



**EUROPE
TOUR**



**MODULE 3
STRATEGIC MARKETING FOR
CULTURAL TOURISM
IN RURAL AREAS**



CULTURAL TOURISM TRAINING COURSE MODULE 3 - STRATEGIC MARKETING IN CULTURAL TOURISM

This Training Module is part of the Cultural Tourism Training Course which has been developed within the Erasmus+ Strategic Partnership EUROPETOUR, a European initiative aimed at unlocking the economic potential of Europe's outstanding cultural treasures and empowering rural areas to harvest the potential of cultural tourism.

You can find more information at the homepage: <http://www.europetour.tips>

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Co-funded by the
Erasmus+ Programme
of the European Union

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Project number: 2015-1-DE02-KA202-002325



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Contents

Strategic marketing concerns the future development of a touristic enterprise or a destination. The main task is to adapt the current situation to the suspected development.

This module focuses on the strategic aspects of marketing for cultural tourism in rural areas.

- Unit 1 Basics of strategic marketing
- Unit 2 Methods for strategic analysis
- Unit 3 Strategic objectives in cultural tourism
- Unit 4 Strategy development

Learning objectives

At the end of this Module, you will know the various focus points for strategic tourism marketing.

You have been introduced into strategic thinking.

You will know which types of strategic analysis are most suitable for your business.

You will understand how the development of your strategic objectives is linked with your vision and mission.

You will learn the difference between vision statement and mission statement.

You will see that corporate identity is more than just about design.

You will be able to reflect on your own strategies and adapt them accordingly.

You will learn about the components of your strategy mix.



Unit 1

Basics of Strategic Marketing



Basics of Strategic Marketing

Strategic marketing concerns the future development of a touristic enterprise or a destination. In the context of this module, cultural institutions are regarded as “touristic enterprises” as well. This may sound strange, but in fact cultural institutions like museums, collections, orchestras or theatres are offering a paid service or products to their visitors or an audience. The expression “enterprise” contains an economic dimension, which is consciously chosen as the majority of the products and services are not offered for free.

The main task is to adapt your current situation to the suspected development and to the intended objectives. Such strategies can be compared with future oriented guiding rails for the daily management of a touristic enterprise, leaving clearance for short term tactic manoeuvres.

The result of strategic marketing is a marketing concept that includes three different levels of concretisation:

1. the objectives as future scenario (the future place)
2. the strategies as structure (the road to this place)
3. the marketing mix as process (the vehicle to get there)

Strategies are long-term decisions or specifications that determine the framework of your organization's or destination's policy, usually with a time frame of five to ten years. They are large scale and they determine structures.

Short term marketing planning is tactic marketing and covers a time frame of approximately one year. It refers to certain defined measures and details.

Neither short nor long term marketing is completely rigid and irreversible; it must be constantly checked for success and adapted to the respective market development. As rapidly as consumers' tastes change, so must marketing strategies.

Strategic thinking and acting is a combination of

1. applied knowledge of marketing management know-how
2. logical thinking by following logical conclusion from market analysis
3. creativity by developing the right ways for the future and by coordinating them accordingly.

Strategic cultural tourism management leads to acting instead of reacting!

The basic characteristics of strategic thinking are

- visionary thinking: to recognize future possibilities
- differentiation thinking: to be different from the competition, to search for uniqueness, to head for innovation instead of imitation
- advantage thinking: to search for competitive advantages
- directional thinking: to search for options for the future, to identify alternative ways how to reach the goal
- potential thinking: to recognize and understand influence factors

These various aspects of strategic thinking have led to a number of different strategy building blocks. The most widely known are

- Unique Selling Proposition
- Strategic Business Unit
- Strategic Success Position
- Comparative Competition Advantage

The basic strategic task is to recognize and develop these strategy building blocks for your products and services.

Exercise

Strategic marketing: before and after



This exercise is mainly for beginners.

Step 1:

Before you study the following units, write down which strategic marketing activities you have undertaken so far.

