

TOURISM PLANNING APPROACHES

1. BOOSTERISM

Underlying assumptions and related attitudes

- tourism is inherently good
- tourism should be developed
- cultural and natural resources should be exploited
- industry as expert
- development defined in business/corporate terms

Definition of the tourism planning problem

- how many tourists can be attracted and accommodated?
- how can obstacles be overcome?
- convincing hosts to be good to tourists

Examples of related methods

- promotion
- public relations
- advertising
- growth target

Examples of related models

- demand forecasting models

Examples of related literature

Usually associated with tourism policy statements

2. ECONOMIC

Underlying assumptions and related attitudes

- tourism equal to other industries
- use tourism to: create employment, earn foreign revenue and improve terms of trade, encourage regional development, overcome regional economic disparities
- planner as expert
- development defined in economic terms

Definition of the tourism planning problem

- can tourism be used as a growth pole?
- maximisation of income and employment multipliers
- influencing consumer choice
- providing economic values for externalities
- providing economic values for conservation purposes

Examples of related methods

- supply-demand analysis
- benefit-cost analysis
- product-market matching
- development incentives
- market segmentation

Examples of related models

- management processes
- tourism master plans
- motivation
- economic impact
- economic multipliers
- hedonistic pricing

Examples of related literature

Economic impact statements & feasibility studies. Examples would be analyses of the potential benefits of hosting an Olympic games.

3. PHYSICAL/ SPATIAL

Underlying assumptions and related attitudes

- tourism as a resource user
- ecological basis to development
- tourism as a spatial and regional phenomenon
- environmental conservation
- development defined in environmental terms
- preservation of genetic diversity

Definition of the tourism planning problem

- physical carrying capacity
- manipulating travel patterns and visitor flows
- visitor management
- concentration or dispersal of visitors
- perceptions of natural environment
- wilderness and national park management
- designation of environmentally sensitive areas

Examples of related methods

- ecological studies
- environmental impact assessment
- regional planning
- perceptual studies

Examples of related models

- spatial patterns and processes
- physical impacts
- resort morphology
- LAC (limits of acceptable change)
- ROS (recreational opportunity spectrum)
- TOS (tourism opportunity spectrum)
- destination lifecycles

Examples of related literature

Gunn 1994;
Inskeep 1991;
Dowling 1997

4. COMMUNITY

Underlying assumptions and related attitudes

- need for local control
- search for balanced development
- search for alternatives to 'mass' tourism development
- planner as facilitator rather than expert
- development defined in socio-cultural terms

Definition of the tourism planning problem

- how to foster community control?
- understanding community attitudes towards tourism
- understanding the impacts of tourism on a community
- social impact

Examples of related methods

- community development
- awareness and education
- attitudinal surveys
- social impact assessment

Examples of related models

- ecological view of community
- social/perceptual carrying capacity
- attitudinal change
- social multiplier

Examples of related literature

Murphy 1985;

Blank 1989;

Macbeth 1997

5. SUSTAINABLE

Underlying assumptions and related attitudes

- integration of economic, environmental and socio-cultural values
- tourism planning integrated with other planning processes
- holistic planning
- preservation of essential ecological processes
- protection of human heritage and biodiversity
- inter- and intra- generational equity
- achievement of a better balance of fairness and opportunity between nations
- planning and policy as argument
- planning as process
- planning and implementation as two sides of the same coin
- recognition of political dimension of tourism

Definition of the tourism planning problem

- understanding the tourism system
- setting goals, objectives and priorities
- achieving policy and administrative coordination in and between the public and private sectors
- cooperative and integrated control systems
- understanding the political dimensions of tourism
- planning for tourism that meets local needs and trades successfully in a competitive marketplace

Contd.

Tourism Planning Approach

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5. SUSTAINABLE (contd.)

