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HANDBOOK FOR LEARNERS



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Module 1 – Personal Growth and Motivation

LEARNING OUTCOMES	<ul style="list-style-type: none"> ● Build self-confidence and self-esteem ● Develop motivation and perseverance
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> ● Self-reflection, coaching, goal-setting
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> ● Set personal development goals. ● Explore motivation techniques.
TOTAL DURATION	<ul style="list-style-type: none"> ● 7 hours

ACTIVITIES	DURATION
A.1 From Self-Esteem to Business Success: African Women in Hospitality	1 Hr 30 min
A.2 Personal Empowerment Workshop	2 Hr
A.3 Inspirational Mentorship Session	1 Hr 30 min
A.4 Goal Visualisation Workshop	2 Hr

MAIN CONCEPTS

These are the key concepts you will need to keep in mind during this module.

1. Self-Esteem

Self-esteem is the subjective evaluation that a person has of oneself. In the context of entrepreneurship, healthy self-esteem can be a crucial factor in facing challenges, making decisions, and persevering in the face of adversity. A high level of self-esteem is associated with greater resilience and a willingness to take risks.



2. Self-efficacy

Was first introduced by psychologist Bandura in 1997. The expectation of ourselves and our self-efficacy will determine the effort that will be expended in the proceeds, and the way to face obstacles and aversive experiences we will encounter in the process. This term refers to the personal belief in the ability to successfully perform a specific task. In the context of entrepreneurship, self-efficacy can influence decision-making, planning, and the execution of entrepreneurial actions. An entrepreneur with high self-efficacy tends to face challenges more effectively.

Therefore, increasing self-perception as well as self-esteem and self-efficacy will influence our performance, so knowing the impact of the self-efficacy in our processes can help them to influence our thoughts and cognitive process (Bandura 1997).

3. Resilience

Resilience is the ability to recover from adversity and learn from difficult experiences. In entrepreneurship, resilience can be essential to overcome failures and maintain a positive mindset. Solid self-esteem and high self-efficacy can contribute to developing resilience.

4. Growth Mindset

A growth mindset refers to the belief that skills and intelligence can be developed through effort and dedication. A growth mindset is linked to greater perseverance and resilience, which are essential in the entrepreneurial world.

5. Impostor Syndrome

Impostor syndrome is a psychological phenomenon where individuals, despite having significant achievements and evidence of competence, experience persistent fear of being exposed as frauds or incapable. People suffering from this syndrome often attribute their successes to luck or external factors, while internalising failures as evidence of their supposed lack of ability. The Impostor Syndrome is more common in women, and it was first conceptualised by psychologists Pauline Clance and Suzanne Imes in 1978 in their article "The Impostor Phenomenon in High Achieving Women: Dynamics and Therapeutic Intervention".

How it can affect entrepreneurship

Impostor syndrome can have significant impacts on entrepreneurship in various ways:

- **Self-sabotage:** Entrepreneurs affected by impostor syndrome may self-limit, avoiding taking on leadership roles or rejecting growth opportunities out of fear of being exposed as frauds.



- **Lack of confidence:** Lack of confidence in one's abilities can hinder decision-making and the execution of business strategies, negatively affecting business progress and performance.
- **Fear of failure:** Constant fear of being exposed as an impostor can increase the fear of failure, leading to risk aversion. Successful entrepreneurs often need to take calculated risks, and impostor syndrome can hinder this process.
- **Challenges in professional relationships:** Lack of confidence can influence the ability to establish strong and collaborative professional relationships, which are crucial in the business world.

6. Mindfulness

Mindfulness is a mental practice that involves consciously and deliberately paying attention to the present moment without judgement. It focuses on observing thoughts and sensations without getting caught up in them. This technique, derived from Buddhist teachings, has been adopted in Western contexts and is used to reduce stress, improve concentration, and promote emotional well-being.

One of the fundamental practices in mindfulness is mindful breathing. It involves directing full attention to the breath, observing the flow of inhalation and exhalation. This not only provides an anchor to the present moment but also helps calm the mind and develop greater awareness of the body and mind.

Relationship with Entrepreneurship

The practice of mindfulness can be valuable for entrepreneurs in various aspects:

- **Stress management:** Entrepreneurship involves constant challenges and pressures. Mindfulness can be an effective tool for managing stress, enhancing entrepreneurs' ability to stay calm and make informed decisions.
- **Focus and concentration:** Mindfulness develops the ability to concentrate on the current task, improving efficiency and productivity. This is essential in the entrepreneurial environment where multitasking and distractions are common.
- **Decision making:** Mindfulness can assist entrepreneurs in making informed decisions by allowing them to assess situations from a balanced and objective perspective.
- **Resilience:** Mindfulness fosters emotional resilience, helping entrepreneurs face inevitable challenges and failures with a more positive and adaptive mindset.
- **Improved workplace relationships:** Mindfulness can contribute to healthier workplace relationships by enhancing communication and empathy, crucial aspects in collaborative entrepreneurial environments.



By incorporating mindfulness into their daily routine, entrepreneurs can cultivate a more balanced and centred mindset, which can have positive impacts on their personal well-being and the long-term success of their ventures.

7. Goal Visualisation

Goal visualisation is a mental technique involving vividly and detailed imagining the achievement of specific goals. By using the mind to create clear and positive images of desired objectives, it aims to influence perception, attitudes, and behaviours, paving the way for releasing those goals in reality.

Importance for entrepreneurship:

- **Clarity of objectives:** Visualisation helps entrepreneurs define and clarify their business goals. By vividly imagining future success, a clear guide is established that directs daily actions and decisions.
- **Motivation and focus:** Effective visualisation can increase motivation by generating an emotional connection with the objectives. This sustained motivation drives the focus and dedication necessary to overcome obstacles and persevere in entrepreneurship.
- **Stress Reduction:** Regular practice of positive visualisation can reduce stress by providing entrepreneurs with a positive and constructive mental space. This contributes to a more balanced and resilient mental state.
- **Development of Confidence:** Successful visualisation reinforces confidence in one's abilities. By visualising the achievement of goals, entrepreneurs strengthen their belief that they can overcome challenges and achieve success.
- **Positive Mental Programming:** Positive visualisation acts as a form of mental programming, influencing the subconscious mind to work towards the realisation of set goals. This can improve self-image and self-efficacy.



ASSESS YOURSELF...

Template of “Soft Skills Assessment”

Instruction: evaluate your skills being 1- poor, 5- excellent. Add as many rows as necessary.

Soft-skill	1	2	3	4	5
Adaptability					
Communication					
Confidence					
Creativity					
Critical thinking					
Curiosity					
Decision-making					
Emotional intelligence					
Leadership					
Negotiating skills					
Networking					
Problem-solving					
Resilience					
Self-awareness					
Self-efficacy					
Strategic thinking					
Teamwork					
Time management					
Other:					
Other:					

Table 1. Template of “Soft Skills Assessment”

Think about these questions and then, continue with activity 3 of the Module 1.

- How did you learn this skill?
- How do you see it as a strength?
- In what situations do you use this skill?



TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

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Module 2: Foundation of Sustainable Tourism and Hospitality

LEARNING OUTCOMES	<ul style="list-style-type: none"> ● Understand the principles of sustainable tourism and ethical thinking ● Understand Sustainable Tourism: Learn about sustainable tourism's key aspects and its benefits to economy, society, and environment. ● Apply Ethics: Use ethical principles to guide decisions in tourism for the good of the industry and communities. ● Engage Communities: Acknowledge how local communities contribute to and thrive from sustainable tourism. ● Awareness of Impacts: Recognize how tourism affects culture and the environment and work towards positive outcomes. ● Learn Sustainability Practices: Acquire skills to implement eco-friendly and community-supportive practices in tourism businesses. ● Promote Inclusivity: Grasp the significance of gender equality and inclusivity in enriching the tourism sector.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> ● Lectures, case studies, group discussions
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> ● Analyse case studies of sustainable tourism practices ● Discuss ethical dilemmas in the hospitality industry
TOTAL DURATION	<ul style="list-style-type: none"> ● 5 hours

ACTIVITIES	DURATION
A.1 Introduction to Sustainable Tourism and Key Principles of Sustainable Tourism	40 min
A.2 Examples of Sustainable Tourism Initiatives	1 Hr
A.3 Real-life Examples of Ethical Dilemmas in Tourism	1 Hr



A.4 Group Work - Analysing Scenarios	80 min
A.5 Presentation of the Analysis, Recap of the Module and Q&A	1 Hr

MAIN CONCEPTS

Sustainable Tourism

1. What is sustainable tourism and hospitality?

Sustainable tourism balances economic growth, social inclusivity, and environmental protection to ensure tourism remains viable for future generations. It seeks to provide meaningful experiences for visitors while maximising benefits for local communities and minimising negative impacts on cultural heritage and the environment (World Tourism Organisation, 2019).

1.1. The triple bottom line: economic, social, and environmental sustainability

This concept emphasises the importance of considering economic viability, social equity, and environmental stewardship in tourism practices. It encourages the assessment of tourism's impacts across these three critical sustainability pillars.

1.2. Relevance and importance of sustainable practices specifically in Sub-Saharan Africa

In Sub-Saharan Africa, sustainable tourism is crucial due to the region's rich biodiversity, cultural heritage, and the potential for tourism to drive economic development and conservation efforts. Sustainable practices are of paramount importance in this region due to several reasons:

- **Biodiversity Conservation:** Sub-Saharan Africa hosts some of the world's most iconic wildlife and natural landscapes. Sustainable tourism practices are essential to preserve these fragile ecosystems and protect endangered species (Honey, 2008).
- **Economic Benefits:** Sustainable tourism can serve as a significant source of income and employment for local communities. It has the potential to contribute to poverty reduction and economic development (Ashley et al., 2001).
- **Cultural Preservation:** Many communities in Sub-Saharan Africa have unique cultural traditions. Sustainable tourism can provide opportunities for cultural preservation and empowerment of indigenous peoples (United Nations, 2017).



2. Principles of Sustainable Tourism

Key principles include minimising negative impacts, enhancing cultural awareness and respect, providing positive experiences for both visitors and hosts, generating economic benefits for local communities, and conserving natural resources.

3. Ethical Thinking in Tourism and Hospitality

This involves adhering to moral principles that ensure fairness, honesty, and respect for people and the planet in tourism practices. It includes responsible tourism that minimises negative impacts and promotes positive contributions to conservation and community well-being.

- **Responsible Tourism:** Ethical tourism means making travel choices that protect destinations, honour local cultures, and uplift communities economically, focusing on environmental care, cultural respect, and social justice.
- **Ethical Business Practices:** In hospitality, this involves treating staff fairly, complying with labour laws, sourcing responsibly, setting transparent prices, and ensuring guest safety and comfort.
- **Community Engagement:** Ethical thinking includes involving local communities in tourism planning to ensure broad benefits, not just for a few.
- **Environmental Stewardship:** Ethical tourism advocates for protecting the environment through waste reduction, energy efficiency, and conservation activities.
- **Cultural Respect:** Ethical tourism respects host communities' cultural heritage and promotes engaging with local traditions in a considerate manner.

4. Community Engagement and Empowerment

4.1. Role of local communities in sustainable tourism and hospitality

Engaging local communities in tourism planning and development is essential for creating authentic experiences and ensuring that tourism delivers real benefits to local people.

Their roles include:



- **Cultural Ambassadors:** Local communities are often the keepers of unique cultural traditions, practices, and art forms. Their active involvement in tourism allows travellers to engage with and learn from these rich cultural experiences.
- **Economic Contributors:** Through tourism-related activities, local communities can generate income, create jobs, and stimulate economic growth in their regions. This income can be reinvested in community development initiatives.
- **Environmental Stewards:** Local communities are often the custodians of natural resources and biodiversity-rich areas. Their engagement in sustainable tourism practices can help protect these environments for future generations.

Some examples of successful stories of community-led tourism initiatives in South Africa, Uganda and Malawi.

Local communities play a crucial role in sustainable tourism as cultural ambassadors, economic contributors, and environmental stewards. They share their traditions, create jobs, and protect nature, benefiting from tourism while preserving their heritage and environment.

Success Stories:

- South Africa: The !Khwatla San Cultural and Education Centre showcases San culture, supporting their community's livelihood and heritage conservation.
- Uganda: The Nkuringo Cultural Centre and Ruhija Community Rest Camp offer cultural experiences and eco-tourism, respectively, promoting local culture and supporting community development.
- Malawi: Nanchengwa Cultural Village and Majete Wildlife Reserve involve communities in cultural tourism and conservation, enhancing livelihoods and environmental awareness.

Main challenges and opportunities for women in the community.

While women in Sub-Saharan communities have contributed significantly to sustainable tourism and hospitality, they also face unique challenges and opportunities:

Challenges:

- **Gender Inequality:** Traditional gender roles can limit women's access to leadership roles and decision-making in community-based tourism initiatives.



- **Access to Resources:** Women may face challenges accessing resources, financing, and training opportunities to engage fully in tourism enterprises.

Opportunities:

- **Empowerment Through Tourism:** Tourism can be a vehicle for empowering women by providing income-generating opportunities, leadership roles, and skills development.
- **Cultural Interactions:** Women often play central roles in cultural experiences, offering tourists insights into local traditions and customs.
- **Education and Awareness:** Tourism can raise awareness about gender equality, leading to improved opportunities and support for women in communities.

5. Cultural Preservation and Tourism

Tourism's impact on local cultures and heritage can be both enriching and damaging. It's important to balance tourism development with cultural preservation. Positive effects include cultural exchanges that foster understanding and the use of tourism revenue for maintaining cultural sites. However, negative impacts like cultural erosion and stereotyping also occur.

5.1. Key Principles for Responsible Tourism

- **Cultural Sensitivity:** Tourists should respect local traditions, learn basic local phrases, and seek consent before taking photographs.
- **Heritage Conservation:** Support is needed for the careful treatment of cultural and historical sites to prevent damage.

5.2. Promoting Cultural Preservation

- **Community Initiatives:** Support local efforts to share cultural heritage with tourists.
- **Cultural Activities:** Host workshops and festivals that celebrate local traditions and crafts.
- **Education:** Offer programs that inform tourists about local history and cultural importance.
- **Support Local Artisans:** Encourage the purchase of local handicrafts to support traditional skills and provide economic benefits.



6. Environmental Sustainability in Tourism

Sub-Saharan Africa, with its unique ecosystems like savannas and rainforests, faces environmental challenges that tourism needs to address for sustainability. Protecting diverse wildlife, managing resource scarcity, and building resilience against climate change are key focuses. Sustainable practices include:

- **Conserving Biodiversity:** Protect wildlife from threats like poaching, and support ethical wildlife tourism.
- **Managing Resources:** Promote conservation of water and energy, and use renewable energy where possible.
- **Adapting to Climate Change:** Implement eco-friendly practices and infrastructure to withstand climate impacts.

Reducing Environmental Impact:

- **Wildlife Conservation:** Support ethical animal viewing.
- **Waste Management:** Reduce, recycle, and educate on waste management in tourism facilities.
- **Energy and Water Conservation:** Use efficient appliances and conserve water to lessen tourism's environmental footprint.

Engaging in Conservation:

- **Educational Tours:** Teach tourists about conservation through guided tours.
- **Volunteer Opportunities:** Offer tourists ways to participate in conservation efforts.
- **Community Collaboration:** Work with local communities on environmental preservation projects.

7. Sustainable Business Practices

7.1. Examples of sustainable business models and practices in tourism and hospitality

Sustainable business practices in tourism and hospitality involve integrating environmental, social, and economic sustainability into operations. This includes:



- **Eco-friendly Accommodations:** Implementing energy-efficient lighting, heating, and cooling systems, as well as water-saving measures. Utilising renewable energy sources and eco-friendly building materials for new constructions.
- **Responsible Tourism Activities:** Offering responsible and low-impact tour and activity options. For example, wildlife viewing that adheres to ethical guidelines or nature-based experiences that educate visitors about the environment.
- **Local Sourcing:** Procuring goods and services locally to support the regional economy and reduce carbon footprints associated with transportation.
- **Cultural Preservation:** Incorporating cultural preservation efforts into business practices, such as hiring local artisans for decor or selling locally made crafts in gift shops.
- **Employee Well-being:** Ensuring fair wages, safe working conditions, and opportunities for professional development for employees. Promoting diversity and inclusion within the workforce.

