

Sustainable use of heritage through community participation

based on
“Community-Based Tourism Guidebook”

Online Facilitator Course

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Eng. Arch. Tetsuo Isono

Professional Background

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Senior Researcher at International Development Center of Japan (IDCJ)



2020-Present:

Community-Based Tourism Advisor at Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI), [Zimbabwe](#)

2019:

Tourism Development Expert at Iranian Cultural Heritage, Handicrafts, Tourism Organization (ICHHTO), [Iran](#)

2015-2018:

Chief Advisor, Regional Community-Based Tourism Project at Petra Development and Tourism Authority (PDTRA), [Jordan](#)

2007-2015:

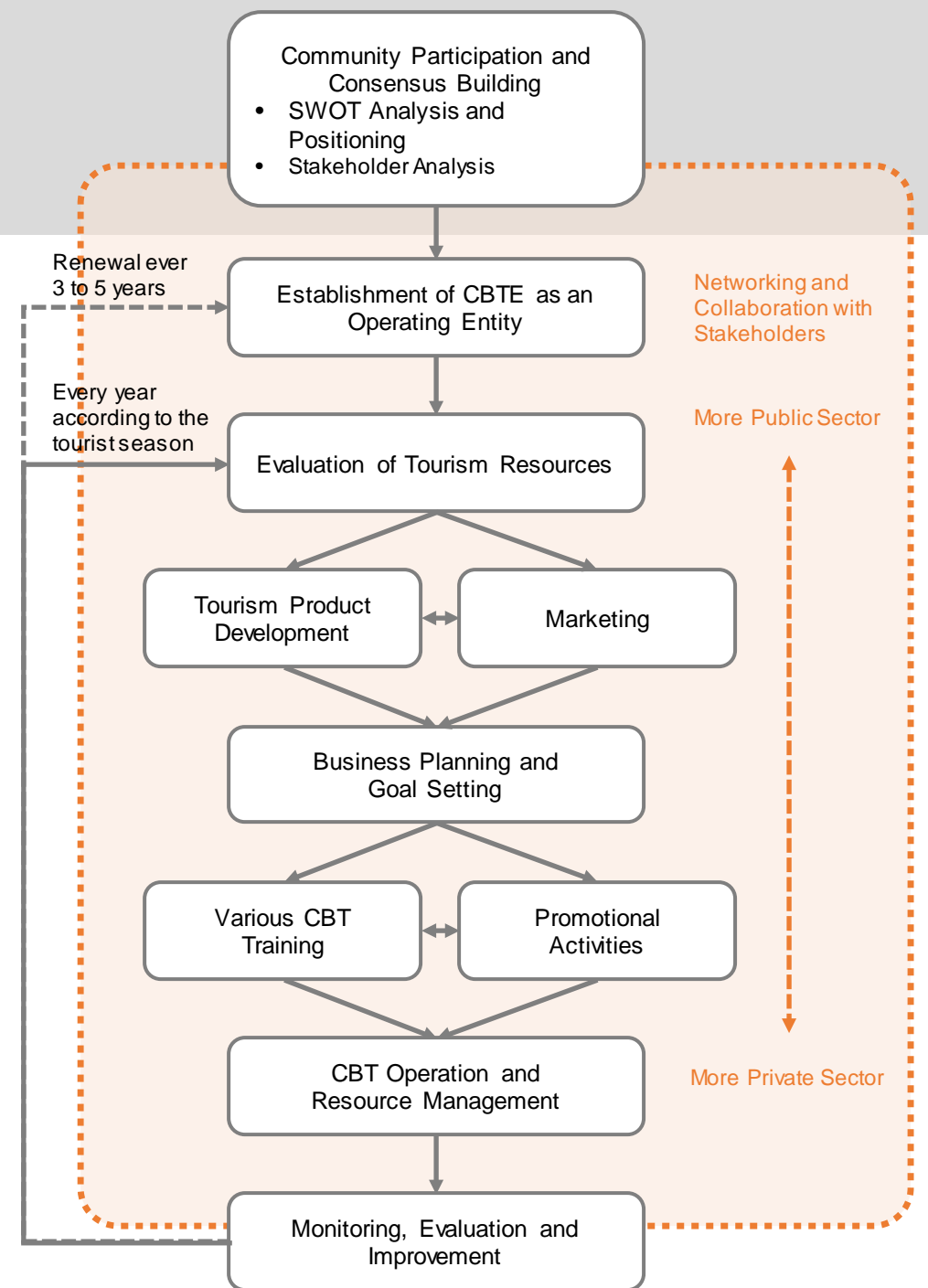
Tourism Development Advisor at Lao National Tourism Administration (LNTA), [Laos](#)

