A Manual for
Community Tourism Destination Management

TABLE OF CONTENTS

Acknowledgements

ACKNOWLEDGMENTS

INTRODUCTION

Tourism is the world's largest industry. One out of every ten jobs world wide is in tourism and Southeast Asia alone received more than 31 million international tourists in 1999. The forecasts are for ever larger numbers of domestic and international tourists. How tourism destinations will cope with these visitor numbers in a sustainable manner has to be seen as a crucial urban management issue.

For many Asian cities and countries, tourism development provides much-needed employment and foreign exchange earnings and in some cases this increased wealth is directed towards the improvement of social and physical conditions. There can be negative impacts from tourism and the costs to a local society and environment can be significant; the influx of tourists and workers from outside a destination can change the local community's social fabric and development can cause pollution, habitat destruction and associated health risks. With poor management of tourism destinations, the future of many destinations is threatened.

Experience has clearly demonstrated that strategic planning and sound management are crucial in achieving sustainable development goals. There is a need for those responsible for managing destinations to begin to think in an integrated manner not only about the everyday municipal concerns of tourism, but also about the cultural and heritage dimensions of a community. No matter at what level, all stakeholders have a common objective in preserving the resources that make a destination unique and appealing to tourists. Sustainable tourism destination management sees destinations as more than a sum of their parts and seeks to create destinations that are healthy and viable in the long term for tourists and residents alike.

The sustainable, integrated view of destination management serves to:
- Address the needs of tourists and the economic interests of the tourism industry.
- Approach tourism development in a way which reduces the negative impacts.
- Protect local people's business interests, heritage and environment.
- Protect the local environment in part because it is the livelihood of the destination.

This manual provides an overview of the complex web of issues that must be addressed in order to manage a destination sustainably (see Figure 1). It does not seek to provide solutions, but merely to identify the areas of focus and tools for management that may relate to your destination. Further detail about many of the topics in this manual can be found on the CUC UEM Project website at www.cuc.ait.ac.th or through the CUC UEM Secretariat office.

```
                    ┌─────────────────────────────────┐
                    │  Tourism Destination Management │
                    └─────────────────────────────────┘
```

Product Marketing & Development

- Marketing:
  - -Research
  - -Development of a marketing strategy
  - -Development of a promotion strategy

- Product Development:
  - -Product design
  - -Site planning
  - -Route planning
  - -Conservation strategies
  - -EMS for facilities
  - -Financing
  - -Interpretation

- Training of public & private sector staff

Destination Planning

- Destination analysis
- Policy development
- Transportation planning
- Land use & physical planning
- Urban environmental management strategies
- Determination of carrying capacity
- Impact assessment
- Training of public & private sector staff

Organizational & Management Structures

- Development of leadership & management capacities
- Management of stakeholder participation
- Design of organizational structures
- Creation of partnerships
- Training of public & private sector staff

Destination & Site Operations

- Environmental Management:
  - -Waste
  - -Water
  - -Sewage
  - Air Quality
- Disaster Planning:
  - -Natural disasters
  - -Fire
- Heritage resource conservation
- Site/Attraction management
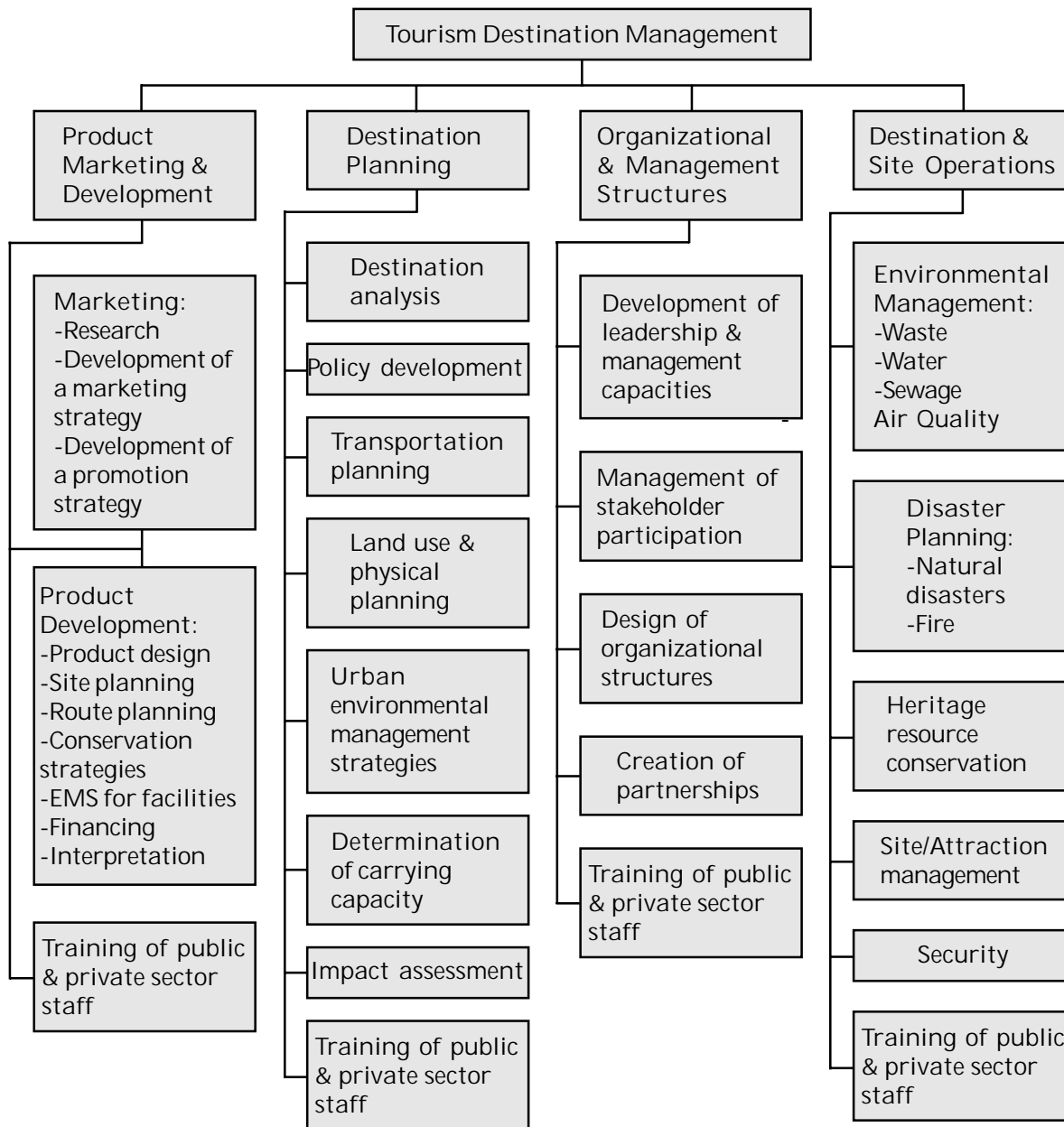- Security
- Training of public & private sector staff

Figure 1: Factors Involved in Sustainable Tourism Destination Management

What is Sustainable Tourism?

A sustainable approach to tourism destination management is based on globally applicable principles of sustainability. Any action towards managing a destination should be considered in terms of the values of sustainable development. *(The CUC UEM Project has produced a short briefing note that describes sustainable tourism principles. The document is available on the Project website or through the CUC UEM Office.)*

Over the past two decades, the inter-relatedness of all earth systems and human systems has become abundantly clear. We now understand that no human action ever occurs in total isolation from other natural systems, and we have appreciated the reality that humans are dependent on the limited resources of the earth.

The global community has been primed for some fundamental changes, including a search for "sustainable development" that is based on new modes of resource allocation and accounting, new attitudes toward the preservation of environmental integrity, and new ways of making decisions in all sectors.