7.2. Some tools and resources for implementing sustainable practices

To assist businesses in implementing sustainable practices, a range of tools and resources can be provided:

- **Sustainability Guidelines:** Developing clear and comprehensive sustainability guidelines that outline best practices and standards for businesses to follow.
- **Training and Workshops:** Offering training sessions and workshops for business owners, managers, and employees on sustainable practices, including waste reduction, energy efficiency, and responsible tourism.
- **Certification Programs:** Encouraging participation in recognised certification programs, such as Green Key or EarthCheck, that assess and verify a business's sustainability efforts.
- **Sustainable Supply Chain Management:** Educating businesses about sustainable supply chain practices, including responsible sourcing of products and services.
- **Environmental Impact Assessment:** Providing tools for businesses to assess their environmental impact and track progress over time.
- **Marketing Support:** Assisting businesses in promoting their sustainable practices to attract eco-conscious travellers and differentiate themselves in the market.

8. Gender Equality in Tourism and Hospitality

8.1. What is the current state of gender equality in the sector within Sub-Saharan Africa?



Gender equality in the tourism and hospitality sector in Sub-Saharan Africa is an evolving landscape. It's important to examine the current state, which may include the following aspects:

- **Gender Disparities:** Highlight gender disparities in job opportunities and leadership roles within the industry. Discuss how women may be underrepresented in managerial positions, particularly in rural areas.
- **Wage Gaps:** Address wage gaps between male and female employees, emphasising the need for equal pay for equal work. Examine how gender affects earning potential within the sector.
- **Gender-Based Discrimination:** Discuss instances of gender-based discrimination, harassment, or bias that may exist within the workplace.
- **Female Entrepreneurship:** Explore the presence and success of female entrepreneurs in tourism and hospitality, highlighting their contributions to the sector.

Let's talk about strategies and initiatives that promote female empowerment and participation!

To promote gender equality in the sector, it's essential to share strategies and initiatives that empower women:

- **Training and Skill Development:** Offer training programs and skill development opportunities that enhance the qualifications and confidence of women in the industry.
- **Mentorship and Networking:** Encourage mentorship programs where experienced women can guide and support newcomers. Promote networking events and platforms for women to connect and share experiences.
- **Leadership Training:** Provide leadership training programs to prepare women for managerial and decision-making roles.
- **Gender-Inclusive Policies:** Advocate for gender-inclusive policies within tourism and hospitality organisations, including equal opportunities, anti-discrimination measures, and family-friendly policies.
- **Support for Female Entrepreneurs:** Offer financial support, business training, and access to resources for women interested in starting their tourism or hospitality businesses.

Some ideas to encourage open discussion about challenges and opportunities for women in the field:



- **Roundtable Discussions:** Organise roundtable discussions or forums where industry professionals, both women and men, can openly discuss gender-related issues.
- **Gender Equality Workshops:** Host workshops and seminars that raise awareness about gender inequality and encourage dialogue on potential solutions.
- **Storytelling and Role Models:** Share success stories of women who have excelled in the sector as role models, inspiring others and showcasing the possibilities for women in tourism and hospitality.
- **Surveys and Research:** Conduct surveys and research to gather data on the experiences and perspectives of women in the industry, providing valuable insights for policymaking.

KEYWORDS

- **Sustainable Tourism:** Tourism that benefits local communities, preserves culture, and protects the environment.
- **Economic, Socio-cultural, Environmental Pillars:** The three main aspects of sustainable tourism that ensure balanced development.
- **Ethical Thinking:** Making decisions that are fair and respectful to all parties involved.
- **Tourism and Hospitality:** Industries that provide travel, accommodation, and related services.
- **Empowerment of Young Women:** Providing young women with the tools and confidence to take control of their lives and careers.
- **Challenges and Solutions:** Identifying and overcoming obstacles specific to young women in Sub-Saharan Africa.
- **Collaborative Problem-Solving:** Working together to find solutions to common challenges.
- **Real-world Scenario Analysis:** Applying theoretical knowledge to practical situations.
- **Sub-Saharan Africa:** The region of Africa located south of the Sahara Desert.

RECAP FOR LEARNERS

Let's review the key points once more to ensure that you have everything necessary to progress.

Sustainable Tourism:

We started by diving into Sustainable Tourism, exploring how it's all about creating a positive impact on local communities, preserving cultural heritage, and protecting our precious environment. Remember, it stands on three pillars: economic, socio-cultural, and environmental.



Ethical Thinking in Tourism:

Next, we tackled Ethical Thinking in Tourism and Hospitality. It's crucial to make decisions that are fair and respectful to everyone involved. We looked at real-life situations and discussed how young women, in particular, can play a significant role in making ethical choices.

Empowering Young Women:

A major focus of today's session was on Empowering Young Women in Tourism. We talked about the unique challenges faced by women in Sub-Saharan Africa and brainstormed potential solutions. Remember, empowerment is all about giving you the tools and confidence to take control of your future.

Group Work and Real-world Application:

In our group activity, we analysed the "Empowering Local Artisans" scenario. You all did an amazing job of applying what we've learned to a real-world situation, demonstrating excellent collaborative problem-solving skills.

Conclusion and Looking Ahead:

To wrap up, we revisited the main points of the module, emphasising the importance of sustainable tourism practices and the empowerment of young women in the field. Remember, what you've learned today is a stepping stone to making a real impact in your community and the wider world.

Keep up the great work, stay curious, and I can't wait to see what you'll achieve next!

TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

World Tourism Organisation (2019). Global Report on Women in Tourism 2019: <https://www.e-unwto.org/doi/pdf/10.18111/wtobarometereng.2019.17.1.1>



Module 3: Initiative and Project Planning

LEARNING OUTCOMES	<ul style="list-style-type: none"> ● Develop initiative and proactive thinking ● Learn effective project planning and management ● Describe the strategic objectives to achieve and define the activities to be undertaken ● Have knowledge of management tools used in strategic planning such as the business plan ● Manage the daily activities to ensure the sustainability of the company
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> ● Interactive workshops, group planning exercises
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> ● Create a project plan for a sustainable tourism initiative ● Create a list of links to relevant authorities in terms of registration, policies, licensing, taxes, etc. ● Develop and present project timelines and milestones
TOTAL DURATION	<ul style="list-style-type: none"> ● 7 hours

ACTIVITIES	DURATION
A.1 Short lecture: Importance of initiative and being proactive in the tourism and hospitality industry	30 min
A.2 Case study analysis: Facilitator shares two case studies and analyses them to show initiative, problem solving and proactivity in the tourism and hospitality industry	1 Hr
A.3 Problem solving: Each individual participant picks an issue or problem they have observed in the tourism sector in their home country. Propose an initiative to undertake as a solution to the problem.	30 min
A.4 Interactive lecture: Project planning and management. Project Life Cycle Illustration	1 Hr



A.5 Group Work: Participants work in groups of two, pick an initiative from the previous exercise and break it down into strategic objectives and project activities	45 min
A.6 Project management tools: Business plan, budget, work plan, stakeholder analysis	1 Hr
A.7 Individual work: Create a brief business plan with a budget and a work plan (the work plan should include proposals for stakeholder engagement) for the initiative proposed in the problem-solving assignment	2 Hr
A.8 Conclusion	15 min

MAIN CONCEPTS

Understanding Initiatives and Projects

1. Taking Initiative and Being Proactive in Project Planning

1.1. Understanding Initiative and Being Proactive

Initiative is work behaviour that is characterised by its self-starting nature, its proactive approach and by being persistent in overcoming difficulties that arise in pursuit of a goal.

It is an important self-management skill for young entrepreneurs. It involves doing things that need to be done without being asked, solving problems that others may not even notice, and pursuing learning and growth. Initiative can be used for personal growth, business expansion and in community service. As a business person, initiative will allow you to get ahead of the competition and ensure that you are a mover and a shaker in your sector because it involves turning ideas into action through creativity, innovation and risk taking as well as the ability to plan and manage projects.

How to develop initiative and proactive thinking

1. Spot opportunities and potential improvements; take initiative by spotting and acting promptly on opportunities. Oftentimes opportunities may present themselves as challenges.
2. Always be on the lookout for gaps in the sector, in other words, find problems that you can solve.

An entrepreneur can do this by asking the following questions:



- What would our customers want us to improve? How can we make their experience better?
How can we improve quality?
- Who else can we help in the industry by using our core competencies?
For example, Accor Hotels Group has committed its staff and resources to a programme that aims at preventing child abuse at its hotels in over 90 countries where it operates. The programme is called We Act Together for Children (WATCH).
- What issues/ small problems do we have that could grow into big ones?
- What slows down work or makes it more difficult? What do we often fail to achieve?
- Where do we have bottlenecks/ What is frustrating to people on our team?

Importance of Initiative and Problem Solving in Tourism and Hospitality

- Service/ product improvement. Problem solving leads to better ways of doing business, removal of challenges for customers and therefore meeting client needs.
- May increase the relevance of the enterprise in the community. For example, a travel business championing an initiative on waste management in game reserves to conserve the environment.
- Business expansion. Initiative can allow for discovery of new products or service offerings as well as sales outlets.

1.2. Understanding Initiatives and Projects

1.2.1. Definition

‘A project is a problem scheduled for a solution.’ Joseph M. Juran

A project is a sequence of tasks that must be completed to attain an outcome which may be called a deliverable.

It is a temporary and unique set of activities that aims to achieve specific objectives within a defined timeframe, budget and scope.

When as an entrepreneur you identify an initiative to work on, there is a need for good project planning to ensure the success of the initiative.



1.2.2. Types of Initiatives and Projects

Projects differ based on why and how they are developed as well as how long they will take to complete. It is not possible to exhaust all the project types that exist. However, they can be categorised as follows.

Duration: Short-term, medium term or long term.

Initiation: Mandatory initiation where the project must be carried out in compliance to regulation and discretionary initiation where a project is carried out as a result of unsolicited internal idea generation.

Business area: Organisation focused (finance, Human Resource, sales). For example, reduce the amount of money spent on stationary by introducing digital systems, or outcome focused (revenue, cost reduction, risk reduction) For example, a food business may want to increase the number of takeaway orders by partnering with a reliable courier service provider.

Product development: New product or product change. For example, a lodge may explore the possibility of adding safari services to their product offering.

1.2.3. Why Projects are developed

As discussed above, there is always a reason a project is initiated. Some of the reasons are:

- A. Market Demand:** Customer preference, when observed, studied, and understood by a businessperson may initiate new projects aimed at meeting specific needs of a particular customer group. For example, a restaurant may want to open to vegan and vegetarian customers. To do this they must understand this segment of clients, learn their food preferences, develop menus and identify source markets. This can be a project that a restaurant owner can undertake to meet the needs of this customer segment and increase patronage.
- B. Strategic Opportunity:** A business may want to position itself profitably in the industry and that may involve product development or improvement that will enable the business to stand out. A business can also take advantage of innovations in information technology for example to reduce costs associated with manual and paper-based business processes.
- C. Social and Environmental Considerations:** Some projects may be initiated as part of corporate social responsibility. Environmental considerations have also become very important for the industry as consumers have become more selective and are opting for



'green' products. Tourism establishments may therefore initiate projects to adopt green options in their product or service offerings. For example, a Mexican restaurant uses digital menus to reduce use of paper and recycles wine bottles into beer mugs/ glasses. Another important social consideration that resulted from the need to reduce the spread of Covid is the use of digital boarding passes in airports and the introduction of self-check-in booths to minimise physical contact.

- D. Regulatory and Legal Requirements:** Every business needs to comply with regulatory requirements relevant in the sector. Sometimes compliance necessitates initiating a project which may involve researching and listing all requirements and developing a plan to satisfy all of them. For example, a restaurant business may be ordered by authorities to comply with industry standards by remodelling their kitchen or building a new one altogether.

1.2.4. Idea Generation and Creative Problem Solving

Ideas are the key to innovation and are necessary for making any kind of improvement. They provide an insight into possible solutions leading to new opportunities. The entrepreneurial journey involves creating new business ideas by exploring different concepts and possibilities to find the best solutions to challenges/ problems. This process is called idea generation/ ideation.

Idea generation is also a critical aspect of problem-solving as it encourages creativity, diversity of thought and exploration of various solutions. During this process, the entrepreneur realises the unavailability of a product/ service, decides to improve certain available products/ services or aims to generate income to cover their expenses.

1.2.5. Why is it important in tourism and hospitality? / Identification of opportunities in the tourism and hospitality industry

In the tourism and hospitality industry, where customer experiences and trends play a pivotal role, idea generation takes on added significance. It becomes a deliberate process of crafting innovative concepts that can elevate guest experiences, enhance service offerings, and align with the dynamic nature of the industry. Entrepreneurs should explore diverse possibilities, consider various hospitality and tourism concepts, and incorporate insights from industry experts and stakeholders, with the aim of adapting their ideas to the evolving preferences of tourists and the unique demands of the market. Idea generation in tourism and hospitality is crucial for staying competitive, attracting customers and enhancing the overall experience for travellers.



1.2.6. Tools and methods for idea generation

- **Mind mapping:** A mind map is a graphical tool that helps organise information, brainstorm ideas, and visualise the relationships between different pieces of information.
- **Brainstorming:** A structured group or individual technique used to generate a large number of ideas quickly.
- **Reverse thinking:** A problem is approached by reversing the typical thought process. Instead of moving forward from the problem to the solution, it involves working backward from the desired outcome to the current situation.
- **The 5W+H method:** The following 6 questions are addressed to get a well-rounded understanding of the idea
 - Who? - Target market
 - What? - The problem being addressed
 - Where? - Potential locations
 - When? - Timing or occasions when the idea can be relevant
 - Why? - Value or importance of the idea
 - How? - Implementation of the idea
- **The SCAMPER method:** Valuable for generating innovative business ideas, refining existing concepts, and identifying opportunities.
 - Substitute elements of existing products/ services.
 - Combine different business models.
 - Adapt product/ service to target different customers.
 - Modify product to stand out in the market.
 - Put to another use. Consider how product/ service can be used in a different market.
 - Eliminate unnecessary feature or aspects of the product or service.
 - Reverse/ rearrange the order of key business processes to see if a new workflow emerges.

1.2.7. The idea selection criteria

The process of selecting ideas involves careful evaluation and consideration to identify the most promising opportunities. The idea selection criteria help entrepreneurs assess the feasibility, viability, and potential success of a business concept. The entrepreneur goes through all ideas and selects the ones that fit. The following key aspects are taken into consideration.

- **Market need:** Successful businesses often solve real problems or fulfil unmet needs. The existence of a strong market demand is a key indicator of potential success. Entrepreneurs



should also stay aligned with trends to enhance the idea's relevance and appeal in the market.

- **Target market:** A clear understanding of the target market ensures that the product or service can be tailored to meet specific customer needs.
- **Feasibility and availability of resources:** Feasibility considers the practical aspects of turning the idea into a viable business, including resources, technology, and infrastructure. Assessing resource requirements helps entrepreneurs determine if they have the capacity to implement the ideas effectively.
- **Scalability:** Entrepreneurs often look for ideas that can be expanded to reach larger markets or offer additional products/ services.
- **Profitability:** Assess revenue streams, costs structures, and potential profit margins.
- **Competitive landscape:** Understanding the competitors helps entrepreneurs position their ideas and identify strategies to gain a competitive edge.
- **Legal and regulatory compliance:** ensuring compliance with laws and regulations is crucial for avoiding legal issues and building a sustainable business.

