

## MAKING TOURISM MORE SUSTAINABLE: Processes and tools

### ***Introduction: Approaches and aims for a sustainable tourism policy.***



### Overview of the benefits from tourism to protected areas

- Direct financial contributions (entrance fees, users' fees, concessions and leases, direct operation of commercial activities, donations, taxes)
- Support to alternative (sustainable) livelihoods
- Political support to PA status
- Income generation (indirect) by creating employment in the tourism industry
- Knowledge/intelligence sharing



### Conditions needed to attract tourism

- "Intrinsic" tourism potential (domestic and international) of the PA :
  - wildlife watching and recreation opportunities
  - transport and communication infrastructures
  - food and lodging facilities
  - ground operators and local partners
- Transparent regulations for tourism (visitors and tourism professionals)
- Good information and interpretation opportunities
- Environmental quality and management ensured
- Financial transparency in management of fees
- Community based tourism businesses in line with visitors' expectations



### Tourism in protected areas?

- Consistent with Convention on Biological Diversity programme on protected areas and CBD's Guidelines for sustainable tourism
- Protected Areas need to have sound management plans in place including measures to prevent, manage and monitor impacts related to visitors' use (trekking, adventure activities, camping, wildlife watching..) and to tourism related facilities (hotels, marinas and piers ..)
- Tourism will add to the PA management costs = need to have a realistic cost-benefit analysis

## MAKING TOURISM MORE SUSTAINABLE: Processes and tools

### **Case study:**

### ***Tourism development in Turkey: overview and examples***

**Atila Uras**

Project Coordinator UNDP Turkey

### **Abstract**

The tourism history of Turkey dates back to the first years of the republic, 1923. The tourism industry started being a priority sector in the late 70's and "Mass tourism development", first mentioned in the fourth five-year development plan. (1979-1983)

The large number of government incentives issued for the tourism sector in the 1980s resulted in massive and rapid expansion of tourism facilities throughout the Mediterranean coast of Turkey causing negative landscape and environmental impacts. The Government of Turkey, recognizing the potential irreversibility of environmental damage along its fragile coastline, has adopted Integrated Coastal Zone Management and introduced legislation which protects some coastal areas - in line with Pan-Mediterranean development and environmental agreements of which Turkey is a signatory (Barcelona Convention, Nicosia Charter, Cairo Declaration). However, frequent sector-oriented changes in land use plans, the absence of co-ordination between the numerous laws and central sectorial agencies, inadequate implementation of legislation, and under-resourced authorities, have rendered the system ineffective.

Annual capacity increase in accommodation facilities were reached to record levels, making Turkey the fastest growing tourism industry among OECD countries, from 66.000 beds in 1983 to 192.000 at the end of 1991. Between these years, tourism revenues rose ten times and number of arrivals increased 4 times. By the end of the 20th century, tourism sector lost its acceleration due to the Gulf war, increasing terrorist activities and the happened earthquake in 1999. The fall of demand due to those events resulted with considerable price reductions and decrease in the quality of tourist arrivals.

The contribution of the tourism sector to national economy was with approximately 620.000 direct jobs in 2001, and 1.500.000 employees if sub-sectors were counted. Although the world tourism faced a crisis in 2001, Turkish tourism had a noticeable growth and international arrivals raised by 12% and reached 11.6 million foreign visitors.

Turkey, with 14 million visitors, ranks 8th in world tourism revenues list, according to 2005 WTO figures, after USA, Spain, France, Italy, UK, China and Germany. With 14,8% increase in the revenues, it is the fastest growing country among the top ten.

Cirali and Belek, along the South Anatolian Coast of Turkey, have been two interesting cases of small-scale and mass tourism examples respectively. WWF has been involved in an EU funded project, which the two sites were compared, and a sustainable tourism model has been developed for Cirali.

Belek has been a mass tourism development and investment area, neighbouring a Specially Protected Area, facing conflicts from planning and implementation perspectives. It is underlined by different NGOs and tourism planning experts that an integrated approach was missing, particularly on different sectors using the area, which are Tourism, Urbanisation, Agriculture, Transportation and Environment. It's been

also evaluated that the binding cross-cutting issues for integrating these sectors could have been Natural Resources Management, Competitiveness, Governance, Biodiversity protection and Poverty Reduction.

Cirali, with the aim of being a replicable model of Conservation, Integrated Management and Sustainable Development, has managed to still be the best example of participatory nature protection, and sustainable tourism/development in the Mediterranean. Today Cirali has more than 80 pensions with more than 1500 beds, with a very high occupancy rate between June and September, with prices around 35€/room, BB. This infrastructure is based on a unique sustainable development model, with a sustainable tourism business (high occupancy rate, decent prices, longer season) having strong competition capacity with neighbouring mass tourism areas, by the help of high quality tourism services provided, supported in off-season by diversified economical activities (tourism, organic agriculture, non-timber forest products), increased life quality (access to sanitary services, improved infrastructure, solid waste collection, chemical free soil, etc.) and in addition a stable and improving environmental quality, better managed cultural and natural resources, and an aware society, with a strong ownership of cultural and natural heritage.

### Biography

Born in 1968, **Atila Uras** studied Civil Engineering at the Middle East Technical University (METU) in Ankara, Turkey. He specialized in coastal engineering and coastal zone management, while graduating and assisting research at the Ocean Engineering Research Centre of METU. He paid visits to UK and Wales, where he tested a scheme that he developed for rating yacht harbours. He worked in the organization and also participated in several training programs and conferences pertinent to coastal zone management during his graduate study.

After working as a coastal engineer in the private sector for a couple of years, he moved to the NGO sector in 1999. He worked as Marine Programme Officer in the Turkish Society for the Protection of Nature (DHKD), as Marine Projects Coordinator in the World Wide Fund for Nature (WWF) Mediterranean Programme Office (based in Rome-Italy), and as the Conservation Director in WWF Turkey.

He took part in several European Union (EU) and other Government & Aid Agency funded projects, as a team member, project coordinator and project manager. One of these projects, "Integrated Coastal Management in Turkey: Cirali and Belek", had won the Dubai Award of UN HABITAT in 2000.

Atila is a member of the Mediterranean Experts Group of IUCN (World Conservation Union) World Commission on Protected Areas - Marine (WCPA MMED) for the period 2005 – 2008. He also teaches Coastal Zone Management at the Middle East Technical University as a part-time instructor. He joined UNDP in August 2006, as project manager for an EU funded project, namely "Integration of Sustainable Development into Sectorial Policies".

Atila is married and has one daughter.

# TOURISM DEVELOPMENT IN TURKEY: OVERVIEW AND EXAMPLES

Atila Uras  
UNDP Turkey



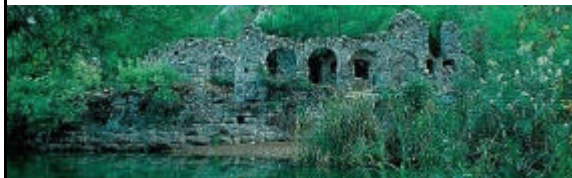
## TOURISM SECTOR IN TURKEY History, Facts and Figures



### THE HISTORY OF TOURISM SECTOR IN TURKEY

#### 1. THE FIRST PERIOD: INITIATION OF TOURISM ACTIVITIES (1923-1950)

- Tourism affairs in Turkey have started with the Traveler's Association in 1923, which dominated the tourism policy in Turkey.
- In 1934, the Ministry of Economy opened a bureau called Turkish Office under the department of Foreign Trade, in order to deal with tourism affairs.



### THE HISTORY OF TOURISM SECTOR IN TURKEY

#### 2. THE SECOND PERIOD: THE INITIAL DEVELOPMENTS IN TOURISM SECTOR 1950-1980

- ? First big hotels in Istanbul, Izmir and Ankara.
- ? The enactment of the Law for Encouragement of Tourism Industry in 1953.
- ? Tourism Bank was founded in 1955.
- ? Establishing the Ministry of Tourism and Promotion was the other event of this era (1963).
- ? Planning studies of the South Antalya Area started in 1974. The South Antalya Tourism Development Project aimed to create the capacity of 25.000 beds.
- ? "Mass tourism development", mentioned in the fourth five-year development plan. (1979-1983)



### THE HISTORY OF TOURISM SECTOR IN TURKEY

#### 3. THE THIRD PERIOD: THE ORGANIZED DEVELOPMENTS IN TOURISM SECTOR 1980-2001

- ? In 1982 the Ministries of Tourism and Culture were merged to establish coordination between them.
- ? During that period, Tourism Encouragement Law numbered 2634 was prepared and issued in 1982.
- ? In this period, the economic, social and legal features of tourism sector and high incentives, planning and infrastructure investments have led an authorized, specialized organization. Therefore Ministry of Culture and Tourism re-separated and Ministry of Tourism was established to focus on tourism affairs in 1989.



- ? In 1989, the Ministry of Tourism launched the ATAK project (Southwest Coast Environmental Project) to provide environmental protection along Aegean and Mediterranean coastlines and to determine the deficiencies in infrastructure system.

### THE HISTORY OF TOURISM SECTOR IN TURKEY

#### 3. THE THIRD PERIOD: THE ORGANIZED DEVELOPMENTS IN TOURISM SECTOR 1980-2001

- ? Annual capacity increase at accommodation facilities were reached to record levels, making Turkey the fastest growing tourism industry among OECD countries, from 66.000 beds in 1983 to 192.000 at the end of 1991 Between these years tourism revenues raised ten times and number of arrivals increased 4 times
- ? By the end of 20<sup>th</sup> Century, tourism sector lost its acceleration due to the Gulf war, increasing terrorist activities and the earthquake happened in 1999. The fall of demand due to those events resulted with considerable price reductions and decrease in the quality of tourist arrivals.
- ? The Sixth, Seventh and the Eight Five Year Development Plans had the common policy of diversifying tourism activities and developing certain tourism types beyond sea-sand-sun based activities.
- ? Contribution of tourism sector to national economy was with approximately 620.000 direct jobs in 2001 and when sub-sectors were counted this number increased to 1.500.000 employees.
- ? Although the world tourism faced a crisis within the year 2001, Turkish tourism had a noticeable growth and international arrivals raised 12% and reached to 11.6 million foreign visitors.