Step 2:

After completing the unit, make a plan which activities you will undertake in the near future



Unit 2

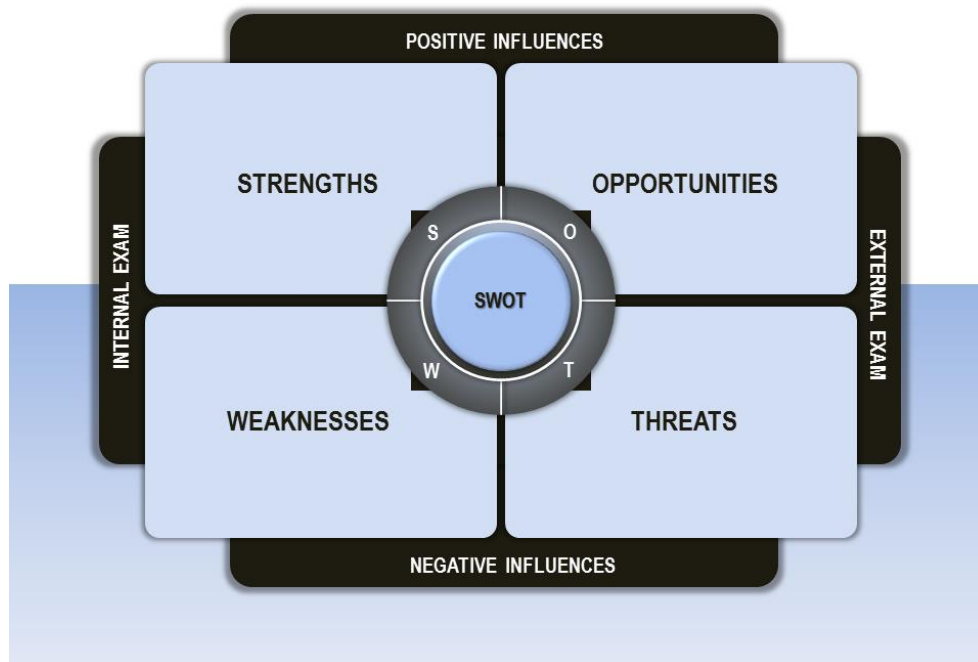
Methods for Strategic Analysis

Methods for Strategic Analysis

Depending on the type of your business, you may employ various types of analysis. In this unit, we will present the most useful methods for strategic analyses that will help to understand the internal and external starting position and the development possibilities.

SWOT Analysis

The SWOT Analysis is a frequently used planning tool that investigates a context by examining the (S)trengths, (W)eaknesses, (O)pportunities and (T)hreats. The analysis assesses challenges and opportunities by both internal and external factors.



Graphic: Sam Thatte Presentation Design

Internal:

- Strengths. What advantages does my business have over others?
 Examples: Unique assets in terms of culture, history, environment, built infrastructure, quality, operations, business environment, community support and buy-in, diversity of offers, bargain, name recognition, human resources, accessibility, government support; ...
- Weaknesses. What might account for losing visitors to the competition?
 Examples: Poor transportation, gang activity, many mosquitoes during high season, conflicts among stakeholders, historic monument highly deteriorated, ...



External:

- Opportunities. Which upcoming trends could benefit the site?
Examples: Developing travel trends that cater to strengths of the site, changes in demographics favourable to the destination, economic situation changing to shift visitor patterns to destination, ...
- Threats. Which upcoming trends could hurt the site?
Examples: Opening of new highly competitive destinations, recession, new law imposing high visa fees on visitors, budget cut from public money, ...

The tourism landscape constantly changes internally and externally. The SWOT analysis, if used correctly, can direct attention and reflection toward aspects of the context that may have been overlooked or underappreciated. The results can become substantial raw material for further destination marketing.

Situation analysis

Next, you should identify the strengths and weaknesses of your cultural tourism business or destination. An effective marketing is constantly taking inventory of its strengths and weaknesses.

The six key techniques which you can use for completing the situation analysis are:

- Destination or product/product development analysis
- Competitive analysis
- Visitor market analysis
- Marketing position and destination image analysis
- Marketing plan analysis
- Resident analysis

Destination Analysis

A destination analysis (also sometimes called a product analysis) is a careful assessment of the strengths and weaknesses of your cultural organisation or the destination, ideally based on inputs from a variety of sources within and outside the destination.

