

**A COMPENDIUM OF  
BEST PRACTICES IN  
GLOBAL TOURISM:  
STRATEGIC LESSONS FOR SRI LANKA  
TOURISM DEVELOPMENT**

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**A Compendium of  
Best Practices in Global Tourism:  
Strategic Lessons for Sri Lanka Tourism Development**

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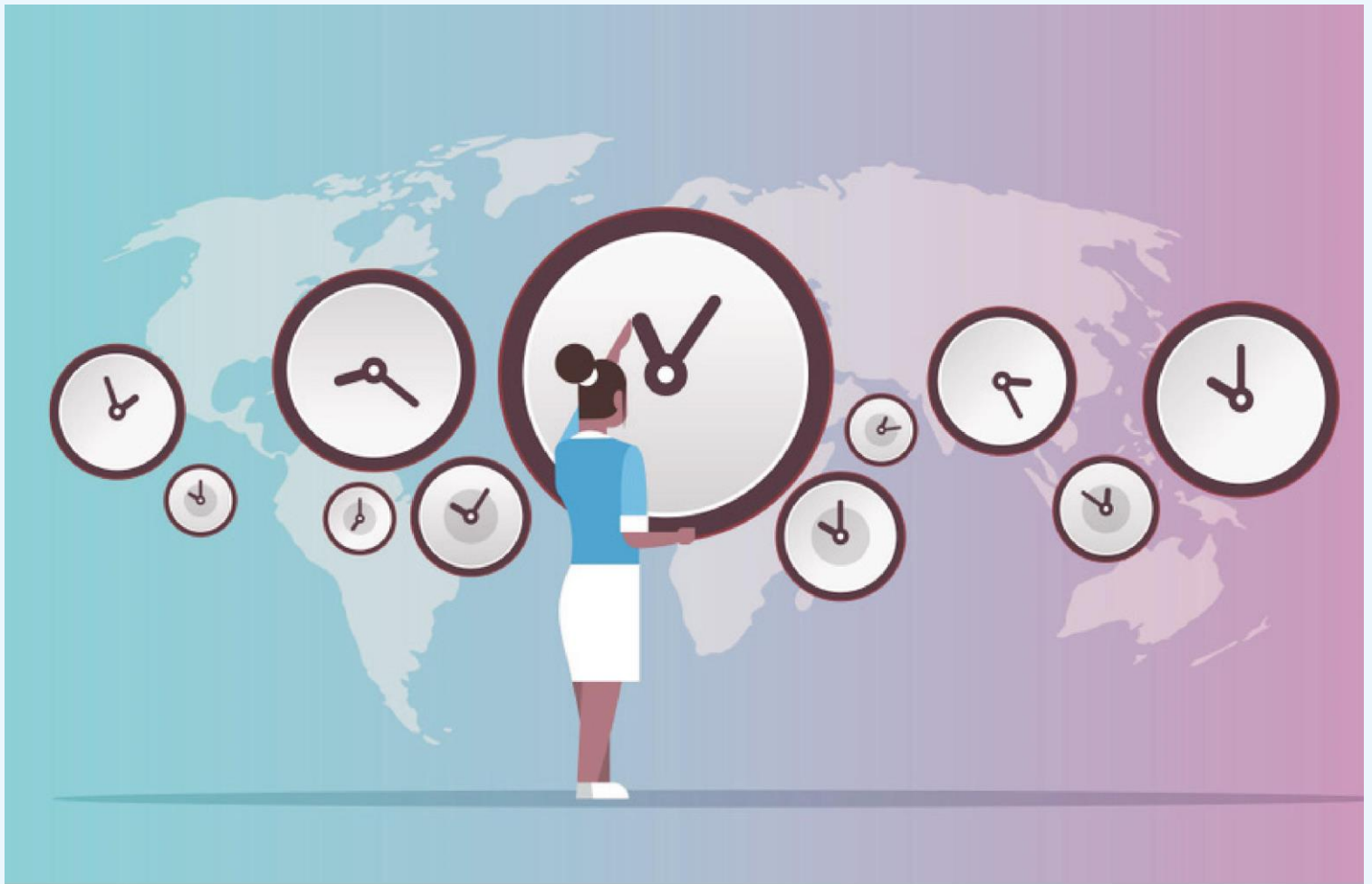
# WOMEN LEAD

Empowered Women, Empower Women

**Global Best Practices for Sri Lanka Tourism**



**Gitanjali Chakravarthy**  
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## Global Best Practices- What can we learn & do?

Women in the hospitality, leisure, travel and tourism work force represent 60-79 per cent of the workers (International Labour Organization). Nevertheless it is a common factor that women who join the hotel industry, yet very much though to be male dominated, have very poor showing in sustaining and rising to executive level positions and beyond.

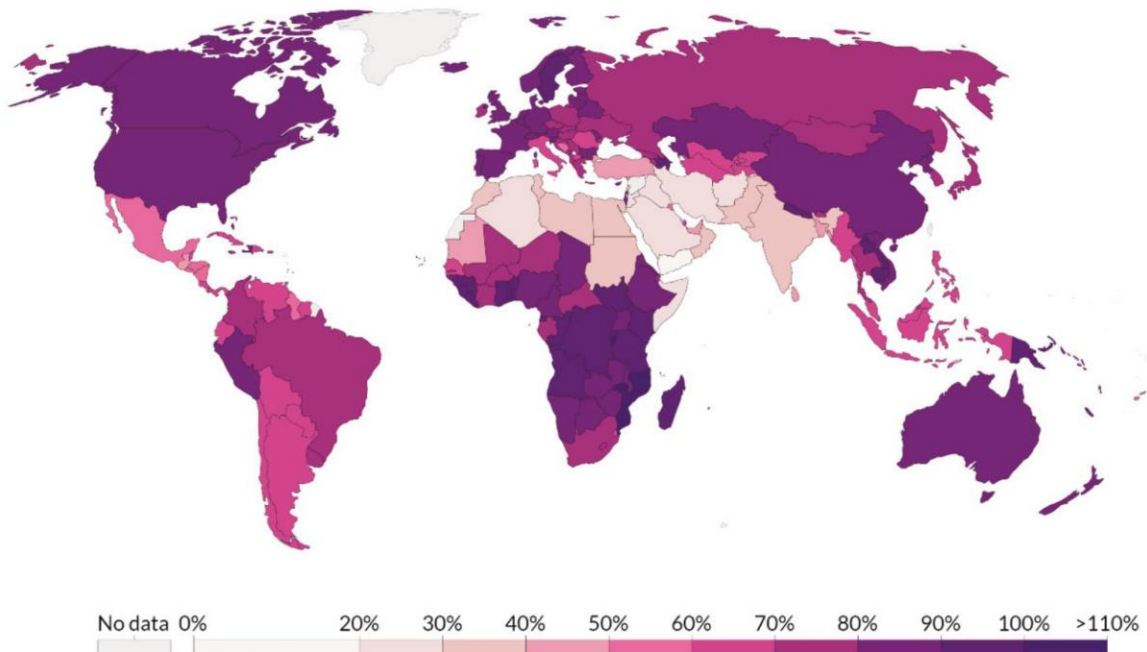
As per (Catalyst, 2011), in the United States, which leads the world in female employment, women comprise just 3 percent of Fortune 500 chief executives and 7.6 percent of Fortune 500 top earner positions.



## Ratio of female to male labor force participation rates (%), 2017

The female-to-male ratio of labor force participation rates is calculated by dividing the labor force participation rate among women, by the corresponding rate for men. The labor force participation rate is defined as the proportion of the population ages 15+ that is economically active. All figures correspond to 'modeled ILO estimates' (see source for details).

Our World  
in Data



Source: World Bank

OurWorldInData.org/female-labor-force-participation-key-facts • CC BY

In today's world, the subject of empowering women in tourism has been widely cited both as a challenge and an opportunity

### Global trends and patterns

- According to ILO's 2010 analysis of developments and challenges in the hospitality and tourism sector, women made up between 60% to 70% of the labor force in the hotel sector.
- A study in Bulgaria revealed that 71% of managers and administrators in tourism are women compared to just 29% in the country as a whole.
- In Indonesia, Malaysia, the Philippines, and Thailand, more than half of tourism businesses are run by women.
- In Latin America, 51% of tourism businesses are managed by women, more than double the proportion in other sectors.
- In Nicaragua and Panama, more than 70% of business owners are women, compared to just over 20% in other sectors.

6. APPENDIX: SELECT LABOUR MARKET INDICATORS  
FOR THE MAIN COUNTRIES, 2018 DATA<sup>30</sup>

COUNTRY	OVERALL LABOUR FORCE (15-64) PARTICIPATION RATE (%)	LABOUR FORCE PARTICIPATION RATE - MALE (15-64): %	LABOUR FORCE PARTICIPATION RATE - FEMALE (15-64): %
ARGENTINA	67.7	80.1	55.3
AUSTRALIA	77.2	82.5	72.0
BRAZIL	69.9	80.4	59.7
CANADA	78.3	81.8	74.8
CHINA	75.9	82.8	68.6
COLOMBIA	75.2	86.6	64.2
EGYPT	51.4	77.8	24.2
FRANCE	71.7	75.5	67.8
GERMANY	78.2	82.4	74.0
INDIA	56.1	81.8	28.5
INDONESIA	68.4	83.6	52.9
IRAN	46.4	75.1	17.7
ITALY	64.7	74.4	55.0
JAMAICA	73.2	82.6	64.0
JAPAN	77.3	85.5	68.7
JORDAN	41.3	66.9	15.0
MALAYSIA	68.5	81.0	55.0
MEXICO	65.0	82.5	47.6
NETHERLANDS	79.9	84.3	75.5
PERU	79.9	87.1	72.7
PHILIPPINES	64.4	77.0	51.7
RUSSIA	74.3	79.9	69.0
SAUDI ARABIA	58.3	81.9	23.5
SINGAPORE	76.1	83.5	68.9
SOUTH AFRICA	58.8	65.3	52.4
SOUTH KOREA	68.8	78.3	58.8
SPAIN	74.1	78.9	69.2
THAILAND	75.5	83.3	68.0
TUNISIA	51.5	76.6	27.1
TURKEY	56.5	77.3	36.1
UNITED ARAB EMIRATES	80.0	92.5	41.3
UNITED KINGDOM	77.4	82.4	72.4
UNITED STATES	71.8	77.4	66.1
VIETNAM	83.3	87.2	79.4
WORLD	67.4	80.6	53.7

Travel and Tourism: Driving Women's Success  
Source: World Bank Database and ILO

Pay and gender across core occupations, United Kingdom

SIC code definition	Gross weekly pay in main job (MALE)	Gross weekly pay in main job (FEMALE)	Percentage difference between male and female earnings
Hotel & accommodation managers	£490	£325	16.8%
Conference & exhibition managers	£518	£551	-3.2%
Restaurant & catering managers	£581	£352	19.7%
Publicans & managers of licensed premises	£377	£186	25.3%
Chefs, cooks	£333	£174	23.8%
Travel agents	£386	£256	16.8%
Travel & tour guides	£79	£84	-3.1%
Leisure and travel service occupations	£418	£159	30.9%
Hotel porters	£360	No data	-
Kitchen & catering assistants	£170	£139	9.1%
Waiters, waitresses	£156	£131	8.0%
Bar staff	£126	£118	3.2%
Leisure & theme park attendants	£204	£82	29.7%

Source: Labour Force Survey, April-June 2010 (income weighting used)



## Introduce family friendly policies and childcare assistance

“This isn’t an issue with diversity in the traditional sense. Hospitality and travel certainly has no problem in attracting women; who make up 60% to 70% of female grads from hospitality management programmes. But we see issues starting to arise in trying to convince women to stay,” Women in Hospitality Chair Tea Colaianni, recently told HR Magazine.