Among the imperatives that promote and enhance the vision of sustainable futures, including that of a sustainable future for tourism, are the following:

- Prudent use of the earth's resources within the limits of the planet's carrying capacity.
- Devolution of top-down decision-making responsibilities and capabilities to a broader range of a destination's stakeholders.
- The abatement of poverty and gender inequalities, and respect for fundamental human rights.
- Enhancement of the quality of life of residents through improved health care, shelter, nutrition, and access to education and income-generating skills.
- Preservation of biodiversity and life support systems for all natural habitats.
- Preservation of indigenous knowledge and ways of living, and respect for the spiritual and cultural traditions of different peoples.

In fulfilling these imperatives, governments and other societal agents must struggle to find an appropriate balance between different, sometimes apparently conflicting needs and value systems. Whatever the situation, sustainable development must meet three fundamental and equal objectives, namely:

- Economic: production of goods and services (the overriding criterion in fulfilling this objective is efficiency).
- Environmental: conservation and prudent management of natural resources (the overriding criterion is the preservation of biodiversity and maintenance of ecological integrity).

- Social: the maintenance and enhancement of quality of life (equity is the main consideration in meeting this objective) and inter-generational, as well as intra-generational equity in the distribution of wealth.

Achieving sustainable tourism development requires that the private sector and the community cooperate as partners in working towards a sustainable society. Making decisions about sustainable tourism development also requires that communities work within a broad framework developing decisions that are:
- Long term thereby allowing communities to be better able to anticipate and prevent problems and risk-reduce decisions.
- Multi-sectoral including the full range of interest and activities in a tourism environment.
- Ecosystem based recognizing the cumulative and synergistic effects of all actions on the ecological integrity of a community and region.
- Integrated identifying impacts of actions on other sectors, regions, and communities.
- Cognizant of the causes and consequences of the problems that communities seek to solve may involve others and other institutions.
- Full-cycle thereby understanding the full context of resource use from extraction to end use.

Individual tourist resource management decisions will have to be made with increased understanding of all these dimensions if the goal of sustainable futures is to be attained. In order to achieve profitability and environmental sustainability in the tourism industry, the tourism industry as a whole must take a different approach to planning and development.

Increasing evidence shows that an integrated approach to tourism planning and management is now required to achieve sustainable tourism. It is only recently that there has been a growing recognition of the importance of combining the needs of traditional urban management (transportation, land use planning, marketing, economic development, fire and safety etc.) with the need to plan for tourism.

Principles of Sustainable Tourism
Some of the most important principles of sustainable tourism development include:
- Tourism should be initiated with the help of broad-based community inputs and the community should maintain control of tourism development.
- Tourism should provide quality employment to its community residents and a linkage between the local businesses and tourism should be established.

- A code of practice should be established for tourism at all levels: national, regional and local based on internationally acceptable standards. Guidelines for tourism operations, impacts assessment, monitoring of cumulative impacts, and limits to acceptable change should be established.
- Education and training programs to improve and manage heritage and natural resources should be established.

The following chapters demonstrate the range of factors that must be considered when managing destinations - the practical steps which must be undertaken before a destination can see a vision of sustainable tourism become a reality. This should not be considered a prescription for success - there are alternative ways to manage destinations. The process featured in this manual, however, presents a valuable model when it is paired with initiative and strategic thinking.

CHAPTER 1: Product Development

The destination management process requires that a destination develop products, whether they be cultural, natural or intangible in nature, to meet market demands. It is not acceptable to develop an approach based on the assumption that "if we will build facilities and products the market will come". Rather, there must be a clear relationship between the nature of the product and the market. The process is more complex than with other forms of products since very often the tourism planners and managers are dealing with resources that are irreplaceable and fragile. The challenge is to achieve a match between the product and the market. This chapter will present some of the issues that must be addressed in this product/market matching process.

These factors include:
- Product design
- Site and route planning
- Financing
- Interpretation.

1.1 Product Design

"Product" is a general term which covers all the attractions and services which can be "sold" to visitors. A destination's "product" consists of built and natural attractions, tours and packages, services for travellers (e.g. shopping, restaurants, accommodation) and activities. Destinations may choose to concentrate on services such as tour packages, guiding and interpretation. Natural resources are generally not thought of as "product" but an ecotour in a natural park is a product. The heritage architecture of a community is not a product, but its interpretation, through a guided tour can be seen as a product.

Approaching a destination as product, however, does not mean that only attractions which appeal to tourists, regardless of their appropriateness should be developed. It means, rather, that the product should be seen as a community's livelihood and marketed and protected accordingly. Control must be exercised to prevent developments which do not fit the community or which cause undesirable impacts. Each destination has its own unique product mix, based on its resources, values, needs and preferences. The result should be an authentic community tourism product that will be attractive to travellers seeking hospitable and unique experiences.

The following elements should be considered when developing a destination's product:
- Choose authentic themes which reflect the local culture(s) and environment-human relationships.
- Keep development in scale with the community and environment.

- Ensure that developments also meet community needs (e.g. through joint use).
- Develop attractions that are attractive and competitive in the long run, not faddish.
- Require strong community support, do not impose new ideas on an unreceptive population.
- Avoid "parachuting" successful ideas from other places, success comes from strong local commitment and enthusiasm.
- Choose themes which help position the destination within sustainable development principles.
- Consider sports; many competitions and fun events can be held using existing facilities.
- Inform all visitors of tourism plans, goals and management approach.
- Ask local clubs, associations, and businesses to generate meetings and conventions to the extent permitted by infrastructure.
- Provide high-quality experiences.

1.2 Site and Route Planning

Every destination needs a design plan for developing attractions and facilities. This should include issues of visitor management and flow, parking, and access to the attractions. Site designs should be compatible with local heritage and lifestyles in order to maintain a sense of place, and enhance local architecture and culture.

Site planning refers to the specific location (or siting) of buildings and related development forms on the land and considers the functions of the buildings, their physical interrelationships, and the characteristics of the natural environmental setting. Site planning also includes the location of roads, parking areas, landscaped and open space areas, footpaths, and recreational facilities, all of which are integrated with the building locations. As is the case at the more general levels of planning, an ecological approach to site planning is essential in order to ensure that developments are well integrated into the natural environment, and environmental problems are not generated. Thus detailed surveys and analysis of the environmental characteristics of site is one of the first steps in the site planning process, along with determination of the specific types, functions and sizes of buildings and other development forms that are being planned. This section reviews some of the basic considerations that must be made in site planning of tourist facilities.

Building Relationships

The grouping of buildings, such as accommodation and their relationships to amenity and recreational facilities is an important concern of site planning. The type of grouping depends on the density and character of the development desired as related to the natural environment.

Types of Development Standards

There are several types of specific standards that are applicable to the controlled development of tourist facilities. These standards typically include the following:

- Density of development
- Heights of buildings
- Setbacks of buildings from amenity features, shorelines, roads, lot lines, and other buildings.
- Ratio of the building floor area to the site area.
- Coverage of the site by buildings and other structures
- Parking requirements
- Other requirements such as for landscaping and open space, public access to amenity features, signs and utility lines

Design Standards

Design standards should respect the following key elements:

- Local styles and motifs
- Roof lines
- Use of local building materials
- Environmental relationships
- Landscaping design

Designing Tourism Products

Tourism products such as accommodation, hospitality, attractions, events, and other tourist services should be considered in a site plan. These tourist facilities include hotels, restaurants, hospitals, and public restrooms. When developing a site plan the following factors should be considered:

- The scale and type of development. Sustainable development would favor small scale developments that minimise impacts and encourage incremental (staged) development.
- The kind of tourism activities (ecotourism, heritage tours), facilities, attractions and amenities that will be included in a site plan. Tourism products to be developed will ideally be based on competitive analysis, market research, ecological assessment and community needs and issues analysis.
- Approaches that minimize negative impacts through design, land-use planning zoning and management
- Development of project financing strategies that focus on local control and minimize economic leakage from the community.
- Tourism vision statements and goals that are communicated to commercial and other stakeholders of the sites to be included in the planning.
- Policies that allow room for future growth and alteration in the plan and the sites themselves.

Tourists will want to visit the main attractions in a destination, and therefore tourist flows through a destination should be established to ensure that tourists are able to see and experience everything that they want within a reasonable period of time. Walking tours and promotional material can alert the visitor to the possibilities provided by a site while at the same time avoiding those that are not appropriate for tourist use.

