with limited resources.

Legal implications in the development of an innovative product

When launching a new product/service it is necessary to take some legal actions to protect this product/service: **intellectual property** protection.

In the European Union, creativity and innovation are based on a uniform system of intellectual property rights protection, ranging from industrial property rights, copyright and related rights. Industrial property legislation is part of the wider body of law. Intellectual property rights protect the interests of creators by giving them property rights over their creations. The respect for the basic principles of the internal market is based on the standardisation of intellectual property on a European scale. The Commission is making efforts to achieve the ultimate establishment of a system, a cheaper and legally effective Community patent which ensures competitiveness for the European industry. The protection of these rights also involves their protection against piracy, illegal trade and counterfeiting.

Where to **register intellectual property in Europe** - the World Intellectual Property Organization (WIPO) is dedicated to developing a balanced system of industrial property which privileges creativity, stimulates innovation and contributes to economic development while safeguarding the public interest. <http://www.wipo.int/portal/en/>

The European Patent Organisation (EPO) is an intergovernmental organisation based on the European Patent Convention. Currently, the organisation has 38 member states. <http://www.epo.org/aboutus/organisation.html>

Each country has also a National Institute of Industrial Property where is possible to do a national patent registration.

The ability to achieve profitable product development has been vital for most companies long before the current hype surrounding the term "innovation". Several critical success factors are required to succeed in product development:

- ◆ Understanding the customers
- ◆ Strong product management
- ◆ Ability to identify and focus on the best product ideas
- ◆ Right product architecture
- ◆ Strong project management
- ◆ Support for customisation.

Handling all these factors well does not guarantee success but it is a step in the right direction.

Assessment 2.1: Innovation within Tourism and Catering

30% weighting

Design an innovative product of your choice related to CSR activities for a hotel.

2.2: Entrepreneurship within Tourism and Catering

Overall aim **The Topic "Entrepreneurship within Tourism and Catering" wants you**

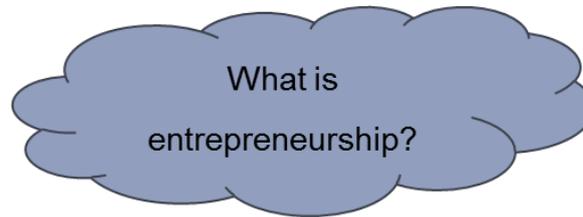
	<ul style="list-style-type: none"> ♣ to be able to understand the concept of entrepreneurship and its environment. ♣ to be able to understand entrepreneurship as a process. ♣ to be able to develop the entrepreneurship spirit.
Material needed	Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Discuss the concept of entrepreneurship
Input	Advantages and disadvantages of entrepreneurship Process of entrepreneurship
Individual Activity	Obstacles of entrepreneurship
Input	Process of entrepreneurship
Individual Activity	SWOT analysis and Personal Development Plan
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Drucker, P. F. (2006). Innovation and Entrepreneurship: Practice and Principles. Harper Business Publishers.</p> <p>Rae, D. (2007). Entrepreneurship: From Opportunity to Action. Palgrave Macmillan.</p> <p>Fostering SMEs and Entrepreneurship Development in Support of Alternative Tourism in Bulgaria: http://www.oecd.org/cfe/tourism/40239549.pdf</p> <p>Development of Rural Tourism through Entrepreneurship: http://www.revistadetourism.ro/rdt/article/view_File/107/76</p>	

Content Material 2.2: Entrepreneurship within Tourism and Catering

The Concept of Entrepreneurship and its Environment

The globalisation constantly changes the world requiring new vision for all activities, including tourism. Entrepreneurship is essential in societies because it leads companies seek to innovate and transform knowledge into new products.

"If opportunity doesn't knock, build a door" - Milton Berle

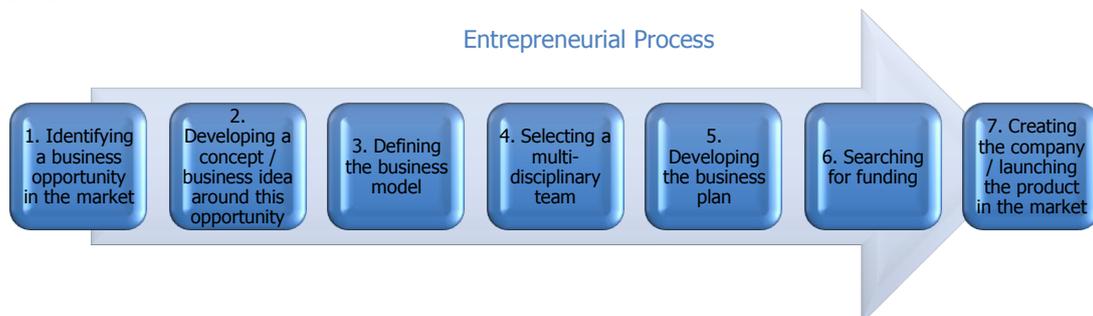


The word **Entrepreneur** appeared in France around the seventeenth and eighteenth centuries, aiming to designate an adventurous person who stimulated economic progress through new and better ways of doing things. The **phenomenon of entrepreneurship** has a vital importance for economic development as the emergence of new businesses entails the generation of new jobs. In addition, it also generate several values that have social impact, like social responsibility actions.

Entrepreneurship is defined by the Global Entrepreneurship Monitor as:

"Any attempt at new business or new venture creation, such as self-employment, a new business organization, or the expansion of an existing business, by an individual, a team of individuals, or an established business."

Entrepreneurship is broadly defined and it can be applied to many types of organisations and even established businesses. Entrepreneurship is the study focused on skills development and related to a project creation skills (technical, scientific, business). The different aspects that involve the **entrepreneurial process** - analysis of opportunities, entrepreneurial team and resources for business development - are analysed in terms of corporate entrepreneurship. Entrepreneurship means doing something new, something different, to change the current situation and seek incessantly for new business opportunities focusing on innovation and value creation.



Tourism has the potential to empower communities and the sustainable tourism needs to focus on how to bring this about. Understanding tourists and tourism processes is the first stage to empowering the local community to make informed and appropriate decisions about their tourism development. Entrepreneurship is necessary for creation of new organisation, construct new businesses. It plays crucial role for success of economic growth and lead to business benefits.

So why entrepreneurship is so important? Entrepreneurship creates **job opportunities**; entrepreneurship cause **economic growth**; entrepreneurship provides **strength to small business**.

Advantages of entrepreneurship - Presently we live in a time where Innovation is something searched for most professionals and companies, so there is no doubt that the practice of entrepreneurship is quite important. In an increasingly competitive and demanding market, those who do not have good and new ideas will eventually be left behind. An entrepreneurship quality measure is essential to develop because it could help focusing on high-growth small and new businesses. The advantages of entrepreneurship are:

- ◆ Wealth creation
- ◆ Job creation
- ◆ New business
- ◆ Competitiveness increased
- ◆ New products
- ◆ Business creation
- ◆ New services
- ◆ New tools for business
- ◆ More investment

opportunities

- ♦ Quality of life improved
- ♦ Investment in the local economy
- ♦ Economic growth
- ♦ Technological innovation
- ♦ More confidence

Remember that being an entrepreneur has its advantages but also has some **disadvantages** and **obstacles** such as:

Disadvantages:

- ♦ Financial instability
- ♦ Increased risks
- ♦ Further work
- ♦ Higher stress and anxiety levels

Obstacles:

- ♦ Cultural issues
- ♦ Low level of education/training of the population
- ♦ Low potential for knowledge, adaptability and innovation of the general population
- ♦ Weak business experience of young people
- ♦ Low levels of co-operation between universities, professional schools and the business world

Environmental factors necessary to promote entrepreneurship

It is necessary to amend behaviour by promoting proactive actions to have the necessary environment to promote entrepreneurship. There are important factors for the development of a favourable **ecosystem for entrepreneurship**:

- ♦ Pragmatic and cooperative network that allows a fast circulation of ideas and knowledge
- ♦ Cultural Factors
- ♦ High agility and efficiency (speed of processes and decisions, movement and test ideas, interactive processes)
- ♦ Political Environments - Government policies favourable to the development of entrepreneurship
- ♦ Economic Factors - The nature of the economy is a major factor that influences entrepreneurship
- ♦ Development of the main actors of the entrepreneurial ecosystem such as Business Angels, Venture Capital, Incubators, etc.
- ♦ Critical factors that influence entrepreneurship include the availability of resources such as capital, human assets, raw materials, infrastructure, and utilities
- ♦ All other factors notwithstanding, the success of an entrepreneurial venture depends on the entrepreneur - entrepreneurial skill sets and psychological orientation affects entrepreneurship.

Stages of the entrepreneurial process

Entrepreneurship is a process, a journey, not a destination. Entrepreneurs play an important part in economic growth and development. There are many ways to organise the effort of planning, launching and building a venture. But there are a set of fundamentals that must be covered in any approach. What is the entrepreneurial process of starting a business? Entrepreneurship generally involves the following stages:

- ♦ Identification of a business opportunity in the Market
- ♦ Construction of a concept/business idea associated with the opportunity
- ♦ Definition of the business model
- ♦ Selection of multidisciplinary team
- ♦ Preparation of Business Plan
- ♦ Search for funding
- ♦ Creation of the company (launch into the market)

The entrepreneurial process:



If you are planning to become an entrepreneur, ask yourself the following key questions:

- ◆ What are you going to do and how?
- ◆ Why are you going to do it?
- ◆ How will you make it profitable?
- ◆ What's new or different about it?
- ◆ Do you have a target market?
- ◆ Are you willing to commit your time and resources?

Cognitive aspects of an entrepreneur - The affective and cognitive aspects impact the survival process of entrepreneurs business. There are studies that demonstrate the differences between entrepreneurs and non-entrepreneurs. The entrepreneur differs from other professionals by his personality traits and by presenting a special and differential psychological profile. Effectively, some people appear to have better conditions than others in recognizing opportunities for a variety of reasons that include: access to information and greater ability to effectively use the information available.

The relationship between entrepreneurship and economic growth has seen increased interest at the local, state, and national levels, and recent studies have shown that the contribution of the entrepreneurial sector to employment and GDP is increasing. Each year countries and regions in the European Union spend billions of euros on **innovation, small business and entrepreneurship policies**. Such policies, if effective, could play a major role in stimulating enterprise and innovation, so enhancing productivity which, in turn, leads to wealth and job creation. However, policy-making and implementation in this area lacks both an explicit strategy and reliable evidence of effectiveness. The Commission intends to implement a renewed EU tourism policy based on experiences gained so far and responding to the challenges of today. The main objective of this policy is to improve the competitiveness of the European tourism industry and create more and better jobs through the sustainable growth of tourism in Europe and worldwide.



From idea to business - Coming up with a viable product or idea is sometimes harder than constructing a business plan. Having a good business plan is important for every entrepreneur, but how to come up with a good business idea? Start to write down ideas when they hit or sit down, focus on your thought, find a problem, think of a solution, and develop your original idea. In a while the results will show on the target market for the product based on the demand, climate, and customer preference. Another viable option is to let your imagination run wild at first, but then bring it back to reality during the idea elimination process. After you have set the business idea is necessary to develop the idea.

Developing the Entrepreneurship Spirit

The importance of entrepreneurship to economic growth is unquestionable. **Entrepreneurs** contribute to the creation of employment, to the identification of new business opportunities and development of technological innovation, to the development of new products and services, to foster investment in the local economy and attract foreign investment, and to increase competitiveness and generate wealth.

There is no specific age or personality to be an entrepreneur. So who can create a business? New people, older people, mothers, graduates, people without much training or unemployed, people who were laid off because they were considered the most resources can also create business.

There are a number of **factors that contribute to entrepreneurial activity and success**. These range from **psychological characteristics** such as assertiveness, imagination and tolerance for risk, to **socio-**

demographic factors and education/skills training.

Business with low capital investments could become sustainable, depending on the skills and **characteristics of the owner-managers**. The entrepreneur’s basic characteristic is the **researcher and creative spirit**. He is constantly looking for new ways and new solutions, always keeping in mind people needs. A constant doubt among people is if there is an ideal entrepreneur or same profile all entrepreneurs have similar characteristics. In fact, some people have characteristics that make them more likely to undertake, considering that undertaking is not only open their own business, but to create something innovative that has marketing application.

If you always do what you’ve always done,
you’ll always get what you’ve always got!
Henry Ford

Characteristics of an Entrepreneur:



What motivates an entrepreneur? Independence and autonomy, flexibility, personal satisfaction and self-realisation, looking for new challenges, financial reward, lack of alternatives (unemployment) and a good business opportunity. There are some key factors to be an entrepreneur. The table below refers to these key factors:

Good business idea	Personal Skills (entrepreneurial profile)	Network (know-who)
A good reason to create a business	Knowledge and Business Skills (know-how)	Structural conditions

There are 9 structural conditions of entrepreneurship (factors associated with entrepreneurial activity) that allow a better understanding of the incentives for entrepreneurship:

- | | |
|---|---|
| 1. Financial support | 6. Government policies |
| 2. Government programmes | 7. Education and training |
| 3. Transfer of research and development | 8. Commercial and professional infrastructure |
| 4. Market opening / barriers to entry | 9. Access to physical infrastructure |
| 5. Social and cultural norms | |

Importance of continuing personal development to operate small tourism business

Personal development plan is a plan of action based specifically on individual’s aspirations regarding personal

development. Personal development plan allows an individual to set own personal targets and find the best way to achieve them.

Personal development plan is a dynamic document which needs to be regularly reviewed as the personal learning targets are achieved. This will lead into forming new targets as the time progresses. Hence, the process is really a continuous personal development plan reviewed at least once a year.

Importance of continuing professional development from the professional body point of view

Well-crafted and delivered continuing professional development is important because it delivers benefits to the individual, employer, their profession and the public.

- ♦ Continuing professional development ensures your capabilities keep pace with the current standards of others in the same field.
- ♦ Continuing professional development ensures that you maintain and enhance the knowledge and skills you need to deliver a professional service to your customers, clients and the community.
- ♦ Continuing professional development ensures that you and your knowledge stay relevant and up to date. You are more aware of the changing trends and directions in your profession. The pace of change is probably faster than it's ever been – and this is a feature of the new normal that we live and work in. If you stand still you will get left behind, as the currency of your knowledge and skills becomes out-dated.
- ♦ Continuing professional development helps you continue to make a meaningful contribution to your team. You become more effective in the workplace. This assists you to advance in your career and move into new positions where you can lead, manage, influence, coach and mentor others.
- ♦ Continuing professional development helps you to stay interested and interesting. Experience is a great teacher, but it does mean that we tend to do what we have done before. Focused continuing professional development opens you up to new possibilities, new knowledge and new skill areas.
- ♦ Continuing professional development can deliver a deeper understanding of what it means to be a professional, along with a greater appreciation of the implications and impacts of your work.
- ♦ Continuing professional development helps advance the body of knowledge and technology within your profession
- ♦ Continuing professional development can lead to increased public confidence in individual professionals and their profession as a whole
- ♦ Depending on the profession – continuing professional development contributes to improved protection and quality of life, the environment, sustainability, property and the economy. This particularly applies to high risk areas, or specialised practice areas which often prove impractical to monitor on a case by case basis.

Source: <http://continuingprofessionaldevelopment.org/why-is-cpd-important/>

Assessment 2.2: Entrepreneurship within Tourism and Catering

30% weighting

Carry out a personal SWOT analysis and complete the personal development plan from the point of being an entrepreneur. Please refer to Annex 1 and 2 for SWOT analysis and personal development plan templates.

2.3: Application of Innovative CSR Related Activities for SME's within Tourism and Catering

Overall aim	<p>The Topic “Innovation within Tourism and Catering” wants you</p> <ul style="list-style-type: none"> ◆ to be able to understand the legal and financial aspects that can affect implementation of innovative CSR related activities for SME’s. ◆ be able to present an innovative product and its successful implementation
Material needed	Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Discussion on the factors to be considered in the implementation of CSR related activities.
Input	<p>Legal aspects</p> <p>Financial aspects</p> <p>Cost-benefit analysis</p>
Individual Activity	Present an implementation plan with a cost-benefit analysis report
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Cannon, T. (1994). Corporate Responsibility. A Textbook on Business Ethics, Governance, Environment: Roles and Responsibilities. Pitman Publishing.</p> <p>Hawkins, E. E. (2006). Corporate Social Responsibility: Balancing Tomorrow’s Sustainability and Today’s Profitability. Palgrave Macmillan.</p> <p>Kotler, P. and Lee, N. (2005). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause. John Wiley and Sons.</p> <p>Blue Flag Publications: http://www.blueflag.org/service-menu/publications</p> <p>EU Ecolabel for Business: http://ec.europa.eu/environment/ecolabel/eu-ecolabel-for-businesses.html</p> <p>Sustainability in Tourism: http://www.travelife.org/Hotels/landing_page.asp</p>	

Content Material 2.3: Application of Innovative CSR Related Activities for SME’s within Tourism and Catering

Legal aspects

The challenges that European tourism faces require a cohesive policy response at European. This policy must be focused on clear and realistic objectives, shared by decision makers, entrepreneurs, workers and local populations. It must make the best use of resources available and take advantage of all possible synergies. It should be based on the full range of actions already taken and offer a clear added value to policies and measures national and regional. Therefore, any EU tourism policy should be complementary policies implemented in the Member States.

European SMEs operate in a strictly regulated environment. Each year new laws, directives and regulations are issued, which influence the way enterprises produce and distribute both their products and fall-outs. When starting a business there are some rules at European level, it is important to know, such as:

- ♦ European contract law;
- ♦ Accounting systems for SME;
- ♦ Company taxation;
- ♦ Vat invoicing rules
- ♦ SME taxation;

The mid-term review of the EU policy for the SME from 2005 to 2007 revealed that Member States and the EU have made progress in creating a more favourable business environment for SMEs. The Commission has made real efforts to simplify bureaucracy for SMEs and has significantly increased the importance of SMEs in major EU support programmes. Member States have substantially improved the business environment for SMEs, taking inspiration from best practice exchanged e.g. stop shops for business registration and reducing the time and cost required to set up business. Furthermore, the EU strategy to improve legislation is crucial for SMEs, which will greatly benefit the modernization and simplification of EU legislation.

Some useful links:

http://ec.europa.eu/enterprise/policies/innovation/policy/future-policy/consultation_en.htm

<http://ec.europa.eu/small-business/>

<http://eur-lex.europa.eu/>

Additionally, there are local and European-wide networks and business contacts as well as support services. Below are listed some of the most important:

Enterprise Europe Network: <http://een.ec.europa.eu/>

Your Europe – Business Portal: http://europa.eu/youreurope/business/index_en.htm

European Association of Development Agencies – SME Support: http://www.eurada.org/index.php?option=com_content&view=article&id=48&Itemid=55&lang=en

European Business and Innovation Centre Network (EBN): <http://ebn.be/index.php?lnk=KzF0aDVES1I3bG9TYXFGeEhLL2dQNIFJRjBuVXVISnlmd1hKRjdpb2RVND0=>

Intellectual Property Rights (IPR) helpdesk: http://ec.europa.eu/small-business/support/contactsservices/index_en.htm#page1-2

Despite its importance to the economy most SMEs are not able to stand up to the challenges of globalisation, mainly because of difficulties in the area of financing.

Main issues faced by SME in accessing finance:

It has been identified three main obstacles that may prevent SME from obtaining adequate financing. These obstacles are as follows:

- ♦ The existence of marked informational asymmetries between small businesses and lenders, or outside investors;
- ♦ The intrinsic higher risk associated with small scale activities;
- ♦ The existence of sizeable transactions costs in handling SME financing;
- ♦ Banks' insistence on collateral (most SME loans are secured);
- ♦ Lengthy and tedious loan processing (in some banks, the process from approval to drawdown could take several months);
- ♦ Stringent documentation requirements;
- ♦ Complicated procedures in applying for loans, including from government schemes (many SME

entrepreneurs are not formally educated nor have the resources to help them with bank procedures);

- ◆ High interest rates;
- ◆ Inability (knowledge and financial means) to prepare required business plan;
- ◆ Lack of knowledge about available financial assistance schemes for SME (this could be due to lack of publicity by the promoters).

The biggest challenge facing SMEs is lack of capital, followed by lack of inputs. There is therefore a big demand for financial assistance. The main source of finance for SMEs is loans from financial institutions, followed by injections by family members, and to a much lesser extent, contributions by friends.

The **European Investment Bank** is a long-term financing institution of the European Union. Improves access to finance for SMEs under the support given to growth and employment in Europe. <http://www.eib.org/projects/priorities/sme/>

The **European Investment Fund** is part of the European Investment Bank Group and its main mission is to support micro, small and medium enterprises. The European Investment Fund manages a wide range of EU financial instruments which are available through financial intermediaries such as banks, equity funds and other financial institutions range. http://www.eif.org/EIF_for/sme_finance/index.htm

The Financial Plan Framework

The Financial Plan summarises numbers on all planned actions for the company, considering the necessary answers to the following questions:

- 1) What is the amount of money required to start a business?
- 2) Is there enough available resources? If not, how will the business be financed?
- 3) How is scheduled business growth? Where will the resources capable of enhancing this growth?

The financial plan should allow making an investment decision, estimate exploration Cash Flow (CF) (difference between income and expenses) and be simple and easy to understand.

Financial Plan = decision and action's tool!

Preparing a Financial Plan

Planning - A company defines its strategic framework for a given time period as a result of this strategic framework sets out a series of action plans to achieve them.

Budget - The economic and financial planning is embodied in a document called a budget. The first step you have to give. Making a budget is just sit plan what you want to do in the future and put in money.

Actual Statements - To be able you compare your budget with the occurrences of reality, and identify any areas that may be causing problems, there are several Statements which you need know.

Income Statement - Displays the results expected to be obtained and their composition. The income statement is the accounting document that reflects what it is and how it is generated over a period. Surplus may be positive or negative and call PROFIT and LOSS account. Therefore, the first thing to note is that it refers to a period of time as opposed to the balance sheet, which refers to a specific date. The income statement drafted a report to a column. In it, starting from the income figure of the period, we deducting the various expenses that we had to take to achieve those down to determining the outcome. By correlation of income and expenses should be charged to the income statement the total income of the period and the total expense for the period. Revenues and expenses are reflected by accrual basis, not a cash basis. That is, the income statement reflects the revenues and expenses regardless of whether they have been charged and paid. We recognize income when making the sale and takes expense when purchasing.

Cash Flow - It shows the receipts and payments of the activity and, consequently, the flow of inputs and outputs and needs money / financial capabilities of the company.

Budget Funding - Financial needs will be quantified both short and long term, identify funding sources for the above needs and quantify the cost of the same.

Balance - The balance sheet shows the financial position of the company, which I have, what I owe and to whom.

Therefore, not enough planning, it is essential to track the planning, quantifying deviations, identifying the causes of deviations and taking decisions on any corrective measures to improve the management economic and financial. Do not forget that the purpose of monitoring and budgetary control is to take corrective and preventive action in the face to improve the management and follow achieved the objectives.

Cost-benefit analysis template

A cost-benefit analysis (CBA) is a systematic process for calculating and comparing benefits and costs of an innovative product or idea. A CBA helps predict whether the benefits of a project or decision outweigh its costs, and by how much relative to other alternatives. A CBA has two purposes:

- 1) To determine if the innovative product or idea is a sound investment (i.e., a justification of feasibility or advantage).
- 2) To provide a basis for comparing innovative products or ideas. It involves comparing the total expected cost of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much.

Using the cost-benefit analysis template will provide cost and benefit information that can be used to analyse and evaluate alternative approaches to innovative products or ideas.

Key Competences needed to develop the entrepreneurial spirit related to CSR activities in SME's

There are many business skills required to run your own business apart from the knowledge of the market place. When starting up a business you need to run everything from serving customers to preparing your accounts and this is often a tough requirement for anyone. **Leadership** is one of the issues in the field of business, is widely discussed and studied. However, despite all this, it remains one of the least understood phenomena. Leadership is a combination of learnt competencies and skills, training, knowledge and native skills. It is important to distinguish between who really manages and who has influence. The ideal is that the business manager is leader as well. Both roles together at the same person. And it is our aim. If it is no possible, a sharp boss will try to have to the leader on their side.

Core skills required in running a business:

- ◆ Leadership Skills
- ◆ Strategic Business Planning Skills
- ◆ Marketing Skills
- ◆ Sales and Customer Relationships
- ◆ Communication Skills
- ◆ People Management
- ◆ Finance and Accounting Skills

The road to great leadership (Kouzes & Posner, 1987) that is common to successful leaders:

Challenge the process - First, find a process that you believe needs to be improved the most.

Inspire a shared vision - Next, share your vision in words that can be understood by your followers.

Enable others to act - Give them the tools and methods to solve the problem.

Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do, a leader shows that it can be done.

Encourage the heart - Share the glory with your followers' hearts, while keeping the pains within your own.

Human resources have also an important role. The integration of all processes, programmes, and systems in an organisation that ensure staff are acquired and used in an effective way. The quality and effectiveness of the organisation is determined by the quality of the people that are employed. Success for most organisations depends on finding the employees with the skills to successfully perform the tasks required to attain the company's strategic goals. Management decisions and processes for dealing with employees are critical to ensure that the organisation gets and keeps the right staff.

Managing human resources (HR) is a key component of every business, since individuals are the ones who will concretise it through their activities and involvement. The quality and efficiency of an organisation are determined by the quality of the people it employs. Therefore, success is very much dependent on finding the right employees for the right tasks. Managing HR can be, besides a strategic tool, a way to help establish a sustainable competitive advantage for the organisation. It requires perceiving collaborators as partners and not just as costs to be minimised or avoided.

Competences are the aggregate behaviours needed for individuals to perform their role. They relate to how people deliver objectives rather than to what the objectives are. Some competencies may be defined as

“core”. These apply to all employees, whilst others, such as leadership, may only be appropriate to a “level” or grade (e.g. managers). These different levels and their associated competencies and associated behaviours make up an organisation’s competency framework. The typical competencies included in a framework are:

- ◆ Communicating effectively
- ◆ Planning and organising
- ◆ Leadership
- ◆ Teamwork
- ◆ Creativity
- ◆ Focus on goals
- ◆ Embracing change

It is important that managers help their collaborators reach the expected results within their field of work. This is done through a performance management that identifies and communicates the expected performance patterns and that evaluates the performance in relation to that pattern. There are several strategies to evaluate a collaborator’s performance.

As soon as the HR planning is defined, managers become aware of the organisation’s needs and will be able to begin looking for individuals capable of fulfilling those needs. This is **recruitment** – the process of identifying and attracting suitable candidates for the job. There are several places where organisations can recruit new collaborators. The identification of these places will depend on the type of employees the enterprise is aiming at: for example, an Internet-based research is justified when the candidate must have developed IT skills.

Identifying training needs - Although the individuals selected for the jobs may already have a set of skills that make them suitable for that position, providing further training is an advantage for any organisation – not only for new-comers, but also for older collaborators.

Training guarantees people keep learning new skills, helping the enterprise to succeed through their improved performance. Managers have the responsibility to decide when employees need further training and which type of training should be provided. Usually, symptoms like a decrease in the volume or quality of work, an increase in the number of accidents and upcoming technological novelties are examples that may ring some bells in terms of training needs.

The implementation of training requires a set of previous steps that aim at guaranteeing that the process reaches concrete and positive results. First, it is necessary to carry out a needs assessment. This evaluation analyses the existing gap between the functions’ needs and the current skills available. In order to perform this diagnosis, several methodologies can be applied, such as: field observation, questionnaires and interviews or based on other indicators (absenteeism, complaints, productivity, etc.).

Based on this assessment, it is necessary to develop a plan that defines the objectives of the training, its objects and subjects, priorities, the model of training and concrete proposals, all of which will be compiled in a report. Teaching-learning objectives should be clearly defined and targeted to specific groups with the most appropriate strategies – distance-learning, coaching, face-to-face, action learning, mentoring, etc.

Assessment 2.3: Application of Innovative CSR Related Activities for SME’s within Tourism and Catering

20% weighting

Present an implementation plan for an innovative product already designed in assessment 1. Justify by submitting a cost benefit analysis report. Please refer to Annex 3 for cost benefit analysis template.

2.4: Communication and Promotion

Overall aim

The Topic “Communication and Promotion” wants you

- ◆ to understand the strategic approach to communication and promotion for the local stakeholder involvement at a destination and perspective / current customers.
- ◆ to understand the strategic approach to the usage of social media with local stakeholders at a destination and perspective / current customers

Material needed	Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Communication in food and rural tourism destination
Input	Communication process
Group Activity	Importance and usage of social media
Input	Social media channels and its functionality
Individual Activity	Design a social media strategy plan to promote CSR related products for the tourism sector
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Dahlen, M., Lange, F. and Smith, T. (2009). Marketing Communications: A Brand Narrative Approach. John Wiley and Sons.</p> <p>Dainton, M. and Zelly, E. D. (2010). Applying Communication Theory for Professional Life: A Practical Introduction. Sage Publications.</p> <p>West, R. and Turner, L. (2010). Understanding Interpersonal Communication: Making Choices in Changing Times. Wadworth.</p> <p>How to Identify Client Needs: http://www.rassa.co.za/index.php/Articles/how-to-identify-client-needs.html</p> <p>Strategies for Identifying Customer Needs: http://smallbusiness.chron.com/strategies-identifying-customer-needs-54317.html</p> <p>The Evolution of CRM Communication Channels: http://www.crmbuyer.com/story/71892.html</p>	
Assessment 2.4: Communication and Promotion	
20% weighting	
<p>Design a social media strategy plan to promote CSR related products for the tourism sector.</p> <p>Steps to Follow:</p> <ol style="list-style-type: none"> 1) Set your objectives, aligned with short, medium and long-term plans. 2) Plan what each social media channel will be used for, who will manage it, how and when it will be managed and what content will be created for it. 3) Listen to what others inside and outside of the organisation are doing. 4) Analyse how this will affect the SME's in tourism and react accordingly. 5) Engage only when the exact audience has been established and the message to be given is clear. 6) Measure the results against the set of objectives. <p>Please refer to Annex 4 for social media strategy plan template.</p>	

Module 3: CSR Issues in Supply and Service Chains in a Fair-Trade Tourism Approach	
Keywords:	<p>This module aims to:</p> <ol style="list-style-type: none"> I. <u>understand</u>, <u>analyse</u>, <u>describe</u>, <u>use</u> and <u>apply</u> the Fair Trade tourism principles II. <u>understand</u>, <u>analyse</u>, <u>describe</u>, <u>use</u> and <u>consider</u> Fair Trade partnerships between

	tourism and hospitality investors and local communities		
	III. <u>understand</u> , <u>analyse</u> , <u>describe</u> and <u>appreciate</u> Fair share of benefits for local stakeholders		
Structure:	Unit No.	GLH	ECVET
	3.1: Fair Trade Tourism Principles	2	0.2
	3.2: Fair Trade Partnerships between Tourism and Hospitality Investors and Local Communities	3	0.3
	3.3: Fair Share of benefits for Local Stakeholders	3	0.3
	3.4: Communication and Promotion	2	0.2
	ECVET	10	1
Basic literature and web links:	<p>3.1: Fair Trade Tourism Principles</p> <p>Cleverdon, R, Kalisch, A (2000). <i>Fair trade in tourism</i> - International Journal of Tourism Research, Citeseer</p> <p>Dahlsrud, Alex. (2008). <i>How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions</i>. Published online in Wiley InterScience (www.interscience.wiley.com) DOI: 10.1002/csr.132</p> <p>Porter, ME, Kramer, MR (2006). <i>The link between competitive advantage and corporate social responsibility</i>. Harvard Business Review, f2.washington.edu</p> <p>3.2: Fair Trade Partnerships between Tourism and Hospitality Investors and Local Communities</p> <p>Cole, S., Morgan, N., <i>Tourism and inequality: Problems and prospects</i>, 2010 - books.google.com</p> <p>Dodds, R., Joppe, M., <i>CSR in the tourism industry? The status of and potential for certification, codes of conduct and guidelines</i>, IFC/World Bank, Washington, 2005 - siteresources.worldbank.org</p> <p>3.3: Fair Share of benefits for Local Stakeholders</p> <p>Font, X., Tapper, R., Schwartz, K. <i>Sustainable supply chain management in tourism</i>. 2008 - Wiley Online Library</p> <p>Schwartz, K., Tapper, R., Font, X. <i>A sustainable supply chain management framework for tour operators</i>. Journal of Sustainable Tourism, 2008 - Taylor & Francis</p>		

3.1: Fair Trade Tourism Principles	
Overall aim	After finishing this part of Module 3 participants should be able to obtain and elaborate information about the Fair trade tourism principles; understand them and their implications in economic, social and environmental field; analyse data and information to produce outcomes.
Material	Posters with SWOT-template and pens for every participant,

needed	pin boards, pins, cards Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Activity	Introduction to the first part of the third module of the Fair Tourism module. Overview over the topics of the module and this first part. If necessary: round of introductions
Group Activity	What are Fair Trade Tourism Principles? As a first step participants are asked what they know about Fair Trade Tourism Principles. A Mindmap is produced.
Activity	Presentation: Fair Trade tourism principles: Context and content
Group Activity	Participants are asked to discuss the six principles used in the South African approach to fair trade in tourism – Fair share, fair say, respect, reliability, transparency, sustainability - in small groups. What would these principles mean for their own business? In their specific context?
Group Activity	In the plenary participants report about the discussions, questions and results of their group work und develop a SWOT analysis considering the effect of Fair trade tourism principles.
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
https://www.iisd.org/business/issues/sr.aspx http://www.businessnewsdaily.com/4679-corporate-social-responsibility.html http://www.government.nl/issues/corporate-social-responsibility-csr http://mhcinternational.com/monthly-features/articles/125-six-key-issues-on-corporate-social-responsibility http://issues.tiqweb.org/csr https://www.youtube.com/watch?v=U6C6vIscs08 https://www.youtube.com/watch?v=5vxxqjxl4V8	

Content Material 3.1: Fair Trade Tourism Principles

Against a background of increasing public interest in fair trade issues and increasing awareness of the socio-environmental impacts of tourism in developing nations, the concept of fair trade in tourism has emerged. There is increasing concern among NGOs for the way in which the tourist distribution system is dominated by companies in the North who are driven by profit and for whom the long-term sustainability of a particular destination is secondary to their business objectives (Klemm & Parkinson, 2001 UK Tour Operator Strategies: Causes and Consequences', International Journal of Tourism Research, 3: 367-375). Recently, concern for the impact of this unequal relationship on the economies and communities of developing countries culminated in research into the feasibility of developing fair trade in tourism. As a result of this research, carried out by NGO Tourism Concern, VSO and the University of North London, the International Network on Fair Trade in Tourism was established in 1999.