1995-2002:

Tourism Development Mater Plans in [Jordan](#), [Syria](#), [Lebanon](#), [Tunisia](#)

Community-Based Tourism Management Cycle

1. Community consensus building
2. Establishment of operating entity
3. Evaluation of tourism resources
4. Tourism product development
5. Marketing
6. Business planning and Goal setting
7. Various CBT training
8. Promotional activities
9. CBT operation and Resource management
10. Monitoring, evaluation and improvement
11. Collaboration with stakeholders



1. Community consensus building

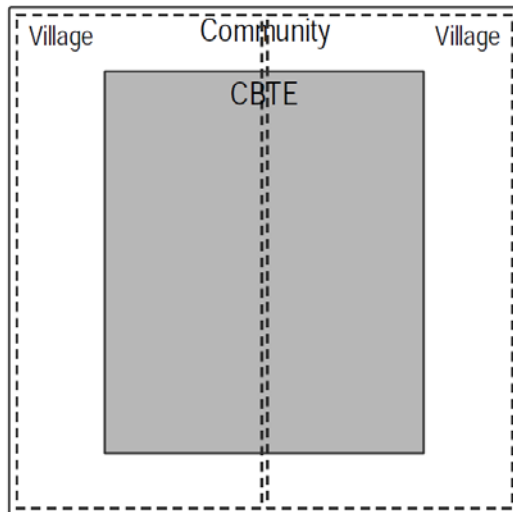


- Community-Based Tourism (CBT) is a form of tourism that takes advantage of resources owned by the community, such as cultural heritage and natural landscapes, even if to varying degrees, unlike when an individual manages a tourist facility such as a cottage on private land.
- Since tourism is also economic activity, it may cause disadvantages or inconvenience to community members in some cases. Therefore, it is crucial to agree within the community on the purpose and direction of the CBT, the activity content, and the spatial extent to be used.
- CBT should be carried out with the consent and participation of as many community members as possible, not only for economic benefit but also because it will contribute to the appropriate and sustainable conservation of the community's shared cultural heritage and natural landscapes.

