



Bringing Dreams to Life
Where Creativity Flourishes
Business. Ideas. Projects. Initiatives - Incubation.

Community Development & Empowerment

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THE PRACTICE

The Practice defines a body and process of core principles that when applied set the stage for life affirming demonstrations. The value of these core principles have all been well documented. For the most part the principles are presented with focus on their applications scripting new behavior patterns for productive living.

Conscious Deep Breathing

All the movements of the body and within the body are continuously taking place due to the mild, slow burning taking place in the body. Any action of the body or in the body directly affects both blood circulation and breathing.

This burning is a result of breathing and blood circulation. This ensures adequate oxygen supply for movements and is a critical necessity for creative thought processes and rational thinking.

- Conscious deep breathing helps to burn away disempowering thought patterns.
- Conscious deep breathing helps you to stay emotionally grounded and rids the body of toxic wastes. It is also an effective way of reducing stress of any kind.

Core Principles Supplementary Principles

- Conscious Deep Breathing
- Self Talk
- Healthy Nutrition
- Exercise
- Unconditional Self-Acceptance
- Vision
- A Spirit of Generosity
- Trust
- Awareness
- Integrity
- Sensory Attunement
- Challenging Belief Systems

Self Talk

Self Talk is all internal messages that we feed ourselves by way of words, thoughts, emotions and feelings that build our unique belief systems which in turn define who we are. These messages that we feed ourselves daily determine how we experience our lives. They are critical to every aspect and every experience of daily living.

Messaging creates changes and maintains ALL belief systems through constant repetition.

Healthy Nutrition

Poor eating habits, especially in young people, result in low academic performances, hyperactivity, irrational behavior and an inability to make beneficial choices for their lives.

Exercise

- Exercise reduces depression, anxiety and low self-esteem
- Improves mental and emotional well-being
- Builds and maintains healthy muscles, bones, and joints
- Enhances work, recreation, and sport performance
- Exercise burns excess energy that comes from anxiety or nervousness

Unconditional Self-Acceptance

- Transforms difficult emotions into sources of strength
- Heightens self-aware
- Harmonizes and heals the dysfunctional psyche
- Positively colors every single aspect of life and living

Vision

- Strategize a vision and purpose for your life
- Learn to depend on your creative instincts every day
- Discover new levels of happiness, fulfillment and effectiveness for your life.
- Live your purpose, by choice and not by chance.

A Spirit of Generosity

Learning the qualities of noble-mindedness and the prospering power of generosity

SUPPLEMENTARY PRINCIPLES:

Trust

Trust is a vital element of our daily practice. It is by accepting ourselves and the rest of our universe as our only reality and support. Learning to trust yourself completely gives you the foundation to stand and interact with the rest of life from a position of strength.

By trusting ourselves implicitly we establish the basis from which all of our needs are met.

Awareness

Trust leads to the most vital aspect in our journey of consciousness and to the conscious realization of ourselves as physical spirits. Most importantly, it reveals the entire universe as a physical spirit driven process.

We can now begin to feel, see, taste, smell and hear ourselves as integral aspects of our whole universe. We are able to accept all of life as extensions of ourselves.

As our awareness increases we feel more secure in every aspect of our lives and in our relationships with others.

Integrity

- Be true to yourself
- Be honest with yourself
- Take responsibility for your words, thoughts, feelings, emotions and actions

Sensory Attunement

Irrational behavior often stems from shallow breathing, lack of intuitive attunement and a damaged social network. Likewise attitudinal disorders consist of conflicting messages in the individual's structure of values and beliefs and a distrust of the SELF as an

authentic source.

Challenging Belief Systems

- Challenging beliefs back to their source
- All beliefs carry a corresponding negative or positive energy attractor pattern
- In order to change any belief system it is necessary to identify their source and their empowering or disempowering effects.

THE PRACTICE DAILY TEMPLATE

Conscious Deep Breathing (CDB)

10 minutes morning and evening

Breathe through a wide open mouth. Fill the lungs to capacity. Hold for the count of ten then slowly and easily let the breath out. During this practice let your mind rest in a peaceful place alone with nature.

Results - There will be less stress build-up and things around you will seem to move easier.

Self Talk

Use five minutes each morning and evening after CDB exercise for your self talk. Think of and list all your positive qualities. Begin to describe yourself in self-affirming

tones. Fake it till you feel it.

Results - You will begin to build a positive ID, replacing all non-productive core beliefs.

Healthy Nutrition

Eat plenty of fresh fruits and vegetables and their juices.

Proper combination is important and uses less energy for the digestive process. 1. Combine fruit or vegetable with starches 2. Combine protein (fish, seafood, chicken, turkey etc.) with vegetables.

Consume less sodas, greasy foods, salt, sweets, junk foods. Drink plenty of water (8 glasses a day is

recommended).

Results - You will feel an immediate increase in your energy and performance levels. Eliminates hyperactivity.

Exercise

Develop a regular exercise pattern, morning or evening.

This routine should be at least 30 minutes. Walking, running, jogging, weight training, dancing, aerobics, push-ups are all great.

Results - An immediate sense of emotional well being, mental clarity, an increase in energy and performance levels. For those who want to lose weight—exercise is a great fat burner.

Unconditional Self Acceptance

Ties in with all the above.

Results - You will begin to make better life choices and reap their productive benefits.

Vision

Use 15 minutes per day to dream and affirm your grandest potential. Do not permit any doubts to encroach on these sessions.

Results - Life will begin to bring opportunities your way. Inner peace and prosperity.

A Spirit of Generosity

Make giving a habit. You always have something to give or to share - time, goodwill, love etc.

Results - Immediate increases in prosperity and well being.

Practice With A Purpose. Many practitioners worry about whether their practices - such as Deep Conscious Breathing, Self Talk, or Nutrition – can really make a difference in their lives. What we encourage is to fake it until it manifests. Life is all about pre-tending – tending things before they happen. Your first step is to identify a valid purpose for creating a new model of increased self-awareness. If you cannot identify why and for whom you are creating this new model then why are you bothering to work on it AT all? With increased respect for your life, you develop increased respect for all lives.

Your project stakeholder is SELF and you are investing time and energy in self to meet the desires of self. You deserve to have optimum results and you will if you give it your best shot. The amount of time you spend on The Practice will be the exact equivalent of the benefits you reap as you go along.

The Practice must become a life long companion tool kit. Whenever you drop it, you will also forfeit its benefits of prosperity and goodwill.

Everything you create and see its benefits, will need to be maintained over time through The Practice. You will need to consider the impact of these changes on your life and then act accordingly. If you decide to keep these new models then you clearly have less work to perform to support the same changes, making you more agile because you are a happier traveler.

Communication within your team will be important especially in the early days of building the new awareness. Writing down your thoughts, your goals and your successes will give you something to look back on in difficult times.

Rapid Feedback. The time between an action and the feedback on that action varies according to the individual and the strength of his or her convictions, beliefs and practices.

Spend time to analyze results, or to tweak your unique practice to meet your own needs. Identify even small changes in the process.

Assume Simplicity. As you develop you should assume that the simplest solution is the best solution.

Don't over intellectualize, don't criticize yourself. Keep your mind on your goals.

Embrace Change. Requirements evolve over time.

Changes that may take place as you develop your new self awareness might not always feel comfortable but trust that they will always be for the best in the long run.

Example: You might lose a job that was causing you a lot of stress. However, if you stay true to The Practice and your goals, you will find that other more suitable opportunities open to you, reflecting changes in response to your new self awareness.

Incremental Change. An important concept to understand with respect to modeling the true YOU, is that you don't need to get it right the first time. Dig in the ground, practice, practice, practice and evolve it over time in an incremental manner.

Quality Practices. You reap what you sow.

Prosperity through self awareness is Your Primary Goal. Any activity that does not directly contribute to this goal should be questioned and avoided if it cannot be justified in this light. Factors that you need to consider include your selection of friends, the places you frequent, and the nature of your effort itself.

The Practice cannot fail. In short, when you are working on your new model you need to keep an eye on inner goals.

Some negative beliefs, behaviors, attitudes and practices have been adopted over time through eXtreme programming and life experiences, which in turn must be supplanted by positive daily practices. These practices will in time set new beliefs resulting in positive behavior patterns.

Open and honest communication enables people to make better decisions because the quality of the information that they are basing them on is experiential and more accurate.

CONSCIOUS DEEP BREATHING

The art of Conscious Deep Breathing begins with an awareness of what the breath is doing. To do this

one must become an inner-world explorer. Develop enough curiosity with how breath works and allow yourself to wander around inside your being to observe the way in which breath functions and its benefits to you.

Conscious deep breathing is the first of seven principles under-girding The Practice. Breath is life. You are living because you are breathing.

A "shallow breathing practice" is the root of scarcity, greed, insecurity, anxiety, fear and the cause of all violence. The more diligently we practice the art of conscious deep breathing the easier it will be for us to achieve those goals which we set ourselves in life.

As we see our breath as spiritual fuel and RECOGNISE, ACCEPT, APPRECIATE and EMBRACE it, it becomes our lifeline to love happiness, health, wealth, inner peace and lasting security.

10 ideal occasions for practicing deep breathing

1. During heated conversations, to avert arguments
2. When stuck in bumper to bumper traffic
3. When awaiting news of an emergency nature
4. While waiting to address a public gathering
5. When facing the unknown
6. To diffuse boiling anger or pent up rage
7. When facing critical choices
8. When you want to create positive results
9. When you want to overcome haunting fears
10. WHEN YOU WANT TO FEEL CENTERED

BREATHE VIEWS

Behind every expression is its breath. Whatever I am looking at is its breath. The breath behind all manifestation is its essence, which is the infinite, universal LIFE supporting all life. It is infused in all life and expresses itself through all things, animate and inanimate.

To surrender to your breath is to give permission to the infinite wisdom, LIFE, to express through you. At this point, the little human gives way to his/her Universal nature. At the level of the Divine, life is an effortless, joyful, loving expression of itself.

The Divine has no problems, because It, by its very nature, is the solution. The Divine has no lack, because It is everything that was, is and will ever be created. The Divine sees only its overflowing abundance. The Divine cannot be lonely or unloved because Its essence is love and It lives through all of Its unique expressions. The Divine does not understand disease or illness because It is LIFE.

THIS IS WHO I AM. THIS IS WHO YOU ARE. THIS IS WHO WE ALL ARE; the Universal nature expressing through the individual; Experiencing itself in all of its myriad aspects and views. We never question our breaths, we simply breathe. Where does it come from?

Who keeps it going? The intelligence of the universe has each of us in place and will support each one according to his belief and trust in it. There is no other authority other than that of your breath. This is your connection to the SOURCE. This is your point of influence. This is your liberation from the illusion of poverty, disease, low self-esteem, loneliness, lack or limitation of any kind. Your Divinity envelopes everything you feel, think, see or touch. You are Divine breath in flesh; a full co-creator with the essence of YOUR SOURCE.

YOUR BREATH BANK

Neither wealth nor poverty exists as realities. Both are illusionary states created in 3D for my experience; the experience of myself as a creator. Life simply IS its breath. It breathes its potential into every area of influence through my unique breath perspective and I have the joy or sorrow to name it what I WILL. But it is always AT MY WILL that everything that I see comes into being. Jesus said, 'nothing comes into being but by me.' And so it is with us. We breathe our potential into everything and everything we see springs from our breath based reality.

Think of your breath as your energy potential bank account. You draw on it every moment of every day and consciously or unconsciously spend it according to your thought/feeling/belief patterns of yesterday. The fact that on every breath intake you take in oxygen to supply vital nutrients to the body and exhale toxins is secondary.

The primary fact is that every intake contains latent possibilities for the unique creation of your world... persons, places, experiences and things. With every inhale you take in raw material for the creation of your masterpiece and on the exhale you give it its reality. With every exhale you authorize a formation, construction or destruction of magnificent proportion. IT can only exist by means of YOU, the creator. IT has no other life apart from the one you give it. It has no other meaning but the meaning that you ascribe to it.

Creating thought/feeling/belief patterns

Creating new thought/feeling/belief patterns is as easy as taking your next breath. It is your next breath, fused with the energy of your desire that will create your new pattern...IF YOU DON'T BREAK THE MOLD.

What mold? The mold that you create as you send out your desire! To wonder, ponder, doubt, fear or even hope that a thing will or will not happen will break a positive mold every time.

With purpose, clarity and the full authority of a creator cast the die and let it be. None of your thoughts/feelings/beliefs can come back to you void. Your harvest will be exactly as you have sown. The universe has a precise blueprint. It cannot alter or change your design. It cannot play favorites because it doesn't care what you create. It only knows HOW TO create using your unique breath patterns, formation,

construction or

destruction of magnificent proportion. IT can only exist by means of YOU, the creator. IT has no other life apart from the one you give it. It has no other meaning but the meaning that you ascribe to it.

Thought/feeling/belief patterns took time to set in and therefore may take time to be replaced. However, with undiluted clarity you can make changes which appear instantly. As a matter of fact all changes happen instantly but are perceived according to our thought/feeling/belief patterns about time and reality and about how long a thing should take.

In this new energy of BreathFusion everything is NOW.

Key words and phrases to note in your new creation: Knowing, Practice, Patience, Understanding, Clarity, Unconditional Self-Acceptance or Love, Forgiveness, Acceptance of what is, Willingness to change, Balance, Beauty, Trust yourself, integrity. Honestly explore your thoughts, feelings and beliefs. Own them. They are your creations. But change them if they don't serve you.

Breathe life into your finances, your relationships, your body, and your surroundings. Breathe peace into war, abundance into poverty, health into illness. Breathe life on the illusion of death. Breathe for those around you who have forgotten who they are. Spend your next breath wisely. BreathFusion is your Kingdom of Heaven.

LIVING GEMS

Listen to others
but follow yourself
and you will never be lost

Appreciate your own insights
they are Divine gems
which help you to value life more

Hiding your talents
is the biggest waste of your energies

The more you can help others
without making them feel helpless,
the more they will be inspired
to help themselves

The only way to get rid of fears
is to follow them to their source

It is the little things that we do
and the kind words we share

that go to prepare our paths ahead

How I live my life and the choices I make today
determine what my experiences will be tomorrow

What I give out
Returns to me with interest

Appreciation is the bread of life
which everyone and everything everywhere
Thrives on

I am always in the best place
To learn what life has to teach me

All experiences are my lessons
which assist my growth and development.
Only by finding and appreciating the lesson
can I overcome the experience.

Invest your thoughts and feelings
in actions which you and others can enjoy
and life will reward you
with inner satisfaction

Enjoy your own company
and you will never be lonely

Feed your mind on thoughts which lift you
above the things that would disturb your peace of mind
and you will also find the keys to Heaven and its delights

Take time to laugh
It is a Divine expression
You are in Heaven
when you are having a good laugh

Every smile does wonders
for all who experience it

Turn every disappointment
into a good luck charm

Treat each one as your personal guide
to safe haven

If you spend your energies on regret
you are missing out on valuable life lessons

Define yourself by your deeds
Not by other people's expectations

Include the rest of life
and you will be complete

Seek only after those things you are willing to create
and watch life match every effort you make
with amazing support

Trust your nature
stand on what is inside of you
not what is passing outside

Live as if your life is yours
to cultivate, express and enjoy

Do the best you can
at whatever you put your mind or hand to

The satisfaction of achievement
is life's greatest reward

Give others the credit they deserve
And they will share the interest with you

Take time to think before you act
but do not use thinking
as a substitute for action

Learn from your experiences
there are no mistakes in life
only trials and errors
which lead you to know how life really works

Count your blessings
and they will chase your heartaches away

SELF TALK

Our self talk determines our identity. I become what I think and say about myself and others. What I feel about my enemies affects me far more deeply than it will ever affect them. My words create images, which give birth to my actions and experiences. There is always a direct connection between my actions and my innermost thoughts.

My internal dialogue of self talk includes my feelings and emotions which construct my belief systems. All my actions flow out of my current belief system which then determines my unique life views and experiences.

As we take full responsibility for our self talk, we consciously determine how we will experience our lives.

Ultimately, our self talk becomes the blue print for our lifestyles. Our breathing patterns regulate our thinking—what I say, what I feel and how I act. Besides Conscious Deep Breathing, self talk has the greatest influence over the quality and outcome of our daily activities.

Our minds are always chattering, feeding on memories, images, feelings, emotions and moods. If we allow ourselves to dwell on past hurts, disappointments or fears we can expect to repeat those experiences. But we can change the current template by aligning our self talk to what is real. What is real is that each of us is a spark of Divine Life. We are all one with Source. We never were and cannot be separate from what created us. In this knowledge we must build our new identity template. We are all eternal life already, breathing consciously forever.

CREATE A NEW EXPERIENCE

You and I are at cause of every experience, personal and global. You and I through our internal and external dialogue create the world as we see, feel and experience it. You and I have creative license to be who we want to be, express ourselves fully and live our grandest dreams.

Will our dreams spark benefits for others also? Remembering that we are one in spiritual reality, you cannot create something that will harm another, without harming yourself first.

The fusion of your breath with your internal and external dialogue (thoughts, feelings, emotions, words) creates your experience. You are always creating. To create consciously use life affirming self talk.

10 Positive Affirmations

1. I AM breath, light, intelligence, feelings and energies
2. I AM a positive channel through which life expresses
3. I AM in the right place, at the right time to experience my total fulfillment
4. I AM a channel of Infinite wisdom
5. I trust my nature completely to secure me

6. I AM a storehouse of abundance and prosperity now
7. I AM unlimited potential
8. I AM a perfect whole and complete expression of my Creator
9. I AM the genius of the universe in physical form
10. I AM a creative spark

Because you are one with the creative process (LIFE) you can say these with conviction and passion.

WHERE IS YOUR FOCUS?

Did your Ex drop a bomb on you again? Do you want to name your boss idiot of the year? Are those nosy neighbors up in your face again? Your family is all up in your business, right? So many things to stew about, so little time in which to do it; it makes you so mad you could bust, or kick the dog, or break a vase, the Swarovski crystal

STOP!!! Get over it! Life happens! Next, do you want revenge or do you want to change the experience?

Have you ever noticed that without all of this sludge your life is great? Without the Ex! Why doesn't he just get on with his life? Why don't you? The more focus you give to the situation, the more you bind it to yourself and the more of same you can expect.

Your boss is infuriating! So get a new job. Easier said than done eh? The point is you are never stuck but you are inextricably bound to the situation by your resentment, anger, emotionally embroiled soup. This is the immutable law of creation. Look through a new window and view new panoramic scenery. The landscape changes with YOUR focus.

So what if you don't feel it? Pretend until it feels real. You have had joy spots in your life before, bring back those tracks to mind. Treat yourself to something nice, you deserve it. It doesn't have to cost you an arm or a leg. A luxurious hot bath, listen to your favorite music, put on some snappy dance music, take yourself out to lunch, take a bus trip to another part of the city, look through an old scrap book, invite a friend over to share a meal, or just BREATHE, this doesn't cost a cent.

Create a new experience of joy

Your focus cannot be in two places at the same time. BREATHE DEEPLY and consciously choose to experience joy by bringing to mind a joyful thought, the feelings and emotions will follow. Bring the mind back to your joy spot if it wanders. It will want revenge, it will want to stay focused on the unpleasant event, don't let it. Gently bring it back on track. The mind is like a lady, it doesn't take kindly to bullying. But it can be won over easily if you say, "not so, here is my new focus, feast on this".

Breathe in a new mood

Once you are out of the immediate feeling of desperation, frustration and anger, you can begin to change your mood. New moods are anchored by deep breathing patterns along with new sights, new sounds, new images, new tastes and even new smells. Art, music, food, water, flowers, perfume are only a few of the myriad mood enhancers. Our favorite is DEEP CONSCIOUS BREATHING. Sit in a comfortable chair, close your eyes - you can be transported immediately. Spend the next 10 minutes breathing in a new soothing mood, use your imagination, the experience will always follow. At best you will feel more centered and less aggravated.

Create freedom

You have the freedom and the authority as a Creator to experience anything you want in your life as long as you are committed to the change. Change need not be tiresome or frustrating. In this new millennium energy is simply a breath and a thought away. If you are struggling, you are working against yourself.

Give up the struggle. Approach everything in your life with a playful attitude. Take the action which is in your best interest to change the situation and leave the rest to the universe.

The universe gives lovingly to its children. All the serious adults who rigidly conformed to old patterns of hate, anger or resentment are quickly recycled. You are a creator whether or not you consciously acknowledge it. You now have the freedom to create whatever you want. YES you do! If you believe! We are in a magical realm where dreams do come true for those who take the childlike approach to dream, trust and play.

HEALTHY NUTRITION

We are what we eat and drink. It is therefore crystal clear that the kinds of foods that we eat influence both our physical constitution and our emotional wellbeing.

Enough has been written and said about healthy eating to satisfy all of the concerns and questions anyone may have about the issue. Suffice it is to say that healthy eating and healthy lifestyles go hand in hand. Our interest in eating beneficially is another one of the corner stones of The Practice.

Eating For Good Health

Eat plenty of raw fruits and vegetables - whole wheat products - brown, unpolished rice - honey, molasses - cereals from banana, plantain, corn, etc. - herbal teas - fresh fruit and vegetable juices - soybean, coconut, goat's milk - fresh herbs and spices - fish, chicken, turkey (baked, broiled or steamed is best) - nuts (raw, unsalted) - sun dried fruits e.g. raisins, prunes - tubers and root crops (yams, potatoes, cassavas) - not more than 3 eggs per week.

CUT DOWN on Sodas (diet or regular) - Alcoholic beverages (rum, wine, beer, stout malt etc.) Salt - Condiments (black pepper, MSG, white vinegar, meat seasonings) - Fats (margarine, shortening, lard, fats from meats) - Beef, beef organs, pork products - roasted nuts (especially peanuts). Raw nuts are great. Eat smaller portions of - Dairy milk (regular, skimmed, powdered milk, condensed, evaporated) - Cheese,

yogurt, ice cream.

When preparing foods, combine as suggested following the Fit For Life method. With proper combinations the body performs more efficiently and you will have more energy.

Have 2 of your daily meals raw. If this is difficult, try it for 2 or 3 days of the week until you are comfortable.

(Fruits are cleansers of the body while vegetables are builders).

Breakfast: 3 or more fruits; allow 3-4 hours for digestion.

Lunch: vegetables and 1 starch; allow 4-5 hours for digestion.

Dinner: vegetable, (raw, stir fried or steamed) and 1 type of protein (e.g. chicken or fish) Do not mix starch with this combination. Allow 8 hours for digestion.

Chew your food properly, especially starches. This helps to activate the enzymes needed for proper digestion.

Do not drink liquids while eating. This will dilute your digestive juices and interfere with proper digestion.

Eat only when hungry and do not overeat. Do not add salt, black pepper or sugar to your foods. Do not eat fried or fatty foods. Drink at least 8 glasses of pure fluids per day. Water, fruit juice or vegetable juice to which no sugar or milk has been added.

Eat watermelon as a meal by itself. Do not add other fruits or foods. It has an alkaline effect on the body, flushes the kidneys and is easily digested.

