

CABI TOURISM TEXTS

Rural Tourism and Enterprise

Management, Marketing and Sustainability

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COMPLIMENTARY TEACHING MATERIALS



CHAPTER 4

**COMMUNITY ENGAGEMENT AND RURAL
TOURISM ENTERPRISE**



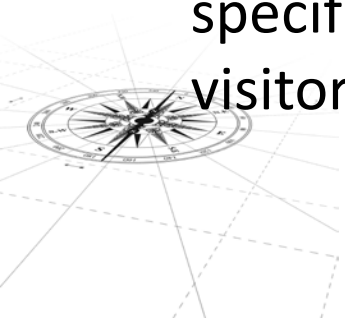
LEARNING OBJECTIVES

This chapter considers enterprise and community development from tourism using case studies drawn from more developed destinations. It supplies evidence of pre-conditions for good practices that may be emulated through a systems-thinking approach. Learning outcomes from CBT projects include success in effective management, strategic intent, leadership, building of community capacity, accumulation and sharing of social capital and effective support and monitoring mechanisms. A framework and working model of CBT is developed that identifies good practices for rural communities.

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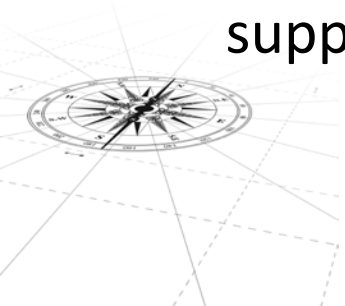
INTRODUCTION

Experience-led entrepreneurs can demonstrate new ways of ensuring sustainable growth through the provision of consumer-led tourism services. In this chapter a case study approach is used and the first case study is England's Peak District, the first National Park in the United Kingdom, established under legislation passed in 1947. Tourism in the rural Peak District is representative of the trend towards increasing numbers of day visitors (currently at 32 million per annum with a worth to the economy of £5.3 billion). The regional economy has developed a specific strategy for managing day, international and overnight visitors through themes and associated promotional campaigns .



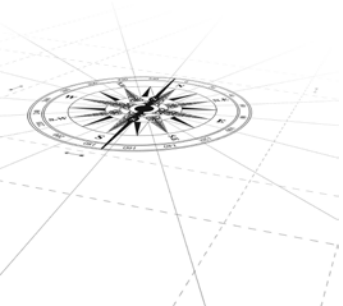
2 CONSUMPTION AND PRODUCTION

During the past forty years, tourism consumption and production has moved towards experiential and existential modes. Modes of consumption and production are predicated on skills and attributes held by new destination management champions. Government policy is designed to empower individuals, and to ensure that public funds are used to deliver growth opportunities to entrepreneurs and innovators in various public, private and not-for-profit sectors. A focus on allowing markets to determine production and consumption, rather than allowing suppliers to determine these, now exists.



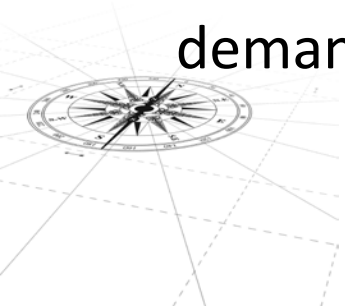
3 COMMUNITY-BASED TOURISM

- Stakeholders working in partnership to deliver the experiences that consumers anticipate, expect and perceive
- When a destination can manage the inputs and outputs of a tourism experience in a sustainable manner community-based tourism can thrive
- These stakeholders usually represent a mix of public sector organisations, private sector enterprise, community representatives and the visitors



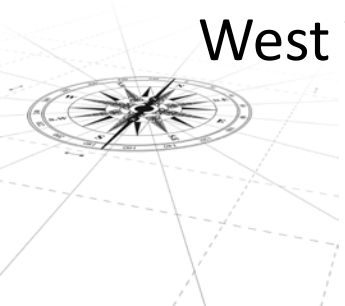
4 COMMUNITY CAPACITY

- How to build integrated sets of experiences for tourists in activities, accommodation, transport, services and information.
- The capacity is measured by the existence of the policy and planning expertise at local government levels coupled to the enterprise expertise contained within the host community to carry out development that meets the criteria for planned expansion of tourists' experiences.
- This capacity is dependent on the existence of planners, entrepreneurs and community development stakeholders working on a regular and co-ordinated programme that connects the destination identity, brand, values and market demand from tourists.



5 SOCIAL CAPITAL

- Shared resources at the host community are freely available to all stakeholders
- The stakeholders can determine the existence of social capital by the relative strength and visibility of networks within the community that are used as reference points by developers and conservators
- This usage may cross boundaries and be shared between co-operating communities to underpin sustainable tourism development
- Good examples of shared social capital exist in Destination Management organizations such as Cumbria Tourism or South West Tourism Alliance



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Community Engagement in Tourism Development – The Tourism Optimization Management Model (TOMM)

- In 1996 the South Australian Tourism Commission working with consultants established an agreement with key stakeholders in the public, private and not-for-profit sectors to develop, monitor and manage tourism on 7700 square km Kangaroo Island.
- The plan was to capture the local vision, values and beliefs of this rather remote, temperate island, for the future managed growth of tourism to supplement a vital agriculture and fishing sector.
- The economic benefits of tourism to the welfare and lifestyles of residents is still debated; the social and cultural benefits of tourism may well have been the winners from this agreement.



CONCLUSION

- The soft skills and aptitudes required of suppliers to lead and harness resources include planning, joining a network and building social capital.
- To planning and capital building we can therefore add nurturing, relationship management, innovation in practice and using feedback to build informed decision making.
- Capacity and skills building reaffirms the passion for enterprise and initiative generated from services delivered in a competitive arena.
- Cognition and attitudes toward development are as central to the antecedents as the affective components from networks, emotional ties, and aptitude of aspirational leaders in supply.