Regional route planning can be developed in conjunction with other district or municipal planners in order that attractions throughout the region can be developed thereby creating a broader and more varied tourism experience.

1.3 Financing
Financing is one of the major issues facing those responsible for managing destinations. Public budgets are often not adequate to cover rising costs of activities such as increasing waste disposal due to increasing tourism, let alone management of historic sites and enforcement of building restrictions. Financial sustainability most often involves multiple funding sources with a focus on earned income with measures that contain operating and restoration costs. Resources for financing include:
- Public sector grants and tax breaks
- Community initiative and investment
- Approaches that stress self-help and self-build
- Joint public/private ventures and partnerships where often the public sector contributes land or other resources
- Financing from various organizations such as non profits, trusts, foundations, revolving funds and community development corporations
- Build-operate-transfer arrangements
- The private sector.

Since governments are playing an ever smaller role in providing financing to tourism projects due to the lack of financial resources, it is the private sector that must supply the majority of the financing. These private sources include individuals, banks, trust companies, credit unions and insurance companies.

Achieving the right funding "mix" by increasing efficiency without compromising the destination's attractiveness is a "sustainable issue" for many destinations. One possible option is to combine market economy and public interventions. In this type of financing situation, public authorities are able to retain ownership of the resources such as facilities or historic buildings, but the development or renovation responsibility is transferred to private managers. Build-operate-transfer (BOT) procedures are a good example. These transfers, however, bring with them other problems. Commercial management is primarily concerned with the facility's ability to attract tourism, which may compromise other con-

siderations such as its larger role within the destination or conservation concerns. Any attempt at BOT approaches requires that the public sector interest group responsible for the facility must be sophisticated in developing management policies and contracts that respect the local community and its environment while providing a reasonable rate of return.

In some situations, it may be inappropriate to contract out the development or management of a particular site. However, supplementary commercial enterprises can be allowed, such as photography shops or restaurants, and the revenue from these activities can be put towards the ongoing development and protection of the site.

Park and site admission fees, hotel and entertainment taxes, and fundraising events can be used to raise money directly for tourism management. A community tourism development corporation can be established to attract investors, identify potential funding sources and manage funds.

Private corporate sponsorships of events, sites or even clean up projects or other public awareness campaigns may be possible. Sponsorships may also be available in the form of expertise or organisational assistance. However, this type of non-profit sponsorship is often driven primarily by the desire to improve a company's image. As long as the destination's stakeholders are able to retain control over the terms of sponsorship, this type of support has the potential to be beneficial for all concerned.

Donations of aid for specific restoration or preservation projects may also be available from international organisations or foreign governments, however these are often one-time funds and cannot be depended on over the long term. Very often capital funds are available but operational financing is difficult if not impossible to obtain.

1.4 Interpretation

Interpretation takes the story of a community and relates it to the tourists' first-hand experiences with objects, artefacts, landscapes or sites. It is the 'art ' of telling the story of a community. This story is a collection of selected facts and experiences that can be given an emotional and sensory meaning. Interesting interpretation inspires further exploration and examines contemporary and historical issues that illustrate the nature of the destination as complex and layered.

Experience has shown that successful tourism destinations develop interpretive programs both to ensure that visitors are better informed about the destination and its culture as well as to help them to be better prepared to respect social and environmental issues in a community. Successful interpretive programs therefore not only protect the environment and local cultures but also can help to keep the tourists in a community for a longer period of

time. These factors bring both environmental and economic benefits and in some cases successful interpretive programs can become part of the promotion package of a community.

Many destinations think they do not have the money to develop any sort of interpretive strategies. However, by looking beyond municipal and other public coffers, a broad array of funding sources may be found. One of the most lucrative partnerships can be made between public and private sectors. In addition, many universities and colleges are often willing to advise and assist on technical matters or planning at less than market rates. Talented students of marketing, film, graphics, or education departments may be available under supervision of an experienced professor.

Interpretation not only makes visitors' experiences richer, but it represents a tool for managing tourism and tourists. By interpreting a community and providing reasons behind, for example, clothing restrictions, tourists will be less likely to offend residents. If there are places or ceremonies that are considered private and inappropriate for tourists, interpreting the reasons behind such decisions may make tourists more considerate and willing to observe a community's wishes.

Many tourists are looking for more than a whirlwind trip to a large city or a few days on the beach. They are seeking to understand a sense of place in communities which have unique personalities. They are interested in seeing other peoples' ways of life and interpretation can help heighten this experience. However, these tourists are on holiday and want to have fun, not be in a classroom. They do not need to become experts but they want to have a good time as they learn something.

Interpretation can range from the simple use of signage or brochures to the development of interpretive centres to the creation of heritage trails. There are many examples of new technologies being used to help the interpretation process such as virtual reality. The most common modes of interpretation are:
- Publications:
  - Maps
  - Brochures
  - Magazines
  - Booklets
- Heritage trails
- Guide certification courses
- Tours
- Display panels/display cases
- Festivals
- Performances/re-enactments

- Audio-visual presentations:
    - ❑ Slides
    - ❑ Video
    - ❑ Virtual reality displays
- Multimedia shows (e.g. light and sound shows)
- Interpretive centres/museums.

The CUC UEM Project has developed a manual on interpretation entitled 'Interpreting Community Heritage for Tourism' which is available on the Projects website or from the CUC UEM Project office.

1.5 Conclusion

In this chapter we have attempted to present some of the major considerations that should be included in the product development process. There are numerous texts and other sources to help develop awareness of these issues. In particular we wish to direct you to the U.N. publication entitled Guidelines on Integrated Planning for Sustainable Tourism Development.

CHAPTER 2: Marketing

Attractions can change over time. The level of importance of any attraction can change due to two main influences. The physical characteristics can change—cities may improve or deteriorate in quality and developed destinations may wear out. Secondly, market conditions can change. Popularity is as much a function of market forces as a physical factor. Influences such as international monetary exchange rates, fashion, personal interests, public policy and competition can change market segment interest in attractions.

There are many factors that are within the control of the destination or a site manager while others as suggested above are the result of international or national decisions or changing consumer behaviour. It is vital, therefore, that destinations understand the motivations and expectations of visitors in order to maintain the viability of the destination. This requires that the destination mangers have a very good understanding of market research and promotion and maintain a timely database of tourism trends and the ability of their site to meet visitor expectations.

This chapter should not be seen as a primer on marketing but simply a series of suggestions that can be considered when developing marketing approaches for a destination.

2.1 Marketing for Sustainability

While traditional marketing places heavy emphasis on the potential customer's needs and desires, sustainable tourism marketing begins with the consideration of community values and goals based on its needs. Preserving the integrity of the natural and cultural resource base is at the foundation of such an approach. But attention must also be given to ensuring that the destination's tourism industry is competitive and economically sustainable, and that the community will continue to support tourism and the changes it often brings.

Tourists are not always interested in the host culture or its environment, and not all forms of tourism or types of visitor are compatible with local goals and conditions. Careful attention to high-quality, high-yield visitors will benefit the community much more than indiscriminate mass marketing.

For the most part, mass tourism is incompatible with a sustainable tourism marketing strategy. We can define "mass tourism" as being large-scaled and oriented toward the widest possible range of customers. It is true that many destinations are quite successfully pursuing mass tourism, but the cost is very high and negative impacts can easily outweigh the benefits, at least from the residents' perspective. Furthermore, once set in motion, it will be difficult or impossible to reverse the process of mass tourism development. It will result in external control, and often local businesses and residents are pushed aside.

The alternative strategy is niche marketing, or the pursuit of those market segments that will meet the community's sustainable tourism goals. Most people can be attracted to a popular beach resort, because of the universal appeal of sun, sea and sand, but not everyone is particularly interested in bird watching, local festivals or homestays. The more focused you can be in your marketing efforts, the more you retain control over the process.