You should develop a set of criteria for analysing the destination. As example, we show the set of criteria from the Travel and Tourism Competitiveness Report 2011 produced by the World Economic Forum. It lists the following fourteen criteria for ranking country destinations:

1. Policy rules and regulations
2. Environmental sustainability
3. Safety and security
4. Health and hygiene
5. Prioritization of travel and tourism
6. Air transport infrastructure
7. Ground transport infrastructure
8. Tourism infrastructure
9. ICT infrastructure
10. Price competitiveness in the travel and tourism industry



11. Human resources
12. Affinity for travel and tourism
13. Natural resources
14. Cultural resources.

Competitive Analysis

A competitive analysis is another important element in cultural tourism marketing planning and research. Most competitors vary by target market and therefore it is best if you divide the competitive analysis in that way. For example, an organisation may have a different set of competitors for business conventions and meetings than it has for individual pleasure travellers.

You should have a good perception of your competitors, but the best source are visitors themselves. Asking visitors in surveys to pinpoint other destinations or providers that they considered for their trips is one way to tackle this. Another option is to use a focus group approach in which past or potential visitors reach a consensus on the closest competitors. Be creative in order to find out what kind of experiences your visitors had with competing institutions – you might also find out that a competitor could be a partner on a certain topic!

Visitor market analysis

From time to time, i.e. every two to three years, you should undertake a visitor analysis. The categories of information that this analysis should provide include

- demographic and socio-economic characteristics
- travel trip characteristics (e.g. trip purposes, length of stay, accommodation and transportation usage, etc.)
- Previous visit patterns (number and timing of previous trips)
- Revisit intentions (probability of a return visit)
- Attraction usage and awareness
- Activity participation in your destination
- Travel information sources used for trip to destination
- Media usage (TV; newspapers; magazines; Internet/social media, etc.)
- Trip satisfaction levels
- Likes and dislikes
- Suggested improvements to the destination

Marketing position and destination image analysis

You need to understand your image or position in the minds of past and potential visitors. Assess your organisation's current offline and online marketing activities and how your destination is performing against your competition. Unfortunately, this image research is done infrequently and seldom.



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It is rather difficult for you as a (comparably) small cultural institution or tourism desk at a small municipality or village to implement such a research. But you might ask your next level tourism agency or the regional government for data and analysis in order to deviate results for your own institution.

Marketing plan analysis

The marketing plan analysis involves an objective assessment of your marketing plans. This is done mainly by evaluating and measuring the effectiveness and re-sults of the previous marketing plan. The summative evaluation of last period's performance against marketing objectives must answer three key questions:

- How effective was the last marketing plan?
- Which activities and programmes worked?
- Which activities and programmes did not work?

Be honest! Try to find out which activities did not work and ask colleagues and friends about their opinion. There might be a very surprising outcome. The evaluation of previous marketing activities and programmes should yield the answers to these questions.

Resident analysis

Some destinations or tourism providers go one step further and conduct re-search on local resident attitudes or sentiments about tourism in their commu-nities. This is especially important if tourism represents a very large part of the local economy and affects residents' every day life.

Conclusions

The major outcome of all these analyses will give you a clearer understanding of how your institution or destination is different from its competitors, and how this will be reflected in your marketing strategy. Competitive strategy (see Unit 4 of this Module) is about being different and you must identify these differences early in your marketing planning.

Sometimes these differences are referred to as “unique selling propositions” (USP), “sustainable competitive advantages” (SCA) or “differential-distinct competitive advantages”. A sustainable competitive advantage for your organi-sation or destination means that you have the assets and/or the skills that meet the following conditions:

- They are valuable to visitors.
- They are rare among the destination's current and potential competitors.
- They cannot be easily copied.
- There are no strategically equivalent substitutes for these assets or skills.

Exercise

Create your own strategy



Try to act as a professional marketing specialist and create your own strategy.

1 What are the future prospects of your product / service?

2 What are the main differences of your product / service in comparison with those of competitors?

3 Can you imagine how your product / service will look like in 5 years from now?

4 Can you imagine which influence factors will change your product/service?

If you have many very different products or services, it may be necessary to answer these questions several times and create a separate profile for each product.



Unit 3

Strategic Objectives in Cultural Tourism



Strategic Objectives in Cultural Tourism

The peculiarity in cultural tourism is that the development of marketing objectives on the organisation's, i.e. on the corporate level, must be embedded into the various levels of the tourism branch and their national, regional or local tourism concepts. These super-ordinated "macro objectives" set the framework in which you can develop your "micro" objectives, and sometimes they lead to certain limitations.