Colaianni, who is chair of WiH and former group HRD of Merlin Entertainments, is working alongside others in the industry to achieve 33% female board representation in hospitality by 2020, a target set by the Hampton-Alexander Review.

“When women get to a point where they start families and are not able to commit to the same long hours or demanding shift patterns, there’s nothing in place to give them the flexibility they need to stay in their roles, nor are there any initiatives to encourage them to return to work. One of the key factors in this is a lack of family-friendly policies.”  
– Tea Colaianni

In the Philippines, 58% of workers in the accommodation and food industries are women

## Policies and strategies implemented for such impressive performance

- 40% of our Executive Board members are female
- 300 high-potential young female leaders enrolled on our new EMEA Executive Coaching programme for women
- Personal development programs – Elevate 1, 2, 3 & Shine1 , Shine 2
- Excellent team member accommodation for all positions
- No wage disparity between gender
- Women now represent 51% of Hilton’s U.S. employees.





Given below some of the initiative taken by Hilton to support community partnerships that invest in women and girls - through education, training and professional development.

## Women in Leadership

**Executive Committee Diversity Networking Program:** All committee members participate in the mentorship program, with more than 75 percent of the mentees being women.

**Women's leadership development:** Assists women in addressing their strengths and challenges, as well as navigating the dynamics of strategic business leadership.

**Women's team member resource groups:** Company-initiated voluntary groups of team members who collaborate to advance the goals of the company, promote professional growth through networking and mentoring, provide leadership development opportunities and offer their perspectives to the company.

More than 470 women participated in the WTMRGs located in their corporate offices both in the United States and the United Kingdom.

**Africa and Indian Ocean Women in Leadership Conference (March 2017):** Hilton hosted this conference, which focused on educating, empowering and mobilizing women within the organization. This is part of the company's diversity and inclusion strategy, which aims to appoint its first female GM in South Africa.

## Women as Business Partners

**Supplier diversity program:** Started a decade ago, the program cultivated relationships with more than 4,400 women- and minority-owned businesses. To date, Hilton has invested more than \$500 million USD in women and minority business enterprises.

**Entrepreneurship skills training:** Since 2016, Hilton has invested in an entrepreneurship training program for rural women in China.



## Community Partnership

**Room to Read:** Since 2012, Hilton has partnered with the organization to fund the education of more than 550 girls and build dozens of school libraries and schools in Asia, which in turn have benefited more than 35,000 children and their families.

**Protection of human rights:** In 2011, Hilton Worldwide became the second U.S.-based hotel company to sign the ECPAT (End Child Prostitution And Trafficking) Tourism Child-Protection Code of Conduct, which focuses on the protection of children sexual exploitation in the travel and tourism industries. In 2013, the company launched a partnership with Vital Voices to support a global network of women-led nongovernmental agencies working to stop child



- 44% Female Employees
- Providing a night's stay for the immediate family of the female staff member recruited.
- AccorHotels developed "Women at Accor Generation," a network that spans across the group's 3,600 hotels in 92 countries and has 4,200 members worldwide. WAAG has many different objectives –
  - Mentorship and training programs to help women advance in the company.
  - It is also a forum to combat internal gender discrimination and improve the workplace for women. For example, develop flexible work arrangements for women returning to their jobs after childbirth—breaking the barrier lasted Since 2008.
  - Solidarity AccorHotels Endowment Fund supported 36 back-to-work projects that have helped 8,000 women in 19 countries. In Asia, six projects supported 1,400 women in China, India, and Myanmar.

- In 2015, AccorHotels became the first and only hotel group to join the HeForShe solidarity campaign initiated by UNWomen.

- The group also committed to have at least 35 percent women GMs by the end of 2017, with a longer-term goal of eventually reaching 50 percent.



- In December 2016, As the leading hotel operator in Saudi Arabia with 20 hotels and 40 in development the group held its first ever "Women Empowerment and Integration Forum" in Jeddah, Saudi Arabia, that aimed to encourage and inspire young Saudi women to reach the highest levels of professional development.



- Women comprise 55% of its U.S. workforce and 41% of executive officers.

- Marriott's programs include the Emerging Leader Program, Diversity & Inclusion councils, women's networking groups, paid maternity and parental leaves, adoption assistance, infertility coverage, new parent coaching, tuition reimbursement, and workplace and scheduling flexibility options

- In global top management, there are 31 women and 43 men.



- Non-hotel based heads of department, here are 83 women and 91 men.

- More than 40 resorts and hotels, 60 spas, 70 retail galleries, and three championship golf courses in 28 countries.

- Company culture focuses on capabilities and merit-based promotions.

- Hire from local communities as much as possible, and invests in continual training to empower its workforce. Its retail arm, consolidated under Banyan Tree Gallery, engaged with local community crafts producers and provided them with a global outlet for their products. The gallery team engages directly with these craftswomen to decide production schedules that do not impinge on their familial responsibilities.



**Claire Chiang**  
Co-Founder and Senior VP  
Banyan Tree Hotels & Resorts



- In China - “Best Offers from the Hometown” program to address the pressures of the “one child policy.” This program allows talented employees to return to their hometowns to care for elderly family members while continuing their careers at IHG. This helps women with their family responsibilities, but also benefits local communities by bringing their professional experience home.



- Internal training specific for female workers has increased. Women working at the property to be twice the average for the hotel industry.

- Ten percent of core head-office functions (including managers, supervisors, accountants, administrators, and sales and marketing staff) are held by Maldivian women, comprising at least 8% of all management and supervisory staff, which is twice the national average.\*





## Beyond Hospitality

Many non-hospitality companies weaves work/family support seamlessly into its daily working culture to encourage women participation and sustenance.

1. On-site schooling
2. Child care facilities
3. Dine with kids during the lunch break
4. Medical care
5. Work-out facilities
6. A post office
7. A dry cleaner
8. A golf course

## Recommendations

- ✓ Improve women's access to better quality jobs and promote equal access to opportunities
- ✓ Promote women's education and training
- ✓ Ensure women earn the same as men for equivalent work and commit to reduce the gender pay gap
- ✓ Promote women's leadership
- ✓ Provide attractive childcare, tax, social benefits, maternity protection, and incentives to return to work
- ✓ Increase flexible work arrangements
- ✓ Combat unconscious bias
- ✓ Inform/educate employers about the benefits of employing women
- ✓ Promote women's entrepreneurship and facilitate the equal access to start-up grants

02

# *Souvenir Industry & Tourism*

*Global Best Practices for Sri Lanka Tourism*



**Navodhi Karunarathna**  
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# Souvenir >>>



## The tangible evidence of tourist experiences

(A form of **evidence** to **tangibilize** the intangible travel **experiences**)

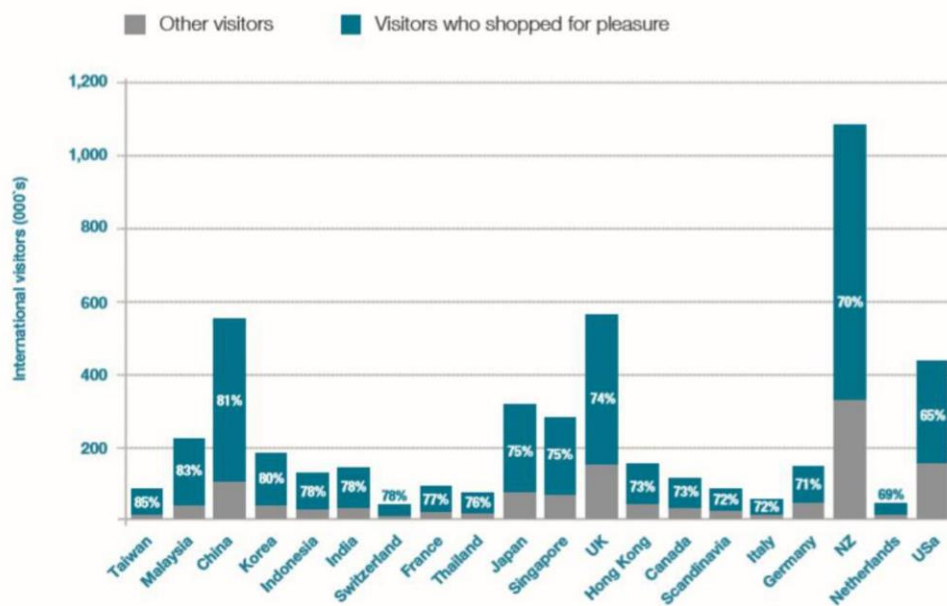
Souvenir  
industry

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- Tea packs
- Gem & jewelry
- Cinnamon Sticks & Spices
- Wood Carving & Masks
  - Batik & Garments
  - Laksha
- Stone Carvings
- Clay & Porcelain
- Dumbara Mats & Cane
  - Paintings
- Brass & antique
- Sweets & food

# Global Trends and Patterns

Visitor Propensity for Shopping, FY 2012



Source : UNWTO • AM Reports: Volume eight

## Growth of the global personalized gifts

- Growing gifting culture and increasing demand for seasonal decorations
- Innovative gifting solutions and advancements in technology
- Expanding online retail, kiosks, and online distribution channels



# Impressive Performance



## Best Countries

- **Bhutan** - Local Products >> *Sustainability*
- **India** – Replica >> *Destination Base*
- **Dubai** – Luxury gifts >> *Branding*
- **Bali** – Wood Carvings >> *Mass scale*
- **Japan** – Gifts with technology >> *Quality Assurance & Innovations (3D customized souvenir printing)*
- **Vietnam** – Recycled Souvenirs>> *Go Green*