## TOURISM SECTOR IN TURKEY

Number of Tourists and Total Revenue (annual) b/w 1996-2005				
YEARS	Foreign visitors (000)	CHANGE %	Foreign visitors' expenditure (Million\$)	CHANGE %
1996	8 614		5 650	
1997	9 689	13	7 008	23,9
1998	9 752	0,6	7 177	2,4
1999	7 464	-23,4	5 193	-27,64
2000	10 412	39	7 636	47
2001	11 569	11	8 090	5,9
2002	13 247	14,5	8 481	4,7
2003	14 030	5,3	9 677	14,1
2004	17 517	24,86	12 125	25,3
2005	21 122	20,59	13 929	14,8

Turkey ranks 8th in world tourism revenues list, according to 2005 WTO figures, after USA, Spain, France, Italy, UK, China and Germany. With 14,8% increase in the revenues, it is the fastest growing country among the top ten.

## TOURISM SECTOR IN TURKEY



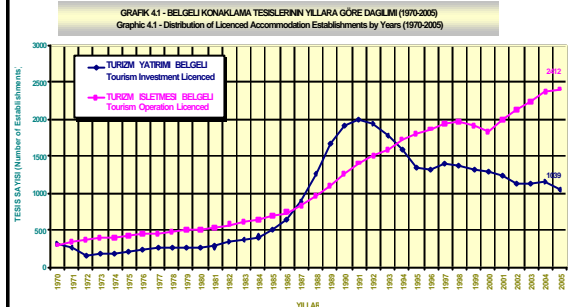
- Total number of licensed accommodation facilities reach more than 3,450 at the end of 2005.

## TOURISM SECTOR IN TURKEY



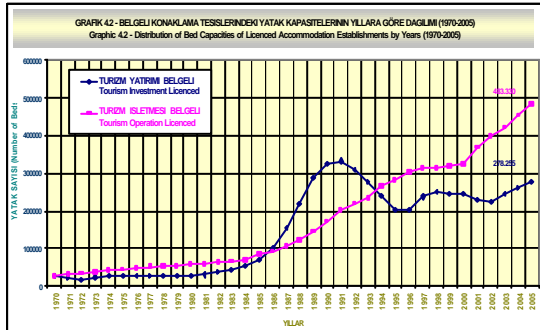
- Total number of beds reach more than 760,000 at the end of 2005.

## TOURISM SECTOR IN TURKEY



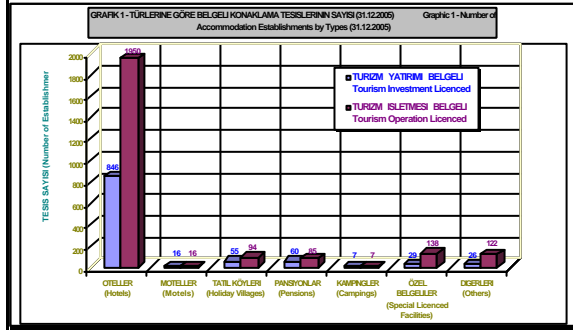
Distribution of Licensed Accommodation Establishment by year (1970-2005)

## TOURISM SECTOR IN TURKEY



Distribution of Bed Capacities of Licensed Accommodation Establishment by year (1970-2005)

## TOURISM SECTOR IN TURKEY

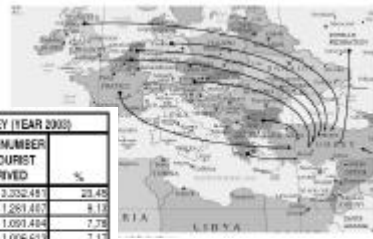


Accommodation Establishment (31.12.2005)

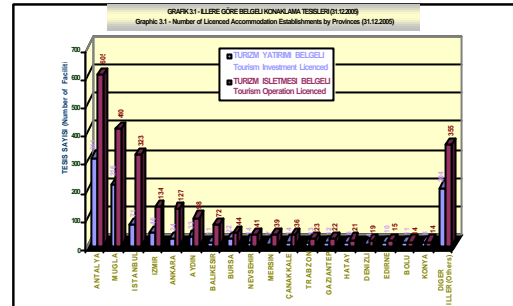
## TOURISM SECTOR IN TURKEY

RANKING	COUNTRY	TOTAL NUMBER OF TOURIST ARRIVED	%
1	Germany	3.032.481	23,48
2	Russian Federation	1.261.467	9,13
3	United Kingdom	1.091.484	7,78
4	Russia	1.006.672	7,17
5	Poland	940.086	6,75
6	Iran	897.285	6,64
7	France	470.582	3,28
8	Czechia	390.517	2,60
9	Austria	319.835	2,31
10	Belgium	308.118	2,20
Total Arrivals		14.028.558	100

Source: Ministry of Culture and Tourism Official Web Site

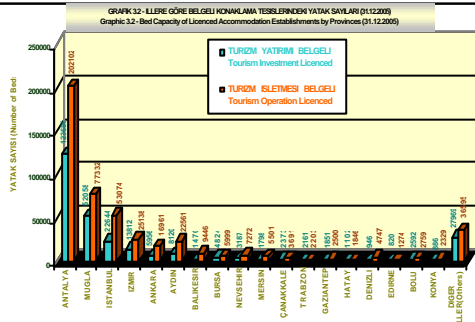


## TOURISM SECTOR IN TURKEY SPECIAL FOCUS ON ANTALYA



Number of Licensed Accommodation Establishment by providers (31.12.2005)

## TOURISM SECTOR IN TURKEY SPECIAL FOCUS ON ANTALYA



Number of Licensed Accommodation Establishment by Provinces (31.12.2005)

## Development Planning in Turkey

Two dimensions of planning in Turkey:

1. National Development Plans (supported by sectoral strategic plans, national thematic plans etc.) – Policy Level (responsible authority is State Planning Organization)
2. Physical Landuse Plans – Implementation Level (various responsible authorities in the process)



## “Sustainability” in Development Plans

- Following the wind of Brundtland Report, 6th 5-Year Development Plan is considered to be the first Plan, referring to “sustainable development” in general and also under sectoral items.
- The road to EU, and the other international commitments (e.g. WSSD, MDGs) led Turkey to take concrete steps on sustainable development initiatives both at policy and implementation levels.
- Again, taking these commitments as reference, integration of sustainable development principles into sector policies has been accepted as top priority by the State Planning Organization.

## Sustainable Development

### Classical definition

«Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.»

Brundtland Report, Our Common Future (1987)

## Sustainable Development

### Modern Definition

*"Improving the quality of human life while living within the carrying capacity of supporting ecosystems"*

*(Caring for the Earth, IUCN/WWF/UNEP, 1991)*

### How to integrate SD into Policies?

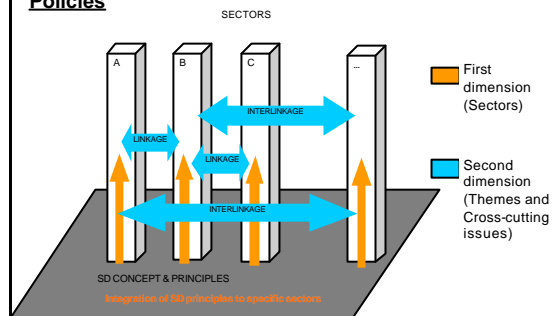
The restructuring of the development of policies at National/Regional/Local and Sectoral levels by inserting **economical, sectoral and environmental** parameters as **major criteria** into planning and decision-making processes, in an integrated manner, based on a sustainability axis.

### Integration of Sustainable Development into Sector Policies

The integration of SD into sector policies has two distinct dimensions which has to be met for a complete and adequate integration.

- i. First dimension is to **make each sector sustainable by considering and integrating criterions of social and environmental factors into their decision-making and planning cycles**, and
- ii. Second dimension **is to define the linkages between the sectors, and the macro-economic situation in national and local levels**, in order to **integrate the SD principles to the whole planning and decision-making structure and mechanisms** of the country.