1.2.8 Idea testing

The process of gathering feedback and insights from potential customers, stakeholders, or target audience to evaluate the feasibility, desirability, and potential success of a business idea. The goal is to validate assumptions, identify strengths and weaknesses, and make informed decisions before investing significant resources in the development of a product or service. This phase is crucial for refining and optimising the business concept.

How do you test an idea/ criterion?

1. Create the simplest version of your product before committing a large budget to the product's full development.
2. Realise the product/ service to target market: to validate the market need.
3. Gather feedback using surveys, interviews or other analytical tools to understand how potential customers/ clients perceive the product/ service.
4. Make adjustments/ improvements based on customer feedback.



2. Project Planning

Project Planning

Project Life Cycle

Key Aspects and Stages in Project Management

- Project scope: Goal, objectives and deliverables
- Team (roles and responsibilities)
- Time and Schedule
- Project costing and budgeting
- Monitoring and Evaluation
- Project Reporting

Once an idea is selected and tested a plan must be put in place to turn the idea into action and results. This will require a plan.

2.1. Definition

Project Management: It is a system governed by a detailed plan and executed by a team for the purpose of achieving a goal.

A Project Management Plan is a document that details how a project will be executed, monitored, and controlled throughout its life cycle. It provides a big picture outlook on what needs to be done and how it is going to be done. It is a roadmap that allows a team to turn an idea into a product or a service.

To develop a project plan, answer the following questions:

- Why is the project being developed?
- What are the key tasks that should be carried out in order to complete the project? What are the deliverables?
- Who will be involved and what are their roles and responsibilities?
- When is the project going to be completed and at what point in the project timeline should milestones be achieved?



2.2. Project Life Cycle

The phases of project management are initiation, planning, execution, monitoring and control, and finally, closure.

Project Initiation

Initiation is the formal start of a project. All relevant stakeholders are informed and sometimes a kick-off meeting is held to signify project launch. Clarity is very important in this stage before proceeding to the next step.

Project definition and planning

At this stage the scope is defined, and the team develops a work plan and other project management documents. Project management tools are devised in this stage and they help in the subsequent phases of implementation, monitoring and control. The tools may include a business plan, workplan and budget, a quality management plan and a monitoring and evaluation framework.

In planning you think about;

- Time cost and resources that are needed and are available.
- Roles and responsibilities of team members.
- Milestones.
- Performance measures, progress checkpoints and quality assurance.
- Possible risks.

Project launch and implementation

This is where the project is put into action.

In this stage the team carries out the tasks and activities laid out in the project plan in order to produce the project deliverables.

For example, a business may want to increase the number of referrals through its customers with the aim of increasing its client base. Therefore, a project may be launched with such activities to be carried out to achieve the goal. Examples of this project's activities are:

1. Encouraging customer generated content on social media.



2. Develop referral mechanism that customers can use like a form on the business website, gift cards, etc.
3. Create a rewards programme for customers who make referrals.

Key things to bear in mind during this phase;

- General oversight on progress and quality.
- Managing budget and time.
- Communication within the team and with all stakeholders.

In this phase the project manager and team will need to refer to project management tools to ensure the project is on track. The tools are developed in the planning phase and used throughout implementation.

Project Monitoring and Control

This happens as the project is being implemented. It involves measuring progress and performance and dealing with any issues that arise. Key Performance Indicators (KPIs) are used to determine if the project is on track.

Issues of interest in project monitoring:

- If the project is on schedule and within budget.
- If specific tasks are being completed.
- If issues are adequately addressed.

If the goal of the business is to increase its sales in a particular year, the following may be developed as Key Performance Indicators:

- Number of good potential customers in a month.
- Number of engaged potential customers in the sales pipeline.
- Numbers of contracts signed in a month.
- Value of new contracts signed.
- Average turnaround time from getting a lead to signing a contract.
- Net sales per quarter.



Project close

In this phase complete the work and dissolve the project. Closing the project may involve the following activities:

- Handing over deliverables, etc...
- Completion of activities
- Preparing of final project report

2.3. Key Aspects of a Project

2.3.1 Project Scope

This is part of project planning, and it involves defining and documenting specific project goals, objectives, deliverables, tasks costs and deadlines. The document that outlines the scope is called Scope Statement or Terms of Reference. This document defines the boundaries of the project and establishes the focus of the team.

Effective scoping of the project ensures that the team manages any changes that arise in the course of implementation.

Importance of project scoping

- Everyone understands what's involved.
- Provides a roadmap for assigning tasks, developing work schedule and budget.
- Helps the team focus.

Defining the Scope of a Project

This largely consists of identifying the work that will be done. To do so, outline the main goals and objectives of the project and the activities required to achieve them. Once these are identified the team can use planning tools to help detail the tasks required to complete the project. In general, a scope includes; objectives and deliverables, when the project must be completed and how much can be spent in the project.

2.3.2. Writing a Scope Statement

A project scope statement/ document describes the following elements.



- **Project goals and objectives.**
- **Project deliverables:** These are the measurable outcomes of a project task.
- **Project exclusions and constraints:** These include what the project should not do and limiting factors that affect project management/ implementation in a specific area.
- **Project assumptions.**
- **Project milestones:** These mark important moments in the project lifecycle such as the end of a phase.
- **Risk:** Potential risks that may change the outcome of the project.
- **Scope baseline:** The original scope as planned. Allows to compare results to what is in the scope statement.

2.3.3. Defining the goal and objectives

Project goal: Defines what a project should create after completion.

Objectives: These are measurable targets that the project should accomplish.

Involve all team members when setting goals and objectives so that there can be buy in and momentum from the team for implementing the project.

Make sure that the goals set are **SMART** as defined below;

Specific: Project goals should be clear, well-defined, and understandable.

Measurable: The team and project manager should be able to estimate the cost, time, and scope.

Achievable: Feasible given the time and resources available

Realistic: Should be aligned with business goals and achievable.

Time-bound: Should have defined timelines to be achieved.

2.3.4. Defining Tasks and Deliverables

Break down the project into tasks that will produce corresponding deliverables. Tasks must be the smallest divisible unit of a project while deliverables are the tangible or intangible outputs resulting from the tasks.

Scope Statement	
Project title	Web-based invoicing and receipt system



Project Objectives	Develop a web-based invoicing and receipt system. Provide user friendly interface. Implementing features for tracking invoices and receipts Integrate system with business' core management system
Project deliverables	Receipt and invoice system User manuals Testing and quality assurance report
Milestones	System design and development by the end of second quarter User testing completed by the end of third quarter. System rollout by the end of third quarter
Project constraints	Budget of \$10,000 Completion by end of third quarter Compliance with industry standards and regulations
Assumptions	Availability of qualified system developers Availability of necessary software and hardware Time availability

Table 1. Example of a Scope Statement

3. Resource allocation and management

Project planning involves the systematic organisation and detailing of tasks, resources, and timelines needed to complete a specific project successfully. A resource is any factor that is necessary to accomplish a goal or carry out an activity' (John Koehler, 2019). In resource management the entrepreneur identifies all available resources such as financial, human, time, raw materials, equipment, etc. and allocates them in an organised and strategic manner to achieve specific objectives.

3.1. The role of resource planning in achieving business goals

Resource planning helps tracking available resources they have, planning for resources that might be needed and devising ways to optimise their use

The tourism industry is distinguished from many other economic activities by the dominance of small and micro enterprises (Sixaba and Rogerson, 2023). Since most of these ventures operate with constrained resources, resource planning helps the entrepreneur prioritise and allocate limited resources, in a way that aligns with the long-term vision of the business. It is a critical aspect of building and sustaining a successful entrepreneurial venture in the face of challenges and uncertainties. Through resource planning the entrepreneur is also able to figure out additional resources that might be needed and determine where resources are being wasted in the business model.

3.2. Key aspects of the resource management process

Resource identification and analysis. To understand the nature, quantity and quality of available resources and determine what resources are missing.

- **Resource planning.** Come up with an outline (resource plan) of the resource requirements and how they will be met. A resource plan should have a description of resources, quantities and when they will be needed.
- **Resource scheduling.** When will each resource be used or needed throughout the business cycle? For this to work, it is important to have a consistent supply chain in place.
- **Resource allocation.** Assigning specific resources to different tasks or activities.
- **Resource tracking.** Monitoring and managing the utilisation of resources within a project or business. Pay close attention to the consumption and performance of resources to ensure efficient use and adherence to the resource plan. This is an ongoing process.

Example: Renovation of a Bed & Breakfast lounge.

This table demonstrates how an entrepreneur can use the above aspects when renovating a bed and breakfast lounge.

Key aspects	Description
Resource identification and analysis	The entrepreneur would assess availability of materials such as wood, stones, sand, etc. that will be used for renovation. This would also involve building relationships with local suppliers to ensure a consistent and reliable supply of materials. Construction workers would also be identified based on the nature of tasks.



	The entrepreneur would also do an assessment to identify any missing expertise or resources required for special tasks.
Resource planning	The amount and costs of resources needed for flooring, furniture, decorations, roofing etc, would be estimated. Determination of the required workforce needed for different phases of the project, as well as the payment costs. The entrepreneur would also make sure that any specialised tools or materials are sourced.
Resource scheduling	This would involve the development of a schedule for the procurement of materials based on the project timelines and construction phases. It is also important for entrepreneurs to regularly communicate with suppliers to ensure materials are delivered on time and adjust schedules as needed. There should also be a plan for the workers that would be required at different phases of the project.
Resource allocation	The entrepreneur would assign construction workers and/or craftsmen to tasks that align with their expertise and the requirements of each phase of the project. This would also involve strategically allocation of specific materials, such as bricks, paint, wood etc. to specific tasks.
Resource tracking	To ensure that the project stays within the allocated budget for materials and labour, the entrepreneur would track the consumption of materials and monitor expenditure against the allocated budget for each project phase. However, timelines and allocations would be adjusted where necessary.

Table 2. Example: Renovation of a Bed & Breakfast lounge

4. Project Planning/ Management Tools

4.1. Project Documentation

Involves recording the key project details and producing the documents that are required to implement the project successfully.



The project manager and team capture critical project facts and create paperwork required to implement the project effectively. These documents typically contain the most important details about the project and each team member's role.

4.2. Why use project management tools?

1. **Planning and Scheduling:** Can help in planning and assigning work. Both can be done in one document.
2. **Communication:** Documents help the team communicate frequently when assigning tasks, providing comments, and verifying or approving changes with reference to project documents.
3. **Enhanced Collaboration:** By keeping all documents accounted for so that members from different teams all have access to the same information, collaboration becomes easier. Project documentation ensures that everyone is working together towards a common goal.
4. **Increased Accountability:** When you document different steps of a project, you're better able to guarantee that different team members are held accountable for the tasks they're responsible for.
5. **Documentation:** Documenting includes keeping track of all work and progress made in the process of project management. Project management tools can help you find missing or obsolete information through editing, versioning, and storing files.
6. **Evaluation:** Through resource management and reporting, these tools can also help you measure a project's growth or assess a team's productivity.

4.3. Examples of project planning/ management documents

4.3.1 Business Plan

A business plan is a document that outlines your business' financial goals and explains how you will achieve them. The business plan will provide a road map for the business for a period. It is used to share with potential investors when seeking finance and other important partners.

Structure of a business plan

Executive Summary: The executive summary describes the business, why it exists and a brief description of the product offering or product. Think about it as your opportunity to sell your business. It should include a mission statement, a brief description of services offered and growth plans.



The Business/ company: In this section, provide an in-depth dive into the business background, its value proposition and the actual; or estimated economic, social and environmental impact of the business.

May contain information like;

- The business legal name.
- Address of the business location.
- Names of key people in the business.

Business Goals: Goals can cover a variety of sections of your business.

Number based goals: Financial and profit goals are a given for when you're establishing your business, but there are other goals to consider as well with regard to brand awareness and growth. For example, you might want to hit a certain number of followers across social channels or raise your engagement rates.

Another goal could be to attract new investors or find grants if you're a non-profit business. If you're looking to grow, you'll want to set revenue targets to make that happen as well.

Other intangible goals: Goals unrelated to traceable numbers are important as well. These can include seeing your business's advertisement reach the public or receiving a terrific client review. These goals are important for the direction you take your business and the direction you want it to go in the future.

Market Structure: An analysis of the market environment, target customer segment and existing competitors.

The Organisation: Show the human and financial resources available and how the business will deploy these for the achievement of business goals.

4.3.2. Work Plan

A work plan acts as a road map that guides the team to project completion. It outlines the goals of the project, the timeline to follow and tasks everyone needs to complete.

Creating a work plan is an essential part of project planning. It may seem tedious, but it will eventually save the team valuable time.



Why create a work plan

- A work plan helps create a central place of reference for project goals.
- Creates a clear workflow.
- Defines task priorities.
- Clarify roles and responsibilities.

Creating a work plan includes:

1. Setting goals

Set clear and SMART goals that focus on the big picture and objectives that are specific and tangible.

2. Lay out objectives and deliverables

Once goals are set, the next step is to outline the objectives and deliverables that the team should push for. For example, if the project goal is to achieve a 20% increase in patronage at a restaurant, the objectives may include reaching 100 potential customers with flyers.

3. Establishing team responsibilities

Identify team members to drive the initiative. Where several team members are assigned individual tasks, assign a leader to oversee and keep the team on track. Depending on the complexity of the project you may need several teams, team leaders and an overall manager.

4. Setting timelines

Timelines help keep the team on track and avoid unnecessary risks.

5. Establishing a budget

A budget must be drawn at the end of the process. It should include a breakdown of costs according to tasks assigned to individuals or teams. In that way it becomes easy to find where more funds are needed.

How to create a work plan

You can start with a blank document or find a template to use. Break down the goals, tasks and possible risks into sections. Make sure the work plan helps you to see the status of the tasks, namely not started, in progress, complete or at risk.



A Gantt chart is a very popular example of a work plan. It is a visual representation of tasks scheduled over time. It includes tasks, due dates, person responsible and task overlaps where they exist.

Example: Work Plan for Web-based Invoice and Receipt System (Gantt Chart)

ACTIVITY	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Responsible Department
System Design	■				IT
Review Design	■				IT Consultant
Approve System Design	■				Management
Develop System		■	■		IT
Test System		■	■		IT
Approve System			■		Management
Develop User Manual		■	■		IT
User Orientation and Testing				■	HR and IT
System Rollout				■	IT

Table 3. Example: Work Plan for Web-based Invoice and Receipt System (Gantt Chart)

4.3.3. Quality Assurance/ Management Plan

It is not enough to deliver on time and within budget. Quality is an important factor in project implementation.

A quality assurance plan is a document that helps the team execute quality assurance actions. In other words, activities that must be applied throughout the project’s life cycle to meet its quality objectives. Quality will be defined differently depending on project objectives.



How to Create a Quality Assurance Plan

1. **Establish the standards and parameters.**
2. **Execute the plan:** one of the most important things is to communicate with the team members at every phase or milestone as to the standard expectations in the execution of tasks. An assessment should then be carried out at the completion of tasks to see if performance was up to bar.
3. **Quality checks:** This means that you do not just take team members' word for what it is. Reviews, spot checks and verification are necessary to ascertain that quality standards are being met. Findings must be recorded and shared with the team.
4. **Corrective action:** Any anomalies observed or captured must be addressed by referring to the quality benchmark set at the beginning.



Module 4: Online Marketing for Sustainable Tourism

LEARNING OUTCOMES	<ul style="list-style-type: none"> • Understand the concept of online marketing and its importance nowadays, tools and strategies. • Learn how to promote sustainable tourism initiatives online.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> • Interactive workshops, case studies.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> • Develop an online marketing plan for a sustainable tourism project. • Create and manage online marketing campaigns.
TOTAL DURATION	<ul style="list-style-type: none"> • 7 hours

ACTIVITIES	DURATION
A.1 Introduction to Online Marketing for Sustainable Tourism	1 Hr
A.2 Interactive Workshop - Online Marketing Strategies	2 Hr
A.3 Case Studies - Successful Online Marketing Campaigns	1 Hr
A.4 Practical Activity - Developing an Online Marketing Plan	2 Hr
A.5 Creating and Managing Online Marketing Campaigns	1 Hr



MAIN CONCEPTS

In the dynamic world of tourism, online marketing stands as a pivotal tool for success. It's the practice of using digital channels to promote travel destinations, experiences, hotels, and related services to a global audience.