EXERCISE

Anything we have and do not use we are sure to lose. This statement applies equally to our physical bodies as well as our mental faculties.

A regular exercise program is essential for everyone because the more you challenge your mind and body, the better they will serve you. We simply function better if we exercise regularly and pay attention to our body, mind, soul and spirit.

Select the exercise activities best suited to your situation and make a habit of doing them. Repetition is the key and fun is the name of the game.

If walking is your choice, make it a time of pleasure and renewal. Do what comes naturally. If swimming is your choice, enjoy it. If the gym satisfies your needs, go to the gym.

Take pleasure in doing stress free activities around the house. Be up and about for the sheer joy of it.

UNCONDITIONAL SELF-ACCEPTANCE

Self-appreciation is the most important practice to develop. Know that you are the best physical, emotional and spiritual person that life is expressing right now.

Accept yourself as the direct offspring of a perfect Creator and as such, you are perfect and whole. Take full responsibility for what you feel, think, say, believe and accept about yourself. Build your self-image on your spiritual foundation alone and anchor yourself fully in your Creator as your only source.

As you decide to become conscious of how you breathe, how you talk to yourself, what you eat and your exercise program, you are practicing the infallible formula for healthy living.

You are not your mistakes. There is no guilt or shame you need to carry. If you knew better you would have done better. No one can put you down but yourself. It is important to understand that irrespective of where you have been or what you have done, you are still life's best gift to itself.

Begin to shine exactly where you are and exactly as you are. Work on being the best YOU that you can possibly be but accept the YOU that exists in the now moment.

All faults that you attach to yourself belong to your Creator as well. All attributes ascribed to your Creator are yours by right of your natural heritage.

VISION

Having a clear vision and purpose for living is the most rewarding experience any one can have. This is essential to the other four natural principles on which our lives run. The clearer our goals or purposes in life, the more satisfying and meaningful our lives will be.

Such activities as eating, sleeping, drinking and carrying out natural reproductive functions demonstrate a Divine order.

PURPOSE is, however, a conscious human enterprise based on appetites, decisions and choices. Purpose is like the steering wheel of our lives and when we act without clear ones, we often have mishaps, accidents or even apparent tragedies.

Your chosen purpose may be to fulfill a personal ambition, raise a family, follow a noble cause, or serve a human interest. Whatsoever your decision may be, it will flow from your beliefs and sense of self. Identity is the creator of purposes. The most important step we can therefore make in life is to have a clear picture of ourselves and our purpose.

VISIONING FOR PROSPERITY

Your inner world is one of thoughts, feelings, images, sounds, dreams and desires. It is through this panoramic landscape that we give birth to our everyday life.

By nature we are creative and so all conditions, environments and experiences in our lives are the direct result of our prevailing mind-set and viewpoints.

Our mind-set depends upon what we habitually focus on. It is no secret therefore, that our health, financial success, love, accomplishments and happiness depend upon the composition of our inner world. The world around us is a reflection of our inner world. In this respect much gathers more and loss leads to greater loss.

Since our 3D reality is only a reflection of the real – the inner world, it is important to spend time cultivating nurturing thoughts, positive feelings and great dreams. It is by being in this Kingdom of the Heavens not by searching for it, that we secure ourselves in the world around us – ‘what you think you are, you become’. You already have everything that you could possibly need NOW for living a prosperous life, but many of us are not aware of this.

All gain is the result of right thinking. All loss is the result of negative thought patterns and shallow breathing practices which lead to doubts, fears, anxiety and eventually loss. We are magnetic energy systems vibrating at either a positive or negative charge. With every breath, thought, feeling and emotion we create a mirror effect in physicality.

Everything your eye can see is made up of energy, which is under your control from your inner vantage point. It is what is in your mind that is always being outpictured. Your inner world causes a change in the energy field around you and it ripples back in reaction.

Do not dwell in the past or live in the future. Your only creative moment is now. If you have a clear vision, fertile imagination and understanding faith, you can create grand results. To change your life, change your inner world. In the book ‘A Happy Pocket Full of Money’ it is said that ‘Life is images of the mind expressed’.

SPIRIT OF GENEROSITY

All of life is actively and passionately giving of itself to itself. As we share in this process we open ourselves to receive all the abundance of the universe. This is the essential law behind tithing.

When we tap into nature’s process of giving and receiving we discover that that is our true nature as well. In practicing consciously to follow our true nature of giving and receiving, we perfect our own spirit of generosity. Everything we have is the result of a generous outpouring from the universe to us - our spirit, our minds and our bodies.

Hoarding and greed stem from shallow breathing fears of lack and scarcity. They block the natural cornucopia of the universe. Developing a spirit of generosity brings us back in balance with nature.

THE BEST TIME TO START GIVING

- When you are low on finances - give cash or kind

- When you feel unloved - give love
- When you feel unsupported - give support to someone else
- If you desire to be wealthy - cause someone to become wealthy
- If you desire friendship - offer friendship to someone

YOUR PASSION

Find your passion, Use it to serve humanity
 With compassion and verve.
 Let the light in.
 Open your windows to heaven.
 Allow abundance to increase,
 Be the leaven to lift the weight effortlessly.
 You've tried your hands at many things,
 It's time to make fantasy reality;
 Give your dreams wings
 To soar and bring
 Creature comforts galore.
 For Life feels your passion at its core,
 And gives you more,
 Until your cup overflows,
 And with abundance shows
 The generosity of the universe.
 As you serve,
 So you deserve.

By Dawn Vaz-Green

TRUST

Trust is self-acceptance of the kind which your own spirit secures body, soul and mind. It is embracing our breath as our physical reality. Trust begins with recognizing our breath as the source of our life and choosing to live one conscious deep breath at a time. As a skill however, trust develops first with attention to our feelings and is perfected with practice. It is complete trust in ourselves that leads to self-awareness, which is the sum total of our identity.

SELF-AWARENESS

Self-awareness is all of what we are accepting ourselves as being consciously. It is our identity which helps us to live confidently from within. The goal of our consciousness has been to realize that we are what we have to trust. In all literature and traditions we have been instructed to know ourselves and through this knowledge achieve the basis for living dynamic, creative lives.

Self-awareness starts with paying attention to our physical selves; what we eat, drink, see, taste, smell and are able to feel. Our entire physical world is an ocean of sensations wrapped in the elements of air, fire, water and earth vibrations in the playful dance that we experience as ourselves. Through 'The Practice' we are now able to live on purpose and in the NOW.

Finally, because this is a practice, there is very little room for intellectual speculations and analysis as a substitute for living.

BEING

Cherish and value yourself. On becoming conscious of yourself, be willing to let go of attitudes that no longer serve you. Question beliefs, traditions and customs constantly and review your approach to your actions. Be willing to explore new avenues of self expression and recognize that life is in full support of your efforts.

Set your goals and move decisively towards them. Everyday should help you to feel more accomplished. Be willing to put what you have on the line in exchange for what you want. Be a Creator not a procrastinator. Be authentic and original, not a follower or imitator. What is right for the masses might not be right for you.

Know, feel and understand that passionate self acceptance seals your freedom forever. Think, imagine, visualize and energize your entire being with the power of your indwelling spirit and life will honor you with peace and prosperity.

BELONGING

YOU BELONG
TO LIFE,
YOUR CREATOR
AND THE REST
OF THE UNIVERSE.

You are never alone because you are one with ALL THAT IS - SOURCE. It might seem that you are separate but consider this: We are all a part of the same breathing circle. The breath that you inhale belonged to someone else before you and the breath that you exhale will support someone else after you.

We are all connected in the spiritual realm. It is our egos which rigidly keep us physically oriented.

**YOU WERE SPIRIT BEFORE YOU BECAME
A PHYSICAL BEING.**

You are spirit now in physical form and will be spirit when you leave the physical playing field.

Claim and express your sense of belonging because it will secure you and will also add value and purpose to your life.

BELIEFS

All our experiences can be traced back to their source—our belief system. They are inseparable. Your belief structure is not hidden from you. You can examine them by simply observing your everyday thoughts and feelings. Exchange those that are working against you by replacing them with those that work. This might not be an easy thing, especially if you have held a particular belief for a long time. However, in following the template of The Practice, particularly Conscious Deep Breathing and Positive Self-Talk, results are guaranteed.

Your experiences don't just happen to you. It is not by fate or fortune that you are where you are. Your thoughts determine your experiences. They are sifted through your core beliefs and archived ready for action. You act from the platform of your core beliefs. Your beliefs regulate your moods. As you take charge of your feelings, emotions and expectations, you enrich your life. It is your life and no one can influence you against your beliefs.

LIFE DOESN'T DO YOU, you do your life.

BEHAVIOR

Your behavior will always express your inner feelings and thoughts. This reinforces your beliefs and self image. Inner agendas determine outer actions. Your behavior is the only statement about yourself that the world is constantly viewing. You have a responsibility to yourself to be in harmony with YOU. This sets the tone for successful living.

BEHAVIOR IS MY....

- B**eliefs flowing out through my actions
- E**xperiences past, triggering my current reactions
- H**abits which dictate my responses to others
- A**ttitudes coloring myself, my sisters and brothers
- V**alues exposing my basic self-worth to all
- I**ntentions which I can both reverse and recall
- O**pinions revealing my inner thoughts and feelings
- R**esponses fulfilling or undermining my dealings

BENEFITS

Every living being seeks benefits from life. Benefits such as satisfaction, joy, pleasure and the achievement of desired goals. A sense of belonging, appreciation, fulfillment and acceptance are other benefits that help to fuel our journey.

As you practice conscious deep breathing, positive selftalk and all the life affirming habits in The Practice, you will see and feel the difference you seek. You will become aware of the meaning of your life and how it works. You will feel a new sense of balance and inner security and this will help you in developing a clear purpose and vision for YOU.

Take the time to understand yourself, put in the necessary effort and the changes you desire will come naturally.

You deserve to be your fullest potential. You are who you have to work with. You are the center of your universe. It's all about YOU.

7 PRINCIPLES OF BEING

In much the same way that we create music from musical notes, language from the alphabet and numbers for counting, the seven principles of being work together to create our moods and experiences.

1. Life
2. Intelligence
3. Consciousness
4. Love
5. Truth
6. Feelings
7. Actions

7 FACTORS OF CREATION

1. SPIRIT
2. BREATH
3. MIND
4. BODY
5. FEELINGS

6. INTELLIGENCE and

7. CONSCIOUSNESS

These seven factors make up our BEING.

7 TOOLS OF CREATION

Some of our natural tools which we use to create our experiences are:-

1. Sense of touch
2. Sense of hearing
3. Sense of sight
4. Sense of smell
5. Sense of taste
6. Language
7. Sense of belonging and security

PROUD TO BE ME

Inside and out I feel good being me
 From head to toe I am important and free
 As light as a feather
 As clear as a thought
 I am better than any jewel sold or bought

I accept what I am as equal with all
 And need no pedestal from which to dangle or fall
 Life has made us all so for time and eternity

I unite earth and heaven by accepting me
 And fulfill all conditions to be responsible and free
 By feeding my body, my mind and my soul
 With a proud sense of self
 Sufficient and whole

by Desmond Green

A REVERENCE FOR LIFE APPROACH

Reverence For Life is achieving and practicing self-consciousness. Reverence For Life is the world's oldest living social practice. It supports the religious cultures and practices of all people. It is a culture, which recognizes the sanctity of all life and includes everyone irrespective of his or her personal or worldview. It casts no judgment, it throws no blame, and it projects no guilt. Its nature is an OPENESS, which under-girds the evolution of cosmic consciousness through the achievements of self-consciousness.

Reverence For Life is not rooted in dogma. It is a culture based more on practice and observation than on creeds. It is an attitude of honoring life at its deepest levels and in all of its forms. Every aspect of creation has within it its own spark of the Divine Life. Reverence is the acceptance of ourselves as the out picturing of the highest potential of each person's understanding and is therefore of Divine value.

Through reverence we honor ourselves as we understand our interconnectedness with the entire universe and perceive ourselves as being one with the mineral, plant and animal Kingdoms. An attitude of reverence accepts our lives as sacred and accepts every living creature as being equally sacred. The essence of Reverence For Life is outlined in The Practice of conscious deep breathing, positive self-talk, nutritious diet, a regular exercise habit, clear purpose for living, unconditional self-acceptance and a spirit of generosity.

IMAGE BASED VS BREATH BASED RELATIOINSHIPS

How many of us have lived for the longest while under the control of our memories and the mental images that dominated our minds. We saw life and developed relationships purely along the lines of what we thought and suspected instead of what we were actually feeling. That is how I too behaved until I was introduced to the practice of breath based relationships.

This new idea opened my eyes to the reality that living in the present is a conscious decision. I was shown how my image based relationships prevented me from getting in touch with myself while keeping me out of touch with others. I was made to see how breathing consciously helped me to face my true feelings as they are happening.

Conscious deep breathing also shattered the host of mental images and screens and chatter which blocked me from hearing other people's points of view. It is truly amazing to experience the differences between these two outlooks and modes of building relationships. What I do know is that conscious deep breathing has certainly given me a new lease on life. I have now started the most wonderful healing process for myself and my family using this method.

Image Based Relationships

All image based relationships are FEAR BASED.

- Keeps you in your head instead of in your heart

- Ties you to experiences that have passed and prevents you from experiencing the NOW moment which offers a fresh start, a new beginning for a joyful experience and a chance to build bonds of communication.
- Keeps you from experiencing the Divinity in others
- Image based relationships are based on what you think you see versus what is REAL
- Prevents you from loving unconditionally
- Hampers you from living your own life joyfully while

it ties you emotionally to the other person's appearance, behavior or life style

- Robs you of your power and saps your energy

Breath Based Relationships

All breath based relationships are LIFE AFFIRMING

- Keeps you focused on what is real – the Divine in all of us
- Helps you to be centered in your own reality or breath
- Keeps you feeling from the heart level
- Resolves apparent differences
- Smooths over rough patches
- Keeps you in love with LIFE and LIVING and more importantly, YOURSELF
- Re-energizes you as it feeds you with the breath fuel from the Divine

How it works

A simple 5-minute is all it takes. Find a quiet area, make yourself as comfortable as possible, close your eyes and begin to breathe consciously and deeply. Inhale through your nostrils, hold each breath to a count of five and then exhale through your mouth slowly until you feel relaxed. Repeat this about ten times.

Allow all of the images, memories and thoughts about yourself and your family to flow freely in and out of your consciousness. At this point, breathe the breath of freedom into them, one by one before releasing them to their fortunes. After about five minutes of this deep breathing cleansing exercise, you will feel at peace with yourself and all of the occupants of your mind.

This practice is yours to use at any time against all unsettling and unwanted feelings, images and thoughts that may choose to approach your mental space. All of your family members, thoughts, self-images and feelings can now enter into your personal space by your invitation only.

This method is so simple yet so effective that even while you are experiencing its benefits of inner peace, freedom from fear and other distresses you will hardly believe it.

Now you can also begin to balance all of your intimate family and social relationships. With this very effective Conscious Deep Breathing practice you can bid a permanent goodbye to image based shallow breathing experiences and their physical, mental and emotional diseases of negative relationships.

ATTITUDES THAT WORK

- Feast and Play
- Sing and Dance
- Look and Learn
- Live and Love
- Give and Take
- Pass it on
- Forgive and forget
- Trust yourself
- Take your own advice
- Be your own standard
- Love your own company
- Obey your spirit
- Follow your intuition
- Relish your own insights
- Value yourself
- Harbor neither guilt, shame nor blame
- Love yourself passionately

A New pair of glasses

Presented by: Dr. Andrew Skadberg,

Tourism and economic development

Topics

- Tourism Trends
- Tourism is Huge! – and still growing
- The Recreation (Tourism) Experience Model
- A New Pair of Glasses – Group activities
- Making Tourism Happen
- Seven Steps to Tourism Success
- Summary

Objectives

Terminal Objective

By the end of this module, participants will be able to discuss the basics of “experiential tourism” and the scope of opportunities in this area.

Enabling Objectives

- Identify four experiential tourism opportunities
- Identify key elements of tourism development
- Describe why tourism is a strong contributor to community well-being and quality of life

Background Information

Tourism doesn't always fit into the traditional model of economic development, even though tourism (or attracting visitors) is often one of the primary economic engines in most successful communities. Being able to attract people from other places demonstrates that a community has a quality of life that is vibrant and, typically, interesting. The benefits that travelers seek are also the same characteristics that will enhance a community's traditional economic development efforts. Businesses, whether they are manufacturing, technology, or services are typically interested in locating in communities that have a good “quality of life”. One economic development director in a small Texas town says that he must always be cognizant of the “wife factor”, as he actively pursues attracting quality businesses. Often times the decision for a company's relocation (while considering their employees needs) will be highly influenced by the concerns of a wife or mother and whether the community offers an attractive quality of life for the family.

Tourism Trends

The course was presented in 2006, but tourism, especially in “niche” markets tourism is still growing globally. People are seeking unique experiences.

There are significant opportunities for communities to attract travelers. Some significant changes have occurred in the travel industry in the last decade. In some respects it may have been further catalyzed by Sept. 11, 2001. Our good friend Stan Hodge, the past Texas State tourism statistician, spoke of the three most important things to describe the new trends in tourism – Experience! Experience! Experience!

Diverse, creative, authentic, “out-of-the-box” ideas are increasingly welcome in this new realm of tourism which professionals are calling “experiential tourism”.

People of all ages are seeking unique experiences. Most often these should be based on the authentic stories of places, and be enhanced by quality services such as dining and accommodations. These are the ingredients for a robust, blended tourism and service based economy. It is the small entrepreneurial businesses that grow from within communities that make them wonderful places to live, and for people to visit.

Tourism is Huge! – and still growing.

Many people are not aware that tourism is a tremendous economic engine in the U.S and the world. Always, tourism is vying for the one of the top three economic contributors to the world’s and all fifty states’ economies. The following chart shows the economic impact of travel to the Texas economy.

These statistics are often used to inspire economic development leaders about the scale of opportunity that tourism can provide, but the question usually arises “what does this mean to my community, or our businesses?”

The answer lies in an examination of the “trends” of travel behavior, and the characteristics and desires of the travelers. Contrary to the traditional view of successful tourism destination communities being just “tourist traps”, the new trend is towards the traveling public seeking diverse, authentic destinations that provide them interesting experiences.

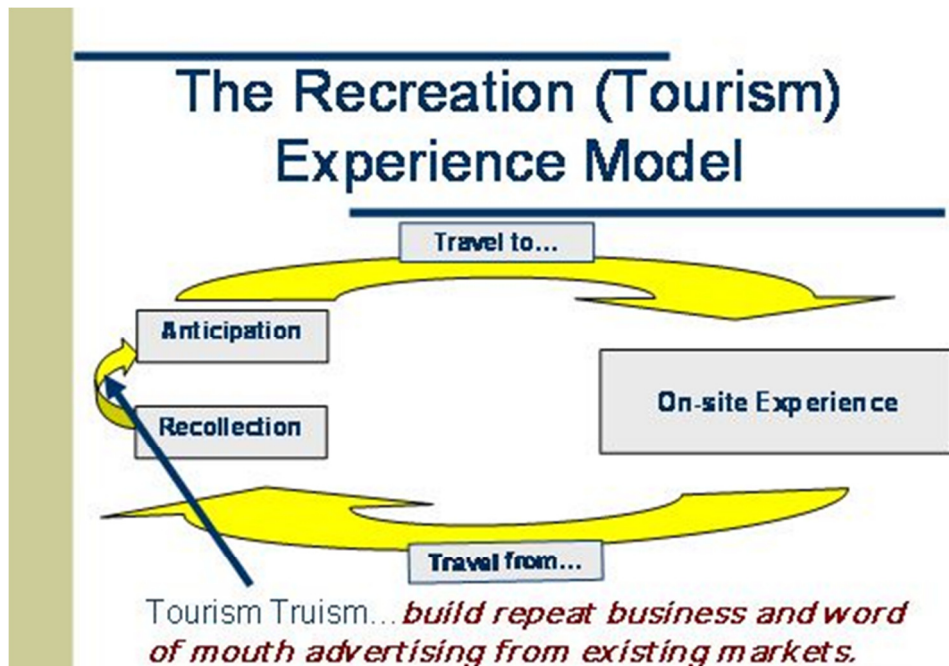
Often the experiences that families are seeking involve some level of learning as well as being combined with quality services (e.g. tasty food, clean accommodations, quality in each of these areas, etc.). Communities and businesses do not have to provide 5-star dining and accommodations. Today, what people are seeking more than anything as they travel are interesting and authentic experiences provided that the traveler’s concerns for healthy, clean and safe environments are addressed.

In other words, as a community looks to diversify into this new area of “experiential tourism” they will do well to “be real”. The pragmatic and sustainable approach will be to create the tourist’s experience from the unique qualities, culture, history or natural assets of the place – of your community and its citizens.

As one ventures into this area of “niche” tourism it will easy to get confused by the vast terminology that is emerging. There is a plethora of specializations, or niche terms, including, but not limited to: ecotourism, nature tourism, heritage tourism, agritourism, agritainment, shopping tourism, adventure tourism, culinary tourism, etc. etc. One would do well to avoid this labeling trap and look more from the consumers’ perspective. That is why the term experiential tourism is an effective moniker because it describes the essence of what people seek when they go somewhere.

This is not to suggest that a particular community (or business) won’t focus on an “agritourism” product and brand, it’s just that delivering the message to potential visitors needs to be presented in a way that will attract them to the experience and in a way that they understand. The majority of consumers usually do not actively seek an “agritourism” or “heritage tourism” experience. People usually just want to find interesting places to visit where they can shop, experience, learn, and eat. The details regarding the semantic, technical terminology should be the concern of the tourist experience developer or academic researcher when they focus on a particular “niche” product, customer and market.

“ Yesterday’s consumer no longer exists - Experience matters, and nothing else”
Stan Hodge – Office of the Governor



The Recreation (Tourism) Experience Model

An important concept to grasp for understanding how the tourism product is received by the consumer is illustrated in the recreation experience model. Tourism experiences are unique because, when best developed, they usually occur over time, and will potentially be long-lasting and life changing.

Nearly everyone can remember a very memorable travel experience.

In essence there are five points in time that the model describes where the traveler will anticipate, experience or reflect. Here is a cursory overview:

1) Anticipation. This first point is when a person begins to contemplate their travel experience. The tourism product provider can make their first impression here because this is when their customer makes contact to make their travel (or visit) arrangements. They might do it by phone, on the Internet (most common now) or occasionally make a preliminary visit. Careful consideration should be given to quality customer service by the business or community trying to attract a customer, often this is when the sale is made. Typically travel purchases are made "site unseen", unless you have developed a wonderful Website that gives them a sense of the experience.

2) Travel to. As people travel to their destinations they have an abundance of time and they will begin contemplating their future experience. If they have received some promotional information from the attraction they will be visiting, this will enhance their anticipation.

3) On-site experience. This is when the traveler actually arrives and participates in their recreational/leisure activity. As with any business, careful consideration to all aspects of their visitor's experience is important to make a positive and lasting impression.