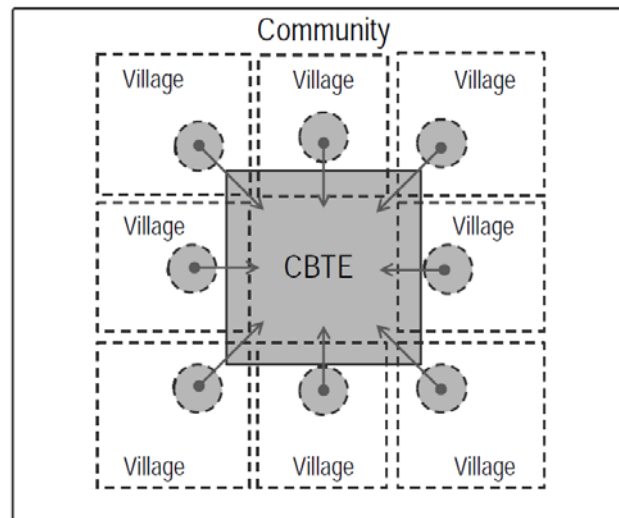
2. Establishment of operating entity



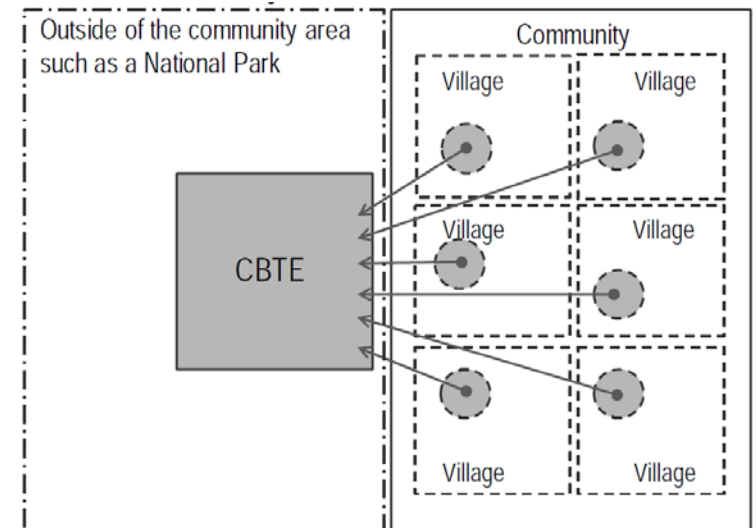
- In the next step, establish a Community-Based Tourism Enterprise (CBTE) as a governing body of CBT after sufficient consultation and agreement within the community.
- In general, the forms that may be appropriate to give legal personality to organizations that operate CBTs are non-governmental organizations (NGOs), partnerships, cooperatives, private business (SME), and ordinary companies.



Most community members involve in CBTE.



Community members from different parts involve in CBTE.



Community members establish CBTE out of their base area.

3. Evaluation of tourism resources



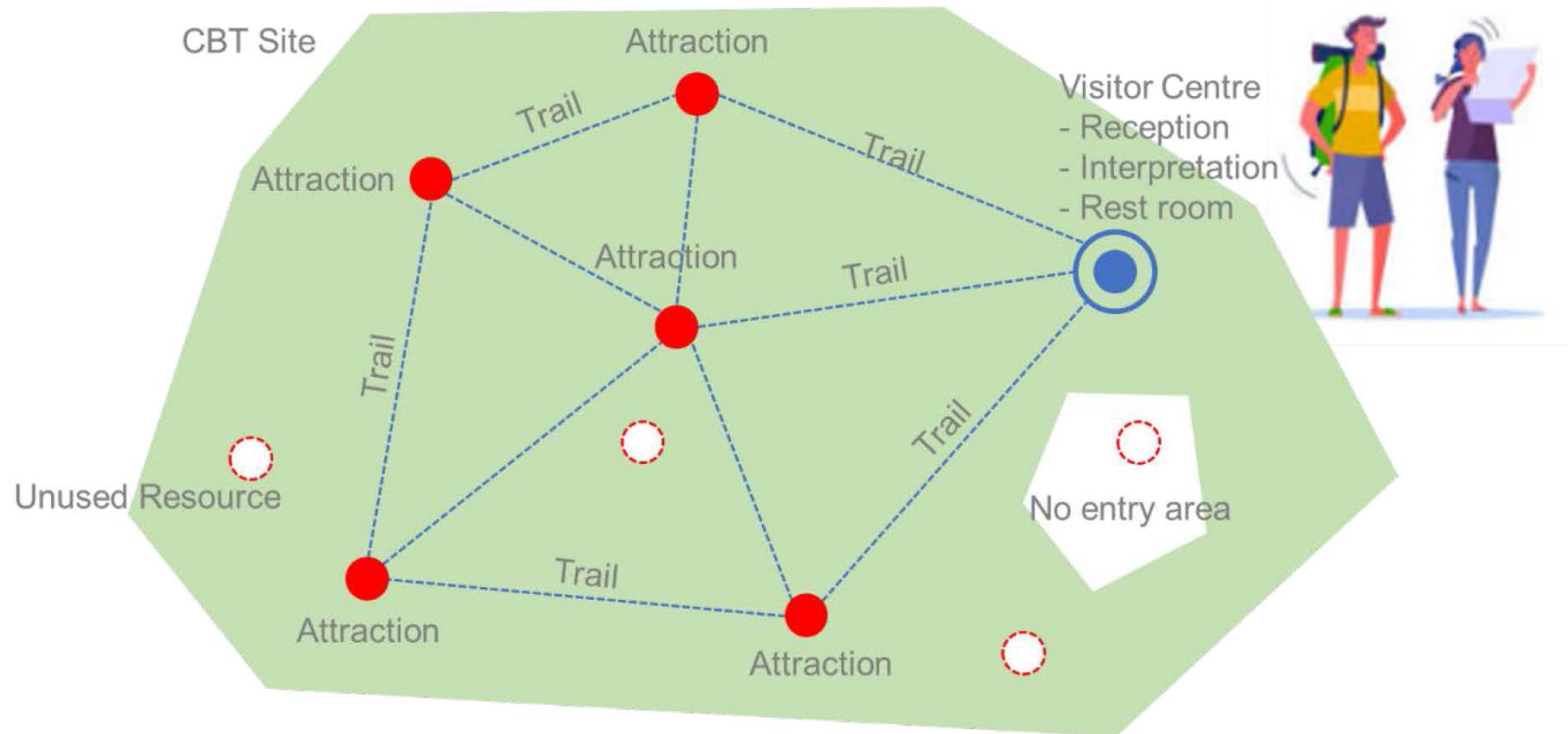
- A variety of cultural or natural resources exist within the community.
- Among these resources, those that can be used sustainably and do not harm the social environment, such as community life and customs, will be selected and used for CBT with the community's agreement.