The tourism industry benefits immensely from online marketing, as it allows businesses to reach potential travellers through various online platforms. Whether it's through engaging social media posts, informative blog articles, eye-catching advertisements, or persuasive email campaigns, online marketing provides an array of methods to showcase destinations and experiences.

Moreover, with the rise of online travel agencies, review platforms, and social media influencers, online marketing has become an essential component in shaping travel decisions. It offers tourism businesses the ability to target specific audiences, gather real-time feedback, and craft personalised experiences that resonate with travellers' desires and needs.

In essence, online marketing in tourism isn't just about promoting a destination or service; it's about creating a compelling digital narrative that captures the essence of the travel experience, encouraging more people to explore and enjoy what the world has to offer.

Introduction to Online Marketing for Sustainable Tourism

1.1 Overview of Online Marketing

Definition and Scope: Online marketing, also known as digital marketing, involves promoting products, services, or brands through digital channels. It encompasses a wide range of activities including search engine optimisation (SEO), social media marketing, email marketing, content creation, and online advertising. The scope of online marketing extends to any digital platform where potential customers can be engaged.

Evolution from Traditional to Digital Marketing Strategies: The evolution from traditional to digital marketing strategies marks a significant shift in how businesses communicate with their audience. Traditional marketing, encompassing print media, television, and radio, offered a one-way communication channel where the scope for audience interaction was minimal. As technology advanced, the advent of the internet and digital platforms brought a paradigm shift. Digital marketing emerged, leveraging tools like search engines, social media, and email. This new era of marketing is characterised by two-way communication, where businesses not only reach a wider, more diverse global audience but also engage with them directly, fostering interaction and personalisation. Analytics and data-driven strategies have become central in digital marketing,



allowing for more targeted and efficient campaigns. This transition reflects the changing consumer behaviour in the digital age, where accessibility, personalisation, and interaction play crucial roles in the effectiveness of marketing strategies.

Importance in Reaching Diverse, Global Audiences: In the context of the tourism industry, online marketing plays a critical role in reaching a global audience. Digital platforms transcend geographical boundaries, allowing tourism businesses to market to a diverse and widespread audience, which is essential for attracting international travellers.

1.2. Online Marketing and Sustainable Tourism

Definition of Sustainable Tourism. Sustainable tourism refers to a form of tourism that respects and preserves the environment, supports local communities, and minimises negative social or ecological impacts. It's about creating a balanced approach to tourism development that ensures long-term sustainability.

Aligning Digital Marketing Strategies with Sustainable Tourism Principles. Aligning digital marketing strategies with sustainable tourism principles involves integrating eco-friendly and ethical practices into online promotional activities. This approach is about using digital platforms not just to market tourism destinations or services, but to advocate for and raise awareness about sustainable travel practices. It includes highlighting destinations and businesses that prioritise environmental conservation, cultural preservation, and positive community impacts. Digital marketing in this context serves a dual purpose: it promotes tourism while also educating audiences about the importance of minimising their ecological footprint and respecting local cultures. Effective strategies might involve storytelling that showcases the benefits of sustainable tourism, social media campaigns that engage travellers in conversations about sustainability, and content marketing that provides practical tips for responsible travel. By aligning digital marketing with sustainable principles, the tourism industry can contribute to a more environmentally conscious and culturally sensitive form of travel.

Case study: Eco-tourism marketing campaign of Costa Rica (developed in the practical activities of the module).



1.3. Target Audience and Market Segmentation

The Concept of Target Audience in Tourism Marketing. Identifying the target audience is crucial for successful marketing. In tourism, this means understanding who the potential travellers are, their preferences, and motivations. In tourism marketing, the concept of the target audience is foundational to creating effective and impactful marketing campaigns. It involves identifying the specific group of people who are most likely to be interested in the tourism-related product or service being offered. This audience is characterised not just by demographics such as age, gender, or income, but also by psychographics, which include interests, values, and travel motivations. For instance, a target audience for eco-tourism might be environmentally conscious individuals who value sustainability and seek immersive nature experiences. Understanding the target audience allows tourism marketers to tailor their messaging, imagery, and overall marketing strategy to resonate deeply with the preferences, needs, and desires of this group. By aligning the marketing approach with the expectations and interests of the target audience, businesses in the tourism sector can effectively attract, engage, and satisfy their ideal customers, leading to successful marketing outcomes.

Importance of Market Segmentation. Market segmentation involves dividing a broad target market into subsets of consumers with common needs or interests. Market segmentation is a strategic marketing process that involves dividing a broad target market into subsets of consumers who have common needs, interests, and priorities, and then designing and implementing strategies to target them. This approach stems from the understanding that different groups of consumers have distinct preferences and behaviours, and as such, a one-size-fits-all marketing strategy is often not effective. In segmentation, markets can be divided based on various criteria such as demographic factors (age, gender, income), geographic location, psychographic factors (lifestyle, values, attitudes), and behavioural aspects (purchasing habits, brand loyalty). By focusing on specific segments, businesses can tailor their products, services, and marketing messages to meet the unique needs and desires of each group, thereby enhancing customer satisfaction, improving brand loyalty, and ultimately driving sales and growth. In the context of tourism, for example, market segmentation allows for creating targeted marketing campaigns for different types of travellers, such as adventure seekers, luxury travellers, or eco-tourists.



1.4. Digital Marketing Tools and Channels

Introduction to SEO, social media, and email marketing. In the digital marketing ecosystem, three fundamental tools stand out for their effectiveness and widespread use: Search Engine Optimisation (SEO), social media marketing, and email marketing. SEO is the practice of optimising website content to enhance its visibility and ranking on search engine results pages, making it easier for potential customers to find a business online. This involves keyword research, content creation, and improving website technical aspects. Social media marketing harnesses the power of platforms like Facebook, Instagram, and Twitter to engage directly with audiences, build brand awareness, and promote products or services through tailored content and interactive campaigns. Email marketing, on the other hand, focuses on sending targeted messages to a list of subscribers or potential customers. It is a powerful tool for personalised communication, offering the ability to deliver tailored offers, content, and updates directly to individuals' inboxes, thus fostering a more direct and personal connection with the audience. Together, these tools form a comprehensive approach to digital marketing, each contributing uniquely to enhancing online presence, engaging customers, and driving business growth.

1.5. Strategic selection of marketing tools for tourism objectives

In the realm of tourism marketing, the strategic selection of digital tools is crucial for achieving specific marketing objectives. This process involves carefully choosing the right combination of online marketing tools—such as search engine optimisation (SEO), social media platforms, email marketing, and content marketing—based on the unique goals and characteristics of the tourism campaign. For instance, SEO is vital for enhancing online visibility and attracting organic traffic to tourism websites, making it essential for campaigns focused on increasing website bookings. Social media platforms, with their vast and diverse user base, are ideal for building brand awareness and engaging directly with potential travellers; platforms like Instagram, known for visual storytelling, are particularly effective for showcasing the visual appeal of destinations. Email marketing, on the other hand, offers a more personalised approach, suitable for nurturing leads and keeping past and potential travellers engaged with updates and tailored offers. The strategic selection of these tools requires a thorough understanding of the target audience, the specific objectives of the tourism campaign (such as increasing brand awareness, driving bookings, or promoting special deals), and the strengths and limitations of each marketing channel. By aligning the chosen tools with these factors, tourism marketers can create more focused, effective, and successful marketing campaigns.



KEYWORDS

- **Sustainable Tourism:** Emphasising the focus on eco-friendly and sustainable travel options.
- **Digital Marketing Strategies:** Referring to the methods and tactics used for online promotion in the tourism sector.
- **Social Media Engagement:** Highlighting the role of social media platforms in marketing.
- **Content Creation:** Relating to the development of engaging and informative digital content.
- **Target Audience Analysis:** Focusing on understanding and reaching specific traveller demographics.
- **Email Campaigns:** Denoting the use of email as a marketing tool.
- **Digital Storytelling:** Emphasising the creation of compelling narratives about destinations and experiences.
- **Influencer Marketing:** Referring to collaborations with social media influencers for promotion.
- **Real-Time Feedback:** The process of gathering immediate responses and reviews from customers.
- **Personalised Experiences:** Tailoring travel experiences to individual preferences, highlighted in marketing.
- **Online Advertising:** Using internet-based advertisements to promote tourism services.
- **Customer Engagement:** Strategies to engage and retain potential travellers.
- **Brand Awareness:** Building and maintaining recognition and reputation in sustainable tourism.
- **SEO for Tourism:** Search Engine Optimisation strategies specific to the tourism industry.



Module 5 - Financial Management for Sustainable Tourism and Hospitality

LEARNING OUTCOMES	<ul style="list-style-type: none"> • Understand the financial aspects of sustainable tourism and hospitality. • Develop the skills needed for resource mobilisation, financial literacy, costing, pricing, accounting, taxation, and profit and loss computation.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> • Interactive lectures, practical exercises, case studies.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> • Create a detailed budget for a sustainable tourism project. • Explore various fundraising and resource mobilisation strategies. • Develop pricing strategies for sustainable tourism products and services. • Understand accounting principles, including income statements and balance sheets. • Learn about taxation in the context of tourism and hospitality. • Calculate and analyse profit and loss statements for tourism businesses.
TOTAL DURATION	<ul style="list-style-type: none"> • 12 hours

ACTIVITIES	DURATION
A.1 Participative lecture: Introduction to basic accounting	1 Hr
A.2 Interactive session: Budgeting for sound management and investment	2 Hr
A.3 Participative lecture: Marketing and advertising for core and side business	1 Hr
A.4 Group work: Business plan basics- profit and loss, cash flow projection, risk and uncertainty	3 Hr



A5. Group work: Costing, Pricing, Taxation methods	2 Hr
A6. Case study: Managing Events	3 Hr

MAIN CONCEPTS

1. The basics of financial management for sustainable tourism and hospitality

a) Objectives of the financial management for sustainable tourism

Mastering the planning and management of the financial components which are specific to the sustainable tourism business is a gradual process which starts by acquiring basic knowledge of accounting, in the aim of practising sustainable tourism business niche(s).



Figure 1. Learning phases of sustainable tourism financials

The objectives of the financial management are the following:

- 1) Maximising profits, that is subtracting costs out of revenues to the given profit margins.
- 2) Tracking the cash flow, that is ensuring sufficient liquidity in hand to meet obligations.
- 3) Ensuring compliance, that is observing regulations, paying taxes and follow the contracts.
- 4) Developing financial scenarios, that is the capacity to forecast the business outcomes based on market evolutions.
- 5) Manage relationships, that is dealing with management and stakeholders, in a societal setting.

In simple words, profit is cash in hand, at the sole disposition of the entrepreneur. How to maximise profit is the crucial aim of the financial management, which translates business operations in



financial terms. Therefore, financial management is horizontal activity which applies to all sides of the business operation.

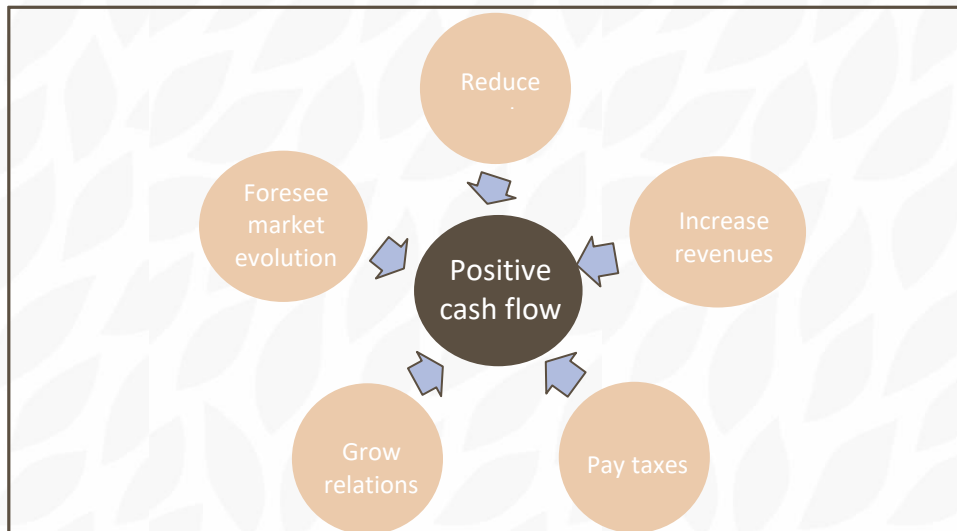


Figure 2. Areas of learning financial management

However, positive cash flow and profit making are two different things, although a positive cash flow usually heads toward profit.

Mastering sustainable tourism business finances in developing countries rises specific challenges.

Financial Statements

Profit and loss (P&L) statement refers to a financial statement that summarises the revenues, costs, and expenses incurred during a specified period, usually a quarter or fiscal year.

These records provide information about a company's ability or inability to generate profit by increasing revenue, reducing costs, or both. P&L statements are often presented on a cash or accrual basis. Company managers and investors use P&L statements to analyse the financial health of a company.

2. Primer of accounting practice and financial management

2.1. Profit

At its core, financial management consists in **planning for the profit** of the organisation. Financial management procedures provide a long-term vision of the business through collecting and processing financial data along the operation.



Financial management procedures can be grouped into three broad types:

a) Capital budgeting

Relates to identifying what needs to happen financially for the company to achieve its short- and long-term goals. Where should capital funds be expended to support growth?

b) Set the structure of the Capital

Determine how to pay for operations and/or growth. If interest rates are low, taking on debt might be the best answer. A company might also seek funding from a private equity firm, consider selling assets like real estate or, where applicable, selling equity.

c) Working capital management

A proper working capital management means making sure there's enough cash on hand for day-to-day operations, like paying workers and purchasing raw materials for restaurants and accommodation facilities.

2.2. Accounting typology

The accounting typology follows the scope and use of the reports, from book-keeping – which is just a simple record of financial operations, to financial accounting – which produces logs for the outsiders and authorities, and to management accounting – which elaborates free format reports for the business managers.

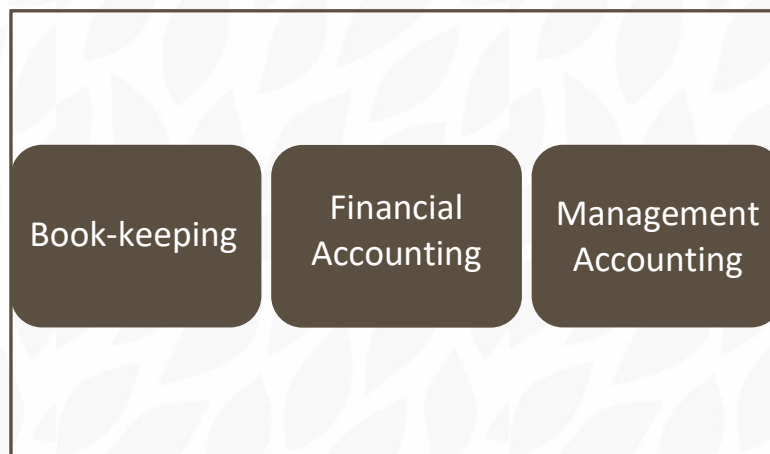


Figure 3. Accounting typology



In the following are presented each of the type: a) Bookkeeping, b) Financial accounting and c) Management accounting.

a) Book-keeping

No matter how complex or large an accounting book, is the mandatory characteristic is the balance – see

$1+1 = 2$

Figure 4 Fundamental equation of accounting

Everything a business owns	Everything a business owes
ASSETS	Δ LIABILITIES (obligations to third parties) + EQUITY (obligations to the owner(s))
ASSETS = LIABILITIES + EQUITY	

Figure 4. The accounting equation

General Ledger

“A general ledger is an accounting record that compiles every financial transaction of a firm to provide accurate entries for financial statements. The double-entry bookkeeping requires the balance sheet to ensure that the sum of its debit side is equal to the credit side total. A general ledger helps to achieve this goal by compiling journal entries and allowing accounting calculations.”

b) Financial accounting

Financial accounting means elaboration of relevant financial statements of the company, in the aim of showing financial performance to its customers, potential clients, investors, creditors, and suppliers.