4) Travel from. Because travel often takes a considerable amount of time, this can be a very important stage for a traveler's experience. Based on the culmination of their anticipation, whether or not their expectations were met or exceeded during their "on-site" experience will determine the type of reflection that will occur during this part of the recreation/tourism experience. It is important to note that word-of-mouth is a primary marketing driver for the experiential tourism industry. If the experience was good, then they will likely be thinking of telling their friends and family about their trip. Otherwise, well, we have all heard the saying about at least ten people hearing about it.

5) *Recollection.* Often times some of the “negatives” of a person’s travel experience might fade over time, depending on the severity of the situation. As mentioned previously, it seems almost universal that people will reflect on their travel experiences and decide whether or not they would like to participate in it again. Their memories can be enhanced by the purchase of memorabilia or by the tourism destination providing some sort of ongoing communication with their customers. This might come in the form of a newsletter, (printed or electronic), or an occasional postcard to inform the client of a special event or offer. In any case, as a tourism product provider, one needs to be mindful of the process of the “Recreation Experience Model” and give careful consideration to the product development and marketing strategies.

A New Pair of Glasses

Introduction - *Converting the ordinary into the extraordinary.*
People who have never been to your community don’t know what goes on there, why it started, what its economy is based upon and why you prefer to live there. Answers to these questions are the basis for “telling the story of your place”. Every place has a story to tell. These facts or characteristics extracted, developed and told in an interesting, engaging and creative way are the foundation of successful experiential tourism development.

In our home town, everyday we drive by things that are ordinary to us, but might be extraordinary to other people. This tourism “capital” is available everywhere. People, history, culture and natural assets are the building blocks for experiential tourism. These assets combined with techniques of interpretation are the beginning point of creating a tourism business, community or regional tourism development initiative. The specifics of this process will be described in greater detail later in this section.

“You need to be able to “see” what you’re looking at”
Jed Elrod – TCE Agent Pecos County, Texas

Activity 1 - A New Pair of Glasses

What do you have to offer?

Spend 5 minutes brainstorming a list of the unique attractions that could be developed from actual assets in your communities.

Table representative present the top 7-10 to the group

Activity 2 - A New Pair of Glasses – part 2

Consider the tourism opportunities that you identified in the previous activity. After you conduct a general brainstorming of ideas, you need to refine your ideas to begin thinking of these opportunities, blending them with the “experience” people have when they will visit. At this point, don’t worry about reasons why the ideas won’t work, the key at this stage is to let your imagination go and be creative. Follow the guidelines below for developing your idea.

Spend 12 minutes developing one of those concepts.

Identify target traveler,

Describe unique aspects of the experience – be descriptive and be prepared to guide us through the experience, or a sense of the place.

Table representative present vision to the group.

Case Study: Tourism Development Strategies for Strong Economies and Vibrant Communities

In the early 1980's the community leaders of Van Buren County, Iowa saw that the agricultural economy was taking a serious downturn, and chose tourism as a way to boost their economy and sustain the region. They began the transformation process by identifying what they had to offer and then employed a tourism professional to develop strategies for tourism. Through careful planning and the hard work and dedication of community leaders and residents, tourism in Van Buren County is still going strong today.

Many communities are turning to tourism as a strategy for economic development. Experiential tourism in particular, including natural, historical, cultural and recreational activities, can help diversify a community's economy while enhancing the region's vitality and quality of life. Van Buren County, Iowa is just one tourism success story, exemplifying tourism's potential for bolstering economies even through turbulent economic times. Communities don't just decide to focus on tourism as a development strategy overnight. Achieving and sustaining your full tourism potential requires innovative and effective tourism development strategies, committed leadership and diligence on the part of the entire development team. Here we summarize four keys to a successful tourism development program.

The Villages of Van Buren, Iowa

"In this historic cluster of a half dozen villages along the Des Moines River, in southeast Iowa, you get a taste of life as it was over 100 years ago. Once the river ran faster and deeper, and people came here from all over the region to make stagecoach, steamboat, and railroad connections. Now the visitors get a "far from the madding crowd" feeling as they stroll an English garden on the river banks, explore a historic church with its needle-like spire rising from a stand of pines, or visit artists and craft persons in out of the way studios. Here, one can experience exuberant small-town festivals or drift slowly down the river in a canoe." Rural Tourism Development, 1991. Tourism Center, University of Minnesota.

Making Tourism Happen – Four Primary Activities

- Resource Assessment
- Market Research
- Product Development
- Marketing and Promotion

Resource Assessment

- Identify leadership and define community organization
- Profile current and potential visitors
- Survey resident attitudes
- Develop vision and set goals
- Inventory resources, natural amenities, historical events, architectural structures, local culture, etc.

Market Research

- Gain insights into tourists' behaviors and preferences
- Learn the factors that affect tourists' behavior
- Understand tourists' decision making processes, particularly those effecting destination choices
- Identify customer expectations of products and services

Product Development

- Interpretation: telling the story of a place to translate your community's resources into valued tourism products
- Based on sound market research, create high quality experiences that tourists will pay to enjoy

- Facilitate collaboration and partnerships between businesses
- Sustain and promote the community's identity
- Fulfill its citizen's visions

Marketing and Promotion

- Assess the community's overall objectives (i.e., raise the number of tourists, increase visitors' length of stay, grow local expenditures, develop/change the community's image)
- Analyze today's experiential tourism market and trends
- Segment and evaluate tourism markets and establish marketing plans for each
- Create an implementation plan and methods to evaluate its effectiveness

Seven Steps to Tourism Success

Embarking on the development of a tourism program as part of your overall economic development strategy can be daunting, particularly for those small communities that typically have the most unique experiences to offer would be visitors. There are a number of state, federal and private foundations that offer financial support as well as technical assistance to entities seeking to develop and implement tourism strategies. TEEEX can offer this support or point you in the direction of an abundance of resources. In the meantime, you can get started on your plan by following these seven steps to plan, deploy and maintain a successful tourism strategy.

1. Conduct a resource assessment, including human, institutional, recreational, natural and physical resources.
2. Hold a workshop to articulate tourism objectives, and identify stakeholders, leaders and opposition.
3. Identify potential pitfalls, including concerns of businesses and interest groups, and develop management strategies.
4. Create and execute a detailed action plan, including outcome-oriented tasks with measurable objectives.
5. Provide ongoing support for tourism operations via web resources, access to technical assistance and performance support tools.
6. Develop methods to monitor success, and evaluate and minimize negative impacts through contingency planning.
7. Continually evaluate the process and outcomes; modify plan as needed to ensure success.

Tourism is Complimentary to Traditional Economic Development Strategies

As mentioned earlier, when people hear the word tourism they often imagine “tourist traps”. Even though we have all experienced these places, in the main, the prevalence of communities that fall into this category of tourism destination are in the minority. Across the landscape, an abundance of attractive, historic and architecturally interesting enclaves in rural and urban communities are drawing a diversity of businesses and tourists. What creates these destinations are a combination of entities that create the tourism appeal. Often times a combination of public and private resources provides a backdrop for the historic or cultural character of the place. For example, the most recognizable feature in smaller towns is the historic downtown square or “main street”. Almost universally, smaller communities that are in a progressive economic development posture are actively improving the heart of their communities.

This phenomenon is not just restricted to smaller cities or rural places, but can be found in most major metropolitan areas. Often, in large urban centers, an area that encompasses a few (or several) city blocks is designated for renovation following a campaign (or brand) for stimulating a “complimentary” set of businesses to reside. Two examples here in Texas would be the 4th Street District in Austin, and the Museum District in Houston.

One benefit of this type of economic revitalization strategy is that business development is spread broader across the community. As a result, the community's economic risk is reduced. Traditional economic

development aims at attracting new business from outside the community, while this form of smaller entrepreneurial development will often grow from “local talent”. One can see these small boutique shops (coffee shops, small restaurants, antiques, etc.) and service businesses springing up everywhere.

The best fit for these experiential tourism attractions and “boutique” service businesses are entrepreneurs (new or seasoned) who are “doing what they love”. Having businesses that are complimentary to a person’s interests and lifestyle have a much higher potential for success.

The significant boost to a community’s economy is that its existing citizens already appreciate what is special about the place. The likelihood of all of these small businesses to close up their shops at the same time is much less than a single industrial or manufacturing company that was “enticed” to the community to go out of business or move their operation away. This is not to suggest that economic development organizations stop actively pursuing new companies to their community. In fact, the smaller “boutique” and tourism businesses become an important asset because they often contribute to the community’s quality of life. A diverse and robust economy can be an important attractor for new businesses, which have become more selective in choosing new locations.

In the end, developing this “non-tourist-trap” type of business in a community is quite familiar to an economic development professional. Stimulating the local entrepreneurial talent pool requires similar support and technical assistance as traditional small business development. The following module “Entrepreneurship”, presented by Dr. Greg Clarey goes into much greater detail of some of the most important issues small business owners should consider and how economic development professionals should support them.

Summary

- Tourism is a diverse, exciting opportunity for communities.
- Capitalizing on these opportunities must be driven by an understanding that people are seeking interesting, memorable, quality experiences.
- Tourism is a collaborative process that requires the community to understand the associated challenges and benefits.
- Like any other economic development process, research, planning, implementation and evaluation are important for success.

Developing the Tourism Product

Experience as Your Product: Traditionally most tourism businesses practice “activity based management” where the provision of activity opportunities are viewed as end products. Recent research has found the end product of tourism and recreation management is the experiences people have. Solomon Source has developed its own “benefits based management” approach, which focuses on creating experiences that the participants perceive as beneficial. In other words, the positive impact of the experience should be the main goal of tourism provider. This approach involves the linking of activities, settings, experiences and benefits. The stronger people feel about their experience the more likely they are to perceive its benefits. Perceived benefits translate into satisfied customers. Satisfied customers will become repeat customers and very likely then become advocates or ambassadors for you and provide “word of mouth” advertising that is crucial to the success of most experiential tourism attractions and destinations.

In simple terms, the experience that you create and provide is the product you are selling. It is not just an accommodation, a tour, or a hike, it is a combination of activities, settings, and services that all produce an

experience that can affect your customer in profound ways. In broader terms, experiential products for recreation and tourism are a combination of two complimentary components:

- 1) primary activities, settings, and their support facilities: things that are directly related to the experience (e.g. activities, programming, content/materials, events), and
- 2) hospitality support services: these serve an important supporting role, or a potential detractor from a quality product. They are most often tied to ensuring the comfort of your customers.

Identify your core product(s): The tourism industry is plagued with confusion about what the products are—too many names for a broad array of activities and experiences. Misnomers, improper labeling, and general confusion throughout the industry have created problems for both tourists and providers. Travelers have difficulty understanding what term is being used for a particular product or experience. Providers are similarly confused about where they should position themselves. Our principle aim to minimize this confusion is to help our customers refine their offerings and to help them create the experiences that will attract the customers they want to serve. For travelers, the ultimate goal will be to help the industry become less fragmented and to help travelers and experience seekers to find the quality, authentic “experiences” that fit their interests.

The Art of Creating Experiences: Experiences can be created through a complimentary process that blends physical facilities, natural amenities, culture, hospitality, services, staff personalities, marketing, programming, printed and spoken information. We advocate creating quality experiences through diligent and thoughtful planning giving the utmost attention to detail. This is not rocket science; it is more of an art form—the ability to give consideration to the whole of the product that creates the character of your business and the experiences that you offer to your guests. The “Travel Experience Model” depicts the travelers’ experience. As you can see the traveler’s experience doesn’t just occur at one point in time. Opportunities to make a good, or a bad, impression can occur at different stages of the tourist’s travel experience. The key to success is to make a profound impact through the entire cycle: from your customer’s first visit to your Web site, to the follow-up customer satisfaction survey.

Creating Engaging Experiences—A quick summary of critical issues for creating quality experiences

- 1) **Know your audience/customers:** Never forget to look at your business through your customer’s eyes. Remember that your customers are people that bring with them their own special characteristics. Each of your customers has his or her own:

Needs	Backgrounds	Expectations	Capabilities
Desires	Likes/dislikes	Limitations	and much more. . .

- 2) **Providing Quality Services:** Make sure your customer’s needs are taken care of. Conduct quality assurance evaluations regularly.

Hospitality	(staff	friendliness,	knowledge)	Risk	Management
Facilities (good repair, cleanliness)		Food safety and quality			

- 3) **Capitalizing on Your Resources:** Most experiential tourism types (nature, ecotourism, adventure, physical, rural, heritage, cultural, agritourism, etc.) are in some way based on the natural environment, or the history of people living on the land. Creating enjoyable experiences that are derived from these entails two primary steps:

- 1) a thorough resource assessment of the physical, human, cultural, and natural amenities that you have available to you, and
- 2) creating the story and blending these various resources to create your experiential product. Capitalize on your opportunities! Be creative and imaginative.

- 4) **Quality Programming:** This includes activities that people will participate in whether it is guided, or self-guided, individual or group activities. This could be any combination of recreational activities, shows, events, or educational activities.

- 5) **Informational/Educational content:** This refers to interpretive content. In more common terms it is the “story of the place”. These stories can be derived from many different things whether it is the natural environment (plants, animals, geology), or the historical/cultural aspects of the place. Creating these

stories is a systematic process but it also requires a very creative touch to produce *ENGAGING EXPERIENCES*.

6) Authenticity: People are becoming more selective and demanding for what they do and where they go for their leisure pursuits. They are seeking meaningful and learning oriented experiences when they travel. Additionally, more and more people are seeking spiritual connections or opportunities for renewal, recovering from stress in their every day lives. Tourism destinations, attractions and businesses need to be attuned to the fact that they need to provide *authentic experiences* for their customers in order to attract visitors, and have them want to return.

Nature Tourism

Part 1: Mass Tourism

Notes

Objectives:

- Understand history and characteristics of mass tourism.
- Identify benefits and problems associated with mass tourism.

History and character of mass tourism:

What is mass tourism?

Twentieth century phenomenon where the working and middle classes began traveling in large numbers for leisure purposes. *(p. 28).

History of mass tourism

- In 1818 the Black Ball line initiated passenger cruises from New York to England.
- The development of extensive roads and railroad systems and transportation (stagecoaches, passenger trains and sailing ships) in England and France in the early 1800s and later on in Canada and the United States, attracted more and more people.*
- Thomas Cook (1808-1892): By 1850s tourism was available to the middle and working class by introducing the tour package and through the invention of innovative travel systems: hotel coupons and traveler's check.
- Tourism in the late 19th and early 20th centuries was oriented toward learning and entertaining.

- After the Civil War, Americans looked to Europe for inspiration and guidance.
- Expansion of mass tourism by the introduction of paid vacation in the middle of 1960 (???-Jenny)s and travel of people who served in a variety of military assignments in World War II.*
- Factors helped to encourage the growth of mass tourism:
 - Mass production of cars
 - Reasonable gas prices
 - Introduction of jet travel
 - Development of hotels and restaurants along with the railroads
 - Affluence of developed countries
 - Introduction of cruise ships.
- Mass tourism included two different groups of travelers (p.13):*
 - Organized mass tourists - Those who buy packaged tours and follow an itinerary prepared and organized by tour operators.
 - Individual mass tourists - Those who visit popular attractions independently but use tourism products and services that are promoted through the mass media.

Impacts of mass tourism:

Mass tourism tends to be highly vulnerable under the various conditions:

- Fads
- Political instability and terrorism
- Economic downturns
- Lifecycle stage of attractions.

Benefits of mass tourism (characterizing economic gains in short-term):

- Hard currency income
- Job creation
- Modernization (development--some might argue whether this is a benefit)

Problems of mass tourism:

- Environmental impacts
 - Architectural pollution of tourists sites (p.319)*
 - The diminished natural environment and beauty of the area (p.319)*
 - Airport construction and operation: large numbers of people and major construction in ecologically sensitive places
 - Water and water wastes
 - Solid waste
 - Transportation
- Socioeconomic impacts
 - The disruption of traditional cultural events and occupations (p.319)*
 - Low paid, seasonal employment (but maybe better than none)
 - Most profits and operating expenses don't stay in host region or country (leakage)
 - Neocolonialism
 - Exploitation

Alternative forms of tourism to mass tourism:

- New forms of tourism such as Ecotourism (Green tourism or Alternative tourism), Nature Tourism, Heritage Tourism, etc. have evolved as a response to these issues and problems of mass tourism.
- These tourism activities emphasize the need to develop tourism in ways that minimize environmental and socioeconomic impacts, at the same time, ensure that host communities gain the greatest economic and cultural benefits.
- Ecotourism primarily involves travel to sensitive natural and cultural environments to observe and learn about a very different culture and environment and participate in low-impact on nature. Nature tourism is a "watered down" form of ecotourism that developed as a way to include consumptive activities such as hunting and fishing.

* Cook, R.A., Yale, L.J., & Marqua, J.J. (2001). *Tourism: The Business of Travel*. (2nd Ed.). Upper Saddle River, New Jersey: Prentice Hall.

Assignment

Answer the following questions, based on your readings and review of mass tourism Web sites:

1. Based on what you have read, provide a brief history of mass tourism in America.
2. What are the impacts of mass tourism in America and the Third world? Compare the two.
3. Find an example of benefits and impacts of mass tourism online and discuss each aspect.
4. Why has there been shift from mass tourism to more specialized forms of tourism?
5. List at least 10 new forms of tourism that have been "created" as travelers choose alternatives to mass tourism and provide a description of each.

Check Your Understanding

6. The following websites will provide more comprehensive information regarding mass tourism, its history and its impacts. As you read through these websites, use the notes as a guide. After you have finished your reading, complete the [mass tourism assignment](#).

Important Note: I encourage you to find outside reading materials on these topics. Since you are distance students I cannot direct you to library materials--but I would highly recommend you visit your local library to read "printed" textbooks on these topics..

7. History and character of mass tourism:

8. <http://www.tia.org/>

9. Mass Tourism History:

10. http://www.unesco.org/education/tlsf/theme_c/mod16/uncom16t01bod.htm
<http://www.geocities.com/Heartland/Acres/8875/grand.htm>
<http://www.grand-tour.org/history.htm>

11. Mass Tourism sites:

12. <http://www.cyberalps.com/features/heritage02.html>
<http://disneylandsource.com/history/index.html>
<http://www.themeparksource.com/themeparks/disneylandpark/index.shtml>

13. Impacts of mass tourism:

14. http://www.psychologie.uni-freiburg.de/umwelt-spp-eng/proj/z3_13.html
<http://www.ratztamara.com/impacts.html>
http://www.unesco.org/education/tlsf/theme_c/mod16/uncom16t02bod.htm
<http://www.uneptie.org/pc/tourism/sust-tourism/economic.htm>

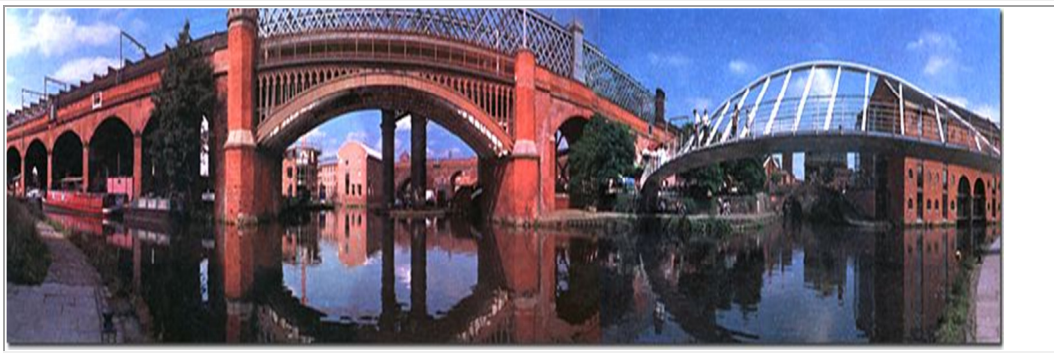
Part 2

Specific Trail Based Case Studies

Texas trail based nature tourism businesses

http://www.rpts.tamu.edu/tce/nature_tourism/trailcasestudies.htm

Examples of Heritage Tourism Development (Shaw & Williams, 1994, p.216)



The focus of national authorities such as the English Tourist Board was on using tourism to revitalize the inner-city areas of depressed industrial environments (English Tourist Board, 1981). Local city authorities responded quickly and enthusiastically, so much so that by the mid-1980s a number of cities had started either to introduce or to strengthen tourism. A wide range of tourism development initiated, with conference and business tourism providing a strong component (Law, 1987), together with industrial heritage sites. In 1982, Manchester, for example, created the [Castlefield Urban Heritage Park](#), which included using an old warehouse as a new museum of science, together with other purpose-built visitor attractions (including the Granada TV studios) and restored Roman sites (Law, 1991b, 14).

Examples of Nature Tourism Development (Bryan, 1991, p.75-77)

Set at the foot of the spectacular Big Horn Mountains, the Z Bar O Ranch boasts 12,000 acres of rich bottomland, riparian habitat and high drylands covered with native grasses. The Tongue River runs through the property, creating natural wetlands that attract birds and large mammals from miles away.

Dick and Jean Masters, together with four generations of Masterses, live and work on the ranch, which was homesteaded by Dick's grandfather in 1884. Their primary source of income is cattle, though they grow alfalfa hay, corn, oats, barley, and soy grass and experiment with other crops.

Several years ago, the Masterses underwent a financial crisis such that they had to find other sources of income or fold. There were several vacant guesthouses on their property, and they often had friends and family come by on visits. In reviewing alternatives, they came up with the idea of supplementing their income with a bed-and-breakfast operation.

Today, they host upwards of 100 guests during the season (May 1 to mid-October) and about 25 percent of their total income comes from visitors. They charge between \$45 and \$125 per night per couple, and estimate that easily half their take is profit.

Jean Masters cautions, however, that their strong earnings reflect the fact that they incurred virtually no start-up or capital costs. Guests stay in rooms that had been built for previous generations of Masters and that had been unused. Friends in the community donated the extra household items that the Masterses needed to start out. They have hired no staff for the venture, doing everything themselves, or calling on family to help out occasionally. Their largest expenditure was producing a brochure about the ranch and the time they spent writing letters to potential clients.

Z Bar O Ranch was the first hospitality operation in Wyoming. Today, it is one of the most successful. This is in part due to the fact that the Masterses practice sustainable agriculture and sustainable ecotourism. While much of the bottomland has been turned to irrigated farmland, the Masterses have kept the riparian habitat and wetlands untouched, in order to keep the waters of the river clean and the wildlife abundant. They rotate their cattle to avoid placing too much pressure on the grasslands. They also rotate their crops and use other natural alternatives before they use pesticides and chemical fertilizers. They allow hunting and fishing on their lands but keep a strict count of what gets taken and shut their doors once the limit has been reached. Some seasons they don't allow hunting at all if they feel that there is no need for it. And they work closely with their guests, educating them about farm life, western wildlife and habitat and environment.

They are also well thought of in the community. They send their guests into town to sample the local restaurants and to buy souvenirs and clothes. Local schoolchildren come out to the ranch on school outings in order to learn about how a ranch works. And the locals are not forbidden access to the Masters ranch during hunting season (which does occur at some other hospitality operations) as long as they observe certain rules of behavior and limits on game.