"*Fair Trade in tourism* promotes equitable global trading terms and conditions between tourism generators and host communities as a key component of sustainable tourism. It also seeks parallel trading and decision-making equity among stakeholders in the tourism industry in host destinations" (Tourism Concern 2000a.). Fair Trade in tourism is not yet monitored or labelled.

Fair Trade in tourism derives from the presumption that it is possible to share the benefits, and disadvantages, of tourism in a much more fair way than what has been done, observing both the economic, ethical as well as the environmental points of view (Avara Maailma 2004). Fair Trade in tourism is also one of the key aspects of sustainable tourism. The aim of Fair Trade in tourism is "to maximise the benefits from tourism for local destination stakeholders through mutually beneficial and equitable partnerships between national and international tourism stakeholders in the destination" (Tourism Concern 1999, 2).

Fair Trade in tourism values indigenous host communities and supports their participation in the process of tourism development, whether they are involved in tourism or not. Fair Trade in tourism can consist of an integrated development process in the destination, it can be a corporate ethical code or trade partnership agreement or it can be an actual certified Fair Trade product. (Tourism Concern 1999, 2)

The Fair Trade Tourism label stands for fair wages and working conditions, fair purchasing and operations, equitable distribution of benefits and respect for human rights, culture and the environment. It also ensures that the people who contribute by their land, resources, labour and knowledge to tourism are the ones who reap the benefits. (<http://www.fairtrade.travel/>)

By selecting an Fair Trade Tourism-certified business, travellers are not only assured that their holiday benefits local communities and economies, and that the business is operated ethically and in a socially and environmentally responsible manner, but they will also have a more fulfilling holiday experience. (<http://www.fairtrade.travel/>)

The six principles of Fair trade tourism

Fair share

All stakeholders implicated in a tourism activity must obtain their fair share of the income, according to their involvement in the activity.

Fair say

All stakeholders involved into a tourism activity must have the chance to make decisions that concern them.

Respect

Both host communities and tourists must have respect for human rights, culture and environment. This includes:

- ◆ Safe working conditions and practices
- ◆ Protection of young workers
- ◆ Promoting gender equality
- ◆ Understanding and tolerance of socio-cultural norms
- ◆ Reducing consumption of water and energy, as well as reducing, reusing and recycling waste
- ◆ Conservation of biodiversity and natural resources

Reliability

The services provided to visitors must be reliable and consistent. Elementary safety and security for both host

communities and tourists must be ensured.

Transparency

Tourism businesses must develop instruments of accountability:

- ◆ Proprietorship of tourism businesses should be noticeably defined
- ◆ Employees and other stakeholders must be capable to access information that concerns them
- ◆ Distribution of profits, benefits and losses should be transparent

Sustainability

Tourism businesses must struggle to be sustainable. This implies:

- ◆ Augmented knowledge through capacity-building
- ◆ Enhanced use of existing resources through networking and partnerships
- ◆ Economic sustainability through responsible use of resources
- ◆ Leakage diminutions through local procuring and employment
- ◆ Support to historically disadvantaged entrepreneurs

Principles for tour operators and travel agents offering fair tourism products

- 1) *Set up business connections with local producers who have no market access.* Mostly, SME's producers do not have access to the markets because they do not have the chance to attend tourism fairs or to access global distribution systems. Particularly, utilize local producers for accommodation, transport, catering etc. Principally pay attention for SME owned by members of disadvantaged groups.
- 2) *Promote connections established on relationships with your business partners.* Long-standing and solid business relationships generate an environment of confidence and assure the maximum benefits to all stakeholders. Investment can be facilitated through advance payments, in this manner certifying adherence to the products' quality standards. Your long-standing trusted engagement will provide a constant income for your business partners and will furnish a regular demand required in order to keep in appropriate conditions the product quality. A connection established on relationship asks for free dialogue and consideration for the partner's independence and right to self-determination. Confidence principally relies on normal exchange of information and transparency in business policies.
- 3) *Sustain fair working circumstances in the SME's partner.* To guarantee the service quality and the consumer' satisfaction, prompted and devoted personnel are important, particularly in the tourism business. Be certain that you collaborate with SMEs that, in any case, adhere to standard employment environment and ameliorate it constantly. All discrimination types request to be examined in an operative manner. Fair working circumstances also contain offers for staff (specially, women and members of disadvantaged groups) in order to attend training courses and to obtain competences for management positions.
- 4) *Propose tourism packages that promote local values.* The quality of a tourism package does not absolutely rely for support to the adherence to Western standards of comfort for the tourists. Chances to meet local people and to interchange experiences are of equivalent value, appreciated by both local communities and tourists. Your SME's partners will be capable to increase the tourism package quality through a permanent reciprocal exchange of experiences. More, you participate to the elaboration of an economic foundation that permits the long-term maintenance of the tourism package's quality.
- 5) *Support regional development in order that all stakeholders benefits from tourism.* Offer the chance to your customers to benefit the tourism packages created and provided by regional producers, thereby experiencing the 'local flavour' of the visited area. Also, try to minimize the transport negative impacts on the environment, to ensure an efficient waste management and to sustain the local economy. More, consider suppliers that generate employment opportunities in the region. Your support of local communities with participative structures will produce income perspectives for local people and minimize labour migration. Consequently, not only the tourist' experiences are enhanced when they get to taste the local culture and regional specialties, but also regional development is sustained.
- 6) *Protect the environment of local communities.* By methods of your tourism package design, you can participate to the environment protection. Select SME's partner who can demonstrate their involvement in projects who sustain the preservation of natural patrimony. Carrying capacity of a destination relies on

seasonality, this influences mainly on tourism SME's and impacts on the environment at peak seasons. By creating your tourism packages also in slow seasons, you enforce tourism SME's to comply with the quality requirements and to generate employment and revenue possibilities around all year. In this context, you don't build important infrastructure and avoid seasonal overexploitation of carrying capacity and damage to sensitive ecosystems.

- 7) *Make sure that when you fix the price of fair tourism package you permit entire coverage of all costs.* Services should be recompensed in a mode that not only covers original costs but also secures necessary safeguards to tourism SME's. Specially, natural and cultural patrimony should be satisfactorily remunerated. For example, the payment fees in natural protected areas ensures their conservation. Investment in the environment protection are only possible when fair prices are paid. In fact, fair prices are the prerequisite to secure basic supplies for food, health and education in the tourism destination. By permitting insights into your pricing and by asking clarity on pricing of your partners on your part, you reinforce the trust connection and guarantee that the services are fairly priced and paid for.
- 8) *Respect the autonomy of the local communities.* When a major part of local communities has an interest in the benefits and gets involved in the decision-making and the development of fair tourism, it will accommodate its clients in a friendly way. Other important issue is the choice of local guides who are capable to perform as an intercultural agent and to permit a balanced encounter between tourists and the local people. A balanced encounter also involves that the attendance of tourists in the social and cultural life of the local communities only happened according to an "invitation" or clear arrangements.
- 9) *Instruct your staff to apply the principles defined above.* Staff training in tour operations is mandatory in order to implement these principles. In this respect, you should organise periodic training events where representatives of SME's from local communities could participate, and permit study trips. Prepare objectives regarding the implementation of the principles and examine the success on a normal basis. Consult your SME's partner in order to improve sales manuals that include information on the social, cultural, economic and ecological situations in the local communities from destinations, in order to qualify your sales employees with a comprehensive consulting competence.

Offer wide information to your customer, including information on fair trade tourism. In the last period, tourists became interested in buying environment-friendly and socially responsible tourism products. For you as a tour operator, this provides an economic opportunity that should take into consideration. To benefit from this opportunity, you should inform tourist in a plausible manner on the global and local ecological impacts resulting from the specific products. Furthermore, such a reliable declaration is instructive about the economic benefits accruing to the local communities. Fair trade implies open information for tourists, thereby creating a transparent basis for their decision.

Assessment 3.1: Fair Trade Tourism Principles

20% weighting

Describe the context and the concept of Fair trade tourism principles; Examine the appropriate materials, tools and documents able to apply Fair trade tourism principles; Identify the issues of Fair trade tourism principles; Explain how to produce a SWOT analysis considering the effect on Fair trade tourism principles.

3.2: Fair Trade Partnerships between Tourism and Hospitality Investors and Local Communities

Overall aim	Be able to know and use the theoretical framework of fair tourism related to partnerships between tourism and hospitality investors and local communities as: partnerships between tourism and hospitality on one side and local communities on the other side; examples and case studies.
Material needed	Posters with SWOT-template and pens for every participant, pin boards, pins, cards Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Activity	Overview over the topic of this part.
Activity	Presentation of a best practice example of a fair trade partnership between tourism and hospitality investor and local community. (Guest speaker?)
Group Activity	Participants discuss and analyse the examples of fair trade tourism partnerships <ul style="list-style-type: none"> ♦ in the context of the situation in your country ♦ in the context of the situation in your local community in the context of your situation as SME manager
Group Activity	Participants are asked to sketch a project of a partnership between tourism and hospitality investors in small working groups: <ul style="list-style-type: none"> ♦ What is the aim of the partnership? ♦ What are the tools of the partnership? ♦ What actions are necessary? Who are relevant partners? How can they be convinced to cooperate?
Group Activity	Groups present their project plans to the plenum. Main aspects of the discussion are collected and put on the pin board.
Group activity	Participants discuss the general outline of a budget need to make these partnerships work.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
http://www.europecitiesmarketing.com/corporate-social-responsibility-and-tourism/ http://www.nfi.at/dmdocuments/factSheetCSR_EN.pdf http://www.bbc.com/news/world-africa-22520357 https://www.youtube.com/watch?v=8UKPdzaJJY0 https://www.youtube.com/watch?v=hpAMbpQ8J7g http://tourismconcern.org.uk/?s=Fair+trade https://www.youtube.com/watch?v=VZhASXytpdA	

Content Material 3.2: Fair Trade Partnerships between Tourism and Hospitality Investors and Local Communities

Fair Trade partnerships between tourism and hospitality investors and local communities include six major areas:

- 1) The **consultation and negotiation** should be equitable and it should take the interests of all local community stakeholders into account, whether involved in tourism or not.
 - ◆ The business consults with local residents and communities on the development of tourism
 - It is important that the business does not develop in isolation and that the local residents and community are consulted at all stages to ensure that it is relevant to the needs of the community.
 - Consultation meetings must be held within the community to get inputs and also to make sure that the business will also be acceptable to them.
 - ◆ The business has a written agreement with the beneficiary community and there is evidence of verbal communication of the agreement to local residents and community members
 - Once the community has been consulted as above, it is essential for the business to summarise the outcomes into a written agreement for the beneficiary community which covers at least; the following: Programme details such as length; Beneficiary and business roles & responsibilities; Feedback & complaints mechanisms
 - Once the agreement has been finalised it also needs to be verbally communicated to the community members to make sure that they are all aware of the agreement and understand its contents.
- 2) The **business operations' transparency and accountability** should be environmentally and socially audited.
 - ◆ Procurement is transparently reflected in the accounting system of the business
 - Procurement is the process by which you purchase goods and services to support your business.
 - As such, all procurement done by the business needs to be kept on record and must be reflected in the accounting system of the business. In other words if you buy food, there should be an invoice from the supplier and in your accounting system an associated payment to that supplier.
 - ◆ The business demonstrates efforts to maintain long term trading relationships with their suppliers
 - It is advisable that you keep a list of suppliers on record along with when you started buying from them. This is a clear way to show the length of supplier relationships.
 - The business also needs to actively try to foster good relations with its suppliers through regular communication with them and discussion over things that may go wrong. It is better to try and fix things with a current supplier than to just jump from one to the next.
 - If you have had to end a supplier relationship, there should be clear reasons as to why this was the case.
 - ◆ The business has a written procurement policy
 - A business needs to have a written procurement policy which outlines; Relationships with suppliers; How suppliers are chosen with a specific focus on small, local businesses, black-owned businesses, other Fair Trade businesses, etc.; How products are chosen with a specific focus on environmentally friendly or certified products
 - The policy should also include improvement targets for favourite products and suppliers, as well as the way business plans reduce spend and use of less favourable products, especially consumables.
 - ◆ The business demonstrates efforts to promote and work with other Fair Trade certified businesses
 - It is important that the procurement policy include a section on ways the business plans promote their work with Fair Trade and other Fair Trade Tourism businesses.
 - The business should actively seek to procure Fair Trade or other certified products wherever it is possible, also engaging with suppliers to encourage them to make these types of products available.
 - Engagement with other Fair Trade Tourism businesses is the key to assist and learn from each other and also to create referrals where this is possible.
 - This type of work should include educating employees and guests on Fair Trade and the work that

the business supports.

- ♦ The business demonstrates efforts to promote and work with small enterprises and entrepreneurs and encourage them to develop and sell local sustainable products based on the area's nature, history and culture, wherever this is relevant
 - It should be the responsibility of the procurement manager to engage with the local community and local entrepreneurs regularly to determine if the business can assist them to develop.
 - Such work could also be linked to a feedback form that guests can use to give ideas on what type of local products they might like to find available in the business' restaurant or curio shop. The procurement manager could then use this as a lead to try and make contact with people who are doing this locally or even identify someone in the community who is unemployed and is looking to become an entrepreneur.
 - When such work is done or there are success stories, it needs to be communicated internally and even to guests, for example the story of a local community entrepreneur could assist them in selling their product.
- 3) **Locals, including indigenous people, should be employed** in order for them to be able to develop their human potential.
- ♦ empowering locals through employment
 - ♦ promoting local artisans, handcrafts, food producers etc.
 - ♦ assuring employees development through training, education tools etc.
 - ♦ involving trained locals in all tourism driven / related activities in order to support their community
 - ♦ supporting communities to control their future
- 4) **Training** for managerial positions should be offered.
- 5) The investors should be made aware of relevant **regulations, both nationally and internationally.**
- ♦ The business is legally registered
 - ♦ The business has a valid licence to trade
 - ♦ The business is in compliance with all legal requirements for tax (registration and payment)
 - ♦ The business is in compliance with all legal requirements for employers (registration and payment)
 - ♦ The business is in compliance with all legal requirements for social security (registration and payment)
 - ♦ The business is in compliance with all legal requirements for access to information and transparency
- 6) Finally, **anti-corrupt practices** should be encouraged. (Tourism Concern 1999, 3)
- ♦ Elimination of improper relationships (gift giving, business entertainment, bribe etc.)
 - ♦ Transactions with governments, local governments and public institutions in accordance with public bidding rules and other prescribed rules and procedures
 - ♦ Understand the company's risk of being involved in bribery
 - ♦ Anti-corrupt practices management tools

Assessment 3.2: Fair Trade Partnerships between Tourism and Hospitality Investors and Local Communities

30% weighting

Design a project plan to coordinate partnerships in Fair tourism; Formulate a budget highlighting resource requirements; Evaluate and review solutions of the plan and the budget.

3.3: Fair Share of Benefits for Local Stakeholders

Overall aim	Be able to know and use the strategy of Fair share of benefits for local stakeholders and
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	apply it into practice.
Material needed	Posters with SWOT-template and pens for every participant, pin boards, pins, cards Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Costs and Benefits of tourism: The group produces a mind map of the costs and benefits of tourism for local community according to their experiences and knowledge.
Activity	Presentation on benefits of tourism – systematic approach, introducing methods to measure benefits.
Group Activity	Group discussion: <ul style="list-style-type: none"> ◆ Examine the activities and effects of local stakeholders and their attitudes ◆ Examine methods to identify and measure benefits and offers of the local stakeholders.
Group activity	Work in small groups: Participants chose an example of their field of experience and <ul style="list-style-type: none"> ◆ analyse the current situation ◆ design a strategy to obtain benefits for local stakeholders
Group Activity	Small groups present their work in the plenum: <ul style="list-style-type: none"> ◆ proposed strategies are compared by the use of SWOT analyses ◆ discussion of the pros and cons of different strategies
Group activity	The group discusses the resources needed and outlines a budget.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
http://www.ted.com/talks/auret_van_heerden_making_global_labor_fair https://earthresponsible.files.wordpress.com/2013/03/csr-leitfaden_eng_ger-kate.pdf http://www.hks.harvard.edu/m-rcbg/CSRI/publications/report_23_EO%20Tourism%20Final.pdf	

Content Material 3.3: Fair Share of Benefits for Local Stakeholders

Benefits for Producers

Fair Trade offers the producers direct access to markets, which, in turn, often leads to producers building up outlets, visiting business fairs and commercial traders and connecting with the European market independently. This development is supported, as it helps avoiding an 'over-dependence on the Fair Trade system'. (Bowen 2001, 31)

Despite getting producers of the less developed world in contact with the European markets, Fair Trade also encourages contacts in between the producers of the less developed countries, which gives them the chance to learn from each other and thereby also considerably reduced the over-dependence of the advanced world. A fair price is guaranteed and the extra premium paid goes to whatever the producer finds of value.

However, fair tourism should be allotted so that the community benefits from it. Most of the Fair Trade producers could only partially their production to the Fair Trade market; the rest is to be sold to the mainstream market according to the usual selling conditions. On the other hand this means that availability of products to middlemen is reduced, whereby they have to offer higher prices in order to get adequate quantities. What is probably most valued by producers is the possibility get advanced payments, as well as payment guarantee. Assistance offered in terms of e.g. technical assistance and training and research develop ecological products as well as loans offered to expand the products also of great value to the less important producers. (Bowen 2001, 32).



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Material on costs and benefits:

<http://geographyfieldwork.com/TourismProsCons.htm>

<http://tourismconcern.org.uk/?s=Fair+trade>

<http://www.tourismexcellence.com.au/Growing-Destinations/Benefits-of-Tourism.html>

http://www.historictownsforum.org/files/documents/presentations/Morecambe_2008/Kurt_Janson.pdf

<http://beachmeter.com/tag/sustainable-tourism/>

Case Study

An EFTA survey shows that Fair Trade is growing significantly. In 1998, a survey estimated that the turnover of Fair Trade in 16 European countries counted for more than 200 million euros. An update on that survey in 2001, gave the figure of 260 million euros, which meant an increase of 30% during those 3 years. (Bowen 2001, 33) There is also an increased awareness of Fair Trade and the consumer behaviour patterns, changes all favour the idea of Fair Trade in society. In the UK, 86% of the consumers say they are aware of Fair Trade and 68% of the consumers claim that they are willing to pay a higher price. Recently Fair Trade has also been put on the political agenda, both on national and European level (Bowen 2001, 34), for instance, in Finland this was seen at the president's annual Independence Ball, where fairly traded coffee was served. According to Bowen (2001, 35) the success of Fair Trade in the recent past is, to a great extent, "attributed to two other complementary developments – the professionalisation of the movement, and the emergence of a strong European dimension."

The success of Fair Trade products is growing both in Finland as well as around the world. According to the previous estimations there was an increase in sales of about 30%, which meant about 10% more than the previous years. In Finland the turnover of Fair Trade products was 7.5 million euros in 2003. We can notice a

gradually increase of professionalism with certain levels. Investing in building up production and managerial capacity of the producers has led to improvement in quality and choice of products as well as improved efficiency of production. Great efforts have been made on the Fair Trade marketing and the image of Fair Trade has changed, reflecting trends in mainstream business and it is easily recognisable to the public through common names, logos and packaging. The establishment of European Fair Trade networks has reinforced national initiatives to professionalise and expand the market. Increased centralisation of decision making legislation on trade and increased competition at the retail market led importing and labelling organisations to establish their own European co-ordinations, such as EFTA, NEWS! and FLO. (Bowen 2001, 35)

Although the success of the Fair Trade movement seems obvious, it faces great challenges. The producers of the less developed countries still need to expand their Fair Trade market in Europe, both in order to supply a bigger part of their production, as well as to 'give access to other Fair Trade producers'. (Bowen 2001, 36) The figures show effective growth in Fair Trade turnover. However, this is mostly the case in areas where the concept of Fair Trade is fairly new.

In countries where the concept has already existed for a couple of years, the growth rate has slowed down, even started to decline in some parts. Some of the factors that make it difficult for Fair Trade to expand, are the multinational companies and their marketing strategies as well as port regulations and fashion changes.

Oy Aurinkomatkat - Suntours Ltd Ab was founded in 1963 representing the biggest Finnish tour operator today. They can carry 300 000 passengers to 140 destinations on an annual basis, thus covering about 40% of the Finnish travellers. Aurinkomatkat is part of the Finnair Group and has a turnover of 195 million euros (2003). Aurinkomatkat has started a programme for sustainable tourism as member of TOI, Tour Operators' Initiative for Sustainable Tourism Development. (Aurinkomatkat 2004b) TOI has 25 members and together they service 35 million tourists annually (Selänniemi 6.5.2004).

The mission of TOI is to "improve the sustainability of the tourism industry" (TOI 2004).

PeterPan Maaailma is a small politically and religiously independent Finnish tour operator. PeterPan Maaailma has been operating for eight years and their number of customers has been increasing steadily. PeterPan Maaailma has approximately 300 customers per year. 28 trips were sold in 2003 and the size of the groups varies from four to fourteen. The turnover is approximately of 300 000 euros. (Juvonen 7.5.2004)

PeterPan Maaailma state that they follow the basic principle and criteria of Fair Trade in tourism and a crucial part of their 'travel philosophy' is to buy the services in the destinations directly from the locals. (PeterPan Maaailma, 2004a)

The economics of tour operation: The typical cost structure of an inclusive tour includes three main inputs; transport, accommodation and services. Costs will also arise in the company's headquarters, including administration, marketing, reservations etc. The cost of commission and service to retailers will be also needed. (Holloway 1998, 216)

The most significant expense in tourist packages is the cost of transportation and thus "the location of the tourist exporter in relation to tourist-generating countries is a significant factor in the total vacation package cost structure" (Mathieson and Wall 1992, 47). Because many less developed countries are located at a great distance from the principal tourist generating countries, it is vital that their tourist products should be sold at competitive prices. As less developed countries seldom possess their air carriers, they are forced to rely on foreign carriers and are thus at a comparative disadvantage; the carriers demanding high prices, whereas the receiving countries need to keep the prices low. (Mathieson and Wall 1992, 48)

As can be noticed in Table 1, the profits gained by tour operators are relatively narrow, as little as one to three per cent of revenue, when all the costs (including agency commissions) have been covered. This is why the tour operators will try to "top up" their revenue in some other way e.g. sale of insurance policies, additional services such as excursions and car hire and cancellation fees. (Holloway 1998, 216, 217)

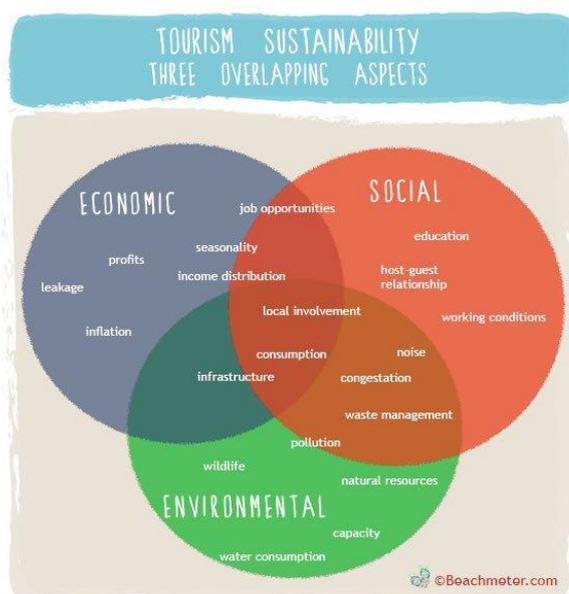
There is a great financial risk that goes with tour operation. Specialist tour operators and major tour operators have different ways of covering this risk. The specialist tour operators deal with niche markets, use scheduled air transport and hotels for which reservations may be readily cancelled if the minimum number of participants for the tour is not met. The major tour operators on the other hand, try to secure their market position through vertical integration and purchasing 'in bulk'. (Cooper et al. 1998, 264)

Table 1, the price structure for a typical mass-market inclusive tour, will be the base for developing and comparing the price structure in the analysis. Some points, such as excursions and eating have had to be added.

The price structure for a typical mass-market inclusive tour

Item	(%)
Price	100
Direct costs	
Accommodation	40
Air seat (including tax)	36
Transfers, excursions etc.	2
Agent's commission	10
Total	88
Gross margin	12
Indirect costs	
Payroll expenses	4
Marketing	3
Office expenses	4
Total	9
Net income	
Trading profit	3
Interest on deposits	1
Total	4

(Cooper et al. 1998, 266)



Fair Trade in tourism derives from the presumption that it is possible to share the benefits, and disadvantages, of tourism in a much more fair way than what has been done, observing both the economic, ethical as well as the environmental points of view (Avara Maailma 2004). Fair Trade in tourism is also one of the key aspects of sustainable tourism. The aim of Fair Trade in tourism is "to maximise the benefits from tourism for local destination stakeholders through mutually beneficial and equitable partnerships between national and international tourism stakeholders in the destination" (Tourism Concern 1999, 2).

Source: http://wordpress.reilumatkailu.fi/wp-content/uploads/2012/02/THE_ECONOMIC_IMPACTS.pdf [accessed: 14.01.2016]

Assessment 3.3: Fair Share of Benefits for Local Stakeholders

30% weighting

Identify the activity of the local stakeholders; Examine the effect of their activity as reflected in the obtain benefits; Describe the activity and fair attitude of the local stakeholders.

3.4: Communication and Promotion

Overall aim	After finishing this part of the module, participants should <ul style="list-style-type: none"> ♦ be able to understand the importance of strategic approach to communication;
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	<ul style="list-style-type: none"> ◆ be aware of the most important communication channels in tourism; ◆ know the importance and methods of communication with local stakeholders in tourism; ◆ understand the usage of IT and social media in communication and promotion and also be aware of legal requirements in communication.
Material needed	Posters, pens for each participant, pin boards, pins, cards Internet access
How to proceed – Methodological proposal	
Group Activity	Brainstorming and mindmapping: Channels of communication: <ul style="list-style-type: none"> ◆ for internal communication ◆ for external communication ◆ for promotion
Activity	Presentation: Channels of communication for SME's
Group Activity	Discuss the pros and cons of the different channels
Activity	Presentation: SME's and social Media
Group Activity	Discussion on the opportunities and possible problems connected with the use of social media in marketing and promotion of SME's.
Individual activity	Sketch of a marketing plan using social media for SME's in tourism sector to promote their newly developed CSR related product and service.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
Dainton, M. and Zelly, E. D. (2010). Applying Communication Theory for Professional Life: A Practical Introduction. Sage Publications.	
Marketing channels: http://www.circle-research.com/2011/sme-marketing-channel-preferences-revealed/	
How to Identify Client Needs: http://www.rassa.co.za/index.php/Articles/how-to-identify-clientneeds.html	
The Evolution of CRM Communication Channels: http://www.crbuyer.com/story/71892.html	
Assessment 3.4: Communication and Promotion	
20% weighting	
Understand the importance of strategic approach to communication; Be aware of the most important communication channels in tourism; Know the importance and methods of communication with local stakeholders in tourism; Understand the usage of IT and social media in communication and promotion and also be aware of legal requirements in communication.	

Module 4: Sustainable Accessible, Food and Rural tourism	
Keywords:	This module aims to: <ol style="list-style-type: none"> I. <u>understand, analyse, describe, use and apply</u> the concept of strategic sustainable management and the dimensions of sustainability for tourism II. <u>understand, analyse, describe, use and apply</u> the concept of sustainable approach

	to food and drink tourism III. <u>understand, analyse, describe, use and apply</u> the concept of rural tourism in terms of environment, culture, heritage and protected areas		
Structure:	Unit No.	GLH	ECVET
	4.1: Sustainable Accessible Tourism	2	0.2
	4.2: Sustainable Food Tourism	3	0.3
	4.3: Sustainable Rural Tourism	3	0.3
	4.4: Communication and Promotion	2	0.2
	ECVET	10	1
Basic literature and web links:	<p>4.1: Sustainable Accessible Tourism</p> <p>Croall, J. (1995). Preserve or Destroy: Tourism and the Environment. Calouste Gulbenkian Foundation.</p> <p>WTTC, WTO and Earth Council. (1995). Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development. London: WTTC.</p> <p>Why Sustainable Tourism?: http://www.youtube.com/watch?v=JFbbKbdqoJg</p> <p>Traditional Versus Sustainable Tourism: http://www.youtube.com/watch?v=-erLGcUA9o</p> <p>4.2: Sustainable Food Tourism</p> <p>Sidali, K. L., Kastenholz, E. and Bianchi R. (2013). Food Tourism, Niche Markets and Products in Rural Tourism: Combining the Intimacy Model and the Experience Economy as a Rural Development Strategy. Journal of Sustainable Tourism.</p> <p>Sidali, K. L., Spiller, A, and Schulze, B. (eds) (2011) Food, Agri-Culture and Tourism - Linking Local Gastronomy and Rural Tourism: Interdisciplinary Perspectives. Springer.</p> <p>Food Trends: Food Tourism: https://www.youtube.com/watch?v=YzjaZ-b7F3M</p> <p>Boosting Agriculture, Tourism Industries Will Benefit Communities: https://www.youtube.com/watch?v=U7FDHsV0xjE</p> <p>4.3: Sustainable Rural Tourism</p> <p>Bramwell, B. (2009). Rural Tourism and Sustainable Rural Tourism. Journal of Sustainable Tourism.</p> <p>Derek, R. H. and Kirkpatrick, I. (2005). Rural Tourism and Sustainable Business. Channel View Publications.</p> <p>Opportunities and Challenges in Rural Tourism Planning: https://www.youtube.com/watch?v=E3V6AyA-qUY</p> <p>The Role of Communities in Rural Tourism and Rural Development: Call for Sustainability?: https://www.youtube.com/watch?v=S_ni7cpuw30</p>		

4.1: Sustainable Accessible Tourism	
Overall aim	<p>The Topic "Sustainable Accessible Tourism" wants you</p> <ul style="list-style-type: none"> ◆ to understand the concept and dimensions of sustainable tourism in terms of a global perspective and its implications in economic, social, environmental and cultural aspects; ◆ to be able to obtain and elaborate information about the development of sustainable

	<p>accessible tourism; ▲ to be able to understand and evaluate indicators for sustainable accessible tourism.</p>
Material needed	Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Discussion on the concept of “sustainable accessible tourism”
Input	Indicators and dimensions of sustainability in the tourism sector Impact of accessible tourism on the tourism businesses
Individual Activity	SWOT analysis considering local context and challenges A completed example of SWOT analysis will be produced
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Aas, C., Ladkin, A. and Fletcher, J. (2005). Stakeholder Collaboration and Heritage Management. <i>Annals of Tourism Research</i>. Vol. 32, No. 1, Pp. 24-48.</p> <p>Buhalis, D. and Darcy, S. (2010), <i>Accessible Tourism: Concepts and Issues</i>, Channel View Publications</p> <p>Buj, C. (2010), <i>Paving the way to accessible tourism</i>, International Centre for Responsible Tourism, Leeds Metropolitan University</p> <p>Commission of the European Communities, Brussels, 19.10.2007, Com. (2007). 621 Final, Communication from the Commission. Agenda for a Sustainable and Competitive European Tourism.</p> <p>Westcott, J. (ed) (2004) <i>Improving information on accessible tourism for disabled people</i> Commission of the European Communities</p> <p>New Life for Old Towns Through Sustainable Tourism: http://www.youtube.com/watch?v=klRanIhp2jg</p> <p>Sustainable Travel and Tourism: https://www.youtube.com/watch?v=3KGny2iTReo&index=4&list=PL8A050D96065F34AB</p> <p>Understanding the Concept of Sustainable Tourism Development: https://www.youtube.com/watch?v=vIpYyNiyA2c</p> <p>European Network for Accessible Tourism: http://www.accessibletourism.org/</p> <p>UNWTO Accessible Tourism: http://ethics.unwto.org/en/content/accessible-tourism</p> <p>Tourism for All: https://www.tourismforall.org.uk/</p> <p>Accessible Tourism and its Importance in the Sustainable Tourism Discussion: http://www.gstcouncil.org/blog/881/accessible-tourism-importance-sustainable-tourism-discussion/</p>	

Content Material 4.1: Sustainable Accessible Tourism
<p>Concept of Sustainable Tourism in Terms of Global Perspective: Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be</p>

established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

- 1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- 3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Indicators for Sustainable Tourism: Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

There are some important terms related to Sustainable Tourism, **such as:**

Responsible tourism is the closest definition to sustainable tourism; however it tends to refer to the consumers' choice of destination and mode of transport based on their ethical, political and racial sensitivities as well as being concerned for the environment and local culture.