The financial accounting targets people outside the company, while managerial accounting is internal to the company and provides reports and forecasts for its managers and owners.

c) Management Accounting

Management accounting is an activity in supporting company managers to make the right decisions. This branch of accounting logs the revenues, expenses, and asset usage of a business. Identification



of the repetitive and unusual increases and declines in revenues and expenses, and review them for the use of the managers, to take necessary measures to improve financial performance.

Management accounting can elaborate reports on its own decision or at the request of the managers, to support a deeper analysis of the business's present status and expected performance. The reports are often focused on cash on hand – which is also the main preoccupation of the small enterprises. The management accounting reports go to capital budgeting and the inventory record, loans, the order backlog, overdue accounts receivable, and profitability at large.

The management accounting reports are only for internal use and therefore the reporting requirements do not apply. The report format is free to choose, the main requirement being to emphasise the data that can trigger action.

By contrast, financial accounting elaborates financial statements in a rigid and standard format that is universally accepted by public authorities, investors, and lenders.

d) Accounting, fixed asset management

Solid financial management enables the management to provide data that supports creation of a long-range vision, informs decisions on where to invest, and yields insights on how to fund those investments, liquidity, profitability, cash runway and more.

e) Cash method

The cash method, which is also called the cash accounting method, is only used when cash goes in and out of the business. This is a very simple method that only accounts for cash received or paid. A business records transactions as revenue whenever cash is received and as liabilities whenever cash is used to pay any bills or liabilities. This method is commonly used by smaller companies as well as people who want to manage their personal finances.

f) Accrual method

The accrual accounting method records revenue as it is earned. This means that a company using the accrual method accounts for money that it expects to receive in the future. For instance, a company that delivers a product or service to its customer records the revenue on its P&L statement, even though it hasn't yet received payment. Similarly, liabilities are accounted for even when the company hasn't yet paid for any expenses.



African countries use a variety of accounting systems. There are studies available for only 18 countries out of 56. The studied ones mostly use dated management accounting procedures and statements, especially bookkeeping, costing, and budgeting methods.

3. The Profit and Loss Account

Profit and loss statement content

The profit and loss financial statement allows the accountant to subtract the expenditures from the revenues. If the result of this operation is positive, it is called *profit*, if negative, it is called *loss*.

If there is a loss registered, this means that there is not sufficient money left to pay all bills, at the time the statement was closed.

For a real and accurate Profit and loss statement, a company must keep a coherent and timely track of income and expenses.

For the associated receipts and paperwork, a filing system should be in place, to rapidly retrieve the documents. Such a system must present the following features, shared with the overall bookkeeping system:

- Group the documents by their category or purpose - avoid mixing them up.
- Provide visible placeholders - visible and understandable labels!
- Be doubled by an electronic version – scanned copies placed in folders with relevant names.

Countries may ask for a mandatory format and content of the profit and loss statement at 12 months and for the obligation to submit it to tax authorities.

The profit and loss statement could be used for personal finances as well, and doing so may be a great plus for personal life and an opportunity to prepare for the tourism business.

There are several accounting software that can calculate it, either individually or as a component of a large accounting software package. For small businesses, however – as many sustainable tourism companies start, an office general spreadsheet software (like MS Office, Wordperfect, Office Maker – low cost and European Union origin, or LibreOffice- open licence) can do the job.

The expenditures, income types and content are in line with the category of the sustainable tourism business – see below.



Categories of sustainable tourism business:

- a) Restaurants, canteens, cafeterias, coffee shops
- b) Accommodation facilities: hotels, pensions, bed and breakfast, homestay
- c) Guided tours: wildlife, local ethnic groups, sightseeing, bicycle tours, local cultural events
- d) Farms, workshops, and local traditional economic activities that are based on or accept tourism activities.
- e) Travel and transportation companies using local transport means.
- f) Small local Industries or crafts accepting tourism flow
- g) Households, cabins accepting tourists’ visits, providing meals, or telling stories
- h) Accessory businesses devoted to sustainability, suppliers, custodians of local traditional values: cleaning companies, equipment manufacturers, maintenance services, entertainment groups or companies.

For a restaurant that is embarked on sustainable tourism/ organic or traditional local food or is part of a broader sustainable tourism environment that builds on local traditions, there are specific financial aspects that must be considered – see the hypothetical examples below.

Specific Expenditure/ Revenue	Description
1. Food and beverages	
1.1. Ingredients	Local ingredients or traditional ingredients, organic ingredients or using receipts that are based on rarely used species in food preparation.
1.2. Prepared food	Foods that are prepared outside the restaurant kitchen, either totally or partially.
1.3. Specific beverages	Alcoholic and non-alcoholic beverages that are either locally produced, organically produced with local specificity, or produced by traditional means or methods – family producers may be preferred.
2.Labor and staffing	



2.1. Training	To prepare or to explain to the clients the unusual traits of food and beverage.
2.2. Extra qualifications	Learn cooking methods and receipts that are environment and conservation, wildlife-friendly or contribute less to climate change.
3. Rent and utilities	
3.1. Rent specific locations	The construction, architecture, and features shall be in line with the declared purpose and specific of the restaurant.
4. Equipment and maintenance costs	
4.1. Kitchen equipment costs	Traditional cooking may need specific equipment that could be more expensive or cheaper than the usual one.
4.2. Other specific maintenance costs	Depends on the equipment.
5. Revenues	
5.1. Sustainable Development aware clients	Persons looking for facilities that declare their commitment to sustainable development.
5.2. Good Health interested clients	Persons looking for a healthy lifestyle
5.3. Niche and local tradition interested clients	Curious persons
5.4. Education-related clients	School groups, experience-seekers, participants to training

Table 1. Expenditure/ Revenue, specific to traditional/organic/local tourism business

Specific Expenditure/ Revenue	Description
1. Rooms maintenance costs	
1.1. Cleaning	Environment-friendly cleaning agents may be more expensive or less effective than the usual ones.
1.2. Utilities	Utilities costs may decrease with the use of appropriate equipment.
2. Equipment costs and maintenance	
2.1. Low consumption equipment	Water taps, automatic light turn off
2.2. Renewable energy equipment	Photovoltaic panels



2.3. Cleaning equipment	Specific cleaning equipment
3. Training costs	
3.1. Training in local culture	All accommodation staff must be aware of accommodation-specific, local culture and local environment.
4. Revenues	
Clients in search of sustainable accommodation	Generally, the ones about the need to protect the environment and to conserve the nature and tradition.
Clients looking for cosy accommodation	Persons with a certain level of education.
Tourists engaged in tours or activities relevant for sustainable development	Persons who want a full experience.

Table 2. Accommodation facilities' specific expenditures and revenues

The financing sources for sustainable tourism business are the following:

- a) Grants from international donors
- b) Development banks loans
- c) Grants or loans provided by State-owned enterprises funds
- d) Private domestic investors
- e) Foreign investors
- f) Commercial banks loans

The finance-searching strategy depends on the availability and the level of investment. The entrepreneur can either go on his or her own, look for a group to table a joint request for funding, or set up a gradual investment strategy to make use of the most available sources. That is, although the magnitude of the investment points towards a certain type of financing source, that scope shall not limit the research.

The most usual financing source for small-scale family businesses is grants from international sources. That means filling a project proposal with a descriptive part and a budget. Grants are typically available for non-profit enterprises, usually run by non-governmental organisations or civil society organisations.



Suppose the grant is a share of profit-making investment. In that case, the entrepreneur may be requested to provide a feasibility study and/or a profit and loss account projection or a cash flow projection.

For small-scale projects, the requested financial indicators may be just the profit and loss account (Free Cash Flow Ratio) and the Payback period. The payback period is the time needed to recuperate the initial capital investment and could be useful for making decisions even if there is no loan but only grants.

Payback period = Initial investment/ annual cash inflow

For large-scale projects, a full set of indicators may be requested: Net Present Value (NPV) at various discount rates, Internal Rate of Return (IRR), and Discounted Cash Flow. If the loan is provided by a bank, then it usually asks for specific formats of the capital investment analysis.

Most of the Office spreadsheet software provides built-in formulas for NPV, IRR, and other indicators.

4. Business Plan

The business plan is the description of the envisaged sustainable tourism enterprise set up and operation, in both narrative and financial terms. Although several guidelines are available, keep your common sense turned on throughout the elaboration of the entire documentation.

The business plan is required to obtain a loan or other private financing, but it is useful to elaborate it when no outside financing is sought, even in a sketch form, to serve as a lighthouse during the business operation.

A particular section of the business plan is the gender aspects one, that must be thoroughly explained and translated in figures as much as possible. Environmental, climate change, social justice, human rights protection, refrain to use children labour are also parts of the business plan, depending on local or regional circumstances. They are to be considered following the special request of the investors, but also be included no matter what if they are expected to play a role in business development and operation.

The main usual sections of a business plan are the following:



- a) Executive summary
- b) Business description
- c) Market analysis and strategy
- d) Marketing and sales plan
- e) Management and organisation description
- f) Products and services description
- g) Competition analysis
- h) Operating plan
- i) Financial projections, investments

Each can be a distinct document and the volume of information must be convincing.

A business plan is mandatory at the business start and should be updated every time the enterprise plans to grow or if the circumstances are modified.

An often-ignored aspect in business planning is risk management. In emergent economies and when women must face community or societal challenges in starting or running a sustainable tourism enterprise, it is an advantage for the entrepreneur to base her decision on risk assessment. Risk management helps with the decision and protects the business from adverse effects.

Steps in planning for risk management adapted from:

- a) Decide what are the most important areas of the business (e.g., social, cultural, political issues, economy, competition).
- b) Consult with stakeholders – do not skip this phase, because risks can reside outside the primary area of the business plan, and suppliers, clients, and local authorities may know better the circumstances than the investor herself.
- c) Identify the risk – that is an intense documentation activity and includes a brand-new perspective to the business, therefore the business plan could need some review at this stage.



- d) Analyse the risk – likelihood and consequences of risk happening.
- e) Evaluate the risk – quantitatively as much as possible.
- f) Elaborate on the risk mitigation plan – and review again the business plan afterward.

There are several templates free to use on the internet, but a simple table may suffice to depict all the above.

5. Costing and pricing strategies

Costing and pricing means setting a price to the product or service. There are several strategies to calculate the price, with a variable degree of sophistication and applicable to specific cases or times. For small-scale sustainable tourism businesses, the most appropriate are the following, because of easy way to use:

- a) Cost plus pricing
- b) Value based pricing
- c) Economy pricing
- d) Premium pricing



Figure 5. Cost based pricing strategy- adding up material costs labour and a foreseen profit to each unit to be sold.

In the value-based pricing strategy, the entrepreneur must find out what is the price the consumer is willing to pay. Investigation should take place as often as possible, given the high volatility of the tourism market.

In the economy pricing strategy, the entrepreneur must do everything to decrease the final price as much as possible, still business keeping a reasonable profit.



In the premium strategy, the entrepreneur could raise the price to a market maximum, because the product or service has an unique value on the market and there is no competition to challenge this situation.

The entrepreneur can apply one of the strategies or go for blending them in line with the market demand.

TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

10 Important Components of an Effective Business Plan: <https://www.indeed.com/career-advice/career-development/parts-to-a-business-plan>

Assess and manage risk (business.gov.au): <https://business.gov.au/risk-management/risk-assessment-and-planning/assess-and-manage-risk#:~:text=Assess%20and%20manage%20risk%201%201.%20Decide%20what,...%207%207.%20Commit%20to%20reducing%20risk%20>

Fernando, Jason - Profit and Loss Statement Meaning, Importance, Types, and Examples (Investopedia): [https://www.investopedia.com/terms/p/plstatement.asp#What%20Is%20A%20Profit%20and%20Loss%20\(P&L\)%20Statement](https://www.investopedia.com/terms/p/plstatement.asp#What%20Is%20A%20Profit%20and%20Loss%20(P&L)%20Statement)

How to Calculate NPV and IRR in Excel (youtube.com): <https://www.youtube.com/watch?v=YDpf00QHY0I>

How to write a business plan for your hospitality venue (that works) (typsy.com): <https://blog.typsy.com/how-to-write-a-business-plan-for-your-hospitality-venue-that-works>

Internal Rate of Return (IRR) (youtube.com): <https://www.youtube.com/watch?v=aS8XHZ6NM3U>

Internal Rate of Return (IRR): Formula and Examples (investopedia.com): <https://www.investopedia.com/terms/i/irr.asp>

Management accounting definition: <https://www.accountingtools.com/articles/management-accounting>

Net Present Value Formula (with Calculator) (financeformulas.net): https://www.financeformulas.net/Net_Present_Value.html

Net Present Value (NPV): What It Means and Steps to Calculate It (investopedia.com): <https://www.investopedia.com/terms/n/npv.asp>

NPV and IRR explained (youtube): <https://www.youtube.com/watch?v=Fw5-wccViOM>

Payback period explained (youtube): <https://www.youtube.com/watch?v=FJjGi7gsK3A>



Pricing strategy an introduction explained (youtube.com):
<https://www.youtube.com/watch?v=sF6AMj3H0jg>

Pricing Strategy: Definitions, types of strategies, examples and tactics (coschedule.com):
<https://coschedule.com/marketing/marketing-mix/pricing-strategy#1--cost-plus-pricing-strategy>

R. Ndemewah & Martin R. W. Hiebl: Management Accounting Research on Africa:
<https://www.tandfonline.com/doi/full/10.1080/09638180.2021.1897025>

Restaurant Bookkeeping Ebook:
<https://cdn2.hubspot.net/hubfs/60948/Restaurant%20Bookkeeping%20Ebook.pdf>

Restaurant Business Plan Template [Updated 2024] (growthink.com):
<https://www.growthink.com/businessplan/help-center/restaurant-business-plans>

Restaurant Menu Pricing Strategies That Work for Independent Operators (youtube.com):
<https://www.youtube.com/watch?v=nPwtzq6bflk>

Restaurant Profit and Loss Statement Template Excel - Excel TMP:
<https://exceltmp.com/restaurant-profit-and-loss-statement-template-excel/>

Restaurant Profit and Loss Statement Explained (webstaurantstore.com):
<https://www.webstaurantstore.com/article/117/what-is-a-restaurant-profit-and-loss-statement.html>

Strutner, Suzy - Financial Management Explained: Scope, Objectives & Importance,
<https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml>

Understanding a P&L in 8 minutes (Income statement/ profit & loss stmt) (youtube):
<https://youtu.be/02hkl7RcFeM?feature=shared>

What is Financial Accounting?: <https://www.accountingedu.org/what-is-financial-accounting/>



Module 6: Dealing with Uncertainty and Risk Management

LEARNING OUTCOMES	<ul style="list-style-type: none"> • Learn strategies for dealing with uncertainty. • Develop basic risk management skills.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> • Scenario analysis, risk assessment exercises.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> • Analyse a real case study of risk management. • Develop risk mitigation plans.
TOTAL DURATION	<ul style="list-style-type: none"> • 6 hours.