| | Tangible Resources | Intangible Resources |
|------------|--|---|
| Natural | Mountains, rivers, waterfalls, beaches, landscapes Animals, plants, and flowers Hot springs | Weather, seasons, natural phenomena |
| Cultural | Ruins, monuments Historic cities Museums, galleries | Customs, habits, rituals, tradition, legends Music, singing, dancing, festivals Art, crafts, cuisines |
| Artificial | Architecture, structures (bridges, dams), railway Theme parks Sports facilities (swimming pools, golf courses) | Events, festivals Sports |

4. Tourism product development



- The objective of product development is to make resources available for sustainable use in tourist activities, such as sightseeing and experiences.
- The above will require protecting the resources and explaining their value correctly. It is also essential to ensure visitors have a safe and comfortable experience, including hygiene and health.



4. Tourism product development (Cont.)



- The table below shows the elements of tourism products needed to accommodate visitors.

| | Elements | Remarks |
|----------------------|-----------------------------------|--|
| Principal Elements | Attraction | Objects or activities that are the subject of tourism |
| | Trail | The route connecting an attraction to the other attraction |
| Visitor Facilitation | Reception and Tourist Information | Reception of visitors, ticketing, providing information |
| | Parking, Rest Area, WC | Basic facilities for visitors |
| | First Aid | Responding to visitors' injuries and illnesses |
| | Souvenir, Food & Beverage | Installation as needed |
| Signage | Site Map, Direction Signs | Location map, directions for attractions and facilities |
| | Interpretation Panels | Explanation of attractions (texts, graphics, QR codes, etc.) |
| Personnel | Receptionist | Receive and register visitors |
| | Tour Guide | Guide and explain to visitors |
| | Cleaner, Housekeeper, Gardener | Maintain the products and facilities |

5. Marketing



At this stage, it is particularly important to figure out the potential visitors by examining the following aspects.

Segments

- Potential visitors can be classified by characteristics such as place of origin/residence, age, and gender.

Targeting

- Then, identify target visitor segments for your CBT. Multiple targets may be set while considering priorities.

Pricing

- Set prices for tourism products offered by your CBT, including ancillary services.

Sales Channel and Means

- Consider and identify sales channels and means to reach the established targets.

6. Business planning and Goal setting



- Given the significance of CBT, sustainable business operations are essential. In reality, however, many CBTEs are underperforming.
- To avoid such a situation, each CBTE needs to have a realistic and solid business plan and set goals, which should be shared among those involved in CBT.