At times it is argued that the tourism industry needs constant growth, and that maximum amounts of promotion are required to sustain profits and hence jobs. This is simply not the case. Mass marketing sows the seeds of its own problems, namely the 'boom and bust' cycle that typically results when high levels of demand lead to oversupply, resulting in low levels of use and inefficient operations. From the destination's point of view, (especially the residents' point of view) it is far better to concentrate on one or a few prime segments and avoid the pitfalls of mass marketing. Furthermore, much less development and servicing is required if year-round occupancy/use can be assured, as opposed to constantly building new infrastructure to cater to growing peak-season demand.

A sustainable approach to tourism marketing still requires good market research, detailed segmentation to find the best target markets, attention to customer needs and preferences, and delivery of high-quality products and services. The difference between a sustainable and a standard approach is that sustainable marketing favours the community and its environment; industry and community must be in partnership to agree on the goals and process.

Marketing for sustainable tourism involves the same process and elements used by all businesses and destinations, but the orientation is quite different. Sustainable tourism marketing stresses the following:
- Meeting the needs and goals of the community.
- Matching locally supported "products" to appropriate segments.
- Attracting high yield and high quality visitors, not large numbers.
- Cultivating the right image to convey environmentally and culturally sensitive messages by employing unique selling propositions.
- Communicating effectively with and educating all visitors.
- Employing environmental and cultural interpretation.
- Managing the visitor and encouraging the adoption of codes of conduct.
- Achieving efficiency by avoiding high peaks of demand and overuse.
- High quality attractions and services.
- Research into appropriate segments, communication effectiveness and resultant impacts.
- Building repeat trade.

2.2 Market Research
Market research has a number of important aims:
- Understanding what existing and potential visitors want in terms of benefits and experiences, products and services.
- Identifying the appropriate target market segments.
- Matching products to potential market segments.
- Knowing what the competition is doing.
- Understanding the relative importance of all elements in the marketing mix, (e.g. how important is price?).

In marketing, the key is always to focus on what potential customers want, need, and will demand. If a destination wishes to develop ecotourism, the question becomes: who will purchase ecotours and will demand be sufficient to justify the investment. Niche marketing requires that very careful attention be given to measuring potential demand from the target segments and the means to effectively reach them.

Market potential can be evaluated in several ways. Basic research into tourism trends is the starting point, and usually government agencies, industry associations, and educational institutions can provide this data. It will be more difficult, however, to obtain demand-related information specific to certain areas, communities, or businesses. In these cases, original market research is likely to become necessary.

It is not sufficient to know that demand for a product or experience exists. It must be shown through research and a feasibility study that a proposed development can capture an adequate share of the market. Many good ideas fail because of a mistaken assumption that demand follows supply. Always remember that a great deal of competition exists for the consumer's attention, time, and money.

Segmentation and selecting target markets is a crucial part of this process because demand will come from specific segments of the global marketplace. Because sustainable tourism marketing is the opposite of mass marketing, extra care must be taken to identify and attract appropriate market segments.

2.3 Development of a Marketing Strategy
A summary of the research and analysis should be included in the actual marketing plan. Goals and objectives should be clearly stated, strategies articulated, and an action plan and budget stated. The marketing plan is usually revised annually in light of ongoing research and evaluation of its effectiveness. It should incorporate a multi-year strategy for each element of the marketing mix, as few strategies can be implemented fully in one year.

The following is an outline of a typical marketing plan for a destination marketing organisation:
- Vision and goals for the destination.
- General marketing goals
- Situation analysis and market research
- Resource and supply appraisal
- Market potential
- Strategies, goals, and objectives
- Action plan and budget
- Evaluation of key performance criteria

2.4 Monitoring, Evaluation, And Revisions

Every marketing planning process requires ongoing monitoring of results and constant attention to improvements. Monitoring usually requires specific research efforts and establishment of indicators. The types of research necessary are indicated below, with comments as to sustainability requirements.
- Tracking studies: to determine the effectiveness and efficiency of marketing, the awareness levels, attitudes, travel patterns, and satisfaction levels of visitors and target segments must be tracked over time.
- Impact assessment: that measures concrete and qualitative results from marketing efforts in particular, and tourism in general, including economic, social, cultural, and environmental effects.
- Measuring costs and benefits: obtained from tourism activity.

The ultimate evaluation consists of decisions regarding tourism goals and strategies in general, including the issues of setting limits, changing target market segments, and modifying the marketing mix. These issues obviously impact on the entire community development strategy and all its management systems.

2.5 Development of a Promotion Strategy

Image-making is an essential part of sustainable tourism marketing. The sustainable tourism destination wants to portray itself using attractive symbols and messages. On the other hand, the words "green", "eco-tourism" and "environmentally friendly" have often been abused, so cliches must be avoided. Most often the best approach is to stress authenticity, exclusivity, uniqueness and sound visitor management practices. The focus should be on the image-making for precise targets.

From a sustainability point of view, a number of factors must be considered:
- Promotion must be targeted and fully informative, otherwise false expectations are generated.
- Quality tourists are informed tourists.
- Quality products are marketed differently from mass tourism products (e.g. value is more important than price).
- Information and interpretation are also important elements in the travel experience.

2.6 Conclusion

In this chapter we are only able to identify basic points to be considered in any marketing development process. It is vital that destinations work with professionals when developing market strategies and also when conducting research to ensure that they are competitive in the global market while respecting their sustainable development goals.

CHAPTER 3: Destination Planning

The intricacy of the tourism system is demonstrated by the many individuals and groups which can affect a destination's future. This complexity makes destination planning vital but also most difficult. Clearly some form of direction which is co-operative and proactive is required to guide planning and development. This chapter will identify the actions required for developing and implementing effective sustainable tourism strategies. The character of the process can be described as dynamic, participative and adaptable to the needs and concerns of the destination's many stakeholders.

There is no formula for the amount of planning that a particular situation calls for and clearly each societal context will determine what is appropriate. Similarly, although sustainable tourism calls for a high level of local involvement in planning and developing tourism, the amount and quality of resident participation will vary depending on the cultural and political factors in the destination. It is obviously not of great utility to develop a sophisticated planning system if there is no political or community support for it. In these cases, one might first have to generate an appropriate setting or structure for a planning process.

A strategic planning approach is essential for sustainable tourism, whereby the disparate planning and development activities related to tourism are linked to an overall, broad strategic tourism plan to provide an integrated framework for directing tourism. Strategic planning seeks an optimal fit between the system and its environment. Hence, it
- Has a long-term perspective.
- Creates a vision.
- Specifies goals and the specific actions and resources necessary to achieve these goals.
- Is dynamic, flexible and adaptable.
- Ensures that formulation and implementation of the strategic plan are linked closely through constant monitoring, environmental scanning, evaluation, and adjustment.
- Ensures close co-ordination between local and regional legislative and political structures
- Requires community participation and support.
- Is supported by a community that is informed, educated and aware.
- Includes an innovative and inclusive organisational structure for joint planning.
- Applies the principles of sustainable tourism development to ensure the long-term sustainability of the ecology, local economy and the socio-cultural values of the community while distributing the benefits equitably among the stakeholders.

There are many approaches to planning, from none at all to a centralized, top-down method. Despite this variety, good planning generally contains the following elements and action steps:

- Defining a vision and mission statement.
- The implementation of a situational analysis.
- Developing strategic goals
- Evaluation of strategic alternatives to achieving these goals
- Development of strategies.
- Implementation of strategies including measurable objectives and detailed action plans.
- Monitoring and evaluation of strategies and action plans.
- Adjusting the strategic and operational plans based on information and feedback from evaluation and constant scanning of the external environment.

More detail on the step-by-step actions of creating a strategic plan can be found in *Planning for Sustainable Tourism at the Local Level*, a practical textbook for strategic planning, published by CUC UEM Project and available from the Project office.

3.1 Destination Analysis
Once the community has decided that it is receptive to tourism, it is important to conduct a destination analysis to assess the community's infrastructure and tourism resources.. Carrying out this task in a comprehensive manner can benefit everyone. The objectives of this process are:
- To determine what the destination possesses in terms of tourism attractions.
- To determine the location of tourism resources, infrastructure and attractions.
- To assess the tourism qualities of resources and attractions.
- To determine what stage of readiness for tourism the attractions and resources are in.
- To develop some initial priorities.
- To outline an action plan.