Bryan, B. (1991). Ecotourism on Family Farms and Ranches in the American West. In T. Whelan (Ed). Nature Tourism: Managing for the Environment (pp.75-77). Covelo, California: Island Press.
 English Tourist Board (1981). *Tourism and the Inner City*. London: ETB.
 Law, C.M. (1987). *Conference and exhibition tourism*. Built Environment, 13, 85-95.
 Law, C.M. (1991). *Tourism as a Focus for Urban Regeneration: The Role of Tourism in the Urban and Regional Economy*. London: Regional Studies Association.
 Lumley, R. (1988). *The Museum Time-machine: Putting Cultures on Display*. London: Routledge.
 Morton (1988). Tomorrow's yesterdays: science museums and the future. In R. Lumley (Ed.). The Museum Time-machine: Putting Cultures on Display. London: Routledge.
 Shaw, G. (1992). Culture and tourism: The economics of nostalgia. *World Futures*, 33, 199-212.
 Shaw, G. & Williams, A.M. (1994). *Critical Issues in Tourism: A Geographical Perspective*. Oxford: Blackwell Publishers.

Notes

What is Nature Tourism?

In 1993 the Texas State Task Force on Nature Tourism defined nature tourism as:
 "...discretionary travel to natural areas that conserves the environmental, social and cultural values while generating an economic benefit to the local community."

What is heritage?

- It is "the highly individualized notion of personal inheritance or bequest. It varies in time (history) and space (geography) and is based on allegiance derived from a communal religious tradition, a class formation, geographical propinquity, or a national grouping" (Johnson, 1999, p.190).

- It "a nation's history and one of the elements that combine to form a national identity" (Palmer, 1999, p.315).
- Heritage is the most important single source for international tourism.

What is heritage tourism?

- It is centered on what we have inherited, which can mean anything from history, art, science, lifestyles, architecture, to scenery found in a community, region, population, or institution that we regard as part of our collective lineage (McCaine, Ray, 2003; Yale, 1991).
- It can be regarded as a subclass of cultural tourism (Prideaux, Kininmont, 1999).

Benefits and Costs of Nature Tourism (Sherman & Dixon, 1991, p. 94-100)

- Total benefits - Total costs > 0 : There is a potential that nature tourism is a desirable form of land use.
- Do not assume that positive net benefits mean that nature tourism is the best use;
- It is recommendable that net benefits of nature tourism be compared with the net benefits of other alternative forms of land use.
- Alternatives:
 - Leaving the land in its natural state but not allowing nature tourism;
 - Developing resorts;
 - Developing the land for other uses such as agriculture or housing that would normally preclude tourism.

Benefits from Nature Tourism

Spatial dimension

- Local benefits
 - Economic/social, etc. benefits accruing to the immediate area (we'll expand on these topics considerable during the entire semester)
 - Employment opportunities, new markets for locally produced goods, indirect benefits (improved infrastructure associated with tourism development)
- Regional benefits
 - Same categories as local benefits but less relatively because of the larger size of the region.
- National benefits
 - Tax revenue collected from visitors, additional exchange earnings from international visitors to the country, capital investment from domestic or foreign sources
- Global benefits
 - Watershed protection, ecosystem support, biodiversity, consumption
 - Issues - There is no obligation on the part of recipients to compensate the country of origin.

Private vs. Social Benefits

- Private benefits - Financial returns received by tourism suppliers and operators providing tourism services.
- Social benefits

- Any gains in direct or indirect social welfare associated with nature tourism, community development, cooperation/collaboration, realizing community goals (e.g. quality of life, continued viability, etc.)
- Ecological processes (fixing and cycling of nutrients, soil formation, circulation and cleansing of air and water, global life support), biodiversity (gene resources, species protection, ecosystem diversity, evolutionary processes), non-consumptive benefits (aesthetic, spiritual, cultural/historical and existence value), future values.

Primary vs. Secondary Benefits from tourism-related expenditures

- Primary (direct) benefits - direct purchases by tourist of goods and services
- Secondary (indirect) benefits
 - Occurring when the recipients of the primary expenditures spend money they receive from tourist
 - Creating multiplier effect (The initial primary expenditures are multiplied as the money is circulated).

Costs from Nature Tourism

Direct Costs

- These costs include financial outlays associated with the establishment and maintenance of a nature tourism site.
- These costs are created by the government sectors (development of infrastructures) or private sectors (development of lodging and food service).

Indirect Costs

- These costs are any damages indirectly caused by the existence of the nature tourism industry.
- Example: damages by wildlife such as crops trampled or eaten, harm to people, livestock, materials.

Opportunity Costs

- The benefits that society or individuals must give up if nature tourism precludes other uses of an area. (Example: giving up any resources that have been developed through intensive exploitation or conversion to other alternative uses (Hunting is banned in many national parks, which means that local residents can no longer count on those resources for sustenance or livelihood.))

Suggested Readings

- Johnson, N.C. (1999). Framing the past: Time, space, and the politics of heritage tourism in Ireland. *Political Geography*, 18(2), 187-207.
- McCain, G. & Ray, N.M. (2003). Legacy tourism: The search for personal meaning in heritage travel. *Tourism Management*, *In press*.
- Palmer, C. (1999). Tourism and the symbols of identity. *Tourism Management*, 20(3), 313-321.
- Prideaux, B.R. & Kininmont, L. (1999). Tourism and heritage are not strangers: A study of opportunities for rural heritage museums to maximize tourism visitation. *Journal of Travel Research*, 37(3), 299-303.
- Sherman, P.B. & Dixon, J.A. (1991) The Economics of Nature Tourism: Determining If It Pays. In T. Whelan, (Eds.), *Nature Tourism: Managing for the Environment*. (pp.94-100). Covelo, California: Island Press.
- Yale, P. (1991). *From Tourist Attractions to Heritage Tourism*. Huntingdon: ELM Publication.

Assignment

You have learned the concept of nature and heritage tourism and benefits and costs of nature tourism in the class lecture in the this session. Now, it is time to think about further discussion below based on your own experiences, the note and supplemental readings provided in this session.

1. What examples of nature and heritage tourism have you participated in?
2. Are hunting and fishing considered nature tourism?
3. What is ecotourism? Is ecotourism different from nature and heritage tourism?
4. Does nature and heritage tourism require outstanding features such as the Rocky Mountains and The Alamo?
5. What are the tourism opportunities for places without dramatic features?
6. Do you think that learning is a major component of nature and heritage tourism? How does this learning take place?
7. What are the potential risks associated with nature and heritage tourism?
8. What are the potential benefits associated with nature and heritage tourism?
9. In the study notes for this week Palmer states "a nation's history and one of the elements that combine to form a national identity", what other elements do you think are part

Check Your Understanding

10. Nature Tourism Businesses & Developments

You will be able to locate numerous real world examples of nature tourism businesses and development from the Nature Tourism Information Center

http://www.rpts.tamu.edu/tce/nature_tourism/comparables.htm

- Texas businesses (search Texas INFRONT) <http://survey.tamu.edu/texasinfront/>

- Examples from around the U.S.

http://www.rpts.tamu.edu/tce/nature_tourism/ntiusefulresources/ntbusinesslinks.htm

Larger developments and activities in Texas some other states can be found here:

http://www.rpts.tamu.edu/tce/nature_tourism/ntiusefulresources/state.htm

http://www.rpts.tamu.edu/tce/nature_tourism/ntipublications.htm

Alternatively: Conduct a search for "nature tourism" using your favorite search engine and peruse the Web sites that you find. (Tip: Google is a very effective search engine).

11. Extra Credit:

If you discover an interesting site be sure to make note of it and its URL (Web site address). Send it to [Dr. Skadberg](mailto:Dr.Skadberg) in an email with a short summary and an explanation of why you think it's pertinent.

PART 3

Check Your Understanding

Case studies

Read the articles on the websites below to see two case-studies of the agricultural crisis in two States of the USA. Give specific attention to the "solutions" that are proposed and think about which suggestions provide an opportunity for tourism/outdoor recreation in rural areas. Use what you learn to complete this week's assignment.

[Agricultural Crisis in Georgia](#)

[Farm Crisis in Mississippi](#) (from the Mississippi Business Journal: Use the following **Username:** "NHTTcourse" and **Password:** "Spring2004")

Notes

Rural economies in the U.S. (Whitener & McGranahan, 2003)

- It is predicted that rural regions in the United States will be 2,305 counties containing 80 percent of land and 56 million residents at the beginning of the 21 century.
- Most rural counties are dominated by manufacturing, services and other industry sectors other than farming.
- Farm business income is insignificant to the household.
 - Nearly 90% of total farm household income generated from off-farm sources in 1999.
- 3 assets that rural economies draw:
 - Natural amenities for tourism and retirement;
 - Low-cost, high quality labor and land for manufacturing;
 - Natural resources for farming, forestry and mining.
- The rural population has grown over 10% in the last decade and the Hispanic and elderly populations account for growing population in rural regions.
- Rural employment fluctuates depending on the conditions of the Nation's economy.
- Diverse rural economy is variously affected by global, macroeconomic and financial conditions.

Rural economies in Texas

- Rural counties in Texas:
 - 196 counties are rural out of a total of 254 counties in Texas
 - 58 counties in Texas are considered urban while 57 counties are rural areas containing no town with a population of 2,500 or more while the rest fall in between.
 - Rural population: Rural population in Texas has dropped compared to urban areas has dropped although, as a whole, it has been growing over the last two decades.
- Rural employment:
 - Unemployment rates (8.9%) compared to rural (7.6%) because farm employment dropped by 33% between 1970 and 1998 from improvement in technology, crop science and farm management.
 - Service sectors (recreation and natural amenities) has emerged as a new source of rural employment and growth while farming remains an important source of employment.
 - Other types of employment include: agricultural services, farm, oil and gas, and governmental sectors.
- Rural income:
 - Lower income level (\$18,938) compared to the urban counterpart (\$26,555) in 1998.
 - Higher poverty rate (20%) compared to urban counties (16%) and average rate in Texas statewide (16.7%) in 1995.
 - The buying power of farmer's income has dropped by 40%, which means that he is worse off today than 29 years ago.
- Major industries associated with rural areas in Texas: agriculture and oil and gas production.
- Nearly 78% of the land in Texas was used to produce agricultural products in 1999: Texas is a leader in the production of crops and livestock commodities.
- Among 13% of all Texas jobs, almost 23% of employment was engaged in mining gas and oil production.????
- The amount of oil and gas production has decreased.

For more information, please refer to the website: [Rural Texas in Transition](#).

Issues in the rural areas (Briedenhann & Wickens, 2003, p.71)

- Declining economic activity
- Reconstructing the agricultural sector
- Dwindling rural industrialization
- Out-migration of higher educated youth
- Increasing unemployment rates

It is estimated that one third of the jobs in Texas are linked to agriculture and mining of oil and gas. A financial crisis in agriculture would have a pervasive impact on the entire economy of the state.

An educational upgrade is necessary to respond to changing market conditions and to develop innovative marketing of natural amenities and other income-generating strategies to attract rural citizens to job markets (Whitener & McGranahan, 2003).

Tourism has become an alternative development strategy for the economic and social regeneration of rural areas (Briedenhann & Wickens, 2003, p.71):

- Stimulating economic growth;
- Increasing the viability of underdeveloped areas;
- Improving the standard of living of local communities.

Briedenhann, J. & Wickens, E. (2003). Tourism routes as a tool for the economic development of rural areas - vibrant hope or impossible dream? *Tourism Management*, 25(1), 71-79.

Whitener, L.A. & McGranahan, D.A. (2003). *Rural America: Opportunities and Challenges*. Retrieved December 1, 2003 from Amber Waves: The Economics of Food, Farming, Natural Resources, and Rural America on the World Wide Web: <http://www.ers.usda.gov/Amberwaves/feb03/features/ruralamerica.htm>

Assignment

Review the following Web sites and write an essay(s) addressing the following questions:

- 1) Provide an overview of changing economic/social trends occurring in rural areas in Tolima and Colombia
- 2) Begin to think about how tourism/outdoor recreation might provide new ways to diversify rural economies and describe your ideas.
- 3) Think about issues that are important for rural places to be successful (e.g. sustainable economically/socially, etc.)? Outline at least 5 of your ideas and briefly support them.

[Texas Agricultural Statistics Service \(TASS\)](#)

[U.S. Department of Agriculture \(USDA\)](#)

[Agriculture Fact Book 2001-2002](#)

[Rural America at a Glance](#)

[Texas Cooperative Extension](#)

Part 4

Notes

Nature and heritage tourism as a strategy for rural tourism: Business diversification

A decline in profits on ranches and farms in 1980s led to restructure their businesses by diversifying the farming systems.

Reasons for diversification (Nickerson, Black, & McCool, 2001, p. 20-21)

- Fluctuations in agriculture income
- Employment for family members
- Additional income
- Loss of governmental agricultural programs
- Meeting a need in the recreation/vacation market
- Tax incentives
- Companionship with guests/users
- Interest/hobby
- Better use of farm/ranch resources
- Success of other farm/ranch recreation businesses
- Education of the consumer

Tourism (nature and heritage tourism) provides an effective opportunity to boost employment and generate revenue to the rural communities while it ensures minimal impact on natural resources.

Many ranches in Texas are diversifying their businesses to create a more dependable income stream by offering nature tourism related activities such as bird and wildlife watching, hiking and hospitality operations such as B&B (Texas Parks & Wildlife).

***Spend the remainder of your time studying the materials/links provided in the Check Your Understanding section, then finish the assignment.

Assignment

1. List at least 5 activities that a farm/ranch can possibly provide in order to diversify its business that could be considered a form of nature and heritage tourism.
2. Find an exemplary rural community or region which has employed nature and heritage tourism for rural economic development. Provide a case study summary describing the following: place where it is happening, what types of activities, the organization that helped get it started (e.g. state agency, consultant, etc.), the organization that is spearheading the project, and the types of activities that they are focusing on for their effort (e.g. regional collaboration, marketing, partnerships, etc).

Tip: There are many examples in Texas, but you can also find examples around the world.

3. What are some keys to success for rural communities to develop nature and heritage tourism?
4. What would be the first three steps to establish a nature/heritage tourism enterprise (either as an entrepreneur or a farmer/rancher)?

Check Your Understanding

Review the following Web sites, publications and articles to help you complete your assignment for this week.

Making Nature Your Business--Texas Parks & Wildlife Dept. (TPWD)
http://www.tpwd.state.tx.us/nature/tourism/your_business/

Diversifying Farm & Ranch Income Through Nature Tourism--TPWD
http://www.tpwd.state.tx.us/nature/tourism/diversifying_farm.htm

Nature Tourism: Opportunities for the Rural Business and Landowner--Texas Dept. of Agriculture (TDA)
http://www.agr.state.tx.us/eco/rural_eco_devo/economic_development/fin_resourcelinks.htm

Land and Water Resources Conservation and Recreation Plan (TPWD)
[PDF Document](#)

Rural Tourism Advice Pack--Tourism South East
http://www.ruraltourism.org.uk/index.php?s=4&p=farm_tourism

Nature Tourism Can Be the Key to Success for Rural Communities--Texas Nature Tourism Council, by Linda Campbell
<http://www.ttia.org/tntc/jan03.html>

Nature & Heritage Tourism: A Guidebook to Evaluate Enterprise Opportunities
[PDF Document](#)

Part 5

Notes

A Guidebook to Evaluate Enterprise Opportunities: Getting Started

1.2 Where do I want to be?

In this section, you will identify 'WHY' tourism/recreation activities might provide a potential enterprise to your ranch/farm operation. These reasons should include personal and family considerations and will be related to the goals that you have for your operation.

The idea of adding an enterprise" to your current operation will become more clear as you work through this handbook. Our whole approach is based on the idea that these activities will be a supplement to your income and your operation and therefore they must compliment and not conflict with your current activities (e.g. livestock, oil & gas, grain production) or with you and your family's personal aspirations.

Personal and family considerations may include:

- Replacing or supplementing traditional agricultural product income
- Keeping your land in the family

- Offering your children a reason/ way to stay on the ranch
- Preserving/maintaining a desired lifestyle
- Generating an income for your children's college education
- Maintaining a certain lifestyle
- Personal/family use of wildlife resources
- Helping others understand agriculture and natural resources.

Strategic goals for your operation may involve a variety of financial, operational and management considerations. These may include:

- Maximizing return on investment
- Tax relief or land investment
- Supplemental income
- Generating a reliable income stream
- Diversifying the income of your operation
- Providing a future estate.

You should now complete [Worksheet # 1B](#). In this worksheet, you will identify your goal for your operation.

Notes

A Guidebook to Evaluate Enterprise Opportunities: Getting Started

1.3 Tourism: Is it for Me and My Family?

Considering tourism and recreation enterprises requires new skills and different perspectives than the production of traditional agricultural products does. Deciding to start a tourism and recreation enterprise will impact the family. In most cases, a family member's interest in a particular activity will strongly influence the type of tourism/recreation business that you will establish. Still, it is important to consider the requirements of these types of enterprises in relation to the skills and interests of all of your family members.

Tourism and recreation enterprises require:

- Working with people
- Inviting people onto your land
- Managing the interaction between people, natural resources, and other ranch/farm operations
- Focusing on the experience as the product, including programming to accomplish the desired experience
- Advertising and promoting your place and the experiences you offer.

As you can see from this list, working with people is the key aspect of a tourism/recreation business. The types of people you will serve should be compatible with your goals and with the accommodations, facilities, services and activities that you plan to provide. Throughout this entire process you should have in mind an idea of the types of people you enjoy spending time with and whether they would enjoy the things you are planning. This issue will arise again and again in this planning process and probably throughout the life of your business enterprise. You will consider this question again in detail in Section 4.1 on marketing, but knowledge of your customer's characteristics must also be considered in Section 2.3 making sure the resources and activities that you are providing are appropriate to the people you would like to attract.

You should now complete [Worksheet # 1C](#). In this worksheet, you will determine if a tourism enterprise is appropriate for your family.

After you have completed the worksheets for this section, complete the following [Online Form](#) and submit it to the instructor.

Brainstorming, discussion, instructions and idea sheet

There are numerous resources about brainstorming. The following excerpt is from [JPB Web](#). There is no right or wrong way to brainstorm. These instructions are only provided as a guide.

Brainstorming can be an effective way to generate lots of ideas and then determine which idea(s) best solves the problem. Brainstorming is most effective with larger groups of people and should be performed in a relaxed environment. If participants feel free to be silly, they'll stretch their minds more and therefore produce more creative ideas.

In order to brainstorm, you will need either a chalkboard or white-board or BrainStormer, our new software for brainstorming.

Brainstorming works best when you have a larger group of varied people. If you are a division in a company, invite people from other divisions to participate. Try to get as varied a group as possible to participate - this will result in the widest and most creative range of ideas.

Step by Step

Define your problem. (please note that the word "problem" is not necessarily negative - your problem could be "We need a new product for the Christmas season" or "How can we effectively use our departmental budget surplus for this year?")

Write out your problem concisely and make sure that everyone understands the problem and is in agreement with the way it is worded. There is no need to put a lot of restrictions on your problem at this time.

Give yourselves a time limit - we recommend around 25 minutes, but experience will show how much time is required. Larger groups may need more time to get everyone's ideas out.

Everyone must shout out solutions to the problem while one person writes them out. There must be **ABSOLUTELY NO CRITICIZING OF IDEAS**. No matter how daft, how impossible or how silly an idea is, it must be written down. Laughing is to be encouraged. Criticism is not. Why? Because you want to encourage the free flow of ideas and as soon as participants of the brainstorming session begin to fear criticism of their ideas, they'll stop generating ideas. Moreover, Ideas that first seem silly may prove to be very good or may lead to ideas that are very good.

Once your time is up, select the five ideas which you like best. Make sure everyone involved in the brainstorming session is in agreement.

Write down about five criteria for judging which ideas best solve your problem. Criteria should start with the word "should", for example, "it should be cost effective", "it should be legal", "it should be possible to finish before July 15", etc.

Give each idea a score of 0 to 5 points depending on how well it meets each criterion. Once all of the ideas have been scored for each criterion, add up the scores.

The idea with the highest score will best solve your problem. But you should keep a record of all of your best ideas and their scores in case your best idea turns out not to be workable.

Community Tourism

Tourism, one of worlds' largest industries, and promises to breathe new economic life into many Colombian communities. As changing economic conditions have raised concerns in traditional agricultural and industries, departmental, and local leaders as a vehicle for economic change have targeted tourism. Like many places around the world many Colombian communities, rural and urban alike are considering tourism as a way to revitalize, stabilize, and diversify their economies. They recognize that successful tourism development in other communities has generated new income, jobs, and tax revenues.

Tourists' expenditures filter through communities to create a chain of economic and social action. Some tourism jobs are filled by young people and other traditionally disadvantaged labor markets. Tax revenues generated by tourists' expenditures can contribute to supporting public facilities and services that a community might not otherwise afford. Playing host to "guests" often fosters a sense of community identity and pride.

This publication has been prepared to help you consider and initiate tourism development within your community. Five purposes were kept in mind:

ON I

To introduce tourism as an emerging industry in Colombia and as a strategy for economic development.

Section I presents some basic facts about tourism and provides important tourism definitions.

ON II

To help you understand how tourism functions as a system of interconnected parts — attractions, services, transportation, communication, and markets.

These parts together create tourism "products," (i.e. mixtures of experiences and benefits) that tourists receive. Section II will help you to understand the tourism system and the ways those community tourism products can be developed and marketed to select tourist markets.

ON III To assist you in evaluating tourism as an economic development alternative that addresses community needs.

The benefits that tourism delivers should be compared with your community's specific needs to determine if it is an appropriate economic development alternative. Section III of this publication will help you evaluate the potential benefits and costs of tourism development in your town.

ON IV To present a planning process for tourism development that will help you establish tourism goals, assess, and build upon your community's special characteristics to achieve these goals.

While every community has its own unique attributes, general guidelines for tourism planning are applicable to all. Section IV of this publication outlines the steps of the tourism planning process. Worksheets are provided to help you apply the process to your community's location, leadership, financial capabilities, and markets.

ON V To assist you in identifying important tourism networks that can complement your efforts.

Networking involves linking with other agencies and organizations to maximize efforts, share ideas and approaches, and learn from the experience and perspective of others. Networking is vital to effective community, regional, and statewide development. Individuals and organizations that represent each of these areas should be part of your tourism network. The companion publication *Sources of Assistance for Tourism in Texas* identifies organizations that will help to meet your ongoing tourism information needs.

Who Is This Publication For?

This publication has been prepared for business and community leaders within governmental, commercial, and non-profit organizations. These leaders include:

- councils of government, elected officials, and public administrators
- chambers of commerce, and convention and visitors bureaus
- tourism-related business owners and managers
- concerned citizens
- local and regional planners, and economic development officials

While many of the concepts, issues, and processes described within this manual will help individual organizations and businesses to more effectively respond to tourism, this publication has been prepared with a community approach in mind. That is, it focuses on the cooperation between public, commercial, and non-profit interests to achieve tourism benefits for an entire community—rather than just a single organization or enterprise. Processes and methods for gathering resident support and involvement are included as a key aspect for ensuring that tourism development contributes to the well being of those who host the visitors in their town and regions. Special emphasis has been placed on assisting smaller Texas communities. However, the concepts, issues, and processes presented here are relevant to communities of any size or location. The focus of this publication is on the development of pleasure travel in your community, although the same process is appropriate for business travel markets.