- 1) Less is more
- 2) The Rule of Three
- 3) Pyramid principle

Best practice  
for visual  
merchandising  
souvenirs

in Europe



# Policies and Strategies Implemented for Such Impressive Performance



<b>Bhutan</b>	<i>Implementation of Strict Rules and Regulations (Environment focus) for sustainable souvenir industry</i>
<b>Australia</b>	<i>Quarantine certificate</i>
<b>Malaysia</b>	<i>Malaysian Anti-Corruption Commission (MACC) - Gift Enquiry</i>
<b>Japan</b>	<i>Government funded projects with University students</i>
<b>Dubai</b>	<i>International branding and luxury outlet development – Dubai Mall</i>
<b>Vietnam</b>	<i>National campaign for "Go Green"</i>



## Global perspective of Tourism Souvenir Industry







## Lessons learned for Sri Lanka

- ✓ **Code of Ethics for Sri Lankan Souvenir Indust**
- ✓ **Attraction Replicas @ the destination**
- ✓ **Experience base Souvenirs**
- ✓ **Quality assurance for Souvenirs**  
(Standardized ratings, Quarantine certificate promotion/export)
- ✓ **Awards for best innovations and skills**
- ✓ **Display enhancement**

❖ **Souvenir museum display at the arrival gate**  
**Airport** – Offering Souvenir guide document

❖ **Souvenir Trials - Promote Souvenir villages and Training centers**

❖ **Story Telling**

❖ **Island-wide awareness programs on “best practices” in Souvenir industry improvements**  
(Innovations, Quality enhancement, Marketing and promotions)

**My suggestions**





## Tourism Policy Formulation & Implementation Global Best Practices for Sri Lanka Tourism



**Bhagya Mahavithanage**

bhagyavi@hotmail.com



## What is a Tourism Policy ?

A set of regulations, rules, guidelines, directives, and development/promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destinations are taken.

<https://quizlet.com/7392612/tourism-policy-and-destination-management-flash-cards/>

### Why is Tourism Policy Important?

- ✓ Defines the rules of the game
- ✓ Sets out acceptable activities & behaviours
- ✓ Provides a common direction for all stakeholders
- ✓ Facilitates implementation of a consensus vision
- ✓ Serves as framework for public/private discussion
- ✓ Allows tourism to interface with other sectors

### Objectives

To guide all tourism development, operations and management so as to meet the Government's immediate and long-term objectives for tourism. The policy, based on the principles of sustainability, is in line with international best practices to ensure the competitiveness of the national tourism industry within a regional and global scenario. A tourism policy which identifies tourism as a key economic growth sector and guides its development over the long-term.

UNWTO


## Role of Tourism in the world

- International tourist arrivals grew by 7 % in 2017 to 1,326 million
- In 2017, international tourism generated US\$ 1.6 trillion in export earnings
- UNWTO forecasts a growth in international tourist arrivals of between 4% and 5% in 2018
- By 2030, UNWTO forecasts international tourist arrivals to reach 1.8 billion (UNWTO Tourism Towards 2030)

UNWTO

## New trends in Tourism

- ✚ Desire to learn
- ✚ Engaged experiences
- ✚ Demand for sustainability
- ✚ Information at finger-tips
- ✚ Dew destinations
- ✚ Accessibility
- ✚



**To align with the dynamic tourism trends and to achieve the goals of a destination, it is vital to have a well formulated tourism policy with an implementation**

1

## Impressive Performance by Countries/Destinations



- ✦ **Best in the world in Singapore's business environment, international openness, also travel and tourism policy and enabling conditions.**
- ✦ **2<sup>nd</sup> in Asia in the Travel & Tourism Competitiveness Report 2018 – Ranked No. 13 in the world out of 141 countries**



*Why should anybody come to Singapore to begin with? What did we have? We only had a name, then Raffles Hotel ... A few quaint habits and customs and the mediums and the temples, the Indian with his kavadi walking over heated charcoal ... that is not going to bring in six million. But we created the attraction. We created the interest that brought the six million tourists. We developed a marketing strategy. And we made ourselves useful to the world."*

**Lee Kuan Yew**

Singapore is a leading tourist destination in the Asia-Pacific region, with great influence on its neighbouring countries with limited natural resources. The small island nation achieves the current status **with a strong regulatory framework, excelling in protection of property rights, encouragement for foreign investment and highly transparent government policymaking**. Singapore also scored well for the **quality of its business environment and infrastructure**, partly because of its high-quality ports, roads and ground transport such as taxis and trains.

**Strong government policy** leads to the success of its tourism development model which has unique attributes, **strongly controlled by the government, highly globalized and connected with the world**. The evolution of the tourism policy from 1965 till 2015 reflects three key phases:

- 1. Take-off phase (1960s and 1970s)**
- 2. Development phase (1980s)**
- 3. Maturity phase (1990s to 2015)**

This success story is linked to the design and implementation of a tourism policy that has responded to local and international elements and dynamics throughout the different phases identified (takeoff, development and maturity), principally the political system, the economic framework, the territorial context and globalization.







### Consistency of the tourism policy directive with high sensitivity to the external factors

Consistency due to the same political party remaining in power since independence. Government has exercised its leadership and influence in all spheres of the nation, favouring the development of a policy characterized by strong control and performing strong authority. The institutional framework of Singapore Tourism bureau provides the system that evolves with the global trend. <https://www.quora.com/Which-country-has-the-best-tourism-policy>

### Singapore Tourism Bureau (STB)

The STB’s structure provides an open eye to the global trends in tourism with an international group, research team to provide real time scientific data required for decision making for the planning team, a strong corporate team to provide required logistics and framework for implementation, a dedicated team for technology transformation to keep up with the competitive trends and with dedicated sections to work on specific areas where Singapore has the potential to dominate i.e. MICE, Cruise.

### Key teams within STB & functions

- ✓ Marketing group → Communication & marketing capability, Industry marketing, digital & content, branding, marketing partnerships & planning
- ✓ Policy & Planning Group → Infrastructure planning & Management, strategic planning & Incentive policy, travel agents & tourist guides, hotel & Sector man power, cruises
- ✓ Corporate group → Finance, corporate advisory & human resources & org. development, compliance & corporate services & legal
- ✓ Experience Dev. Group → Attractions, entertainment & tourism concept dev., retail & dining, arts & cultural precincts. sports. MICE
- ✓ International Group → Intl. relations, Market Planning & Oceania, trade engagement & Market access, South Asia, Middle East & Africa, Americas, South-east Asia, Europe, Greater China North Asia
- ✓ Technology Transformation group → Digital transformation, Data Governance & System, visitor experience, the collaborator, Organization enablement

Singapore is very sensitive to the impact of globalization and the international situation. Since the beginning, this factor has had consequences on the tourism policy process. Actions and strategies (the Tourism Development Plan 1986-1991, Tourism 21, etc.) have aimed at transforming and continuously reinventing Singapore in order to adapt this destination rapidly and efficiently to new times, new trends and unforeseen events like financial crisis, wars, etc. Singapore has shown at all times **its capacity to adapt to different circumstances.**





Promoting ‘High value and low volume’ tourism has been Bhutan’s policy for the last 50 years

**Top-down planning, adaptability, innovation, focus on outstanding quality and promptness in finding solutions in keeping with the global/regional trend/demand have been, therefore, the policy principles by which Singapore has been able to succeed in tourism**

“Happiness (GNH) Values”.

The tourism industry in Bhutan is founded on the principle of sustainability, meaning that tourism must be environmentally and ecologically friendly, socially and culturally acceptable and economically viable. The Royal Government of Bhutan recognizes that tourism is a world-wide phenomenon and an important means of achieving socioeconomic development particularly for a developing country like Bhutan. It believes that tourism, in affording the opportunity to travel, can help to promote a deeper understanding among people and to strengthen ties of friendship based on a deeper appreciation and respect for different cultures and lifestyles.

<https://www.tourism.gov.bt/about-us/tourism-policy>

**Bhutan’s tourism policy has given directives to control the tourism volumes by imposing taxes and strict regulations.**

**The minimum daily package applicable per tourist per night halt in Bhutan for tourists travelling in a group of 3 people or more is as follows:**

- USD \$200 per person per night for the months of January, February, June, July, August, and December.
- USD \$250 per person per night for the months of March, April, May, September, October, and November.

**GNH in the place of GDP**



## National Tourism Policy to be implemented by July 2020

**“High value and low volume”** has been our guiding policy statement. Now what we are trying to do is, keeping this as an overarching policy guideline, we are going to detail out the policy for the next 10 to 20 years.... We will target to have regional balance and seasonal spread of tourist throughout the year.... This is what we will be trying to address. To take tourists to the places that don't receive many visitors, we are trying to create new tourism products,”

*The Tourism Council of Bhutan (TCB)'s director-general, Dorji Dhradhul*

### The four main pillars of Gross National Happiness are:

1. **Equitable and Sustainable socio- economic.. development**
2. **Preservation and promotion of the cultural and.. spiritual heritage**
3. **Conservation of environment**
4. **Good governance**

### Success Story of Bhutan

2018 saw a total of 274,097 visitor arrivals to Bhutan with a growth rate of 7.61% over 2017. Of the total arrivals, there were 71,807 international arrivals and 202,290 regional arrivals

Figure 1.1 Tourist Arrival over the years







Julian Sneyd

▷ *“Australia remains one of the best examples worldwide of a government adopting a full stakeholder approach to Travel & Tourism development and management. A significant aspect of Tourism 2020 is its role in driving co-ordination across a number of Australian Government departments and agencies – a wholeof-government approach – in consultation with the industry.”*



WTTC

The Tourism Policy for Australia was done in 2010 for 10 years “Tourism 2020” with a vision of making Australia the most desirable (first time visitors) and memorable (attracting repeat

## Core values :

- **Genuine:** We are real and authentic and truly believe in what we do
- **Innovative:** We aim to be the best in the business in everything that we do
- **United:** We are one global team and value relationships
- **Positive:** We are optimistic and always look on the bright side
- **Commercial:** We think strategically and we deliver results.

Tourism 2020 advocates **strong collaboration across government and the tourism industry. Tourism Ministers’ meetings** have enabled collaboration between government on the development of a policy framework for Tourism 2020 and implementation of key strategies. Industry representatives have contributed to the development of Tourism 2020 priorities and strategies.