### Integration of Sustainable Development into Sector Policies



## The 9th Development Plan

According to the Plan, Economical and Social Development axis's are as follows:

- Increasing the competition capacity
- Increasing work opportunities
- Societal Development and Strengthening Social Cooperation
- Regional Development
- Increasing quality and efficiency in social services

Again, referring to the Plan, the sectors are as listed:  
Agriculture, Mining, Industry, Energy, Transportation & Communication, Tourism, Urbanisation, Education, Health, other services

### Another example on Sectors and Cross-cutting issues - DENMARK

#### AS STATED IN NATIONAL SD STRATEGY

##### Sectors

- Food
  - Food Safety
  - Agriculture
  - Fisheries
- Forestry
- Industry, trade and Services
- Transportation
- Energy
- Urbanisation and housing development

##### Cross-cutting issues

- Climate Change
- Biodiversity / Nature Protection and access to nature
- Environment and Health
- Chemicals
- Environment quality and other environmental parameters
- Food
- Health and security
- Resources and resource efficiency
- International Activities

PHYSICAL LANDUSE PLANNING IN TURKEY	
Plan Type/Level	Responsible Public Institution
National Development Plan	State Planning Organisation (SPO)
Regional Plans	State Planning Organisation (SPO), South Eastern Anatolia Regional Dev't Admin.
Environmental Profile Plan Scale: 1/100 000, 1/50 000, 1/25 000	Min. of Settlements and Reconstruction
	Min. of Environment
	Agency for Specially Protected Areas
Provincial Environmental Profile Plan Scale: 1/25 000	Special Provincial Administration

PHYSICAL LANDUSE PLANNING IN TURKEY	
Plan Type/Level	Responsible Public Institution
Land-use Plan Scale: 1/5 000, 1/1000	Municipalities or Metropolitan Municipalities within municipal borders and in adjacent areas, Governorates in other areas
Land-use Plans in specific areas (in liaison with responsible national and local authorities) Scale: 1/25000, 1/5 000, 1/1000	Min. of Culture & Tourism in Tourism Areas and Centres
	Agency for Specially Protected Areas in SPAs
	South- eastern Anatolia Regional Development Administration
Special Use and Management Plans	National Parks General Directorate in National Parks
	Forest Management Plans – Min. of Forestry
	Min. of Environment, Agency for for SPAs in Specially Protected Areas.
	Min. of Culture and Tourism for Historic and Archaeological sites

## CASE STUDIES



### South Antalya Tourism Development Plan

Just to remind...

- Planning studies of the South Antalya Area started in 1974.
- The South Antalya Tourism Development Project aimed to create the capacity of 25.000 beds.

And today...



NAME OF THE PLAN	INITIAL PLAN # of BEDS	CURRENT REVISED PLAN #of BEDS
East Antalya	12.000	35.000
South Antalya	25.000	75.000
Belek	20.000	50.000

## CASE OF BELEK



## CONFLICTS IN PLANNING



## INTEGRATION OF

### SECTORS

1. Tourism
2. Urbanisation
3. Agriculture
4. Transportation
5. Environment



### CROSS CUTTING ISSUES

1. Natural resources Management
2. Competitiveness
3. Governance
4. Biodiversity protection
5. Poverty Reduction

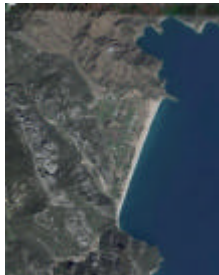
## COMPLAINTS OF AN INVESTOR

- "The expansion of tourism sector should rely on a wise supply-demand balance."
- "Antalya is saturated in bed capacity, no more hotels should be built at least for 5 years."
- "70 % of the hotels are closing in Antalya this winter."
- "We have to make tourism sector alive for 4-seasons."
- "They are selling beds for 9€, which is even not enough to wash the sheets."

*Mr. Ibrahim Çeçen, President of board, IC Holding (A company with three 5\* hotels in Antalya), 15 November 2006, Milliyet newspaper*

## ÇIRALI

A model of Conservation, Integrated Management and Sustainable Development



VIEW OF 3.2 km LONG ÇIRALI BEACH FROM SOUTH TO NORTH



TAHTALI MOUNTAIN (2375 m) AS SEEN FROM ÇIRALI



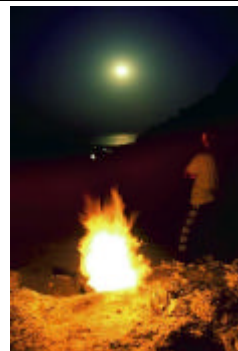
**ÇIRALI BEACH IN FRONT OF OLYMPOS  
ANCIENT CITY**



**LYCIAN TOMB IN OLYMPOS ANCIENT  
CITY**



**EVERBURNING FLAMES OF  
CHIMAREA (YANARTAS)**



**EVERBURNING FLAMES OF  
CHIMAREA (YANARTAS)**





### The Challenge:

Facing high mass tourism pressure in the surrounding areas by promoting and implementing a different model of tourism development in harmony with landscape and nature conservation



### The Project Goal

Preparation of a Management Plan and promotion of environmentally and socially sound development through integrated planning, traditional and alternative economic activities and nature protection in a small-scale tourism destination

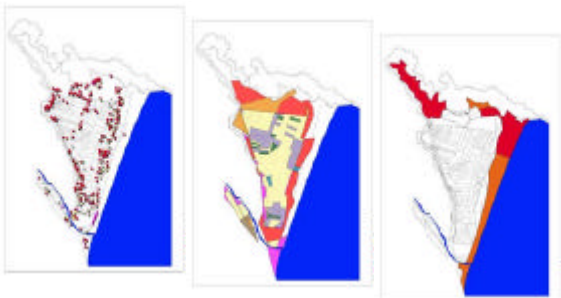


### Objectives of Çirali Management Plan

- ? Preservation of the natural and archaeological values
- ? Improving social services
- ? Diversifying economical activities in nature friendly ways
- ? Land use in harmony with nature
- ? Local public participating decision making processes
- ? Protection of the traditions
- ? Establishment of coordination between relevant institutions
- ? Monitoring and evaluation



### The Çirali Physical Plan (Land use plan) for Conservation



### ACHIEVEMENTS

- ? The land use plan has met with endorsement from the local community, the local government institutions and the relevant ministries.
- ? The local community, trained in the necessary skills to carry on the activities, has a sense of ownership and responsibility for the project.
- ? Ecotourism has been taken up enthusiastically by the community, and the town has become a famous nature-friendly tourism destination



### ACHIEVEMENTS

- ? The Çirali brand is becoming a household name for high-quality organic products.
- ? Improved protection of the marine turtle habitat, demonstrated by the increase in the number of nests, implies a positive effect on the marine and coastal biodiversity of Çirali.
- ? Çirali's success has made it a priority for the local bodies too. The authorities responsible for infrastructure (GATAB and ALTAS) have put in place a drinking water supply system for the town, as well as continuous solid waste collection service.



### ACHIEVEMENTS

In June 2000, the project received the "Best Practice Award" from the United Nations Center for Human Settlements (HABITAT) in partnership with the Municipality of Dubai. Of the 770 projects from 110 countries submitted for the award, a total of ten best practices were identified.

The selection of best practices was based on three criteria: a tangible impact on human living conditions; partnership between two or more stakeholders; and sustainability in terms of lasting changes in policies, management practices, attitudes and behaviour.



### SUSTAINABLE DEVELOPMENT IN ÇIRALI

- A sustainable tourism business (high occupancy rate, decent prices, longer season)
- Diversified economical activities (tourism, organic agriculture, non-timber forest products)
- Strong competition capability with neighboring mass tourism areas, by the help of high quality tourism services provided,
- Increased life quality (access to sanitary services, improved infrastructure, solid waste collection, chemical free soil, etc.)
- Stable and improving environmental quality
- Aware society, with strong ownership of cultural and natural heritage
- Better managed cultural and natural resources



### TODAY IN ÇIRALI

1. More than 80 pensions, with more than 1500 beds
2. Very high occupancy rate between June and September
3. 35€/room, BB
4. Efficient monitoring of sea turtles by local cooperative
5. Still the best example of participatory nature protection, and sustainable tourism/development in the Mediterranean



THANK YOU...

Atila Uras

atila.uras@undp.org



## MAKING TOURISM MORE SUSTAINABLE: Processes and tools

### **Case Study:**

***Market-driven strategic management of sustainable tourist destinations:  
approach and case study from the Red Sea***

***Ahmed Hassan***

PA Consulting

## Strategic Management of Travel Destinations

**PA's Market-Driven Sustainable Tourism  
Approach to Map the Future of Egypt's Tourism Destinations**

Ahmed Hassan, 28 Nov 2006, Libya

Sharm El-Sheikh, Egypt

# CONTENTS

**A market-driven strategic approach to destination management is required to ensure the sustainability of tourism development in MENA countries**

***Why?***

## **1. SITUATION**

***... highest growth rates in the world, 11% annual and 1.1m rooms in 2005...***

leverage extensive experience from developing strategy and management solutions in destinations globally

## **2. APPROACH**

***... meet market change and the sustainability challenge ...***

identify and address the key issues to ensure a destination's competitive advantage and sustained resources