7. Various CBT training



- To correctly manage CBT, train all those involved in CBT in various capacities, including those who directly serve customers and those who oversee operations on the back end, in the basic understanding of tourism and tourist services and the skills required for each task.
- In principle, a basic understanding of tourism and tourist services should be provided to all involved. In contrast, specific training should be provided to those in charge of different tasks, and the content acquired should be evaluated through examinations and certificates of completion to ensure that the necessary level is reached.

| Category | Outlines |
|---|--|
| Proper Understanding of Tourism | What is Tourism, Trends in Tourism, What Tourists Want |
| Tourist Services and Hospitality | Tourist Services, How to deal with visitors |
| Tourist Information and Guides | Knowledge of tourism resources, How to guide, How to speak to visitors |
| Marketing and Promotion | How to effectively reach potential customers, Digital marketing skills |
| Operations and Administration, Accounting | Basic Business Planning, Accounting and bookkeeping |

8. Promotional activities



- No matter how excellent the tourism product is, it doesn't make sense unless potential visitors who would be interested in know its existence and value. The basic information about the created tourism products must be delivered to the market through appropriate communication channels to make people want to visit and experience the products.
- The target customers for promotion can be divided into two categories: individual potential tourists who want to visit and experience CBT and travel agencies that want to offer tour products to these potential tourists. The former is retailed to individual visitors, while the latter is sold wholesale to intermediaries, each with slightly different information and product pricing requirements.
- There are also various means of communication, including media such as television and newspapers, the Internet such as SNS, printed materials such as flyers and pamphlets, and events such as travel expos and exhibitions.

8. Promotional activities (Cont.)



| | Major Examples | Pros and Cons | Cost |
|-------------------|--|---|--|
| Printed Materials | <ul style="list-style-type: none"> Flyer, Brochure Map Poster or Banner | <ul style="list-style-type: none"> Easy to take a look The expected effect depends on where and when to distribute. | <ul style="list-style-type: none"> moderate |
| Internet | <ul style="list-style-type: none"> Website SNS (Facebook, Instagram, etc.) Google Maps | <ul style="list-style-type: none"> Anyone can update it frequently. Info is inundated, so it is necessary to devise ways to get interested people to see it. | <ul style="list-style-type: none"> Lowest cost |
| TV and Radio | <ul style="list-style-type: none"> TV Advertisement Variety and talk shows | <ul style="list-style-type: none"> Simultaneous distribution to many people It needs to be creative to get featured in the program. | <ul style="list-style-type: none"> Relatively expensive |
| Others | <ul style="list-style-type: none"> Travel expos and other events Tourist Information Centers Travel agencies Direct mail FAM tours (for travel agents) Trial tours (for individuals) | <ul style="list-style-type: none"> You can reach a large number of people and buyers. You can reach customers interested in specific tourism products. You need to get information about events. | <ul style="list-style-type: none"> Relatively expensive |

9. CBT operation and Resource management



Reservation

- Visitors may visit the site directly. But with reservations, CBTE can prepare to receive them. Be ready and on standby to accept reservations by phone, WhatsApp, e-mail, etc.

Reception of visitors

- When visitors arrive, do not keep them waiting but greet them with a welcome.

Fee collection and ticket issuance

- Collect fees and issue tickets.

Guidance

- The information staff will then guide visitors to tourism products and services. If necessary, a tourist guide at the CBT site will guide visitors.

Feedback, Maintenance of Tourism Products and Preservation of Tourism Resources

- The state of tourism products should always strive to be maintained in a sanitary, safe, and good condition. Don't forget to preserve the value of the community's "treasure".

10. Monitoring, evaluation and improvement



Evaluation of Performance

- In order for CBT to bring sustainable benefits to the community, it is necessary to determine whether the established business plan is being achieved and, if not, where the challenges lie. CBTE will annually evaluate 1) the number of visitors, 2) tourism revenue, 3) the characteristics and segments of visitors, 4) the level of visitor satisfaction.

Assessment of Benefits to the Community

- Similarly, the benefits of CBT to the community should be evaluated annually at the end of the tourism season.