Examples of related methods

- strategic planning to supersede conventional approaches
- raising producer awareness
- raising consumer awareness
- raising community awareness
- stakeholder input
- policay analysis
- evaluative research
- political economy
- aspirations analysis
- stakeholder audit
- environmental analysis and audit
- interpretation

Examples of related models

- systems models
- integrated models focused on places and links and relationships between such places
- resources as culturally constituted
- environmental perception
- business ecology
- learning organisations

Examples of related literature

Krippendorf 1987;
Hall & McArthur 1996, 1998;
Mathieson & Wall 1982;
McKercher 1997;
Lindberg & McKercher 1997

The Four Characteristics of a Sustainable Community

Economic security

A more sustainable community includes a variety of businesses, industries, and institutions which are environmentally sound (in all aspects), financially viable, provide training, education, and other forms of assistance to adjust to future needs, provide jobs and spend money within a community, and enable employees to have a voice in decisions which affect them. A more sustainable community also is one in which residents' money remains in the community.

Ecological integrity

A more sustainable community is in harmony with natural systems by reducing and converting waste into non-harmful and beneficial purposes, and by utilizing the natural ability of environmental resources for human needs without undermining their ability to function over time.

Quality of life

A more sustainable community recognizes and supports people's evolving sense of well-being which includes a sense of belonging, a sense of place, a sense of self-worth, a sense of safety, a sense of connection with nature, and provision of goods and services which meet their needs, both as they define them and as can be accommodated within the ecological integrity of natural systems.

Empowerment and responsibility

A more sustainable community enables people to feel empowered and to take responsibility based on a shared vision, equal opportunity, ability to access expertise and knowledge for their own needs, and a capacity to affect positively the outcome of decisions which affect them.

Source: after Winspread Journal 1997, in C.M.Hall,

Basic Studies essential in preparing a comprehensive tourism development plan

1. The tourist market:

its origin, form, needs, rate of growth and competition for it.

2. The physical capacity of the area:

its ability to absorb the requirements of tourism in terms of its natural attractions, infrastructure and economic resources.

3. The socio-economic impact on local communities:

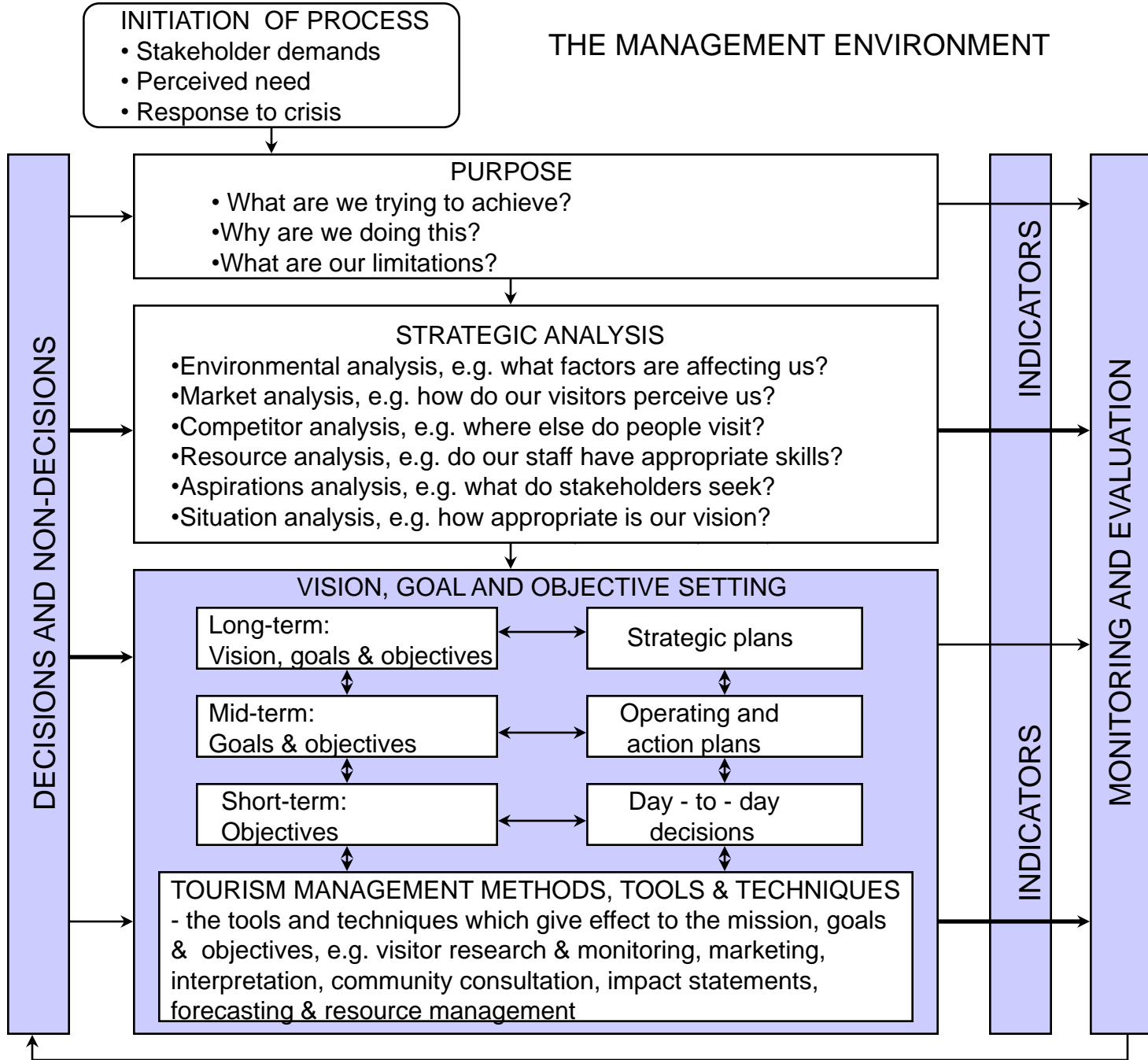
migration, housing and social infrastructure for the support population.