## **3. OUTCOME**

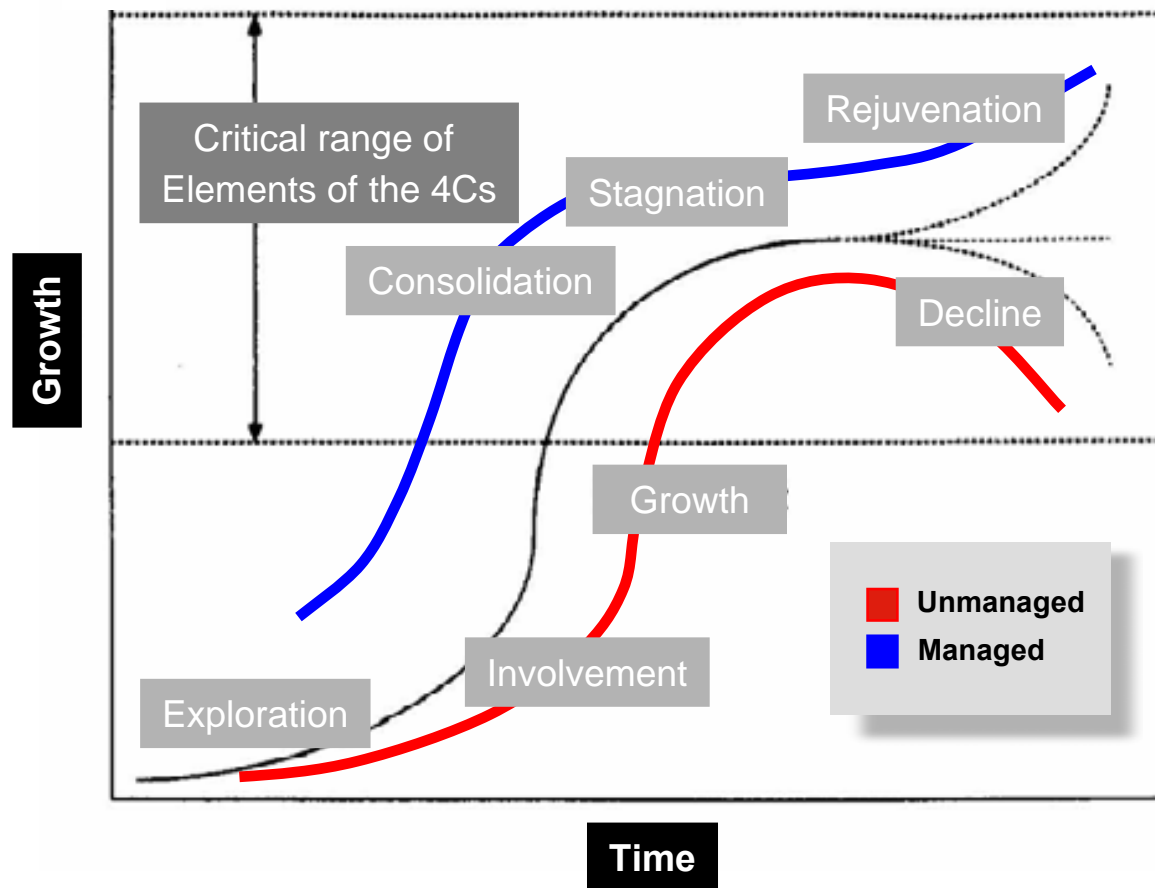
***... destinations that are sustainable in the market and environmentally ...***

implement a strategic management framework that makes the destination a lasting and lucrative one

# Strategy in Destination Management

<b>INITIATION</b>	<ul style="list-style-type: none"><li>▪ Deliberate</li></ul>	<ul style="list-style-type: none"><li>▪ Emergent</li></ul>
<b>PLANNING</b>	<ul style="list-style-type: none"><li>▪ Intentional, designed</li></ul>	<ul style="list-style-type: none"><li>▪ Gradual, organic</li></ul>
<b>FORMATION</b>	<ul style="list-style-type: none"><li>▪ Figured out</li></ul>	<ul style="list-style-type: none"><li>▪ Found out</li></ul>
<b>OUTLOOK</b>	<ul style="list-style-type: none"><li>▪ Forecast and anticipate</li></ul>	<ul style="list-style-type: none"><li>▪ Partially unknown, unpredictable</li></ul>
<b>COMMITMENT</b>	<ul style="list-style-type: none"><li>▪ Framework and rules, prepare</li></ul>	<ul style="list-style-type: none"><li>▪ Lack framework, be flexible</li></ul>
<b>PROCESS</b>	<ul style="list-style-type: none"><li>▪ Formally structured and comprehensive</li></ul>	<ul style="list-style-type: none"><li>▪ Unstructured and fragmented</li></ul>
<b>DECISIONS</b>	<ul style="list-style-type: none"><li>▪ First think, then act</li></ul>	<ul style="list-style-type: none"><li>▪ Thinking and acting intertwined</li></ul>
<b>ORGANIZATION</b>	<ul style="list-style-type: none"><li>▪ Hierarchical, programmed (efficiency)</li></ul>	<ul style="list-style-type: none"><li>▪ Disperse, learn as you go (development)</li></ul>
<b>RESOURCES</b>	<ul style="list-style-type: none"><li>▪ Optimal</li></ul>	<ul style="list-style-type: none"><li>▪ Experimental</li></ul>
<b>IMPLEMENTATION</b>	<ul style="list-style-type: none"><li>▪ Top-down</li></ul>	<ul style="list-style-type: none"><li>▪ Broad and cognitive</li></ul>

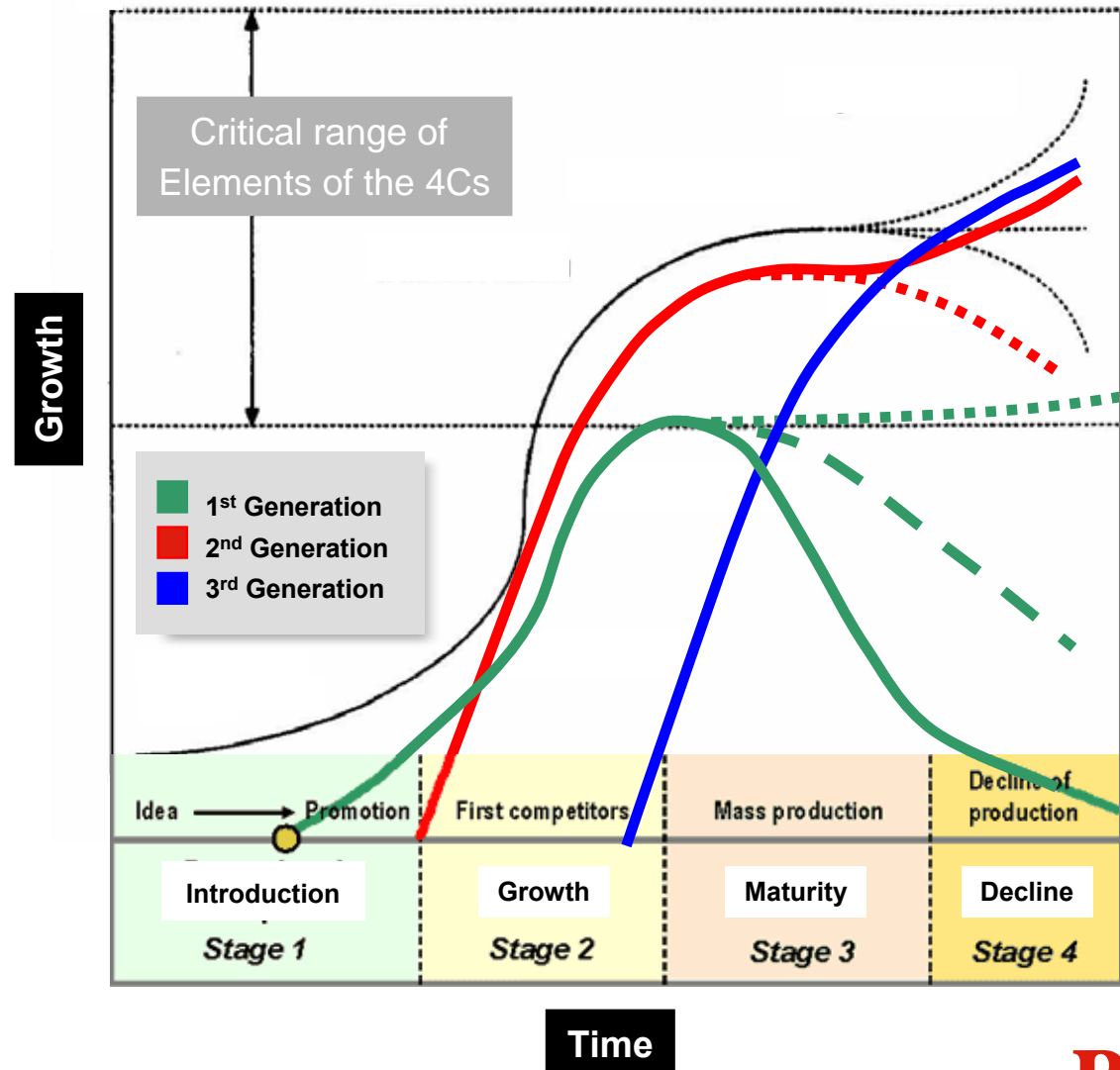
## A Destination has a Market-Driven Life Cycle, DLC