Green tourism: historically the definition of this term has been travel which is environmentally friendly or benign that in general does not concern itself with cultural or economic elements of the destination. Current uses of the term are becoming broader to incorporate full sustainable tourism principles.

Ethical tourism has evolved as a term when one considers travelling to, or developing tourism in a destination where ethical issues are the key driver, e.g. social injustice, human rights, animal welfare or the environment. Ethical tourism is geared towards encouraging both the consumer and industry to avoid participation in activities that contribute or support negative ethical issues.

Ecotourism, also known as ecological tourism, is a subset of sustainable tourism which focuses on ecology. Ecotourism tends to be encountered in destinations where flora, fauna, and cultural heritage are the primary attractions. The industry actively works towards conserving or improving the natural and cultural heritage through managing its own operations to help conserve the environment, organising conservation projects, offering volunteering and educating visitors.

Dimensions of Sustainability in the Tourism Sector: Sustainable tourism development can fulfil economic, social, and aesthetic needs while maintaining cultural integrity and ecological processes. It can provide for today's hosts and guests while protecting and enhancing the same opportunity for the future. That is the good news. But sustainable tourism development also involves making hard political choices based on complex social, economic, and environmental trade-offs. It requires a community planning and decision making. The local planner can use the following principles as basic guidelines when attempting to incorporate this broader vision into local policies and practices.

- ◆ Tourism planning, development and operation should be part of conservation or sustainable development strategies for a region, a province (state) or the nation. Tourism planning, development and operation should be cross-sectoral and integrated, involving different government agencies, private corporations, citizen groups and individuals thus providing the widest possible benefits.
- ◆ Agencies, corporations, groups and individuals should follow ethical and other principles which respect culture and environment of the host area, the economy and traditional way of life, the community and traditional behaviour, leadership and political patterns.
- ◆ Tourism should be planned and managed in a sustainable manner, with due regard for the protection and appropriate economic uses of the natural and human environment in host areas. Tourism should be undertaken with equity in mind to distribute fairly benefits and costs among tourism promoters and host peoples and areas.
- ◆ Good information, research and communication on the nature of tourism and its effects on the human and cultural environment should be available prior to and during development, especially for the local

people, so that they can participate in and influence the direction of development and its effects as much as possible, in the individual and collective interest.

- ◆ Local people should be encouraged and expected to undertake leadership roles in planning and development with the assistance of government, business, financial and other interests.
- ◆ Integrated environmental, social and economic planning analyses should be undertaken prior to the commencement of any major projects, with careful consideration given to different types of tourism development and the ways in which they might link with existing uses, ways of life and environmental considerations.
- ◆ Throughout all stages of tourism development and operation, a careful assessment, monitoring and mediation programme should be conducted in order to allow local people and others to take advantage of opportunities or to respond to changes.

Source: Globe '90 Conference, Tourism Stream, Action Strategy for Sustainable Tourism development. Vancouver, British Columbia, Canada

Planning for sustainability requires a systematic, integrated approach that brings together environmental, economic and social goals and actions directed toward the four sustainability objectives for a community.

- ◆ Reduce dependence upon fossil fuels, underground metals, and minerals.
- ◆ Reduce dependence upon synthetic chemicals and other unnatural substances.
- ◆ Reduce encroachment upon nature.
- ◆ Meet human needs fairly & efficiently.

Sustainable tourism is on the rise: consumer demand is growing, travel industry suppliers are developing new green programmes, and governments are creating new policies to encourage sustainable practices in tourism. But what does "sustainable tourism" really mean? How can it be measured and credibly demonstrated, in order to build consumer confidence, promote efficiency, and fight false claims?

The UN World Tourism Organisation has a certification system for destinations seeking to follow their sustainability principles. The Sbest Certification system is earned by organisations that support sustainability initiatives. An organisation must meet performance standards in 240 areas and in six topics to detect strengths and weaknesses in the organisation's destination management process:

- 1) Destination and Society at large
- 2) Principle Stakeholders
- 3) Strategic Corporate management
- 4) Programme Development and Implementation
- 5) Human Resources
- 6) Other Resources, Financial and Infrastructure

Concept and Impact of Accessible Tourism

According to United Nation World Tourism Organization (UNWTO), tourism is a diverse industry, which is a central economic driver for socio-economic development in a number of areas and destinations throughout the world. Tourism is a whole exertion of transportation, airlines, travels and tours agents, hotel industry, ferry companies, Information technology industry and host community of tourism destination. (UNWTO 2011). The growing population of elderly and disabled people not only in Europe but also all over the world needs a special support and service, developed the new emerging new niche as an accessible tourism in tourism industry.

Source: <http://media.unwto.org/annual-reports>

Accessible tourism enables people with access requirements, including mobility, vision, hearing and cognitive dimension of access, to function independently and with equity and dignity through the delivery of universally designed tourism products, services and environments. This definition is inclusive of all people including those travelling with children in prams, people with disabilities and seniors. It includes people in wheelchairs independently or with helper, walking stick or crutches, disabled tourist with trolleys and heavy luggage, visual and hearing impairments, seniors, families with prams and, pregnant women who can frequently move anywhere as their wish.

The disabled tourists want to enjoy the services and facilities without any restriction by service provider for spending their enjoyable leisure time at popular tourism destination. Therefore, the disabled tourists need specific help and support at destination. The specific support to disabled tourist depends on the standard service of public transportation, accommodation and travelling services. However, the fundamental of service provider should be well known about extra service, gift, bonus or economic benefits those services which make a customer happy.

Access is not just about wheelchairs. Accessibility refers to how easy it is for everybody to approach, enter and use buildings, outdoor areas and other facilities, independently, without the need for special arrangements. Providing information on accessibility and improving access benefits a wide range of people who want to travel, but who may find it difficult.

Tourist facilities compete with each other on quality, price and the provision of services and attractions. Equally, current levels of access to tourist facilities vary considerably. Providing accessible facilities and information provides an additional attraction for customers and gives a competitive advantage.

Disabled people represent a large and growing market in the EU, for both business and leisure travel. In the European Union, about 37 million people are disabled. This is expected to rise in the future as the average age of the population increases. Altogether, around 120 million disabled or elderly people in Europe would welcome improved access.

Research shows that disabled people are loyal customers, often returning to places that provide good accessibility. Other people may also benefit from improved accessibility, for example parents with pushchairs, people with injuries, and tourists with heavy luggage.

Like the general population, the term 'disabled people' encompasses a diversity of individuals with different levels of ability and different requirements for travelling. There is a wide range of impairments, including those to do with mobility, sight, or hearing, as well as learning difficulties and allergies. Many disabled people are keen to travel, but wide variation in the level of access within destinations and across the European Union generally, combined with poor information and negative experiences, discourages potential customers. Improved accessibility will not only result in economic benefits to the tourism industry but will also assist the move towards full social integration. Unnecessary barriers should be the starting point for thinking about access. Instead of concentrating on an individual's impairment, tourist facilities and destinations should focus on the barriers to access created by:

- ◆ poor physical layout;
- ◆ architectural barriers, such as narrow doors and stairs;
- ◆ the lack of basic equipment, such as induction loops;
- ◆ the way in which services are delivered.

To be accessible for all, many facilities and destinations may need to make physical changes. Whilst this is to be encouraged (and is a legal requirement in some EU countries) some organisations may currently lack the resources to make these changes. This does not necessarily mean that such facilities are inaccessible to everyone with an impairment.

Good information on current accessibility allows disabled people to judge for themselves whether a facility is accessible to them. This provides immediate benefits for those disabled people who can access the facility or destination in its current state, as well as increasing the market potential for the tourism sector.

Facilities and destinations should also be aware that many barriers can be easily overcome with careful consideration and at little cost. For example, disability awareness training will not only help ensure service that is sensitive and inclusive, but will also train staff to identify access problems and suggest improvements

Access is about the absence of barriers to the use of facilities. Although this is usually seen in terms of physical access or access to information and communication, poorly trained staff can represent a serious barrier for disabled people if they are unable to provide services in an appropriate, non-discriminatory way.

The key to providing good service is to understand that disabled people are like any customer, wanting to be treated with respect. However, because many non-disabled people have little experience of disabled people's needs, there are some points that are useful to know in order to make sure that this respect is properly extended.

Information on accessibility should be easy for disabled tourists to obtain, preferably in a variety of formats. Where possible, information for disabled tourists should be incorporated into general tourist information. If

separate guides or brochures are produced these should be updated annually, well-advertised and, preferably, free of charge. Good communication is essential to improving access. People make their decisions on the information provided to them, based on factors which they consider to be important. Their expectations are shaped by the information they receive and they prepare themselves for travel accordingly.

Four dimensions of social/economic need, based on the Social Tourism practices established in several countries can be considered:

- ◆ Young people,
- ◆ Families,
- ◆ Older people,
- ◆ Persons with disabilities

Apart from Young and Old, the target groups are not mutually exclusive. The four categories are also defined differently, depending on the country.

Disability and access needs are common to all groups and accessibility is a "horizontal issue":



- ◆ 10% of Europe's citizens are disabled people;
- ◆ 25% of Europeans have a family member who is disabled;
- ◆ 40% of disabled people have never travelled abroad or even gone on day trips;
- ◆ One out of two disabled persons has never participated in leisure or sport activities;
- ◆ Over 127 million people or 27% of the EU population would benefit from better access in tourist venues and offers.

The accessible tourism market potential in Europe is worth over 83 billion Euros per year, but it is not being realised due to inaccessible tourism infrastructures, transport, services and lack of staff training.

Source: <http://www.edf-feph.org/>

Assessment 4.1: Sustainable Accessible Tourism

20% weighting

Produce a SWOT analysis considering the local context and the challenges of sustainable accessible tourism. Please refer to Annex 1 for SWOT analysis template.

4.2: Sustainable Food Tourism

Overall aim

The Topic "Sustainable Food Tourism" wants you

- ◆ to be able to understand the concept and dimensions of food tourism and its impacts.
- ◆ to be able to prepare and offer packages related to food tourism.
- ◆ to be able to design and manage food tourism offers and services.
- ◆ Be able to know and use the theoretical framework of food and wine tourism related to multifunctional agriculture such as: the concept of multi-functionality of agriculture, multiple functions and indicators and farm multifunctional agricultural; know and use

	the characteristics of food and wine tourism related to agriculture multifunctional and offer new services in rural areas such as: the organisation of food and wine in rural areas, the strategies of the food and wine farm, the new frontiers of the food and wine farm, the experiential tourist (definitions and theoretical foundations, analysis of case studies); know and use the aspects of food and wine tourism such as: general and pull factors of enogastronomy, typical agro-food products of agro-food sector, examples and case studies.
Material needed	Posters, pens for each participant, pin boards, pins, cards
How to proceed – Methodological proposal	
Group Activity	Discussion on the concept of “sustainable food tourism” – Video
Input	Latest trends, dimensions and impact of food tourism Plan a visit to the best practice operator
Group Activity	Prepare a food tourism package related to local food specialities
Input	Deming Cycle and Logical Framework
Individual Activity	Design a food tourism product offer related to the local region using Deming Cycle.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Clarke, J. (2010). Marketing Structures for Farm Tourism: Beyond the Individual Provider of Rural Tourism. Journal of Sustainable Tourism.</p> <p>Vv, Aa. (2010). Inclusive Tourism - Linking Agriculture to Tourism Markets. Technical Paper: International Trade Centre.</p> <p>Vv, Aa. (2012). Global Report on Food Tourism. UNWTO</p> <p>Aid for Trade – Value Chains in Agri-Food: https://www.youtube.com/watch?v=-Q2jimpfFBbo</p> <p>Idaho Farmer Finds Success with Agri-tourism https://www.youtube.com/watch?v=dC_tX0Klzis</p> <p>What's Impacting The Local Food Opportunity?: https://www.youtube.com/watch?v=YFXBRhLwADc</p> <p>Accessible Tourism and its Importance in the Sustainable Tourism Discussion: http://www.gstcouncil.org/blog/881/accessible-tourism-importance-sustainable-tourism-discussion/</p>	

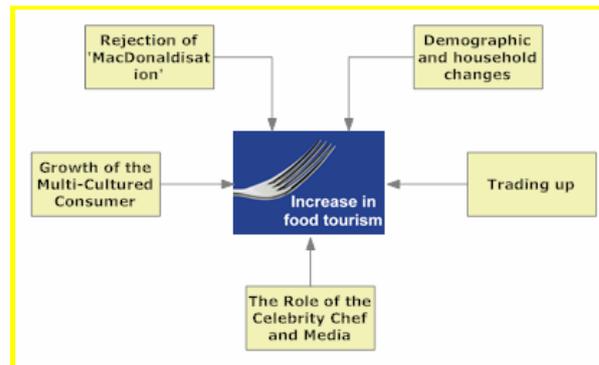
Content Material 4.2: Sustainable Food Tourism

Economic, Environmental and Social Points of View

In recent years Food tourism has become an indispensable element in order to get to know the culture and lifestyle of a territory. This typology of tourism embodies all the traditional values associated with the new trends in tourism: respect for culture and tradition, a healthy lifestyle, authenticity, sustainability, experience...

Food can represent an opportunity to revitalise and diversify tourism, promotes local economic development, involves different professional sectors (producers, chefs, markets, etc.), and brings new uses to the primary sector.

We can summarise the major global trends and the keys to success that can be observed in the development of Food tourism in the following way.



Source: <http://geographyfieldwork.com/FoodTourism.htm>

Food tourism is a growing market. Its growth worldwide is an obvious fact. It is one of the most dynamic segments within the tourism market.

Food tourists are the ones who take part in the new trends of cultural consumption. They are travellers seeking the authenticity of the places they visit through food. They are concerned about the origin of products. They recognise the value of gastronomy as a means of socialising, as a space for sharing life with others for exchanging experiences. Such tourist's higher-than-average expenditure, they are demanding and appreciative and they avoid uniformity.

The territory is the backbone of Food tourism offerings. It is an element that differentiates and is the source local identity. It encompasses environmental and landscape values, history, culture, traditions, the countryside, the sea, the own cuisine of the place. In this regard the conversion of the territory into a more general and all-comprehensive landscape is one of the challenges of tourism destinations.

Therefore also natural resources should be "converted" into tourism products that make it possible to identify the territory.

Cultural Heritage, in its wider meaning, is the set of behaviours, knowledge and customs that shape a society and on which a sense of belonging is based. The design of any Food tourism offering will not viable if it does not take into account the cultural characteristics of the territory.

We must also take into account the emergence of new cultural values, which increase the richness and cultural diversity of the country. In this regard, tradition and innovation coexist in a natural manner. Food and tradition are in a process of continuous evolution, and the challenge for professionals is to incorporate innovation in order to renew and adapt their offerings to the needs of the new cultural consumer.

Another important element to be taken in account is sustainability. Food tourism is capable of addressing cultural and environmental concerns in a way that is compatible with purely economic arguments. The recent history of global tourism development is littered with nominally sustainable models and manifestly unsustainable actions.

The idea is not to create new indiscriminate pressure on, for example, culinary heritage, but to leverage it rationally with an eye to sustainability. It is not about "touristifying" gastronomy, by creating new offerings or scaling up existing ones. It is not so much about creating in order to attract, but rather attracting visitors to participate in the destination's own cultural reality, well explained and interpreted, through cuisine, local products and all the services and activities that surround them.

Quality is another relevant element. Destinations that want to promote Food tourism have and recognition of local products, the development of a competitive offering, the professionalism of human resources throughout

the value chain of food tourism through training and retraining, and consumer protection and reception in order to increase visitor satisfaction.

Communication is also important. Destinations must articulate a credible and authentic narrative of their comprehensive tourism offerings. The travel experience has changed and is not limited to the days of actual travelling, but rather it starts much earlier, with its preparation (the tourist becomes inspired, gathers information, compares, purchases), and the experience ends when the traveller assesses and shares his experiences through social networks.

Currently Food tourism is still a regional phenomenon. According to the results of the survey, the marketing of gastronomic tourism products gives top priority to the regional market. At a second level are the local and national markets. And in last place is the international market.

To analyse the specific home country situation we can say that in the development of Food tourism must give way to strategic tools to articulate the quality, variety and uniqueness of local characteristic, products and gastronomy of a territory. These offerings, presented with authenticity and as experiences to be lived, must be based on the values of cultural identity, sustainability, the quality of tourism products and services, and consumer protection.

Also, in a highly competitive situation like the current one, market knowledge should be one of the successful and efficient strategies.

Therefore, the creation of plans to establish development guidelines and create gastronomic tourism products should be a priority for destinations of seizing the opportunity represented by gastronomy for destinations.

Package, Structure and Service

Opening farm gates to visitors involves shifting the focus of "standard" agricultural operation from production to people. This shift involves innovation, business planning and, most of all, patience. Farm owners who have successfully integrated Food-tourism into their operations report that the transition has enhanced their lifestyle as well as their business.

Food-tourism supports a growing desire by consumers to head outdoors and to the country for more leisure opportunities. The University of California's Small Farm Center defines Agricultural Tourism as "the act of visiting a working farm or any agricultural, horticultural or agribusiness operation for the purpose of enjoyment, education or personal involvement in the activities of the farm or operation." Food-tourism is a subset of a larger recreational industry called rural tourism that includes visits to rural settings or rural environments to participate in or experience activities, events or attractions not readily available in urbanised areas.

Source: <http://sfp.ucdavis.edu/agritourism/>

Ranked by survey results, the major reasons to go on vacation include:

- ♦ to build and strengthen relationships: the number one reason for going on vacation is to be together as a family; Food-tourism destinations are traditionally family-focused;
- ♦ to improve health and well-being: travellers want to refresh and renew themselves by actively participating in outdoor activities; Food-tourism venues promote authentic outdoor activities and events;
- ♦ to rest and relax: Food-tourism operations, particularly farm vacations, offer an excellent non-urban, peaceful environment for rest and relaxation;
- ♦ to have an adventure: many look to vacations for exciting experiences that stir emotions; Food-tourism operations pride themselves on adventure and fun; this may include activities as challenging as running through intricate corn mazes to hiking through an on-farm enchanted forest;
- ♦ to escape: many people travel to take a break from routines, worry and stress; they are looking for something different: a better climate, natural scenery, a slower pace of life, cleaner air, quieter surroundings and more;
- ♦ to learn: learning and discovery are strong motivators for many of today's travellers; people travel to learn or practise a language, study a culture, explore gourmet foods or wines, investigate spirituality, discover something about themselves; they want to touch, feel or taste something unfamiliar and authentic; Food-tourism is a key segment of the tourism market that can offer a glimpse for the majority of our urban population into the unfamiliar;
- ♦ to reminisce: many people travel to relive fond memories; in the case of Food-tourism, some vacationers, especially older travellers, will visit a farm to rekindle memories of the simple, rural lifestyle they remember from childhood; these vacationers pay money for food, lodging, transportation and souvenirs,

but they are really buying a sentimental journey.

Developing a successful Food-tourism operation does not necessarily involve a huge investment in infrastructure or capital expenditures. In fact, many farm operators do not realise the Food-tourism potential their farm property holds. The first step is to assess one's own assets, such as physical resources and activities.

Physical resources

- ◆ Land: List what you have, including pasturelands, wood lots, crop land, wetlands, elevation, topography, etc.
- ◆ Climate: Consider weather patterns (rain, snow, humidity, wind) and temperature and how they may affect the types of activities you might provide.
- ◆ Infrastructure: List what structures you could use - buildings, equipment, roads/trails, fences, etc.
- ◆ Other attractions: List those things already on your farm that might appeal to a visitor, such as wildlife, streams, ponds, fishing, livestock, proximity to natural or manmade points of interest, etc.
- ◆ Operations and Management
- ◆ Owner/manager strengths and goals: List the intangible assets you have that can help you with a farm recreation operation, such as people skills, marketing ability, knowledge or skill such as maze building, livestock management, cooking, historical knowledge of the area, etc.
- ◆ Family Strengths and Resources: List any skills and strengths that family members could add.

Activities

The farm owner could list activities he/she already does on his/her operation that might appeal to the public. It's important to remember that what seems routine to the farm owner may be considered interesting to the non-farm public. Some examples might include on-site food production, machinery operations, including harvesting and planting, calving and/or lambing, trail rides and crop picking.

An advantage of Food-tourism is that there are so many potential customers. It is wise, however, to target the segments of the market that best suit the owner business goals:

- ◆ the kind of visitors to attract generally speaking;
- ◆ the kind of guests that is possible to attract to the farm with the standard daily operation;
- ◆ the kind of visitors the owner you be able to attract in the future;
- ◆ the target market(s) to identify by creating a profile of the customer to be attracted to the farm for both cultural and financial benefit.

Like any new business venture, the development of a comprehensive business plan is crucial. Conduct a "SWOT" analysis examining the Strengths, Weaknesses, Opportunities and Threats such a venture might present at your location.

At a later stage, after the assessment of one's own property, identified one's own target market and potential activities, and conducted a SWOT analysis, the next step is to ensure to properly market one's own Food-tourism enterprise. Marketing can be as simple as word-of-mouth referral, or involve a regional, national or international media campaign.

Public relations are defined as the creation and maintenance of a favourable image. It is part of marketing and advertising, but it goes further. Public relations goals can range from client's satisfaction with their experience, to acceptance of your operation by neighbours, local community leaders and the general public. It is also worth the effort to foster the support of neighbours, provincial and federal agencies, local police and law enforcement personnel, citizen groups and your local Chamber of Commerce or Visitors Bureau.

Happy customers become loyal customers and become the key to long-term success. They will return, and they will tell their friends about your operation. Learn their names. Remember what they like and have it ready for them. Always ask your customers what they liked about their stay and what could be improved. The little touches make all the difference.

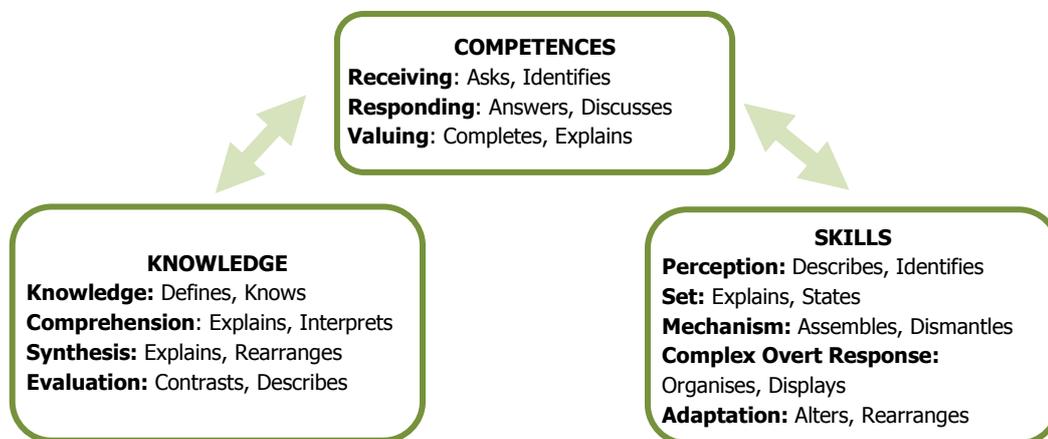
Design and Manage Food Tourism, Offers and Services

Project work is a task-based learning method consisting in a series of activities that allows the students to study, do research and act by themselves using their abilities, interests, personal experience and aptitudes.

The Project Work progresses under the guidance and monitoring of a Teacher. The Teacher could (but not necessarily has to) give ideas about Project Work, advice about the topic, how to manage the data collection process and planning. All levels of students can do a Project Work.

There are several reasons why the project learning is so successful. Students have to participate in the lessons and they are responsible for the results of their work. Moreover, they learn to co-operate in a group, listen to the others, think progressively, plan their work and allocate it. In addition, project work is an excellent way of establishing cross-curricular links.

Competences, Knowledge, Skills Used In The Project Work



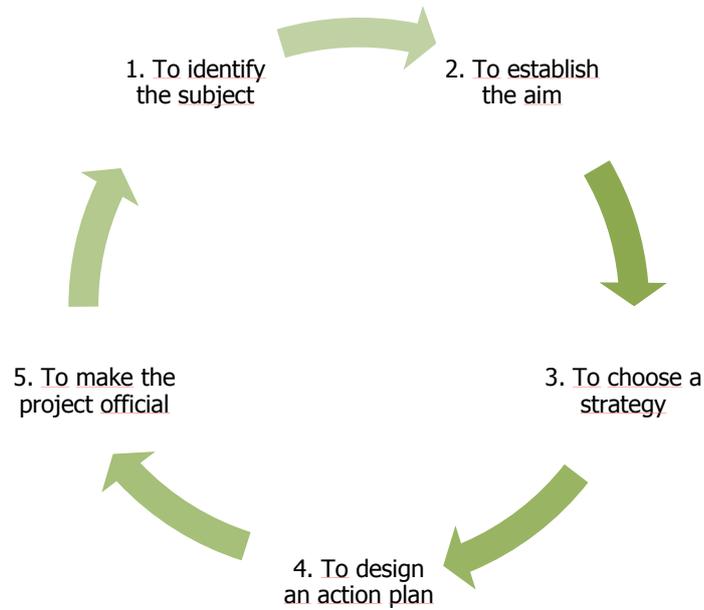
To design a project work Deming Cycle can be used.

The PDCA (Plan-Do-Check-Act) Cycle is a systematic series of steps for gaining valuable learning and knowledge for the continual improvement of a product or process. Also known as the Deming Wheel, or Deming Cycle, the concept and application was first introduced to Dr. Deming by his mentor, Walter Shewhart of the famous Bell Laboratories in New York.

The cycle begins with the Plan step. This involves identifying a goal or purpose, formulating a theory, defining success metrics and putting a plan into action. These activities are followed by the Do step, in which the components of the plan are implemented, such as making a product. Next comes the Check step, where outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement. The Act step closes the cycle, integrating the learning generated by the entire process, which can be used to adjust the goal, change methods or even reformulate a theory altogether. These four steps are repeated over and over as part of a never-ending cycle of continual improvement

To design a project work using Deming Cycle means:

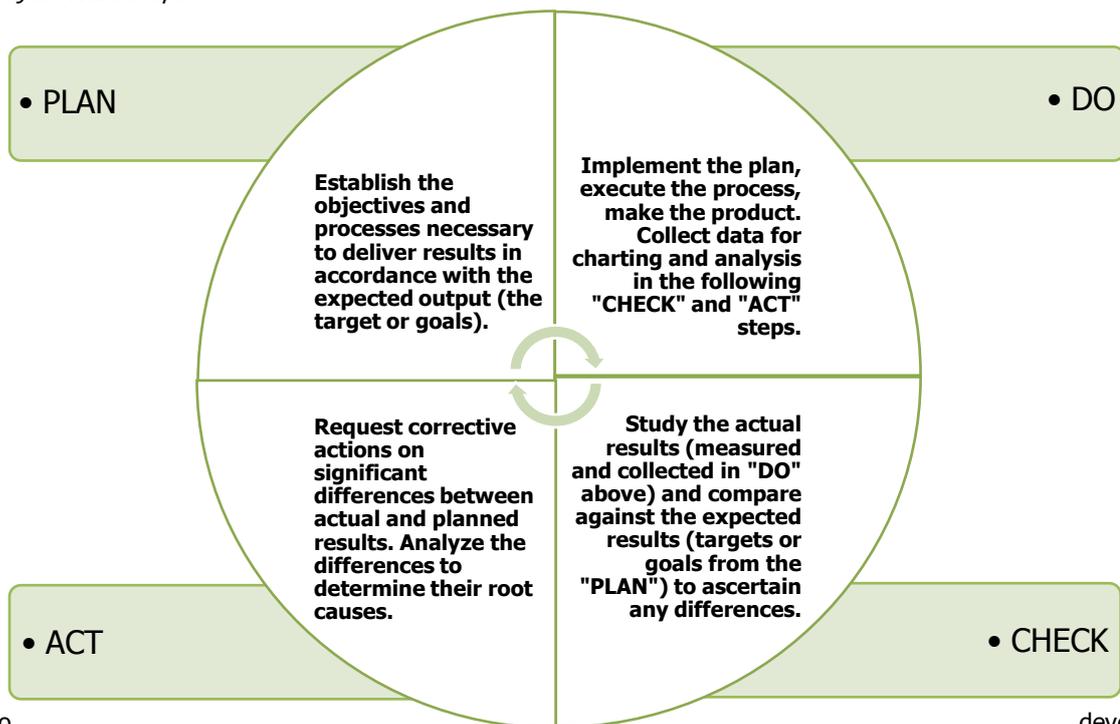
- ♦ to **Plan:** Macro & micro project design: goals, target/s, topic/s, activities, outcome/s, timeline, resources, skills needs, budget
- ♦ to **Do:** Realisation
- ♦ to **Check:** Evaluation (intermediate and final)
- ♦ to **Act:** Suggestion for further improvement and/or development.



Project Work Activities 2 of 2

1. To identify the subject	<ul style="list-style-type: none"> ✦ reasons - causes ✦ importance ✦ dimensions ✦ costs/benefits ✦ ownership ✦ stakeholders/partners <p><i>project description (rationale)</i></p>
2. To establish the aim	<ul style="list-style-type: none"> ✦ purpose, aim, objectives <p><i>expected result/s</i></p>
3. To choose a strategy	<ul style="list-style-type: none"> ✦ resources evaluation ✦ measurement criteria <p><i>to choose among different options</i></p>
4. To design an action plan	<p><i>actions/tasks/planning/responsibilities</i></p>
5. To make the project official	<ul style="list-style-type: none"> ✦ as a programme ✦ as a proposal <p><i>to set up assessment criteria & indicators</i></p>

Project Work Steps



To develop the project successfully it would be helpful to use Logical Framework Analysis (LFA or Logframe)

The **logical framework** or **logframe** is a project management tool that can be used to design, implement, monitor and evaluate a project. The logframe presents a wealth of information related to your project in a 4x4 matrix. The logframe can help you reflect on the basic elements of your project, such as its objectives, the activities that you want to do, the resources that you're going to need, how you are going to follow-up your project's progress and results, and what risk could threaten your project.

The logical framework or logframe is a document that gives an overview of the objectives, and of a project. It also provides information about external elements that may influence the project, called assumptions. Finally, it tells you how the project will be monitored, through the use of /content/indicators. All this information is presented in a table with four columns and four rows – although variations on this basic scheme do exist.

It looks like a table (or framework) and aims to present information about the key components of a project in a clear, concise, logical and systematic way. The log frame model was developed in the United States and has since been adopted and adapted for use by many other donors, including the Department for International Development (DFID) and EU.

A log frame summarises, in a standard format:

- ♦ What the project is going to achieve?
- ♦ What activities will be carried out to achieve its outputs and purpose?
- ♦ What resources (inputs) are required?
- ♦ What are the potential problems which could affect the success of the project?
- ♦ How the progress and ultimate success of the project will be measured and verified?

Logical Framework For The Action

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
OVERALL OBJECTIVES	<p><i>What are the overall broader objectives to which the action will contribute?</i></p> <p><i>Wider problem the project will help to resolve</i></p>	<p><i>What are the key indicators related to the overall objectives?</i></p> <p><i>Quantitative ways of measuring or qualitative ways of judging timed achievement of goal</i></p>	<p><i>What are the sources of information for these indicators?</i></p> <p><i>Cost-effective methods and sources to quantify or assess indicators</i></p>	<p><i>External factors necessary to sustain objectives in the long run</i></p>
SPECIFIC OBJECTIVE	<p><i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i></p> <p><i>The immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project</i></p>	<p><i>Which indicators clearly show that the objective of the action has been achieved?</i></p> <p><i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose</i></p>	<p><i>What are the sources of information that exist or can be collected? What are the methods required to get this information?</i></p> <p><i>Cost-effective methods and sources to quantify or assess indicators</i></p>	<p><i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?</i></p> <p><i>External conditions necessary if achieved project purpose is to contribute to reaching project goal</i></p>
EXPECTED RESULTS	<p><i>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)</i></p> <p><i>These are the specifically deliverable results expected from the project to attain the purpose</i></p>	<p><i>What are the indicators to measure whether and to what extent the action achieves the expected results?</i></p> <p><i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs</i></p>	<p><i>What are the sources of information for these indicators?</i></p> <p><i>Cost-effective methods and sources to quantify or assess indicators</i></p>	<p><i>What external conditions must be met to obtain the expected results on schedule?</i></p> <p><i>Factors out of project control which, if present, could restrict progress from outputs to achieving project purpose</i></p>
ACTIVITIES	<p><i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)</i></p> <p><i>These are the tasks to be done to produce the outputs</i></p>	<p>Means:</p> <p><i>What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.</i></p> <p><i>This is a summary of the project budget</i></p>	<p><i>What are the sources of information about action progress?</i></p> <p>Costs</p> <p><i>What are the action costs? How are they classified? (breakdown in the Budget for the Action)</i></p> <p><i>Financial out-turn report as agreed in grant agreement</i></p>	<p><i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i></p> <p><i>Factors out of project control which, if present, could restrict progress from activities to achieving outputs</i></p>

Assessment 4.2: Sustainable Food Tourism

30% weighting

Design, plan and manage a food tourism product offer related to your local region using Deming Cycle.