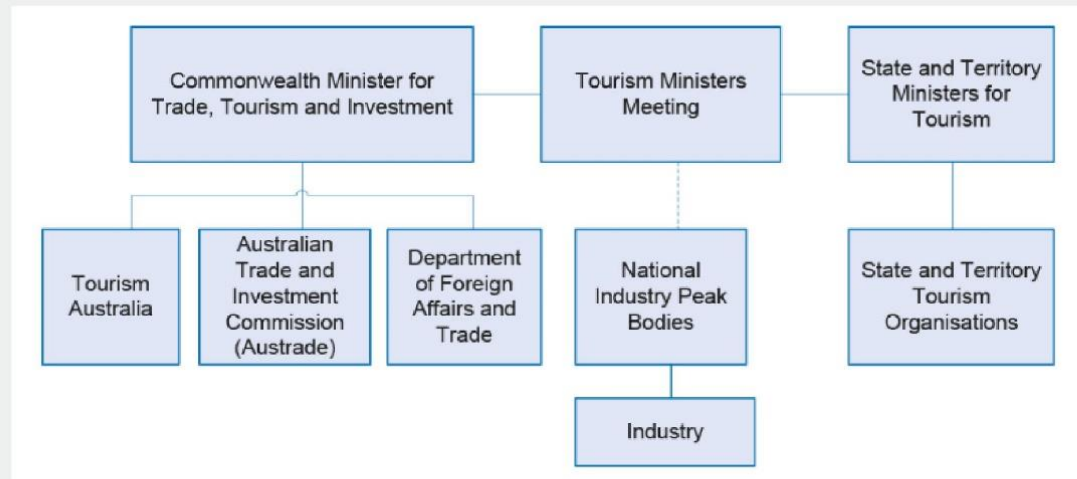
Tourism 2020 has been designed to link stakeholders in the industry and provide a balanced focus on building the productive capacity of the tourism industry and destination marketing. The strategy also seeks to align the government and industry on key priorities.

<http://www.tourism.australia.com/content/dam/assets/document/1/6/w/u/3/2002107.pdf>

# TOURISM 2020

Tourism 2020 is a whole-of-government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution.

Figure 1.1: Whole-of-government arrangements for Tourism 2020



Source: ANAO.

<http://www.tourism.australia.com/en/about/our-organisation/our-vision.html>

## Decision Making based on Research Data

Development and implementation of Tourism 2020 has been based on coordinated, targeted research. **A national tourism research agenda** was developed at an early stage to advise Tourism Ministers on research priorities and review opportunities to improve the dissemination of tourism research.

The Australian Government also agreed to establish a **Tourism Research Advisory Board** to coordinate the development and implementation of a national tourism research agenda. The Board would pursue **an effective industry research program** to enable key industry stakeholders to more accurately assess and respond to investment opportunities and challenges. The Board, disbanded in May 2016, has been replaced by industry led roundtable discussions with key government, industry and research stakeholders within each state and territory to identify current research priorities and gaps.

**Technology being used wherever is possible...**





# National Tourism Research Framework

Unlocking the research potential to drive Australia's competitiveness beyond 2020

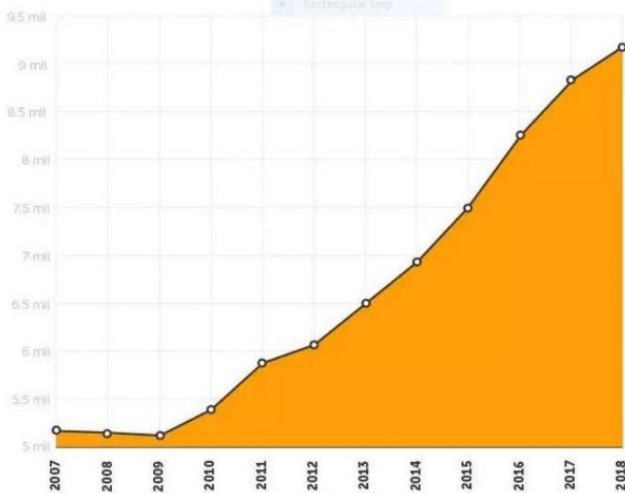


<https://www.tra.gov.au/tra/2016/aboutus/National-Tourism-Research-Framework.html>

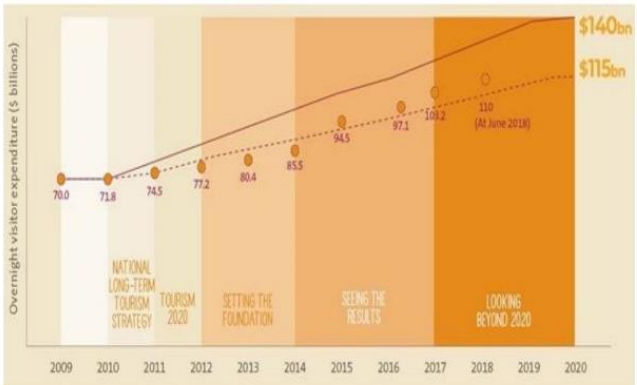
## Achievements

A clear hype in tourism arrivals and revenues is shown after implementation of the “Tourism 2020” Australia’s Tourism Policy which shows its effectiveness and successful implementation ....

How many tourists visit Australia each year?

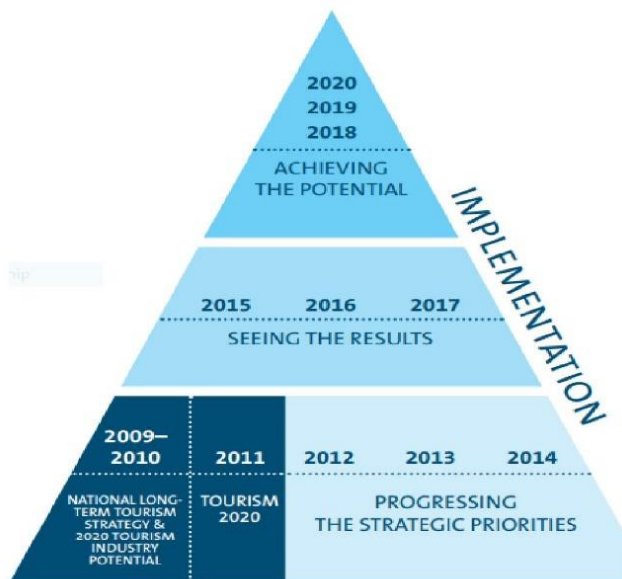


PROGRESS OF TOTAL OVERNIGHT VISITOR EXPENDITURE AGAINST THE TOURISM 2020 GOAL



<https://www.budgetdirect.com.au/travel-insurance/research/tourism-statistics.html>





## Implementation of Tourism 2020

All stakeholders have important roles to implement tourism 2020.

It is phased.

Right through the implementation process, they have a monitoring mechanism to measure the effectiveness/failures.

An audit is been carried out in order to identify the draw backs and challenges in implementation and the report is been handed over to all relevant authorities for decision making.

<http://www.tourism.australia.com/content/dam/assets/document/1/6/w/u/3/2002107.pdf>

## Monitoring mechanism to measure effectiveness of Policy implementation

They are on track to achieve their goal of more than A\$115 billion in overnight spend by 2020. At 30 March 2018, overnight visitor expenditure reached \$107.4 billion, up 6 per cent on the previous year. Recent forecasts indicate that overnight visitor spend will reach \$131 billion by 2020.

A competitive aviation environment is essential to achieving the Tourism 2020 goal. When the strategy was launched in 2011, they set a target of between 40 per cent and 50 per cent growth in international aviation capacity, representing an increase of between 7 million and 8 million seats. There has been solid growth over the past seven years, with 9.3 million seats added by the end of December 2017.

Increased investment in quality accommodation is also a significant factor in achieving the Tourism 2020 goal. The Australian tourism industry has made solid progress in this area, particularly during the past three years, and is on track to achieve the target of adding between 6,000 and 20,000 new rooms by 2020.

Achievement of goals as described above was possible due to the well formulated strategy, a closely monitored implementation mechanism with proper right people, collaborations and readiness for change in keeping with the demand.



## Recommendations

## Lessons for Sri Lanka.....

### Aspects to consider for Tourism Policy Formulation

- ✓ Sustainable tourism where well-being of environment, society and economy is equally looked after
- ✓ Inclusive tourism where the benefits are distributed across a fair cross-section of the society
- ✓ Focusing on attracting more investments in tourism sector by creating an ease of doing business environment
- ✓ Ensure safety and security of the tourist
- ✓ Sound collaboration among all stakeholders in tourism (all levels of government/local governments/line agencies/civil societies/industry)
- ✓ Preservation of Heritage & Culture
- ✓ Involve technological advancement in tourism administration, statistical surveys and operations
- ✓ Skilled labour for all hospitality services
- ✓ Increase women participation in tourism
- ✓ Increase job opportunities
- ✓ Marketing strategies in line with the global trends and competitiveness of the industry
- ✓ Developed infrastructure in tourism

### Best Practices ....



*“Change is easy to propose, hard to implement and specially hard to sustain”*

*Andy Hargreaves*

15

**Yet a proper policy with a strategic implementation can make the change ...!**



# 04

## Community based Homestay Tourism

### Global Best Practices for Sri Lanka Tourism



*A better experience...*

- More authentic
- More interactive
- More meaningful
- More fun!



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## How Significance Homestay Tourism for a Country?

- Homestay Tourism is a form of community based alternative tourism which is becoming increasingly popular among foreign tourists where they are given more opportunity to experience the rich & hospitable culture as well as the real lifestyle of local people. It has accepted as a rural development tool by many Asian countries.
- According to Nunkoo & Ramkissoon (2011) Homestay tourism not only creates employment opportunities but also improves infrastructure & generates investment of a country.

Under Kenya's development blue print the Vision 2030, tourism has been identified as one of the leading sectors in achieving the vision of poverty alleviation from the grassroots.

In realization of this vision, flagship projects such as "the certification of 1,000 homestay sites to promote cultural tourism in Kenyan homes" have been suggested (Vision 2030-MTP pp.36) & proven the significance of homestay tourism as a tool for poverty reduction.

- Several successful homestay programs have been established in developing countries, such as **Malaysia, Costa Rica, and Thailand, & Nepal** (Kwaramba, Lovett, Louw, & Chipumuro, 2012).