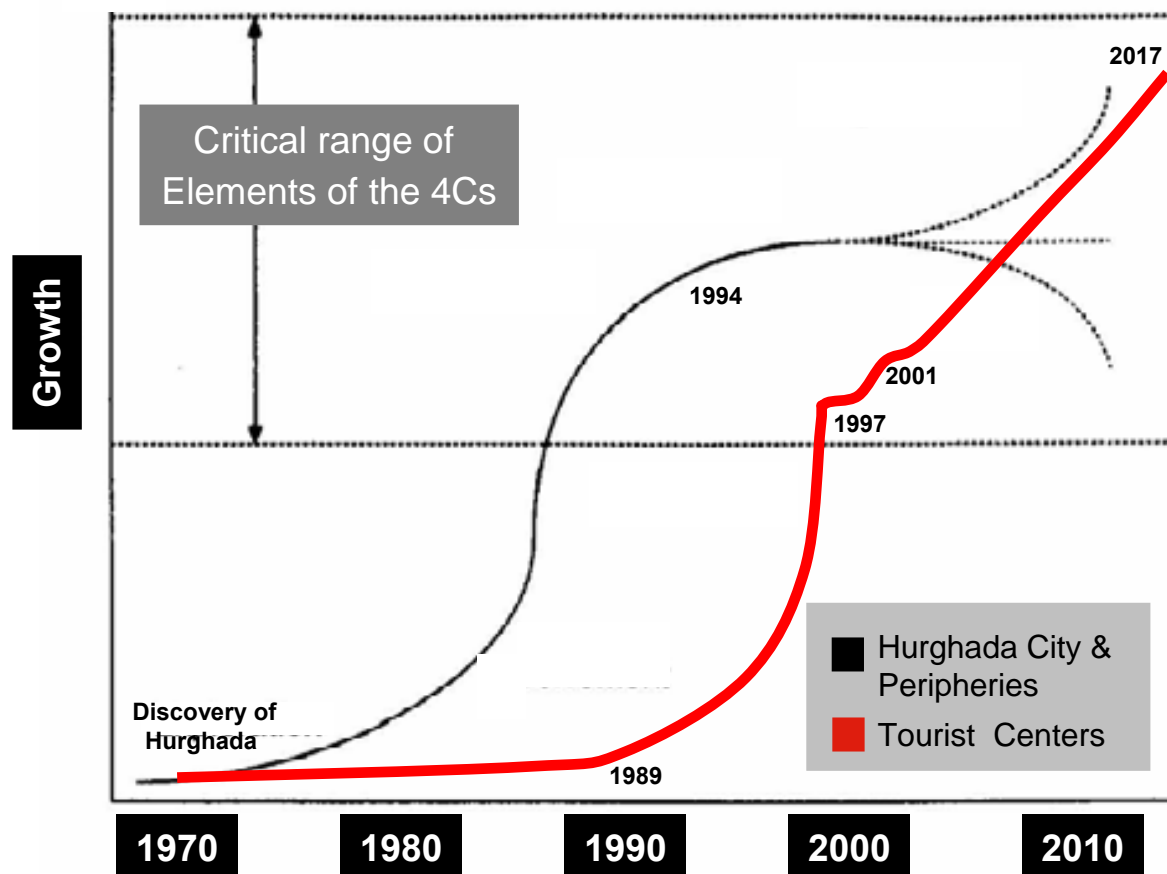
- Destination **explored** by adventurers or **limited tourists**
- **Local businesses** offer services, **destination emerges**
- Outside **investment** attracted and **market emerges**
- **Local economy is tourism**, slower visitation increase, chain and **tour operators start to dominate**
- **Capacity levels at threshold**. artificial attractions take hold, **excess room capacity**
- Tourists go to **newer destinations**, non-tourism industries emerge
- **Dramatic change**, use more natural or artificial resources

## Products within a Destination have a Life Cycle, DPLC

- Products of a destination mirror its life cycle
- The range of the 4Cs is impacted by **market forces** and **products** introduced
- Products introduced **grow**, **mature** then **decline**.
- First movers** are eroded by **first competitors** followed by **economy of scale producers**
- A market is standardized with products and distribution for the **masses**
- Competition** increases, lower prices to grow market share
- Products **die**, **innovate**, or are **replaced**

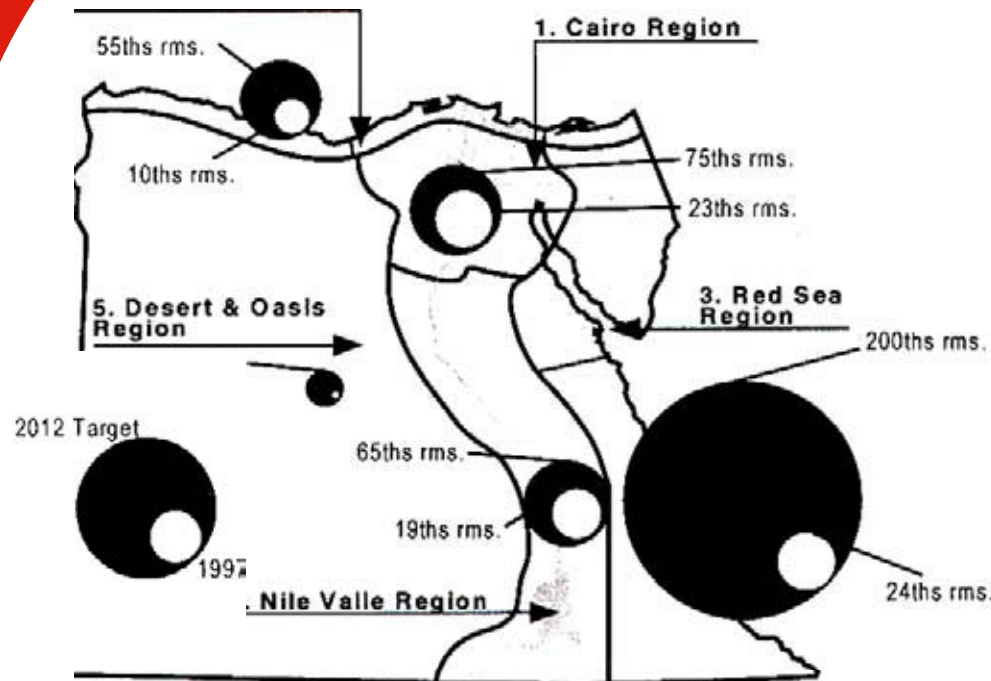


## Red Sea Resort Development 1970s to Present



- **Up to 1970s:** Red Sea explored by limited tourists and divers
- **1980s:** Local entrepreneur offer services, Hurghada emerges in Europe. Hurghada coastal environment destroyed
- **1989:** Tourism Development Authority (TDA) promotes planning and investment
- **1990:** Advent of integrated tourism centres like elGouna
- **1994:** Environmental legislation
- **1997:** Slower growth, Hurghada becomes mass destination for the price sensitive in Europe and Russia markets
- **2000s:** 22 tourism centers under development, exceeding Hurghada in hotel rooms, chain and tour operators dominate

# Destination Red Sea Riviera



Source: PA Consulting, 2006



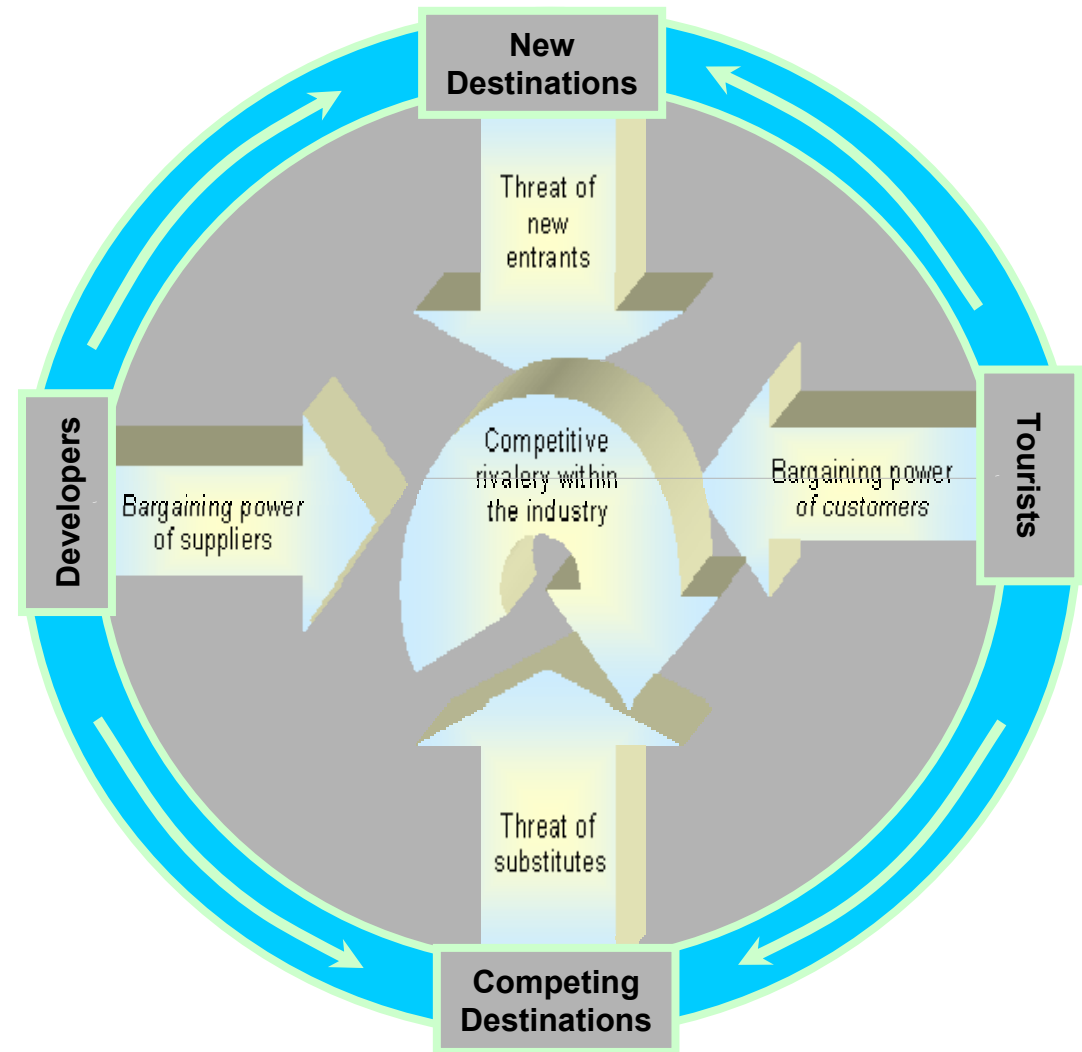
	Hotel Rooms ('000)	Occupancy (%)	Room Rate (US\$)	RevPAR (US\$)	Room Revenue (US\$b)	Currency to US\$
2006	90	85	40	30	1.2	5.8
2000	32	77	41	31	0.4	3.7
1997	24	63	44	28	.25	3.4
1990	13	50	70	40	.17	1.5
Egypt 2006	170	70	48	40	5.7	
ME 2006	875	48	105	78	2.7*	3.6
	Africa included				Dubai only	UAE Dirham