4.3: Sustainable Rural Tourism	
Overall aim	<p>The Topic “Sustainable Rural Tourism” wants you</p> <ul style="list-style-type: none"> ◆ To be able to understand the concept and dimensions of sustainable rural tourism. ◆ To be able to understand the different concepts and characteristics of the main kinds of rural tourism. ◆ To be able to design and manage rural tourism, offers and services. ◆ Be able to know and use the concept of rural tourism as a support for rural communities’ development; know and use the kinds of rural tourism: wine tours, eco-tourism, agri-tourism and seasonal tourism; know and use the concept rural tourism and sustainability: rural tourism and environment, tourism and protected areas, socially responsible travel, recycling, energy efficiency, water conservation and creation of economic opportunities for local communities.
Material needed	<p>Posters, pens for each participant, pin boards, pins, cards</p> <p>Internet access</p>
How to proceed – Methodological proposal	
Group Activity	One or two videos: Different approaches to rural tourism, participants are asked about the aspects of rural tourism in their home country. A mindmap is produced.
Individual activity	<p>Individual internet research: Differentiate between different approaches: What is the understanding of</p> <ul style="list-style-type: none"> ◆ Eco-tourism ◆ Agri-tourism ◆ Seasonal tourism <p>Description of the different offers (target groups, central aspects, sustainability, CSR/effects on local communities)</p>
Group activity	<p>Collection: Results of internet research:</p> <p>Discussion of the different approaches and their characteristics.</p>
Group Activity	Work in small groups of two/three persons: Design a project plan to manage rural tourism, offers and services using Deming Cycle (Method: see 4.2.)
Group activity	Group discussion on the main resources to consider when formulating a budget.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Kasimoglu, M. (ed.). (2012). Visions for Global Tourism Industry - Creating and Sustaining Competitive Strategies. InTech.</p> <p>Page, S. J. and Getz, D. (eds.). (1997). The Business of Rural Tourism: International Perspectives. International Thomson Business Press.</p> <p>Cooperation Catalyses New Rural Tourism Opportunities: CULTRIPS Case Study: https://www.youtube.com/watch?v=wtuiP2CN-cA</p> <p>AS Experience-Base Rural Tourism: A New Way to Get to Know Andalusia by the Hand of its Artisans: https://www.youtube.com/watch?v=JIwvaogurTI</p> <p>10 Tips for Enjoying Rural Tourism: https://www.youtube.com/watch?v=5mUSDmheJUc</p>	

Content Material 4.3: Sustainable Rural Tourism

Sustainable tourism development is defined as development that aims to equitable satisfaction of needs, that is, development that meets the needs of the current generations and does not preclude future generations from meeting at least the same level of needs.

Sustainable development refers to creating the necessary conditions for the sustainability and maintenance of a specific activity and there are limits to growth and exploitation of natural resources in such a way that is profitable, socially justifiable and ecologically tolerated.

The tourism industry has two sides. On the one hand, contributes to the economic prosperity of a region in various ways, and on the other hand it must be environmental friendly and socially responsible.

According to a number of WTO surveys the majority of tourists today, wish to visit areas of high environmental quality and strong elements of local culture. Sustainable development pays particular attention to alternative forms of tourism which were rapidly developed the last two decades, as they were considered an effective tool to improve the quality and quantity of services, which is important to overcome competition.

Source: <http://sdt.unwto.org/en/content/quality-tourism> and http://www.unwto.org/sdt/ebulletin/en/pdf/E-bul_19_EN.pdf

Rural tourism localities should be closely linked with policies and actions for the development of modern tourism, where the cooperation of the State, the private sector and local government are necessary.

The private sector contributes more and more through institutional and professional representative bodies at the local level, such as businessmen, hoteliers, tourism workers and others. This change was required by initiations such as:

- ♦ the need to protect the environment by reducing the unsustainable use of non-renewable energy sources, control water consumption, reduce waste, the congestion, access control tourists to ecologically vulnerable areas, etc.
- ♦ changing motivation for tourists and turn in quality tourism using tourism innovations, new technologies friendly to the environment and promotion of alternative forms of tourism compatible with the principles of sustainable development.

The move of mass tourism into alternative tourism financially and expertise supported by community programmes, emerged a dynamic field of sustainable tourism development, by connecting different productive activities, in addition to environmental protection, the protection and promotion of traditional agricultural activities, highlighting monuments and activities of local culture, as well as programmes changing the land use from problematic rural areas to implement alternative forms of tourism.

Also local innovative initiatives systematically strengthened, particularly those created positions and many of these movements were based on activities related to the above forms of tourism. However, the final conclusion is that the promotion of alternative tourism does not concern tourists and locals in the same way and both contribute to the consolidation of it by their behaviour.

Tourism and sustainable development are interrelated constituent elements since they always refer to quality features and timeless presence. Sustainable development not only takes account of economic factors, but also environmental and social-cultural. That means that we approach the development with a sense of "economic sustainability tourism" and the concept of sustainable tourism development.

The basic principles and targets for sustainable tourism development related to rural tourism are:

- ♦ Tourism development should be from time to time, environmentally friendly and socially equitable for the locals.
- ♦ Tourism should be always interested in the cultural heritage and traditions of the local community.
- ♦ Compliance with the natural environment
- ♦ To protect and improve the natural environment and the cultural environment should be working together all operators of the local community.
- ♦ The main goals of tourism development should be to preserve the local destination and the service of tourists in the context of sustainability.
- ♦ To contribute significantly to the opportunities of the local economy.
- ♦ To contribute effectively to improving the quality of life of residents and the social-cultural enrichment of

the tourist destination.

- ♦ The environmental sensitive areas should be given special care.
- ♦ There should be an emphasis on using alternative energies.
- ♦ The adoption of alternative and special forms of tourism should be in harmony with the local culture environment.
- ♦ Raising awareness to all, about the implementation of these principles objectives.

We can synthesise sustainability into three categories:

1. Ecological sustainability to protect the ecological system and varieties of fauna and flora. The limits of the ecosystem should not be exceeded due to the development.
2. Social and cultural sustainability for the maintenance of identity and characteristics. This is achieved through the direct and active involvement of residents.
3. Economic sustainability to ensure resources for the maintenance of society and future generations.

For the above categories should be created laws/regulations that will support sustainability and sustainable development, supported by EU Directive 2001/42/EC regarding the Strategic Environmental Assessment (SEA).

Source: <http://ec.europa.eu/environment/eia/sea-legalcontext.htm>

The SEA Directive applies to a wide range of public plans and programmes (e.g. on land use, transport, energy, waste, agriculture, etc.). The SEA Directive does not refer to policies.

The SEA Directive is in force since 2001 and was transposed by July 2004. Plans and programmes in the sense of the SEA Directive must be prepared or adopted by an authority (at national, regional or local level) and be required by legislative, regulatory or administrative provisions.

An SEA is mandatory for plans/programmes which are prepared for agriculture, forestry, fisheries, energy, industry, transport, waste/ water management, telecommunications, tourism, town & country planning or land use and which set the framework for future development consent of projects listed in the EIA Directive.

Broadly speaking, for the plans/programmes not included above, the Member States have to carry out a screening procedure to determine whether the plans/programmes are likely to have significant environmental effects. If there are significant effects, an SEA is needed.

Areas of natural environment except the urban and marine areas are the rural areas and the countryside. In the countryside are developed different tourist activities that make up the various options, and special forms of tourism. The most important are:

- ♦ Rural tourism being developed in rural areas
- ♦ The agricultural tourism being developed in rural areas
- ♦ Tourism of observation of flora and fauna
- ♦ The ambulatory tourism developed in rural walking paths
- ♦ Tourism of Outdoor sports
- ♦ The Trekking tourism, excursion tourism, health tourism. if the forms are developed in the countryside
- ♦ Adventure Tourism
- ♦ Eco-tourism and environmental tourism which does not mean focusing only on the protection of nature but also on the protection and promotion of cultural heritage.

If the concept of rural consists also of mountains then mountain tourism is also a form of rural tourism. Decentralisation and removal of tourism activity from the coastal areas and channelling them within the country, is a common characteristic resulting in the development of new areas and maintenance of remote areas.

Nowadays the need for development to be "sustainable" becomes extremely important. Local communities become important in terms of actions taken to pretend their own natural environment, and also form part of wider alliances to preserve the environment globally. Place-based communities have become more interested to the concept of sustainability, which integrates environmental, economic, political, cultural and social considerations. In this way there is recognition that to be sustainable, the preservation of the "natural" environment must be grounded in the communities and societies, which exploit and depend upon it.

The principle of sustainable development has been applied to tourism. Sustainable tourism therefore seeks to

sustain the quantity, quality and productivity of both human and natural resource systems over time, while respecting and accommodating the dynamics of such systems. Sustainable tourism is developed and managed together with the principles of sustainable development.

These principles of sustainable development are based on the theory of "carrying capacity". Although it is an ecology term, carrying capacity has been applied to humans and, more specifically, to tourists. It has been defined for this purpose as the maximum number of people who can use a site without an unacceptable alteration in the physical environment and without an unacceptable decline in the quality of the experience gained by visitors. This definition says that "tourism carrying capacity" is concerned with only two components:

- ♦ the quality of the environment;
- ♦ the quality of the recreation experience.

Carrying capacity is also concerned with the social and psychological capacity of the physical setting to support tourist activity and development. In addition we can also include the ability of the local community, economy and culture to support tourist activity.

The Different Concepts and Characteristics of the Main Kinds of Rural Tourism

From a geographic and demographic point of view we could define rural tourism as a multi-faced activity that takes place in an environment outside heavily urbanised areas. It is an industry sector characterised by small scale tourism business, set in areas where land use is dominated by agricultural pursuits, forestry or natural areas.

If we concentrate our attention to productive aspects we could say that rural tourism product could be segmented to include such product components as rural attractions, rural adventure tours, nature based tours, ecotourism tours, country towns, rural resorts and country-style accommodation, and farm holidays, together with festivals, events and agricultural education.

As tourists we see rural tourism as a kind of tourism offering a different range of experience to those offered in big cities" and that "the emphasis in rural tourism is on the tourist's experience of the products and activities of the area.

Consequently, rural tourism in its purest form should be:

- ♦ Located in rural areas.
- ♦ Functionally rural – built upon the rural world's special features of small-scale enterprise, open space, contact with nature and the natural world, heritage, "traditional" societies and "traditional" practices.
- ♦ Rural in scale – both in terms of buildings and settlements – and, therefore, usually small-scale.
- ♦ Traditional in character, growing slowly and organically, and connected with local families. It will often be very largely controlled locally and developed for the long term good of the area.
- ♦ Of many different kinds, representing the complex pattern of rural environment, economy, history and location.

An analysis of the tourism literature on rural tourism reveals that concepts such as farm tourism, village tourism, plateau tourism, agricultural tourism, and ecotourism have been used to refer to rural tourism.

Rural based vacations include activities such as walking, climbing, and adventure holidays, canoeing, rafting, cross-country skiing, bird-watching, photography, hunting, cycling, landscape appreciation....etc.

Rural tourism has pioneered a range of innovative ideas. It has seen the notion of establishing a rural area's Carrying Capacity for tourism overtaken by Limits of Acceptable Change. It has worked on the ideas of local tourism development groups, local and regional sustainable tourism strategies, trails, rural festivals, nature and ecotourism and many other discussions and techniques. And it has moved on to the concept of second generation rural tourism as a possible way forward to beat off competition from other types of destination. It is an ideas-rich subject. But it suffers from fragmentation, from being a grouping of thousands of micro businesses. Within rural tourism, agri-tourism plays a strong role in farm diversification and heritage landscape conservation. Farm tourism is closely involved in a new, fast growing, tourism area - food tourism.

Accommodation is a central theme of all rural tourism – offering strong opportunities for economic gain, for conserving historic buildings as well as "green" new building. Accommodation has more enterprises than any other part of rural tourism: accommodation is part of the rural tourism product because rural accommodation is so different to resort accommodation. It also attracts a special type of rural tourism business – the life style entrepreneur.

Rural tourism is very much an area rather than a single site activity and can bring together village, small town and community tourism development issues. Protected Areas often illustrate intensive rural tourism activities,

potential governance and management regimes, special opportunities *and* dilemmas, with a series of contested issues to understand

Accommodation is perhaps the most essential ingredient in the rural tourism equation. Overnight visitors are valuable. Surveys show that overnight visitors have higher spending levels than day visitors, typically up to 300% more than day visitors. Investigations also show that more of the expenditure on accommodation in rural areas is retained in the local economy than other tourism spending. Up to 70% of accommodation expenditure remains in the community compared to 20% of retail expenditure. In addition, tourist expenditure on accommodation is a greater generator of jobs for a given capital expenditure than retailing, restaurants or attraction developments. Rural accommodation is almost always locally owned. Externally owned chains of hotels are relatively rare. Accommodation helps create a recognised destination. It can open the way to the formation of local tourism associations, training, better marketing etc. A number of researchers have shown that small and very individual accommodation opportunities are a Unique Selling Point for many visitors, differentiating the rural tourism product. Personal contact is regularly reported to be a key reason why many guests choose rural holidays. The importance of accommodation provision explains why rural tourism has a much greater economic impact than industrial heritage tourism.

Accommodation statistics show the full extent of seasonality in rural tourism, and the large amount of spare capacity in the sector. Many less sophisticated enterprises, and many remote enterprises, have bed occupancy levels as low as 30%. But others surpass the typical national urban and rural average hotel occupancy levels of around 65%. Some not-serviced accommodation providers can exceed 80% occupancy. There are many reasons for these variations. Seasonality is one of them, but although a complex problem, it often be improved by market knowledge, pricing policies, product development and skilled marketing.

Design and Manage Rural Tourism, Offers and Services

Please refer to Learning Outcome 4.2.3. and apply the learning content to sustainable rural tourism as opposed to sustainable food tourism.

Assessment 4.3: Sustainable Rural Tourism

30% weighting

Produce a rural tourism action plan highlighting the priority tasks such as:

- ♦ Giving information
- ♦ Public relations and marketing
- ♦ Events and activities
- ♦ Developing expertise

An example of main stakeholders involved in rural tourism:

A. Primary Stakeholders

- ♦ Food producers – agriculture farmers, animal breeders, dairy farmers, horticulturalists
- ♦ Food processors – butchers, fishmongers, game, fish and dairy producers
- ♦ Food wholesalers – Unilever, Bookers and Brakes
- ♦ Food retailers – Waitrose, Tesco, Sainsbury's and Asda
- ♦ Hospitality and catering sector – hotels, restaurants, cafes, pubs and bars
- ♦ Clients

B. Secondary Stakeholders

- ♦ Government organisations – national, regional and local tourist boards
- ♦ Professional associations – hotel and restaurant associations, culinary associations
- ♦ Local communities and residents
- ♦ Various sponsors, trusts and charities

Please refer to Annex 5 for rural tourism action plan template.

4.4: Communication and Promotion

Overall aim	<p>The Topic “Communication and Promotion” wants you</p> <ul style="list-style-type: none"> ◆ to understand the strategic approach to communication and promotion for the local stakeholder involvement at a destination and perspective / current customers. ◆ to understand the strategic approach to the usage of social media with local stakeholders at a destination and perspective / current customers ◆ Be able to understand the importance of strategic approach to communication; aware of the most important communication channels in tourism; know the importance and methods of communication with local stakeholders in tourism; understand the usage of IT and social media in communication and promotion and also be aware of legal requirements in communication. 								
Material needed	Posters, pens for each participant, pin boards, pins, cards, Internet access								
How to proceed – Methodological proposal									
Group Activity	Communication in food and rural tourism destination								
Input	Communication process								
Group Activity	Importance and usage of social media								
Input	Social media channels and its functionality								
Individual Activity	Design a social media strategy plan to promote CSR related products for the tourism sector								
Group Activity	Closing of the Unit: Summary and conclusions								
Group Activity	Feedback: Content? Methods? Atmosphere? Success?								
Additional Content Material									
<p>Dahlen, M., Lange, F. and Smith, T. (2009). Marketing Communications: A Brand Narrative Approach. John Wiley and Sons.</p> <p>Dainton, M. and Zelly, E. D. (2010). Applying Communication Theory for Professional Life: A Practical Introduction. Sage Publications.</p> <p>West, R. and Turner, L. (2010). Understanding Interpersonal Communication: Making Choices in Changing Times. Wadworth.</p> <p>How to Identify Client Needs: http://www.rassa.co.za/index.php/Articles/how-to-identify-client-needs.html</p> <p>Strategies for Identifying Customer Needs: http://smallbusiness.chron.com/strategies-identifying-customer-needs-54317.html</p> <p>The Evolution of CRM Communication Channels: http://www.crmbuyer.com/story/71892.html</p>									
Assessment 4.4: Communication and Promotion									
20% weighting									
<p>Create a communication plan amongst the local stakeholders to promote innovative food tourism product.</p> <p>Steps to be followed:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1) Set your goals which should be SMART.</td> <td style="width: 50%;">5) Create a timeline (start and finish of each objective)</td> </tr> <tr> <td>2) Turn your goals into objectives.</td> <td>6) Deliver your key messages</td> </tr> <tr> <td>3) Turn your objectives into tactics.</td> <td>7) Communication action plan is ready</td> </tr> <tr> <td>4) Evaluate your plan.</td> <td></td> </tr> </table> <p>Please refer to Annex 6 for communication action plan template.</p>		1) Set your goals which should be SMART.	5) Create a timeline (start and finish of each objective)	2) Turn your goals into objectives.	6) Deliver your key messages	3) Turn your objectives into tactics.	7) Communication action plan is ready	4) Evaluate your plan.	
1) Set your goals which should be SMART.	5) Create a timeline (start and finish of each objective)								
2) Turn your goals into objectives.	6) Deliver your key messages								
3) Turn your objectives into tactics.	7) Communication action plan is ready								
4) Evaluate your plan.									

Module 5: Public Policies and Labelling in Tourism

Keywords:	<p>Share the knowledge about the trends and stakes of the European policy related to tourism development and sustainability.</p> <p>Develop a common culture of the certification and labelling process within the tourism industry in Europe and identify the key-factors of success.</p> <p>Share the good practices implemented by tourism enterprises in labelling and sustainable development.</p> <p>Communicate on and valorise the tool "Label" within the different business sectors of the tourism industry.</p> <p>This module aims at improving the knowledge on European policies on tourism development and sustainability relevant to small and medium sized enterprises. Labels and labelling processes are introduced as instruments to support sustainable business development and CSR.</p>																				
Structure:	<table border="1"> <thead> <tr> <th data-bbox="440 618 1150 663">Unit No.</th> <th data-bbox="1158 618 1310 663">GLH</th> <th data-bbox="1318 618 1437 663">ECVET</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 663 1150 707">5.1: Establishing Sustainable Tourism / CSR Policy Statement</td> <td data-bbox="1158 663 1310 707">2</td> <td data-bbox="1318 663 1437 707">0.2</td> </tr> <tr> <td data-bbox="440 707 1150 752">5.2: Certification System for the Tourism Industry</td> <td data-bbox="1158 707 1310 752">3</td> <td data-bbox="1318 707 1437 752">0.3</td> </tr> <tr> <td data-bbox="440 752 1150 797">5.3: Eco-labelling in Relation to CSR</td> <td data-bbox="1158 752 1310 797">3</td> <td data-bbox="1318 752 1437 797">0.3</td> </tr> <tr> <td data-bbox="440 797 1150 842">5.4: Communication and Promotion</td> <td data-bbox="1158 797 1310 842">2</td> <td data-bbox="1318 797 1437 842">0.2</td> </tr> <tr> <td data-bbox="440 842 1150 898">ECVET</td> <td data-bbox="1158 842 1310 898">10</td> <td data-bbox="1318 842 1437 898">1</td> </tr> </tbody> </table>	Unit No.	GLH	ECVET	5.1: Establishing Sustainable Tourism / CSR Policy Statement	2	0.2	5.2: Certification System for the Tourism Industry	3	0.3	5.3: Eco-labelling in Relation to CSR	3	0.3	5.4: Communication and Promotion	2	0.2	ECVET	10	1		
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5.4: Communication and Promotion	2	0.2																			
ECVET	10	1																			
Basic literature and web links:	<p>Bien, Amos, CESD/TIES, "Marketing Strategy for Sustainable and Ecotourism Certification" <i>Eco-Currents Journal of Travel Research</i>, Spring: 8-12.</p> <p>Chafe, Zoe, "Consumer Demand and Operator Support for Socially and Environmentally Responsible Tourism", CESD/TIES Working Paper No. 104, April 2005.</p> <p>Conroy, Michael E. <i>Branded!: How the Certification Revolution is Transforming Global Corporations</i> (Canada: New Society Publishers, June 2007).</p> <p>González, M. L., & Martínez, C. (2004). Fostering Corporate Social Responsibility Through Public Initiative: From the EU to the Spanish Case. <i>Journal of Business Ethics</i> 55 (3).</p> <p>Honey, Martha, ed. <i>Ecotourism and Certification: Setting Standards in Practice</i> (Washington, DC: Island Press, 2002).</p> <p>http://greenglobe.com/</p> <p>http://destinet.eu/who-who/market-solutions/certificates/</p> <p>http://www.ecolabelindex.com/ecolabels/?st=category,tourism</p> <p>http://siteresources.worldbank.org/INTEXPOMNET/Resources/CSR_in_tourism_2005.pdf</p> <p>https://earthresponsible.files.wordpress.com/2013/03/csr-leitfaden_eng_ger-kate.pdf,</p> <p>http://www.paris-europe.eu/media/compendium-2014.pdf</p> <p>http://ec.europa.eu/enterprise/sectors/tourism/quality-label/public-consultation-etq/index_en.htm</p>																				

5.1: Establishing Sustainable Tourism / CSR Policy	
Overall aim	Understand the concept, components and demand for sustainable tourism / CSR in the formulation of CSR policy, highlighting the ways to enhance the implementation of CSR policies by SME's in the tourism sector.

Material needed	Pin boards, pins, cards, pencils and internet access.
How to proceed – Methodological proposal	
Group Activity	Discussion on the concept and components of sustainable tourism / CSR
Input	Presentation on the demand for sustainable tourism / CSR
Group Activity	Discussion on the adoption of sustainable tourism / CSR activities for SME's
Input	Presentation of the importance and process of formulating CSR policy
Individual Activity	Establish a comprehensive, sustainable tourism / CSR policy for a hotel
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Butler, R.W. (1998) Sustainable Tourism – Looking Backwards in Order to Progress?' In: C.M. Hall and A. Lew, eds., Sustainable Tourism: A Geographical Perspective, Harlow: Longman, pp. 25-34.</p> <p>Chi Vo, L. (2011). Corporate social responsibility and SMEs: a literature review and agenda for future research. Problems and Perspectives in Management, Volume 9, Issue 4, 2011.</p> <p>Clarke, J. (1999) A Framework of Approaches to Sustainable Tourism, Journal of Sustainable Tourism, 5 (3) 224- 235. Conlin, M.V. & Baum, T. (1994). Comprehensive Human Resource Planning: An Essential Key to Sustainable Tourism in Island Settings, In: Cooper, C.P & Lockwood, A., eds., Progress in Tourism and Hospitality Management, London: John Wiley & Sons pp. 259 – 270.</p> <p>Eber, S. (1992). Beyond the Green Horizon: A Discussion Paper on Principals for Sustainable Tourism, Goldalming, Surrey: Tourism Concern/WWF.</p> <p>Font, X., & Harris, C. (2004). Rethinking Standards from Green to Sustainable. Annals of Tourism Research, 31(4), pp. 986–1007.</p> <p>Hunter, C., & Green, H. (1995). Tourism and the Environment: A Sustainable Relationship, London: Routledge.</p> <p>Miller, G. (2001). Corporate responsibility in the UK tourism industry, Tourism Management, 22(6), 589-598.</p> <p>Twining-Ward, L. & Farrell, B. (2005) Seven Steps Towards Sustainability: Tourism in the Context of New Knowledge. Journal of Sustainable Tourism Vol. 13 (2) pp.109-129.</p>	

Content Material 5.1: Establishing Sustainable Tourism / CSR Policy

Components of Sustainable Tourism

Sustainable development has been defined as development that meets the needs of present and host regions while protecting and enhancing opportunities for the future. Sustainable tourism, in addition to the criteria of sustainable development requires a holistic, integrated perspective that takes into account all the industries and resources upon which tourism relies. The set of criteria or principles that define the conditions for its achievement comprises:

- ◆ Protect and conserve sustainable resources
- ◆ Be a multi-stakeholder approach
- ◆ Be environmentally responsible
- ◆ Maintain the well-being and involvement of the local population or host
- ◆ Provide meaningful and fairly remunerated employment for the host population
- ◆ Have economic benefit
- ◆ Have a long-term view
- ◆ Have a triple-bottom line approach (environmental, social and economic)
- ◆ Be equitable
- ◆ Government must play a leadership role (e.g., impose a 'greater good' approach)
- ◆ Obtain optimum guest satisfaction and educate tourists about environmental and social concerns

The definition of corporate social responsibility (CSR) has many similar elements to sustainable tourism in that both focus on how stakeholders should be identified and engaged and that initiatives should be measured to determine their impact on others. Whereas CSR relates to a company's obligation to be accountable to all of its stakeholders in all its operations and activities with the aim of achieving sustainable development not only in the economical dimension but also in the social and environmental dimensions, sustainable tourism was first seen mainly from an environmental perspective and has only recently incorporated social and community aspects. Today, it is commonly recognised that sustainable tourism is more than just environmental conservation of a natural area, but that it must also address the quality of life of those visiting it and those being visited.

Sustainable tourism development is about making all tourism more compatible with the needs and resources of a destination area. Tourism needs to take into account a holistic and comprehensive approach that balances tourism development with other activities yet tourism is made up of many sectors and is very fragmented, therefore effects and monitoring processes through one company or mechanism has been difficult. The supply chain of product to end user is not often controlled by solely one party or individual and different elements are often operated by multiple stakeholders. This therefore has led to difficulties in controlling elements of corporate social responsibility.

The Demand for Sustainable Tourism / CSR

Sustainable Tourism and CSR: There is no debate that tourism needs to be sustainable (Butler, 1993; Wall, 1997; Hunter & Green, 1995) and the objective of this paper is not to focus on the need for sustainability, but rather on ascertaining what role can or should be played by the tourism industry and individual businesses in furthering sustainable tourism development. Sustainable development has been defined as "development that meets the needs of present generations without compromising the ability of future generations to meet their needs" (WCED, 1987, p.43). Sustainable tourism, in addition to the criteria of sustainable development, requires a holistic, integrated perspective that takes into account all the industries and resources upon which tourism relies. According to the UNWTO definition (WTO, 2004), it makes optimal use of environmental resources, respects the socio-cultural authenticity of communities, and provides socio-economic benefits to all stakeholders. While it is not the purpose of this paper to debate definitions of sustainable tourism as there are few right answers and a plurality of perspectives that need to be considered, complexity of this issue is further discussed by authors such as Twining-Ward and Farrell (2005), Hunter & Green, (1995), Butler (1993), etc..

While sustainable tourism examines tourism from a multi-stakeholder perspective, CSR is the corporation's role in achieving more sustainable development. Numerous definitions exist for CSR; according to the World Business Council for Sustainable Development (WBCSD), CSR is a "business commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life" (WBCSD as quoted in Kotler & Lee, 2005, p. 3).

Numerous reasons for doing good have been suggested. Kotler & Lee (2005) define benefits of CSR in terms

similar to how the tourism industry defines responsible tourism.

The definition of CSR has many similar elements to sustainable tourism in that both focus on how stakeholders should be identified and engaged, and agree that initiatives should be measured to determine their impact on others. Whereas CSR relates to a company's obligation to be accountable to all of its stakeholders in all its operations and activities with the aim of achieving sustainable development not only in the economic dimension, but also in the social and environmental dimensions (Carroll, 1991; Rondinelli & Berry, 2000; Miller, 2001; Kalisch, 2002), sustainable tourism was first seen mainly from an environmental perspective and has only in the past fifteen years incorporated social and community aspects (Butler, 1993; Conlin & Baum, 1994; Hunter & Green, 1995). There have been many academic contributions since the 1980s and multiple authors have discussed themes or trends emerging in sustainable tourism's development, including debates such as the argument between development and conservation (Eber, 1992; Sharpley, 2000), tourism's place within sustainable development (Butler, 1993; Stabler & Goodall, 1996), and the operationalisation of the concept of sustainability (Butler, 1998; Clarke, 1999). Today, it is commonly recognised that sustainable tourism is more than just environmental conservation of a natural area, but that it must also address the quality of experience of those visiting it and the quality of life of those being visited.

Sustainable tourism development is about making all tourism more compatible with the needs and resources of a destination area (IFC, 2004; Honey & Rome, 2001). Tourism therefore needs to take a holistic and comprehensive approach that takes into consideration its development with other activities and values. Yet tourism is made up of many sectors and is very fragmented, therefore monitoring effects and processes through one company or mechanism has been difficult. The supply chain of product to end user is rarely controlled by one party or individual; the various products and services that constitute a tourism experience are most often delivered by a variety of businesses and individuals. Indeed, a World

Bank Group report (Foley Hoag, LLP, 2003, 2004; PricewaterhouseCoopers, 2004) states that there is virtually no effective monitoring or implementation mechanism yet in place for CSR practices, and that even defining sustainable tourism can be difficult as criteria are interpreted differently by different stakeholders. There are, however, a growing number of guidelines and charters on sustainable tourism which have been put forth by both government and industry. Yet Font and Harris (2004) go so far as to suggest that not only are social sustainability standards ambiguous, assessment methodologies inconsistent and open to interpretation, and considerable variation exists on what is understood as sustainable, but that they do not work at all well in a climate of trade liberalisation and globalisation.

Source: <https://www.cett.es/fitxers/campushtml/MiniWebs/118/1a.pdf>

Establishing a Policy System

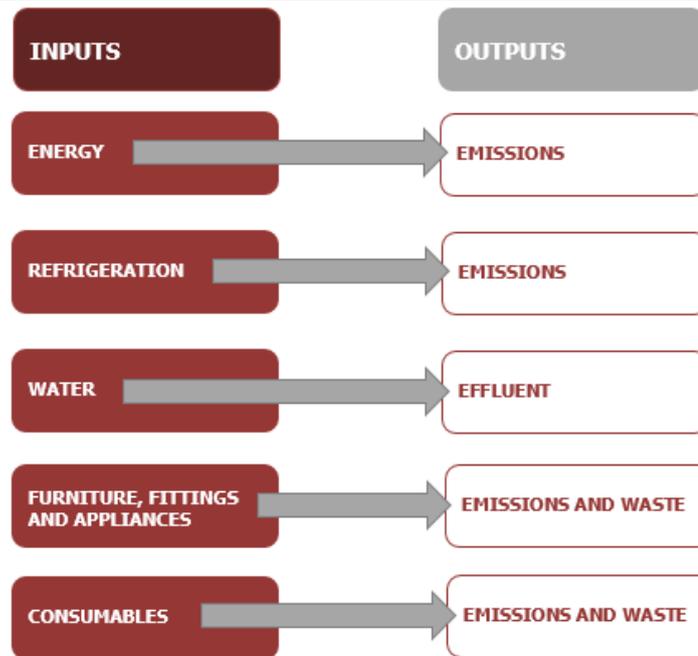
A reliable way to bring about improvements within an organisation is by putting in place a management system to effect the desired changes. Whether the aim is to improve quality, health and safety or the environment, a management system will provide a formal and systematic framework with procedures for establishing targets and measuring whether they are being met. The system usually works in a cycle whereby the periodic repetition of certain steps enables lessons to be learned from previous successes and failures so that improvement can be made on a continuous basis. An environmental management system (EMS) can work alongside other management systems that are already in place. Like other management systems, your EMS will involve:

- ◆ identifying the key environmental impacts created by your hotel
- ◆ drawing up a policy and communicating it to staff
- ◆ conducting an initial review of your hotel operation
- ◆ allocating responsibilities
- ◆ setting objectives and targets
- ◆ monitoring and reporting on progress.

You may decide to build your own EMS or to take it from existing systems, such as an ecolabel or an international management standard.

Identify key impacts: Before you can write the policy you will need to consider what your hotel's key environmental impacts are in terms of 'inputs' (what you use) and 'outputs' (what you create in terms of emissions and waste) so that you can determine where your priorities should lie.

Input and output impacts



Source: <http://www.greenhotelier.org/wp-content/uploads/2012/05/EMH-1-Policy-Management-for-web-1-1.pdf>

Policy: Next you need to set out, clearly and concisely, what your aims are. An environmental policy outlines your aims and the principles you plan to follow. It is invaluable in telling your stakeholders, employees, guests, business partners and local residents that the management is committed to environmental improvement. The policy can take the form of a simple 'values' or mission statement, or it can work through all your environmental impacts and how you will address them. You may decide to include more than environmental issues so that it becomes an overall policy for 'responsible business' covering additional issues such as purchasing fair trade products or other socio-economic considerations. The policy should:

- ♦ have the full commitment at the most senior level of the company (CEO, financial director, general manager etc.)
- ♦ state your commitment to the pursuit of best environmental practice
- ♦ include a summary of how you plan to achieve this
- ♦ identify a desire to bring about continuous improvement over time.