ACTIVITIES	DURATION
A.1 Introduction to Risk and Uncertainty in Tourism and Hospitality	1 Hr
A.2 Basics of risk management: understanding the context	1 Hr
A.3 Group work: identify the risk	1 Hr
A.4 Workshop: analyse and evaluate risk	1.5 Hr
A5. Assignment: develop a risk implementation plan	1 Hr
A6. Conclusion and reflection	30 min

MAIN CONCEPTS

1. Introduction to Risk and Uncertainty in Tourism and Hospitality

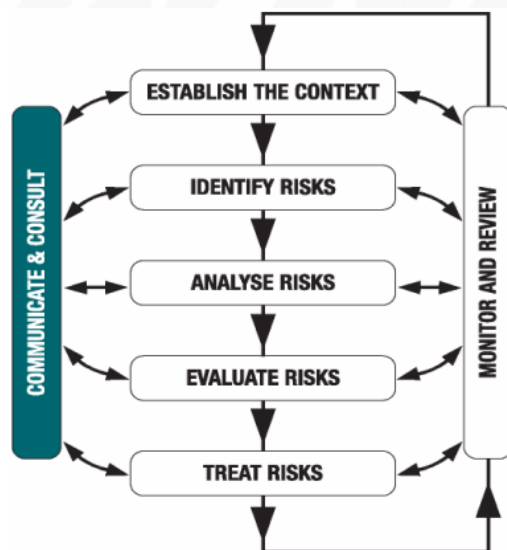
What is (tourism) risk management?

The tourism risk management process is concerned with identifying and analysing the risks (the chance of something happening that will have an impact upon objectives) to a destination or organisation and deciding what can and should be done about them. It is a proactive process which

enables tourism destinations and businesses/ organisations to minimise losses and take advantage of opportunities.

Tourism plays two key roles in risk management: first, collaborating with government and community agencies to develop coordinated disaster plans that consider tourism needs; the second is to develop plans and procedures appropriate to a destination and to the specific roles and responsibilities of an organisation, to train personnel to those plans, and to conduct regular tests of plans, procedures and personnel with subsequent amendment and updating. Therefore, the second fundamental role for tourism in risk management is to ensure business continuity and to protect the safety and security of visitors and staff in the event of a disaster or crisis.

The tourism industry should use the risk management process to identify, analyse, evaluate, treat, monitor and review risks to businesses and organisations and to destinations. The generic risk management processes for organisations and the community involve two enabling activities (communicate and consult, and monitor and review), and five major activities: establish the context, identify risks, analyse risk, evaluate risks and treat risks. The following diagram provides an overview of the risk management process.



(Source: *Emergency Management Australia, 2004*)

Figure 1. Risk Management Process.

Robertson, D., Kean, I. and Moore, S. (2006)

Communicate and consult

Effective risk management relies on communication and consultation, integral activities to be performed at every stage of the process. Both internal and external two-way communication channels must be established and sustained between decision-makers and stakeholders, supported



by a well-developed communication plan. Seeking stakeholders' needs and opinions is crucial, ensuring diverse perspectives are considered for a comprehensive understanding of risks and planned measures. This inclusive approach encourages stakeholders to contribute actively to the decision-making process. Furthermore, proper communication and consultation foster a sense of ownership and commitment among stakeholders, enhancing the effectiveness of the tourism risk management process.

Stakeholders in the tourism destination context include:

- politicians with an electoral or portfolio interest;
- emergency services (police, fire, ambulance and other services);
- tourism organisations and sectoral associations – at regional, state/provincial and national levels;
- government officials;
- hospital/ medical personnel;
- non-government organisations;
- social welfare/ recovery personnel;
- owners/ managers of at-risk facilities;
- experts/ technical advisors;
- industry representatives;
- airport and port operators;
- utilities operators (gas, electricity, water, etc.);
- community action/ interest groups;
- media.

Monitor and review

Continuous improvement and the currency of the tourism risk management process rely on crucial enabling activities, namely monitoring and reviewing. Given that risks are dynamic, ongoing vigilance through systematic monitoring and review is imperative. This involves regular assessments of hazards, elements at risk, and the effectiveness of risk treatment measures. To establish and maintain effective monitoring and review systems, it is essential to:

- establishing arrangements for monitoring, reviewing and documenting risks as part of the tourism risk management strategy;
- developing a risk register computer database;
- repeating the risk management cycle on a regular basis;



- measuring progress and incorporating it into management performance measurement and reporting systems;
- evaluating lessons from review processes and incorporating them into plans;
- amending plans and procedures as required.

1.1. Establish the context

The initial phase of the tourism risk management process involves creating the structure in which risk management activities will occur and formulating the criteria used to assess risks. This step encompasses the identification of pertinent policies, systems, procedures, and relationships essential for effective risk management.

1.2. Identify hazards, vulnerable elements & risks

- I. Gather information on sources of risk from scientific data, disaster management sources, records of past events, consultation with stakeholders and experts. Develop a list of all hazards.
- II. Identify each hazard against descriptors (duration, scope of impact, etc).
- III. Describe the elements at risk: who or what will be affected by each of the hazards.
- IV. Identify the risk relationship. Review each hazard and the elements at risk and identify if there is a relationship between them (Example: There is a risk that flooding within the town will inundate the X visitor hotel).

1.3. Analyse risks

Decision-making on which risks need to be treated and in identifying the best risk treatment strategies to apply. This step includes:

- Identify existing control measures and assess their effectiveness in minimising likelihood and consequences.
- Establish forms of qualitative and quantitative analysis

Once you've identified the sources of risk to your tourism destination or business/ organisation, you have to analyse their likelihood and consequences. You need to know which will have the most negative effects in order to prioritise your actions.



Example: Qualitative Measures of Consequence for Tourism Risk Management

Level	Descriptor	Description
1	Insignificant	No disruption to destination; no disturbance of visitors; no financial loss; no media or public interest.
2	Minor	Minimal disruption to destination and visitors; limited or no financial loss; no media coverage or public interest.
3	Moderate	Short-term disruption to destination and services to visitors; some financial loss; limited media reporting.
4	Major	Disruption to destination and services to visitors for more than 24 hours; financial losses, anger and frustration on the part of visitors; critical media reports and public criticism of destination.
5	Catastrophic	Unable to meet visitors' requirements and provide normal service type and level; severe financial losses; widespread criticism of destination; critical international media reports; mass cancellation of bookings.

Example: Qualitative Measures of Likelihood

Level	Descriptor	Description
A	Almost certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur only in exceptional circumstances

Qualitative Risk Analysis Matrix – Level of Risk

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (almost certain)	H	H	E	E	E
B (likely)	M	H	H	E	E
C (moderate)	L	M	H	E	E
D (unlikely)	L	L	M	H	E
E (rare)	L	L	M	H	H

Legend:

- E: Extreme risk; immediate action required
- H: High risk; senior management attention needed
- M: Moderate risk; management responsibility must be specified
- L: Low risk; manage by routine procedures

Table 1. Example: Qualitative Measures of Consequence for Tourism Risk Management

Robertson, D., Kean, I. and Moore, S. (2006)



1.4. Evaluate risks

Decisions have to be made about which risks have to be treated and in what order. The previous activities in risk analysis will provide the information on which to make those decisions. Decisions on risk treatment needs and priorities must be aligned with the destination's expectations, values and perceptions of risk.

- Is the risk being managed by existing measures?
- What will happen if it's not treated?
- Will it affect other destinations/ businesses?
- Is it someone else's responsibility?
- What else do we need to know?
- What are the values & expectations of visitors?

1.5. Treat risks

Before risks can be treated it is necessary to identify the options available, to assess the relative merits of each, and to select the most appropriate. Risk treatment plans should then be developed and implemented. Standard risk treatment options available include:

- **Avoid the risk** - choose not to proceed with an activity likely to generate risk (e.g: Compliance programs, Inspection & process controls, Security devices, alarms and processes, Preventive maintenance, Training & education);
- **Reduce the likelihood of consequences** by modifying the risk;
- **Reduce the consequences of occurrence** - by modifying susceptibility (exposure to the risk) and/or increasing resilience (capacity to sustain losses);
- **Transfer the risk** – have another party accept or share the risk;
- **Retain the risk** - accept the risk and plan to manage the consequences;
- **Prevention/ mitigation** – legislation, building codes, land use management, relocation of people/ property, engineering strategies;
- **Preparedness** – awareness and education programs, development of response and recovery plans, training and testing, development of visitor information, communication and warning systems, development of mutual aid arrangements between destinations;
- **Response** – implementation of plans and standard operating procedures, effective acquisition and application of resources to tasks, provision of accurate and timely warning and visitor information messages, search and rescue activities, personal protective equipment for response personnel;



- **Recovery** – restoration of essential services and facilities and normal business in the destination, financial and psychosocial supports, temporary housing, collection and distribution of appeal funds.

1.6. Conclusion and reflection

Summarise the module content and ask participants to reflect on what they have learned and how they can apply these skills in their own work or community.

RECAP FOR LEARNERS

Risks: the chance of something happening that will have an impact upon objectives

Risk management: identification, evaluation, and prioritisation of risks followed by coordinated and economical application of resources to minimise, monitor, and control the probability or impact of unfortunate events.

Tourism risk management: process concerned with identifying and analysing the risks (the chance of something happening that will have an impact upon objectives) to a destination or organisation and deciding what can and should be done about them.

The generic risk management processes for organisations and the community are based upon two enabling activities: communicate and consult, and monitor and review.

The generic risk management processes for organisations and the community are based upon five major activities: establish the context, identify risks, analyse risk, evaluate risks and treat risks.

TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

Robertson, D., Kean, I. and Moore, S. (2006). *Tourism Risk Management: An Authoritative Guide to Managing Crises in Tourism*. APEC International Centre for Sustainable Tourism (AICST).



Module 7: Effective Collaboration and Communication

LEARNING OUTCOMES	<ul style="list-style-type: none"> ● Enhance teamwork and collaboration skills. ● Improve assertiveness and negotiation abilities. ● Promote a leadership attitude.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> ● Role-playing, communication workshops.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> ● Role-play negotiation scenarios. ● Conflict resolution examples. ● Team-building exercises.
TOTAL DURATION	<ul style="list-style-type: none"> ● 7 hours.

ACTIVITIES	DURATION
A.1 Presentation/ introduction to communication, key principles. Video lesson: Two short clips showing excellent and poor verbal and non-verbal communication in a business setting	1 Hr
A.2 Group discussion: assign scenarios to groups related to communication challenges for them to discuss how effective communication can sort those challenges, then share their findings	1 Hr
A.3 Short lecture on business communication	30 min
A.4 Business Pitch: in groups, prepare short speeches appropriate for negotiation scenarios with clients and investors in the tourism sector	1.5 Hr
A5. Case studies and simulation: interactive presentation of key conflict resolution concepts, analysis of real-life scenarios and simulation of conflict resolution in a business setting	2 Hr



A6. Team building: Collaborative problem solving where groups come up with a creative solution to a business problem they are presented with. This to be followed by an open discussion on the importance of teamwork	1 Hr
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MAIN CONCEPTS

Introduction to effective collaboration and communication

1. Communication Fundamentals

1.1. Definition

Communication is the process of exchanging information or ideas, between individuals or groups. The communication process involves converting ideas into a message (encoding); sending the message through a channel (transmission); reception of the message, and feedback.

1.2. Channels of communication

A channel is a medium that the sender uses to transmit the message to the receiver. When choosing the channel of communication, the entrepreneur should consider the nature of the message being conveyed, the audience, and the desired outcome. Using the right channel has an influence on the overall success of communication. Some of the common channels of communication include:

- Face-to-face conversations
- Phone calls
- Emails
- Video conferencing
- Text messages
- Social media
- Newspapers

1.3. Types of communication

There are 4 main methods through which messages are conveyed.

1. Verbal: Speech or spoken word is used to convey a message.



2. Non-verbal: information is transferred without the use of words. It includes gestures, body posture, eye contact, and facial expressions.
3. Written: Involves the use of written words. This method is mostly used in formal settings.
4. Visual: Messages are transmitted using signs, symbols, drawings, photos, videos, etc.

1.4. Importance of communication

As one of the industries that heavily relies on human interactions, the tourism and hospitality industry needs entrepreneurs and professionals who can communicate effectively. Entrepreneurs should be able to communicate the value of their products/ services to their customers, partners, investors, or staff.

Among other things, clear communication aids in building relationships, meeting guest expectations, ensuring smooth operations, addressing misunderstandings or conflicts, and facilitating coordination among team members. These factors contribute to the overall success of entrepreneurial ventures in the industry.

Communication allows the entrepreneur to:

- Articulate their vision. This increases the chances of accessing finance, funding, and building partnerships.
- Engage with customers and understand their demands and needs. Clear and customer-focused communication is key to building trust and loyalty in this industry.
- Build relationships. Entrepreneurship is about networking and connecting with customers, investors, and partners.
- Manage and motivate your team so they're working toward the same goal.

1.5. Effective communication

Communication is not only about conveying information but also about inspiring action, building relationships, and creating a positive business environment. In effective communication, information is conveyed in a clear, concise, and understandable manner to achieve a specific purpose. In the hospitality industry, effective communication is vital for delivering exceptional customer service and interacting with guests/ customers. For instance, service offerings, travel/



tour schedules, payment, event details, and accommodation details should be communicated clearly to avoid confusion.

Active listening is one of the key aspects of effective communication. It involves going beyond simply hearing the words that another person speaks but also seeking to understand the meaning and intent behind them. It requires being an active participant in the communication process. An entrepreneur should pay attention to customer inquiries, feedback, and preferences and respond promptly. Active listening makes the other person feel heard and valued.

Techniques for active listening

- Be fully present.
- Pay attention to nonverbal cues and body language.
- Keep good eye contact.
- Ask open-ended questions.
- Reflect on what you hear.
- Seek and provide feedback. Through feedback the sender will know if the receiver has understood the message

Barriers to communication

- Physical: distance, noise, and other tangible obstacles
- Semantics: language differences, lack of clarity, misinterpretation
- Psychological: emotional states, biases, or preconceptions
- Cultural: norms, values, and communication styles

These barriers can be overcome through active listening, providing context, cultural sensitivity, use of appropriate channels, and feedback.

2. Business Communication

Business Communication

- What is business communication
- Skills in business communication
- Negotiation



- Building relationships and networking
- Business presentation and pitching

2.1. What is Business Communication

Business communication is the process of sharing information between people within the workplace/ company and with outsiders. It includes how employees and management interact to reach organisational goals.

When doing business, it is important to consider the communication skills and the communication processes used by the team.

2.1.1. When is business communication used?

- Presenting the business to customers
- Making plans and proposals
- Executing decisions
- Reaching agreements
- Sending and fulfilling customer orders
- Successful selling
- Effective meetings
- Providing feedback to employees and customers

As seen above, many, if not all business processes rely on communication. Poor or unclear communication has the potential to affect the success of the business.

2.1.2. Types of Business Communication

- **Internal Business Communication**
 - **Upward communication:** Any communication that comes from a subordinate to a manager or from one person up the organisational hierarchy.
 - **Downward communication:** Anything that comes from a superior to a subordinate.
 - **Lateral communication:** Horizontal communication between coworkers.



- **External Communication**

Any messaging that leaves the company and internal staff. It involves dealing with customers, vendors, or anything that will impact your brand.

Importance of effective business communication

- It reduces distractions and creates space for ideas and thinking.
- Effective communication encourages the exchange of essential information. A good communication plan can eliminate independent and non-collaborative work styles and encourage teamwork.
- Increases employee engagement: Employees feel more attached to their work and colleagues and are motivated.
- Improved customer service: If there's poor communication in an organisation, two things happen when it comes to customer service. First, employees in customer-facing roles won't have the information they need. Second, customers will sense low employee morale and have a negative experience.

2.1.3. Steps to Setting up Business Communication Process

- 1) Audit the current state of business communication and set goals.
- 2) Identify core groups in the business and their relationships.
- 3) Define methods of communication.
- 4) Choose the right tools.
- 5) Document the process

2.2. Skills in Business Communication

These are hard and soft skills that help business people succeed in their enterprises and include the following:

- **Collaboration Skills.** Effective collaboration is necessary for working with colleagues and supporting the achievement of business goals. This aspect of business communication skills requires asking questions during team meetings, considering others' ideas and perspectives,



and encouraging team's contributions. With strong collaboration skills, an entrepreneur can develop successful strategies that help their enterprises achieve desired results.