Tourism: An Emerging Industry

Tourism, now recognized as one of the world's major economic and social activities, and has been estimated to be the largest industry throughout the world.

Billions more dollars are spent on short haul and leisure trips. Most states, and many communities—large and small, rural and urban—have recognized the economic benefits of capturing a portion of these travel expenditures. In Texas, the role of tourism is significant and increasing each year.

Defining Tourism And Tourists

The term tourism once described only travel undertaken for vacation or leisure purposes. Today, the travel industry defines tourism to include both *pleasure* and *business* travel. Because of the tendency to equate tourism with only pleasure travel, the industry has further adopted *travel industry* as the preferred terminology because of its more inclusive connotation. Over the years, there have been considerable discussions regarding the definitions of tourist and tourism industry. In practice, most differences in these definitions relate to the distance that one must travel to be considered a tourist.

The main reason for using the minimum distance criteria (50 or 100 miles) is to exclude routine travel of local residents. For the purpose of this publication tourist and tourism industry are broadly defined as:

- A *tourist* in the United States is anyone traveling 50 miles outside his or her community of residence to engage in activities which are not a part of the person's regular routine of activity, such as to work or school.¹¹
- The *tourism industry* is considered as all businesses, organizations, governmental bodies, and their related facilities, lands and services that accommodate the needs of travelers.¹²

From a community perspective, one can easily see that tourism involves many different business—food and beverage, transportation, attractions, retail, lodging—as well as the services and facilities of public and non-profit agencies and organizations. The degree to which a business or a public facility supports travelers will vary, as does the importance of tourism from community to community.

Foundations Of Community Tourism

Virtually every town and city now receives visitors of some kind. Therefore, tourism is already a part of their local economy. Some communities are naturally endowed with superior qualities for attracting tourists. However, by understanding the requirements of the travel industry most communities can be more effective in their tourism efforts.

What Can Tourism Do For Your Community?

Tourism successes do not just happen. Built upon an understanding of the tourism system, successful programs are the results of careful planning, management, and marketing.

The three basic elements of tourism are:

1. community (its people, services, businesses and industry)
2. attractions and events (things to do and see for visitors)
3. tourist markets (the people who travel to your community)

The challenge of developing community tourism is to systematically assess each of these elements and create strategies that are most likely to achieve your community tourism goals. Central to this

11. *The Economic Impact of Travel on Texas (1997)*. Prepared by Texas Department of Economic Development Tourism Division.

12. *The 1986-87 Economic Review of Travel in America*. (1986-87). U. S. Travel Data Center, Washington, D.C.

assessment and the management of tourism is organization.

The decision to launch into a program to expand tourism development should be based on the ability of tourism to produce the desired outcomes or goals sought by the community. Early on, specific goals should be stated which guide your community tourism efforts. Defining community goals and developing tourism strategies are addressed in detail later in Sections III and IV.

Tourism may help some communities meet a variety of developmental needs. For example, tourism can:

- create opportunities for employment, especially *underutilized* resources
- increase revenues for local businesses and industry
- generate tax revenues
- increase stability by *broadening* the economic base
- reduce seasonal variations in revenues
- increase leisure opportunities for residents
- make the community more attractive

These benefits of tourism development are not without costs. Section II discusses how to evaluate tourism goals and Section III discusses some of the costs of tourism development (See Table 2, Section III).

Balancing Benefits and Costs: Sustainable Tourism

Tourism development in the community should consider both the costs and benefits of tourism. This will ensure that the destination's resources are sustainable over the long-term. The concepts of sustainable development and sustainable tourism are often used in development related issues. Sustainability in tourism relates to both hosts and guests, as well as social, cultural, environmental, political and economic aspects of tourism planning and development. As defined by the World Tourism Organization, (Agenda 21 for the Travel and Tourism Industry, p. 30):

Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.

For the local residents, tourism development impacts on their community's economic, social, and cultural aspects, while directly affecting their quality of life. Adverse effects of tourism development on the integrity of the natural habitat surrounding a destination can affect the ecological integrity and the lifestyle which residents may wish to experience in that locality. Hence, it is critical to understand the nature of the tourism product, and the way tourism functions, if the benefits of tourism are to be gained and shared equitably among the destination's many varied stakeholders, including the visitors and the residents of the host community or region. This is discussed next, in Section II.

It is important to remember that tourism is just one means of diversifying the community's economic base, and therefore a careful analysis of the community's overall economic and social situation is required as a first step in examining the potential for tourism as a tool for economic development. Thus tourism has to fit into the overall planning and development goals and objectives of the community, so that it contributes to improving the well being of the local residents and does not degrade the environmental and cultural resources of the destination community. A number of principles can be employed to ensure that the benefits of tourism are distributed fairly among the destination's stakeholders, including the residents who often bear the costs of tourism development. These principles include, but are not limited to the following:

- a.) Involve a broad spectrum of the destination's stakeholders in the planning and development of tourism in the community. A stakeholder here is one who is impacted by tourism in the community, or one who has the potential to affect the development and planning of tourism in the destination. Cooperation and partnerships are important to enable the community to finance and market the destination's attractions and also to manage the multiple impacts of tourism.
- b.) Ensure that the benefits of tourism development are distributed equitably both in the short-term and long-term. Hence, the use and distribution of tourism related resources should be such that these are preserved not only for the benefit of present generations but also future generations of residents and visitors.
- c.) Provide a high quality visitor experience while implementing sound environmental and cultural / heritage management practices, in order to manage the impacts of visitation on the destination's resources (which may be renewable and non-renewable ones).
- d.) Create opportunities for meaningful local employment and involvement in the tourism industry. Residents should be able to participate in controlling and making decisions about tourism in their community. They should also be involved in tourism practices involving the marketing and interpretation of local cultural and heritage attractions and events.

Section II

How Does Tourism Function

Two functions of tourism most understood are *promotion* and *accommodations*. The first action frequently taken by communities embarking on a tourism development program is to raise money for promotion. The most conspicuous evidence of tourism in any community is the lodging facilities. Tourism, however, encompasses more than just promotion and accommodations, even as essential as they are. This section looks at five important topics that provide a foundation for understanding, considering, and building tourism in your community.

These topics are:

1. the market-destination principle
2. understanding and identifying target markets: the reasons people travel
3. components of successful leisure destinations: what your community has to offer people

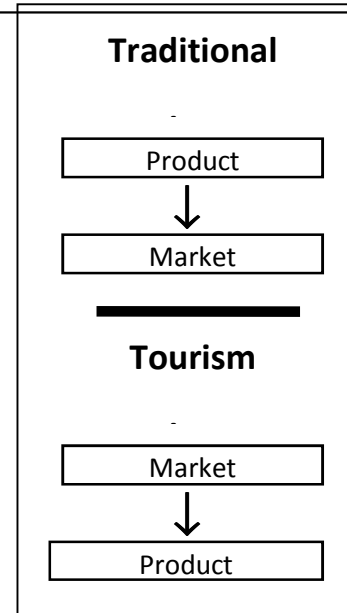
4. the tourism system: the link between markets and destinations
5. conditions for effective tourism development

The Market-Destination Principle

All businesses have two important dimensions, markets, and products. This is certainly true, in principle, for tourism. Tourism differs, however, from industries such as manufacturing, because tourism moves markets to products, whereas manufacturing distributes its products to markets (see Figure 1). This means that the "production," marketing and consumption of tourism are inseparable from each other or from the destination.

- *Tourism products* are found in *destinations* (areas containing the attractions and services that provide tourism experiences and benefits to visitors). The product of tourism is the "experience package." It has been described as a mix of products and services.
- *Travel markets* represent those people willing and able to spend their time and money to receive those common experiences and benefits. Unless markets (the consumers) know about the tourism products you have available, they will not make your community their travel destination. In addition, a community and its surrounding area must offer tourism attractions and services (products) that are in demand by a travel market. No amount of promotion will attract disinterested visitors. For this reason, those concerned with developing tourism must become very knowledgeable about the basic tourist flow and its two dimensions (the characteristics of their community that make it a unique and desirable place to visit, and those travel markets to which they can best appeal).

Figure 1. Traditional Industry vs. Tourism Industry.



Understanding and Identifying Target Markets

It is impossible for your community to be all things to all tourists. Successful tourism development depends upon aiming your efforts at target markets, which is, taking a rifle approach rather than a shotgun approach. A rifle approach increases chance of scoring a direct hit, that is, being a great success with particular target markets. One of the best ways to develop and market your tourism destination is to appeal to specific market segments and target markets. The objective is to focus only on the needs and preferences sought by an identifiable set of visitors. Remember that there are many motivations to travel each representing an individual market. For example:

- to visit friends and family
- to conduct business in another town
- to attend conventions, festivals and special events
- to attend to personal needs, such as that related to health
- to go shopping
- to engage in outdoor recreation activities
- to experience places of historical or scenic value

Market Segmentation

As this list suggests, people travel for many different reasons. These different groups are called market segments. Market segmentation, the process of breaking the total travel market into smaller, more uniform groups, is one of the basic principles of tourism development and marketing. It recognizes that both business and pleasure travel markets have several separate segments, each with a unique set of needs and preferences.

How do you divide your market into segments? One common method is by geographic areas. In other words, where do your visitors come from? What cities, states, regions, or countries generate the greatest number of visitors?

By defining markets into segments one can better understand whom, when, how, and why people travel to your community. Without further definition, this data reveals little more than a clue for developing tourism. For this reason, it is necessary to identify other ways to further define markets into segments. In total, there are seven general approaches you can use:

1. purpose of trip
2. geographic origin of visitors
3. socio-economic or demographic characteristics
4. product-related
5. psychographic profiles
6. frequency and seasonality of use
7. channels of distribution

Each of these segmentation methods are further defined in Table 6 (Section IV). By combining these methods, you can more accurately begin to zero-in on your community's target markets. These often can be further described by: time of year for trips, amount of expenditures, frequency of visits, accommodation types, trip characteristics (length of stay, etc.), outdoor recreation activities, and demographics (ethnicity, income, age, gender, etc.)

While these descriptions help to identify the many types of tourists that are important to your area, they do not sufficiently explain what pushes or motivates people to engage in travel in the first place. An understanding of those motivations that tourists wish to satisfy through travel is critical to the development and marketing of any tourism destination.

The key to understanding tourists' motivations is to see travel as a satisfier of needs and wants. These needs and wants refer to much deeper personal concerns than the reasons usually given by people when asked, "Why do you travel?" For example, tourists do not take trips just to engage in recreational activities such as fishing. They take such trips with the hope that the travel experience will provide an escape from routine, physical relaxation, and perhaps the opportunity to make new friendships.

Why is it important to understand motivations such as these? Once you understand tourists needs and wants your community will be better prepared to satisfy them. Segmenting travel markets, as described above, provides a means of zeroing in on specific needs and wants.

Motivations For Pleasure Travel

The primary motive that drives all pleasure travel is the need for change.¹⁴ This often means the need to escape the routine, to explore new environments and to enjoy novel situations. Beyond this primary motive, people are pushed to travel by a variety of needs and wants. If motivations were the same for everyone, many of us would travel to the same destinations, do the same things, stay at the same types of hotels, and use the same kinds of transportation. Since this is not the case, differences in motivation help to define distinct travel markets to which different tourism destinations can be marketed.

The following are some common motivations for travel. Most travel is driven by the need to satisfy a combination of needs and wants, some of which may not be recognized by travelers themselves. As you read through this list, consider which combinations of motivations your community could easily and effectively satisfy.

Escape from Routine and Responsibility: While a temporary change in environment characterizes all travel, people often seek changes of other kinds. These may include a change in daily routine, a change in social group, or a change in leisure or work activities.

Relaxation: In everyday life, the term relaxation usually means physical rest. In a tourism context,

¹⁴. May, E.J., and L.P. Jarvis. (1981). *The Psychology of Leisure Travel*. Boston, MA: CBI Publishing Company.

however, relaxation often means taking time to pursue activities of interest. For tourists, engaging in physical activities often results in mental relaxation.

Regression: When people are comfortable they often feel freer to engage in behavior that they may not participate in at home. Hence, the need to "regress" or do things outside of everyday life drives some to travel.

Status and Prestige: Many people travel for recognition, attention, and appreciation. Certainly some destinations are more prestigious than others are and these will attract those tourists for whom status is a primary motive.

Family and Friend Togetherness: Family and friend considerations are an important travel motivation. The majority of all trips are taken to visit with family and friends in their home communities. Besides these visits, many people see the opportunity to travel and vacation as a family or friend group as a way to bring members closer together.

Meet New People: The desire to meet new people are satisfied by people-oriented trips, as opposed to place-oriented. Meeting new people means different things to different individuals. It can mean briefly meeting people from different backgrounds (something that occurs more easily while away from home), developing permanent new friendships, or interacting with local people.

Self-Discovery: Many people find that travel experiences help them to learn more about themselves. When traveling, people have the opportunity to learn how they react to new situations, such as meeting new people, overcoming hardships, and observing different cultures.

Education: A strong motive for travel is the desire to learn about a place, a historical period, or another culture. The education that travels provide is seen by many as a means for developing a well-rounded individual. For this reason, family travel is often undertaken for educational purposes (as well as the motive of family togetherness discussed earlier).

Novelty: The need for novelty refers to curiosity, adventure, and the need to experience things that are new and different. People who are driven to travel primarily by this motive rarely visit the same destination twice. While this market may not yield a high degree of return visitation to a destination, its members are likely to spend sufficient time and money to thoroughly explore all that it has to offer.

In addition to these motivations for travel, there are numerous other factors influencing a tourist's decision making process. Many tourists or traveling groups seek multiple benefits. For example, a traditional family (mother, father, and two children) will "package" their weekend trip to Houston to include activities that appeal to each family member. Thus, their excursion may include a variety of dissimilar activities such as visiting a professional sporting event, a theme park, the space center, and a major shopping mall all under the auspices of visiting Aunt Millie and Uncle Bert. What is important for tourism planners to remember is that although consumer behavior in the travel industry is indeed very complex, one should always seek to learn more about it and to better understand the visitor.

Components of Successful Leisure Destinations

As already shown, tourism is much like other industries in that its two basic dimensions are markets and products. Tourism differs from many industries however, because it moves markets to products. The movement of tourist markets to destinations (where tourism products are found) can be thought of as a push-pull relationship. People are pushed to travel by motivations; that is, the need to satisfy needs and wants. Destinations that promise to satisfy them pull these tourists to them.

As with other industries, members of tourist markets spend their time and money to receive certain products. Many businesses and community residents see their tourism product only as attractions, meals, accommodations, or recreational facilities. In fact, how these tangible things *help to satisfy* tourists' needs and wants is important.

The tourism product is the mixture of benefits (i.e. need and want satisfiers) produced by a destination that tourists rightly or wrongly believe they will receive when they choose to visit it. For example, visitors to Panaca buy tickets for rides, meals, and possibly accommodations they receive. But these are only necessary to satisfy their desire for fun and novelty in the area's unique water environment. Effective promotional efforts will be those that stress the opportunity for fun and novelty. Effective management of tourist areas will ensure that the visitor has fun and enjoys novelty by providing activities, services, and information in a pleasant environment.

From the visitors' point of view, your community consists of many different elements that all together provide a tourism experience. These elements include attractions, services and atmosphere, which must be seen through the eyes of the visitor. The atmosphere of your community is influenced by the quality of its physical environment and the hospitality that resident hosts extend toward their visiting guests. Look at each of these important elements in greater detail.

Attractions

While the desire to satisfy individual needs and wants pushes people to travel, attractions are what pull them to one destination instead of another. Attractions are the core component of a destination area. They satisfy demand in a destination and help to distinguish a place as an outdoor recreation destination; historic attractions help to distinguish a place as a cultural destination.

Tourism attractions that may significantly impact a community may be found within as well as outside its environs. For example, a state park that is located outside but nearby a community may generate a great deal of tourism activity within the community itself. Attractions that may be important to different travel markets include the following:

Natural Attractions: lakes, forests, parks, beaches, and a warm and sunny climate. These attractions often appeal to markets seeking outdoor recreation.

Man-Made Attractions: theme parks, well-known restaurants, a string of antique shops, and a modern factory tour.

Historic Attractions: battle sites, old forts, historic museums and monuments, pioneer churches, and homes of famous persons.

Ethnic and Cultural Attractions: historic re-enactments, ethnic communities, Indian villages, and historic towns. These attractions give tourists the opportunity to view the customs of another time or culture.

Special Events: home tours, music festivals, craft events, antique shows, sports events, and agricultural celebrations. These are usually built around a community theme, entertaining, educating, and often allowing visitor participation.

Family and Friends: local population can be one of the most important attractors to your community. Travel to visit family and friends accounts for the majority of all personal travel.

Business and Medical Services and Government Offices: These services all attract visitors to communities. Many tourists will be pulled to a town because of its food and lodging services. Others will travel specifically to conduct personal, government, or corporate business.

Services

Services are support elements in the tourism system. Once attractions have pulled tourists to a destination area, services meet their needs. Services are administered by commercial and public sectors. The *commercial* sector includes businesses that provide lodging, food, and beverage services, local transportation, service stations, entertainment, and shopping. The *public* sector services include police and fire protection, transportation, utilities, visitor services, and the provision of public recreation programs and park facilities. Services are a very important part of the tourism product from both the visitors and community's viewpoint.

- From the visitors' perspective, services meet their need for relaxation and comfort.
- From the community's viewpoint, commercial services generate spending by tourists and are primarily responsible for tourism's economic impact.
- Services and attractions are tightly linked because the services support tourists' needs as generated by attractions. For example, expenditures by tourists at hotels, restaurants, and service stations generally cannot be expected to increase unless the quantity and/or quality of attractions is improved. Likewise, insufficient or poor quality services will detract from the overall tourists' experience in the area, and it is unlikely they will return to the attraction or encourage others to visit in the future.

Atmosphere

Attractions and services are the tangible elements of a destination area. Less visible but equally important is the atmosphere that surrounds attractions and services. This atmosphere or ambiance is what conveys a positive friendly feeling to visitors, and influences them to spend their hard-earned money and free time in the area. Three things contribute to a community's atmosphere: environmental quality, hospitality, and quality and value.

Environmental Quality: refers to the physical environment. This environment includes parts of what might be considered a community's *infrastructure*, such as roads, sidewalks, signs, parking facilities, convenient access, litter and trash management, parks, and open space. Downtown redevelopment efforts, Main Street programs, historic preservation, and community beautification make important contributions to a desirable tourism environment. The more attractive and accommodating a community's physical environment (beginning with the important "entrance experience"), the more likely it will be that tourists will have a satisfying visit.

Hospitality: refers to the human environment. Visitors to tourist destinations are greatly impacted by the friendliness of local populations. Hospitality says to tourists, "Welcome, we're proud of our community and would like to share it with you." In tourist communities, hospitality becomes the responsibility of all front-line workers who meet tourists face to face as well as "backstage" residents who support tourism. Police, service station attendants, lodging employees, restaurant personnel, shop owners, attractions managers, and the residents who provide directions, assistance, or just a welcoming smile all have an important hospitality role to play. Those communities that have been most successful with tourism have recognized the importance of hospitality, and have launched community-wide educational and public relations programs to encourage citizens to be informed and friendly natives.

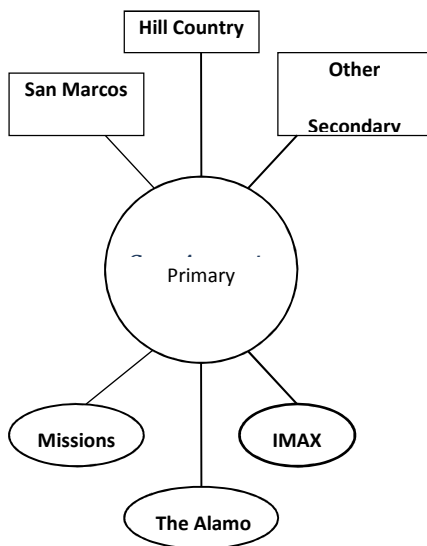
Quality and Value: The above discussion explains the relationship between markets and destinations, yet there are also economic factors influencing an individual's decision to travel. For example, the perceived value or price/quality relationship of travel decisions is critical to completing travel transactions. Paris, France may be alluring to many Americans who wish to escape to the charm and excitement of Parisian nightlife, but few possess resources to complete the travel transaction. This price/quality relationship is also relevant to the tourism providers in more advanced tourism communities who examine the price/quality relationship of their markets and their tourism product. The question always remains, are the opportunity costs and actual expenditures lesser or greater than the perceived benefits? The impact of opportunity costs in this equation should not be underestimated. Travel time, competing activities, and other responsibilities weigh heavily on any travel decision. This phenomenon is particularly true in societies that is increasingly harried and time conscious.

Two Kinds Of Destinations

While every destination depends on attractions, services, environmental quality and hospitality, destinations can in the broadest sense be classified in one of two ways, primary or secondary.

Primary Destinations: are those that have sufficient strength in the mix of attractions and services to justify the "trip" (see Figure 2). They are capable of attracting and meeting the needs of tourists for the majority of their trip.

Figure 2. Primary and Secondary Destinations



Secondary Destinations: meet the needs of tourist in one of two ways:

- a) They may be capable of attracting travelers for a *side visit* as they are on their way to or from a primary destination.
- b) They may be a *necessary stop* on the way to or from a primary destination. At these kinds of destinations the services that are available meals gas, accommodations, etc. become the attractions. These destinations are called *travel nodes*.

Destination areas can be primary destinations for one travel market segment and secondary destinations for other markets.

From the traveler's point of view, your community is not just a place—it is a setting in which tourists can have certain experiences and have their needs and wants satisfied. The attractions, services, environmental conditions, and hospitality within your community shape these experiences. They represent your community's unique tourism product. The more opportunity

for different experiences available within your community, the greater it's potential for tourism. For this reason, many communities team up with other communities nearby in a regional tourism destination approach.

Remember that the key to understanding what your community has that tourists want is to *see it through*

their eyes. As an old marketing adage (modified for tourism) suggests:

"To sell Jill Jones what Jill Jones buys you've got to see your destination through Jill Jones' eyes."

The Tourism System

By now we have come to understand three important topics:

1. The market-destination principle.
2. What pushes (motivates) people to travel—how different motives help to understand different travel markets.
3. What pulls people to destinations and provides them with a satisfying visit while there.

This section looks at the two ways that markets and destinations are linked through transportation and communications. These linkages between markets and destinations complete the functional tourism system.

In the tourism system, each element (markets, destinations, transportation, communications) is dependent upon the others. The system is like a spider's web—touch one part of it and reverberations will be felt throughout. The following describes transportation and communication linkages between markets and destinations.