### Malaysian Homestay Program:



Setakat Ogos 2015, MOTAC telah mendaftarkan:

- 175 kluster homestay
- 311 buah kampung
- 3,561 pengusaha homestay
- 4,932 bilik

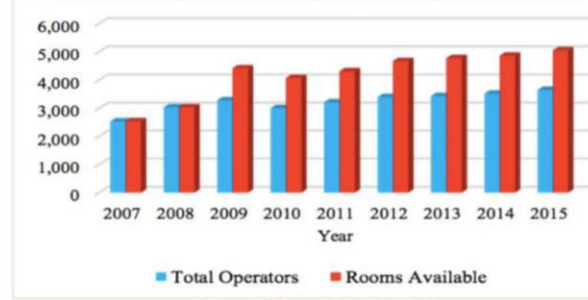
SOURCE: MOTAC

**Table 1: Malaysian Homestay establishments until 31 December 2015**

No.	States	Total Homestay	Total Villages	Total Operators	Total Rooms
1	Perlis	3	3	56	64
2	Kedah	15	20	334	431
3	Pulau Pinang	10	27	220	244
4	Perak	10	39	292	396
5	Selangor	15	34	443	709
6	Melaka	7	7	115	173
7	Negeri Sembilan	12	32	275	409
8	Johor	21	45	445	588
9	Kelantan	8	9	152	182
10	Terengganu	8	8	153	155
11	Pahang	16	21	323	450
12	Sarawak	32	36	473	622
13	Sabah	21	41	293	536
14	Labuan	3	3	79	97
	<b>TOTAL</b>	<b>181</b>	<b>325</b>	<b>3,653</b>	<b>5,056</b>

Source: Homestay Unit, Industry and Development, MOT Malaysia, 2016

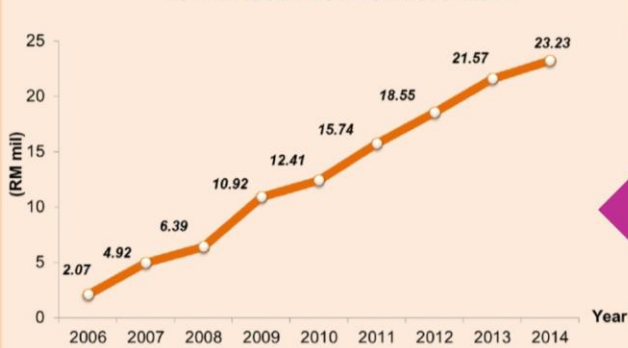
**Figure 1: The Number of Homestay Operators in Malaysia**



(Source: MOT Malaysia, 2016)

## Economic Contribution:

**TOTAL RECEIPTS FROM 2006 - 2014**

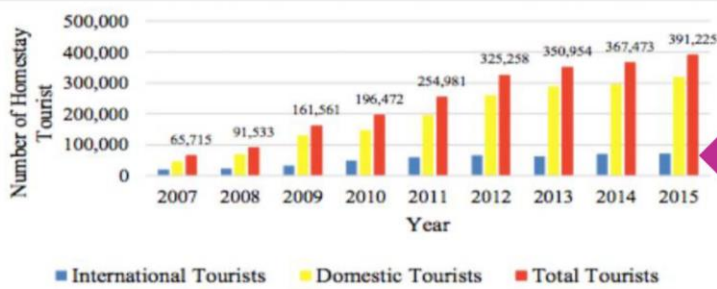


SOURCE: MOTAC

In the year of 2014,

- National revenue from homestay tourism was Malaysian Ringgit 23.23 (MYR) million, that demonstrable as an annual increase of 10.8%.

**Figure2: Performance of Malaysian Homestay Revenue from 2006 to 2014 (in MYR million)**



(Source: Industry Development Division, MOT Malaysia, 2016)

In the year of 2014,

367,473 tourists (296,439 domestic and 71,034 foreign) chose homestay accommodations in Malaysia & in 2015 total has increased to 391,225.

**Figure 3: Tourists Visitation of Malaysian Homestays**



## Factors behind Malaysian Homestay Success:

### 1. Government Expectation

- Use as a Pro-poor tourism strategy
- Ecotourism tool to enhance local quality of life
- To increase rural community participation in tourism
- Indirectly reduce the rural–urban migration in Malaysia

### 2. Government Philosophy in Differentiation

- Beyond providing a lodging facility or Bed & Breakfast concept more focused on lifestyle & experience, including cultural and economic activities (Ministry of Tourism and Culture)



### 3. Co-ordination of Governmental Organizations

- **Ministry of Tourism** - provides the vision, policies, & guidelines for the registration and development of homestays, provides training and funds for infrastructure development & responsible for developing marketing and promotion plans
- **Ministry of Agriculture**- Provide the financial and technical assistance needed to improve value-added activities for the agricultural sector.
- **The Ministry of Rural and Regional Development**-Use homestay programs to provide infrastructure for the development, training, and capacity-building of rural

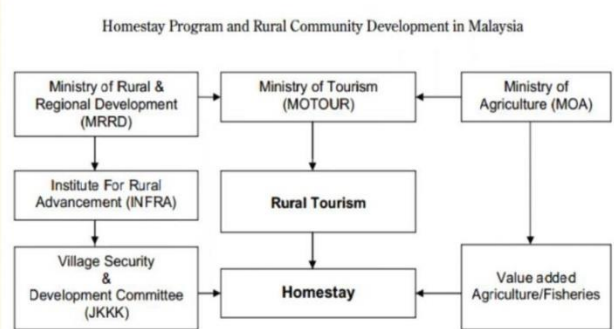


Figure 4: [https://www.researchgate.net/figure/Homestay-program-and-rural-community-development-in-Malaysia\\_fig2\\_311487673](https://www.researchgate.net/figure/Homestay-program-and-rural-community-development-in-Malaysia_fig2_311487673)

### 4. Approach:

- Community based homestay approach integrate with village agriculture & livelihood

### 5. Homestay packages

- Eco tours, Agro tours & cultural tours are offered by homestay packages in Malaysia (Malaysia's Ministry of Tourism, 2014).





## 6. Diverse Activities

## 7. Conservation of Nature

Up to December 2012, 14,023 tree saplings were planted, and revenue of RM43, 196 was collected by homestay operators (Malaysian Tourism Promotion Board, 2013)

**8. Women are more highly motivated to participate in homestay programs.**

### Major activities in the homestay programme

#### Culture and way of life

- ✓ History
- ✓ Dance, songs dan traditional food
- ✓ Games and local sports
- ✓ Culture: wedding, gathering, open house

#### Economic activities

- ✓ Rubber tapping
- ✓ Aquaculture
- ✓ Agriculture: cocoa, paddy, fruits, oil palm

#### Leisure

- ✓ Sightseeing
- ✓ Jungle tracking
- ✓ White water rafting
- ✓ Melawat tarikan berdekatan

#### Nature conservation

- ✓ Programme Plant a Tree (PAT) (Kumar, et al. 2012): Plant a tree programme encourage every tourist to plant a tree at the homestay to contribute in nature conservation and in the same time to beautify the landscape.

Figure 5: Adapted from Mohd Zaki, et al. (2011: 491)



### A NATURE AND ADVENTURE ESCAPE

Kuala Medang Homestay, a typical traditional Malay village located in hinterland of the state amidst fast flowing rivers, rapids and verdant pristine jungles virtually untouched, is a perfect hideaway for tourists who seek a different style of vacation.

The villagers are warm and friendly, and many are still traditional farmers, hence their well-deserved ranking as one of Malaysia's top homestay experiences.



### Success criteria of the community-based rural homestays in Malaysia Homestay Program

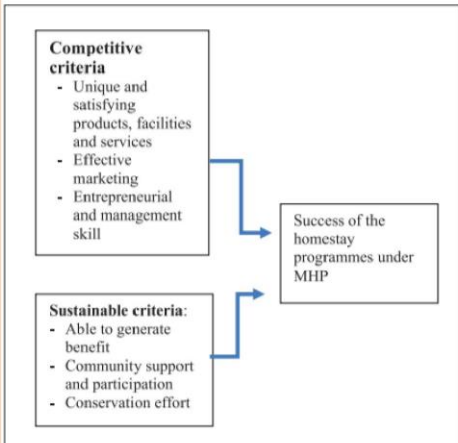


Figure 6: Source- Program Homestay Di Kampung Banghurus, Sepang, Selangor (Report FRGS Vot 71538) Skudai, Johor:UTM

*A Home Away From Home*

## Successful Homestay Operations in Other Asian Counties:

### ❖ India

- **Sarmoli Homestay Program** has made the women the high income earner. It has empowered the local women of village, benefited the local economy & improved livelihood of villages
- **Homestays at Korzok** is supplementing rural livelihood & supporting green tourism



Homestay within Dalar village, (b) a bedroom within a homestay, (c) a living room within a homestay and (d) tourist engaged in cooking activity.

### ❖ Thailand

- Allows tourist to experience rural cultures & cultural identity such as cooking food with local ingredients, learn cultures through participating in local activities.
- Produce natural products, artificial handicraft, & cultural heritage.
- By using business network & tourism agencies & offer a standard price
- Advertisement campaign via brochures, attending exhibitions & creating websites.
- Environmental management-planting activities & cleaning religious places



- Walking tour in the villages of Thai People
- Trekking tour
- Cycling tour
- Thai homestay

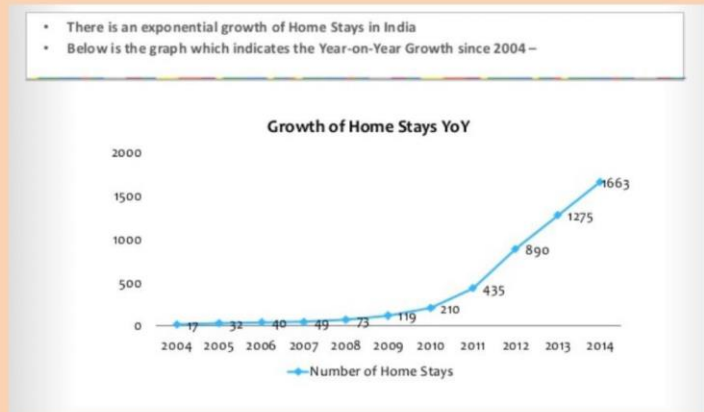


Figure 7: Source - <https://www.slideshare.net/HolidayIQ/hiq->

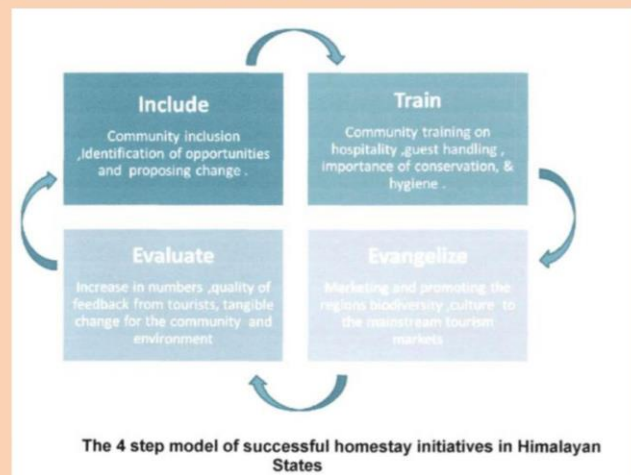


Figure 8: Source -

[https://shodhganga.inflibnet.ac.in/bitstream/10603/129116/19/15\\_chapter%207.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/129116/19/15_chapter%207.pdf)