4. The environmental capacity of the area:

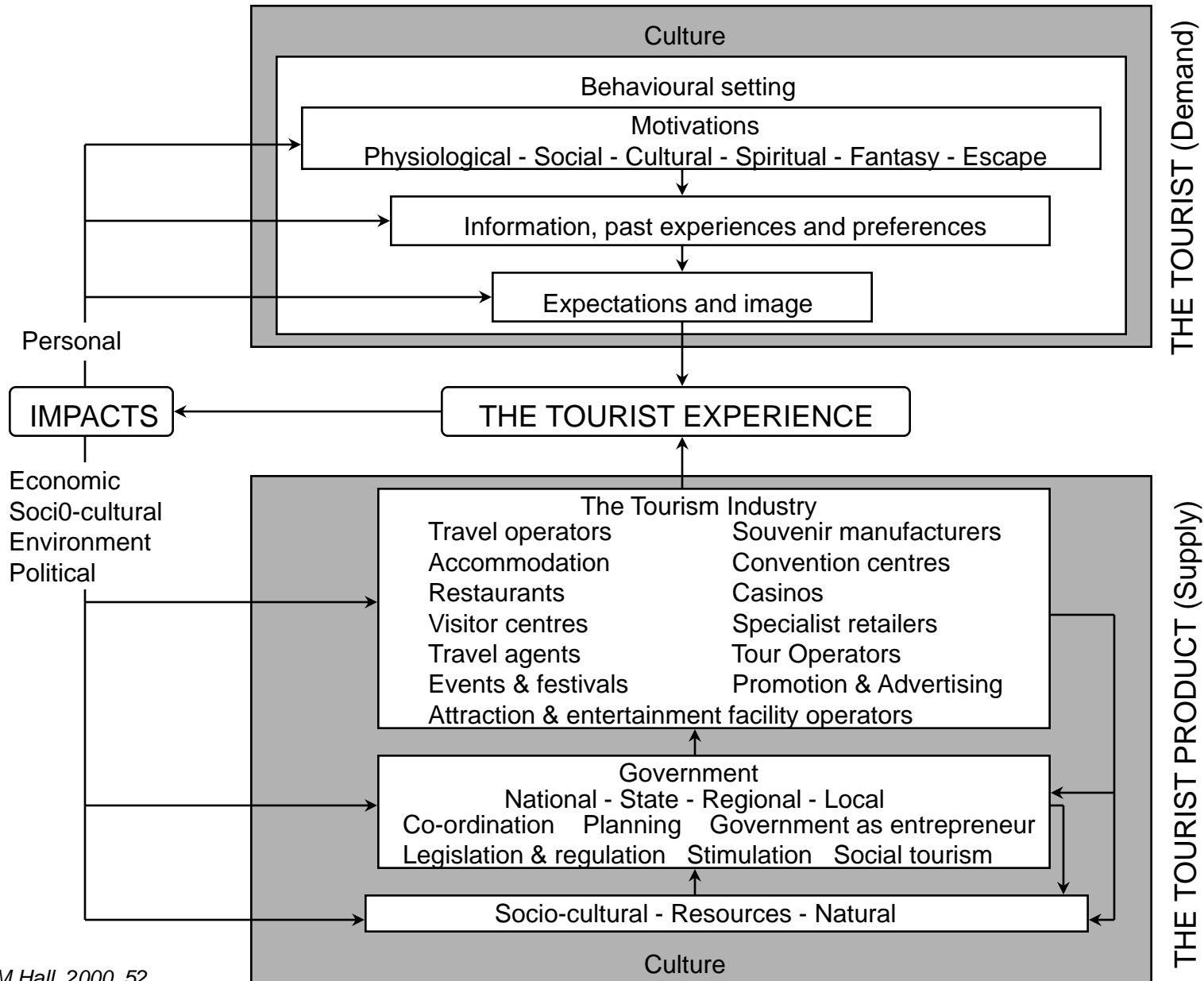
the limits imposed upon tourist development to protect the quality of the area in terms of landscape, townscape, tranquillity and culture