It should also be supported by an action plan:

- ♦ specifying short-term targets and medium-to long-term objectives
- ♦ showing how and when these will be achieved
- ♦ naming staff responsible for the actions necessary to meet the objectives.

The policy itself should be reviewed and updated periodically to take account of your progress and any changed priorities. Some companies, notably Scandic Hotels, choose to follow the principles of The Natural Step (TNS), an organisation that takes an 'upstream' approach to sustainability by addressing the issues as source. The system provides a framework to enable companies to integrate environmental considerations into their strategic planning, decision-making and daily operations in order to move towards sustainability in a coherent way. The framework encourages dialogue, consensus building, and re-thinking in order to become more innovative, strategic, and effective. The Natural Step International co-ordinates capacity building in the use of the framework, and there are TNS offices in countries around the world. TNS defines sustainability according to four scientific principles or 'conditions' that must be met in order to have a sustainable society. The principles provide practical criteria to direct social, environmental and economic actions and transform debate into constructive discussion.

Sample Policy:

We recognise that our business has an important role to play in protecting and enhancing the environment for future generations, and to help secure the long term sustainability of the tourism industry.

To this end our hotel is committed to taking action:

- | | |
|--|---|
| ✓ To achieve sound environmental practices across our entire operation | ✓ To invite our customers, suppliers and contractors to participate in our efforts to protect the environment. |
| ✓ To comply fully with all environmental legislation. | ✓ Where we can, to work with others in the tourism industry, in public agencies and the community to achieve wider environmental goals |
| ✓ To minimise our use of energy, water and materials | ✓ To provide all employees with the training and resources required to meet our objectives. |
| ✓ To minimise our waste and to reduce, re-use and recycle the resources consumed by our business wherever practical. | ✓ To openly communicate our policies and practices to interested parties. |
| ✓ To reduce our pollution to a minimum and, where appropriate, to treat effluent | ✓ To monitor and record our environmental impacts on a regular basis and compare our performance with our policies, objectives and targets, with a view to continuous improvement over time |

Source: <http://www.greenhotelier.org/wp-content/uploads/2012/05/EMH-1-Policy-Management-for-web-1-1.pdf>

Ways to Enhance the Implementation of CSR Policies in Tourism SME's

There has been a research carried out by Linh Chi Vo (2011) focussing on CSR in SME's, who play an important role in the European economy and their unique characteristics make it very difficult to adapt CSR policies of large companies. The conclusion of research has proposed three different ways to enhance the mainstreaming of CSR among SME's.

First, efforts should be made to develop specialised theories and tools for CSR in SMEs. We need a whole new set of theoretical and conceptual tools that can deal with the unique competitive challenges and institutional constraints that SMEs face, an innovative theoretical reasoning is needed to study the CSR of SMEs and answer questions such as: What does CSR mean for SMEs and private firms? How are the social and institutional constraints they face different from those faced by large public corporations? How can a society create institutional environments that promote CSR for all firms, including SMEs? (Lee, 2008). In order to achieve this objective, it is important to investigate the dynamics of CSR in SMEs (Nielsen and Thomsen, 2009). Particularly the factors internal and external to the small business that influence change processes towards more CSR behaviour need further development. A priority in this regard is to research how managerial capabilities aid in the development of organisational slack and CSR action. Also, those capabilities that allow small businesses to effectively address resources across the boundaries of their organisation need further development. In addition, increasing the knowledge on the critical success factors of governmental initiatives to create shared responsibilities would be beneficial to small business owners, managers, policy makers and academics.

Second, research is needed to find out appropriate method to enhance knowledge of SMEs about CSR. Case studies are important. A solid body of evidence can be a major contribution to further the adoption of CSR among small businesses. If SMEs can discern specific practices that impact profitability and business improvement, they will be more likely to become involved. In particular, SMEs need to know more about the potential benefits of socially responsible practices (Castka et al., 2004).

Although participation by academics and practitioners will help to mainstream CSR among SMEs, it will not in itself guarantee that small firms will fully engage in the debate on social responsibility. Further commitment from public authorities is also required to improve business ethics among SMEs (Tilley, 2000). Thus, further research is needed to promote improvement from the government body.

It is suggested that enabling the dialogue and networking between SMEs about CSR adoption and implementation helps enhancing their knowledge about the topic. The underlying rationale is that SMEs owners are solitary in their management of the firm. Working alone results in the lack of knowledge about certain issues. By dialoguing and networking with their peers, SMEs owners can have much better understanding and a higher degree of awareness about CSR. Another way to improve SME knowledge of CSR is to provide

training and workshops on the issue. Guidance and coaching during the CSR implementation process are also crucial, as learning by doing is an effective way to obtain knowledge. To achieve this objective, the support from government body or sponsoring organisations is crucial. Since SMEs are numerous and geographically scattered, only with help from some umbrella organisation they can be gathered and exchange about CSR. Only with sponsorship from an authorised organisation that guidance and coaching can be provided. Therefore, scholars should make efforts to study how to promote dialogue and networking between SMEs about CSR and how to obtain guidance and coaching from sponsoring organisations.

Moreover, it is argued that researchers should go beyond the question about enhancing knowledge of SMEs about CSR to study how to motivate their adoption and implementation of CSR. There is not enough knowledge of business scenarios and obstacles and drivers of SMEs-CSR relationships (Castka et al., 2004). What we have known so far is that SME CSR motives and initiatives differ from those of larger firms. We also have some theories explaining the drivers of SME adoption of CSR. They include institutional isomorphism, institutional theory, stakeholder theory, and social capital theory. Empirical studies about the drivers of CSR in SMEs can be described as scarce. On the other hand, the main barriers of CSR activities are the SME owners' characteristics and the organisational features that are unique to SMEs. Those drivers and barriers have been mentioned in the literature. But there is a lack of understanding how to deal with them. Studies on this topic may results in indication of how to deal with the barriers of CSR adoption and implementation in SMEs.

Third, due to the particular nature of SMEs, employees are important stakeholders. Our literature review has showed that SMEs managers truly care about their employees. However, a major gap in the literature involves the role of employees in CSR in SMEs. Research should go beyond such issues as duties of the firm to its employees or impact of CSR on employees' well-being and recruitment to examine how HRM can benefit and operate in collaboration with CSR practices. Human resources management (HRM) can make important contribution to the success of CSR in SMEs. This objective can be achieved in several ways. Research may be conducted by collaboration between CSR and HRM researchers. Each group of scholar can bring their own perspective to the common project, so that the link between CSR and HRM can be fully investigated. Participation of employees in the research process is also important. Their participation provides insights from people in the field that are relevant to the actual context in SMEs. They can participate as a source for data collection or as interlocutors in the research process. When employees actively join academic researchers in their research project, they become an actor in an action-research process.

Assessment 5.1: Establishing Sustainable Tourism / CSR Policy

20% weighting

Formulate a CSR Policy for a hotel with deluxe 40 bedrooms, fine dining restaurant, conference, events, spa and leisure facilities (1,000 words).

5.2: Certification System for the Tourism Industry	
Overall aim	Understand the various certification and labelling ecosystem available in relation to CSR, specifically for the tourism industry
Material	Pin boards, pins, cards, pencils

needed	Internet access
How to proceed – Methodological proposal	
Input	Motivation impulse: Video - Record on the implementation of a successful CSR experience: https://www.youtube.com/watch?v=ihoR9B7p-1Q
Input	Presentation: Overview and development of certification schemes.
Group Activity	Discussion: On the benefits and challenges of certification schemes
Input	Presentation/Lectures: The existing certification available for sustainable tourism sector: focus on the major tools implemented [CSR in tourism, the European Ecolabel, Travelife, Greenglobe, Green Key]
Group Activity	Synthesis: Collective draft of a multi-criteria matrix related to the main certification implemented
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Toth, R. (2002) Exploring the Concepts Underlying Certification. In M. Honey (Ed.), Ecotourism & certification: setting standards in practice (pp. 73-102). Washington: Island Press.</p> <p>Font, X (2003) Labelling & Certification: Benefits & Challenges for Sustainable Tourism Management & Marketing, Leeds Metropolitan University.</p> <p>http://ecoclub.com/news/050/expert.html#1</p> <p>http://www.tourcert.org</p>	

Content Material 5.2: Certification System for the Tourism Industry

Overview of Certification Schemes

Certification can be described as the process of assuring consumers and industry that the company being assessed has met a set of minimum standards. Within the tourism industry, certification started in the early 1990's. Since 1992, a number of schemes have been developed.

The purpose of certification has been to achieve voluntary standards of performance which meet or exceed baseline standards or legislation. The process starts with a body that sets credible certification standards (through standards which are industry relevant, measurable and obtainable). The certification body must be without conflict of interest and the indicators should be recognised by an accreditation body. The applicant or business then is assessed according to the indicators and, if successful, receives recognition, usually through the form of a logo, to inform the consumer that they have met minimum criteria. The aim of certification is to foster responsible environmental, social and cultural behaviour and provide a quality product to consumers. To be considered reliable, certification programmes need to have a 3rd party audit and effective assessment as well as clearly defined accreditation criteria.

According to Toth (2002), elements of a credible certification system include:

- ♦ Adequate, appropriate standards developed/accepted by all affected interests - interpretation of standards;
- ♦ Trained, qualified assessors - standard defining training and qualifications;
- ♦ Professional/ethical operations at all levels with no biases or conflicts of interest;
- ♦ Qualified, financially stable certifying body - if there are multiple certifiers, an accreditation mechanism is needed;
- ♦ Even-handed certification and accreditation;
- ♦ Transparency;
- ♦ Defined procedures;
- ♦ Appeals mechanism;
- ♦ Recognition by relevant agencies and/or customers - compliance with accepted criteria (e.g. ISO/IEC Guides) facilitates recognition; and
- ♦ Acceptance in the marketplace or by regulators - marketing and promotion (Toth, 2002)

It should be noted that the above definition defines elements of a credible certification system, not necessarily one that incorporates all elements of sustainable tourism. As many schemes do not address social or labour issues in detail, these issues have not been addressed to date.

Development of Schemes

There are many certification schemes regarding tourism that relate to sustainability. The best known NGO or country initiatives include Voluntary Initiatives for Sustainable Tourism VISIT (Europe-wide), the Costa Rican standard Certification for Sustainable Tourism (CST), Green Deal (Guatemala), and Scotland's Green Tourism Business Scheme (GTBS). The best known industry certification programmes are Green Globe and Blue Flag. Green Globe offers product as well as destination certification, while Blue Flag certifies beaches. There are two industry based standards which do not solely address tourism: ISO 14001 which addresses environmental impacts and ISO 9001 which addresses quality assurance (both mainly used by larger hotels rather than small operators or accommodations). The majority of funding and attention towards certification has addressed tourism-only schemes. These are the 'eco' schemes that focus mainly upon SME's.

A number of eco certification projects are in the pilot or development phase such as Mexico, The Caribbean, Sub-Saharan Africa and Peru and countries such as Kenya and Botswana are considering them. The majority of European ecolabels have related to environmental criteria, however, developing countries such as the Americas and South Africa have included social and cultural aspects as major components. Development of certification and eco-labels has been irregular and although there are benefits of putting forth such programmes to set baseline standards, programmes are not worldwide, nor is there a critical mass of certified products. There are few programmes in low income countries as 2/3 of the approximately 7,000 certified tourism products are in Europe (Font, 2003). Approximately 40% of programmes started before 1996 with an additional 40% between 1996 and 2000 and a number of new initiatives developed since 2000 (European Centre for Ecological and Agricultural Tourism (ECEAT), eastern European programmes and Central and South America).

Programmes and practices vary region to region. Most schemes are national in scope, such as the CST, Guatemalan Green Deal and South Africa's Fair Trade Tourism label. The model for certification in Latin America is the CST and this is now being expanded to become the Network of the Americas to include Guatemala, Brazil, Ecuador and other newly proposed schemes. Most countries in this region have implemented (or plan to such as Mexico & Peru) a national programme using the CST as a model 'although the costs of starting and operating a certification programme have meant there has been little progress'. Although publicised as a model for tourism certification, the CST programme has few certified products and the Network of the Americas does not have many in total (e.g., only 21 products have been certified in Guatemala).

In Europe, the VISIT programme has created an inclusive system to raise standards and cooperation among current European programmes, and markets approximately 4,000 certified products through ethical trade fairs (green travel market) and to tour operators. The most successful certification programme, Blue Flag, has extended its programme outside Europe to the Caribbean, North America and Africa although this programme only applies to the certification of beaches.

Green Globe is an industry standard which currently operates out of Australia but has certified properties worldwide. Destination certification has been gaining momentum in recent years due to issues of sustainable destination management and Green Globe's programme offers a comprehensive approach for multiple players. Measurability and implementation of this scheme, however, has been questioned. Green Globe is one scheme that does offer certification of more than just ecotourism or small scale products as they offer services for tour operators, hotels, destinations, etc. Some larger scale companies have obtained certification (all-inclusive resorts such as Sandals, Casuarina Beach, Almond Beach and some Hilton and Marriott properties).

In 2002, a project called the Sustainable Tourism Stewardship Council (STSC) was set up with the aim of harmonising and providing mutual recognition of schemes, and to set up an international accreditation agency – but little progress has been made since its inception. Reasons include the lack of an over-riding body to adopt international certification, confusion of existing criteria and competition between existing schemes (who did not want to merge their labels).

The majority of certification schemes accredit accommodations (approximately 63%), whereas only 7% address tour operators, mainly ground operators specifically dealing with ecotourism (Font, 2003). Approximately 40% of the criteria or indicators in standards relate to management issues and the remaining 60% relate to specific actions such as environmental benchmarking (34%), economic indicators (8%) or socio-cultural criteria (12%). The majority of programmes to date (with the exception of Green Globe, Blue Flag and ISO) have targeted small operations or eco lodges rather than larger scale tourism accommodations.

Standards can be divided into product standards (reflecting the appropriate characteristics a product is expected to have) or process standards (reflecting the appropriate characteristics from products to final distribution).

Larger tourism operators, mainly hotels, have few connections with smaller certification schemes and opt instead for international standards such as ISO 9001 which provides a quality assurance accreditation or ISO 14001 which provides environmental accreditation. These schemes are not widely adopted, however, due to a lack of awareness and marketing and many larger chains having their own internal monitoring or benchmarking systems.

Benefits and Challenges of Certification Schemes

The benefits of certification are seen to be wide-spread although the majority of programmes uphold marketing and training as their primary benefits.

With the designation of a logo, certification is thought to give companies a competitive advantage and increased linkages into the distribution chain and to consumers through marketing (inclusions on web sites, travel fairs, brochure recognition), all of which would be assumed to give businesses competitiveness. Additional benefits perceived from certification include:

- ◆ The ability to distinguish sustainable tourism from 'greenwashing'
- ◆ The encouragement of voluntary improvements
- ◆ Showcasing best practices
- ◆ The use of the standard as a blueprint for future development
- ◆ Training of management procedures
- ◆ Cost savings

- ◆ Peer recognition
- ◆ Achievement beyond legislation compliance

Determinants of success of schemes have been linked to marketing which to date, has been largely unsatisfactory with the exception of some ECEAT schemes (as given below) due to the small number of certified products and therefore reduced appeal to large operators to use them in their product choice. Also, the sheer number of schemes and labels makes it difficult for tour operators to incorporate them as they would have to educate the consumer about the standards behind each one and differences among them. This is beyond what tour operators deem practical for hard copy brochures.

Larger certified operators (through organisations such as Green Globe or ISO) have seen cost savings and overall improved management structures. Some benefits to the community are improved environmental conditions of facilities or infrastructure improvements such as new access roads (although often larger hotel chains build water or sewage plants only for the hotel complex rather than the community or village at large). As most certification schemes do not include labour or social/community issues, the local community has not greatly benefited. In addition, companies have not generally seen marketing benefits, and therefore have participated in schemes largely for cost savings or reporting purposes.

Challenges of certification schemes: Challenges around certification are widespread and varied. As Font (2003) suggests, the majority of certification schemes for tour operators address ecotourism operations rather than large mass market operators who supply the majority of the world's tourism and have the main access to the market²³. Therefore it has not helped respond to industry pressure as most operators have not heard of the numerous schemes or choose their product based on price. Additionally, there is a lack of critical mass as less than 1% of tourism businesses are certified. Thus, tour operators do not have enough products to choose from and often schemes do not ensure quality standards in their accreditation.

Challenges include:

- ◆ Lack of critical mass (too few certified products, certification is not wide-spread)
- ◆ Too many certification programmes and other industry awards have led to confusion
- ◆ Lack of awareness by industry, consumers and government
- ◆ Lack of unified brand (too many programmes compete against each other, duplicate efforts, yet vary in their criteria)
- ◆ Low consumer demand and a general tiredness with labels of all kinds
- ◆ Lack of credibility (local certification schemes with no international recognition)
- ◆ Lack of proven marketing benefits (and lack of marketing by certification bodies)
- ◆ Lack of incentives for hotels or businesses to join
- ◆ Lack of readiness to disclose information (Businesses do not wish to disclose information to obtain certification)
- ◆ Cost of adherence (e.g., Green Globe, ISO) and perception that recognition/label can be 'bought'

An example of European certification system: TourCert is a private, non-governmental and not-for-profit organisation which awards tourism businesses on basis of Corporate Social Responsibility principles with the "CSR Tourism certified" logo. CSR describes the contribution a company makes to sustainable development by going beyond legal provisions and by integrating social and environmental responsibility into its core business. The analysis includes all business operations and evaluates its sustainability performance. The analysis is based on qualitative as well as quantitative social and environmental criteria, key indicators for evaluation are financial data, number of employees, mission statement, consumption of water, power and heat, staff satisfaction and training measures, evaluation of the supply chain, among other figures, are relevant aspects concerning the company. Every certified business needs to develop a CSR report as well as continuous improvement plan in order to get certified. TourCert works closely with NGOs as well as Universities together and offers in cooperation with the partners further consulting services.

The TourCert certification standard focus on the main aspects of relevance for small and medium-sized enterprises in tourism. It is applicable to the tourism industry for tour operators, travel agencies and accommodations.

Key Features:

- ◆ The TourCert Certification system is compatible with ISO 26000 (Social Responsibility), the Global Sustainability Tourism Criteria (GSTC), the reporting standards of the Global Reporting Initiative (GRI)

and the European Eco-Management and Audit Scheme (EMAS).

- ◆ The CSR reporting standards focus on the main aspects of relevance for small and medium-sized enterprises in tourism.
- ◆ In order to get certified, a CSR management system including the CSR statement, a CSR manager and an improvement programme, need to be integrated.
- ◆ An auditor's report provides feedback with suggestions for improvement as well as a comparison of the company's data with 10 benchmark CSR core indicators. Therefore, the company will be able to see where they stand as compared to other companies and will be able to identify potentials for improvement.

Audit Information:

- ◆ 1st, 2nd, 3rd party certification: Third-party audit is required.
- ◆ Frequency of audits: Every 2 years.
- ◆ Review process: On behalf of TourCert, the sustainability report will be checked by an independent external auditor on the basis of the TourCert certification standards and the CSR certification guidelines.
- ◆ The auditor will check at location the data given in the report and will do a random check of the evidence provided. An auditor's report will be compiled, which will provide a condensed feedback with suggestions for improvement as well as a comparison of the company's data with sector-specific benchmark CSR core indicators.
- ◆ An independent certification council of experts decides on the certification on the basis of the CSR report and the auditor's report submitted. TourCert then issues the label 'CSR-certified'.
- ◆ Validity of audit certificate: The certificate is valid for two years.

The initiative offer incentives for continuous improvement

An audit report provides a summarizing evaluation with recommendations as well as a benchmark of CSR core indicators, so that the company will be able to see where they stand as compared to other companies and will be able to identify potentials for improvement. The programme for improvement has to be updated every year and presented to TourCert.

Depending on whether the company is a travel agency or a tour operator, TourCert offers training courses in Corporate Social Responsibility.

Steps To Join The Initiative:

1. On behalf of TourCert, the sustainability report will be checked by an independent external auditor on the basis of the TourCert certification standard and the CSR certification guidelines. The evaluation is mainly based on checking the documents and, if necessary, asking for additional information and verification. The CSR auditor will check whether the report has been compiled according to the standards of the TourCert certification guidelines, whether the reporting principles have been observed, and whether the CSR minimum standards are met.
2. The auditor will check at location the data given in the report and will do a random check of the evidence provided. An auditor's report will be compiled, which will provide a condensed feedback with suggestions for improvement as well as a comparison of the company's data with sector-specific benchmark CSR core indicators. Thanks to the qualified feedback and the core indicators, the company will be able to see where they stand as compared to other companies and will be able to identify potentials for improvement.
3. An independent certification council of experts decides on the certification on the basis of the CSR report and the auditor's report submitted. TourCert then issues the label CSR-certified. The year mentioned gives the time frame of validity of the respective company's certification.



Geographic Scope:

TourCert is currently operational in the following countries: Austria, Finland, Germany, Greece, Netherlands, Portugal, Sweden, Switzerland

Source: <http://www.tourcert.org/index.php?id=zertifizierte-unternehmen1&L=1>

Focus on Sustainability Issues:

Disclaimer: the graph was generated using the proportion of

■ Environment

■ Social

Assessment 5.2: Certification System for the Tourism Industry
30% weighting
Formulate a detailed CSR report for the local tour operator company, ensuring that all criteria are met for the successful accreditation with TourCert,

5.3: Eco-labelling in Relation to CSR, specifically for the Tourism Industry	
Overall aim	Understand the concept, origin and importance of eco-labelling in relation to CSR.
Material needed	Pin boards, pins, cards, pencils Internet access
How to proceed – Methodological proposal	
Input	Motivation impulse: Video - The market of sustainability in the tourism sector: example of eco-friendly practices and consumers' demand http://www.youtube.com/watch?v=JePQ_Hg8W9E
Input	Presentation: Concept, origins and objectives of eco-labelling.
Individual Activity	Discussion: On the guiding principles for eco-labelling and the importance of eco-labelling
Input	Presentation: ISO 14020 – Environmental labelling ISO14024 – Eco-labelling programme Eco-labels: A Smart Strategy https://www.youtube.com/watch?v=BWewCL24UEc
Group Activity	Synthesis: Collective draft of a multi-criteria matrix related to the main labels implemented
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
Font, X. and Buckley, R., eds (2001) Tourism Ecolabelling: Certification and Promotion of Sustainable Management, CABI, Wallingford http://ec.europa.eu/environment/ecolabel/the-ecolabel-scheme.html	

Content Material 5.3: Eco-labelling in Relation to CSR, specifically for the Tourism Industry

What is "Eco-labelling"?

Basically, an eco-label is a label which identifies overall environmental preference of a product (i.e. good or service) within a product category based on life cycle considerations. In contrast to a self-styled environmental symbol or claim statement developed by a manufacturer or service provider, an eco-label is awarded by an impartial third party to products that meet established environmental leadership criteria.

Eco-labelling is only one type of environmental [performance] labelling, and refers specifically to the provision of information to consumers about the relative environmental quality of a product. There are many different environmental performance labels and declarations being used or contemplated around the world.

As has been identified by the International Organization for Standardization (ISO), the overall goal of these labels and declarations is:

"...through communication of verifiable and accurate information, that is not misleading, on environmental aspects of products and services, to encourage the demand for and supply of those products and services that cause less stress on the environment, thereby stimulating the potential for market-driven continuous environmental improvement".

The ISO has undertaken efforts to attempt to standardise the principles, practices and key characteristics relating to three major voluntary environmental labelling types -- Type I - environmental labelling (i.e. eco-labels), Type II - self-declaration claims and Type III - environmental declarations (e.g. report cards/information labels). The general definitions of these different types are given below*:

- Type I. a voluntary, multiple-criteria based, third party programme that awards a license which authorises the use of environmental labels on products indicating overall environmental preference of a product within a product category based on life cycle considerations
- Type II. informative environmental self-declaration claims
- Type III. voluntary programmes that provide quantified environmental data of a product, under pre-set categories of parameters set by a qualified third party and based on life cycle assessment, and verified by that or another qualified third party

As of July 2004, international ISO standards have been developed and implemented for Type I and Type II labelling, while work continues on development of a standard relating to Type III. Consequently, the ISO definition for Type III should be considered a "draft working definition" that could be revised.

* There are many more types and variations of environmental performance labels and programmes.

Unlike Type III environmental declarations, eco-labels reflect a determination and recognition of a products' environmental performance leadership characteristics rather than simply a presentation of quantified environmental data. In this respect, the eco-labels "flag" leadership products in the marketplace rather than requiring consumers to undertake their own comparative analyses.

Origins of Eco-labelling

The origins of eco-labelling can be found in the growing global concern for environmental protection on the part of governments, businesses and the general public. Initially, and mostly in developed countries, as commercial enterprises recognised that environmental concerns could be translated into a market advantage for certain products, a number of environmental declarations and claims emerged on and in association with certain products. These included labels with such claims as "recyclable", "eco-friendly", "low energy", and "recycled content".

Such labelling of the products attracted consumers who were looking for ways to reduce adverse environmental impacts through their purchasing choices. However, these labels also threatened to confuse

consumers. Without guiding standards and investigation by an independent third party, consumers could not be certain that the companies' assertions guaranteed that each labelled product was an environmentally preferable alternative.

This concern with credibility and impartiality led to the formation of private and public organisations providing third-party labelling. In many instances, such labelling took, and continues to take the form of eco-labels awarded by programmes operated at national and regional (i.e. multinational) levels.

Around the world, there are many other third-party labelling systems in place, or being developed, which are "hybrids" of eco-labelling because they have narrower focuses than a normal eco-labelling programme. These alternative programmes focus on a single sector. Of further note, some other "Type I" programmes have been designed and implemented to address and recognise more than simply environmental performance aspects.

In a typical eco-labelling programme, product categories and eco-labelling criteria are determined by an independent organisation with assistance from a complementary technical advisory group. Generally, once a category is chosen, some form of life cycle review is conducted.

Companies which want to participate in an eco-labelling programme make application and submit their products for third party compliance testing and/or verification. If approved, the companies pay licensing fees for permission to use the programme's distinctive eco-label symbol for a specified period. Use of the eco-label is restricted to the approved product(s), and is usually monitored by the managing agency.

Eco-labelling Objectives

Eco-labelling has become a useful tool for governments in encouraging sound environmental practices, and for businesses in identifying and establishing markets (i.e. domestic and sometimes international) for their environmentally preferable products. Many countries now have some form of eco-labelling in place, while others are considering programme development. Commitment to clear objectives has been critical to the success of eco-labelling programmes around the world. While programme officials may express them differently, three core objectives are generally established and pursued:

Protecting the environment: Environmental conservation and protection is generally a primary objective. Through eco-labelling programmes, governments and/or non-governmental programme authorities seek to influence consumer decisions and encourage the production and consumption of environmentally preferable goods and the provision and use of environmentally preferable services. In this regard, eco-labelling serves as a market-based instrument intended to bring about environmental improvement. Specific environmental objectives may include:

- ♦ encouraging the efficient management of renewable resources to ensure their availability to future generations;
- ♦ promoting the efficient use of non-renewable resources, including fossil fuels;
- ♦ facilitating the reduction, reuse and recycling of industrial, commercial and consumer waste;
- ♦ encouraging the protection of eco-systems and species diversity; and
- ♦ encouraging the proper management of chemicals in products.

Encouraging environmentally sound innovation and leadership: Eco-labelling programmes, through the awarding and promotion of an eco-label, offer a market incentive to environmentally innovative and progressive businesses. By offering products that reduce stress on the environment, the businesses can establish or reinforce a market niche and positive corporate image among consumers, thereby realising an advantage (and possibly compelling other businesses to follow suit). Generally, eco-labelling criteria are set to reward only the top environmental performers in a product category. Most programmes gradually and incrementally raise standards to encourage producers and service providers to keep pace with new and emerging performance improvement opportunities and market shifts.

Building consumer awareness of environmental issues: Eco-labelling programmes can also serve to heighten consumer awareness of environmental issues and of the implications of their choices. In countries where there is a high degree of consumer awareness, a trusted eco-label that provides reliable information on the environmental impacts of products in the marketplace may be all that is required to promote the selection of eco-labelled products. In countries where consumers are not as highly motivated by environmental concerns, eco-labelling can be used to promote environmentally beneficial actions.

Guiding Principles for Eco-labelling

Based on the experiences of successful eco-labelling programmes and pertinent ISO work, a series of

principles can be identified as being critical to an effective and credible programme:

- 1) Voluntary participation: The decisions of manufacturers, importers, service providers and other businesses to participate in an eco-labelling programme must be voluntary. Programmes should also be designed and operated so that potential industry participants (and other interested parties) can request that eco-labelling categories and criteria be developed for their products
- 2) Compliance to environmental and other relevant legislation: A key contributor to the credibility of an eco-labelling programme is the nature and extent of programme participation requirements, both product-specific and more general conditions. While the main focus of the eco-labelling criteria relates to the environmental aspects and performance of a product being offered, it is important to also address the regulatory compliance of a producer's/provider's facility from which the product is being offered. It is generally accepted that a basic component of industry [environmental] leadership is full compliance with relevant environmental and other legislative requirements. (This compliance requirement may be a licensing condition for programme participation rather than a product compliance criterion.) The approach usually taken is to require compliance to legislation applicable on a local/regional scale. This approach acknowledges, and avoids challenging, the varying regulatory requirements that may exist in different jurisdictions. It also avoids imposing on foreign programme applicants what could be perceived as "unnecessary obstacles to trade".
- 3) Consideration of "fitness for purpose" and level of overall performance: Besides legislative compliance, it is also important to address the quality and performance of a product that is to be considered for eco-labelling. The credibility of both the eco-label and the eco-labelling programme could suffer if products bearing the eco-label don't demonstrate comparable quality and reasonable performance in relation to alternatives. Market and consumer surveys and research have shown that environmental attributes is only one factor considered by consumers in their purchasing decisions, and is usually only factored in once comparable quality and performance has been established.
- 4) Based on sound scientific and engineering principles: Maintenance of stringent technical requirements based on good ecological science assures consumers that they can trust the eco-label and licensing applicants that they will be treated fairly. Further, there is a strongly prevailing view that product environmental criteria should be based on indicators arising from life cycle considerations. The rationale is that there is a generally perceived [growing] need to assure consumers, as well as producers and service providers, that all aspects of a product's development, provision, use and end-of-life options have been taken into account.
- 5) Criteria must distinguish leadership: Criteria should be developed and adopted which clearly distinguish a leadership segment of a product category from the rest of the category. While it can be quite challenging to determine the appropriate "cut-off point", it is essential in order to avoid and/or effectively address potential challenges of arbitrariness and/or irrelevant leadership criteria.
- 6) Criteria must be credible, relevant, attainable, and measurable/verifiable: Maintenance of stringent technical requirements based on good ecological science assures consumers that they can trust the eco-label and licensing applicants that they will be treated fairly. A movement towards full life cycle review in most programmes, for example, is in part a result of the need to assure consumers and producers that all aspects of a product's life cycle have been taken into account. However, criteria must also be practical in terms of being attainable (for a leadership market segment initially) and expressed in measurable units that can be verified. In other words, criteria must be acceptable, reasonable and useful to potential programme licensees, entities tasked with verifying compliance to the criteria, consumers/procurers, and other interested parties.
- 7) Independence: A credible eco-labelling programme should be operated by an organisation independent of vested commercial or other interests. Programme independence also extends to how product categories and environmental award criteria are determined. Typically, this is done through formal and direct representation of different stakeholders and interested groups on independent boards, panels or advisory groups. The boards/panels/groups generally include members from industry, environment, consumer, academic and scientific, and government sectors. The challenge is to strive for some degree of balanced representation so there is not any actual or perceived excessive influence by specific sector or individual stakeholder interests.
- 8) Open and accountable process: A credible programme must be based on an open and accountable process that can be observed, monitored and questioned at any time. At each process step, fair, consistent and uniformly applied procedures must be established. A good quality management system is a strong asset and highly desirable. Also, public criteria review is an essential feature of an open process.

Some programmes publicly announce new draft criteria through media and government information networks. Others hold public hearings or directly contact stakeholders/interested groups requesting comments. The comments received through these various means are then taken into account in preparing the final criteria.

- 9) Flexibility: In order to be credible and effective, programmes must operate in a business-like and cost-effective manner consistent with market forces and requirements. They must be able to respond in a timely way to technological and market changes. This requires, for example, periodic review and, when necessary, update of both environmental award criteria and categories, taking into account technological and marketplace developments. Periodic review (usually every three years) ensures that standards and criteria levels keep pace with new developments. Many programmes allow for standards to be upgraded at any time, while granting licensees a specified period of time to meet the revised standards.
- 10) Consistency with ISO 14020 and ISO 14024 guiding principles (or other appropriate documents): As the acceptance and adoption of the ISO 14000 series of standards by industry and governments continues to increase around the world, it may prove advantageous for eco-labelling programmes to demonstrate consistency with the guiding principles contained in the relevant ISO environmental labelling standards. Such consistency could provide greater perceived legitimacy and soundness for eco-labelling programmes in place and under development. Nevertheless, Global Ecolabelling Network (GEN) officials have initiated efforts to devise and implement a "GEN Guiding Principles" document pertinent to the development, management and operation of eco-labelling programmes/schemes.