Transportation

Transportation physically links markets with destinations. Automobile, bus, air, and rail are all important modes of travel. The convenience, safety, reliability, speed, comfort, and price of transportation are important to travelers. Changes in any one of these factors can greatly influence the flow of markets to destinations. Transportation is the one part of the tourism system that seems to be particularly volatile in current times. Changing fuel prices, airline and bus deregulation, and a growing senior market that enjoys coach travel are all trends that affect transportation.

Communication

Communication refers to the flow of information between markets and destinations... between the consumers (travelers) and the suppliers of the tourism experience. This flow occurs in two directions: 1) from destinations to markets (called *promotion*); and 2) from markets back to destination (called *market research*). This two-way flow of information is essential to the link between markets and destinations.

Promotion

Many people think of promotion only as brochures and other forms of advertisement. Promotion actually refers to a mix of six primary activities that help to convey information and images about a destination. Each of the six activities of the promotion mix can be used alone, or in combination by a destination to communicate with the travel markets they want to attract. These activities include:

1. **Advertising**: any paid form of non-personal presentation about a destination that is communicated through mass media. Leaflets, brochures, newspaper/magazine ads, direct mail, and billboards are forms of advertising.
2. **Personal Selling**: direct person-to-person communication regarding a destination. Community members in direct contact with tourists daily can recommend places to eat, sleep, and visit, which is personal selling.
3. **Publicity**: non-personal favorable communications in print or broadcast media that appears in news story form. While many destinations groups and suppliers hope that travel writers will provide favorable publicity, others are proactive in working with writers already producing favorable publicity.

4. Incentives: items having financial value that are offered to encourage markets to travel to destinations. Weekend discount rates at hotels, family discounts at attractions, free meals, and two-for-one specials are all incentives designed to encourage travel.

5. Programming refers to the ways that attractions, services, and the atmosphere of a destination are tied together to convey a unique and attractive image that will encourage visitor interest. For example, communities have grouped their tourism attractions, services, and atmosphere to convey "Old West" adventure or botanical themes. Proper programming assures that "on-site" visitor information needs are met within the community. Signage, maps, and guides all help to program and promote destinations.

6. Packaging: the presentation of products and services that would normally be purchased one at a time. In a package, multiple products are offered at a single price. A motor coach tour is an example.

Marketing Research

Marketing research allows consumers to communicate back to managers of destinations. Simply stated, marketing research means finding out about your markets' characteristics, needs and wants. In the broadest sense, all communities have two markets: existing markets (those people who already visit the destination) and potential markets (those people who might be encouraged to visit in the future). For most communities, the greatest opportunities for tourism development are found in existing markets (more will be said about this in Section IV). For this reason, communities should learn as much as they can about these very important visitors.

There are many ways to conduct marketing research, some more technical than others, but all communities can gather information and feedback from existing tourists in a systematic, simple way¹⁵. Inquiries regarding where visitors are from and how they enjoyed their stay will provide valuable information that will help your community to effectively manage the complete tourism system.

Information gathering techniques that can be used on a regular basis include:

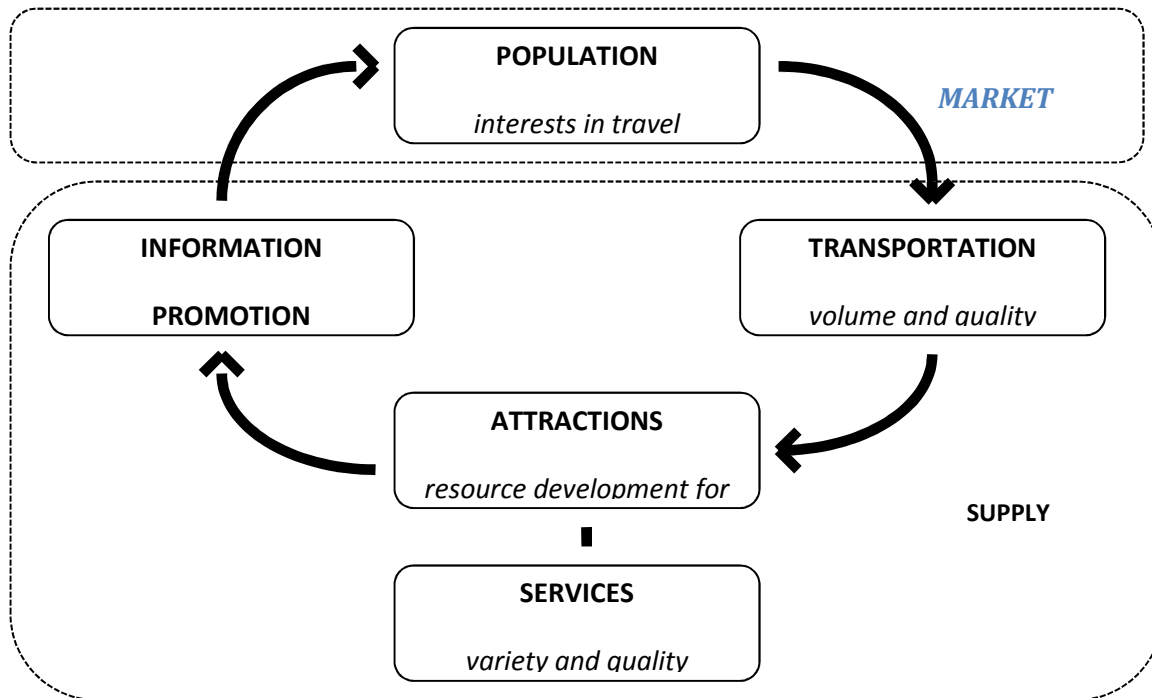
- registration/reservation records at lodging businesses and welcome centers to provide market origin data, visitor profiling, and a basis for sampling
- completed questionnaires on market demographics, service satisfaction, travel habits, and so on
- complaint records and comment cards
- coupon returns and inquiries generated by advertising
- license plate surveys and car counts
- admission records at attractions

Who Is Responsible For The Tourism System?

Figure 3 on the following page illustrates the Functioning Tourism System. From the supply side, many commercial, public, and non-profit decision-makers are responsible for the attractions, services, and other elements of the tourism system. When we speak of a tourism industry, the statement is only partially true. The tourism system is not managed solely by the commercial sector as the word industry implies. Instead, *commercial, public, and non-profit sectors* all work together to provide the important elements of the tourism system. **Table 1 on page 23 illustrates** the range of involvement on the part of each of these sectors. While each of these sectors may have their own reasons for involvement in tourism, the best overall results are achieved when they recognize and work together to achieve common tourism development goals. This is the *community approach* to tourism development.

¹⁵. *Travel and Tourism and Hospitality Research*. (1987). Edited by B.R. Ritchie, and C.R. Goeldner. New York: John Wiley and Sons.

Figure 3. The Functioning Tourism System.



(Gunn 1988)

Table 1
Sector Involvement in the Tourism System

	Commercial	Public	Non-Profit
Attractions	theme parks, wave bowling, shopping malls, plant tours, entertainment, sports events, craft	parks, lakes, playgrounds, zoos, recreation areas, museums, historic sites	performing arts, museums, home tours, botanical gardens, festivals, theaters
Services	hotels, motels, rest private tours, taxis	local bus transporta information, medica protection	guided tours, museum shop cooperatives
Atmosphere Environmental Q	downtown revitaliz ownership, attractiv	parks, roads, acces disposal, beach cle	garden displays, communit historic preservation
Hospitality	employee training	public awareness e	employee and volunteer tra
Transportation	scheduled bus line cars, airlines, trains gas stations, renta	ferries, airports, pu systems	shuttle buses
Communication Promotion	guidebooks, maps, brochures, billboar magazines, televis advertising, incenti public relations	signage, information centers and brochures, adv publicity, public rela	brochures, information cent books, advertising, incentiv relations
Marketing Resea	restaurant surveys license plate check satisfaction survey	surveys, image stu records, visitor cen	suggestion boxes, ticket co

Conditions for Effective Tourism Development

As we have seen, tourism is a system of interrelated parts that includes attractions, services, transportation, communications, and markets. While each of these parts influences all others, certain conditions must be met before the system can operate smoothly and effectively for a given destination area. These conditions are:

- identification of market niche
- regional cooperation
- community support
- financial support
- leadership and organization
- tourism networking

Identification of Market Niche

Successful tourism depends upon a community's ability to identify its unique selling points and develop a special market niche (target market). This niche requires identifying and developing a major community theme around which one or more relatively unique tourism products can be developed. As we have already seen, tourism products are like a basket of goods for visitors to experience. The more coordinated the items within the basket, the more effective it will be. Themes such as "family fun," or "history and culture" provide this coordination by creating a tourism image for your community and positioning it in the minds of potential and existing tourists. Colombian communities have found themes in both natural and cultural resources. For example, some communities that have strong ties to the production of an agricultural or industrial product have used that uniqueness as a focal point. Often these themes lead to the development of slogans used in promoting the area.

Before your community begins to plan for tourism it needs to identify existing tourism products and potential opportunities in the surrounding regions and the Colombia as a whole. The opportunity to develop one-of-a-kind community tourism products based upon the special assets of your community is at the heart of successful tourism.

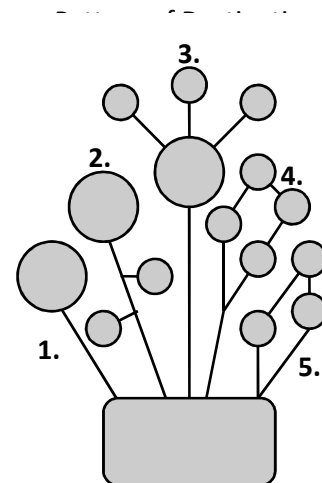
Regional Cooperation

Sound community tourism development is built upon cooperation *not* competition among closely situated communities. Even communities that are recognized tourism sites benefit by linking up their attractions, facilities, and services with those of nearby communities. This linking up is called *clustering*. Clustering occurs when closely situated communities complement each other, with each providing different kinds of amenities for tourists and different facilities that support regional tourism activities.

At first glance, clustering may seem to interfere with a community's ability to establish its own market niche. The opposite is true however. Clustering depends upon each community's ability to make a unique contribution to the whole region, that is, the overall tourism image and product. In this way, clustering creates a critical mass of attractions and services that can attract more tourists and keeps them longer than any one community could alone accomplish. Regional cooperation is a condition of effective tourism because as the public becomes more discriminating and mobile, they will more likely demand a wider range of quality attractions and amenities before embarking on a trip.

One kind of regional interdependency that is particularly important to smaller communities may be termed the big city-small city relationship. Certainly, larger cities with different forms of transportation access attractions and services are capable of generating a larger mass of tourism development. There is no question about the major cities Bogota, ***add Colombian cities being attractive primary destinations on their own.

Figure 4. Geographic



However, smaller cities accessible from large cities have an important regional interdependency that can enhance tourism for both. Instead of being negatively competitive, a large city and smaller cities, within reasonable access, can be very helpful to each other by offering a wider range of benefits to market segments. The larger city can expand its tourism influence by including visits outside its boundaries. Smaller cities can become important secondary destinations within the large city region, thereby strengthening both cities—a mutual benefit.

All communities, large and small, benefit when tourism increases in their region. Recognizing this, many have joined together in cooperative efforts to identify and promote regional tourism opportunities and themes. Cooperative efforts have included: scheduling arrangements to ensure that timing of community special events complement rather than conflict; joint funding of tourism brochures; coop-advertising; and *cross-selling*. Cross selling occurs when residents of one community recommend the attractions, services, or facilities of another in an effort to keep visitors within the region.

For example, visitors that have spent the day at a special event in one community may be directed to a unique restaurant in the neighboring town.

Many communities concerned with tourism have found that these and other cooperative efforts are best achieved through the formation of a regional tourism association. Perhaps more than anything else, these associations offer opportunities for networking, that is, for meeting and sharing ideas with others equally concerned with tourism's community and regional role.

Community Support

We have already discussed the importance of hospitality to the atmosphere of a community and, hence, its tourism product. This hospitality does not automatically occur. It is the result of widespread community support for tourism, and training like that found in the Texas Hospitality program¹⁶. This community support, in turn, is the result of awareness concerning what tourism can and cannot do for a community and the changes it will inevitably cause. Community support for tourism endeavors can be built by involving local communities in the tourism planning process. Community leaders must be in agreement as to the direction and the degree of change, which results from the expanded tourism base. Community leaders who make up a tourism task force should represent those businesses and activities, which provide services and products for tourists.

The transformation of a community into a tourism destination requires good public relations and educational programs within the community. These public relations efforts will prevent rumors and will encourage civic involvement and spirit. Public issues that may unnecessarily polarize the community should be recognized from the start. These issues may center around social, economic or environmental costs, and benefits of tourism. For example, a community may choose not to approve higher taxes to support a larger police force, improved water supply, or adequate waste disposal in an effort to develop tourism. Another community may enact ordinances to protect historic sites from overuse by tourists. The community may choose to zone for land use that favors development of new businesses or the protection of natural areas.

Tourism can be of great benefit to communities but these benefits are not received without change. Educational seminars, open forums, and public relations efforts should provide all sectors of a community with an understanding of tourism's benefits and costs. Political, environmental, religious, cultural, ethnic, and other groups within an area can make or break the development of tourism. Their interests must be considered and their support secured. Methods and processes for involving residents and other stakeholders are described in Section IV under visioning and strategic planning.

Financial Support

All tourism development will require financial investment. In cases where development or improvement of

¹⁶ *Texas Hospitality Training Program*. Department of Recreation, Park & Tourism Science, Texas Agricultural Extension Service, Texas A&M University, College Station, Texas.

a community's physical resources is necessary, capital costs may be substantial. In cases where the development of promotional and program resources is the focus, fewer financial resources may be required. Financial resources for projects that assist with tourism come from many sources, such as private foundations, development funds, grants-in-aid, hotel/motel taxes, special fund-raising events, bonds, lending institutions, and private investors.

The ability of investors and financial institutions to understand and support tourism is paramount to its success. Unfortunately, tourism as a form of economic development is often difficult to visualize. Because tourism does not represent a single economic activity but a compilation of many (attractions, transportation, entertainment, retail, lodging) it is often difficult to define just what is being financed for tourism. Furthermore, tourism related many financiers as high risk see investments. Seasonality and lack of accurate feasibility information on tourist facilities contribute to this low confidence. Nevertheless, statistics suggest that tourism is a particularly resilient economic activity even during periods of economic recession. Additionally, in the 1990 to 2010 the growth for tourism related jobs has outpaced that of every other industry.

Tourism development dreams cost money. Visions of tourism grandeur must be tempered with the realization that money must be available to complete the first projects before tourists arrive. For most communities, incremental growth that builds one success upon another is the best way to develop a comprehensive tourism program.

Leadership

Competent, motivated leadership is the key to shaping human, physical, and financial resources into a coordinated tourism development strategy. No matter how available the attractions, services, facilities, or finances are, no tourism program successfully reaches its potential without sound leadership. Remember too, tourism must be incorporated into the overall plan of the community.

Who provides tourism leadership? In many communities, tourism development efforts are initially led by an existing organization, an arm of the chamber of commerce, an economic development group, a convention and visitor bureau, a hotel/motel, restaurant, or retail association. The support of organizations that are already serving visitors is essential since they already have a great deal of "hands on" expertise. Whether one of these organizations assumes leadership or not, their participation should be guaranteed before tourism development efforts start. In the same way, tourism should not be planned separate from other community development efforts.

Entrepreneurs who can visualize opportunity, and capitalize on it, also provide tourism leadership, particularly for the commercial sector. Many tourism development plans never materialize because the right people do not take advantage of the opportunities. The ability to identify tourist's needs, obtain the right location and site, engage designers to create the appropriate structure, and gather together the right human resources to manage the investment is a special kind of leadership, and one that is essential to tourism development. The public sector can encourage entrepreneurial leadership by providing a favorable regulatory climate for launching ideas into action.

Whatever the source of leadership, an organization, or a group of entrepreneurs, that leadership must consider diverse public support in its efforts to initiate and sustain community interests. Tourism is indeed a community affair. As the scope of tourism development efforts broadens, leadership must also expand to reflect the many community "stakeholders" who contribute to the tourism product. Because of the vital role of leadership to any successful tourism development effort, Section IV will provide suggestions for creating a tourism task force that advances tourism interests and action plans at local and regional levels. Now that you understand what tourism is all about, it's time to examine if it is indeed your community's best economic development alternative.

Tourism Networking

Sound tourism leadership depends upon networking. Networking means linking up with other “stakeholders” involved with tourism to coordinate efforts, share ideas and approaches, and learn from the experience and perspectives of others. Networking is vital to effective tourism development and should occur at all levels: community, regional, state, and national/international. When there are two or more parties working for tourism, networking can and should occur.

Community Networking

Networking is important from an individual, enterprise, and agency perspective. We have already seen the variety of commercial, public, and non-profit stakeholders involved with the delivery of tourism opportunities within a single community. Local traffic, health, and police departments can develop better policies and operate more effectively if they coordinate with lodging, food service, entertainment, and other tourism commercial interests. Developers and entrepreneurs can produce better visitor services if their relationships with political governmental agencies are proactive rather than reactive. Business activities that are well integrated with other elements of the tourism system (attractions, services, and transportation) can be better promoted. Every tourist business, every non-profit group, and every public agency involved with tourism can benefit, and can help tourism within the community benefit by networking with all other community interests.

Regional Networking

We have discussed the importance of regional cooperation to tourism development efforts. This cooperation requires combining promotion efforts, exchanging ideas and sharing expertise. How can you begin networking within your region? If your community falls within the sphere of influence of a larger destination (a major primary destination) you can begin by contacting the chamber of commerce or convention and visitors bureau there. Those working in tourism in major primary destinations recognize the importance of their surrounding communities and are often eager to provide technical assistance and advice. Regionally, many communities are recognizing their collective wisdom and strengths and are establishing regional associations. Some of these associations sponsor newsletters and meetings to facilitate the networking process. There are a number of regional tourism associations in Colombia

Statewide Networking

On the state level there are a number of public agencies and non-profit agencies that can provide technical assistance and advice relevant to tourism. Several government agencies are primarily responsible for tourism marketing statewide.

Here we need to gather the information about Colombia organizations.

Texas Department of Economic Development, Division of Tourism: is dedicated to promoting Texas in the national and international tourism areas. The Tourism Division works with public and private sectors to increase cooperative relationships to expand tourism in Texas. The Texas Department of Economic Development developed the theme: Texas. *It's Like a Whole Other Country*. ® The Tourism Division is responsible for marketing, research and tourism development, and travel trade of Texas.

Texas Department of Economic Development, Trade and Investment Division: is dedicated to overseeing programs aimed at retaining and expanding the state's existing business and industrial base while marketing Texas globally as an ideal spot for locating or expanding a company. The primary objective's of the Trade and Investment Division is to increase marketing efforts with an emphasis on international opportunities; to position the agency as a clearinghouse of economic development information for all Texas communities and businesses; to make Texas business globally competitive through improved technology, worker training, and accompanying capital investment, and to increase economic opportunity for small communities.

Texas Department of Transportation, Travel And Information Division: operates the 12 Travel Information Centers at major entrances to Texas, as well as it publishes and/or disseminates literature including *Texas Highways* and the *Texas State Travel Guide*. The department also answers the 1-800 information number supplying information about points of interest and road conditions.

Texas Parks And Wildlife Department: is the primary state agency charged by the legislature to provide visitors and Texans with opportunities to experience Texas' natural and cultural resources by operating and maintaining a system of State parks and State Wildlife Management Areas; monitoring, preserving, and enhancing the quality of lakes, rivers, streams, public and private lands, coastal marshes, bays, beaches, and Gulf waters; and assisting public and private entities in providing quality outdoor recreational opportunities.

Texas Historical Commission: is the official state agency for historic preservation, encouraging the restoration and development of landmarks, historic structures, archaeological sites, and museum collections so visitors may experience the unique heritage of Texas. The agency administers a historical marker program; coordinates the work of local heritage organizations; and coordinates the Texas Main Street Program.

Many public and private non-profit associations such as the Texas Travel Industry Association, Texas Festivals & Events Association, Texas Nature Tourism Association and Texas Travel Research Association are integral players in the state tourism network. Additionally, there are several Texas licensing/regulatory agencies that are empowered to issue permits or licenses, or to impose standards for the operation of a particular area of jurisdiction. A listing of these associations and agencies is also provided in the *Sources of Assistance for Tourism in Texas* publication.

National and International Networking

Seemingly far-removed from the community level are those organizations with national and international level tourism interests. However, these organizations often represent the headquarters-office for a number of national/international professional and trade associations. Here, a wealth of industry-specific statistics is collected on a national level by associations and research organizations. The resulting publications, which present such information, are useful in describing market information and trends, and in providing directories of members; which are useful in facilitating additional networking. National

organizations are also effective clearinghouses for information about a specific segment of the tourism industry and in promoting the *cause* of its membership and their interests. Members are frequently offered educational programs and conferences, which help to maintain and upgrade their professionalism.

Networking At Any Level

Community, regional, state, national and international networking requires cooperation in tourism planning, development, and marketing efforts. This cooperation leads to stronger tourism leadership throughout the many communities and regions of Colombia and consequently, benefits all.

Section III

Do You want More Tourism

Every community that has some form of retail business very likely already has tourism. Throughout Colombia many communities have developed economies around the activities and needs of the traveling public. Others have chosen to develop tourism alongside other economic endeavors to create a more diversified economic base. Still other communities throughout Colombia have the potential to develop tourism as a primary or secondary economic activity.

Tourism has been shown to deliver a chain of economic, social, and often environmental benefits to communities that thoughtfully and successfully develop it. It is not developed, however, without some costs. The decision to launch a tourism program should be made only after the community's unique economic and social needs are defined. Tourism then, should be considered as one strategy among others to achieve the community's desired goals. To make this decision, a community should evaluate:

- Community needs that tourism could meet,
- The trade-off between the benefits that tourism delivers and the costs and liabilities it imposes, and
- Community interest in tourism.

Assessing Community Needs

All communities have economic, social and environmental needs. Many of these can be addressed by developing the local economy. The following are some of the positive contributions that tourism development often makes to communities.

- brings in new money
- supports small businesses and creates new jobs
- diversifies the economic base
- generates tax revenues
- enhances the community's image
- helps provide attractions and services that may not otherwise be viable without tourists

Benefits Of Tourism

Tourism Brings In New Money

Tourism is an export business that exports customer or visitor satisfactions in exchange for new, outside dollars. The final effect of these new dollars that enter the community from the outside is not limited to the initial economic activity and exchange. The degree of additional impact is a function of how long the new dollars remain in the community, in terms of the number of exchanges and transactions they enter into. When those imported dollars leave the community to purchase or import commodities or services from outside the community, their local impact ceases. Other things equal, the larger and more complex the community economy, the longer the imported dollar will remain before leaking out, and the greater the impact. This additional activity is referred to as the *multiplier*.

When a traveler buys gasoline in a small service station in a rural community, most of that gross income to the operator may leave the community directly to purchase more gasoline from a wholesaler outside the community. What is left in the hands of the service station operator may even then move quickly out of the community. The *multiplier*, in this case, will be low.