STRATEGIC TOURISM PLANNING PROCESS

THE MANAGEMENT ENVIRONMENT



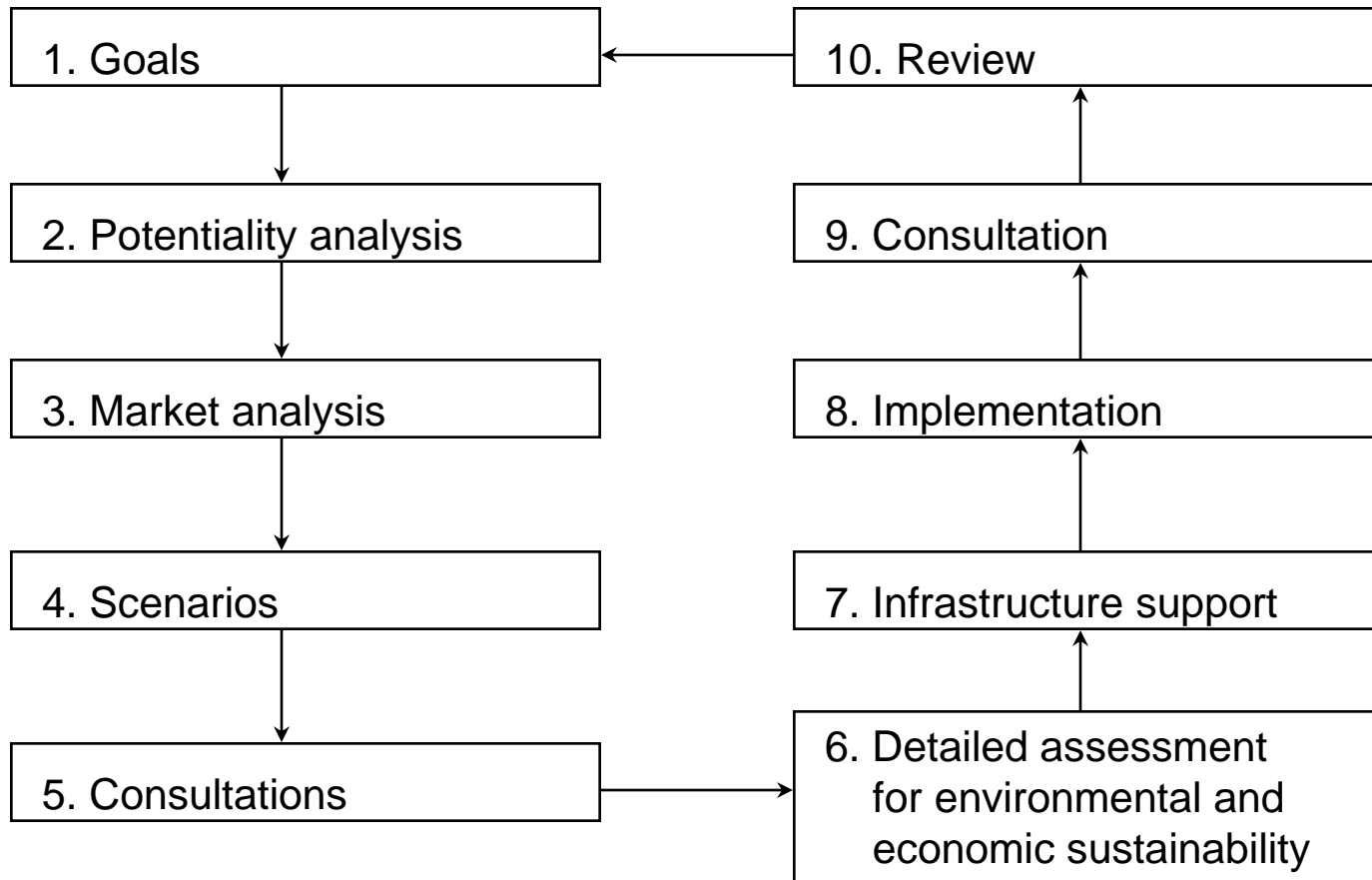
The Tourism Market System