A single hotel in a spa would have difficulties if it tries to set a marketing objective to reach young motor bike travellers.

If the regional destination is being marketed under soft tourism, then the individual providers should arrange for respective operational targets and offer e.g. ecological hotel management with electric bike rental.

Members of a touristic association must also respect the objectives of this umbrella organisation and combine their goal of profit maximising with the regional goals of e.g. culture tourism or quality tourism.

Vision statement and mission statement

The development of your strategic objectives is closely linked with your vision and mission.

A vision statement is an exciting picture of your organisation's desired future which intends to motivate all collaborators to work together to achieve this future. Visioning is most successful when it is participatory and when it creates an image that integrates all the separate visions of people involved. In order for a vision to mobilize resources — which is the ultimate purpose of a vision — it must find common, higher ground in everybody who sees it as part of his/her future. Only then, a strong vision can motivate people to work together to achieve what otherwise might be unachievable.

Unfortunately, very often many visions contain only short, bland, meaningless mixtures of key words which have been contributed by the different participants. As a result, no one can identify with such sterile statement and it fails as a project development tool.

Vision statement or mission statement - which comes first?

If you start up a new cultural touristic business, a new programme or if you plan to re-engineer your current products and services, the vision statement will be formulated first as it will guide the mission statement and the rest of your strategic plan. For an established business where the mission is established, often the mission guides the vision statement and the rest of the strategic plan for the future.

The mission statement can be regarded as the red thread or the framework for all actions. It consists of several sentences; each of them gives a clear and distinct statement. The sum of all sentences gives a full description of the status quo and/or the future.

A mission statement is more than a slogan, it is more detailed and gives more space for information.

The style, content and terminology of mission statements can vary considerably. Some are very long and detailed whereas others are shorter and to the point. Some focus on a particular audience (members or visitors) while others are written with multiple audience in mind. There are no “rights” or “wrongs” of how it should be presented or what it should contain; it all depends on your organisation and your culture.

In practice, a mission statement should cover the following:

- Some indication of the business your organisation is mainly concerned with
- An indication of the realistic market share or market position toward which your organisation aims
- A brief summary of the values and beliefs of your organisation in relation to your key stakeholders, such as e.g. visitors
- An indication about the ownership
- Your attitude towards social responsibility which can also be expressed in a “code of conduct”. Cultural tourism should include here also aspects of sustainability.

Effective mission statements

Clearly articulated. The mission statement should be simple to comprehend so that local and regional stakeholders as well as visitors can clearly understand the principles and values which will guide them in their dealings with your

organisation. The statement must be specific enough to have an impact upon the behaviour of individuals.

Relevant. The mission statement should be appropriate to your organisation in terms of history, culture and shared values. The mission should not be too broad and not too narrow. Too broad may result in lack of focus, too narrow might mean that important factors are overlooked.

Current. An unchanged mission statement is no longer able to act as driving force guiding your organisation into the future.

Positive. The mission statement should be written in such a way that encourages commitment and inspires your stakeholders.

Individual. The mission statement should set your organisation apart from others by establishing its individuality – or better even: its uniqueness.

Enduring. The mission statement cannot be continually changed, as this would be confusing. It should remain in place for several years; so it should be written to allow for some flexibility.

Mission Statement versus Vision Statement		
	Mission Statement	Vision Statement
About	A Mission Statement talks about HOW you will get to where you want to be. It defines the purpose and primary objectives related to your customer needs and team values.	A Vision Statement outlines WHERE you want to be. It communicates both the purpose and values of your business.
Answer	It answers the question, "What do we do? What makes us different?"	It answers the question, "Where do we aim to be?"
Time	A Mission Statement talks about the present leading to its future.	A Vision Statement talks about your future.
Function	It lists the broad goals for which the organization is	It lists where you see yourself some years from now. It



Mission Statement versus Vision Statement		
	Mission Statement	Vision Statement
	formed. Its prime function is internal; to define the key measure of the organization's success and its prime audience is the leadership, team and stockholders.	inspires you to give your best. It shapes your understanding of why you are working here.
Change	Your Mission Statement may change, but it should still tie back to your core values, customer needs and vision.	As your organization evolves, you might feel tempted to change your vision. However, mission or vision statements explain your organization's foundation, so change should be kept to a minimum.
Developing a statement	What do we do today? For whom do we do it? What is the benefit? In other words, Why we do what we do? What, For Whom and Why?	Where do we want to be going forward? When do we want to reach that stage? How do we want to do it?
Features of an effective statement	Purpose and values of the organization: Who are the organization's primary "clients"? What are the responsibilities towards the clients?	Clarity and lack of ambiguity: Describing a bright future (hope); Memorable and engaging expression; realistic aspirations, achievable; alignment with organizational values and culture.