- **Negotiation skills.** Negotiation skills are important for evaluating alternative solutions, building rapport with other people (customers or employees), and seeking compromise. Entrepreneurs rely on negotiation skills for many activities, including making sales transactions, acquiring new partners, and seeking investors.
- **Diplomacy.** Diplomacy is a skill set that can enhance how an entrepreneur builds relationships with workmates, clients and other business owners. Diplomacy requires tact and understanding of how to navigate stressful situations and challenges through communication. Additionally, your diplomacy skills can support your persuasiveness and assertiveness during negotiations, collaborative projects and other activities.
- **Written Communication.** Written Communication is a primary form of communication that is necessary no matter the kind of work being done. Communicating information in writing, drafting reports, sending messages, and reviewing written documents are everyday business tasks. Writing skills also include reviewing writing for errors and determining revisions that can enhance written materials.
- **Presentation and public speaking.** Another essential skill set for effective business communication is developing and delivering engaging presentations to diverse audiences. Presentation skills help an entrepreneur organise the structure of a display, design the delivery method, and communicate information to teammates, business executives, clients and investors. Another important aspect of presentation skills is conveying information using various techniques to engage with an audience, including oral speaking, visual representations, and non-verbal interactions.

2.2.1 Building Relationships and Networking

Networking is not about selling as much as it is about developing long-term relationships and building a good reputation as a business. This starts by meeting and knowing people that you can work with and who can be of help to the business.

Importance of networking:

- **Expand client base:** The more people you know, the more potential customers you have.



- **Helps you create a healthy ecosystem:** A variety of opportunities can be accessed by knowing people operating different businesses and building strong relationships with them. You can establish a support system that can help you navigate the challenges and obstacles that arise during running a business.
- **Allows for the exchange of knowledge and ideas:** The more people you talk to professionally, the more knowledge and information you accumulate over time, and this gives the entrepreneur an edge. Learning what other people think and are doing also inspires the entrepreneur to apply new skills in the business and fresh ideas can make you stand out.

2.3. Negotiation

Negotiation is a discussion between two or more parties to reach a mutually beneficial agreement and resolve a conflict. Successful negotiation requires a combination of communication skills like body language, intonation, good choice of words, and logic.

2.3.1. Why negotiation skills are important

- **Boosting the bottom line:** Negotiation allows the entrepreneur to facilitate fair deals and leave with the best possible outcome in business partnerships of any kind.
- **Problem Solving:** Negotiation can be a problem-solving tool that allows you to search for new ways to overcome obstacles. Instead of shutting down when things do not look promising, negotiators remain open-minded until they arrive at creative solutions. Open-mindedness also shows people that their ideas and time are valuable and enhances relationships.

2.3.2. How to develop negotiation skills

- Do research so that you get ample knowledge and understanding of the issue at hand.
- Listen carefully to what other people are saying.
- Think before you speak.
- Do not wander to other issues in the conversation.
- Be open-minded, flexible and solution oriented.
- Make sure the deal made is mutually beneficial.



2.3.3. Business presentation and Pitching

A business pitch is a presentation of a business idea to a group of people who can help turn the idea into reality.

Three considerations

- Who are you pitching for? (Is it investors who can fund your idea or clients who will pay for your product or advocates who will support your idea)
- What is the purpose of the presentation (attract attention, make an appointment, sign a contract)?
- How much time do you have for the presentation?

Types of business pitches

- **Business pitch:** In this type of business pitch, you present a persuasive presentation to a group of potential business partners or investors. This pitch can be delivered in 20-30 minutes and should then allow for questions.
- **Elevator pitch:** this is very brief and should last 30-60 seconds. This is common with salespeople. The elevator pitch should contain the following information.
 - ✓ Product name and category
 - ✓ The specific problem you are trying to solve.
 - ✓ The innovative solution you offer.
 - ✓ The unique selling point of benefit to your solution
- **Sales pitch:** The goal of this pitch is to show the customer the benefits they can get from your product. In other words, you are trying to answer the question “what’s in it for me from the customer’s perspective”.
- **Product pitch:** For example, a sales pitch for an email automation software will highlight one or two of its benefits. Meanwhile, a product pitch of the same automation software will focus more on its features, how it works, and how you can integrate the software into your existing setup. In this pitch you should aim to:
 - ✓ Explain your product or offering clearly and concisely.
 - ✓ Identify and address the target audience and/ or industry your product supports.
 - ✓ Specify the problem the aforementioned faces and how your solution can solve it.
 - ✓ Provide a realistic example of your solution in action.



- ✓ Make sure to use accurate facts backed up by relevant data.

Informative presentation

General Pitch Outline

To succeed in pitching, you need a strong and persuasive pitch.

- Introduction
- Problem
- Your solution
- Market size and opportunities

3. Fostering collaboration in teams

- Team dynamics
- Effective team meetings
- How to encourage collaboration (handling feedback and criticism, emotional intelligence)
- Tools that can be used to foster collaboration.

3.1. Team dynamics

Definitions

A team is a group of individuals working together towards a common goal or objective. A team brings together individuals with diverse skills, backgrounds, knowledge, and expertise that can be leveraged to achieve tasks or solve problems.

Teamwork is the collaborative effort of a group of individuals who work together to achieve a common goal or complete a shared task. It is the ability to work with others and to help others attain their full potential and achieve the shared goals.

Team dynamics refers to the relationships and interactions between team members that influence a team's overall productivity and performance. It encompasses the way team members communicate and work together to achieve common goals. Understanding team dynamics is crucial



for an entrepreneur to build and lead effective teams that will contribute to the success of the business.

3.1.1. Importance of teamwork

In entrepreneurship working as a team is very important. It helps everyone in the team share the same goal and work toward the overall vision and success of the venture. Teamwork also enhances continuous learning, problem-solving, risk management, and resource mobilisation. By working well together, teams can share their expertise, brainstorm innovative solutions, and support one another during high-pressure situations.

3.1.2. Building Strong Teams

This is an ongoing process that requires attention to both individual and collective dynamics. By investing time and effort into team development, leaders can create a positive and high-performing work environment that contributes to the venture's success.

Effective teams are characterised by the following:

- Clear understanding of the company's goals and they know what they are working towards.
- Team members feel comfortable expressing their ideas, concerns, and feedback.
- Reliability, consistency, and effective collaboration among members. Clear and open communication. This helps in avoiding misunderstandings and ensures that everyone is on the same page.
- Good and strong leadership. Leaders should be adaptable and responsive to the needs of the team.
- Clearly defined roles and responsibilities. When each member understands their role, which fosters a sense of accountability and encourages collaboration. This also prevents confusion and ensures that everyone knows what is expected of them.
- Healthy conflict resolution. This involves addressing issues openly and finding solutions that benefit the team.
- Capacity to adapt and respond to changes, challenges, and new information quickly. The tourism and hospitality industry often faces unpredictable factors such as fluctuating customer demands, seasonal variation, and unforeseen events such as natural disasters, and economic or health crises. The team's ability to adapt to such changes has an impact on the success and sustainability of the venture.



- Regular evaluation and improvement: assess their performance and seek opportunities for improvement. May involve evaluating processes, identifying areas for growth, and implementing changes to enhance overall team effectiveness.

Effective team meetings

Team meetings can be an avenue for value-creating collaboration. When meetings are run well, good business decisions are made, and teams are energised to make individual contributions to reaching business goals. However, this requires purpose, preparation and good presentation.

Types of meetings

- **Decision-making meetings.** These involve decision-makers and are centred on steering the business in one direction or another. Decisions can be about who to hire or lay off, product diversification, investment, etc.
- **Creative solutions meetings.** The goal is to arrive at an innovative solution to a problem the business or the industry may be facing. They can also be preparatory to decision-making meetings.
- **Information sharing meetings.** These are necessary when the information being shared may not be accurately interpreted if shared through other means. Such meetings should not be long.

How to ensure that meetings are efficient and effective?

1. **Time management:** Endless or open-ended meetings take up precious working time. Good time management also includes not planning for unnecessary meetings by asking if the subject at hand should be a meeting in the first place.
2. **Purpose and plan:** What is the meeting for? Make the purpose of the meeting clear. Then plan ahead by preparing materials for the meeting and sharing with attendees ahead of time. This ensures that everyone is well-informed and ready to contribute to the discussions.
3. **Assign roles:** It is helpful to clarify everyone's role. For instance, someone has to make decisions, someone offers insightful information and analysis that help the decision-making process while others carry the information and decisions made and executed. Those on the executing end should also be part of the discussion to ensure speed, momentum, and clarity in realising the decisions made.



3.1.3. Collaboration

The process of working with other people to create or achieve something. It involves the pooling of resources, expertise, and efforts to accomplish a common purpose. It can take place among individuals, teams, organisations, or even across sectors. Effective collaboration requires open communication, mutual trust, and a willingness to share responsibilities, knowledge, and resources. In tourism and hospitality collaboration is essential for providing seamless and memorable experiences for travellers.

Collaboration enhances the potential for business success because it opens doors to diverse perspectives and ideas, access to new markets, and shared resources such as finances, technology, and networks.

Below are some of the ways in which entrepreneurs in the industry can collaborate with others

- Cross-sector partnerships: Hotels, tour operators, restaurants, and local attractions can collaborate to offer bundled packages or promotions to attract tourists.
- Supply chain collaboration: Hotels and restaurants can collaborate with local suppliers to provide unique offerings for guests.
- Tour operators can collaborate with hotels and accommodations to create comprehensive travel packages that include lodging, transportation, and activities.
- Community engagement: Collaboration with local communities to ensure sustainable tourism practices, respecting local cultures, and minimising negative impacts on the environment.

How to encourage collaboration

- **Handling feedback and criticism**

Working with other people includes sharing what is working well and otherwise. Team members need to be open to feedback from superiors, juniors, and peers. Asking for feedback is important but responding positively when given negative feedback is even more important. Here is how:

- **Appreciate all feedback:** Saying thank you encourages the teammate to feel free and safe to share their thoughts.
- **Understand what is contained in the feedback:** Listen intently and give time to hearing the concern before responding.



- **Do not let emotions lead:** Do not react right away. This is very difficult, but it helps you find the treasure in what was shared by a colleague. If possible, let a few days pass by, and talk to an impartial third party before addressing issues or responding.
- **Address the issues raised:** Make changes based on the feedback. This shows true appreciation for the feedback and encourages more of the same in the future.
- **Emotional intelligence in teamwork**

Emotional Intelligence refers to our ability to recognise, understand, and manage our emotions as well as the emotions of others. Emotional Intelligence helps in building trust, fostering collaboration, and promoting open communication.

By being aware of the emotions and those of our teammates we can navigate conflict better, empathise with others, and respond to criticism more constructively.

How to improve Emotional Intelligence:

- Practice self-awareness by reflecting on your emotions and how they affect your behaviour.
- Develop empathy by putting yourself in other's shoes and trying to understand their perspective.
- Improve communication skills including active listening and expressing oneself clearly.
- Learn to manage stress and regulate emotions, especially in high-pressure situations.
- Seek feedback from trusted colleagues to identify areas for improvement.

3.1.4. Tools that can be used to foster collaboration

Team collaboration tools are a group of technologies that offer real-time messaging, group chat, file sharing, shared calendaring, project coordination, voice, and video for one-on-one and group communication. Within enterprise settings, these tools can be centrally managed, which streamlines administrative tasks.

The right tool can strengthen the team through efficient communication and increased productivity. Furthermore, the collaboration history of each user can be archived and reviewed through team collaboration tools, enabling users to look back at past communication experiences from a historical perspective.

Benefits of using collaboration tools

- Improved and faster communication for local and remote teams and businesses.



- A clearer exchange of information since all communications, files and progress updates are centralised.
- Faster file sharing resulting in a more efficient feedback process.
- A decrease in miscommunication since all communication is recorded and searchable.
- Improved visibility into each team member's and the total project's progress.
- Improved team unity due to the ability of team members to connect with each other both on a personal level and team level.
- Increased productivity resulting from improved teamwork and cohesion, as well as access to centralised information that is viewable by all.

Features of collaboration tools

- **Task management:** Enables users to check the progress of tasks and milestones across multiple departments or projects. Also produces a complete report of a task.
- **Document management:** Enables users to store, organise, collaborate on, and share any document or media file.
- **Group chat:** This relates to working on team projects where workforces are geographically dispersed. This provides team members with messaging, file sharing, virtual voice/ video conferencing, virtual whiteboarding and workflow tools. This delivers an all-in-one location for project collaboration work that supports a free flow of information for all stakeholders.

Examples of collaboration tools

- File sharing tools, for example, Microsoft Teams, Google Drive, etc
- Instant Messaging tools like WhatsApp, Zoom, Telegram, WeChat
- Cloud storage tools: Google Drive
- Voice/ video conferencing tools: Google Meet, Zoom, Microsoft Teams
- Scheduling tools: Microsoft Teams, Google Calendar



Module 8. Digital Skills and Online Collaboration

LEARNING OUTCOMES	<ul style="list-style-type: none"> • Collaborate effectively through digital technologies. • Understand netiquette (online etiquette).
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> • Virtual collaboration tools, online discussions.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> • Collaborate on a digital sustainability project. • Practice netiquette in online forums.
TOTAL DURATION	<ul style="list-style-type: none"> • 6 hours.

ACTIVITIES	DURATION
A.1 Masterclass: Introduction to Netiquette and key principles. Short case studies on good and poor netiquette	1 Hr
A.2 Group workshop practice good netiquette in different online forums	1.5 Hr
A.3 Presentation/ participatory lecture on digital sustainability	1 Hr
A.4 Group workshop (1-2-4 All method): sharing & building ideas on sustainability project design concept	1 Hr
A5. Group project: Choose one digital technology/ tool and design a sustainability strategy	1.5 Hr



MAIN CONCEPTS

1. Introduction to Netiquette and Key Principles

Activity Objective

The "Introduction to Netiquette and Key Principles" module aims to provide women entrepreneurs in the tourism and hospitality sector in Malawi, South Africa, and Uganda. It is a basic understanding of netiquette and the key principles for effective and respectful online communication.

What is Netiquette?

Netiquette, a combination of the words "net" (network) and "etiquette", refers to the rules of behaviour and courtesy expected in online interactions. Just as etiquette in everyday life dictates how to behave in different social situations, netiquette sets guidelines for behaviour in cyberspace.

Importance of Netiquette in Tourism Entrepreneurship

In today's digitised world, where much of business interaction takes place online, netiquette is essential for maintaining strong professional relationships and building a positive reputation for your tourism enterprise. Respect, courtesy, and consideration towards others in the digital environment are crucial for establishing lasting relationships with customers, collaborators, and other stakeholders.

- **Key Principles of Netiquette:**

- **Respect:** Treat others online with the same level of respect you would expect to receive yourself. Avoid insults, harassment, or aggressive behaviour.
- **Clarity and Courtesy:** Communicate your messages clearly and courteously, avoiding misunderstandings and unnecessary conflicts.
- **Privacy and Security:** Respect the privacy and security of personal and confidential information. Do not share sensitive data without consent and use appropriate security measures in your online interactions.
- **Community Building:** Contribute positively to the online community by participating constructively, sharing knowledge, and supporting other tourism entrepreneurs.



Here it can be found ten principles about keys for a success of entrepreneurship.