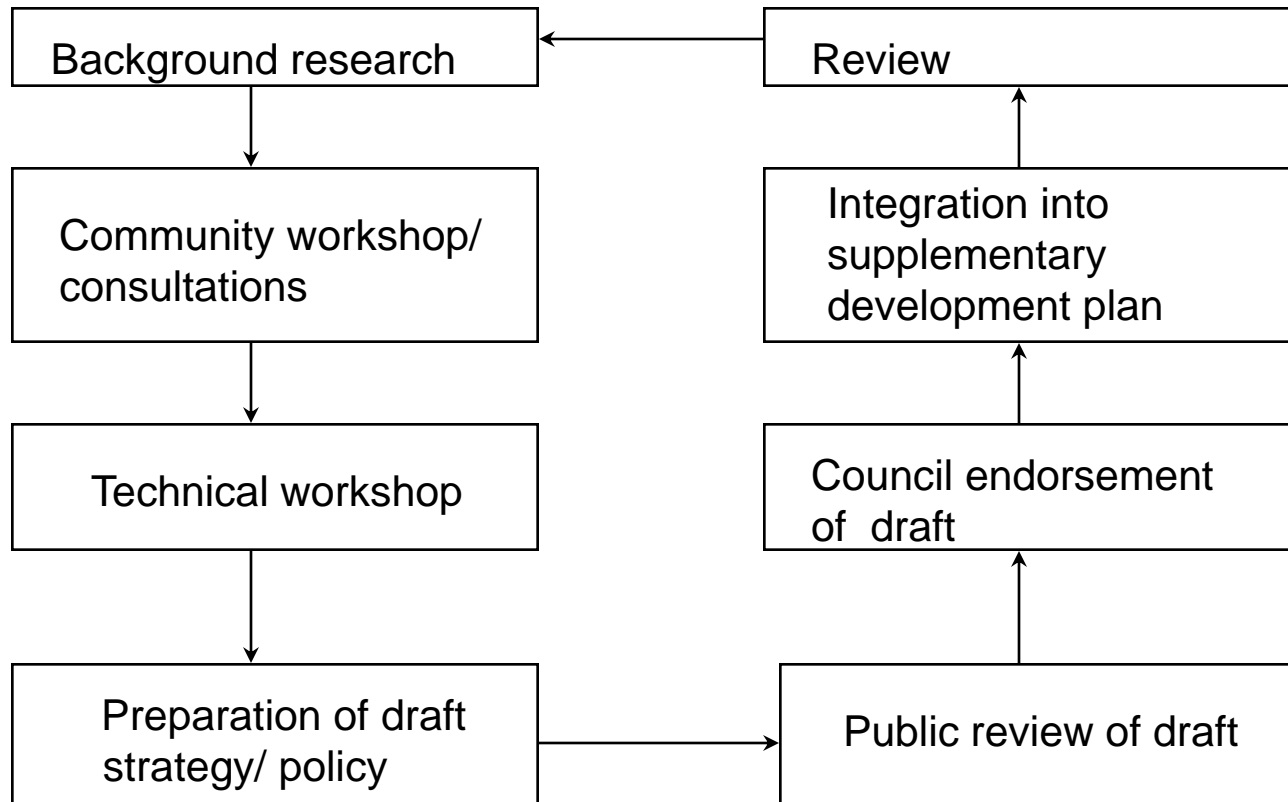
Elements of a synergistic tourism planning approach from Tourism South Australia, 1991