The nature of a community's tourism resources are illustrated in Figure 2.

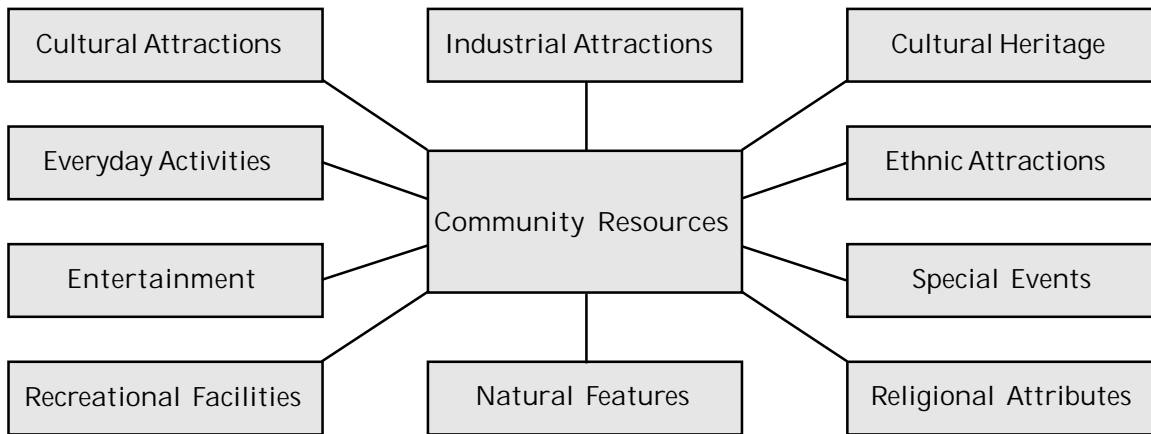| Cultural Attractions	Industrial Attractions	Cultural Heritage
Everyday Activities		Ethnic Attractions
Entertainment	Community Resources	Special Events
Recreational Facilities	Natural Features	Religional Attributes

Figure 2: Community Tourism Resources

Each community has significant infrastructure concerns that must be assessed. The factors are illustrated in Figure 3.

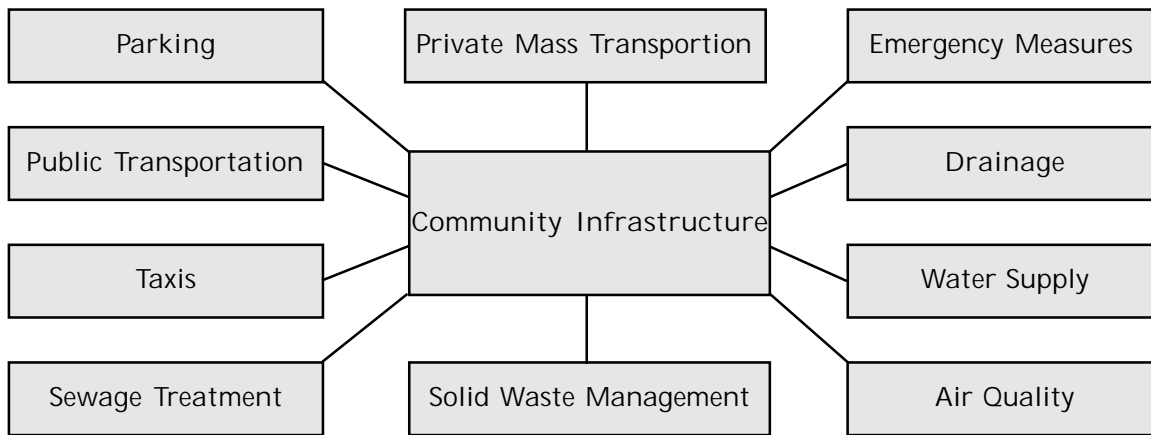| Parking	Private Mass Transportion	Emergency Measures
Public Transportation		Drainage
Taxis	Community Infrastructure	Water Supply
Sewage Treatment	Solid Waste Management	Air Quality

Figure 3: Community Infrastructure

Tourism infrastructure is essential in determining the destination's readiness for tourism and the assessment process can examine a number of factors as illustrated in Figure 4.
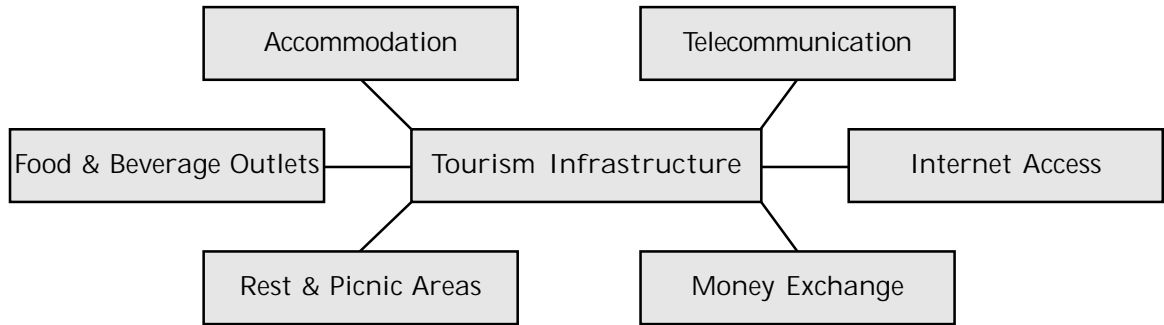

Figure 4: Tourism Infrastructure

The primary tourism infrastructure is supported by a range of many other factors all of which are crucial in determining success and helping the community to achieve the highest possible economic return from tourism. These factors are illustrated in Figure 5.
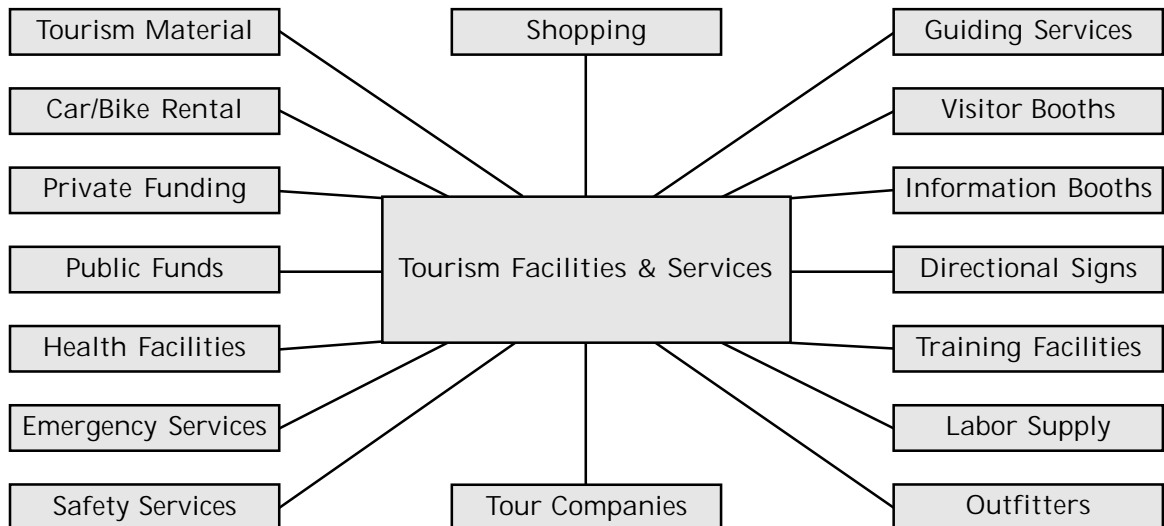

Figure 5: Tourism Facilities and Services

A number of worksheets for establishing a detailed inventory of the above factors are available in *Planning for Sustainable Tourism at the Local Level*.

3.2 Policy Development

In order to plan in accordance with sustainable guidelines, a destination needs a policy that reflects all the stakeholders' concerns and objectives. Developing this policy can be a long and complex process due to the different and often competing interests of the diverse groups which make up the stakeholders in any destination.