# Successful Homestay Operations in European Counties:

## ❖ Portugal

- Homestays are made for personable service and give the opportunity to experience daily Portuguese life.
- Offer regional cooking traditions, and prepare some of the best their region has to offer, (cheeses and smoked meats and sausages & regional wine).
- Give opportunity to learn about the traditional ways of working the land, harvesting fruit, and making wine.
- promote ecological sustainability



## Benefits of Homestays:

- Increase the revenue of families: room fees, food, sales of goods
- Way to strengthen ties & foster solidarity
- Promote traditional things (cultural shows, arts, crafts products etc.)
- Create new job opportunities for rural community
- Produce tourism entrepreneurs
- Increase the community's integration with different people, language, dialect & culture
- The value of life & the culture of the society will be maintained or preserve
- Develop Cooperation among villagers
- Produce an active & open community

## Recommendations for



- Provide an affordable form of holiday that contains a high degree of cultural & educational elements
- Attractive packages and activities should be offered.
- partnership with the relevant stakeholders & efficient networking among them
- Positive community involvement & high level of youth & women participation
- Greater awareness on conservation & upgrading
- Community education & awareness programs are needed
- Designing incentive programs to motivate & attract rural community for homestay operations
- Training on leadership, hospitality along with food & beverages
- Having a proper marketing & promotional programs, as well as proper legal regulations under homestays



# Crisis Communication and Mass Media

## Global best practices for Sri Lanka Tourism



When a tourist destination is hit by a crisis what does the domestic media do?



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The 30-year military vs LTTE conflict in Sri Lanka  
(photo credit: Colombo Gazette)



Easter Sunday Attacks in April 2019  
(photo credit: Reuters)



Dengue outbreak in 2017  
(photo credit: AsiaNews)



# Global Best Practices- What can we learn & do?

Mass Media in its different forms such as newspapers, news-broadcasts, via the internet plays a vital and significant role in shaping a person's perception and understanding of any event that is unfolding in a particular destination.

"The media's the most powerful entity on earth. They have the power to make the innocent guilty and to make the guilty innocent, and that's power. Because they control the minds of the masses."

- Malcolm X (American Minister and Rights Activist)

In this age of information, mass media, in fact, is the driving force of public opinion.

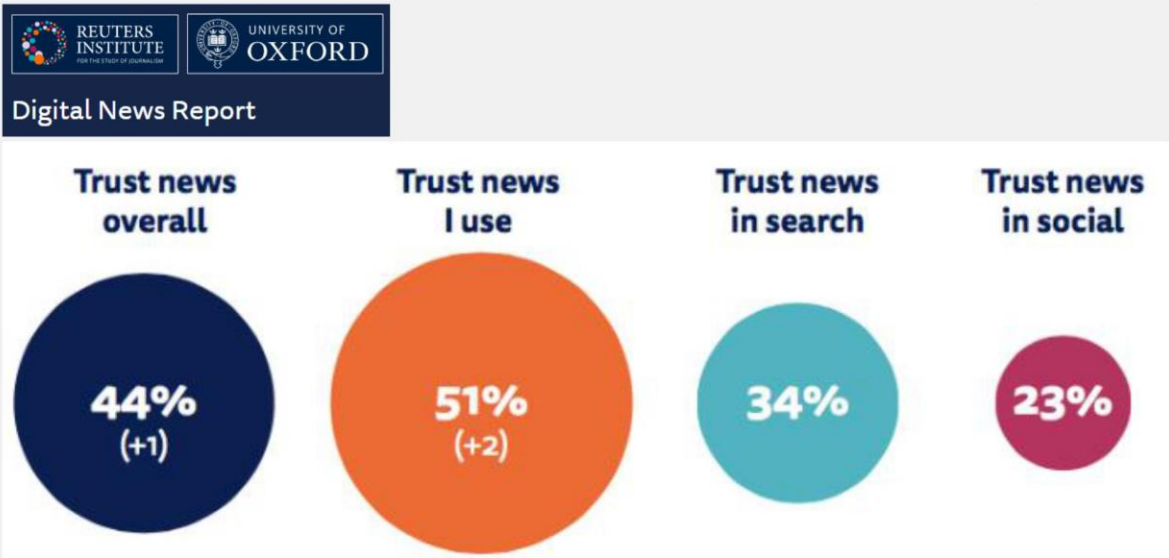
## Role of media in conflict:

Conflict is one of the defining features of the modern world. Since the end of the Cold War there have been countless conflicts that have involved the deaths of millions of people and the suffering and displacement of millions more. It is impossible to accurately quantify human suffering due to conflict. To take one indicator – it has been suggested that, in the last ten years, over two million children have died in conflicts, more than one million have been orphaned and more than six million have been disabled or seriously injured.

## Voices of war: Conflict and the role of the media, 2016

- Inform
- Surveillance
- Service the economic system
- Hold society together
- Act as a community forum
- Set the agenda
- Service the political system
- Entertain

## PROPORTION THAT SAY THEY TRUST NEWS FROM EACH SOURCE



2018

Explained: Dark Blue- trusting news from all platform, Orange- trusting news from platform one always reads or watches, Light Blue- trusting news one only search and obtain, Magenta- trusting news on social media.

## MASS MEDIA AND TOURISM

Information that is fed to one is mostly unconsciously filtered, and often tends to be ignored. However, mass media influence one's thinking and then our behavior greatly. Information provided by mass media can affect a variety of outcomes ranging from results of the voting, to public policies, to ethnic violence, and in the case of tourism- the behavior of the tourist. A destination that is constantly reported by mass media to be unsafe or unpleasant will naturally be avoided by visitors.



Mr. Francesco Frangialli, the former UNWTO Secretary-General: “modern day tourism is highly dependent on media reporting”.

Then in an era of terrorist infestation and heightened natural disasters what can the domestic media outlets adopt as an apt crisis communication strategy?



Lakruwan Wanniarachchi/Agence France-Presse/Getty Images

Former Minister John Amaratunga yesterday warned that the political crisis had crippled the prior boom experienced by the tourism industry and called for a swift end to the current impasse.

Daily Mirror- Dec 2018

The minister of tourism yesterday admitted that the frequent power outages are "very embarrassing" for the industry, and said: "Relief can't come soon enough."

Tribune Business- Aug 2019

Chennai, one of the biggest and most-visited cities in southern India, is facing its worst water crisis, affecting the hospitality sector in a big way.

Skift- Jun 2019



Funeral banners hang across the street in front of St. Anthony's Shrine, days after a string of suicide bomb attacks on churches and luxury hotels across Sri Lanka. (Athit Perawongmetha/Reuters).

Let's take a close look at how media coverage of a crisis negatively affected a tourist destination..



Foot-and-mouth disease outbreak in the United Kingdom, in 2001, led to the culling over 4 million animals and resulted in a loss of billions of pounds. One of the industries that was massively hit was the Kingdom's tourism industry.

The English Tourism Council (ETC) predicted that losses to English tourism

in 2001 would be £5bn, while in 2002 and 2003 reductions would total £2.5bn and £1bn respectively (ETC, 2001a).

Because of the media attention the health crisis obtained tourists abstained from visiting areas in the UK that was not even affected.



And.. How media covered a crisis responsibly..

Lessons from India:



BJP leader Narendra Modi shows his inked finger to supporters as he leaves a polling station after voting on April 30, 2014 in Ahmedabad, India. Kevin Frayer—Getty Images



## India markets election tourism: forget the Taj Mahal what about a Modi rally?

Subrat Patnaik, Munsif Vengattil

3 MIN READ



Election periods generally results in a grave dip in tourist arrivals in destinations across the globe.

But India is turning a negative event to draw tourists using mass media as a major promotional platform.

Inspired by a 'Poll Tourism' concept in Mexico in 2005, India first tested it during the Gujarat State Assembly Election in 2012.

"We saw some success, so we initiated another project on a more global scale during the 2014 parliamentary elections," says Manish Sharma, chairman of the Gujarat Tourism Development Society (GTDS).

## Recommendations:

- ✓ Understand the sensitivity of the subject
- ✓ Be accurate and always quote or get information from credible sources
- ✓ Report what is, and not what could sell
- ✓ Avoid sensationalisation
- ✓ Give enough coverage to the recovery as much as given for the crisis
- ✓ Follow basic journalism ethics!

### Code of Ethics for Journalists:

Code of Ethics for journalists was introduced as rules by the Gazette Extraordinary No 162/5 A of 14 Oct 1981

Every journalist shall **a.** Use all reasonable means within his power to ascertain prior to publication the veracity of the contents of any article written by him for publication;  
**b.** refrain from reporting or causing to be printed or published any matter which he knows or has reason to believe to be false or inaccurate;  
**c.** refrain from distorting the truth by any act of commission or willful omission;  
**d.** take all possible steps to correct within the shortest possible space of time any inaccuracy or incorrect information in any report or article for the writing or publication of which he is responsible; and  
**e.** refrain from publishing or causing to be published any matter which may offend public taste or morality or tend to lower the standards of public taste or morality.

Every journalist shall use all reasonable means at his command in any report or article he writes or causes to be printed or published to draw a clear distinction between any statement of fact on the one hand and any expression of opinion or criticism on the other.

Every journalist shall observe secrecy regarding any source of information unless the person who gave him such information authorizes the disclosure of his identity.

Every journalist shall respect the reputation of an individual and refrain from reporting or causing to be printed or published any information or comment regarding an individual's private life unless the publication of said matter is in the public interest as distinguished from public curiosity.



# DIGITAL MARKETING

Global best practices for Sri Lanka Tourism





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# 01 WHY DIGITAL MARKETING?



 There are **5.11 billion** unique mobile users in the world today, up 100 million (2 percent) in the past year.

 There are **4.39 billion** internet users in 2019, an increase of 366 million (9 percent) versus January 2018.