1. **Understanding Netiquette:** Introduction to netiquette, which is the set of rules of behaviour online that promote effective and respectful communication in virtual environments.
2. **Respect and Courtesy:** Highlighting the importance of showing respect and courtesy towards others online, just as in real life. This includes avoiding rude language, personal attacks, and cyberbullying.
3. **Clarity and Brevity:** Emphasising the importance of communicating clearly and concisely online. Avoiding excessive use of slang or abbreviations that may be confusing to other participants.
4. **Professionalism:** Netiquette also applies in online professional environments, where it's crucial to maintain a professional tone and avoid behaviours that may damage professional reputation.
5. **Privacy and Security:** Respecting one's own and others' privacy and security online. This includes not sharing sensitive personal information and taking measures to protect confidential information.
6. **Citing Sources and Copyright:** It's important to correctly cite sources of information and respect copyright when sharing content online. This contributes to academic and legal integrity.
7. **Cultural Sensitivity:** Recognising cultural diversity online and the importance of being sensitive to cultural differences when communicating in virtual environments.
8. **Digital Citizenship:** Encouraging the idea of responsible digital citizenship, which involves engaging ethically and constructively in the online community.
9. **Feedback and Constructive Criticism:** Stressing the importance of giving and receiving feedback in a constructive and respectful manner in virtual environments, promoting a collaborative learning environment.
10. **Continuous Learning and Adaptation:** Highlighting the need to always be willing to learn and adapt to new norms and evolving technologies in the digital world.

2. Digital Sustainability

Digital sustainability in the context of tourism and hospitality refers to the responsible and efficient use of digital technologies to minimise negative environmental impacts while maximising social and economic benefits. It involves integrating sustainable practices into the development, implementation, and management of digital solutions within the tourism and hospitality sectors.



Challenges Facing Digital Sustainability

- **Energy Consumption:** The increasing reliance on digital technologies, such as data centres, cloud computing, and network infrastructure, contributes to significant energy consumption and carbon emissions.
- **E-waste Generation:** The rapid turnover of electronic devices and equipment in the tourism and hospitality industry leads to the generation of electronic waste (e-waste), posing environmental and health risks if not managed properly.
- **Resource Depletion:** Digital technologies rely on finite resources such as minerals, metals, and rare earth elements, leading to resource depletion and environmental degradation through extraction and processing.
- **Digital Divide:** Disparities in access to and usage of digital technologies can exacerbate social inequalities within tourism destinations, impacting local communities and contributing to digital exclusion.

Impact of Digital Technology on the Environment

- **Carbon Emissions:** The energy-intensive nature of digital infrastructure, including data centres and servers, results in significant carbon emissions, contributing to climate change.
- **Ecosystem Degradation:** The extraction of raw materials for manufacturing digital devices and infrastructure can lead to habitat destruction, biodiversity loss, and pollution of ecosystems.
- **Electronic Waste:** Discarded electronic devices contain hazardous materials such as lead, mercury, and cadmium, which can leach into the environment if not disposed of properly, posing risks to human health and the environment.

Steps to Increase Digital Sustainability

- **Energy Efficiency:** Adopting energy-efficient technologies, optimising data centre operations, and implementing renewable energy sources can reduce the carbon footprint of digital infrastructure.
- **Circular Economy Practices:** Embracing circular economy principles, such as product design for durability, reparability, and recycling, can minimise e-waste generation and promote resource efficiency.



- **Sustainable Procurement:** Prioritising environmentally-friendly and ethically-sourced digital products and services can reduce the environmental and social impacts of digital technology supply chains.
- **Digital Literacy and Inclusion:** Promoting digital literacy and ensuring equitable access to digital technologies can empower communities to participate in sustainable tourism practices and benefit from digital innovation.

Collaboration and Innovation: Encouraging collaboration among stakeholders, including governments, businesses, academia, and civil society, can foster innovation and collective action towards digital sustainability goals.

By addressing these challenges and implementing proactive measures, the tourism and hospitality industry can harness the transformative potential of digital technologies while minimising their environmental footprint and maximising their positive impact on society.



Module 9 – Wellbeing and Self-Care

LEARNING OUTCOMES	<ul style="list-style-type: none"> ● Promote personal wellbeing. ● Recognise the importance of work-life balance.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> ● Mindfulness sessions, self-care workshops.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> ● Create a self-care plan. ● Reflect on work-life balance.
TOTAL DURATION	<ul style="list-style-type: none"> ● 4 hours.

ACTIVITIES	DURATION
A.1 Resilience Building for women Entrepreneurs	1 Hr
A.2 Cultural Wellness Practices for Leaders	2 Hr
A.3 Sustainable Leadership: Balancing Business and Wellbeing	1 Hr

MAIN CONCEPTS

This module refers to the wellbeing and self-care for women entrepreneurs. In this sense, please find the following concepts:

1. Mental Health

Mental health refers to a person's emotional, psychological, and social well-being. It involves the ability to handle stress, relate to others, make decisions, and navigate life's challenges. Mental health is not just the absence of mental illnesses but encompasses positive aspects such as resilience, self-esteem, and the capacity to form and maintain healthy relationships. It is a dynamic state that evolves over time and can be influenced by various factors, including genetics, biology, environment, and life experiences.

How mental health affects women's entrepreneurship:



The mental health of women plays a crucial role in their ability to thrive as entrepreneurs. Here's how mental health can impact women's entrepreneurship:

2. Resilience and coping

Mental health influences an entrepreneur's resilience, the ability to bounce back from setbacks. Women with strong mental health are better equipped to cope with the inevitable challenges of entrepreneurship, such as financial difficulties, competition, and uncertainties.

3. Decision-Making and Creativity

Sound mental health enhances cognitive functions, leading to improved decision-making and creative problem-solving. Women entrepreneurs with good mental health are more likely to make strategic decisions and innovate in their businesses.

4. Stress Management

Entrepreneurship often comes with high levels of stress. Women who prioritise their mental health can effectively manage stress, preventing burnout and maintaining a sustainable work-life balance.

5. Communication and Relationship Building

Healthy mental states contribute to effective communication and relationship-building skills. Women entrepreneurs with good mental health can establish and maintain strong connections with customers, suppliers, and team members.

6. Adaptability

Mental health influences one's ability to adapt to change. In the dynamic business environment, adaptability is crucial. Women with positive mental health can navigate uncertainties and pivot their businesses when needed.

7. Self-Efficacy and Confidence

Mental health strongly correlates with self-efficacy and confidence. Women who believe in their abilities are more likely to set ambitious goals, pursue opportunities, and persist in the face of challenges.



8. Networking and Collaboration

Building a support network is essential in entrepreneurship. Women with good mental health are more likely to engage in networking activities, seek mentorship, and collaborate with others, enhancing their business prospects.

9. Innovation and Vision

Mental well-being fosters a positive mindset, stimulating innovation and a visionary approach. Women entrepreneurs who prioritise their mental health are more likely to envision and pursue transformative ideas.

10. Resilience

Resilience refers to an individual's ability to adapt, overcome adversity, and recover from challenging situations. In the context of entrepreneurship, resilience becomes a fundamental tool for facing challenges, managing stress, and maintaining mental health. Resilient entrepreneurs not only navigate obstacles but also find ways to learn and grow through those experiences.

The strategies to implement resilience in Entrepreneurship:

- **Developing self-awareness:** Fostering self-awareness enables entrepreneurs to understand their emotions and reactions to challenges. This facilitates early identification of stress signals and the implementation of preventive measures.
- **Setting realistic goals:** Defining achievable goals and breaking them down into manageable steps helps avoid overwhelm. This contributes to maintaining motivation and reducing psychological pressure.
- **Building a support network and collaboration:** Cultivating strong relationships and a support network strengthens resilience. The exchange of experiences and mutual support are crucial for overcoming business challenges.
- **Effective time management:** Efficient time planning reduces stress and provides a sense of control over tasks. This contributes to resilience by facilitating the management of multiple responsibilities.
- **Continuous learning and adaptability:** Encouraging a growth mindset and a willingness to learn from mistakes promotes adaptability. The ability to adjust to unexpected changes is essential for entrepreneurial resilience.



1. Interrelation between Leadership, self-care and mental health

The interplay between leadership, self-care, and mental health is essential for the well-being and sustainable performance of leaders and their teams. An effective leader not only guides others but must also attend to their own mental health for clear decision-making and positive influence. Self-care, encompassing stress management practices and attention to personal needs, becomes a crucial component of healthy leadership.

1.1. Leadership and Mental Health

Relationship: Leadership style can significantly impact the mental health of both the leader and those around them. Inspirational, supportive, and equitable leadership fosters a positive environment contributing to collective mental health.

1.2. Leadership and Self-Care

Relationship: Leaders who practise self-care are more likely to be effective and sustainable in the long run. The ability to delegate, set boundaries, and maintain a work-life balance are key components of healthy leadership.

1.3. Self-Care and Mental Health

Relationship: Self-care, ranging from time management to relaxing activities, directly contributes to mental health. When leaders prioritise their own well-being, they are better equipped to handle stress and lead with clarity and empathy.

2. Self-Care plan for women leaders in entrepreneurship

- **Set Clear Boundaries**
 - Define work hours and break times.
 - Learn to say "no" effectively to avoid overload.

- **Prioritise Personal Time**
 - Reserve regular time for personal and recreational activities.
 - Dedicate time to hobbies and activities that bring you joy and relaxation.

- **Implement Stress Management Techniques**
 - Practice meditation or mindfulness to reduce stress.
 - Incorporate deep breathing exercises into your daily routine.



- **Promote Healthy Eating**
 - Plan balanced and nutritious meals.
 - Avoid relying on unhealthy foods during periods of stress.

- **Encourage Regular Exercise**
 - Find physical activities that you enjoy.
 - Schedule exercise sessions in your week to maintain physical and mental health.

- **Establish Consistent Sleep Routines**
 - Prioritise adequate sleep by setting regular rest schedules.
 - Avoid working in bed to maintain positive associations with sleep.

- **Cultivate Personal Relationships**
 - Dedicate quality time to meaningful relationships.
 - Set boundaries to protect your time with loved ones.

- **Incorporate Time for Digital Detox**
 - Set specific times to disconnect from email and social media.
 - Resist the temptation to check work outside of business hours.

- **Seek Professional Support**
 - Consider having a mentor or coach.
 - Engage in networking groups to share experiences and gain external perspectives.

- **Promote Continuous Learning**
 - Seek opportunities for personal and professional development.
 - Attend conferences, workshops, and courses that inspire and contribute to your growth.

- **Practice Self-Acceptance**
 - Celebrate your achievements and learnings.



- Learn to forgive yourself and recognize that not everything will always go perfectly.
- **Plan Time for Fun**
 - Dedicate regular moments to light and enjoyable activities.
 - Don't underestimate the power of laughter and recreation for your well-being.

TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

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Module 10: Critical Thinking and Sustainability Values

LEARNING OUTCOMES	<ul style="list-style-type: none"> • Develop critical thinking skills. • Deepen understanding of sustainability values.
PEDAGOGICAL APPROACH	<ul style="list-style-type: none"> • Critical analysis of case studies, debates.
PRACTICAL ACTIVITIES	<ul style="list-style-type: none"> • Analyse complex sustainability issues. • Participate in debates on ethical and environmental topics.
TOTAL DURATION	<ul style="list-style-type: none"> • 6 hours.

ACTIVITIES	DURATION
A.1 Introduction to Critical Thinking and sustainability values	30 min
A.2 Cultivating critical thinking	1 Hr
A.3 Ethical dilemmas pt.1	1 Hr
A.4 Critical Thinking through Case Studies: Tourism in Botswana	1 Hr 30 min
A5. Ethical dilemmas pt2	1 Hr 30 min
A.6 Conclusion and reflection	30 min

MAIN CONCEPTS

1. Introduction to Critical Thinking and Sustainability Values

The formal definition of critical thinking describes critical thinking as an intentional application of higher-order, rational, thinking skills such as analysis, synthesis, problem recognition and problem-solving, inference, and evaluation (Angelo 1995). Scriven and Paul (1996) defined critical thinking as an intellectually disciplined process of actively and skillfully conceptualising, applying, analysing, synthesising, and/or evaluating information gathered from or generated by observation,



experience, reflection, reasoning, or communication, as a guide to belief and action. To sum up, critical thinking means making reasoned judgments and appropriate decisions.

Critical thinking plays a crucial role in addressing environmental challenges and promoting sustainability. It involves analysing complex sustainability problems, questioning norms, and developing integrated problem-solving competency to promote sustainable development.

Sustainable tourism necessitates critical thinking and the United Nations 2030 Agenda is a good instrument to apply critical thinking to move past the status quo to more radical and transformative approaches (Boluk K., Cavaliere C. & Higgins-Desbiolles F., 2019) to tourism. Sustainable tourism is firmly positioned in the 2030 Agenda, contributing, directly or indirectly, to all of the goals. In particular, it has been included as targets in Goals 8, 12 and 14 on inclusive and sustainable economic growth, sustainable consumption and production and the sustainable use of oceans and marine resources, respectively. Three Sustainable Development Goals¹ (SDG) targets mention sustainable tourism, namely: SDG target 8.9 on devising and implementing sustainable tourism policies that create jobs and promote local culture and products; SDG target 12.b on developing and implementing tools to monitor sustainable development impacts for sustainable tourism; and SDG target 14.7 on increasing the economic benefits to least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism (World Tourism Organization, 2018).

However, the practice of tourism also poses many challenges that are often undermining, instead of contributing, to progress towards the achievement of the SDGs. For example, looking at the impact of tourism on SDG 1 (End poverty), there is a common idea that the economic benefits of the tourism industry would eventually also reach the poor. However, experiences from many destinations have shown that tourism may not just fail to deliver on the ‘trickle-down’ promise, but may often even increase poverty due to its inherent inequalities. Across the tourism industry, de-regulation and violation of workers’ rights have contributed to joblessness and precarious work and social inequality. Tourism is one of the sectors with a high level of inbuilt inequality, as it often creates unequal wealth distribution among local communities in the destinations. Furthermore, the tourism industry competes with local communities for scarce resources, including land, water, energy, utilities, government support, food supply, etc. Power relationships between tourists and hosts are often an issue, as the purchasing power of the tourists usually dominates. The poor are

¹ The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.



the least able to benefit from tourism, and highest at risk of suffering from the negative impacts of the industry.

Thanks to critical thinking, stakeholders in tourism can learn about the dynamics of poverty, marginalisation and vulnerability in foreign contexts and can opt the touristic option most in line with the 2030 Agenda. For example, they can choose tourist destinations that involve local communities in planning and decision making, tourism business, destination management and monitoring of benefits and detrimental effects of tourism. Direct involvement of communities in tourism leads to the development of the informal sector, small businesses, community-based tourism initiatives and other businesses run by or benefitting the poor, linking tourism to local production and services (ECPAT Germany et al., 2017).

On the other hand, tourism has a drastic impact on SDG 13 (Climate change). Tourism is very energy-dependent, and nearly all of the energy it uses is derived from fossil fuels. Globally the sector causes some five percent of man-made CO2 emissions. Three quarters of these are caused by transport, with aviation accounting for 40% of the total footprint, and cars for 32% (UNWTO-UNEP-WMO, 2008). On a similar note, critical thinking can help tourists to mitigate their negative impacts for the environment by choosing less carbon-intensive tourism or by donating a small fee to compensate for the pollution.

2. Conclusion and reflection

Summarise the module content and reflect on what you have learned and how you can apply these skills in your own work or community.

KEYWORDS

1. Agenda 2030

Action programme to promote sustainable development for people, the planet and prosperity. Signed on 25 September 2015 by the governments of the 193 Member Countries of the United Nations, and approved by the UN General Assembly, the Agenda sets out 17 Sustainable Development Goals.

2. Critical thinking

The intellectually disciplined process of actively and skilfully conceptualising, applying, analysing, synthesising, and/or evaluating information gathered from, or generated by,



observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

3. Sustainable development goals (SDGs)

Collection of seventeen interlinked objectives designed to serve as a shared blueprint for peace and prosperity for people and the planet.

4. Sustainable tourism

Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

TO KNOW MORE AND DEEPEN YOUR KNOWLEDGE

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