Even if it is not a binding document, a community-formed policy can be used by constituents to demonstrate to elected politicians the desires and goals of the community. This may be particularly useful during transitions of public leadership at election time, whereby potential incumbents can be asked to make a commitment to the vision statement.

In order for a community policy to be considered a relevant implementation tool it requires the support of local government, stakeholders and businesses. It also needs to fit well with regional, national and global tourism policies. There is potential for conflicts in this area, as top-down planning often supports different tourism development priorities than local stakeholders. Destinations must determine what can be done locally and what requires regional, national government assistance, and ensure that new political and legislative structures establish sustainable tourism development frameworks.
.

3.3 UEM Strategies

There are a wide range of techniques for helping to solve the environmental management problems of an area. Tourism destinations throughout the world are now discovering that unless they can deal with the important issues of cultural change as well as water, sewage and transportation management they will be unable to take advantage of their appeal as tourist destinations. Visitors expect clean and safe environments as part of their experience. The techniques span a range of disciplines and approaches. Some solutions are clearly within the public sector. Others are the responsibility of the private sector and others are the result of public and private partnerships. The following techniques should be considered when planning for destination management:

Environmental Impact Assessment (EIA)
The purpose of an EIA is to identify, in advance, the physical, social and economic impacts of a proposed project. An EIA contributes pertinent environmental information to help decision makers proceed with a specific project. Given that any project has impacts and causes environment change, an EIA usually specifies how to prevent or minimise environmental degradation. Some of the objectives of an EIA are:
- To identify risks, minimise negative impacts and determine whether or not the project is environmentally and socially acceptable.

- To achieve environmentally sound proposals through research, management, and monitoring.
- To manage conflict through the provision of a means for effective public participation.

Depending on the project and the individual destination, members of the public, bureaucrats and politicians and scientists can become involved in an EIA. Members of each group bring different perspectives to an EIA: for example, some people may oppose a tourism project because of their proximity to it (concerns about noise or pollution, for example) while others may be supportive because of the project's potential employment possibilities. Public participation is an important dimension of the EIA process.

Because various stakeholders bring such different values to an EIA and because the environment is so diverse and complex, an EIA cannot study every component of the physical and socio-economic environment potentially affected by the tourism project. Instead, those environmental features that are of significance and value to the various groups involved are included. Examples of publicly valued environmental components include beautiful landscapes, healthy work and home environments, and high quality air and water resources.

An EIA can be carried out at a destination scale in order to predict the environmental impact on a destination of several individual projects. For example, an EIA can assess the impacts of a hotel on a particular area and will be able to suggest mitigative measures to deal with negative impacts. To assess the impact of several hotel projects a cumulative impact assessment process can be used. The CUC UEM project has carried out the cumulative impact assessment of projected hotel development in Siem Reap, Cambodia.

It is vital that experts in environmental impact assessment be used in all situations. It is important to remember that it is futile to carry out environmental impact assessments if the needs and concerns of all the stakeholders are not going to be considered and implemented. There are many examples of sound informal impact statements that were prepared but never respected during the tourism development process.

Public Participation
Managing tourism in a sustainable way requires that everyone affected by tourism is informed and involved in tourism: both in the planning process as well as in the implementation of policies and action plans.

Local people can be involved in tourism to varying degrees, ranging from information gathering to direct decision making, ownership, and employment in planning, project development and service delivery. In the context of sustainable tourism development, a clear distinction has to be made between consultation and participation. While community consul-

tation is highly recommended, this is not synonymous with participation. Sustainable tourism development requires participation that allows people the right to be able to order and influence their world. In order to accomplish this opportunities have to be created to enable community members to participate as fully as possible in directing the development of their community.

Local citizenry can get involved directly in the tourism planning process (via committees, workshops), and indirectly through public meetings, surveys, etc. Direct participation in tourism related projects is also highly recommended, since this creates a sense of ownership in the outcome of the process. Participation may also allow the benefits of tourism to be distributed more widely among the community's members, both directly and indirectly. More direct local involvement in decision making for example, may enable residents to request a specific portion of tax benefits from tourism to be allocated toward community development and the protection of the tourism resource base.

Determination of Carrying Capacity
In its simplest form, carrying capacity measures the level of destination use that is sustainable. In fact, carrying capacity is a complex concept, particularly when a range of products and services must come from the same environment (as in the case of tourism) Yet the question remains similar: how many tourists/visitors can be accommodated in a destination and within specific portions of the destination without threatening the long-term sustainability of a specific site and destination.

Carrying capacity has value particularly because it draws attention to limits and thresholds beyond which a site does not wish to tread. But in dealing with the reality we need to consider the following factors:
- Tourism depends on many attributes of an environment: aesthetic qualities, maintenance of wildlife, access to shoreline or ability to support active uses. Each has its own response to different levels of use.
- The impact of human activity on a system may be gradual and may affect different parts of the system at different rates. While some environmental resources may be highly sensitive to human impact (e.g. habitats for fragile or endangered species) others degrade gradually in response to different use levels.
- Every environment serves multiple purposes, and its sensitivity to different use levels depends on the values of all the users.
- Different types of use have different impacts.
- Tourism mangers need some form of measure to reduce the risk of unknowingly stepping over biological or cultural thresholds, with results that degrade the product, cause other adverse affects or discourage customers.

The success of the tourism planning effort is greatly dependent on the ability of a destination to monitor the implementation of action plans, achievement of its objectives and the setting and monitoring of critical indicators and carrying capacity thresholds related to the resources being used. Carrying capacity in this context refers to the level or threshold of use or impact that a resource can handle without seriously affecting the health or survivability of that resource. Indicators and thresholds need to be established which provide decision makers with information that enables them to evaluate and make timely decisions on changes caused by tourism. The CUC UEM Project will be releasing a manual on how to determine carrying capacity in the near future. It will be available on the Project website at http://www.cuc.ait.ac.th.

3.4 Conclusion
There are a great many tools and concepts that are available in the destination planning process. In this chapter we have indicated only some of these but it is important to stress that all available tourism destination planning advice and support be used in order to ensure long-term sustainability.

CHAPTER 4: Organisational Structure and Management

Establishing the right organisational and management structure is often a key to success. While each situation will require a distinct organisational structure, the importance of stakeholder involvement cannot be overemphasized. Generally speaking, every destination needs a structure for the management of tourism and its many related issues.

4.1 Development of Leadership

Once the decision has been made to proceed with tourism development, the next step is to establish leadership and a decision making and implementation structure. Establishing leadership to guide, monitor and adjust the tangible and intangible costs and benefits of tourism is critical to ensure the long-term sustainability of the industry and the environment. An organisational structure for leadership should therefore be created, such that continuous and long-term management of tourism is undertaken, and the input and participation of a wide diversity of the community's stakeholders is made possible.

4.2 Design of Organisational Structures

Establishing ongoing leadership will facilitate future planning related actions such as constant scanning of the environment, identifying opportunities and managing problems as they emerge, hence increasing the ability for sustainable tourism development. Some pros and cons of a few leadership bodies are outlined in Figure 6.

Regardless of the structure of the existing or newly created organisation, some major areas of responsibility can be:

- Involvement in community tourism strategy planning.
- Guiding and evaluating physical development, programs and activities.
- Ongoing monitoring of tourism development and impacts.
- Guiding impact mitigation and adjusting tourism strategies.
- Ensuring that sustainable tourism practices are implemented including: economic incentives for local ownership and local control of tourism, education, and training of locals to participate in the tourism industry, and equitable access for residents to tourism facilities and activities.
- Establishing sub-committees for managing various aspects of the overall tourism strategy.
- Assisting with ongoing community education and awareness of tourism activities.