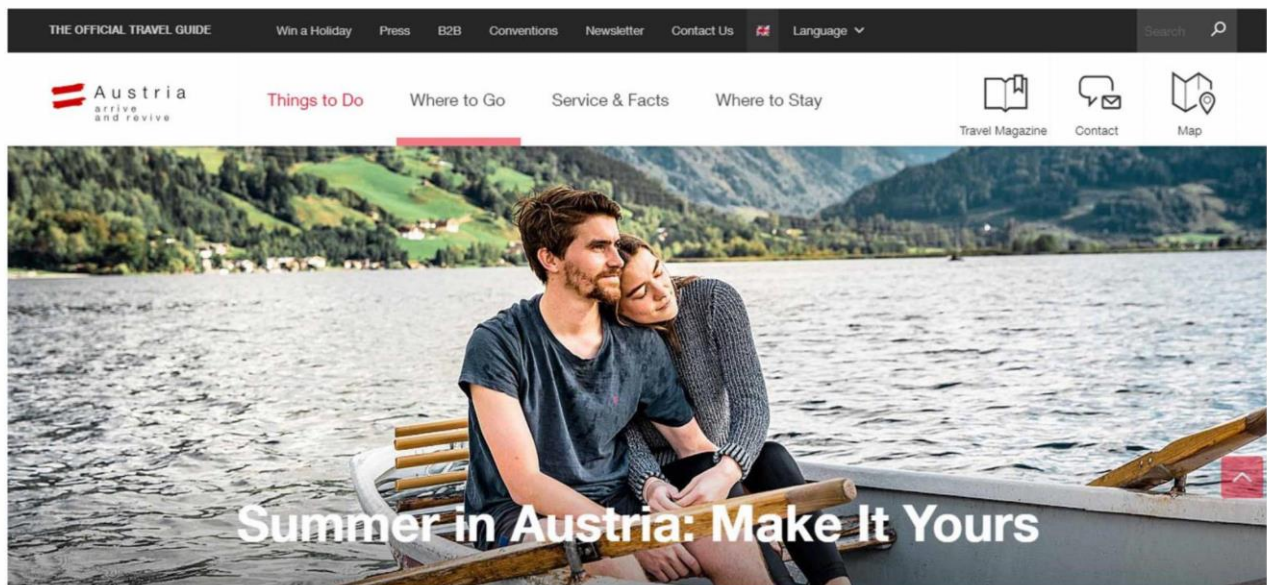
 There are **3.48 billion** social media users in 2019, with the worldwide total growing by 288 million (9 percent) since this time last year.

 **3.26 billion** people use social media on mobile devices in January 2019, with a growth of 297 million new users representing a year-on-year increase of more than 10 percent.



# 02 GLOBAL BEST PRACTICES

## THE AUSTRIAN NATIONAL TOURIST BOARD HOMEPAGE



It demonstrates what makes Austria different, and validates that message with additional content



It allows the site visitor to educate themselves with easy access to brochures, calendars and maps



Quick links to inspiring video features & The website can be shared on social networks easily.

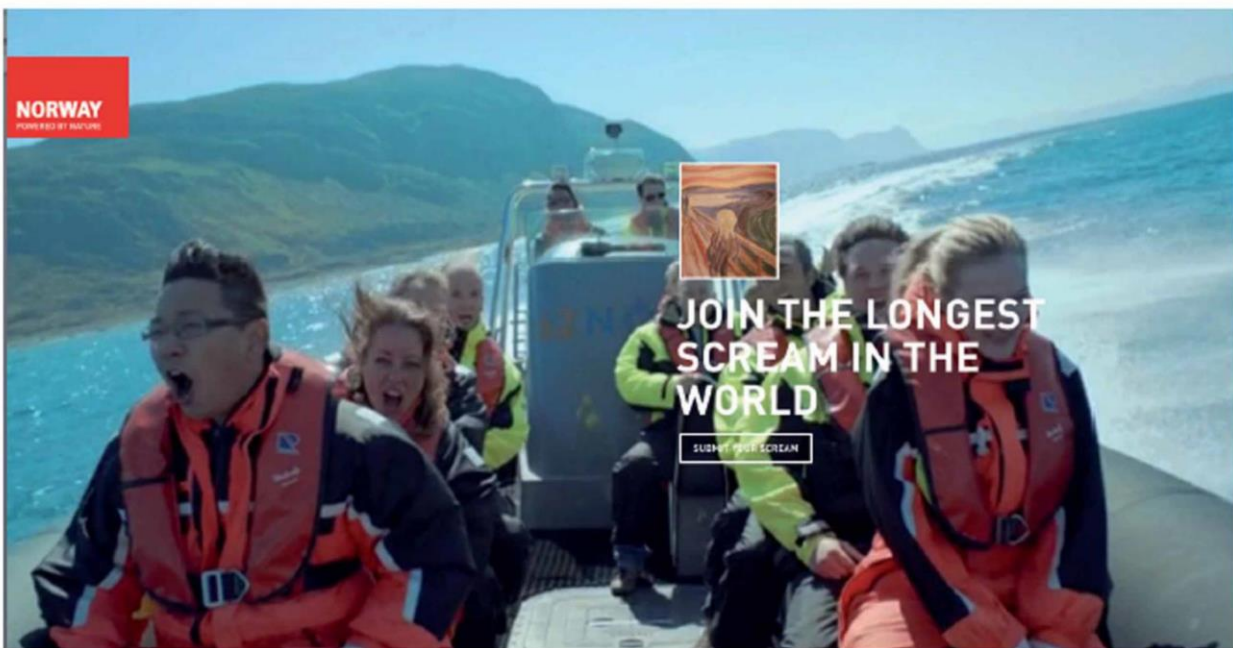


Has multipurpose interactive features, such as a map detailing a wide range of activities together with travel information – localising an information service feature

# 03

## GLOBAL BEST PRACTICES

### NORWAY 'SCREAMS' CAMPAIGN



User generated content approach encourages additional interaction with the brand/destination.



A naturally 'PR-able campaign' via use of globally recognised art. Promotion uses social media channels to help create interest around the globe.



The online channel and accompanying video, plus sharing options available on the site, together with regular prize draws really helped push the awareness of the destination and the site.

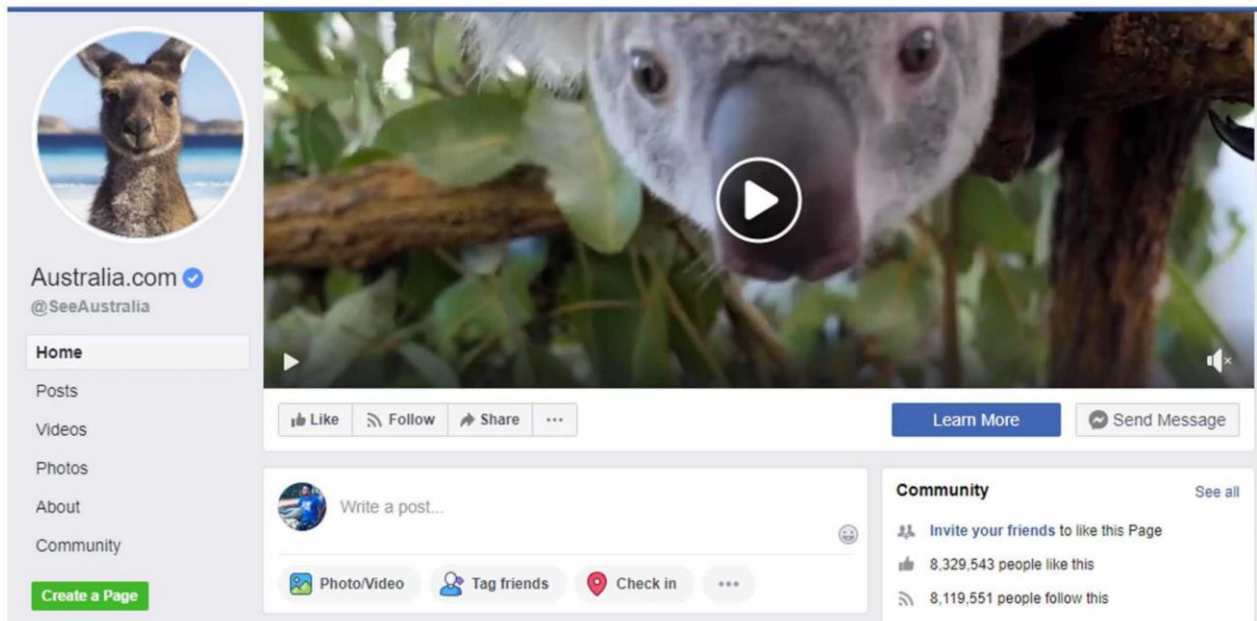


Brand perceptions were aided via the use video advertising the promotion. In this video, a large range of destinations and activities which engage with people emotionally are highlighted. The 'task' within the promotion itself is also 'lighthearted fun' also helping to aid perceptions of a visit to that destination.



# 04 GLOBAL BEST PRACTICES

## MOST POPULAR DESTINATION PAGE ON FACEBOOK



Scale of ambition – they turned to fellow Australians to provide the content for their social media pages. Australians uploaded 60,000 stories and photos



95% of content on Tourism Australia's social media platforms is created by fans. The majority of their fan photos come from Instagram



The social media team are ready and prepared to respond and capitalise on Australian breaking news stories, both large and small



As always: Editorial judgement is important – the team look to highlight the best UGC content – visual beauty being especially important

# 05 GLOBAL BEST PRACTICES

## THE SWEDISH NUMBER



**THE SWEDISH NUMBER**

# +46 771 793 336

The first country in the world with its own phone number.  
Get connected to a random Swede and talk about anything.

**THE SWEDISH NUMBER IS NOW CLOSED.**

Thanks everyone who called Sweden.  
In total the world spoke to random Swedes for over a year.  
Scroll down to see more statistics from the 79 days it was open.



An iconic marketing campaign from 2016.



The 'Swedish Number' was a national phone number that anyone could call up and talk to a random Swede who had agreed to man the phones (with no training) and talk about anything that came up.



The simplicity and absurdity of the campaign ensure lots of international media coverage, reportedly worth the equivalent of \$147 million.



# 06 RECOMMENDATION FOR SRI LANKA



## Make it easy for the audience to engage

Don't set the bar high, in terms of contribution quality. The easier the user input, the higher the expected return rate.



## Make it worthwhile

Know your customer, and make sure your campaign empowers them, by allowing self-expression.



## Make it fun!

If the content-creation process is not enjoyable, submissions will be scarce. The appropriate use of gamification and social utility principles, can introduce elements of sociability and competition into the campaign making your campaigns more enjoyable to engage with.