Source: http://www.diffen.com/difference/Mission_Statement_vs_Vision_Statement

Corporate identity

Your vision and your mission are integral parts of your identity. Named corporate identity, it is a central element in marketing and in reaching the strategic objectives. Your cultural or touristic organisation stands for a uniform and clear picture that distinguishes it from its competitors; e.g. “young, progressive” or “reliable, conservative”.

The most widely spread misunderstanding is that corporate identity is just about design.

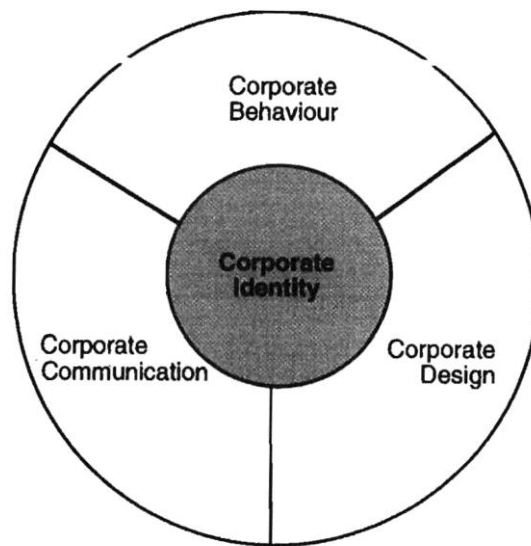


Illustration: Freyer: Tourismus Marketing, Oldenburg Verlag, München 2011

Corporate identity consists of three components:

1. **Corporate design:** The visual appearance of your organisation. It contains recurrent identical or similar elements, such as logo, fonts, colours, which appear in all communications (letters, posters, flyers, internet, etc.)
2. **Corporate behaviour:** The behaviour how actions are performed, e.g. “the guest is king”. It should be coherent in dealing with all areas, whether as provider, employer, in social aspects, and in the environment of the organisation
3. **Corporate Communication:** The implementation of your corporate identity to the interior and exterior environment.

You will find more about Corporate Identity in Module 5.



Some questions to ask during the visioning:

How do you see your destination after cultural tourism development?

What do you want to see happen?

What is an acceptable level of change in your community?

How much of what type of tourism development fits with your image of your destination's future?

What future state of cultural tourism gets you really excited to think about?

Exercise

Mission statement



Read the mission statement of the managing director of Tourism Australia and try to draft your own vision / mission statement. You will find the link at the end of this Module in the Best Practice section.

Discuss it with your co-workers and implement it in your organisation.



Unit 4

Strategy Development



Strategy Development

In the light of the diverse marketing requirements for cultural tourism in rural areas, you will most certainly need an integrative approach when you develop your marketing strategy. Actually, you need to consider – and develop - several types of strategies:

- Development strategies
- Competition strategies
- Customer strategies

The result of these strategic possibilities is your strategy mix.

Many cultural touristic institutions and destinations perform undifferentiated marketing; they address the entire market without knowing whom they would reach with their strategy and how. They want to reach with one or a low number of products as many visitors as possible. Such mass marketing does not even work with big travel agencies, tour operators and big destinations. Such global strategies (“all for everybody”) bear the risk of a missing profile which makes the offer interchangeable. For cultural tourism, mass marketing is an absolute “no go” and the market would punish you heavily if you try.

Therefore it is better, especially for smaller organisations in rural areas, if you opt for selective or differentiated marketing. With this approach, you will have the advantage of being really competent in your market, you will be able to develop unique selling propositions; and competitors will have a more difficult access to this market.

The advantage of such approach is that it requires no market analysis and market research.