Reflection of Evaluation Results

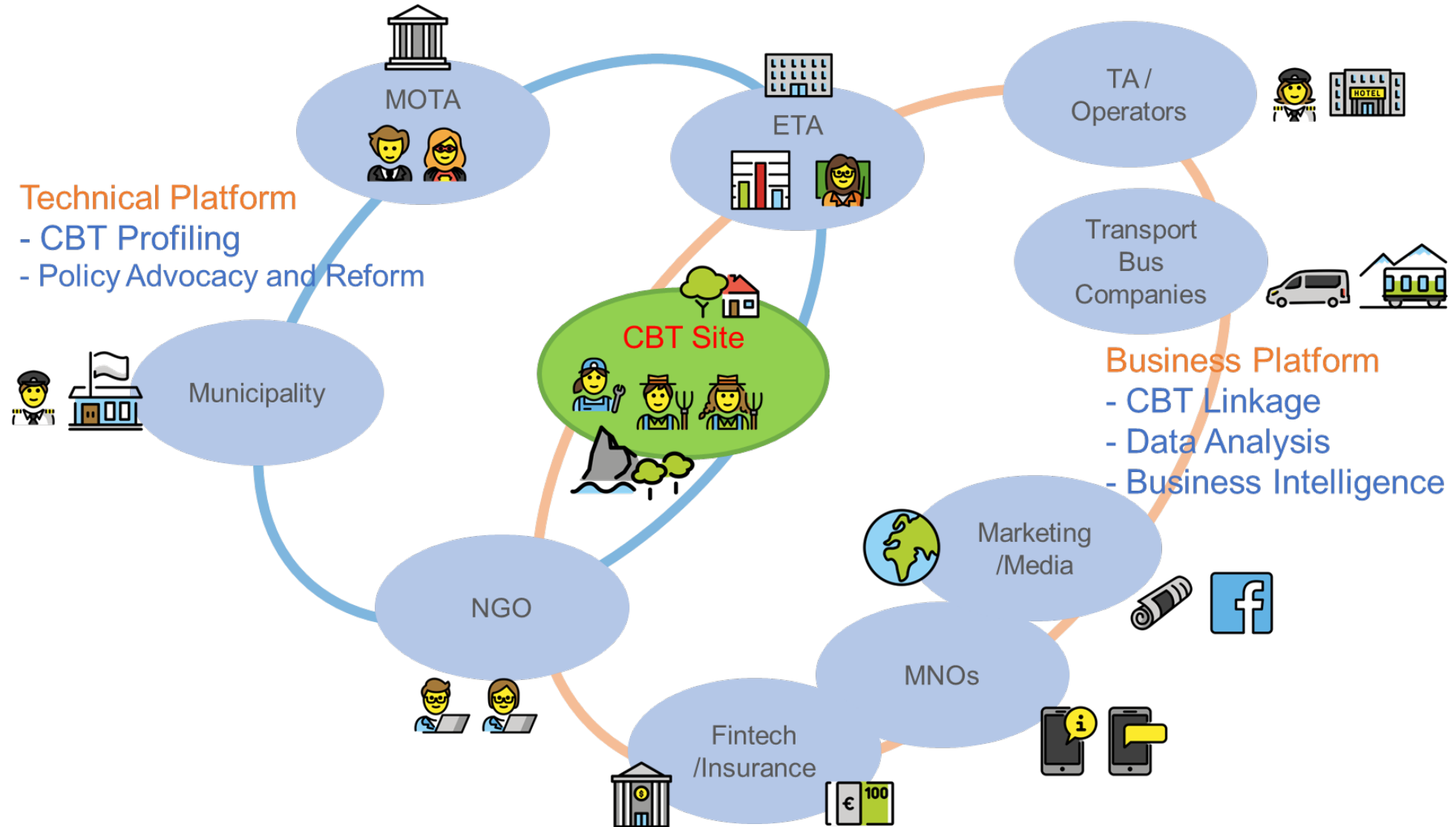
- Based on the evaluation of the above perspectives, areas for improvement in marketing and promotion, tourism products and services should be discussed and reflected in the business plan for the next tourism season.
- In addition, every 3 to 5 years, the CBTE should be asked to reorganize its Board members.

11. Collaboration with stakeholders



- Networking and collaboration with public and private stakeholders are essential to the development and operation of CBT.
- Generally, it is effective and efficient to collaborate with ministries and government-affiliated public sector organizations during the start-up phase and with tourism industry trade associations and local tourism businesses and operators (hotels, guest lodges, travel agencies, tour operators, tour guides, etc.) during the operational phase of the CBT.
- In networking and collaborating with related organizations, it is necessary to be aware of two different platforms, technical assistance, and business collaboration, even if they are not officially established, to strengthen cooperation.

11. Collaboration with stakeholders (Cont.)



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