\*30,000 rooms, Rate US\$300

PA

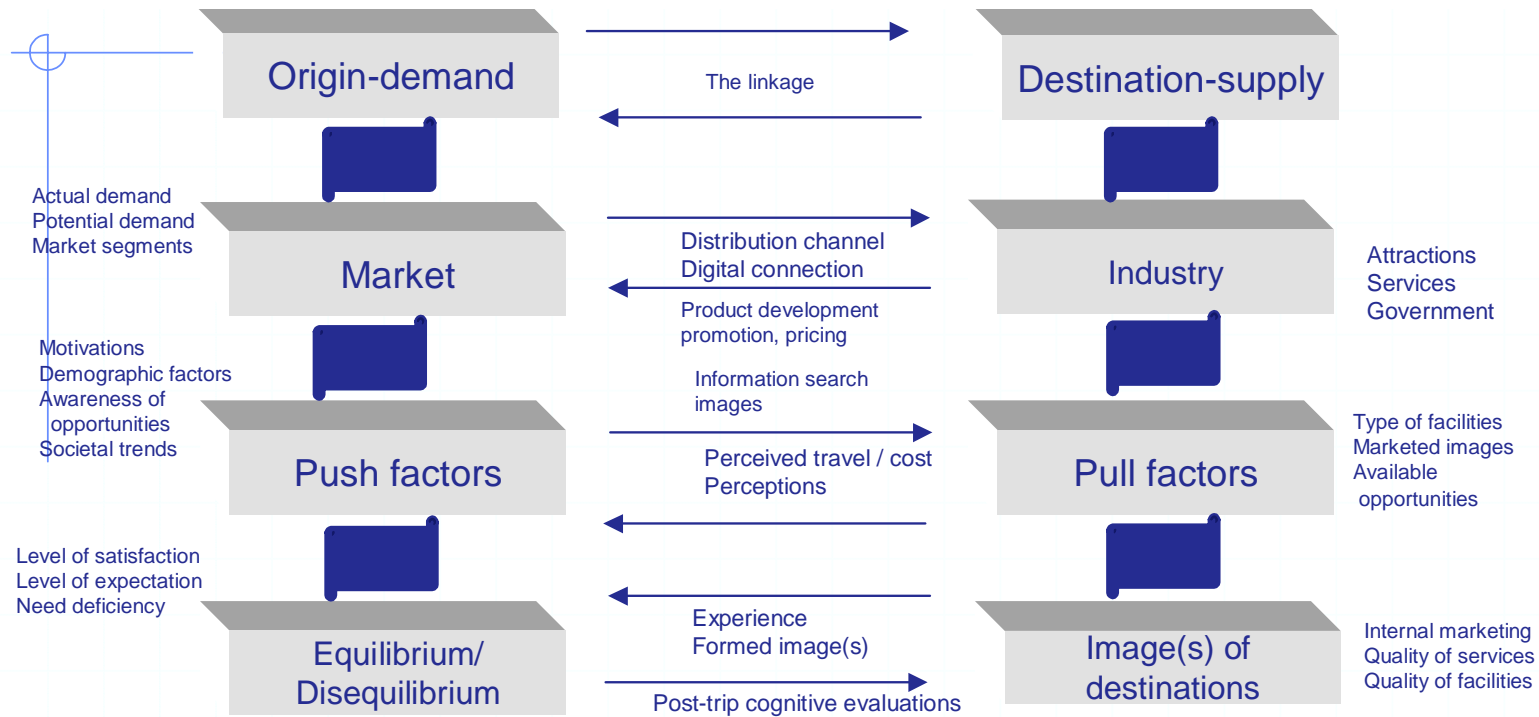
# Market Forces Shaping a Destination

- Once a **destination** is created, a **market** situation ensues
- Market forces **competition** and marketing **decisions**
- Competition is **external** and **internal** to a destination
- Market mix decisions of **product, distribution, pricing, and promotion**
- Bargaining is linked to **distribution channels, investment and chain hotels**
- Other destinations offer **new products** or **substitutes**
- A sustainable destination is **strategically managed** to **co-align** market forces with **goals** through **competitive methods** and **resources** at destination and business levels



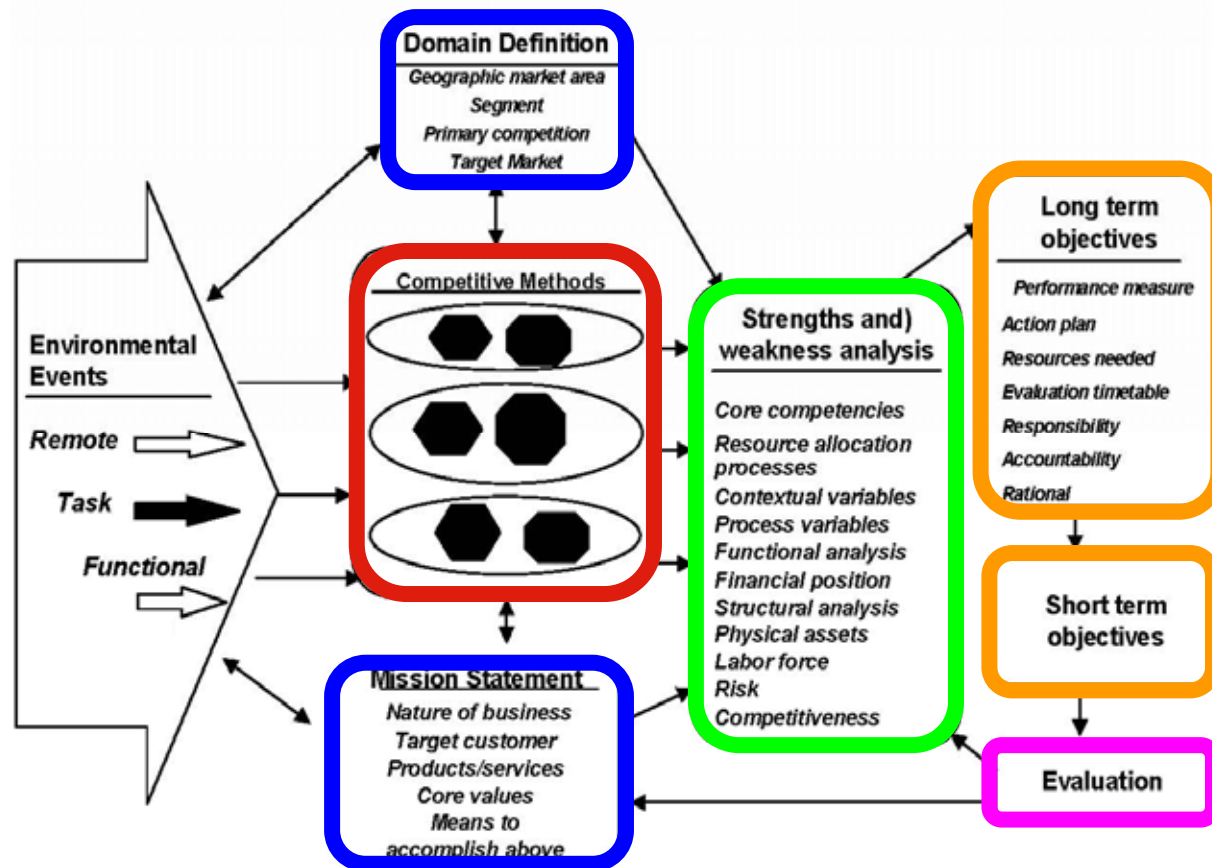
After Porter's , 2001

# A Destination is a System of Demand and Supply



(Fesenmaier and Uysal 1990; Uysal 1999)

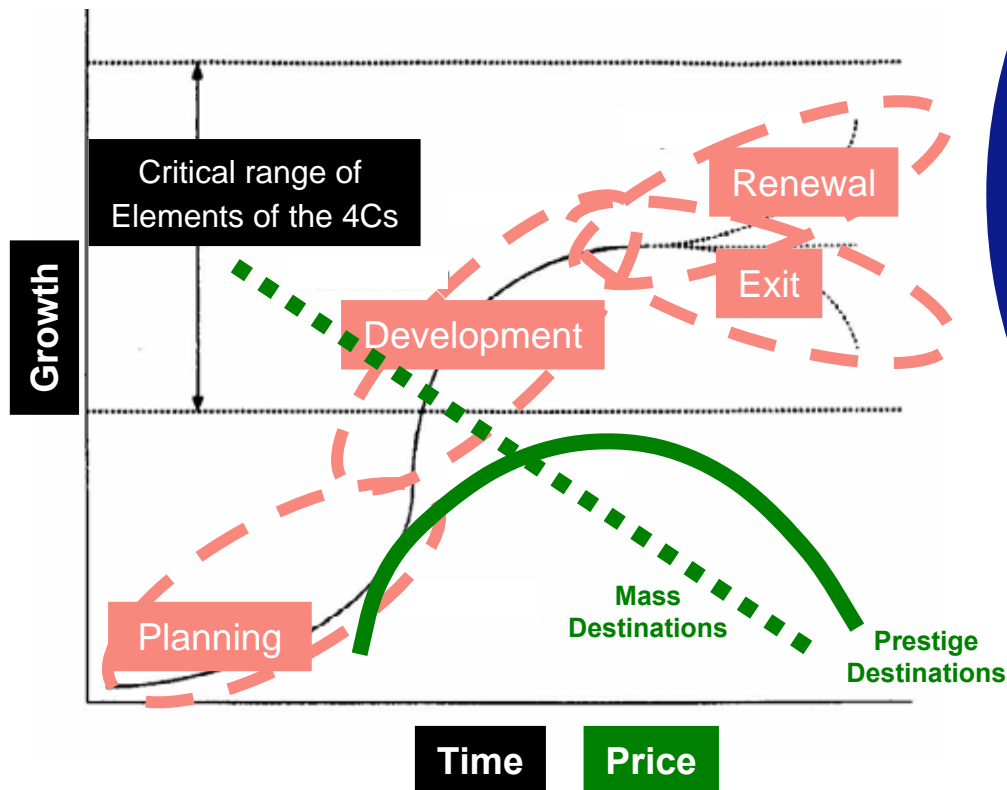
# Strategic Management of Destinations



- Know the customer “the tourist”
- Predict and adapt to **external events**
- Manage **change in supply and demand** (shocks, fads, substitute destinations)
- Synergize the right **market-mix**
- Consolidate a **unique identity**
- **Deliver** what's promised
- Balance the **natural versus the artificial**
- Optimize **resource allocation**
- Manage the **internal business environment** – industry competition
- **Audit** continuously image, resources, and impacts
- Manage the **media relation**