Development strategies

Many people fear that strategic operations mean to make everything “new and different”. However, most strategies build upon existing offers and aim at securing a position at the market in the future. Several possibilities exist:

- Growth strategy: depends on your resources and is often limited by existing infrastructure and by ecological or social boundaries.
- Stabilisation strategy: Because of the aforementioned limitations, it is often important to think of maintaining the same volume, but to think of qualitative growth instead. A museum might not increase the number of visitors, but could have an attractive museum shop and thus increase the income.
- Shrinkage strategy: This need not be a sign of defence or crisis. A supply shortage may lead to higher prices and thus to better economic results.

Another development strategy is the timing strategy: It makes a big difference if you are a pioneer and the first in the market or if you enter a market after it has been accepted by customers.



Competitive strategies

Here you look at your own market position vis-à-vis your competitors. Depending on the situation, you might decide for more aggressive or more cooperative strategies, depending on whether you plan to enlarge your market share or to defend it.

In aggressive strategies you will use your own strengths. This may concern

- Quality leadership: you use your your success position or USP as an asset.
- Cost leadership: if you have cost advantages over your competitor, then you could employ aggressive pricing strategies, but this not a qualified option for cultural tourism.

You can also opt for a niche strategy through specialisation where you try to obtain price advantages.

Me too strategy: This strategy lies between aggressive and cooperative strategies and applies in developed markets that offer enough “space” for more providers.

In many cases, providers prefer a cooperative strategy: Several – mostly equally large – providers try together to build the market. They enter into cooperation, networks and strategic alliances and achieve cost advantages in joint purchase and advertising. For cultural tourism, this is the most beneficial strategy.

Customer strategies

These strategies deal with market segmentation according to target groups. Segmentation criteria can be done along various criteria, e.g. along

- socio-demographic segmentation
- segmentation according to travel styles
- psychographic segmentation

Another possibility could be to segment your market according to the principal reason for travel:

- recreational and leisure travel
- visiting friends and relatives
- business travel
- adventure, cultural heritage, and experiential travel and, of course,
- cultural interests

These groups have implications in terms of length of stay, intensity of travel, accommodation preference, predisposition to spend money, and general choice of activities.

Markets can then be segmented by additional tourist-specific methods such as demographics, psychographics, and spending patterns or behaviors. Look at the visitor survey on the following pages!

The methods for segmentation are often combined to create richer and nuanced visitor profiles that permit even more targeted marketing and product development. In other words, the more marketers know about the desired experience, the more they should refine their products and advertising to meet a visitor’s desires, needs, and expectations.



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Here is one example: Backer Spielvogel Bates Advertising developed three market segments that consist of demographic, psychographic, and behavioral qualities:

	ACHIEVER	GREEN	STRIVER
SHARED VALUES	Materialism careers quest for best	eco-values conservation	work, family life realism, bitterness pressured, lonely
PRODUCT BENEFITS SOUGHT	quality of life preferred perks ego massage sensations indulgence reward self	participation with nature away from crowd new places view wildlife two-week trip	escape from boredom friendship, love physical energy coping strategies relaxation appreciation
DEMOGRAPHICS	young adults	35–54 educated fewer children	young, middle aged working mothers
MEDIA	mass, niche	niche	mass
PRICE RANGE	pay for value	pay for value	stretch budget
TARGETED BY	luxury products entertainment exotic vacations service-intensive niche industries	health foods eco-tourism eco-NGOs natural products	violent sports (men) TV soaps (women) foods for mood easy credit quick diversions
THOUGHT PATTERNS	Success confidence upward mobility	independent	fear of failure comparison glass ceiling

Source: Solimar 2011



VISITOR SURVEY QUESTIONNAIRE

This example has been modified from: Tourism Destination Management. Achieving sustainable and competitive results. <http://lms.rmportal.net/course/category.php?id=51>

Is this your first time visiting _____? yes no

If you answered no to question #1, how many times, in total, have you visited this area?

Are you traveling alone with partner with friends with family?

How many people are in your travel party? _____

In which country do you permanently reside?