While very small communities or communities with simple, narrow-based economies may have multipliers approaching 1.0, very large communities with broad economic bases may have multipliers approaching 3.0 or 4.0. The following example¹⁷ in Figure 5 below will explain the income multiplier in more detail. In this example the multiplier is 2.0. Caution should be used since multipliers are abstract thereby making it difficult to justify their actual impact. Multipliers do give an idea of the impact that tourists' dollars have on a local economy.

Initial Inflow of Income	\$1.00
First Turnover	.50
Second Turnover	.25
Third Turnover	.125
Fourth Turnover	.0625
Fifth Turnover	.0312
Sixth Turnover	.0156
Seventh and Subsequent Turnovers	.0157
Total Spending (Income)	\$2.00

Calculation using the formula: $\text{Income Multiplier} = 1/1-X = 1/1-.5 = 2$

Tourism Creates Jobs

Tourism is a service industry requiring large numbers of employees in relation to the amount of investment. While more and more professional positions in tourism are emerging, many jobs created by tourism require only moderate education and skills. Because of the seasonal nature of tourism, part-time jobs are made available for the underemployed, including retirees. In many communities, the tourism season coincides with school vacations, providing employment opportunities for area youth and the necessary labor for successful tourism operations. Careful analysis of a community's labor situation must precede tourism development efforts.

Tourism Supports Small Business

Small businesses dominate the tourist/travel industry. In small and medium-sized communities, these businesses employ local people, encourage economic diversity and stability, and help to increase the economic spin-off of tourism by keeping tourism dollars within the community. Frequently, "cottage industries" are nurtured by tourism such as artisans making pottery, tapestries, paintings and carvings, or bed and breakfast businesses, and other local entrepreneurial efforts. Tourism's support of small business means that it can truly be a community affair, with local residents able to engage in small business development.

Tourism Attracts Other Industry

Irrespective of a community's size, economic diversity is a key ingredient of stability because it serves to level out peaks and valleys of the earnings of local industry. Beyond the diversity of businesses and industries inherent to tourism, the amenities often associated with tourism activity in a community can be an important attraction to businesses seeking places to relocate.

Why is this? Most modern businesses are involved with travel outside their home community and with housing visitors in their own environment. Travel access and services are important considerations in business relocation decisions. Recent studies have also shown that businesses prefer to locate and operate in high-amenity areas. A community that maintains a high quality resource base and offers

¹⁷. Stebbins, D. *Understanding Your Local Economy: Estimating Community Income Multipliers*. College Station, TX: Texas Agricultural Extension Service.

outstanding services in order to generate tourism may also find that it is attractive as a location for manufacturing trade, and other industries.

Tourism Enhances Community Image and Pride

Many communities experience an image problem even among resident populations. Tourism development requires that a community examines its resources from a visitor's perspective and discovers its special qualities and problems. By playing host to tourists, residents often gain a heightened sense of pride and interest in their community. This in turn makes the community even more attractive as a place to live, work, and visit.

Tourism Helps Support Community Amenities

Tourist expenditures are valuable revenue sources for community facilities such as theaters, sports facilities, shopping centers, food services, and entertainment. In small communities revenue generated by local use alone is often not sufficient to keep these kinds of facilities operational. Tourists' support of them often provides the critical difference needed to maintain amenities to the benefit of both tourists and residents alike.

Tourism Can Promote Conservation And Preservation

Those things that are unique to an area and community, such as cultural heritage, architecture, scenery, and natural resources attract visitors. An awareness of the value of these resources to tourism can motivate communities to develop management programs for conserving and protecting them. Some communities with special heritage have been motivated by tourism to preserve unique artisan techniques that might have otherwise been forgotten.

Others have been motivated to restore historic districts that are important tourism "attractors" and community amenities.

Worksheet 1a will help you assess your community's needs and tourism's possibility for addressing them. The left column lists needs in the three categories: economic, social/cultural, and physical environment. The center column provides space for your own assessment of your community's situation concerning these needs. The right column suggests the role that tourism might play.

Once you have completed this worksheet you will have a clearer understanding of your community's needs and the ability of tourism development to address them. Tourism is one of many forms of economic development. It may or may not be the best alternative for your community or it may be successful only if it is developed alongside other economic development efforts. Each community's unique situation must be considered before launching into tourism development action.

[PLEASE COMPLETE WORKSHEET 1A]

Considering the Trade-Off of Benefits and Costs

While tourism delivers many benefits, it also imposes costs and liabilities. Those that are most commonly encountered are described in Table 2. Recognizing only the benefits of tourism leads to shallow development and false hopes. Table 2 summarizes the trade-off between tourism's benefits and the costs that must be considered when community tourism development is in question. All may not be relevant to every community and most can be addressed through proper tourism planning and management. Worksheet 1b will help you assess your community's capacity to absorb the costs of tourism.

Table 2
Tourism Trade-off: Benefits and Costs of Development

	Benefits	Costs
Economic	<p>Tourism brings in new money, which spreads through the community (multiplier ripple effect).</p> <p>Tourism contributes to state and local tax bases.</p> <p>Tourism is labor intensive and creates jobs for managers and lesser skilled residents such as high school youth or supplemental income for the underemployed.</p> <p>Tourism supports small business development.</p> <p>Tourism attracts other industry and encourages economic diversification and stability.</p>	<p>Tourism requires operational costs for promotion, research, and paid staff.</p> <p>Tourism places demands on public facilities and services that are tax supported.</p> <p>Tourism jobs are often seasonal. For non-students this may create difficulties during the off-season.</p> <p>Leakage of tourist revenues out of the community through paying for imported goods and services, such as resort developers and businesses whose financial and management structures are located outside of the local community.</p> <p>Competition for the tourism dollar is difficult to address.</p>

Cultural	<p>Fosters civic pride in local arts & festivals, music and other local customs.</p> <p>Tourism provides valuable cultural exchange between hosts and guests.</p>	<p>Commercializes heritage and cultural resources of the community, which may then lose meaning and relevance to the locals.</p> <p>Tourism brings outsiders into communities and may cause conflict for those who do not accept cultural differences.</p>
Social	<p>Tourism helps support amenities the community could not otherwise support.</p> <p>Tourism enhances civic pride.</p>	<p>Residents must share their amenities with tourists.</p> <p>Residents must exhibit tolerance of tourists who may be unfamiliar with the community and lifestyle.</p>
Environmental	<p>Tourism can foster conservation and preservation of important natural, cultural and historical resources.</p>	<p>Increased use of resources by tourists can degrade their quality and the community's overall environment.</p>

Costs Of Tourism

Tourism May Conflict With Resident Use Demands on Public Services and Facilities

Tourism development places increased demand on the need for public facilities and services including: roads, parking, informational signs, promotion, park and recreation areas, water supply, sewage and trash disposal, restrooms, public health and welfare, and public safety such as police and fire protection. Because these facilities and services are primarily supported by local taxes, increased demand will likely affect residents' property tax rates. For example, some coastal communities in Colombia have found that the tourism demands on beach cleanup, maintenance, and security represent a substantial tax burden. However, many communities have found that tax revenues generated by tourism offset these increased public costs. Others have instituted use fees at public sites, such as beaches, to further balance the trade-off of tax costs and benefits.

Tourism Requires Operational And Capital Costs

Operational costs are increasingly encountered as a tourism program grows in size and stature. These costs, which are essential and inevitable for successful tourism development, include promotion, market research, fund-raising, association memberships, and the support of paid tourism staff.

Tourism Brings Strangers Into Communities Whose Activities May Conflict With Those Of Residents

When evaluating tourism development it is important to consider community values. Activities of tourists may conflict with the lifestyles and mores of local residents. For example, some residents may view gambling or paramutual betting as important tourism "attractors," yet others may be offended by such leisure pursuits. Residents may also find that as tourism develops they must compete with visitors for use of local facilities and services such as roads, parking, food services, and local attractions. Conflict between tourist's needs and residents' life styles can erode a critical foundation of successful tourism, which is widespread community support and hospitality.

In Some Communities A Tourism Industry Versus Rest Of The Community Feeling Develops Into Antagonism

Because businesses that serve tourists are often the most visible element of tourism within a community, many residents may perceive only one sector of the community, the private sector, benefiting from tourism. This usually results from a lack of understanding of tourism goals and objectives. Tourism can support and be consistent with many local economic and social goals. As a composite industry requiring support from public, private and non-profit sectors, tourism cannot be singled out as benefiting and being the responsibility of profit-oriented businesses only. Awareness programs and regulated tourism growth can minimize these problems. Tourism awareness programs and regulating tourism growth can help address some these problems. Disseminating information to residents about tourism, it's characteristics, it's positive and negative impacts, etc., is important in order to ensure that they are informed and prepared for dealing with tourism in your community. Such tourism education can be conducted through local media such as community newsletter / newspapers, local television and radio, direct mail-outs of information, as well as workshops and public information sessions.

Tourism Is Often Seasonal

The seasonal nature of some segments of the tourism industry can cause problems in supporting capital investments in tourism development, whether public or private. The challenge of seasonality can be addressed in part by using special marketing strategies to encourage travel during the off-season. For example, many communities to extend their tourism season have used conducting special events during slower periods. Unfortunately, the development of new tourism products to attract new markets during slower seasons of the year has been used more by individual tourism resorts and businesses than on a coordinated community-wide basis.

Year-round outdoor recreation potential and idyllic vacation weather during spring and fall periods suggest great opportunities for extending the tourist season. Furthermore, growing travel segments, such as the senior market, are not restricted to structured vacation times, as are family travel markets that need to accommodate school children.

People-Pressure On Local Resources And Services May Cause Environmental Deterioration And

Pollution

Overcrowding and inadequate support facilities pose a problem for natural resources and some public services. Resource protection and environmental quality are community-wide and sometimes controversial issues. Active involvement of local government in tourism planning can help anticipate and alleviate overcrowding and environmental deterioration, but this requires a long range outlook and broad perspective of tourism. Because tourism is often developed around natural attractions, this long-range outlook is essential for ongoing tourism success. When planning for tourism, it is important to identify and develop ways of maintaining and preserving natural resources and other unique community assets that are important to residents and visitors.

[PLEASE COMPLETE WORKSHEET 1B]

Assessing Community Interest in Tourism

Tourism, perhaps more than any other form of economic development, depends upon community-wide interest and support. Because tourism requires that residents play host to visiting guests, their willingness to serve in this capacity and join in tourism efforts must be carefully assessed.

Community interest can be assessed by:

- holding public meetings
- conferring with key community representatives
- conducting surveys
- soliciting written responses from citizens
- visiting with community interest groups
- determining community values
- office / home meetings
- informal communications on the street or in other public spaces

As you evaluate community interest, consider also what residents *know* about tourism. A community education program explaining the balance of tourism costs and benefits may be instrumental to pique residents' interest, address their concerns, and secure their ongoing support. Research studies demonstrate that residents who perceive positive economic impacts from tourism tend to be more favorable towards tourism development than those who do not see personal gains to be made from tourism. Other studies demonstrate that the more informed the residents are about tourism and tourism development in their community, the better they are able to make informed decisions about tourism related proposals and plans. A resident population that is educated and knowledgeable about various facets of tourism is an asset, for it enhances community capacity, and stands a better chance of dealing constructively with tourism impacts.

Once community needs, tourism's benefits and costs, and community interest have been evaluated you will be ready to decide to what extent tourism is a sound development option. While some communities have superior endowments that allow tourism to be the focal point of economic activity, most communities will find that their goals are best achieved when tourism is one part of an overall development plan. This plan may include choosing several forms of complementary economic development activities to meet the community needs that any one industry may not alone address.

The next section describes a tourism planning process that helps to convert ideas into a tourism action plan. Worksheets are provided to assist you in applying the steps of the process to your own community.

SECTION IV

HOW ARE TOURISM INITIATIVES DEVELOPED?

By now you have come to understand:

- Tourism's role as a growth industry in the Colombia,
- Definitions of tourism and tourists,
- Ways to understand travel markets and destinations,
- How the tourism system functions and conditions for making it work smoothly,
- Benefits and costs of tourism development, and
- Methods of assessing tourism as a sound development alternative for your community.

If you have decided in favor of more tourism in your community then you are ready to begin planning for its development. Successful tourism development depends upon five factors:

1. Attracting appropriate visitors to your destination area (i.e. community and surrounding region).
2. Providing tourists with a satisfying experience that meets (better yet, exceeds) their expectations. This will result in repeat visits and positive "word of mouth" promotion. Because *word of mouth* is considered one of the *most* effective forms of promotion, this last point cannot be overstated.
3. Keeping tourists in your destination area for as long as possible.
4. Satisfying the needs and concerns of local residents by involving them in directing, controlling and providing the tourist services and experiences. Local control over tourism development is critical if tourism growth is to be sustainable with respect to local resources.
5. Ensuring leadership, organizing and planning for sustainable tourism development, with a perspective adopted from a community-based vision of how it wishes to evolve over the medium to long-term.

Attracting, satisfying, and keeping tourists does not just happen. It is the result of careful tourism planning—planning that builds on a community's unique features with certain travel markets in mind. It is also the result of committed leadership and organizing tourism in the community. This leadership helps to ensure that the conditions for effective tourism development (regional cooperation, financial support, and community support and involvement) are continually in place. You have already discussed the importance of leadership as a fifth condition for effective tourism. This section begins by focusing on ways tourism leadership can be encouraged at the community level through the formation of a *tourism task force*. Steps explaining the tourism planning process that will help to turn tourism ideas into action are presented. Worksheets are provided to help apply these steps to your own community.

Organizing and Leadership for Community Tourism

No vision of community tourism development has ever been realized without leadership. Typically, a special interest group first spearheads tourism interests. In Colombia, these groups have included business associations, chambers of commerce, historical societies, economic development commissions, attraction associations, local government officials, and groups of concerned citizens. Indeed, you are very likely a member of one or more such interest groups!

Groups that provide leadership in initial tourism efforts are critical to getting the ball rolling. Often, they possess a great deal of hands-on expertise related to tourism and have an understanding of those travel markets your community is already serving. While special interest groups provide the much-needed initial thrust for tourism, longer-term tourism development efforts are best achieved if local leadership represents

the broad range of community stakeholders and interests that are important to the delivery of the tourism product. As you have already seen, tourism is a community affair. One vehicle that is successfully used by many communities to ensure a broad leadership base is a *tourism task force*.

Note that a tourism task force is only one way of organizing leadership in the tourism development process. Other organizations may be called upon or formed to assume leadership for tourism development and marketing. For instance, in a small community where tourism is too small a component to merit having a Convention and Visitors Bureau, the Chamber of Commerce or Economic Development often manages tourism related issues and can be called upon to lead the tourism process until a specific tourism organization is formed.

What Is A Tourism Task Force?

A tourism task force is a formal association responsible for initiating, planning, and evaluating tourism within your community on an ongoing basis. Tourism task forces may vary considerably from one place to another. Often they are housed within existing organizations, such as chambers of commerce or historical societies. In the early stages of tourism development, the director and other key players are likely to be volunteers. As tourism expands within the community, these functions may become the responsibility of a professional tourism staff.

What Are the Advantages of A Tourism Task Force?

- As an association of community representatives, the tourism task force helps evaluate the costs and benefits of tourism for different sectors of the economy (i.e. commercial, public, non-profit).
- The task force ensures that a wide range of ideas and interests of community groups, as well as the general public, are considered in the tourism planning process.
- The task force helps keep the community informed about new tourism initiatives. Each member communicates with the groups he or she can most effectively reach. This helps to educate the public.
- The task force helps community members to work together to adopt a community approach to tourism development.
- The task force assumes responsibility for identifying tourism goals, coordinating tourism interests, and launching them into appropriate action.

Who should serve On the Tourism Task Force?

Typically, a task force is best served by 9 to 12 community members who are:

- recognized and respected leaders in the community that potentially represent all sectors of the local communities
- work well with others and have a high level of commitment to community development efforts
- have sufficient time and resources to commit to the project

You know that tourism is not the responsibility of a single community group, or even a single sector of the economy. Members of a task force should, therefore, represent commercial, public, and non-profit sectors, as well as the general public. Within your own community, certain organizations, such as a retail association, may already be aware of their tourism role. Others, such as an agricultural association that organizes an annual fair, may already be contributing to tourism without realizing it. These and other groups may provide the leadership essential to a tourism task force within your community.

What Does A Tourism Task Force Do?

By now you have assessed the benefits and costs of tourism and its position within your economic development plan. If you are proceeding with development you should have a clear understanding of the community needs that tourism development can enhance.

Before embarking on tourism development, the initial job of the task force is to *identify* and *prioritize* the *underlying goals* of these efforts. For example:

- Is tourism primarily a vehicle for increasing revenues, tax base, and/or employment?
- Is tourism primarily a way to generate interest and revenues necessary to support historic preservation?
- Is tourism a vehicle for creating a new community image, attracting other industries, and promoting economic diversification?

While tourism development will likely deliver a variety of benefits, agreement by members of the task force upon the primary goals tourism is designed to accomplish will provide the focus necessary to shape subsequent planning and development efforts.

What Is Involved In Tourism Planning and Development?

A great many tasks and responsibilities are included in the framework of the tourism planning process discussed in detail on the following pages. First, look at some of the tasks your community's tourism task force may need to undertake:

Community Education: responsible for improving community awareness and appreciation of tourism by educating residents about their community assets so they can be effective ambassadors.

Business Expansion: responsible for identifying and generating opportunities to develop or improve tourism services.

Regulation Research: responsible for communicating with legislators and other public officials regarding government and legal regulations that will affect tourism.

Community Beautification: responsible for identifying community beautification projects that improve environmental quality, such as those that focus on community entrances and downtown areas. These projects often represent ideal service opportunities for local groups such as garden clubs, youth groups and historical societies.

Hospitality Training: responsible for identifying ways to improve hospitality extended by both front-line and back-stage employees. (See Solomon Source Hospitality Program)

Promotion: responsible for promoting the community and region's tourism resources to target markets.

Marketing Research: responsible for collecting information about existing and potential markets, and forwarding recommendations regarding target markets.

Regional Cooperation: responsible for working with representatives of neighboring cities and towns to ensure that regional tourism objectives are advanced. Working regionally is part of

networking; sharing ideas and information with others to the benefit of all.

Evaluation: responsible for identifying criteria for evaluating individual program effectiveness and overall tourism impact.

The Tourism Planning Process

With committed tourism leadership in place, goals prioritized, and tasks acknowledged, your community is ready to begin assessing, developing, and promoting its special tourism opportunities. The process of tourism assessment and development is called the *tourism planning process*. Basically, the *tourism planning process* addresses four questions:

1. Where are we now?
 - This is covered by the community analysis and the market analyses.
2. Where would we like to be?
 - This requires the development of a community-based tourism vision and direction, as well as, identify tourism development goals and broad strategies for each goal.
3. How will we get there?
 - This is determined by setting specific objectives and action plans to achieve the goals, strategies and vision identified in step 2.
4. How will we know when we get there?
 - This is covered by your evaluation of tourism results, as well as a monitoring plan that enables you to set and measure performance standards and indicators, as well as adjust various parts of the overall plan based on ongoing monitoring and evaluation.

Tourism planning is not a one-time effort. It is an ongoing process where planning is dynamic and iterative rather than sequential and linear. This fits with the characteristics of tourism as a high dynamic system of interrelated parts. A change in any one factor, such as your tourism attractions, will likely affect all other elements of tourism in your community-services, promotion, and transportation. Likewise, turnover in leadership of business, government, and non-profit organizations suggest ideas, assets, and visitors will change as leaders change.

There are five steps to this tourism planning process (refer to the corresponding worksheets for guidance):

1. community analysis
 2. market analysis
 3. create a vision statement and identify tourism goals and broad strategies
 4. establish specific objectives and action plans
 5. monitor, evaluate and adjust various aspects of the above as required.
-

Leadership

by MARK.SHEAD



Some sit and pontificate about whether leaders are made or born. The true leader ignores such arguments and instead concentrates on developing the leadership qualities necessary for success. In this article, we are going to discuss five leadership traits or leadership qualities that people look for in a leader. If you are able to increase your skill in displaying these five quality characteristics, you will make it easier for people to want to follow you. The less time you have to spend on getting others to follow you, the more time you have to spend refining exactly where you want to go and how to get there.

The five leadership traits/leadership qualities are:

1. **Honest**
2. **Forward-Looking**
3. **Competent**
4. **Inspiring**
5. **Intelligent**

These five qualities come from Kouzes and Posner's research into leadership that was done for the book *The Leadership Challenge*.

Your skill at exhibiting these five leadership qualities is strongly correlated with people's desire to follow your lead. Exhibiting these traits will inspire confidence in your leadership. Not exhibiting these traits or exhibiting the opposite of these traits will decrease your leadership influence with those around you.

It is important to exhibit, model and display these traits. Simply possessing each trait is not enough; you have to display it in a way that people notice. People want to see that you actively demonstrate these leadership qualities and will not just assume that you have them. It isn't enough to just be neutral. For example, just because you are not dishonest will not cause people to recognize that you are honest. Just avoiding displays of incompetence won't inspire the same confidence as truly displaying competence.

The focus of each of these five traits needs to be on what people see you do—not just the things they don't see you do. Being honest isn't a matter of not lying—it is taking the extra effort to display honesty.

Honesty as a Leadership Quality

People want to follow an honest leader. Years ago, many employees started out by assuming that their leadership was honest simply because the authority of their position. With modern scandals, this is no longer true.

When you start a leadership position, you need to assume that people will think you are a little dishonest. In order to be seen as an honest individual, you will have to go out of your way to display honesty. People will not assume you are honest simply because you have never been caught lying.

One of the most frequent places where leaders miss an opportunity to display honesty is in handling mistakes. Much of a leader's job is to try new things and refine the ideas that don't work. However, many leaders want to avoid failure to the extent that they don't admit when something did not work.

There was a medium size organization that was attempting to move to a less centralized structure. Instead of one location serving an entire city, they wanted to put smaller offices throughout the entire metro area. At the same time, they were planning an expansion for headquarters to accommodate more customers at the main site. The smaller remote offices was heralded as a way to reach more customers at a lower cost and cover more demographic areas.

After spending a considerable amount of money on a satellite location, it became clear that the cost structure would not support a separate smaller office. As the construction completed on the expanded headquarters building, the smaller office was closed. This was good decision making. The smaller offices seemed like a good idea, but when the advantages didn't materialize (due to poor management or incorrect assumptions) it made sense to abandon the model. This was a chance for the leadership to display honesty with the employees, be candid about why things didn't work out as expected, learn from the mistakes and move on.

Unfortunately in this situation the leadership told employees that they had planned on closing the satellite location all along and it was just a temporary measure until construction was completed on the larger headquarters building. While this wasn't necessarily true, it didn't quite cross over into the area of lying. Within a few months the situation was mostly forgotten and everyone moved on. Few of the employees

felt that leadership was being dishonest. However, they had passed up a marvelous opportunity to display the trait of honesty in admitting a mistake.