# PA's Solutions to Managing Destinations (price and risk)

- Lifecycle management
- **Manage risks**
- Understand market forces
- Destination as system
- Coalign external vs internal, resource vs product, price vs. demand
- **Price elasticity**



## Red Sea sustainable tourism initiatives

- Conducted **Market research** in tourism outbound markets worldwide
- Developed a **national framework for tourism planning, private investment and project management**
- Developed **land use planning and zoning regulations**
- Conducted **regional and physical planning of integrated resort developments**
- Customized an **integrated resort planning and investment model** (TDCs) encompassing physical design, marketing and conservation
- Innovated **sustainable hotel design and eco-lodges**
- Developed **Shoreline classification** and coastal models for both conservation and tourist development
- Conducted **audits of tourist destinations**, covering infrastructure, tourist services and facilities
- Developed **best practices for coastal development and resort planning**
- Implemented **Environmental Management Systems** for destinations and resorts
- Developed **EIA guidelines** for tourism projects (resorts, marinas, golf courses, and ecotourism within national parks)
- Developed **tourism product and marketing development** guidelines
- Developed **Information management systems** for tourism and conservation (GIS, e-EIA Forms, EIA-Track)
- Developed Egypt's **National Strategy for Ecotourism development**
- Developed the **South Red Sea Ecotourism Plan**
- Developed an **ecotourism concession system** and business models for **ecotourism projects**
- **National Program for international nature guides certification**
- **Community local programs and hospitality training**
- Developed **urban preservation and rehabilitation plans** of historic towns and sites

## Taking a tour along the Red Sea

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Satellite imagery tour of Red Sea coastline with overview of coastal features, old resort developments, environmental concerns, new sustainable integrated resort models, and the way forward to sustaining the southern region

# PA Consulting Group



**Ahmed Hassan**  
**Infrastructure and Development Services**  
123 Buckingham Palace Road  
London SW1W 9SR

Contact: +20 10 500 6768 (Egypt)  
Email: [ahmed.hassan@paconsulting.com](mailto:ahmed.hassan@paconsulting.com)



## MAKING TOURISM MORE SUSTAINABLE: Processes and tools

### Case study:

#### ***Malta: tourism and conservation***

***Tony Ellul***

Malta Environment Planning Authority (MEPA)

### ***Abstract***

The presentation gave a brief outline of the tourism development in the Maltese Islands highlighting the main issues that led to the development of mass tourism with all its problems – coastal degradation, loss of traditional character, destruction of sensitive ecological areas and beach degradation.

After years of rapid development the Islands experienced a decrease in tourism arrivals, leading Government to formulate a tourism plan for the Maltese Islands. The Environment Protection Act and Development Planning Act were important legislation which ensured that development was planned and respects environmental resources, even though in certain cases planning policies have not been so effective in ensuring the protection of certain coastal areas and sensitive ecological areas.

The Carrying Capacity Study prepared by the Ministry of Tourism was an important step in determining thresholds, even though there were occasions when such thresholds were exceeded. The Malta Environment and Planning Authority's (MEPA) Tourism Topic Paper has also highlighted the main issues to be addressed in terms of tourism development and spatial planning. Some issues include the development of rural tourism, beach management, development of tourist accommodation as well as attractions.

Despite some individual actions the concept of sustainable tourism development still finds some difficulty in becoming a role concept in the development of tourism. The tourism industry is a strong lobby force and this slows down attempts, through plans and policies, to instill a culture towards sustainable development.

The experience of Malta in this regard should show what is to be avoided in developing tourism, what instruments should be in place to achieve convergence between social, environmental and economic interests with regard to tourism development as well as provide suggestions that should lead towards a more sustainable development of this sector.

### **Biography**

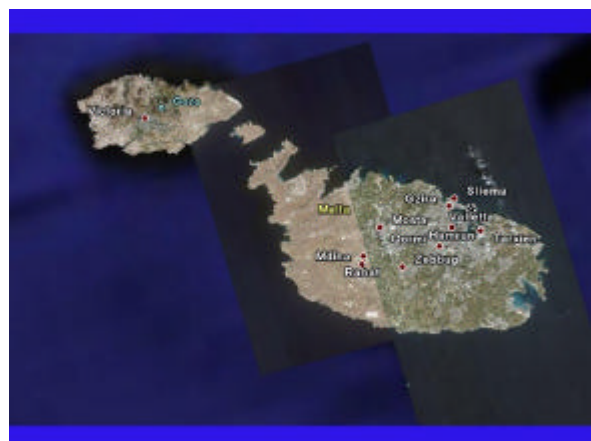
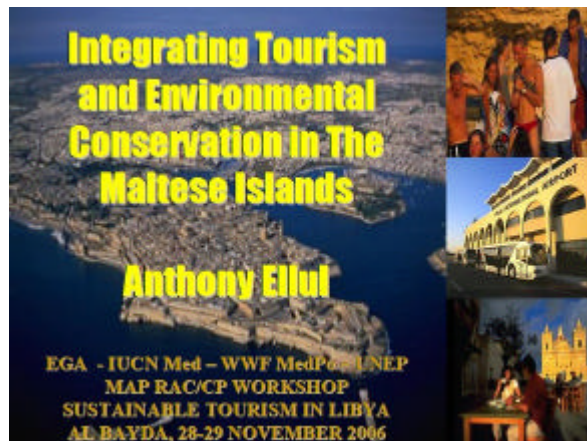
**Anthony Ellul** is a planner employed by Malta Environment and Planning Authority (MEPA) as Team Manager responsible for the South Malta Local Plan and the Marsaxlokk Bay Local Plan. He was also responsible for the preparation of the Tourism Topic Study.

Anthony has developed a specialization in tourism planning, having worked for some years for the Department of Tourism, and has lectured at the University of Malta on this subject. Between 1993 and 1999 he formed part of a Committee of a Group of Specialists on Tourism and Environment of the Council of Europe and was commissioned to prepare two reports on Tourism and Environment in European countries. During this period he was also asked to present papers on aspects related to tourism planning and sustainable tourism development at various seminars/conferences in Berlin, Majorca and Cyprus.

Between 2000 and 2003, Anthony participated in and co-coordinated the finalization of the report on the Systemic Sustainability Analysis Project now called IMAGINE as part of the CAMP (Malta) Project together with Blue Plan. This related to the formulation of Sustainability Indicators and forecasting through stakeholder participation.

In 2002 he was engaged as a consultant in the Council of Europe to prepare a report with regard to the impacts of the tourism development proposed in the Akamas Peninsula. He works closely with the Blue Plan with regard to the preparation of reports relating to tourism development in the Mediterranean. He also forms part of Blue Plan's group of experts on tourism.

Anthony's academic qualifications include a Masters of Science in Environmental Management and Planning from the University of Malta, a postgraduate Diploma in Environmental Management and Planning from the University of Malta and a Bachelor of Arts (Hons) in Business Management from the University of Malta.



**Arrivals in 1959 - 12,583**  
**2005 - 1,170,610**

**Earnings in 1959 - Lm 745,000 (1,836,000 euros)**  
**2005 - Lm 430 m (1 billion euros)**

**Employees (\*) in 1959 - 505**  
**2005 (Sept) - 8360**

**Tourist beds in 1959 - 1218**  
**2005 - 40,040**

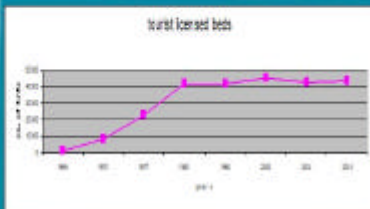
**Tourism currently contributes about 19% to exports of goods and services a decrease from 25.1% in 1990**

**(\*) in hotels and catering establishments**





**Tourist beds**  
**1959 – 1,218**  
**1970 – 7,935**  
**1977 – 22,714**  
**1980 – 42,090**  
**1990 – 41,439**  
**2000 – 45,688**  
**2004 – 43,170**  
**2005 – 44,000**



### Early Years (1959 - 1970)

- Tourism identified as one of the main economic sectors with industry and agriculture
- British are the main market
- Beaches the main product
- Arrivals grew at an annual rate of 114%
- Seasonal pattern becoming evident and peaking in summer



### Mass Tourism Years (1971 - 1986)

- Setting up of Air Malta in 1973, Ministry of Tourism (1976) and the NTOM (1977)
- Arrivals 1971 – 1980 (30.8% per annum), 1980 – 1986 (+3.5% per annum)
- Concentration of tourists in summer months
- British market increases (76% in 1980)
- Departure of British services in 1979
- Forward Booking Rate (FBR) in 1985
- Resorts expanded rapidly with developments happening close to the main beaches



### The Planning Years (1987 onwards)

- Arrivals 1986 – 2000 (7% per annum), 1996 – 2005 (1.2% per annum)
- The Tourism Development Plan (1989)
- Diversification, Decrease seasonality, Product Development
- Cruise, Conference/Business, Religious tourism, Sports tourism (diving), cultural tourism, Senior citizen, language schools.