Organisation	Role	Pros and Cons
Convention and Visitors Bureau / local destination management organisation	Tourism marketing and promotion; visitor information services.	Pros: May be funded by public and/or private sources, hence may have funding sources. Cons: Narrow functional area.
Chamber of Commerce	Business development, networking, and support.	Pros: Familiarity with broad business community needs and functions. Cons: May have pro-development philosophy.
Local Council / Economic Development Office	Economic development, resource allocations, public services.	Pros: Legitimate representative of community, has potential funding source.
Community group (e.g. resident or environmental organisation)	Advocacy, lobby group, networking.	Pros: Representative of local resident interests. Cons: Generally volunteer based hence may lack funding or suffer volunteer burnout.
Community Tourism Organisation	Strategic tourism planning and management; ongoing monitoring of impacts and planning outcomes; adjustment of overall strategic plan as required.	Pros: Broad-based community interests represented with active guidance of tourism. Cons: May be time consuming to set up and may be costly to maintain, depending on activity.

Figure 6: Some Pros and Cons Of Potential Leaderships Bodies

If no appropriate body exists in a destination, the following outline describes one potential type of organisation that can be formed along sustainable principles:
- Identify the key stakeholders in the community's tourism domain.
- Form or appoint a community tourism organisation (CTO) e.g. a Community Tourism Advisory Board and invite key stakeholders to participate. Sustainable tourism development will require collaborative participation of key individuals, organisations, and groups. A broad diversity of community interests, values, and expertise should be

represented in the CTO. Special actions may need to be taken to ensure that marginalized sectors such as low income groups or minority segments in the population are able to be represented (e.g. covering participant costs related to attending meetings, such as travel, or baby-sitting services for low income parents). The CTO must be perceived to be a legitimate and capable representative of the whole community.
- Establish the planning scope, terms of reference, and key responsibilities of the CTO.

Creation of Partnerships
One of the most important lessons that have been established in all areas of development is the considerable influence of partnerships on the success of any initiative. Public/private partnerships between government, public organisations, community organisations, industry and commerce are seen as the cornerstone of success in many destination initiatives. Partnerships can bring together many different sets of ideas, points of view, and contributions of various kinds whether they are financial, social or political in nature in helping to achieve a successful heritage area strategy.

4.3 Conflict Management
Managing the objectives and opinions of stakeholders is critical for tourism organisations involved in development. Controversy can be harmful to tourism proposals; lengthy delays may ensue, adverse media attention could harm the image or reputation of the developer, and community resistance to proposals (due to perceived threats of negative impacts) can make it very difficult for developers to establish a mutually beneficial working relationship in the destination. While a detailed treatment of this vital issue of conflict management is not possible in this manual, the following points provide some useful direction:
- Anticipate and prevent conflicts where possible.
- Establish mechanisms that enable effective communication, consultation, and participation of stakeholders in development decision making.
- Investigate community values and attitudes, and involve the community (through consultation and more direct participation) prior to making commitments on issues that can have a significant impact on the community and environment.
- Identify and involve key stakeholders in the conflict management and conflict resolution processes.
- When it comes to dealing with the local community, it is better to be as inclusive as possible. Recognise, however, that this will require managing a diversity of opinions, interests, attitudes, and values, from stakeholders with varying knowledge and communication skills. The participation mechanisms you develop have to be able to deal with these challenges. Different mechanisms may be required for different situations.

It is important to make certain that stakeholders who are involved in conflict management/ resolution have the information to be able to provide an informed decision or opinion, in a timely manner. It is also important to ensure that the information is comprehensible to everyone. Understanding the substance of the issue should not be compromised due to technical jargon.

4.4 Training of Public and Private Sector Staff

Training is important in order to ensure that local people can be involved in the actual implementation and management of tourism in the community. This is important in order to reduce leakages of revenue, to enable import substitution and generate employment.

Sustainable tourism development requires the establishment of education and training programs to improve public understanding and enhance business, vocational, and professional skills. Training should include courses in tourism, hotel management and other relevant topics. Training can be developed through linkages with area and regional educational institutions such as community colleges or universities.

The training of staff in terms of tourists' needs and views, as well as training about the destination is important in any situation where there is interaction between the visitor and the staff. This requires an investment of time and resources that can be difficult to justify in a restricted budget situation. However, the training dimensions cannot be neglected if the site is to be protected and the message is to be transmitted to the visitor.

It is important to note that training and education can take many forms from formal, in-class instruction to distance education to self-paced computer based learning to publications and manuals.

4.5 Conclusion

Achieving the right kind of organizational structure and management is essential in allowing a destination to achieve a sustainable future. There are many approaches to creating a management structure but the principles identified above should be seen as important dimensions of any organizational structure. The most important consideration is that all stakeholders from the community, the public and private sectors must be seen as essential actors in the overall management of the tourism destination.

CHAPTER 5: Destination Site Management/Operations

Once destinations have developed policies and plans and management structures they need to develop management operation policies and procedures in order to ensure the ongoing attractiveness of the destination and the protection of local cultures and environments. This control should involve cooperation of all stakeholders in the community and should not be seen solely as the responsibility of local authorities.

5.1 Environmental Management

A major task for any destination is to ensure that the urban environment is improved both within the destination itself and in terms of its impacts on the surrounding environment. This is a topic for significant discussion but certainly any ongoing management of tourism destinations must take into account the following physical factors:

- Roads
- Drainage
- Water supply
- Electric power
- Sewage disposal
- Solid waste disposal
- Telecommunications
- Sanitation and public health standards.

Urban Environmental Management for Facilities
Part of developing a destination's product is to ensure that sustainable values are held throughout the tourism industry. Environmental Management System (EMS) is a system to assist facilities such as hotels and restaurants to improve their overall environmental performance. The main benefit of using a system such as EMS is that it takes a holistic or integrated approach to the facility by monitoring the environmental behaviour of a facility from the beginning of the process (e.g. inflow of resources amd products into the facility) through to the end. The EMS monitors all the environmentally sensitive areas in a facility such as solid waste generation, consumption of water, disposal of wastewater and consumption of energy (electricity and other fuels).

The EMS is designed to produce positive impacts upon the environment as well as a minimum yet positive impact upon costs to the business. It is important to remember that the EMS is meant to be a guide. Depending on the size and type of facility managers may decide to adopt some or all of EMS procedures. It may take time to see results: EMS is a staged approach, so the facility can start off with small improvements and increase the commitments to implementation of a fully-integrated EMS over time.

Staff will need to be trained since successful environmental management systems should involve all staff working at a facility. This training may take the form of communication meetings and/or specially designed programs aimed at teaching staff waste management practices such as how to separate or segregate types of waste.

Staff involvement is vital: No program will work unless the staff are committed to the program. As well as undertaking staff training, it is recommended that management considers the introduction of initiatives in the tourist facility which will encourage, motivate and inspire staff to participate.

International standards and certification (for example ISO 14001, Green Globe and Green Leaf) are often used as indicators of sustainable companies. They allow customers to make decisions about the type of resort, hotel or tour group to use. They also offer destinations access to international knowledge about sustainable practices. There are different international standards—some charge a fee to apply for the certification, but will in return offer advice and technical assistance. An important feature of most certifications is that they are awarded for a limited period of time and require frequent monitoring and updating. They benefit the tourism industry on the whole as they encourage sustainable behaviour and incentives on the part of the facilities. They are also good for destinations because they support and recognise those that pursue a healthier environment and tourism industry.

EMS is an essential tool for the management of facilities and destinations. It is a complex topic and for further information please consult the CUC UEM publication *Cleaner Production, a Manual for Hotels* available at the CUC UEM website or through the Project office.

5.2 Heritage Resource Conservation
As has been discussed earlier a destination's historic, cultural, and natural heritage are often its main attractions. These resources must be protected accordingly and management approaches need to emphasise their conservation. Conservation in a destination demands a systematic approach and discipline. Historic sites have technical conservation issues that are too specific for discussion in this manual. A conservation plan that addresses the detailed needs of a destination should be drafted during the planning phase of tourism development.

The management of heritage sites is truly a multi-disciplinary field. It involves the traditional areas of activity of heritage preservation such as conservation, curatorships, design, interpretation, research, building rehabilitation and the protection and enhancement of crafts. In addition, it requires an understanding of urban planning, architecture, real estate finance, building partnerships, public participation and product development. One of the difficulties of this process is for each actor to understand and appreciate the concerns

of the other disciplines and perspectives. It must be stressed that an essential ingredient of success for any heritage area scheme has to be the ability of the various actors to work effectively together.