ISO Guiding Principles for Eco-labelling Programmes [contained in ISO 14024]

- ◆ voluntary nature
- ◆ consistent with ISO 14020 requirements
- ◆ applicants in compliance with environmental/other relevant legislation
- ◆ consideration of whole product life cycle in setting criteria
- ◆ criteria established to distinguish environmentally preferable products based on measurable difference in environmental impact
- ◆ product environmental criteria set at attainable levels, and give consideration to relative environmental impacts, measurement capability and accuracy
- ◆ product environmental criteria set for and reviewed within a predefined period
- ◆ product criteria take fitness for purpose and levels of general performance into account
- ◆ formal process of open participation/consultation among interested parties
- ◆ all elements in the eco-labelling criteria are verifiable
- ◆ transparency through all stages of programme development and operations
- ◆ unnecessary obstacles to trade are not created; open accessibility to all potential applicants
- ◆ development and selection of criteria based on sound scientific and engineering principles; criteria derived from data that support the claim of environmental preference
- ◆ free from undue influence; source(s) of funding do not create a conflict of interest
- ◆ participation costs and fees kept low and applied equitably to all participants
- ◆ confidentiality is maintained for all information which is identified as confidential
- ◆ mutual recognition, based on confidence, is encouraged/pursued as appropriate

The Importance of Eco-labelling

As Europeans we are becoming more and more conscience of a cleaner and healthier environment. We all aspire to better air and water quality, proper waste management, and the correct use of our natural resources. However, all of these are under extreme pressure despite improvements in certain areas. Everyday products contribute greatly to these environmental pressures and can affect our health in many ways. There are a vast range of chemicals, approximately 100,000, being used in the manufacture of products, many of these are unregulated and can have toxic, allergenic and bio-accumulative effects on health at various stages in their life cycle.

The European Eco-Label, established ten years ago, set out to promote products that were truly ecologically sound; to set up a system of accreditation that discerning consumers across Europe could trust, and that eco-label product manufacturers could market these under 'the flower' logo.

There is a huge difference in public awareness across Europe regarding environmental issues - from nationality, age, social groupings, to urban/rural communities. Some people are very conscience of their health and personal impact on the surrounding environment and as consumers they seek out products that will perform to high standards. On the other hand, the vast majority of Europeans are insufficiently aware of the impact their everyday consumption choices have on the environment and because of this do not typically act in a responsible manner.

In an ideal world, all products would be required to conform to the Eco-Label standard. However, this is a voluntary system, so to encourage increased involvement, manufacturers should be made more aware of the financial and ecological benefits of upgrading their products to Eco-Label standards. Likewise, consumers generally should be more conscious of their personal health and the environmental benefits of buying such products.

'Fair Trade' is another success story. It links low income producers with consumer markets and educates consumers about the importance of purchasing products which support living wages and safe and healthy conditions for workers in the developing world.

Eco-Labeling also included services. The tourism sector is a major service industry representing 5% of European GDP. Tourist accommodation can put pressure on water and energy resources and lead to inappropriate waste management. It can also result in disturbing local bio-diversity – habitats, wild life and landscape. Tourists seek out undisturbed, natural landscapes, healthy and free of pollution. There is a growing demand for ecologically sound tourist facilities. Through this scheme tourists can be assured when booking holidays that their accommodation will meet all environmental standards, regarding site location, construction, furnishing fit-outs and the general running of the establishment. The scheme encourages a holistic chain of custody.

Ireland is particularly poised to take advantage of Eco-Label tourist facilities. Visitors to Ireland expect a 'green' and unspoiled countryside, but are often disappointed. There is a genuine market for this tourism niche. A lot of the damage being done to our environment results from tourism. Therefore, for a more sustainable strategy for tourism in Ireland the whole tourist industry needs to address this issue.

Eco-Labeling should be something that applies to all products and services affecting our everyday life, and not only within European boundaries but encouraged worldwide.

Examples of Eco-Labeling



Heritage Certification - Hotels and Tourist Accommodation

The Heritage Environmental Management Company was formed in 2002 as southern Africa's first environmental performance rating initiative and has since become the largest environmental management system and certification programme of its kind in Africa.



Travelife Gold Award for small/medium-sized hotels

Travelife is a certification system, dedicated to achieving sustainable practices within the tourism industry. It aims to provide companies with realistic sustainability goals, tools and solutions to implement positive change within their businesses and supply chains. The system is managed by ABTA – The Travel Association in the UK.



Fair Trade Tourism Product Certification Standard

Fair Trade Tourism (FTT) is a South African based non-profit initiative, working to promote equitable and sustainable tourism development. Since 2003, FTT has been operating a destination-specific certification programme, based on global principles of Fair Trade as well as local development imperatives to reduce poverty and inequality within the post-apartheid context.



Global Sustainable Tourism Criteria for Hotel and Tour Operators

GSTC is a multi-stakeholder initiative formed in 2010 under the umbrella of the United Nations, in response to the challenges and opportunities of sustainable tourism, serving as the international body for fostering increased knowledge and understanding of sustainable tourism practices, promoting the adoption of universal sustainable tourism principles and building demand for sustainable travel.



GreenLine Responsible Tourism

Government has announced and published its Sustainable development guidelines and businesses will be required in the near future to implement and manage all operational activities in accordance with these guidelines. The GreenLine Programme has been developed with these sustainable guidelines to ensure compliance.



The European Ecotourism Labelling Standard

European Ecotourism Network (EEN) is a non-governmental, not-for profit network. Under the umbrella of the Network is the European Ecotourism Knowledge Network (ECOLNET), which is a 3 year-project co-financed by the European Commission, Lifelong Learning Programme, Transversal Programmes, Key Activity 3 – ICT Networks.



The EU Ecolabel

The EU Ecolabel is a voluntary scheme, established in 1992 to encourage businesses to market products and services that are kinder to the environment. Products and services awarded the Ecolabel carry the flower logo and the EU Ecolabel covers product groups such as cleaning products, appliances, paper products, textile and home and garden products, lubricants and services such as tourist accommodations.



Ethical Trading Initiative - ETI

The ETI Base Code is a code of labour practice, derived from the Conventions of the ILO. The code is generic, meaning that it is applicable for any type of company, in any place in the world. Companies can become members of ETI, and as such they adopt the Base Code and commit to making sure their suppliers work towards full compliance over time. The Base Code is mostly applied for managing labour practices in international supply chains.



Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) is a non-profit organisation that promotes economic, environmental and social sustainability. GRI provides all companies and organisations with a comprehensive sustainability reporting framework that is widely used around the world. The Reporting Framework, including the Sustainability Reporting Guidelines (the Guidelines), sets out the Principles and Standard Disclosures organisations can use to report their economic, environmental, and social performance and impacts.



UN Global Compact

The UN Global Compact helps companies, whether beginners on the sustainability journey or recognized champions, to meet their commitments to operate responsibly and support the Sustainable Development Goals. We do this through a range of activities at the international and local levels – from raising awareness and developing resources, to facilitating partnerships and enabling action on key issues.



WFTO Guarantee System

The World Fair Trade Organization (WFTO) is a global network of organisations representing the Fair Trade supply chain. WFTO is the home of fair traders: producers, marketers, exporters, importers, wholesalers and retailers that demonstrate 100% commitment to Fair Trade. The goal of the WFTO is to enable small producers to improve their livelihoods and communities through sustainable Fair Trade.

Assessment 5.3: Eco-labelling in Relation to CSR, specifically for the Tourism Industry

30% weighting

Design a Quality Assurance System to objectively measure the success of eco-labelling system for the small tour company in your own country.

5.4: Communication and Promotion

Overall aim	Be able to understand the importance of strategic approach to communication; aware of the most important communication channels in tourism; know the importance and methods of communication with local stakeholders in tourism; understand the usage of IT and social media in communication and promotion and also be aware of legal requirements in communication.
Material needed	Pin boards, pins, cards, pencils Internet access
How to proceed – Methodological proposal	
Group Activity	Work in Small Groups: Internal communication Concept and preparation of internal event. Stage an internal event related to the award of the CSR label for the company.
Group Activity	Internal communication Presentation of concepts, discussion and synthesis
Individual activity	External communication and promotion: Produce a brief action plan for local stakeholder involvement and examine the application of various social media in communication and promoting the tourism product and destination.
Group Activity	Reflection and feedback session: <ul style="list-style-type: none"> ✦ Material presented: clear, precise, useful and relevant? ✦ Work during the module: clarity of tasks for individual and group work? ✦ Working atmosphere: trustful, focused and relaxed? ✦ Overall impression: was the participation worth the time?
Assessment 5.4: Communication and Promotion	

20% Weighting

Produce a social media strategy plan to promote CSR certification and labelling awarded to your hotel amongst all the interested stakeholders. Steps to Follow:

1. Set your objectives, aligned with short, medium and long-term plans.
2. Plan what each social media channel will be used for, who will manage it, how and when it will be managed and what content will be created for it.
3. Listen to what others inside and outside of the organisation are doing.
4. Analyse how this will affect the SME's in tourism and react accordingly.
5. Engage only when the exact audience has been established and the message to be given is clear.
6. Measure the results against the set of objectives.

Please refer to Annex 4 for social media strategy plan template.

Module 6: Customer Services and Intercultural Competences			
Keywords:	<p><u>Share the knowledge</u> of Intercultural competences and Experience design principles.</p> <p><u>Develop a Responsible tourist behaviour</u> regarding the local culture and <u>create memorable experiences</u> that exceed the customer expectations.</p> <p>Key-words : Customer service, experience economy, experience design, service design, customer journey, Stereotypes, intercultural competence development, (non)verbal communication</p>		
Structure:	Unit No.	GLH	ECVET
	6.1: Intercultural Competences	4	0.4
	6.2: Experience Design: Mapping the Customer Journey	2	0.2
	6.3: Experience Design: Create Memorable Customer Experiences	2	0.2
	6.4: Communication and Promotion	2	0.2
	ECVET	10	1
Basic literature:	<p>6.1: Intercultural Competences</p> <p>Marshall, Stephanie Pace. The power to transform: leadership that brings learning and schooling to life. San Francisco: Jossey-Bass, 2006.</p> <p>Keesing, Felix M. Cultural anthropology: the science of custom. New York: Rinehart, 1960.</p> <p>Freire, Paulo; transl. by Myra Bergman Ramos. Pedagogy of the oppressed, London: Penguin books, 1993.</p> <p>Fantini, A. Exploring Intercultural Competence, in Interspectives. A Journal on Transcultural Education, Volume 17, 1999.</p> <p>Cimic, Handboek interculturele competentie, Brussel: Politeia, 2011.</p> <p>Landis, Dan; Bennett Janet M; Bennett Milton J. Handbook of Intercultural Training, Thousand Oaks: Sage Publications, 2004.</p> <p>Wall of Prejudice, Exercise by Marija Gajic for the SALTO Toolbox: https://www.salto-youth.net/tools/toolbox/</p> <p>Circles of Identity, inspired upon exercise by Viera Bockova: Circles of my pluricultural self: http://archive.ecml.at/mtp2/lea/results/Activities/viera.pdf</p> <p>TED Talks by Chimamanda Ngozi Adichie, "The Danger of a Single Story": https://www.youtube.com/watch?v=D9Ihs241zeg</p> <p>6.2: Experience Design: Mapping the Customer Journey</p>		

	<p>Pine, B. J.II, and Gilmore, J. H. (1999), <i>The Experience Economy</i>, Harvard Business School Press, Boston, Massachusetts.</p> <p>Schneider, J. and Stickdorn, M. (2011), <i>This is Service Design Thinking: Basics-Tools- Cases</i>. BIS Publishers. Amsterdam.</p> <p>Service Design and Tourism (2012): https://issuu.com/marcstickdorn/docs/sdt</p>
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6.1. Intercultural Competences (referred to as IC)	
Overall aim	<p>The Topic “Intercultural Competences” wants you</p> <ul style="list-style-type: none"> ◆ to be able to understand the concepts of “intercultural” and “competence” ◆ to be able to understand that this is a lifelong learning process ◆ to be able to understand how IC affects your interpersonal and intercultural communication ◆ to be able to understand the differences between stereotype, generalisation, and prejudice ◆ to be able to understand how this affects your intercultural communication
Material needed	<p>Pin board, cards, pencils, flipchart paper Handouts: ‘Circle of identity’, ‘Process Model of IC’, ‘TOPOI Model Analysis’ Internet access >> illustrating videos</p>
How to proceed – Methodological proposal	
Group Activity	Introduction
Group Activity	<p><i>“Circles of Identity”</i>: Write an important aspect of your identity in each of the satellite circles – an identifier or descriptor that you feel is important in defining you; this can include anything.</p> <p>In the first round you ask them to tell a little about the different circles they identified; In the second round you ask them to identify the circles they were born into and the ones they choose or created for themselves; In the third round you ask them to identify the circles that cannot be changed and the circles that can be altered; In the fourth round you ask them to identify one or multiple skill(s), knowledge(s) or attitude(s) they find in themselves that is / are a resource when it comes to intercultural interaction / communication.</p>
Input	Lecture on understanding the concept of “intercultural” and “competence”
Group Activity	<i>“Circles of Identity”</i> : In the fifth round you ask them to identify several important skills, knowledge(s) or attitude(s) they have acquired throughout their life;
Input	Lecture on understanding that building Intercultural Competence is a lifelong process
Group Activity	<i>“Circles of Identity”</i> : In the sixth round you ask them to make a distinction between when and where they learned this (early)childhood, youngster, student, adult,...at home, with friends, school, travelling, working, in relationships,...
Group Activity	Work in small groups to answer this question: ‘When talking about IC, what other components can you think of that could be important? What kind of skills, knowledge or attitude can one use when working in a tourist context and one desires to become more interculturally effective and appropriate?’

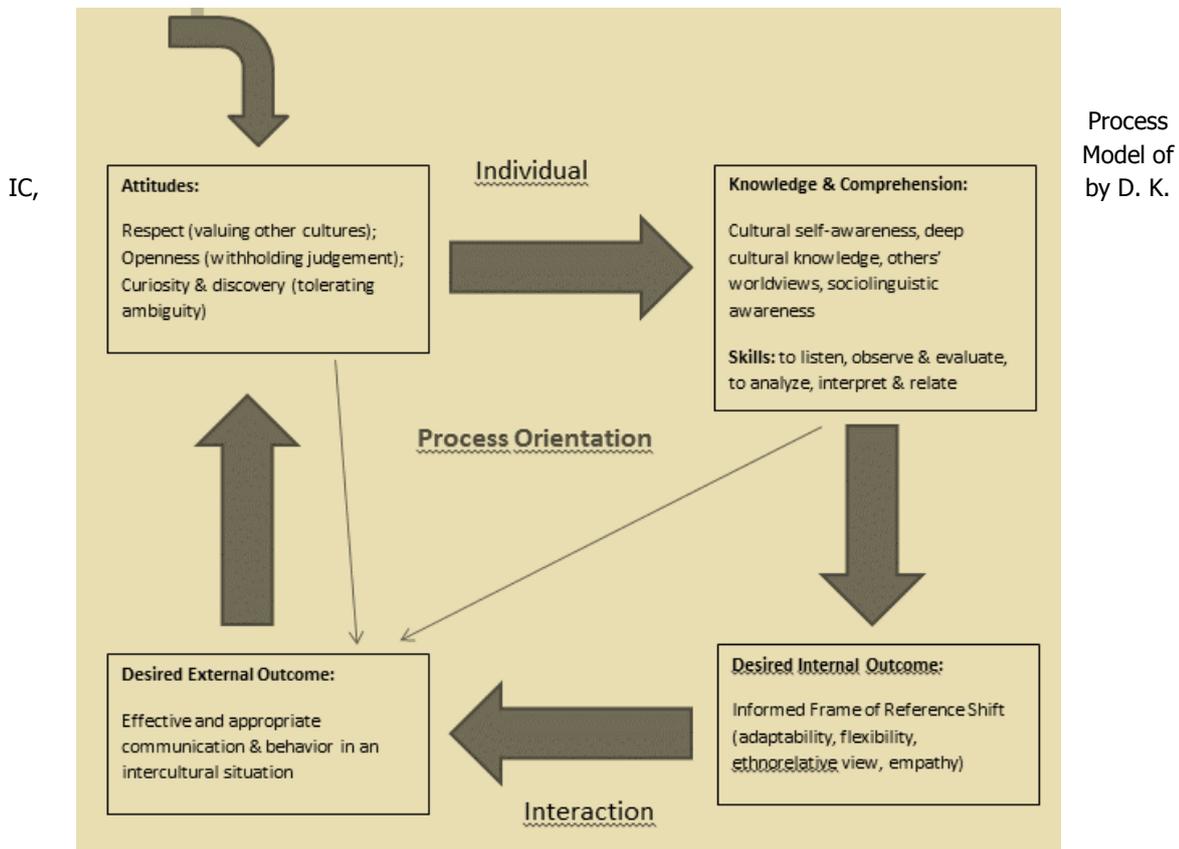
Group Activity	" <i>Circles of Identity</i> ": In the seventh round you ask them to identify one or multiple skill(s), knowledge(s) or attitude(s) they find in themselves that is / are a resource when it comes to intercultural interaction / communication)
Individual + Group Activity	" <i>Wall of Prejudice</i> ": Instruction - "On the wall, there are 10 white sheets of paper with titles. Titles are different groups of people, based on different criteria. For example: Politicians, Japanese people, Artists, Refugees, Brazilian tourists, Football players, Rural women, Chinese students, Homeless people, Yoga practitioners,..." Your task will be to approach all the papers and to write down one or two characteristic for that group of people. It is your first association – do not over think this exercise! Do not think about it at all if you can, try to do this as fast as you can. This is silent game, so please don't discuss and comment nothing while you are doing this."
Group Activity	Introduction DAE model: use the same wall papers as in the previous exercise Mark the different statements written down as being a description, analysis or evaluation. → There will probably not be too many analysis written down on the wall papers. Try to formulate at least 3, together with the group
Input	Lecture on how this affects your intercultural communication: Introduction of TOPOI model
Group + Individual Activity	" <i>TOPOI Analysis</i> ": Every person writes down a case, 1 case will be analysed in a small group. Perform a TOPOI model analysis on an intercultural encounter you have had recently. Start by writing down the story, only describing what has happened. Take 10-15 minutes to do so, individually. Form a group of 3-4 persons, listen to one another as you are reading your case out loud for the other members of your group. Choose the case (1) that you want to work with. For this case, go over all of these questions to make an analysis (see handout TOPOI Model Analysis)
Group Activity	Feedback + Personal reflection
Additional Content Material	
<p>Berardo, Kate; Deardorff, Darla K. Building cultural competence: innovative activities and models, edited by Kate Berardo and Darla K. Deardorff; foreword by Fons Trompenaars. Sterling: Stylus 2012.</p> <p>Hoffman, Edwin. Interculturele gespreksvoering: Theorie en praktijk van het TOPOI-model Houten: Bohn Stafleu Van Loghum, 2013.</p> <p>Brander, P; Cardenas, C; Gomes R; Taylor, M; de Vicente Abad, J; All different, all equal. Education pack. Ideas, Resources, methods and activities for informal intercultural education with young people and adults, Directorate General of Human Rights – DG II, Council of Europe.</p>	

Content Material 6.1: Intercultural Competences

As a manager of a SME in the tourism sector, you are bound to deal with people coming from different cultural backgrounds. But what does it mean to interact successfully with those from different cultural backgrounds? This is the key question underlying the concept of IC.

The author Darla K. Deardorff developed an IC framework, called the **process model** of intercultural competence. It exists of 5 main components:

- 1) **Attitudes:** Respect, openness, curiosity and discovery
- 2) Openness and curiosity imply a willingness to risk and to move beyond one's comfort zone. In communicating respect to others, it is important to demonstrate that others are valued. These attitudes are foundational to the further development of knowledge and skills needed for IC.
- 3) **Knowledge:** cultural self-awareness, culture specific knowledge, deep cultural knowledge, sociolinguistic awareness and understanding the world from others' perspectives.
- 4) **Skills:** observation, listening, evaluating, analysing, interpreting, and relating.
- 5) **Internal outcomes:** these attitudes, knowledge and skills ideally lead to an internal outcome that consists of flexibility, adaptability, an ethnorelative perspective, and empathy. These are aspects that occur within the individual as a result of the acquired attitudes, knowledge and skills necessary for IC. At this point, individuals are able to see from others' perspectives and to respond to them according to the way the other person desires to be treated. Individuals may reach this outcome in varying degrees of success.
- 6) **External outcomes:** the summation of attitudes, knowledge and skills, as well as the internal outcomes are demonstrated through the behaviour and communication of the individual, which become the visible outcomes of IC experienced by others. So IC is the *effective* and *appropriate* behaviour and communication in intercultural situations.



Competence in general is defined as knowledge, skills and attitudes.

IC doesn't happen in a vacuum, so it is important to be aware of the context in which this competence is occurring, and in particular in the interaction itself.

Notice that attitudes are at the foundation of IC development by Deardorff, noted by the arrow in the upper left box of the process model as the starting point. Without openness, respect and curiosity, it is very difficult to pursue knowledge or skills that are essential to IC development.

One way to move towards these attitudes is by challenging their assumptions. Paying attention to the difference between observation / description, analysis and evaluation is a way to do that. (see also LO 6.1.4)

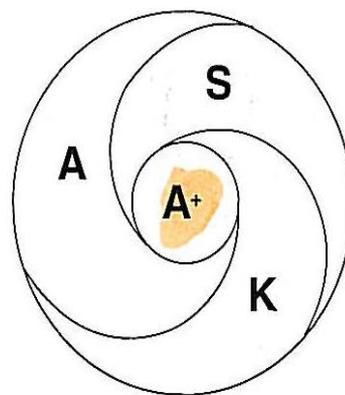
Looking at the framework, it also shows that it is possible for an individual to have the requisite attitudes and be minimally effective and appropriate in behaviour and communication even without further knowledge or skills. Adding the necessary knowledge and skills may ensure that an individual can be more effective and appropriate in his or her intercultural interactions. With the added flexibility, adaptability, and empathy one can be even more effective and appropriate in intercultural interactions.

What we see and experience with IC are the external outcomes: behaviour and communication that is *effective* and *appropriate*. *Effectiveness* can be determined by the individual, while the *appropriateness* can only be determined by the other person, with appropriateness being directly related to cultural sensitivity.

The framework developed by Deardorff is an attempt to capture reality, this means that there are obvious limitations to it. In the construct of IC, there are even more than three dimensions (attitudes, skills and knowledge), Fantini also speaks about awareness, which can be thought of as Attitude+.

Awareness has become increasingly recognized as another essential component of IC development. Yet, awareness appears to be of a different order from the other three dimensions. Awareness emanates from learnings in the other areas while it also enhances their development. Many interculturalists see awareness (of self and others) as the keystone on which effective and appropriate interactions depend.

Awareness might even be seen as the most powerful dimension of the A+A(ttitudes)S(kills)K(knowledge) quartet; for this reason, awareness is shown at the centre. The important works of Paulo Freire reinforce this thinking and, as a result, the Portuguese word "conscientização" (signifying "critical consciousness" or "awareness") is now internationally recognized. Awareness is in and of the "self" and it is always about the self in relation to someone or something else. Hence, all awareness is "self"-awareness, and to speak of "self"-awareness may be redundant. Awareness involves *exploring, experimenting, and experiencing*. It is reflective and introspective. In turn, it can be optionally expressed or manifested both to the self and to others. Awareness is difficult to reverse; that is, once one becomes aware, it is difficult to return to a state of unawareness. Awareness leads to deeper cognition, skills, and attitudes just as it is also enhanced by their development.



A Lifelong Learning Process

"Adding wings to caterpillars does not create butterflies - it creates awkward and dysfunctional caterpillars. Butterflies are created through transformation." - This quote by Stephanie Marshall states beautifully that transformation is due in the process of IC development.

Transformation does not take a place in one moment in time. The necessity of culture shock comes in at play here. Culture shock can be understood as different sparks, that each alter the frame of reference that a person uses to look through and understand reality.

Keesing states that Culture is our theory of the "game being played" in our society. We are not highly aware of the rules of the game being played, but we behave as though there were general agreements. We use our theory of the game being played with the other people we encounter in society, and to interpret unfamiliar things we come across. Members of a culture do not all share exactly the same view of the culture. No one individual knows all aspects of the culture, and each person has a unique view of the culture. The theories that members of a culture share overlap sufficiently so that they can coordinate their behaviour in everyday

life.

Through culture shock, people become aware of the fact that they use a theory, or a frame of reference. Culture shocks point out that other people, from a different cultural background, use another frame of reference. Every culture shock alters our own frame of reference, and this changing of the framework is the process of transformation.

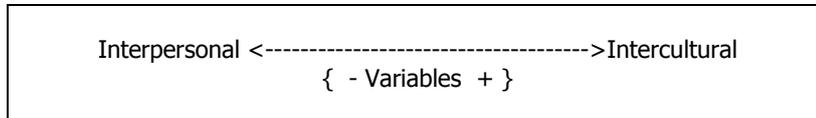
The model developed by Deardorff also illustrates that IC is a *process* – lifelong- and there is no one point at which an individual becomes completely interculturally competent. Thus it is important to pay as much attention to the development process of how one acquires the necessary knowledge, skills and attitudes as to the actual aspects of IC. Critical reflection becomes a powerful tool in the process of IC development. It also makes clear that a one-time training programme is not sufficient for IC development. IC is quite complex, it takes a lifetime to develop.

When looking at the aspect of awareness, one can state that once the process has begun, IC development is an on-going and lengthy — often a lifelong — process. IC is a process of *becoming*.

Occasionally, individuals experience moments of regression or stagnation, but normally there is no end point. One is always in the process of “becoming,” and one is never “completely” interculturally competent. Although we may develop and expand our competencies, new challenges always exist. Like the speaker of two or more languages, one rarely attains complete and native-like fluency in the subsequent systems one enters beyond the native system.

How IC Affects your Interpersonal and Intercultural Communication

Although researchers have characterized IC in various ways, three principal themes (or domains of ability) emerge: 1) the ability to develop positive relationships; 2) the ability to communicate effectively and appropriately, with minimal loss and distortion; and, 3) the ability to attain compliance and maintain cooperation with others. Once stated this way, it also becomes immediately obvious that these same abilities are desirable, if not altogether necessary, for everyone, everywhere – interculturally and culturally. That is, not only do these domains form part of “intercultural” relations, they are equally germane to “interpersonal” relations. The intercultural level, however, is further complicated because interactions across cultures are based upon fewer shared commonalities, while the differences between individuals increase:

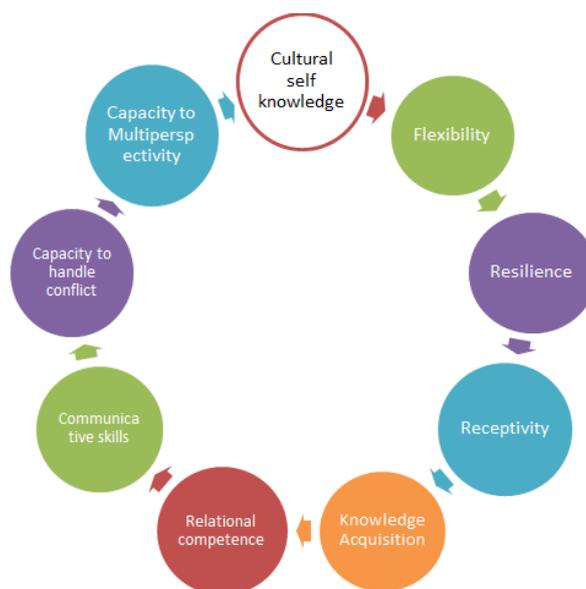


Obvious differences on the intercultural level are increased variables in terms of languages, cultures, and world views that mediate the interactions.

Another model that sheds lights on IC, is the model developed by Cimic:

IC is viewed and constructed as an integrated concept, consisting of nine components :

- ♦ **Cultural self-knowledge:** knowing your own frame of reference and roots
- ♦ **Cultural flexibility:** willingness to adapt and explore alternatives
- ♦ **Cultural resilience :** ability to overcome stress and negative feelings caused by difficult intercultural encounter
- ♦ **Cultural receptiveness:** openness to listen to other views and capacity to correctly position one's own views and ideas
- ♦ **Cultural knowledge:** interest in exploring factual knowledge on cultural differences and capacity to use this knowledge in an appropriate manner
- ♦ **Cultural relational competence:** willingness to invest time and energy in the building of trust and willingness to connect
- ♦ **Cultural communicative competence:** ability to explore the particularities of own communication style and approaches, to remediate if necessary and to explore the communication style and approach of



CIMIC: Model of IC

counterparts

- ♦ **Cultural conflict management:** consciousness of potential positive forces of intercultural conflict and knowledge of one's own conflict management-style
- ♦ **Capacity to Multiperspectivity:** ability to view a single issue from different perspectives and appreciating these various perspectives

Indicators for these different components can be:

Cultural self-knowledge

- ♦ I acknowledge that I too am sharpened by my own cultural background
- ♦ I show interest in my own personal and cultural history
- ♦ I can indicate and clarify my background, logic and frame of reference
- ♦ I look for and acknowledge someone else's glance on my culture
- ♦ I explore my own blind spots or sensitivities

Cultural flexibility

- ♦ I am willing of letting go (temporary or partly) of my own customs, values and norms
- ♦ I am willing of a (temporary or partly) adjustment to other customs, values and norms
- ♦ I can cope in a creative and flexible way with situations, procedures and communication (look actively for new ways)
- ♦ I look at culture as dynamic, constantly changing and evolving

Cultural resilience

- ♦ I acknowledge my feelings (also the less positive) towards cultural differences
- ♦ I look at intercultural misunderstandings and/or conflicts as challenges
- ♦ I know how to remain on my feet in an unfamiliar environment
- ♦ I am not being deterred because of feedback or comments by people with a different cultural background

Cultural receptiveness

- ♦ I am capable of putting my own story, way of looking at things, logic, into perspective. I take a modest attitude
- ♦ I strive towards a non-prejudiced look towards people and the world around me. I can make critical remarks in a positive way and I can accept criticism myself
- ♦ I acknowledge cultural differences and I value, I appreciate them
- ♦ I am open to and I am able to call upon the expertise of others concerning a particular culture

Cultural knowledge acquisition

- ♦ I am capable of giving the right share or weight to cultural knowledge: it is supportive, but it is not all explaining
- ♦ I realise that certain knowledge about other cultures can amplify stereotypes and prejudices
- ♦ I am willing and capable of acquiring and rendering less obvious knowledge about a different culture in a respectful way
- ♦ I am aware of the fact that within a certain culture there can be a lot of differences: all cultures are characterized by intra-cultural differences

Cultural relational competence

- ♦ I am willing to invest in building up relationships (taking time and space, showing empathy)
- ♦ I can express my feelings and emotions in an appropriate way
- ♦ I realise that culture also has an important influence on how people interact with each other, and how certain roles and functions are being shaped
- ♦ I realise that identity is not a singular or fixed concept but a fluid and dynamic entity
- ♦ I actively seek possibilities to cope with others / otherness

Cultural communicative competence

- ♦ I know how to use the communicative and social skills that I am familiar with in an intercultural setting
- ♦ I recognise that just like the communication style of the other is (partly) determined by his or her culture, my communication style is also (partly) determined by my culture
- ♦ I am willing to explore the differences in non-verbal communication and to scrutinise them
- ♦ I am willing to use 'the right language' in a conversation and if necessary to adjust my communication style

Cultural conflict management

- ♦ (Even) In the context of an intercultural encounter I can express and maintain my limits and boundaries

- ♦ I dare to give feedback upon the behaviour of my discussion partner(s)
- ♦ I am aware of and have respect for different conflict management styles.
- ♦ I don't look upon intercultural conflicts as an (absolute) threat to our relationship, but rather as a chance to deepening and to further explore standpoints and experiences
- ♦ I don't back down from conflicts, but I dare to work through them

Capacity to Multiperspectivity

- ♦ I am capable of approaching an issue or a problem from different angles
- ♦ I appreciate the presence of different standpoints and opinions in a conversation
- ♦ I dare to cope with this multitude of opinions and standpoints
- ♦ I can see both differences and similarities, I can identify them and I can adhere them

The Differences Between Stereotype, Generalisation and Prejudice: When we meet other people, we tend to concentrate on limited or distorted aspects. This is because the responses of different human groups to each other are the product of a complicated system of social relations and power. To discover some of the mechanisms at work, we need to examine the role of stereotypes, prejudice and ethnocentrism.

Stereotypes & Generalisations: Stereotypes consist basically in shared beliefs or thoughts about a particular human group. A stereotype is an ensemble of characteristics which sums up a human group usually in term of behaviour, habits, etc. The objective of stereotypes is to simplify reality: 'they are like this...' for example: 'Germans are punctual', "Bosses are tyrannical",... Stereotypes are usually based on some kind of contact or images that we have acquired in our family, in school, through mass media, which then become generalised to take in all the people who could possibly be linked. Stereotypes based on appearance happens automatically.

Prejudices: A prejudice is a judgement we make about another person or other people without really knowing them. Prejudices can be negative or positive in character. Prejudices are learned as part of our socialisation process and they are very difficult to modify or eradicate. Therefore it is important that we are aware that we have them!