### The Planning Years (1987 onwards)

- Environment Protection Act (1991) and Development Planning Act (1992)
- The Structure Plan for the Maltese Islands (1992)
- Malta Travel and Tourism Services Act (1999) & setting up of the Malta Tourism Authority (1999)
- Economic Impact Study and Carrying Capacity

### ENVIRONMENTAL ISSUES

- ❖ Development along sensitive coastal areas



### ENVIRONMENTAL ISSUES

- ❖ Pressure on infrastructure



### ENVIRONMENTAL ISSUES

- ❖ Transformation of the local urban character



### ENVIRONMENTAL ISSUES

- ❖ Loss of sandy beaches



### ENVIRONMENTAL ISSUES

- ❖ Threat to ecologically sensitive areas



### ENVIRONMENTAL ISSUES

- ❖ Pollution in the vicinity of bathing waters



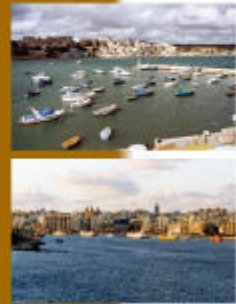
## ENVIRONMENTAL ISSUES

- ❖ Lack of visitor management at heritage sites



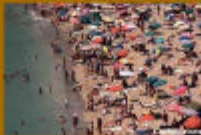
## ENVIRONMENTAL ISSUES

- ❖ Over development of sites



## ENVIRONMENTAL ISSUES

- ❖ Seasonal pressures on specific localities



## Tourism and Environmental Conservation

- ❖ Planning – Zoning



## Tourism and Environmental Conservation

- ❖ Planning – Policy Guidance

Golf Course Development Policy paper;  
Development in Urban Conservation Areas;  
Agriculture, Farm Diversification and Stables.



## Tourism and Environmental Conservation

- ❖ Planning – Local Plans

A number of policies in Local Plans provide guidance with regard to the location of tourism development whilst providing guidance on the development of new tourism products e.g. heritage and rural tourism

Development briefs also provide guidance for development of specific sites.



## Tourism and Environmental Conservation

### ❖ Planning – Planning and Development Parameters

These provide guidance with regard to design, site planning as well as space requirements for tourist accommodation facilities e.g. landscaping, parking and site coverage.

These parameters also make a distinction between development in urban areas and rural areas.



## Tourism and Environmental Conservation

### ❖ Legislation – Environmental Impact Assessment Regulations

Construction of yacht marina for more than 200 vessels;

Construction of a new hotel having:

- more than 500 beds or gross floor area of more than 20,000 sq m, or site area of more than 5 ha –full EIA

- between 60 – 500 beds or gross floor area of more than 2000 sq m – Environmental Planning Statement

Public Hearing



## Tourism and Environmental Conservation

### ❖ Legislation – Scheduling

Urban Conservation Areas;

Specific listed buildings;

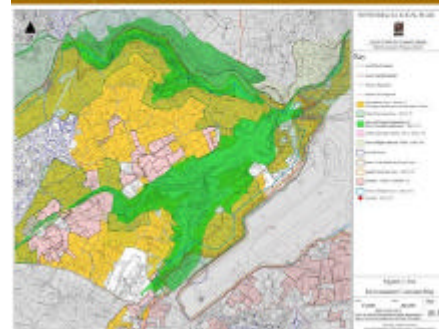
Archaeological Areas;

Areas of Ecological Importance;

Areas of Scientific Importance.



## Tourism and Environmental Conservation



## Tourism and Environmental Conservation

### ❖ Voluntary Schemes – Hotel certification

Eco-certification is a scheme, which assists hotels to reduce their impact on the environment, through more efficient utilisation of resources, such as energy and water; improved waste management techniques and the introduction of environmental management systems



## Tourism and Environmental Conservation

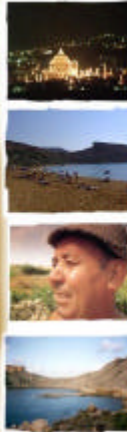
Statistics:

- 33 establishments (14,488 beds) received training. These represent:
  - 16%+ of establishments in Maltese islands
  - 36%+ of national bed stock
- 21 establishments (9,949 beds) were Eco-certified
  - 69% of 5\* bed stock
  - 22% of 4\* bed stock
  - 19% of 3\* bed stock



## Tourism and Environmental Conservation

Area	Project	Cost	Comments
1	1.1	1.1	1.1
2	2.1	2.1	2.1
3	3.1	3.1	3.1
4	4.1	4.1	4.1
5	5.1	5.1	5.1
6	6.1	6.1	6.1
7	7.1	7.1	7.1
8	8.1	8.1	8.1
9	9.1	9.1	9.1
10	10.1	10.1	10.1
11	11.1	11.1	11.1
12	12.1	12.1	12.1
13	13.1	13.1	13.1
14	14.1	14.1	14.1
15	15.1	15.1	15.1
16	16.1	16.1	16.1
17	17.1	17.1	17.1
18	18.1	18.1	18.1
19	19.1	19.1	19.1
20	20.1	20.1	20.1
21	21.1	21.1	21.1
22	22.1	22.1	22.1
23	23.1	23.1	23.1
24	24.1	24.1	24.1
25	25.1	25.1	25.1
26	26.1	26.1	26.1
27	27.1	27.1	27.1
28	28.1	28.1	28.1
29	29.1	29.1	29.1
30	30.1	30.1	30.1
31	31.1	31.1	31.1
32	32.1	32.1	32.1
33	33.1	33.1	33.1
34	34.1	34.1	34.1
35	35.1	35.1	35.1
36	36.1	36.1	36.1
37	37.1	37.1	37.1
38	38.1	38.1	38.1
39	39.1	39.1	39.1
40	40.1	40.1	40.1
41	41.1	41.1	41.1
42	42.1	42.1	42.1
43	43.1	43.1	43.1
44	44.1	44.1	44.1
45	45.1	45.1	45.1
46	46.1	46.1	46.1
47	47.1	47.1	47.1
48	48.1	48.1	48.1
49	49.1	49.1	49.1
50	50.1	50.1	50.1
51	51.1	51.1	51.1
52	52.1	52.1	52.1
53	53.1	53.1	53.1
54	54.1	54.1	54.1
55	55.1	55.1	55.1
56	56.1	56.1	56.1
57	57.1	57.1	57.1
58	58.1	58.1	58.1
59	59.1	59.1	59.1
60	60.1	60.1	60.1
61	61.1	61.1	61.1
62	62.1	62.1	62.1
63	63.1	63.1	63.1
64	64.1	64.1	64.1
65	65.1	65.1	65.1
66	66.1	66.1	66.1
67	67.1	67.1	67.1
68	68.1	68.1	68.1
69	69.1	69.1	69.1
70	70.1	70.1	70.1
71	71.1	71.1	71.1
72	72.1	72.1	72.1
73	73.1	73.1	73.1
74	74.1	74.1	74.1
75	75.1	75.1	75.1
76	76.1	76.1	76.1
77	77.1	77.1	77.1
78	78.1	78.1	78.1
79	79.1	79.1	79.1
80	80.1	80.1	80.1
81	81.1	81.1	81.1
82	82.1	82.1	82.1
83	83.1	83.1	83.1
84	84.1	84.1	84.1
85	85.1	85.1	85.1
86	86.1	86.1	86.1
87	87.1	87.1	87.1
88	88.1	88.1	88.1
89	89.1	89.1	89.1
90	90.1	90.1	90.1
91	91.1	91.1	91.1
92	92.1	92.1	92.1
93	93.1	93.1	93.1
94	94.1	94.1	94.1
95	95.1	95.1	95.1
96	96.1	96.1	96.1
97	97.1	97.1	97.1
98	98.1	98.1	98.1
99	99.1	99.1	99.1
100	100.1	100.1	100.1



## Tourism and Environmental Conservation

Electricity - average of 4% reduction per bed-night

Water - average of 18% reduction per bed-night

Fuel - average of 4% reduction per bed-night

Gas - average of 6% reduction per bed-night



## Tourism and Environmental Conservation

### ❖ Management – Visitor management initiatives

Interpretation of heritage sites;  
Management Plans for Special Areas of Conservation;



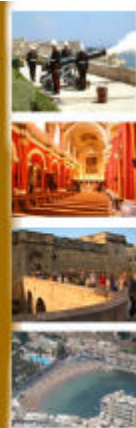
## Policy Formulation and Planning

A Draft Tourism Policy has been drafted and is in the process of being published for consultation;

A Strategic Tourism Plan has also been drafted covering the period 2006 – 2009 and will be issued shortly;

A National Tourism Plan covering the period 2006 – 2011 will be prepared and issued next year;

Tourism Inter-Ministerial Committee chaired by Prime Minister



## Ensuring a Sustainable Tourism Development

- Establish role of tourism in overall economy at national, regional and local levels;
- A gradual approach to tourism development;
- Integrated planning which ensures that tourism development takes account of other development sectors and vice versa;
- An Environmental and Community Approach to tourism development;
- Ensure participation of all stakeholders in decisions



## Ensuring a Sustainable Tourism Development

- Identify tourism roles for tourism areas based on their comparative advantages;
- Develop tourism products which take account of the carrying capacities of the region/localities
- Training and Education;
- Tourism policies that promote environmental conservation;
- Real political commitment to sustainable development and sustainable tourism development