What was your primary reason for visiting this area? (please choose one)
 leisure business visiting friends and relatives other____
 education, short-term (less than 1 year) volunteerism, short-term (less than 1 year)

How long will you be visiting this area? (please choose one)
 for the day 2-4 days 5-10 days 11-20 days more than 21 days

How did you hear about this area? (please choose one)
 radio television newspaper magazine
 Internet travel brochure tour operator word of mouth

What was your main mode of transportation to this area? (please choose one)
 personal/rented car airplane tour bus/vehicle boat
 taxi other, please specify _____

FACTOR	VERY IMPORTANT	IMPORTANT	NOT VERY IMPORTANT	NOT IMPORTANT AT ALL
Good weather conditions	4	3	2	1
Quality of natural scenery and landscapes/environment	4	3	2	1
Opportunity to see wildlife	4	3	2	1
Visits to parks and other pristine natural areas	4	3	2	1
Opportunity to stay in pristine natural environment	4	3	2	1
Desire to learn about other cultures, their ways of life, and heritage	4	3	2	1
Participation in major cultural or religious events	4	3	2	1
Opportunity to visit an indigenous or traditional communities	4	3	2	1
Opportunities to experience traditional ways of life	4	3	2	1
Opportunities for learning about and experiencing natural and cultural attractions	4	3	2	1
Opportunities for adventure/sports activities	4	3	2	1
Good prices for quality received	4	3	2	1
Good local transportation system	4	3	2	1
Recommendations from a friend/book	4	3	2	1
Facilities for children	4	3	2	1
Accessibility	4	3	2	1
Safety	4	3	2	1
Interest in business investment in visited area	4	3	2	1

What activities have you been doing or will you be doing while in this area? (please check all that apply)

- hiking/trekking wildlife viewing biking climbing
 swimming visiting villages visiting small towns or villages visiting historical places cultural heritage sights
 visiting national parks visiting indigenous populations
 attending art or music performances (i.e. dancing, drumming, singing, craft demonstrations)

How would you evaluate the following aspects of your stay in the area? (Please circle the number of the answer that represents your evaluation of each factor).

PRODUCTS, SERVICES, & HOSPITALITY	EXCELLENT	GOOD	BAD	VERY BAD	NOT APPLICABLE
Services at the airport	4	3	2	1	0
Maintenance and convenience of the airport	4	3	2	1	0
Personal safety	4	3	2	1	0
Friendliness of the people	4	3	2	1	0
Explanation and convenience of the customs	4	3	2	1	0
National cuisine/drinks	4	3	2	1	0
Accessibility to cultural heritage sites	4	3	2	1	0
Interpretation of cultural heritage sites	4	3	2	1	0
Access to wildlife/plant life viewing	4	3	2	1	0
Interpretation of wildlife/plant life	4	3	2	1	0
Diversity of athletic activities	4	3	2	1	0
Equipment for athletic activities	4	3	2	1	0
Visitor centers	4	3	2	1	0
Organized excursions	4	3	2	1	0
Degree of knowledge of foreign languages from the service personnel	4	3	2	1	0
Helpful police services	4	3	2	1	0
Weather	4	3	2	1	0
Facilities for children	4	3	2	1	0
Shopping opportunities	4	3	2	1	0
Telecommunications	4	3	2	1	0
Convenience and access to local transport	4	3	2	1	0



Would you recommend that a friend of yours visit this area?

yes no

Why or why not?

Approximately how much money did you spend during *this* visit to the area? Please answer with only the amounts that you/spouse paid. Also, please respond using the currency with which you paid. (i.e. dollars, pounds, CFA, euros, etc.)

Transportation

Airfare _____

Local _____

Restaurants/meals _____

Activities

Shopping _____

Entertainment _____

Lodging

Other: _____

TOTAL: _____

Please check the box which is closest to your annual income: (the spaces must be filled in by the Assessment Team according to the local salary range and currency)

1. _____ to _____ 2. _____ to _____
3. _____ to _____ 4. _____ to _____

Your age:

- less than 25 years
 between 26 and 35 years
 between 36 and 45 years
 between 46 and 55 years
 between 56 and 65 years
 over 65 years

17. Please check one: male female

What is your profession? _____

What is the highest level of education that you completed?

- Grade School High School Vocational/Trade School
 College Post-Graduate

Exercise

Which strategies do you employ?



Describe for each of the following strategies what has been done in your organisation?

Development strategies

Competitive strategies

Aggressive strategies

Cooperative strategies

Me-too strategies

Customer strategies

**Champing
 a special accommodation for
 heritage lovers**



Why is this a Best Practice?