You could also state that only using stereotypes and prejudices, leads to what is being referred to as 'the single story'. In the TED Talks by Chimamanda Ngozi Adichie, she talks about "The Danger of a Single Story" <https://www.youtube.com/watch?v=D9Ihs241zeg>

One way to move towards these attitudes is by challenging their assumptions. Paying attention to the difference between observation / description, analysis and evaluation is a way to do that.

The DAE model distinguishes three kinds of observations: description, analysis and evaluation. This model encourages reversing the usual order of response, withholding one's first reactions, and in the process becoming more aware of how easily and unconsciously one may trespass into the realm of speculation and judgement, and how difficult it can be to limit one's comments to what can be described directly.

Describe	What happened? What was said? What did you see? Statements about what appears to be "objectively out there"	What do I see?	General agreement
Analyse	How do these observations fit together, and what else must be assumed to make sense of them? Try to think of at least 3 different analyses/interpretations "This might mean that..."	What helps explain what I see?	Alternative explanations possible
Evaluate	What positive or negative feelings do you have? (gut reaction) "Here is how I feel about that!"	What do I feel about what I see?	No one else has to agree

How this Affects your Intercultural Communication

The fact that *Not cultures, but PEOPLE meet one another* creates a wide range of opportunities to be effective as a person in your communication.

An interesting model, that points out clearly the opportunities and pitfalls in intercultural communication, is the TOPOI-model.

The TOPOI-model is developed by Edwin Hoffman and is based on the work of the Interaction Academy of Antwerp, which works with the axioms for communication developed by Wazlawick. The axioms state that 1. communication is universal, 2. the focus is on the interaction not the culture, 3. communication is a circular process, 4. communication asks for an open, reflective attitude, 5. be pessimistic about communication, be optimistic about people

Hoffman uses the axioms of Wazlawick in an intercultural communication setting.

- 1) Communication is universal: Everywhere in the world people communicate. People give meaning to their environment and to their experience and they discuss about it, they negotiate about the truth. Besides differences we have a lot in common. A British female student can have more in common with a German female student, than with a British middle-aged man.
- 2) The focus is on the interaction not the culture: If one focuses too much, and only on culture, it may become an obstacle in communication. People are not merely the carriers of a culture. Each person is a unique personality and it is this personality you meet, not his culture. People are individuals and not the representatives of a culture.
- 3) Communication is a circular process: Communication is not a linear process between a sender and a receiver. Communication is a circular process. Both persons are influencing each other at the same time. And to make it more complex: both are also involved in all kinds of influencing processes with a broader context, like the social systems in which the partners participate. Looking to communication as a circular process, this makes clear that each partner can try to change the communication pattern. If we see communication as a circular process we can ask ourselves:
 - ♦ what am I doing, that the other acts like this?
 - ♦ what is the other doing that I act like this?
 - ♦ what is the influence of my broader context: the others?
- 4) (Intercultural) communication asks for an open, reflective attitude: Communication with someone with a different cultural background asks for an open and reflective attitude. One must be ready and willing to listen and to look at different views, habits, values and standards. One must realize that his or hers view of life, is just only one view, that there are other views possible in life. A reflective attitude means that one is aware of his own frame of reference: about one's view on life, about one's values and standards which influences one's thinking, feeling and acting. Finally a reflective attitude means that during a conversation one is able to take the position of the observer, looking from a distance what is happening. Looking from a distance to one's own role and possibilities.
- 5) Be pessimistic about communication, be optimistic about people: In all communication misunderstandings may occur, even with one's best friend. Accepting this possibility as a normal issue, keeps the communication open. The point is not to blame oneself or the other, but accept that misunderstanding can occur and can be solved.

An optimistic view on mankind is important in professional work with people.

In Hoffman's model there are 5 areas to trace misunderstandings in communication:

1) T ongue	people influence with and without words
2) O rder	relativity of truth
3) P erson	communication has a relational level
4) O rganisation	the professional organisation wherein the communication takes place
5) I ntentions and influence	all behaviour is communication

In this sequence, the areas form the word **TOPOI**. Topoi means in Greek 'places' (topography). It is important to realise that Tongue, Order, Person, Organisation, and Intentions cannot be separated in practice. They are closely linked together. The areas are only separated for clarity's sake. In real communication you have to deal with all these places at the same time.

The different areas of the TOPOI-model:

Tongue: Each culture has its own code. These codes can be verbal and non-verbal. Misunderstandings may occur by misinterpreting or not knowing the codes. Despite all codes, language itself can cause a lot of

misunderstanding. In fact it is the only tool we have to express our feeling and thoughts. Everyone knows how difficult this is even in one's own language. Words have different meanings to different people. People are not always aware of that. And it becomes increasingly difficult when you are not speaking in your native tongue.

Order: 'Order' is how people look at reality. It's the pair of glasses they wear when they look at the world. Sometimes the focus of your glasses is rather fixed. Everyone has his own way of structuring reality. Nobody can grasp the total reality. People structure reality in a different way, because they have a different frame of reference, recognize different loyalties or take a different position (of power). Therefore we can never see more than some aspects of reality. We can only take a subjective, limited and relative view with regard to reality.

What is true for me is not necessary true for someone else. In other words: My truth is not the truth, THE truth does not exist, truth is a relative concept; we can look at reality in different ways. Order is the way you define the problem.

Person: This area consist of two parts: the personal perspectives and the social perspectives.

The personal perspectives are well known. It is the relational level in the communication.

The social perspectives are the influences of all the messages we get on a subject. The 'dialogue' in the culture. As an example: everyone receives 'messages' on 'otherness'. Everybody knows at least some jokes of people with another cultural background. The jokes are mostly ethnocentric. The 'we' in the joke are the good guys and the 'they' in the joke are usually the bad or the stupid guys. In every language there are sayings on 'otherness' like: 'On n'aime que ce qu'on connait.' 'Unbekannt, unbeliebt. Unbekannt, ungenannt.' 'Unknown, unloved'. And of course we receive a lot of social perspectives through the media.

Organisation: Misunderstandings in intercultural communication can also be caused by organisational matters.

If the client or customer doesn't know what to expect from an employee of an airline or does not know the rules in the organisation, this can lead to a lot of misunderstandings in the communication.

Intentions and influence: Intentions refers to what one's aims are in the communication. Influence is the effect one has on your partner in the conversation.

It is important to realise that the effect of one's communication may differ from one's intentions. It is always the other who determines the appropriateness of my communication. Recognition by the other of your good intention is a fundamental need for people. As a professional worker it is important to see the intentions of the other.

Assessment 6.1: Intercultural Competences

40% weighting

Group assignment with individual features. Every person writes down a case, 1 case will be analysed in a small group.

Perform a TOPOI model analysis on an intercultural encounter you have had recently. Start by writing down the story, only describing what has happened. Take 10-15 minutes to do so, individually.

Form a group of 3-4 persons, listen to one another as you are reading your case out loud for the other members of your group. Choose the case (1) that you want to work with.

6.2: Experience Design: Mapping the Customer Journey	
Overall aim	<p>The Topic "Experience design: Mapping the Customer Journey" wants you</p> <ul style="list-style-type: none"> ◆ to be able to understand the concept of experience and the characteristics of the experience economy ◆ to be able to understand the importance of experience design and service design ◆ to be able to map a customer journey for your services (identify and improve touchpoints with customers)
Material needed	Pin board, cards, pencils, flipchart paper Internet access >> impulse videos
How to proceed – Methodological proposal	
Group Activity	Introduction
Group Activity	Discuss an example within the tourism sector that evolved from being (just) a product, to being a 'total experience'.
Input	Presentation on the concept of the experience economy and the characteristics of experiences.
Individual + Group Activity	Draw the model of Pine & Gilmore of the 4 realms of experiences on a flipchart, and explain the model.
Input	Short presentation on what service design & experience design is exactly
Group Activity	Create a mindmap to list the possible benefits that can be derived from using service design
Input	Presentation of an important service design tool: the Customer Journey Map.
Individual Activity	"Assessment: Map your Customer Journey"
Group Activity	Every participant joins with their neighbour, and they exchange their customer journey maps. Ask each other questions and give feedback where possible.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
<p>Boswijk, A., Peelen, E. & Olthof, S. (2012). Economy of Experiences. European Centre for the Experience Economy, Amsterdam.</p> <p>'Welcome to the experience economy': summary of Pine & Gilmore's book (1999): https://hbr.org/1998/07/welcome-to-the-experience-economy</p>	

Content Material 6.2: Experience Design: Mapping the Customer Journey

The Concept of Experience and the Characteristics of the Experience Economy

As a manager of a SME in the tourism sector, you need to know what it is your customers want. They expect you to offer them something they are willing to pay for. It's very important to see your product or service through their eyes, to always be able to meet their needs. These **needs and expectations** change and evolve over time. Nowadays it is not merely about products or services, but about **memorable and meaningful experiences**.

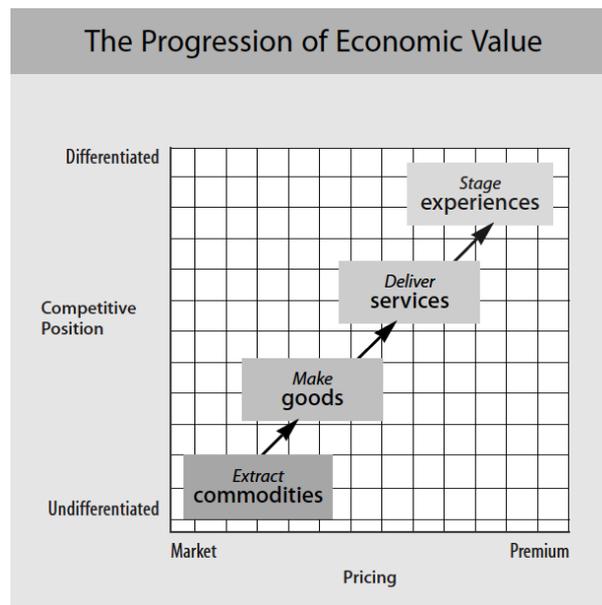
From service to experience

The authors Pine & Gilmore came up with the term '**experience economy**' in 1999. It relates to an economy where consumers are desiring experiences, more than products or even services. In their "**progression of economic value**", Pine & Gilmore show the experience as a next step in the evolution of the market:

The next competitive challenge for companies and managers lies in 'staging' the experiences. This is a structural change in the economy, characterized by a transition from selling services to selling experiences.

The pricing system also changes when evolving to the experience economy.

Experience is, in short, a **new source of value creation**. The service becomes the 'stage' to really sell the experience. According to Pine & Gilmore (1999) "*an experience occurs when a company intentionally uses services as the stage, and goods as props, to engage individual customers in a way that creates a **memorable event**.*"



The characteristics of experiences

Key elements of the experience are that they are personal, about sensations, they exist only in the mind of the customer, and they are (or must be) memorable. Every experience will be different for every person, since it will be defined by every person's state of mind.

We can define 'experiences' in short:

- 1) An experience = a new source of value creation
- 2) Customer needs to perceive experiential value
- 3) Interactions with people and places (co-creation) are part of the experience
- 4) Experiences need to be seen as distinct offers (not in combination with services)
- 5) Experiences make differentiation and competitive advantage for SME's possible
- 6) Experiential value can be added to all types of products

We can look at experiences across two dimensions, each with two opposite sides of a spectrum:

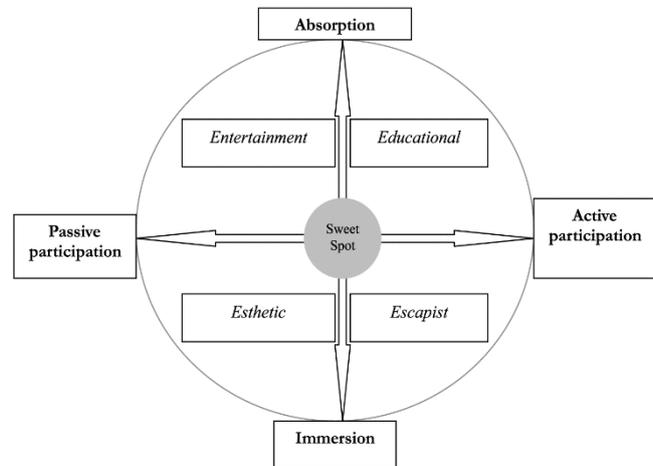
- ♦ First dimension: **Customer participation** → Active vs. passive participation
- ♦ Second dimension: **Connection** → Absorption "*The experience enters the customer*" vs. Immersion "*The customer enters the experience*"

Experiences can be categorised in each of the four 'realms' which are formed when combining these two dimensions.

The four types of experiences are:

- 1) **Entertainment:** high absorption – passive participation. E.g. dance shows, concert, TV - Relaxed, fun (not "deep"; more superficial)
- 2) **Educational** experiences: high absorption – active participation. E.g. a classic city tour about history - Learning is happening all the time in all kinds of situations
- 3) **Aesthetic** experiences: high immersion – passive participation. E.g. museums, architecture, cinema - Aesthetics are subjective and sensory, and often involve the arts
- 4) **Escapist** experiences: high immersion – active participation. E.g. climbing, playing music - Escapism is a conscious or unconscious flight from reality.

The 'sweet spot' occurs where all the realms meet, an experience that has an aspect of all the realms will certainly be a memorable experience. A classic example of this is Disneyland. The more experience realms are put in one experience, the more intense it will be. This insight can help when planning and designing experiences.



Source: Adapted from Pine and Gilmore (1998)

The Importance of Experience Design and Service Design

Experience design: Pine & Gilmore talk about 'staging' experiences. Memorable moments don't 'just' happen, they must be carefully planned, executed, improved and designed. This process is called experience design (XD).

Experience design is "the practice of designing products, processes, services, events and environments with a focus placed on the quality of the user experience and culturally relevant solutions, with less emphasis placed on increasing and improving functionality of the design."

When an experience is well-orchestrated, customers don't remember the service, they just remember this memorable moment and how it made them feel.

Service design: The concepts of experience design and service design are closely related.

Service design is "the activity of planning and organising people, infrastructure, communication and material components of a service, in order to improve its quality, the interaction between service provider and customers and the customer's experience."

Service design is an on-going process, where companies gain insight in the needs & wants of their customers, and use those data to evaluate and improve services, or to create new services.

It is a (more) well-known and multidisciplinary concept which is used in many sectors. It helps to create new services and to make them more useful, usable, desirable for clients and efficient as well as effective for organisations. It is a holistic, multi-disciplinary, integrative field (Moritz, 2005). Service design is thus a slightly more holistic approach, looking at multiple stakeholders in the process, while experience design mostly focuses on the customers' perception.

The tool(s) we will use are mainly derived from service design (SD) thinking, therefore we will use the term service design in the first place.

Characteristics of Service Design are, in short: holistic; interdisciplinary; interactive; on-going; visual; iterative (improving and testing in small steps)

Most **service design processes** follow a similar structure:

- 1) **Research and insights:** looking through the eyes of the customer and gaining insight in their needs and wants, and how they experience the service. Through observations, interviews, personas.

- 2) **Ideation and refinement:** the data collected are being analysed, often this happens through visualization tools such as customer journeys. When the data are analysed and visualized, creative processes like brainstorming or co-creation workshops can get new ideas for improvement flowing.
- 3) **Prototyping and evaluation:** a new & improved version of the service, or a new service, is tested and constantly improved in small iterative steps. Ideas can also be visually presented.
- 4) **Result:** a new service or improved version of a service that is well-designed and focused on high customer satisfaction.

Reasons for and benefits of experience design & service design

Customers have certain **expectations** when buying the product, service or experience you are selling with your SME in the tourism sector. They have certain **needs**, which they will clearly express. But the needs and wants of the customer go deeper than what they verbally express. It is also necessary to observe and notice the tacit expectations they have. More research can give us an idea of the underlying hidden and unconscious needs they might have, of which they are possibly not even aware themselves. To offer a memorable and meaningful experience, we must **step in the shoes of the customer** and look at our service through their eyes. It will undoubtedly improve what we are selling and make it more tailor-made to their preferences and expectations.

The process of service design offers managers a holistic overview of the whole process of delivering the service, and visual representations can help them to identify strengths and weaknesses.

Applying service design principles does not occur that often in tourism SME's. Innovation processes are often intuitive and not built on strategic design processes, often due to lower budgets (Stickdorn, 2012). On the other hand, SME's have a flat organisational structure which is a good condition to do these kinds of exercises with the whole team. Using service design tools are a good way to enhance customer-centric and entrepreneurial thinking.

Using service design results in a **competitive advantage**: satisfied customers who are getting what they need or want from a service, will be loyal customers, choosing one brand or company above the other. Offering quality is not enough that is merely the basic expectation of the customer. The **key differentiator** is to offer a good service and create a memorable experience, then customers will choose you over another tourism SME.

Designing services and experiences will result in:

- ◆ Higher quality service experiences
- ◆ Higher revenues
- ◆ Streamlined and optimised operations
- ◆ Attracting new customers
- ◆ Customer's loyalty
- ◆ High customer satisfaction
- ◆ A strong and consistent brand reputation
- ◆ Higher effectiveness & better efficiency
- ◆ Differentiation from competition

Well-designed services will be desirable, enjoyable, efficient and effective for providers, consumers and (ideally) society and the environment.

Mapping the Customer Journey

What is the Customer Journey Map?

A service consists of a series of **touchpoints** over time, where the customer and service provider 'meet'. These can be direct (face-to-face contact) or indirect (website, reviews) interactions with your company or brand. They are the parts of the service the customer interacts with, and these can be actions, interactions or products (Stickdorn, 2012).

'Touchpoints' are a key concept in service design, crucial moments of interaction with your customer which should be as positive as possible. Data on the customer experiences should be collected at each touchpoint.

A customer journey map is a visual representation which illustrates the sequence of touchpoints throughout the **whole process** the customer goes through. This is not limited to the actual experience or service, there are also touchpoints before and after the activity; pre- and post-service periods should always be included. Customer journey maps look at the entire arc of engagement.

The more encounters between the customer and organisation (touchpoints) the more complicated — but necessary — such a map becomes. As a general rule, you should try to create as many touchpoints with your customers as possible, and make sure each of these represents a positive cue. This way, the experience will become more intense and more memorable. Negative experiences related to certain touchpoints can have great negative consequences on the customer satisfaction and should be avoided. If you must include more unpleasant but necessary processes, combine them all in one singular 'get it over with' activity (Stickdorn, 2012).

In short, customer journey maps:

- ♦ are a useful tool to get to know your customers and their experiences
- ♦ document the customer's experience through your customer's eyes
- ♦ help you to understand how customers interact with your company
- ♦ help to identify improvement opportunities.

How to map the Customer Journey

You can map the customer journey following these steps:

1) Get in the head of your customer

You can go as deep into this step as you want. You could just try and think of your service from the customer's point of view.

Or you can use actual tools to help you elaborate this way of thinking. Tools that are often used are: creating personas (fictive persons who are representative for a segment of your customers; <http://www.service.designtools.org/tools/40>) or using an empathy map (<https://www.youtube.com/watch?v=ZaUwfAss3Tk>) etc. It is important to know who your customer is and what they (don't) like.

You can use these tools to really get in the head of the customer and look at your service through their eyes. Use the persona to go through the whole journey and think from the framework of their needs and wants.

2) Split up the entire customer journey in 3 phases: before, during & after

You can use an A4 or A3 paper, put it in landscape position, and divide the paper in three columns: before, during & after.

3) Identify the touchpoints in the journey: every touchpoint counts!

When are you in contact with your customers? And they with you? We can identify 3 types of touchpoints:

- ♦ Digital: there is no personal connection between customer and company, but they are connected in one way or another, e.g. through Google, when customers check-in at a machine, website,
- ♦ Indirect personal: there is a personal connection between customer, but not face-to-face, e.g. phone call, e-mail, chat,
- ♦ Direct personal: there is a personal and face-to-face connection, e.g. check-in at the reception, guided tour,

Map all the touchpoints, small or large, and pinpoint them on a horizontal line on the paper. This horizontal line goes through the 3 phases of the customer journey, put the touchpoints in the right phase (before-during-after). When you're not sure of the conditions of some touchpoints, for example in the 'before' phase, you can use a (or multiple) scenario[s] which would be likely, e.g. how the customer found your company online.

4) Evaluate each touchpoint, looking through the eyes of the customer

Focus on each touch point to analyse how the customer will feel. Which service is delivered at this touchpoint? How does (s)he experience this? What are his/her expectations, needs or wants at each touchpoint? Does the service meet the expectations?

Also look at each touchpoint and put it in one of the three categories of touchpoints (digital-indirect-direct). Is this the best kind of touchpoint at this moment of the customer journey? Or should it be changed into another kind?

5) Improve existing touchpoints

How may you improve each touch point to add up to a better holistic experience for our customer? How can you be more compatible with their needs and expectations? If there is a problem at a touchpoint, can you fix it? If yes, how?

6) Consider if you need additional touchpoints

Mapping the touchpoints can reveal some blind spots or gaps where there isn't much connection with the customer but there potentially could be, keeping the customer closer. Additional touchpoints are often possible in the before & after phase, e.g. sending the customer a thank you e-mail after the experience.

Add new touchpoints if you identify areas where there are some missing.

7) Evaluate your new & improved customer journey, and test it!

The process of service design is iterative and works with many small steps of improving, testing, evaluating and improving some more. Try out your improved customer journey, with improved or added touchpoints. Evaluate how this works in practice, and start from there to improve further. A good service is never finished, constant improvement will lead to a sustainably successful business.

Assessment 6.2.: Experience Design: Mapping the Customer Journey

20% weighting

Individual activity: Think about a service you are offering regularly to your customers. Map and analyse the Customer Journey of this service/experience, by 'sending' your customer(s) through it.

According to how limited the time is, you can do this as an introductory or a very thorough exercise. Ideally, you should follow all the 7 steps as listed above (this is possible if this assignment is given as homework). But in case there is less time, make sure to focus on the most important part of the mapping exercise: **steps 1 to 4**. Step 1 can be limited to just trying to look at the service through the eyes of the customer, without deeply analysing the customer. This short version of the exercise revolves mostly around:

- ♦ **Identifying all the touchpoints** between you (your company) & your customer
- ♦ **Evaluating each touchpoint**, looking through the eyes of the customer

Group activity: **Steps 4 to 6** can be done in small groups or duos. Participants look at each other's customer journey maps and evaluate the touchpoints. What do other participants, as outsiders of the company, think of the touchpoints? Which improvements can be made, where can touchpoints be added? New ideas can often be sparked in interaction with other, and a fresh look can offer some good advice.

Tips:

- ♦ To make looking through the eyes of the customer easier, you can use tools such as an empathy map or personas.
- ♦ To have maximum impact of using the Customer Journey tool, also think about ways to improve existing touchpoints, possibly adding new touchpoints, and test the new and improved journey.

6.3: Experience Design: Create Memorable Customer Experience	
Overall aim	<p>The Topic "Experience design: Create memorable Customer Experiences" wants you</p> <ul style="list-style-type: none"> ♣ to be able to understand the concept of meaningful experiences ♣ to be able to create memorable and meaningful customer experiences ♣ to be able to co-create memorable experiences with tourists
Material needed	<p>Posters, pens for each participant, pin boards, pins, cards</p> <p>Internet access</p>
How to proceed – Methodological proposal	
Group Activity	Introduction
Group Activity	Impulse Question: tell the group about a memorable experience you had in a tourism context.
Input + Group Activity	Presentation: experience design of memorable & meaningful experiences
Group Activity	<p>Group discussion on co-creation.</p> <p>You can use these video's to start the discussion: https://www.youtube.com/v/RUQm7cTudqw and https://www.youtube.com/v/Z9F8rZSiLKg</p>
Input	Presentation of what co-creation is & how it works
Group Activity	"Assessment: Create memorable & meaningful customer experiences"
Group Activity	Group presentations of the design they have all come up with.
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Additional Content Material	
'A new perspective on the experience economy' by Boswijk et al.: https://yuiworld.files.wordpress.com/2011/07/1-a-new-perspective-on-the-experience-economy.pdf	

Content Material 6.3: Experience Design: Create Memorable Customer Experience

The Concept of Meaningful Experiences

From experience to meaning: Pine & Gilmore stated in 1999 that the market is evolving to an 'experience economy'. In the years since, the reality has indeed proven the validity of this theory. These first theories and models of the experience economy can be seen as the 'first generation' experience economy. The author Boswijk, amongst others, has added an extra dimension to the concept; the importance of meaning of the experience.

In the '**Experience Economy 2.0.**', experiences aren't merely about entertainment or education (cf. the four realms of experiences), but they also provide meaning and at times even 'transformation'. These meaningful experiences influence the customer on a deeper and personal level. They serve as trigger moments in someone's life, which can lead to permanent changes or have a lasting impact.

Traditional businesses were more transaction-based, now it is important to be a responsible entrepreneur and serve a certain (meaningful) purpose. **Corporate social responsibility, authenticity and sustainability** are keywords of what customers expect from entrepreneurs these days, and elements which add to a real and meaningful experience.

"Offering an experience is part of the first generation Experience Economy. An experience is exciting, activates the senses and has a high fun factor but won't influence you very deeply. A meaningful experience, to experience something, does". (Boswijk, 2012)

Moreover, keep in mind that every experience is highly personal. Try to think from the perspective of individual and try to contribute to his/her opportunities. The *individual* experiences a *personalized treatment* that is *meaningful* for him or her, so get in the mind of the customer.

Meaningful experiences

Which experiences changed our life, and we will thus never forget, determine what we value most in our lives. As an SME in Tourism, you can create this value, this meaning, through experiences. Businesses that contribute to the quality of our lives will be the most successful in the future.

Experiences are not 'static' or general, they are **dynamic and highly personal**. Nevertheless, meaningful experiences share common characteristics, according to Boswijk et al. (2012):

- ◆ Increased concentration and focus
- ◆ All one's senses are involved
- ◆ An altered awareness of time
- ◆ Emotional involvement
- ◆ The process is unique for the individual and has an intrinsic value, is irreversible
- ◆ It involves contact with the "raw stuff", the real thing
- ◆ It involves a process of doing and undergoing
- ◆ There is an element of playfulness
- ◆ There is a balance between the challenge and one's own capacities

Creating memorable experiences: classic experience design principles

Pine & Gilmore (1999) state 5 experience design principles for designing a memorable experience:

- 1) Theme the experience:** Build your experience around a specific theme, make every part of the experience fit in a unified story line, which is clear, captivating and compelling to the customers.
- 2) Harmonize impressions with positive cues:** Have an eye for detail: even the smallest cues can affirm the greatness and uniqueness of the experience, they contribute to fulfilling the theme. The combination of all the small cues make up the impression of a memorable experience in the minds of the customers.
- 3) Eliminate negative cues:** There is no room for inconsistent cues which don't fit in the general story of the experience. Eliminate anything that could contradict or distract from the theme. Also, don't "over service" your customers; leave them some personal space while experiencing.
- 4) Mix in memorabilia:** Especially on holiday or in any tourism experience, customers love to get some

souvenirs or memorabilia which remind them of the experience they've had. If your experience was worth it, people will want to pay for something to take home, to commemorate this experience. For you, this can also mean an additional source of income.

- 5) Engage all five senses:** Tourism experiences should be multisensory and experiential: people want to see, feel, hear, smell and taste things. The more senses are being addressed, the more compelling the experience will feel, and the more memorable it will be.

Boswijk (2012) adds one more experience design principle to this, where he puts the attention on the emotional way of experiencing above the rational way:

- 6) Naturalness:** The whole experience should make a natural and authentic impression. All the elements should fit together and feel right together, you should feel welcomed and comfortable in the setting of the experience.

And last but not least, apart from these principles: keep evaluating, keep experimenting, keep improving, keep evolving with your experiences. You can use service design thinking and tools for this.

Creating meaningful experiences: key elements

There are five key elements that need to be taken into account when creating meaningful experiences. They should all be present in the experience.

- 1) Custom-made:** Make the experience **personally relevant**. Tourists do not like to feel one out of many. Get to know your customers in advance (e.g. through service design tools) and know what it is they want and expect. Look for experiences that relate to the tourist's way of life and values. Use their world and environment to start from.

Even go beyond tailor-made; co-create experiences with your customers (see 6.3.3. for more on co-creation). Let go of the traditional and think out of the box, make it unique and exclusive. And do keep in mind that exclusive does not need to equal expensive!

- 2) Authentic:** Dare to offer something different. Tourists are generally in search of authenticity. Show and offer them things others won't. Don't only go to the highlights, also dare to go 'off the beaten track'. Go from the 'front stage' to the back stage, from 'staged authenticity' to real authenticity. Real authenticity is not (only) about how things were in the past, but the actual daily life of a destination. Avoid showing exclusively situations that confirm cultural stereotypes customers might have. When you can't help but being in a staged authenticity situation, be honest about it to the customers. Make sure everyone, especially the locals, is comfortable in their role. A real and authentic experience can have great value and meaning for a tourist.

When your business is not about tour guiding, you can also offer authentic experiences. A hotel or restaurant can be authentic, fitting in the *couleur locale*, offering a real local experience. Being authentic is in this context also about being consistent, harmonizing the experience (cf. experience design principles).

- 3) Intercultural encounters:** Bring people together. Tourists are often driven by curiosity and are generally interested in the local culture and local life. It's about real interactions and intercultural encounters; when these encounters are staged and thus not authentic, they will not have the same effect as real and genuine inter-personal and inter-cultural experiences. Merely 'watching' the locals is not enough, real encounters are about doing activities together and learning from each other. Let customers share in the local life in an interactive and meaningful way.

- 4) Learning experiences:** Use all the senses, do not limit to only listening and watching. Let customers feel, smell, taste, Use triggers for real sensational experiences. Make the experiences active and interactive. Let customers do things together, so they can exchange experiences. A nice way to learn is through 'edutainment', where education and entertainment meet.

- 5) Challenge:** Challenge your customers, but in a feasible and pleasant way. Memorable moments are often moment with great impact, which can be created by (slightly) stepping out of the comfort zone of the tourist. Overcoming a personal challenge can lead to transformation and meaning for the tourist. Find what triggers them and take the experience one step further.

What is Co-Creation?

Co-creation is about inclusive, creative and meaningful engagement with all stakeholders to mutually expand value (Ramaswamy, 2011). It is an active, creative and social process, based on collaboration between producers and users, that is initiated by the company to generate (meaning and) value for customers (Piller, Ihl & Vossen; 2010).

The individual must be able to determine the degree of influence and control that (s)he wants in the process of co-creation. The provider focuses on the *process of providing* the *individual* customer with *relevance and meaning*. This is how value is created within the individual. Value in tourism is co-created by tourists themselves, as they engage in meaningful interactions and relationships not only with the tourism provider but also with each other.

Just like the whole customer journey map, the process of co-creation is not limited to the moment of activity itself; it is possible before, during and after the experience. An important difference is the one between tailor-made (customized) and co-creation. With tailor-made experiences, the service-supplier gives an offer to the customer, based on the customer's interests. With co-created experiences, the service-supplier and the customer sit together and jointly create a new experience.

Why co-creation: With the rise of the internet 2.0., individuals want to be more and more involved in the process of value creation. With social media all around us, people expect to participate more; it is not just a one-way process of supply and demand anymore. As a company, you need to interact with your customers, hear what they have to say and expect, and act accordingly (Ramaswamy, 2004).

There is a need for the creation of meaningful and specific value for individual customers through personal interaction with the company (Boswijk et al. 2005). These days, customers expect a personal connection with the company, there is a need to humanize and give your business and service a 'face'.

We live in a time where 'sharing' is very important. Business models are changing. Hierarchical structures from companies to customers are becoming horizontal; peer-to-peer initiatives and tools gain popularity. Companies and SME's need to reinvent themselves. This can be done by involving the customers, this can lead to a product or service which is more usable, efficient and desirable.

The role of the customer has changed, going from isolated to connected, from unaware to informed, and from passive to active (Ramaswamy, 2004). Customers don't want to passively go through an experience which is completely determined beforehand. They want to shape it themselves, make it personalized, so they can get the most out of it and really find meaning in the experience. In short: giving customers the chance to co-create and participate will result in more satisfied customers.

How co-creation works: Give the opportunity to develop parts of your experience together with your customer, e.g. by building in moments/parts where customers can choose between several options. Collaborate with innovative users; customers often have great ideas for improving or creating new experiences. Dialogue and communication are the key in this process. Co-creation is not only possible between the service-provider and the customers, but also between customers themselves.

Assessment 6.3: Experience Design: Create memorable Customer Experiences

20% weighting

Let the participants form groups so that similar service-providers are together in a group. Each group needs to design a new meaningful & memorable customer experience. They can go as detailed as they wish. When designing the experience, they should be led by the main principles, elements and characteristics of meaningful & memorable experiences:

- ♦ The characteristics and 5 key elements of meaningful experiences
- ♦ The experience design principles & starting point for meaningful experiences
- ♦ The four types of experiences and the 'sweet spot' combining them all
- ♦ The concept of co-creation should also be included

Tips:

- ♦ Think about the whole customer journey: before, during and after
- ♦ Try to get in the head of your customer. You can use the service design tools as mentioned in Unit 6.2.