The most important management principle has to be that everyone agrees on the cultural significance of a site. It is essential that the authenticity and character of a site be defined before any management interventions occur. This may be seen as a clear definition of a site's essential values and has to be the product of a great deal of research as well as consensus building amongst the relevant partners.

Every heritage site has limits: physical, ecological and social. Tourism can have significant negative impacts on a site due to overuse and visitation. Understanding these limits is essential in protecting the value of the resources.

There are a number of ways to conserve a destination's individual attractions and the destination in general. Education is crucial so that visitors will appreciate and respect the unique nature of a destination. Methods to encourage this understanding include:
- Offer literature and brochures and briefings.
- Interpret local cultural values.
- Provide cultural guidelines.
- Advise visitors to accept local customs and values.
- Discuss appropriate behaviour when photographing residents.
- Discuss appropriate behaviour when purchasing goods and tipping.

5.3 Site/Attraction Management

One of the major site management tasks is to deal with visitor numbers, behaviour and impacts. As discussed earlier, there are limits on the use of any kind of site. When those limits are exceeded, damage begins to occur and the visitor experience is compromised. The visitor impact therefore can be seen to be the result of the number of people using a site, the type of activity, when the use occurs and the ability of particular environments to withstand use.

Managing use could be fairly straightforward if there was not the need to balance visitor volumes and the positive economic impacts generated from those volumes. While there might be an ideal level of use, this may be unrealistic when attempting to meet the economic objectives of a site. It is the role of the site management team to attempt to ensure the least possible damage while guaranteeing the financial viability of the site.

Managing Visitors

If the site is to maintain its financial viability and protect its integrity, there has to be an ongoing process of understanding the visitor and his or her expectations. This can be done through a series of techniques.

There are a number of possible management strategies for dealing with visitor numbers. The task can be seen as a fairly simple one by reducing the number of visitors to the site or reducing the number of people at any one period of time or limiting the number of people in a particular place on the site itself. There are softer techniques such as helping to change visitor behaviour through education. There are also physical strategies that can be used to make the site more resistant to change. Typically in any situation all of these strategies must come together in a management plan. Some management strategies appropriate to any of these approaches are:

- Restricting or limiting entry to the area.
- Reducing numbers of large groups.
- Implementing a quota system.
- Using pricing techniques to reduce demand.
- Directing visitors to other areas
- Having different pricing policies for different times of the week and year.
- Developing a reservations system.
- Using a system of lotteries to determine who can use a site.
- Extending hours at particularly busy times of the year.
- Limiting accommodation near the site.

Each of these management strategies brings with it certain costs and benefits and have important political realities that must be reconciled as part of a management process.

Managing the Site and Surrounding Environment

No site exists on its own and many depend on the surrounding community for financial as well as social support. In addition, the surrounding community most often provides a wide range of visitor services and attractions that are essential in meeting the full visitor experience. The site management plan must take into account how the relationship between the site itself and the surrounding community is to be dealt with. It is useful to think of the community in its many dimensions as one of the many stakeholders involved in the overall management of the site. There are various forms of participation that are possible but it is essential that the relationship with the surrounding community is well considered and incorporated into any planning and management exercise.

Individual sites and attractions need to consider the surrounding community but also other sites and attractions, nearby and regionally. Very often a heritage site cannot exist on its

own and must work closely with other tourist attractions in its immediate vicinity to provide a more robust destination for the tourist. This involves therefore close co-operation with other tourism activities in the region. If a group of sites or even a group of destinations work together to each establish a unique regional niche, visitors will likely stay longer in the area and visit each destination or site for a different experience. Independent efforts in areas such as marketing could undermine the tourism potential of a region and could result in a duplication of effort and a waste of resources.

Visitors Amenities and Services
Once the visitors arrive at the site or destination it is important that they are treated in the best possible manner in order to ensure their satisfaction and their willingness to return to the site and recommend it to others. Site services and amenities can range from simple things like drinking fountains and benches to a well-cared for environment.

Visitor amenities and services exist both on-site as well as offsite. On site amenities and services include:
- Drinking water
- Toilets
- Public telephones
- Postal services
- Emergency medical services
- Garbage removal and disposal.

The range of on site amenities is obviously a function of the scale of the site. Larger sites can offer a full range of eating and accommodation services. If these services are contracted out there is a need for a process of leasing and contract administration.

Off site amenities include:
- Accommodation of various kinds
- Restaurants
- Retail activities
- Services such as car repair, email
- Recreational facilities
- Entertainment possibilities
- Health-care.

While site managers do not control these amenities they can influence community and regional private sector interests to provide some of these amenities through their public relations programs.

5.4 Security

Most tourists want to feel safe and secure no matter what the destination. Not only safe from theft and crime, but secure and confident in the abilities of the destination to deal with any problems that may arise. It is often more of a sense of security than anything tangible that tourists are seeking.

Concerns of a destination's fire, police, and hospital facilities are paramount. This includes, for example, concerns that doctors or police speak the tourist's language and are trustworthy and sympathetic. If any problems do arise for tourists, lack of preparation on the part of the destination will not support the image of a tourist-friendly destination that it is advantageous to promote.

When visiting a foreign or even a domestic destination, tourists want to feel confident that the water they are drinking is safe and the food free of disease. Strategies to promote these feelings of security revolve around training and awareness campaigns for locals. For example, hotel and restaurant workers may need training about what tourists find acceptable and unacceptable in terms of hygiene and food preparation. The most important strategy, however, is to communicate with tourists. The unknown is frightening so therefore honest, straightforward information will reassure them about what is and is not safe in a destination. For example, if tap water is not safe to drink, but is safe for brushing teeth, explain to visitors why and where they can purchase bottled water. Many tourists to Asia worry about malaria.   If malaria prophylactics are necessary, it is important that tourists are aware of this before they arrive and that they are confident that the destination would be able to cope with any potential problems.

5.5 Disaster Planning

The Southeast Asia region is prone to major disasters such as fires, typhoons, and particularly floods. Destinations should be concerned about the impacts of disasters not only for the safety of the local people, but because the destination's ability to deal with the situation effectively and professionally is important in terms of tourists' perceptions of safety. Disaster planning is crucial so that the destination is prepared to deal with most possible eventualities.

There are limitations to traditional top-down relief-based disaster management. During times of disaster local governments are in the best positions to provide leadership, supervise the distribution of relief goods and medicine and to manage evacuations. And since local governments have the most at stake and are the most closely involved in local development, they can be most effective in planning long-term risk reduction.

Natural disasters can turn into public relations disasters as well; if word gets out in the media read by the destination's target markets, tourists will be afraid to visit. Public relations "damage control" is of the utmost importance in mitigating the negative effects on the tourism industry cause by the disaster. For example, if a typhoon hits one corner of an island and images of the damage reach the international press, the destination must work hard to publicize that only one portion of the island has been affected and the rest is open for business as usual.

A destination, however, must also be physically prepared to respond to emergencies. Planning should look at how to preserve the resources themselves along with the well being of the host community and guests. Disasters can destroy both natural and cultural heritage. A good disaster plan can reduce the impact on heritage and natural resources and minimise damage. For example, in the case of fire, are local fire brigades prepared and trained on how to salvage ancient paintings from a burning museum?

Considerations of water, transport, and communications in times of crisis are internal dimensions that must be planned for ahead of time and cannot be managed by a damage control public relations team.

5.6 Conclusion
Along with sound planning and policymaking and the development of realizable marketing strategies it is essential that the destination treat the ongoing operation of the entire destination as well as specific sites as a crucial element in the overall destination management process. This chapter has attempted to provide an indication of some elements that must be considered.

CONCLUSION

We have designed this manual to indicate important areas of concern in tourist destination management. It does not replace the need for qualified professional intervention and assistance. It is designed to be used with other material some of which are identified in this publication. The project staff welcomes your suggestions and requests for more information and assistance.