The British Churches Conservation Trust has developed an accommodation option that uniquely combines travel experience and preservation of the cultural heritage: "Champing" means overnight stays in historic churches at camping conditions, and is currently being offered in three atmospheric ancient churches. Visitors appreciate the experience of the nightly coolness, the silence of the churches and the surrounding nature. Candles serve as a moody lighting, the noises of the night are condensed to sleep. In the morning, a generous country breakfast awaits the guest.

Champing churches are a time journey back into Anglo-Saxon history. They are a very special setting to discover England's centuries-old culture, the regional heritage and craftsmanship. This opens up the possibility of a direct contribution of tourism to the preservation of the historic churches.

The Churches Conservation Trust cooperates with local parishes and their members.



<https://www.visitchurches.org.uk/visit/champing.html>

Textile Center Haslach



Why is this a Best Practice?

In addition to its established tradition as a linen weaving market, the Austrian city of Haslach (2350 inhabitants) in the rural Mühlviertel region has made a name for a contemporary textile centre in the past 20 years, which can be attributed to the activities of the "Textile Kultur Haslach" association. As early as 1990, a group of textile enthusiasts joined forces to create a platform for the contemporary exploration of diverse textiles and their production and to promote international exchange. The basic idea was to stimulate new impulses in a place with textile roots by inviting highly qualified textile designers and artists from abroad. A bridging between art and domestic industry was to be created, and the local population was included by various public actions. Meanwhile, the museum with numerous activities is situated in a former linen production centre. Activities all over the year are an attraction for visitors from Austria, Germany and the close Czech Republic. The well-known weavers' market is now frequented by 10,000 visitors every year on a week-end in July.

The Textile Center is constituted with five partners: a weaving museum, an association, a social enterprise, an education center and a production unit for small product series. It is supported by public institutions and private entities. The Centre also has a network of friends and sponsors with active or financial contributions.

Products and services: exhibitions, guided tours, courses, a weavers' market, cooperation with a university, local farmers and producers



Textiles Zentrum Haslach

An English folder can be found at: <http://www.textiles-zentrum-haslach.at>

Code of conduct



Why is this a Best Practice?

If you are working in a larger organisation, the views and vision of the management cannot be transferred to all employees by direct and daily contact. This code of conduct covers all aspects of professional collaboration:

- corporate values and behaviours, ethical conduct, ethical decision-making
- respect for the law, harassment, bullying and discrimination, reporting wrongdoing
- conduct at work functions, conduct in social media
- official information, power and privileges, intellectual property
- official facilities, equipment and other resources
- government relations, political material and activities
- conflicts of interest, secondary employment
- entertainment expenditure and working meals
- non-compliance, acceptance of the code



Welcome from the Managing Director

Whether you're working for or with us here at Tourism Australia, this Code of Conduct is relevant to you. It sets out the values we hold and the standards of behaviour expected of us, and also touches on other Tourism Australia policies that are important to be familiar with regardless of your seniority or role here.

While this Code does not and cannot address every issue of conduct or ethics that may arise, in many cases its principles should point to an answer. Where questions do arise, you're encouraged to discuss them with experienced and respected colleagues.

Employees, contractors, agents, interns, and anyone else affiliated with Tourism Australia can be subject to a high degree of public scrutiny. Accordingly, we must remember that the individual manner in which we conduct ourselves can have a major bearing on Tourism Australia's reputation and long-term viability.

We operate in a complex environment with various political, legal, commercial and geographic imperatives that do not always align. While this can present challenges, it is simply part and parcel of marketing Australia abroad. Tourism Australia has a number of global offices as well as agents who work independently in smaller markets. In all, the organisation is active in about 30 key markets. Given the associated complexities, this Code is essential so that we have a clear and definitive set of standards for conduct.

We must continue to demonstrate to our stakeholders that we as Tourism Australia employees manage ourselves and our business dealings efficiently and exhibit integrity, transparency and professionalism at all times. Consider this Code a foundation for the learning you'll do at TA; it should help steer you toward the right path and set the context for future decision-making.

Our desire to strive for excellence means we set a high standard for ourselves and the people we work with. With this in mind, we're glad to welcome you to our great team.

Find the whole document

https://www.google.at/#q=%22Tourism+Australia%22+%22welcome+from+the+managing+director%22*&spf=1