6.4: Communication and Promotion

Overall aim	<p>The Topic "Communication and Promotion wants you to</p> <ul style="list-style-type: none"> ♣ be able to understand the importance of strategic approach to communication; ♣ be aware of the most important communication channels in tourism; ♣ know the importance and methods of communication with local stakeholders in tourism; ♣ understand the usage of IT and social media in communication and promotion and also be aware of legal requirements in communication.
Material needed	<p>Posters, pens for each participant, pin boards, pins, cards Collage material Internet access >> social media use</p>
How to proceed – Methodological proposal	
Group Activity	Introduction
Group Activity	Brainstorming and mindmapping: Which channels of communication are used in the participants' businesses; for internal communication; for external communication ;for promotion
Input	Presentation: Channels of communication for SME's
Group Activity	Discuss the pros and cons of the different channels
Input	Presentation: SME's and social Media
Group Activity	"Assessment: Design a marketing/promotional campaign using social media to promote your newly developed experience"
Group Activity	Closing of the Unit: Summary and conclusions
Group Activity	Feedback: Content? Methods? Atmosphere? Success?
Assessment 6.4: Communication and Promotion	
20% weighting	
<p>Part 1: Form the same groups as with the assignment of Unit 6.3. The groups each sketch a marketing/promotional campaign using social media for SME's in tourism sector to promote their newly developed 'memorable and meaningful experience' (see assignment Unit 6.3.). The goal of the campaign is to attract new customers for this new product. Think of slogans, visual materials, etc. You can make collages, use the internet to actually try things out on social media, etc.</p> <p>Part 2: Group presentations of the promotional campaigns. Let the other groups give feedback. You can add an element of competition; let the whole group choose the best campaign among the smaller groups: who will attract the most customers with their experience?</p>	

The Strategic Approach to Communication and Promotion for the Local Stakeholder Involvement at a Destination and Perspective / Current Customers

Communication in Tourism Destination

What do we mean by Communication?

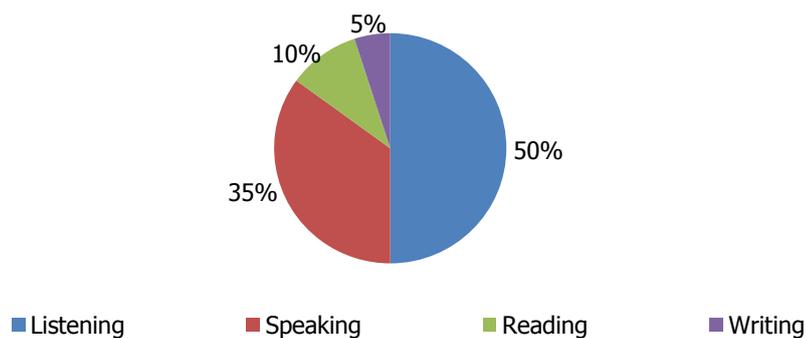
"The transfer of information and understanding from one person to another person. It is a way of reaching others with facts, ideas, thoughts and values. It is a bridge of meanings among people so that they can share what they feel and know. By using this bridge, a person can cross safely the river of misunderstanding that sometimes separates people". - Keith Davis

Advantages of Good Communication Skills

To mention a few

- ◆ Enables you to interact effectively with others
- ◆ Advances you socially (make useful contacts)
- ◆ Career advancement
- ◆ Builds self confidence
- ◆ Helps you help others
- ◆ Lead others
- ◆ Get work done efficiently
- ◆ Convince others
- ◆ Negotiate to a win-win situation
- ◆

Typical Business Communication Pattern



Why are Organisations Paying Attention to Communication?

Communication has become important for firms, due to - Increasing size of organisation, Developments in IT, Change in concept of Human capital and increased focus on corporate etiquettes. Firms are employing corporate communication to - create a strong corporate image, build the reputation of key executives, maintain strong investor and shareholder relationship and assist top management in change management within and outside the organisation. So overall an organisation wants a smooth flow of internal as external communication.

What are the Purposes/Objectives of Communication?

We communicate in business situation with our specific purpose of accomplishing something. Communication could have many objectives depending on the context and persons involved. Communication within a boardroom, seminar, meeting or organisation has different objectives which depend on the purpose that has to be achieved. The basic objectives of business communication would include the following:

- ◆ To Inform
- ◆ To Persuade
- ◆ To Entertain

Other objectives of communication are – To educate, to train, to motivate, to integrate and to relate.

Scope of Communication

1) External Dimension - It includes:

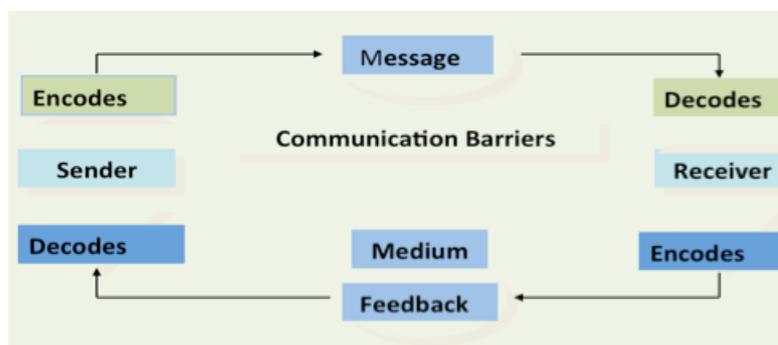
- ◆ Building relations with external agencies and stakeholders
 - ◆ Managing advertisements, publicity, public relations functions, public image and goodwill of the organisation
- 2) Internal Dimension- It includes:
- ◆ Communication within the organisation by formulating the corporate vision, policy objectives and implementations of the set goals
 - ◆ Within each department and across departments, functional heads communicate to their subordinates by giving job-related instructions, suggestions, advice and orders. Communication facilitates in proper understanding of policies, top management needs to obtain and understand the feedback of the lower and middle management through various forms for proper implementation of policies and guidelines.

Process of Communication

Elements of the Communication Process:

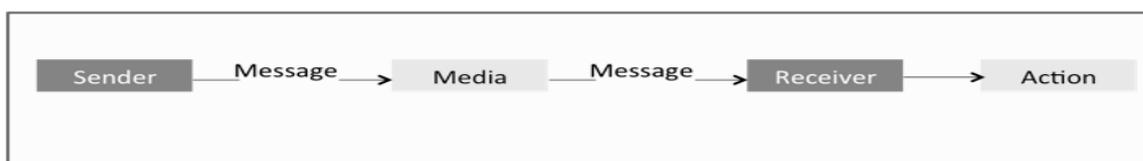
- ◆ Sender/Encoder/Speaker
- ◆ Receiver/Decoder/Listener
- ◆ Message
- ◆ Medium/Channel (Verbal - oral, written and non-verbal)
- ◆ Feedback

Elements of the Communication Process



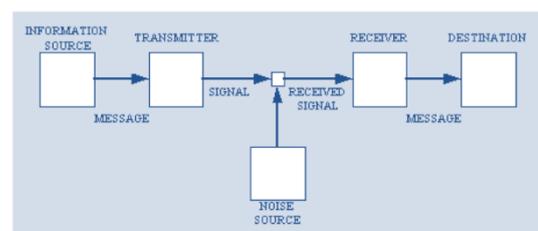
Working of the Process of Communication

The One Way Process



The sender, as per his ideas, behaviour patterns and intention, selects a message. He then encodes the message and sends it to the receiver through a medium which may be - verbal or non-verbal. After receiving the message, the receiver decodes it and gives an internal response to the perceived message. This completes the phase of the communication process. The manner in which the sender and receiver perceive the message would give rise to encoding and decoding.

Shannon's Model of the Communication Process

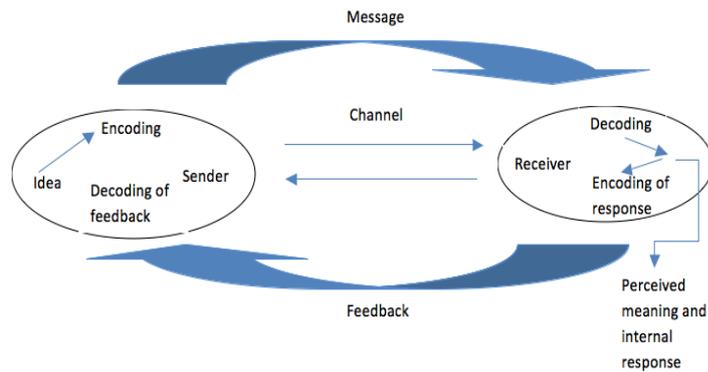


Shannon's (1948) model of the communication provided, for the first time, a general model of the communication process that could be treated as the common ground of such diverse disciplines as journalism,

rhetoric, linguistics, and speech and hearing sciences. Part of its success is due to its structuralist reduction of communication to a set of basic constituents that not only explain how communication happens, but why communication sometimes fails. As shown in the figure above, Shannon's model breaks the process of communication down into eight discrete components.

Two Way Process

This approach recognises the role of the receiver as a communicator through feedback. The communication process is only complete after the sender receives the feedback from the receiver. In the second phase the receiver formulates his message, encodes it and transmits it to the original sender-now-turned-receiver.



Conditions for successful communication

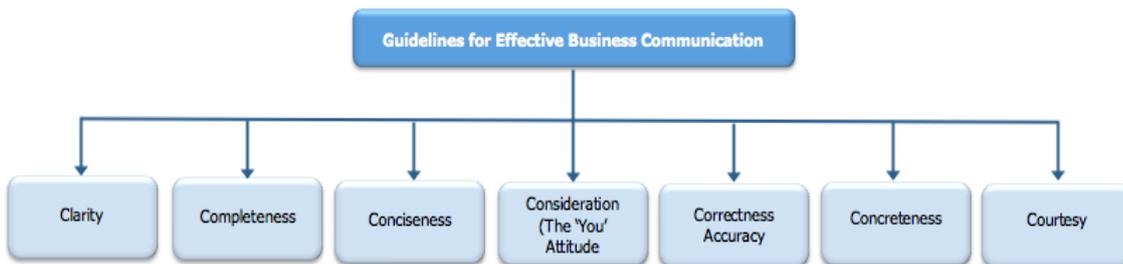
Communication is successful only when, the message is properly understood, the purpose of the sender is fulfilled and the sender and receiver of the message remain linked through feedback.

Universal elements in communication

The communication environment, symbols and mental filter are the three universal elements of communication.

7C's of Communication

According to Francis J Bergin, seven Cs are important in verbal and written communication. They are:



Functions of Communication

- ◆ Control
- ◆ Affiliation
- ◆ Task Orientation

Forms of Communication

		Encoding / Transcribe	Decoding / Interpreting
Verbal	Oral	Speaking	Hearing, and Listening (Aural)
	Written	Writing and Drawing (Scripture, Codes)	Reading, Browsing
Non-Verbal		Touching, Smiling, Gesturing etc.	Feeling, Seeing, Tasting, Smelling etc.

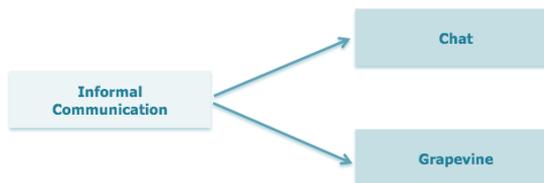
Internal Communication - Informal

Merits of Informal communication:

- ◆ Speedy transmission
- ◆ Feedback value
- ◆ Support to other channels
- ◆ Psychological satisfaction
- ◆ Uniting force
- ◆ Creation of ideas
- ◆ Good personal relations

Demerits of informal communication

- ◆ Changing interpretations
- ◆ Lack of accountability
- ◆ Incomplete information



Miscommunication

- ◆ Organisation Structure
- ◆ Difference in Status
- ◆ Lack of Trust
- ◆ Closed Communication Climate
- ◆ Incorrect Choice of Medium
- ◆ Closed Communication Climate

Nature of Message	Type of Media	Cues	Nature of Feedback	Media Quality
Personal (oral)	Face-to-face	Verbal and Non-Verbal	Immediate	Richest
Personal (oral)	Telephone, computers etc.	Verbal and Vocal	Close to immediate	Rich
Personal and Impersonal (written/addressed documents)	Letters, memos, reports etc.	Verbal and Visual	Delayed/no feedback	Leaner
Impersonal (unaddressed documents)	Circulars etc.	Verbal and Visual	Almost nil	Leanest

- ◆ Information Overload
- ◆ Physical Distractions
- ◆ Message Complexity
- ◆ Unethical Communication

Effectiveness in Managerial communication

Factors responsible for making managerial communication effective are:

- ◆ Appropriate communication style
- ◆ Clarity in message
- ◆ Co-ordination between superior and subordinates
- ◆ Understanding of intercultural communication
- ◆ Commitment to ethical communication
- ◆ Proficiency in communication technology
- ◆ Control over the flow of communication
- ◆ Audience-centric approach
- ◆ Avoid jargons
- ◆ Right feedback

Source: http://www.slideshare.net/ShadabAzim/communication-in-business14734640?utm_source=slide_show&utm_medium=ssemail&utm_campaign=download_notification

The Strategic Approach to the Usage of Social Media with Local Stakeholders at a Destination and Perspective / Current Customers

Tourism is an especially good fit for sites like Pinterest and Instagram, because next to travel, people love to look at photographs of exotic destinations. Facebook and Twitter can help you promote your business and connect with customers, and also offers an excellent word-of-mouth advertising. These sites piece together online conversations and images and help build an online identity for businesses.

There are four parts to a successful social media marketing campaign.

1. Audience – who are you trying to attract?
2. Message – what do you want to say?
3. Concept – how do you want to say it?
4. Competition – what is everyone else doing?

Each of these areas are important, because they help you to create a well-thought out plan for implementing social media. When combined, these four parts will help you reach your overarching goal of keeping and attracting new customers. Read on for more ways to integrate the four parts of social media marketing into your tourism business.

Who's Your Audience?

The first step in planning a social marketing campaign is identifying your future customers. Different social networking sites can help you reach various audiences, therefore it is important to know who you are trying to attract to your company. Do you have a specialty, such as weddings, showers or children's parties? Or are you focusing on the corporate world, with business lunches and cocktail parties? Your message should be tailored to your specific audience.

What's Your Social Media Message?

Once you have established who it is you are trying reach, you need to decide on an appropriate message. If it is a prospective bride, try posting pictures of past weddings that you have hosted, on sites like Pinterest and Facebook. Think outside the box with what you post as well. It does not have to always be just a list of your basic offer. You could offer 'how to' videos and information on upcoming events. Read more about how to start a company.

What is Your Concept?

Events range from casual bridal showers and teas to formal receptions, business events and fundraisers. What type of service do you provide? Does your staff wear t-shirts and jeans or black and white? Your messages should reflect your concept. Fun and easy going messages for t shirts and jeans, more formal messages for black and white attire.

Check Out Your Competition

What social sites, if any, are your fellow companies using and how are they using them? Follow their posts, twitters and pins and you may find some useful techniques to employ in your own social media campaign. While you don't want to copy every method your competition uses in their social marketing campaign, you can borrow, improve and customise them to fit your concept. Following your competition's social media campaign doesn't have to always be about competition. You may find opportunities for collaboration, such as community fundraisers.

It is important to remember that you should carefully plan a social media campaign before jumping online. Taking the preparation time to do so will help save you time in the long run, building an online presence and gaining followers. Once you've established your company social media campaign, it is quick and easy to manage. A bonus: If you one day plan to open your own restaurant, the same rules apply for social media and restaurants, as they do for social media and tourism.

Why Your Company Needs to Be Smartphone Accessible

Mobile – Easily the most important trend this year – it is also the one that offers the biggest opportunity. Here's the skinny – mobile internet use in the U.S. is set to overtake wired use by 2015 – and this shift is happening even faster for social media. To quote Facebook in last September's quarterly SEC filing: "[We] anticipate that the rate of growth in mobile usage will exceed the growth in usage through personal computers for the foreseeable future." What does this portend for the tourism industry? Think it's an accident that Google lists restaurants and bars on their smartphone browser and not on their desktop version? It is now estimated that 45% of all restaurant website traffic is mobile generated – and that number is not only growing, but also skews upward for a younger demographic with a relatively large discretionary income.

This means that if your site is not mobile ready at least three out of ten visitors will find it useless – and that's not even the worst part. If someone is browsing from their smartphone and cannot access your site they are going to go to the next option – which is guaranteed to be a review site, such as Yelp or Zagat. Besides the fact that there is no surety that the info those sites provide will be correct or up to date, you are also subject

to the whims of your restaurant's latest reviewer. Not an attractive scenario – but one that is, happily, easy to remedy.

There are many online services that can easily create a mobile version of your site. With the addition of a few lines of code to your existing website it will then be automatically loaded when your site is displayed on a small screen device. These services range in price from free (ad driven) to a monthly fee structure that can be scaled to a single store or restaurant group. Consult with your IT provider to determine which service is best for you – it may even be included in your web hosting plan. Minimally the mobile page should include: Hours of operation, contact info, map link, menu link, click-to-call button, Open Table link and social connectivity. A small investment in time and money can leap-frog you ahead of the competition – especially the restaurant sites with the extensive Flash-based slideshow of Venice and the Tony Bennett soundtrack that takes ten minutes to load.

Use of Internet

With the enormous amount of information potentially available to travellers, the Internet constitutes an important platform for information exchange between the consumer and industry suppliers (e.g., hotels, transportation sectors, attractions), intermediaries (e.g., travel agents), controllers (e.g., governments and administrative bodies), as well as many non-profit organisations such as destination marketing organisations. Different technological interfaces, such as search engines, online travel booking sites, and Websites of destination marketing organisations facilitate the information exchange between online travellers and the so-called "online tourism domain". Presumably, social media, which facilitate the interactions between online consumers, have emerged as an important component of this domain. This section critically reviews the literature on the online tourism domain and social media in tourism, and identifies the limitations of existing literature to provide the rationale for this study.

Online tourism domain

A domain can be defined as a collection of all informational entities about a specific subject. In the context of the Internet, a domain is the collection of links, domain names, and Web pages that contain texts, images, and audio/video files stored in hypertext formats. The online tourism domain can, therefore, be understood as comprising all such informational entities that relate to travel. The study of the online tourism domain can be traced back to Werthner and Klein (1999), who proposed a conceptual framework which delineates the interaction between the consumer and the industry suppliers with the Internet playing a facilitating and mediating role. With the increasing importance of the use of the Internet for travel purposes, more attention has been directed to the analysis of the tourism domain, with an emphasis on the mediating role of specific Internet technologies (e.g., search engines) in representing tourism within a travel planning setting for example, used the term "online tourism information space" to describe the collection of hypertextual content available for travel information searchers. Wöber (2006) examined one aspect of the tourism domain, i.e., the visibility of tourism enterprises, particularly destination marketing organisations and individual hotel operations in Europe, among six popular search engines. His findings showed that many tourism websites suffer from very low rankings among the search results, which makes it extremely difficult for online travellers to directly access individual tourism websites through these search engines.

Recently, Xiang et al. (2008) conceptualised the online tourism domain based upon an integration of a number of theoretical perspectives, including: (1) the industry perspective (Leiper, 1979, Leiper, 2008 and Smith, 1994), which focuses on what constitutes the supply of tourism and, thus, the organisational entities that comprise the online tourism domain; (2) the symbolic representation perspective (Cohen and Cooper, 1986, Dann, 1997 and Leiper, 1990), which describes the representation of tourism products and related experiences provided by the industry in various forms; (3) the travel behaviour perspective (Crompton, 1992, Pearce, 1982 and Woodside and Dubelaar, 2002), which includes the activities and the supporting systems at different stages of the travel experience; and, (4) the travel information search perspective (e.g., Fodness and Murray, 1998, Gursoy and McLeary, 2004 and Vogt and Fesenmaier, 1998), which is related to the nature of the information sought to support travel experiences. Xiang et al.'s (2008) analysis of the domain showed that the representation of tourism through one of the most important interfaces, i.e., a search engine, is extremely rich, reflecting the idiosyncratic nature of destinations and travellers' heterogeneous information needs. In addition, their study demonstrated that popular search engines (e.g., Google) dictate the representation of the domain and, thus, create potential problems for online travellers and tourism suppliers.

Social media on the Internet

While there is a lack of a formal definition, "social media" can be generally understood as Internet-based

applications that carry consumer-generated content which encompasses “media impressions created by consumers, typically informed by relevant experience, and archived or shared online for easy access by other impressionable consumers” (Blackshaw, 2006). This includes a variety of applications in the technical sense which allow consumers to “post”, “tag”, “digg”, or “blog”, and so forth, on the Internet. The contents generated by these social media include a variety of new and emerging sources of online information that are created, initiated, circulated, and used by consumers with the intent of educating each other about products, brands, services and issues (Blackshaw & Nazzaro, 2006). In contrast, to content provided by marketers and suppliers, social media are produced by consumers to be shared among themselves. Since more and more travellers seem to tap into this “collective intelligence” available on the Web (Litvin, Goldsmith, & Pan, 2008), this will challenge the established marketing practices of many tourism businesses and destinations.

Social media exist in a variety of forms and serve numerous purposes. Consumer-generated content supported through social media is “a mixture of fact and opinion, impression and sentiment, founded and unfounded tidbits, experiences, and even rumour” (Blackshaw & Nazzaro, 2006: 4). In travel and tourism, past research has focused attention on the socio-psychological aspects of social media use. Not surprisingly, travel-related virtual communities attracted the attention of tourism researchers early on (Kim et al., 2004, Wang and Fesenmaier, 2003 and Wang et al., 2002). Virtual tourist communities such as LonelyPlanet and IGoUGo, where tourists can exchange opinions and experiences on topics of common interests, have been around at least since the late 1990s, and several researchers have investigated their roles and impacts in the context of travel.

More recently, new online applications have emerged that add substantially to the information exchange among consumers. Today, Web 2.0, also referred to as “Travel 2.0” in tourism, includes a range of new technological applications such as media and content syndication, mash-ups, AJAX, tagging, wikis, web forums and message boards, customer ratings and evaluation systems, virtual worlds (e.g., Second Life), podcasting, blogs, and online videos (vlogs) (Schmallegger & Carson, 2008). Consumer blogs have emerged as one of the most prominent themes in research on social media in travel and tourism (Braun-LaTour et al., 2006, Mack et al., 2008, Pan et al., 2007, Pudliner, 2007, Pühringer and Taylor, 2008 and Waldhör and Rind, 2008). This research underscores the interest in understanding the functions of blogs in creating and sharing new experiences (Pudliner, 2007), its trustworthiness to online travelers (Mack et al., 2008), as well as the use of it as marketing intelligence (Pühringer and Taylor, 2008 and Waldhör and Rind, 2008). As evidenced by the success of Websites like tripadvisor.com and zagat.com, online travel-related consumer reviews also represent a significant amount of social media for travel purposes (Gretzel and Yoo, 2008 and Vermeulen and Seegers, 2008). The studies on this type of social media focus on its use as well as its impact on travel decision making. Multimedia sharing (i.e., video, photos, podcasting, etc.), represented by Websites such as YouTube and Flickr, has attracted tourism researchers by generating interests in understanding the role of this type of social media content in transforming travel experiences (Tussyadiah & Fesenmaier, 2009).

Some Tips for Social media marketing in the tourism industry

Making the connection: If you don’t have free WiFi access for your customers then you are probably losing out on a substantial amount of revenue. Giving your customer free WiFi shouldn’t cost you a fortune and thanks to WiFi routers with built in social, like those from Vizz WiFi, any business can set up their own wireless network in minutes. In addition, every time a guest attempts to access your network, they will be prompted to log in using their social media accounts, and once they have, it will open a direct channel of communication which you can use to better inform your guests and reward them with various deals, offers and discounts.

Content creation: The biggest problem that hotels experience is the fact that they tend to lose touch with their guests once they leave. With social media, you can ensure that your hotel remains fresh in their memory long after their holiday has come to an end, with quality content.

Create travel related content like ‘Top 10 lists’, travel advice, fun facts about a particular destination and anything that would be considered useful to your target audience. Add photos, videos and answer all of the FAQs. Funny stories are bound to be shared as are humorous videos and pictures. However, all content needs to be of a tasteful nature and comply with your company standards.

Increased engagement: Shares and Likes are great but you also want your target audience to get involved in discussions. In order to get started and benefit from some valuable feedback at the same time, maybe you could host polls, surveys, competitions and ask your guests to submit their travel stories.

Your team and achievements: Use social media to introduce your target audience to your team. This will

give your hotel a more personal appeal and at the same time, you can highlight their achievements and your hotel's accomplishment. For example, if one of your team members appeared in the newspaper for a particular qualification that he or she achieved, this would be a great piece to publish online for all to see.

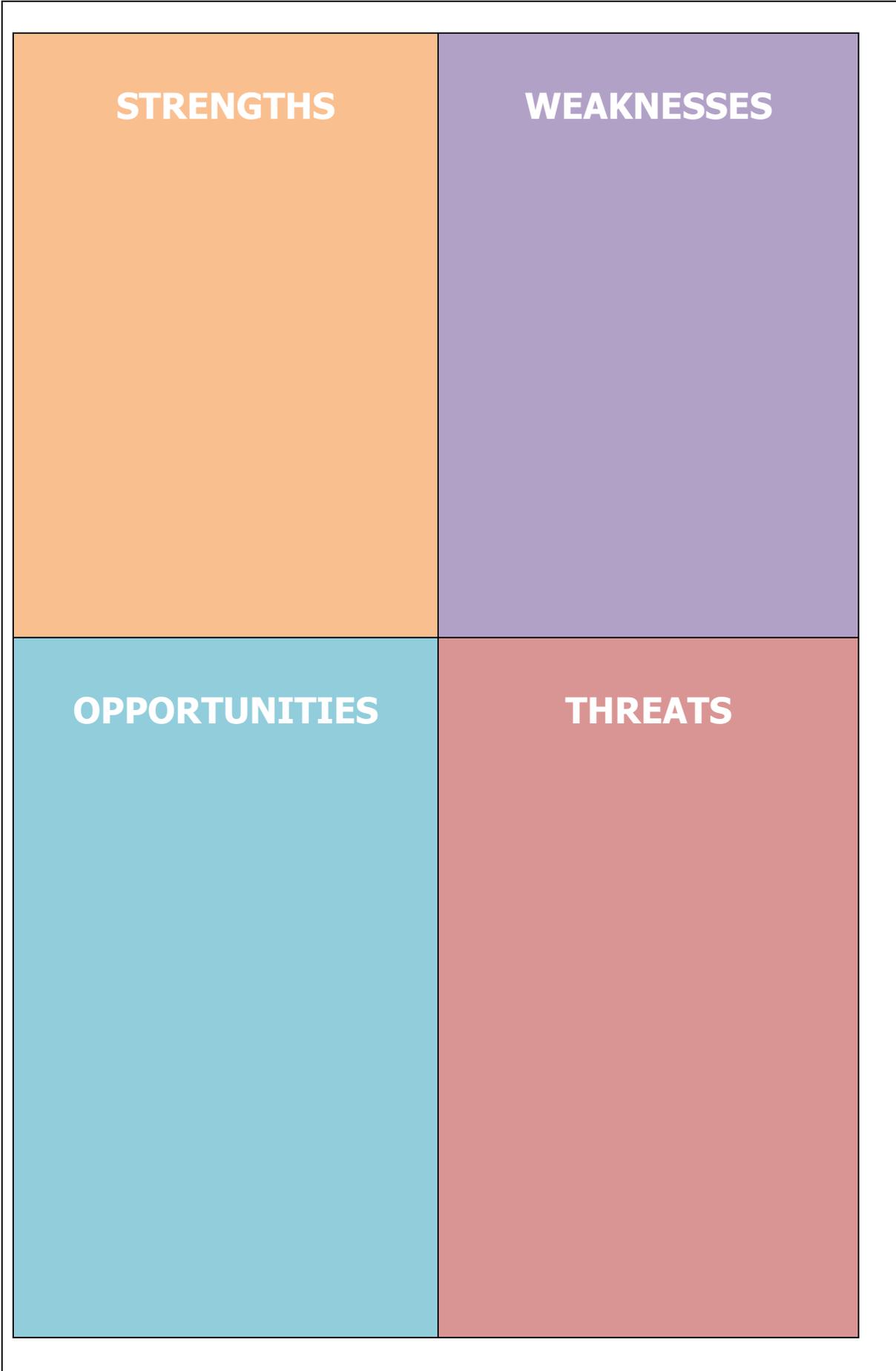
Quality: Whether you are posting a 140 character Tweet or a 500 word blog post online, the quality of your posts are of utmost importance. If you don't have an expert writer on your team, it could be in your best interests to acquire the services of a content writing company.

Content curation: In many cases it can be difficult to come up with your own fresh content every day. In addition, sometimes you come across some great stories on the web that you can't help but share. Businesses everywhere are sharing the content of other users. You too can use this tactic to help increase your reach and online presence by sharing popular and relevant posts from fellow social media users. You can even add your own take on the story and ask your target audience to share their thoughts too.

Dealing with complaints: In any business, it's simply not realistic to see your product or service as completely flawless. You are bound to have unhappy customers occasionally, and your social media pages will most likely receive a few public complaints from time to time. The key is to handle these complaints professionally, effectively and efficiently. Encourage feedback (even if it is negative) and use it to help improve your operation. If you see any positive feedback, you should thank them too for their comments and make sure that they know how much you value them as customers.

Use all means necessary: Remember to keep yourself open to text, images, videos and any other form of content that can be shared via social media. As long as it is appropriate and to the point, you are going in the right direction. A good idea is to keep your posts short and to the point to avoid the readers getting bored.

Annex 1: SWOT Analysis Template (Assessment 2.2 and 4.1)



Name:					
Start Date:		End Date:			
Date Plan Written:		Review Date:		1. 2.	
	Focus Area / Priorities (Current State)	Success / Criteria (Desired State)	Action Plan (How do I get there?)	Resource Requirements (What is needed?)	Timeline
Personal appearance					
Self-image					
Self-esteem					
Self-confidence					

	Focus Area / Priorities (Current State)	Success / Criteria (Desired State)	Action Plan (How do I get there?)	Resource Requirements (What is needed?)	Timeline
Verbal communication skills					
Non-verbal communication skills					
Written communication skills					
Self-awareness					
Self-management					

	Focus Area / Priorities (Current State)	Success / Criteria (Desired State)	Action Plan (How do I get there?)	Resource Requirements (What is needed?)	Timeline
Planning and time management					
Social skills					
Presentation skills					

Annex 3: Cost benefit analysis template (Assessment 2.3)

1) Executive Summary

1.1 Project Description Overview

1.2 Recommendation

1.3 Supporting Reasons

2) General Information

2.1 Purpose

2.2 Overview

3) Description of Alternatives Considered

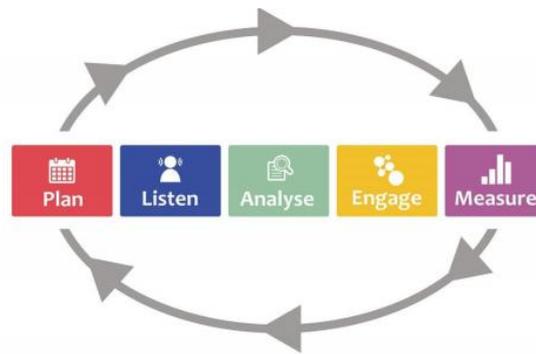
4) Costs

5) Benefits

6) Comparative Cost / Benefit Summary

Annex 4: Social media strategy plan template (Assessment 2.4 and 5.4)

Are you using social media to meet your business objectives?



Social Media Channel	Interface / Functionality	Popularity	Typical User / Business Use	Content
 LinkedIn	There are five different ways to post on the site – Profiles, Pulse, Groups, Company Pages, Showcase Pages. Groups will need moderation.	In excess of 15 million members in the UK.		
 Twitter	Primarily a mobile interface. No difference between personal and corporate accounts. Allows opportunity to spread information virally.	In excess of 15 million members in the UK.		
 Facebook	There are three different ways to post on the site – Profiles, Groups and Pages. 83% accessing via mobile.	In excess of 20 million users in the UK.		
 YouTube	Video sharing on PC and mobile. Billions of daily views, so huge potential audience and engagement. Corporate presence with playlists.	Over 1 billion users globally.		
 Pinterest	Content organised into online boards.	In excess of 10 million daily visitors in the UK.		

Social Media Channel	Interface / Functionality	Popularity	Typical User / Business Use	Content
 Instagram	Photo and video sharing app, cannot refer to other sources very easily.	14 million active users in the UK.		
 WhatsApp	Messaging app that allows users to share text, images and video. Groups of up to 100 people can be set up.	900 million global users.		
 Vine	Micro video (up to 6 seconds long) app owned by Twitter. Allows users to stitch images together to create short films.	100 million global users.		
 Google+	Googles social network, interfaces with other Google products (AdWords, Gmail, YouTube etc.) Traffic relatively low.	400 million accounts but much smaller number of users. Some small passionate groups who use the site.		
 Periscope	Live streaming app owned by Twitter. Allows users to stream content real time to an audience of Twitter followers.	10 million users worldwide.		
 Snapchat	Photo and video messaging app where images / videos self-destruct after between one and 10 seconds.	10 million users worldwide.		

Annex 5: Rural tourism action plan (Assessment 4.3)

Objective Number 1:	Actions:	Lead Organisation	Partner Organisation	Timing	Outcomes to be Achieved

Annex 6: Communication action plan (Assessment 4.4)

Objectives	Action	Stakeholders	Communication Principles / Methods	Responsibility / Ownership	Resource Requirements	Deadline Timing	Issues / Developments