Goal oriented	Clear recognition of tourism's role in achieving broad community goals
Integrative	Including tourism planning issues in the mainstream of planning for the economy, conservation, parks, heritage, land use and infrastructure
Market driven	Planning for development that meets the needs of people and so will trade successfully in a competitive marketplace
Resource driven	Developing assets which build on the destination's inherent strengths while protecting and enhancing the attributes and experiences of tourism sites
Consultative	With meaningful community input to determine what is acceptable to the local population
Systematic	Drawing on, or undertaking research to provide conceptual or predictive support for planners. In particular, drawing on the experience of other tourism destinations

A regional planning process for tourism from Tourism South Australia 1991



A local planning process for tourism from Tourism South Australia 1991



Steps and outcomes in a regional planning process for tourism in South Australia

- **Step**

- 1. Goals**

Within the tourism and conservation philosophies of the state, establish what is to be achieved by the process

- 2. Potentiality analysis**

Examine broad market trends

Analyse area's tourism assets, strengths and weaknesses

Undertake competitor analysis

Determine community goals

Determine the existing and potential role of tourism in the area's economy

- 3. Market analysis**

Analyse the tourism market - trends, market segments, characteristics and needs, growth potential

Identify fit between market forces and the area's assets and resources

Determine market position

Identify major product gaps

- **Outcomes**

Clear statement of purpose

Statement of tourism's potential and priority in community development

Target markets identified

Statement of market positioning

Major product gaps identified

- **Steps contd.**

- 4. Scenarios**

- Identify preliminary 'primary values'
- Identify alternative future tourism scenarios
- Examine implications of growth
- Select preferred scenario
- Identify constraints to achieving preferred scenario
- Establish tourism objectives and strategies

- 5. Consultations**

- Consult with key organisations and the community through interviews and workshops as appropriate
- Present results of investigations and proposals
- Identify community's primary values, key issues and problems

- 6. Detailed assessment for economic and environmental sustainability**

- Identify and evaluate natural and built tourism resources
- Specify potential development opportunities consistent with positioning
- Analyse environmental and landscape values
- Identify conflicts & constraints to tourism development

- **Outcomes contd.**

- Draft statement of desired future role & character of tourism in the area
- Statement of objectives and strategies

Vision or statement of an agreed 'Desired Future Character'

- Revise objectives and strategies
- Tourism character areas identified specifying appropriate types & scales of development
- Development principles & planning specifications for character units
- Major devel. opp's & performance criteria pecified.

- **Steps contd.**

- 7. Infrastructure support**

- Identify & detail infrastructure required to support investment and provide for visitor needs

- Identify & detail infrastructure required to manage visitors' impact

- Identify & describe opportunities for the interpretation of features of visitor interest

- 8. Implementation**

- Devise of work, organisational responsibilities & timelines

- Identify changes to existing legislation

- 9. Consultation**

- Consult with key organisations and the community

- 0 Review**

- Monitor and review implementation procedures

Source: C.M.Hall, 2000, Tourism Planning,66-67

- **Outcomes contd.**

- Prioritised programme of infrastructure works

- Implementation strategy

- Concise document outlining stages 1 to 8
 - Draft Supplementary Development Plan as required

- Amendment to tourism plan as appropriate

- Periodic reports on implementation and recommendations for plan amendments

Roles of evaluation and monitoring in the tourism planning and policy-making process