Opportunities to display honesty on a large scale may not happen every day. As a leader, showing people that you are honest even when it means admitting to a mistake, displays a key trait that people are looking for in their leaders. By demonstrating honesty with yourself, with your organization and with outside organizations, you will increase your leadership influence. People will trust someone who actively displays honesty—not just as an honest individual, but as someone who is worth following.

Forward-Looking as a Leadership Trait

The whole point of leadership is figuring out where to go from where you are now. While you may know where you want to go, people won't see that unless you actively communicate it with them. Remember, these traits aren't just things you need to have, they are things you need to actively display to those around you.

When people do not consider their leader forward-looking, that leader is usually suffering from one of two possible problems:

1. The leader doesn't have a forward-looking vision.
2. The leader is unwilling or scared to share the vision with others.

When a leader doesn't have a vision for the future, it usually because they are spending so much time on today, that they haven't really thought about tomorrow. On a very simplistic level this can be solved simply by setting aside some time for planning, strategizing and thinking about the future.

Many times when a leader has no time to think and plan for the future, it is because they are doing a poor job of leading in the present. They have created an organization and systems that rely too much on the leader for input at every stage.

Some leaders have a clear vision, but don't wish to share it with others. Most of the time they are concerned that they will lose credibility if they share a vision of the future that doesn't come about. This is a legitimate concern. However, people need to know that a leader has a strong vision for the future and a strong plan for going forward. Leaders run into trouble sharing their vision of the future when they start making promises to individuals. This goes back to the trait of honesty. If a leader tells someone that "next year I'm going to make you manager of your own division", that may be a promise they can't keep. The

leader is probably basing this promotion on the organization meeting financial goals, but the individual will only hear the personal promise.

An organization I was working with was floundering. It seemed like everyone had a different idea about what they were trying to achieve. Each department head was headed in a different direction and there was very little synergy as small fiefdoms and internal politics took their toll.

Eventually a consulting firm was called in to help fix the problem. They analyzed the situation, talked to customers, talked to employees and set up a meeting with the CEO. They were going to ask him about his vision for the future. The employees were excited that finally there would be a report stating the direction for the organization.

After the meeting, the consultants came out shaking their heads. The employees asked how the important question had gone to which the consultants replied, “we asked him, but you aren’t going to like the answer”. The CEO had told the consultant that, while he had a vision and plan for the future, he wasn’t going to share it with anyone because he didn’t want there to be any disappointment if the goals were not reached.

Leaders can communicate their goals and vision for the future without making promises that they may not be able to keep. If a leader needs to make a promise to an individual, it should be tied to certain measurable objectives being met. The CEO in the example didn’t realize how much damage he was doing by not demonstrating the trait of being forward-looking by communicating his vision with the organization.

The CEO was forward-looking. He had a plan and a vision and he spent a lot of time thinking about where the organization was headed. However, his fear of communicating these things to the rest of the organization hampered his leadership potential.

Competency as a Leadership Quality

People want to follow someone who is competent. This doesn’t mean a leader needs to be the foremost expert on every area of the entire organization, but they need to be able to demonstrate competency.

For a leader to demonstrate that they are competent, it isn’t enough to just avoid displaying incompetency. Some people will assume you are competent because of your leadership position, but most will have to see demonstrations before deciding that you are competent.

When people under your leadership look at some action you have taken and think, “that just goes to show why he is the one in charge”, you are demonstrating competency. If these moments are infrequent, it is likely that some demonstrations of competency will help boost your leadership influence.

Like the other traits, it isn’t enough for a leader to be competent. They must demonstrate competency in a way that people notice. This can be a delicate balance. There is a danger of drawing too much attention to yourself in a way that makes the leader seem arrogant. Another potential danger is that of minimizing others contributions and appearing to take credit for the work of others.

As a leader, one of the safest ways to “toot your own horn without blowing it”, is to celebrate and bring attention to team achievements. In this way you indirectly point out your competency as a leader. For example: “Last year I set a goal of reaching \$12 million in sales and, thanks to everyone’s hard work, as of today, we have reached \$13.5 million.”

Inspiration as a Leadership Trait

People want to be inspired. In fact, there is a whole class of people who will follow an inspiring leader—even when the leader has no other qualities. If you have developed the other traits in this article, being inspiring is usually just a matter of communicating clearly and with passion. Being inspiring means telling people how your organization is going to change the world.

A great example of inspiration is when Steve Jobs stole the CEO from Pepsi by asking him, “Do you want to sell sugar water for the rest of your life, or do you want to change the world?” Being inspiring means showing people the big picture and helping them see beyond a narrow focus and understand how their part fits into the big picture.

One technique to develop your ability to inspire is telling stories. Stories can be examples from your customers, fictitious examples from your customers, or even historical fables and myths. Stories can help you vividly illustrate what you are trying to communicate. Stories that communicate on an emotional level help communicate deeper than words and leave an imprint much stronger than anything you can achieve through a simple stating of the facts.

Learning to be inspiring is not easy—particularly for individuals lacking in charisma. It can be learned. Take note of people who inspire you and analyze the way they communicate. Look for ways to passionately

express your vision. While there will always be room for improvement, a small investment in effort and awareness will give you a significant improvement in this leadership trait.

Intelligence as a Leadership Trait

Intelligence is something that can be difficult to develop. The road toward becoming more intelligent is difficult, long and can't be completed without investing considerable time. Developing intelligence is a lifestyle choice. Your college graduation was the beginning of your education, not the end. In fact, much of what is taught in college functions merely as a foundational language for lifelong educational experiences.

To develop intelligence you need to commit to continual learning—both formally and informally. With modern advances in distance, education it is easy to take a class or two each year from well respected professors in the evening at your computer.

Informally, you can develop a great deal of intelligence in any field simply by investing a reasonable amount of time to reading on a daily basis. The fact is that most people won't make a regular investment in their education. Spending 30 minutes of focused reading every day will give you 182 hours of study time each year.

For the most part, people will notice if you are intelligent by observing your behavior and attitude. Trying to display your intelligence is likely to be counterproductive. One of the greatest signs of someone who is truly intelligent is humility. The greater your education, the greater your understanding of how little we really understand.

You can demonstrate your intelligence by gently leading people toward understanding—even when you know the answer. Your focus needs to be on helping others learn—not demonstrating how smart you are. Arrogance will put you in a position where people are secretly hopeful that you'll make a mistake and appear foolish.

As unintuitive as it may seem, one of the best ways to exhibit intelligence is by asking questions. Learning from the people you lead by asking intelligent thoughtful questions will do more to enhance your intelligence credibility than just about anything. Of course this means you need to be capable of asking intelligent questions.

Everyone considers themselves intelligent. If you ask them to explain parts of their area of expertise and spend the time to really understand (as demonstrated by asking questions), their opinion of your intelligence will go up. After all, you now know more about what makes them so intelligent, so you must be smart as well. Your ability to demonstrate respect for the intellect of others will probably do more to influence the perception of your intellect than your actual intelligence.

Summary of the Five Leadership Qualities

By consciously making an effort to exhibit these traits, people will be more likely to follow you. These are the most important traits that people look for in their leaders. By exhibiting them on a regular basis, you will be able to grow your influence to its potential as a leader.

Terms referencing this article:

- leadership qualities
- leadership traits
- leadership
- leadership characteristics
- QUALITIES OF LEADERSHIP
- traits of a leader
- characteristics of a leader
- traits of leadership
- leadership quality
- leader qualities

Team Building - A Complete Guide

Adapted from <http://www.teamtechnology.co.uk/tt/h-articl/tb-basic.htm>

- For a basic introduction to team building, read this page.
- To assess how well your team is working, complete our [team building questionnaire](#)
- To select a team building activity for your team, read our [guidelines](#)
- To learn more about team roles, see our list of [MTR-i articles](#)
- For all other topics, view our list of [team building articles](#) or [search our site](#).

The foundation of all team building is having shared goals to which all team members are committed.

Team building can be productive if it establishes or builds on those goals. Check there is ownership of common goals as a first step, then progress to other forms of team building, otherwise your team building efforts may be a waste of time/money, or even counter-productive.

In the Tuckman model of team development, the difference between the first stage (Forming) and the others (Storming, Norming, and Performing) is that each member of a Forming team is focused on his/her own objectives, perhaps guided by the manager, whereas in the later stages there is some commitment to the shared goals. For example, to go through the Storming stage can be an uncomfortable process, so for team members to persist with it they have to be convinced that it is worth engaging with other team members in a 'storming dialogue'. That is, there have to be shared goals that everyone thinks are more important than their own individual goals (or, for a management group, more important than the goals of the their own section).

Establishing shared goals and engendering commitment requires a particular set of skills that are more often associated with a transformational rather than transactional style of leadership. There is a frequent mistake made by transactional leaders think that if they have a group of self-motivated individuals then they do not need to engage in this type of work. However, this often leads to a pseudo-team - one that appears to be Performing but, beneath the veneer, it is only Forming. That is, the members are very effective at delivering their own goals, but they fail to capitalise on the potential of working collectively, they fail to exploit the "whole that is greater than the sum of the parts".

Another frequent mistake is to fail to appreciate the important difference between supporting others in the achievement of their goals with the commitment to a shared goal. Whilst the former can be an important component of teamwork, genuine teamwork involves capitalising on collective potential, rather than just maximising individual performance.

Once the foundation of commitment to shared goals has been established, there are many approaches that can be taken to improving teamwork. More information on these approaches can be found in our article on the choice of teamwork exercises. However, underpinning all these approaches is always the shared goal, and a general methodology that is similar to a force field analysis:

- Establishing **ownership** of shared goals
- **Removing inhibitors/blockages** to achievement of those goals
- **Introducing enablers** (awareness, resources, information, processes, etc.) to help achieve those goals
- Using health checks, performance management, 360 feedback, etc., in the correct sequence, to gradually raise performance, akin to climbing a ladder one rung at a time

The particular approach or technique that is most suitable for each team depends on the size of the team and types of issues it faces. There are four broad categories:

- 1: Individuals.
- 4-8: Intact teams.
- >10: Team Islands.
- >50: Organisational Culture.

The foundation of good teamwork is having a shared commitment to common objectives. Without this, all other forms of team building will have a limited impact. Therefore, before using any team building exercises and activities, or looking at relationships in the team, or embarking on other forms of team building, you need to put this foundation of shared commitment in place by:

- Clarifying the team goals, and building ownership/commitment to those goals across the team
- Identifying any issues which inhibit the team from reaching their goals, and removing the inhibitors
- Putting in place enablers to help the goals be achieved to higher standards
- Using team processes in the correct sequence to help the team climb one rung at a time up the ladder of performance



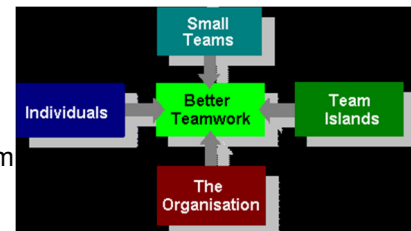
Team Building is therefore not just a single event (though events can play a part), nor is it something that can be done by someone outside the team (though outside consultants can help). It is a task primarily for the team manager and the team members themselves.

Four Types of Team Building

Once you have established the basic foundation of shared commitment, the approach you then take to team building depends on the size of the team and the types of issues that may be inhibiting good teamwork.

Individuals

In a project environment, where team composition is continually changing, the emphasis must be on selecting people who are self-starters and developing the skills in individuals to become effective team members very quickly. The 'scale' involved is 1 person, and the team building consultant or trainer is endeavouring to change the skills and abilities of the individual at operating within a team (or within multiple teams).



Small Teams

In teams where membership is static - typically in management teams - the motivational challenge is to align the drive of the disparate individuals around the same goals. There can be many inhibitors to performance - eg: personality, dynamics, processes etc., and how the individuals within the team relate to each other can have a big bearing on team performance. So, if a member leaves, or another joins, the dynamics of the team can be changed greatly and the task of team building has to start again. Here, the scale is small - say, 2 to about 12 - and the main priorities are to build the foundation of collective ownership of team objectives, and then overcome inhibitors through team bonding, facilitation, processes, etc..

Team Islands

A larger scale operates between teams. Where the teams do not relate well, they are called 'team islands'. The motivational challenge is to overcome the problem of "in/out groups" so that people have positive attitudes towards those in other teams. There are often many barriers between teams that inhibit team performance, but not all of them can be removed. The main task, therefore, is the bridging, or relationship, between the teams.

Large Teams

The largest scale is organisational culture change. With the exception of the senior management team, any changes to personnel have limited impact on the corporate culture. The key aim of company-wide team building is to change the behaviours and attitudes prevalent in the organisation, which are almost independent of who actually works there - new recruits who are 'different' often start behaving in accord with the existing culture.

Summary

- A team is a group of people working towards a common goal
- Team building is a process of motivating and enabling the team to achieve that goal
- The stages involved include clarifying the team goals, building ownership, removing inhibitors, introducing enablers and using processes to move up the ladder of performance
- The nature of the team building varies in terms of scale, and what you are trying to achieve:

Type of team building	Scale	What is changed
Individual	1 person	Who is involved in the project, and their individual skills/perceptions
Small Team	2-12 people	Orientation around the team goal, and bonding (relationships between people)
Team Islands	2 or more teams	Orientation towards higher goals, and bridging (relationships between teams)
Organisation	15+ people	Commitment to the corporate mission, and the culture of the organisation



Please complete the

* Hospitality Habits Checklist

TEXAS FRIENDLY

HOSPITALITY HABITS

*1. Make a good first impression.

2. Know your job.

3. Know your community.

4. Communicate clearly.

5. Handle problems effectively.

6. Make a good last impression

*Goals

- Participants will understand the role of excellent customer service in their jobs.
- Participants will acquire information and practice skills in customer retention and community pride.
- Participants will learn skills that are beneficial personally and professionally.

*My Expectations

1. As a customer, what do I expect from businesses who serve me?
2. What must a business do to earn and keep my business?

*Elements of Service Quality

Reliability	✓ Perform and live up to promises
	✓ Dependable
	✓ Accurate
Assurance	✓ Trust and Confidence in you
	✓ Answer questions, product knowledge
	✓ Possess required skills and knowledge to do job well
	✓ Listening and problem solving skills
Tangibles	✓ Quality in what can be seen or felt
	✓ Appearance of physical facility
	✓ Equipment
	✓ Staff
	✓ Communication materials
Empathy	✓ Caring and individualized attention
	✓ Available when customers need help
Responsiveness	✓ Willingness to assist customers
	✓ Prompt service
	✓ Resolve problems quickly to customers' satisfaction

*When You Don't Keep Your Promises,

Customers Do One of Two Things

1. They complain
2. They don't come back.

They might even do both!

But not likely

***YOU MAY HAVE MORE DISSATISFIED CUSTOMERS THAN YOU THINK**

96% of unhappy customers

will not complain.

*For every unhappy customer

who complains, 24 don't!

BUT THEY TELL OTHERS

10-20 others!

*Why Customers Quit

- 3% Move Away
- 5% Develop other friendships
- 9% Leave for competitive reasons
- 14% are dissatisfied with the product
- **68% QUIT BECAUSE OF AN ATTITUDE OF INDIFFERENCE OR RUDENESS TOWARD THE CUSTOMER BY THE OWNER, MANAGER, OR SOME EMPLOYEE.**

* So, what's the goal?

* \$

* Exceptional Customer Service

* What's In It For Me and My Employees?

- ✓ Gives you credibility; added professionalism
- ✓ Makes you marketable by adding value and widens career opportunities
- ✓ Without customers, no jobs!

*Without Jobs, no \$

* HOSPITALITY HABIT #1

Make A Good First Impression

- Make most of the first six seconds.
- Start with a right attitude.
- Greet customers promptly.
- Smile sincerely.
- Act naturally and professionally.
- Be courteous and friendly.

* Three Ways of Communicating

Guess the Percentage of Each

Verbal (7%) Vocal (38%) Visual (55%)

* **Professional Image**

- How we look
- How we move
- How we sound

* **Baber's Rules of Customer Service**

Make the customers feel heard.

Make the customers feel understood.

Make the customers feel liked.

Make the customers feel respected.

Make the customers feel helped.

Make the customers feel appreciated.

* It's all about the Customer!

Remember Him, he's the guy

with all the money.

* **CHARISMA**

FIRST IMPRESSIONS

Smile immediately and often

Be the first to say hello and extend your hand

Rise to greet both men and women

Maintain eye contact

Deliver a sincere greeting that changes with each person you meet in a small group

Learn and use others' names

Extend offers of help and hospitality

Greet people at the door

Watch your host or hostess for cues if the meeting is on someone else's territory

Inform yourself ahead of time—people, place, potential situations

Watch the volume of your voice

Listen 80%—talk 20%

Observe the rules of “nice and polite”

Dress a little above everyone’s expectations

* Telephone Courtesy

Winning Techniques:

Send A Positive Attitude

Handle the Telephone in a Businesslike Manner

Speak Concisely & Make Every Word Count

Managing Different Caller Behaviors

Do What You Can to Satisfy Those Who Complain

Close the Conversation Courteously

* HOSPITALITY HABIT #2

Know Your Job

Know the full and correct spelling of your employer’s business.

Know the correct address, telephone number, location and directions for finding the business.

Know what products and services you have available.

Know all the systems, procedures and policies of the business.

* Know Your Job

Can You?

Give directions to your place of business.

Tell about your products.

Tell about your web site and email address.

Give directions for delivery service.

Explain your company's return policies.

* Who Are They?

- Regular vs. New Customers
- Front Door & Back Door Customers
- Internal & External Customers
- Foreign Language Customers & Visitors
- Customers With Special Needs:
 - ✓ Seniors
 - ✓ Youngsters
 - ✓ Families
 - ✓ Disabilities

* **HOSPITALITY HABIT #3**

Know your community

- ❖ Know how to get around the community and how to give correct and easy to follow directions to other places.
- ❖ Be able to describe the main attractions in your community.
- ❖ Keep informed of main events, special and seasonal activities, when they occur, who to contact.
- ❖ Be able to use the visitor information resources.
- ❖ Know about other businesses in the community, what they offer and their location.

*HOSPITALITY HABIT #4

Communicate Clearly

- ❖ Listen carefully for clues as to what the customer wants.

- ❖ Recognize the customers' feelings and concerns.
- ❖ Ask questions.
- ❖ Answer the customer's questions or concerns, giving clear information,
- ❖ Be reliable.
- ❖ Ask the customer if all questions were answered clearly and completely.

* Be Prepared

- Do Your Homework
- Make sure your people do their homework

* DO YOU KNOW YOUR COMMUNITY?

1. Where is the Chamber of Commerce located?
2. Where is the closest post office?
3. Where can a visitor go to send an email message?
4. What service clubs do you have here? (Rotary, Lions, Kiwanis, etc.)
5. Where is the Tourist Information Center located?
6. Are there any parks or resorts nearby?
7. What kind of facilities do they have—tents, camper hook-ups, etc.?
8. Where can I find a hospital?
9. What are the local activities, events, shows, parades, fairs and outstanding attractions?
10. Where are the churches around here?
11. Is there any thing of historical importance here?
12. Where can I get a county map? State of Texas maps?

* TELEPHONE ETIQUETTE

“Telephone Doctor’s Bill of Rights”

Don’t pretend you understand.

- ❖ Ask the caller to slow down.
- ❖ Ask questions.
- ❖ Have caller repeat if message is not clear.

Don't rush.

- ❖ Encourage the caller to take his/her time.
- ❖ Allow time for caller to follow extra steps.
- ❖ Don't rush the caller or yourself.

Don't shout.

- ❖ Speak clearly without raising your voice.
- ❖ Remember that they are not hard of hearing.

Don't be rude.

- ❖ Be gentle and helpful.
- ❖ Remember, you are the host.

Do use a job aid/language guide.

- ❖ Have a prepared job aid by the phone.
- ❖ Show sensitivity to their needs by using a job aid.

* Foreign Language Customers & Visitors

- Watch out for accents.
- Be an active listener.
- Keep handy a reference
 - list of common words.
- Remain patient
- Sample Problems – What Can We Do?
- “I can't understand exactly what the customer wants.”
- “The customer takes too much time to answer my questions.”

- “I find myself simply repeating statements louder if they don’t understand the first time.”
- I get irritated when I can’t understand what the customer wants or needs.”

* Body Language Etiquette

- ✓ Actions
- ✓ Posture Movement
- ✓ Facial Expressions
 - Eye Contact
 - Smiles
- ✓ Comfort Zones
- ✓ 5 Forbidden Places for the Hands

* Hearing vs. Listening

- Hearing is not Listening
- Hearing is something you were born with
- Listening is what you do with your hearing
- Listening is a skill that is learned and acquired

* TEN TIPS FOR EFFECTIVE LISTENING

1. Stop talking!
2. Put the customer at ease.
3. Pay attention to the nonverbal language.
4. Listen for what is *not* said.
5. Know exactly what the other person is saying.
6. Be aware of “*tune out*” words.
7. Concentrate on “*hidden*” emotional meanings.
 - a. What do you want?
 - b. What do you want?

c. What do you want?

8. Be patient.
9. Hold your temper!
10. Empathize with the customer.

* HOSPITALITY HABIT #5

Handle Problems Effectively

- ❖ Listen carefully to the customer in order to identify the problem.
- ❖ Use common sense to identify possible solutions.
- ❖ If you can't solve the problem, connect the customer with someone who can.
 - Give the customer their name, title and phone number. When possible, introduce the customer personally.
- ❖ Be responsive; show concern for the customers' problem and act quickly.
- ❖ Work cooperatively with others to solve the customers' problem and act quickly.
- ❖ Go that extra mile. Deliver more than you promised to make sure the customer was completely satisfied

* An ounce of prevention is worth a pound of cure.

Getting Feedback

- Regardless of the business you're in, you will not be able to improve the service provided to customers and visitors unless you know what they like and dislike about what you provide now.
- If we can "make it right" for a complaining customer, 9 out of 10 will remain our customers. It's easier for the customer to give feedback than to complain.

* HOSPITALITY HABIT #6

MAKE A GOOD LAST IMPRESSION

- Ask how everything was.
- Ask if the customers were taken care of and if they received everything they needed.
- Make them feel good about their choice to do business with you.
- Thank them for coming and invite them to come back.

* PRACTICE IS IMPORTANT TO A GOOD BUSINESS IMAGE AND PROFESSIONALISM

- ✓ Being well groomed & appropriately dressed.
- ✓ Having an orderly and clean workplace.
- ✓ Maintaining good customer service.
- ✓ Using good manners at all times.
- ✓ Having a serious attitude about the business.

* THAT MEANS BEING TEXAS FRIENDLY ON THE JOB, FOR THE COMMUNITY

One on One:

- ✓ Making a good first impression - in person and on the phone
- ✓ Knowing your job
- ✓ Knowing your community
- ✓ Communicating clearly
- ✓ Handling problems effectively

✓ Making a good last impression – let them know you want them back

* **Congratulations!**

* Let's Review

* TEXAS FRIENDLY HOSPITALITY HABITS

1. Make a good first impression.
2. Know your job.
3. Know your community.
4. Communicate clearly.
5. Handle problems effectively.
6. Make a good last impression.

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