- a. Assessing the degree of need for government intervention and policy.
- b. Continuous function of the policy-making process to enlighten, clarify and improve policy.
Evaluation allows for the testing of assumptions regarding the way in which the process operates, the nature of outcomes and the effectiveness of programmes.
- c. Conceptual and operational assistance to decision-makers, planners and policy-makers, particularly as shifts in the implementation and target needs and expectations occur. Evaluation allows access and integration of relevant information that improves the quality of decision making in areas such as resource allocation and other policy and programme directions.
- d. Specification of policy outcomes and impacts.
- e. Review of performance indicators through consideration of whether the original objectives or desired outcomes remain realistic and appropriate.
- f. Assessing or measuring the efficiency and cost-effectiveness of tourism policies and plans in terms of the financial, human and capital resources.
- g. Accountability reporting for resource allocation, distribution and redistribution, through assessment and demonstration of the degree to which a policy or programme is meeting its objectives.
- h. Symbolic reasons (to demonstrate that something is being done).
- i. Political reasons (to use the results of evaluation for political ends in order to win policy and planning arguments).

Some principles to be considered when undertaking evaluation:

- What needs to be measured is determined before the measurement technique
- The only aspects assessed are those that will provide the necessary critical information
- Stakeholders clearly understand the rationale and nature of the evaluation programme
- What is to be evaluated already has some form of measurable objectives or performance criteria
- Relevant information can be collected
- Results are balanced and reliable, and recommendations are relevant, feasible and timely
- Information is presented in a way that increases the possibility of acceptance
- The right information reaches the right people
- The programme is delivered to stakeholders in a way that reflects their interests and abilities (e.g. comprehension and cognitive).

Types of Indicators used in the Tourism Sector (WTO, 1993)

- **Warning indicators** which sensitise decision-makers to potential areas of concern and the need to act to anticipate and prevent problems, e.g. visitor numbers
- **Measure of pressures or stresses** which measure key external factors of concern or trends which must be considered in any management response, e.g. changing community expectations or changing levels of visitor satisfaction
- **Measures of the state of the natural resource base (product) and measures of level of its use**, e.g. changing use levels, measures of biodiversity, or pollution levels for a given site
- **Measures of impacts**, usually related to measures of physical, social and economic impact, which examine the cause and effect relationships between the decisions and actions and the external environment, e.g. changing attitudes to tourism due to changes in visitor numbers or days of beach closures due to unacceptable pollution levels.
- **Measure of management effort/ action** which examine the question of 'is enough being done?' e.g. of area declared as national park or conservation reserve or amount of funds spent on visitor management strategies
- **Measures of management impact** which evaluate the effectiveness of management decisions and actions, e.g. levels of visitor-related degradation in areas set aside as national parks or conservation reserves.

Some Reasons Why Planning goes Wrong

- Knowledge about the planning environment may change rapidly
- There are complex interrelationships between different levels of the planning system and between different elements of the planning system
- Values change over time
- There are often difficulties in reconciling values
- Planning is political in character
- Trade-offs are made between the interests of different generations

Examples of community management-based indicators of tourism impact

Community management objective:

a. Population stabilisation

Indicators of impact:

Out-migration levels
In-migration levels
Age/gender structure

b. Employment change

Direct job creation
Indirect job creation
Employment levels
Job retention levels
Job displacement levels
Job satisfaction
Labour force structure

c. Income change

Person/ household income levels
Inflation levels
Tax revenue levels
Direct economic impact
Indirect economic impact

Community Management Objectives:

d. Community viability enhancement

e. Welfare/ social services

f. Cultural enhancement

g. Conservation improvement

Indicators of impact:

Infrastructure levels

Public service levels

Housing availability

Employee housing availability

Resident attitudes

Health/ social service/ education access

Services distribution

Recreation activity access

Cultural facility access

Cultural event frequency

Resident attitudes

Pollution levels

Indicator species

Measures of biodiversity

Conservation practices

Cultural feature damage

Environmental maintenance costs

Community management objective:

h. Amenity enhancement

Indicators of impact:

Levels of crowding density

Privacy access

Visual amenity satisfaction

The Tourism System

(after Mill and Morrison 1985)