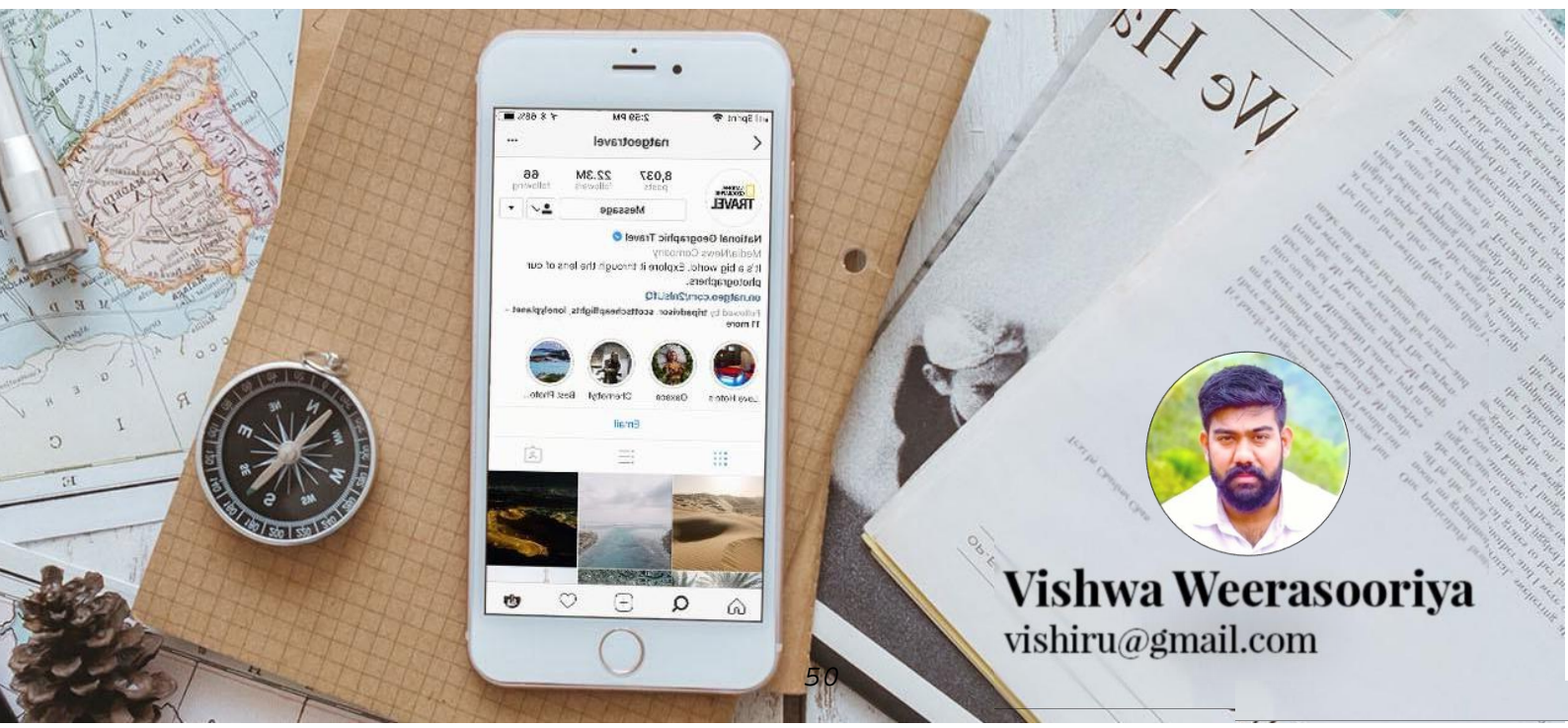
# Use of Social Media for Destination Marketing

## Global Best Practices for Sri Lanka Tourism

Kaplan & Haenlein (2010) defines Social Media as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.

This digital disruption of Social Media has created opportunities for any products / services / brands from small scale to Multinationals helping to reach customers easily and engage and interact at a low cost.

Tourism Industry is one of the main industries that has been severely affected by Social media. Due to its comparative advantages compared with the conventional methods in marketing, as well as the growing trend of user generated content and engagement, destinations are now using Social Media for destination marketing.





# What's new in the globe?

## “The Instagram Effect”

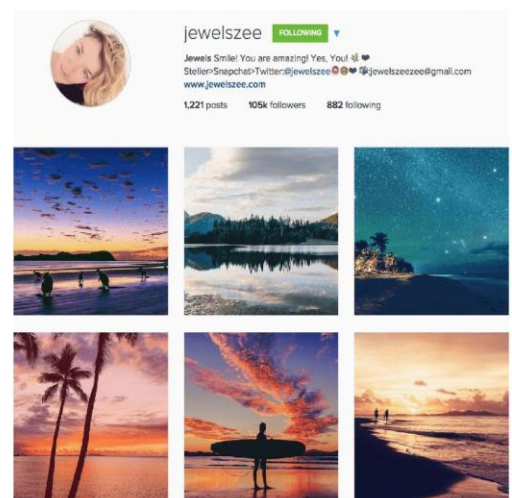
‘Instagrammability’ the destination is now playing a vital role when choosing a holiday destination, especially among the millennials.

**Influencer Marketing:** Instagram influencers who hold a large following base act as ambassadors of travel destinations.

What is most important when choosing a holiday destination for Millennials?

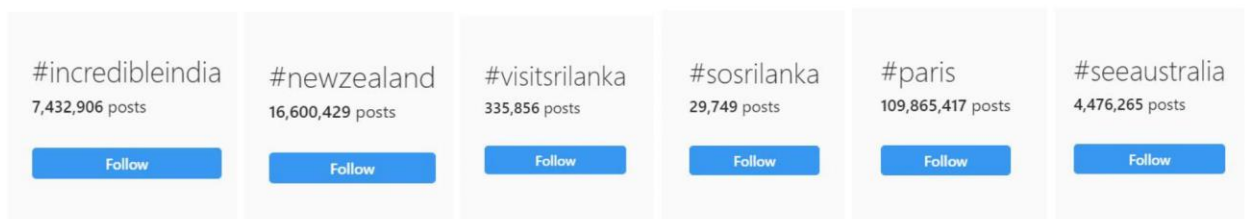
- How ‘Instagrammable’ the holiday – **40.1%**
- Cost/Availability of alcohol – **24%**
- Personal development – **22.6%**
- Other – **13.3%**

A survey by home insurance company Schofields Insurance – Sample: over 1,000 UK adults aged between 18 and 33



## “#” Hashtags

Having a Hashtag makes it easier to filter and source the content. Travel destinations have unique hashtags which helps the users to find content when sourcing as well as to push the product through trending hashtags for awareness.



Also, destinations like New Zealand use unique hashtags as consent to use content generated by the public. [#NZMustDo](#)



# Reposting

Reposting content already published by users helps increase engagement as well as reduces costs involved in content creation. Facebook and Instagram are two main platforms which use this method in an effective way.



**Tourism Australia** reposts travellers' posts once the consent is given by the user.

# Vloggers

Using YouTube Vloggers as a way of destination marketing is discovered to be an effective method recently. Vloggers have an established following base & highly engaged audience around their personal brand. When they create content for a specific niche, audience gather around them satisfied with their content and even eager to see more. There are many travel Vloggers that share amazing YouTube Travel videos from around the world. Those channels inspire travellers around the world to explore new countries and cultures.





# Some Impressive Performance;

## 1. New Zealand – Key to success: Vision

Tourism New Zealand had identified the importance of Social media for destination marketing. They defined a clear vision as how to use Social Media for New Zealand Tourism.

**“Instagram plays a key role for us in the dreaming stage, while Facebook, Weibo and Twitter are also useful in the researching stage when people are seriously considering New Zealand as a holiday destination. While we use social content less to drive travel bookings, hashtags - notably #nzmustdo - and visitor advocacy are vital when people are experiencing New Zealand.” - Tourism NZ**



**“We are also taking the data from Facebook users who have visited New Zealand to compile traits, behaviours and characteristics. From there we can build look-alikes of those audiences to find people that display the same behaviour and target destination messaging at them.” - Tourism NZ**

As a result of these strong Social Media vision, New Zealand Twitter account currently (August 2019) has 180K followers, Instagram closer to 1M followers & over 3M likes on facebook.

## 2. Australia – Key to success: Engagement

The official tourism Australia facebook, instagram and twitter pages are constantly & actively engaging with their followers. The social media programs focus on stimulating conversations about Australia. With the latest changes of these platforms more meaningful & relevant social interactions are encouraged.

**Facebook** – high level of engagement, publish unique images from all around Australia, post user generated content & encourage visitors to share their experiences.

**Instagram** – Repost and showcase best shots of followers on a daily basis with **#seeaustralia**

**Twitter** – Corporate twitter account directly interacts with users by replying to Tweets, Retweeting and quoting Tweets.

This nature of high engagement in Social media has helped Australia Tourism to climb up on the ladder of success of their Social Media Status which has directly contributed to the increase of visitor arrivals and tourism earnings.



### 3. Florida – Key to success: Campaigns

Visit Florida, the Florida State’s official tourism marketing corporation, launched its first integrated social media summer marketing campaign “Sunshine Moments” in 2011. The campaign is focused on reaching families through geo-targeted digital advertising on Facebook. The exclusive Facebook campaign targeted families in 16 of Florida’s key drive markets.



The campaign itself showed a 10-point increase in intent to visit Florida and a significantly improved opinion among the state’s key demographic of 25–34 year olds. The \$1.1 million, five-week social media-driven campaign resulted in more



than **279 million Facebook Ad impressions**, and **18,481 people submitted photos** in the sweepstakes back in 2011.

They also carried out many similar campaigns afterwards, using **Twitter** and **Instagram**. [#Sunshinemomentscontest](#)

Florida was able to use campaigns to increase their brand image, which ultimately contributed to the huge success of tourism in Florida.

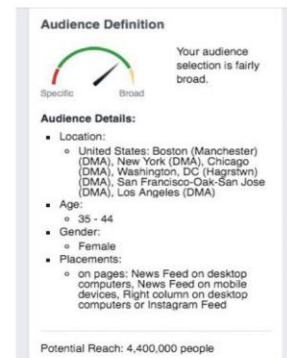
## Policies and Strategies

- **Reliable WiFi and internet infrastructure** - Having a good internet infrastructure will encourage tourists to create content and share while they are in the destination.
- **Minimal government bans and blockages** - Most successful countries who use Social Media for Destination Marketing has minimal or no government bans and blockages. This will help content creators to create and publish their content on Social Media.
- **Data Protection acts and policies** - Having strong data protection policies will ensure that the content published by the tourists and content creators are not used in a wrong way by any party.

Eg: Data Protection act of 2018 - General Data Protection Regulation (GDPR) in United Kingdom.

# Recommendations for Sri Lanka

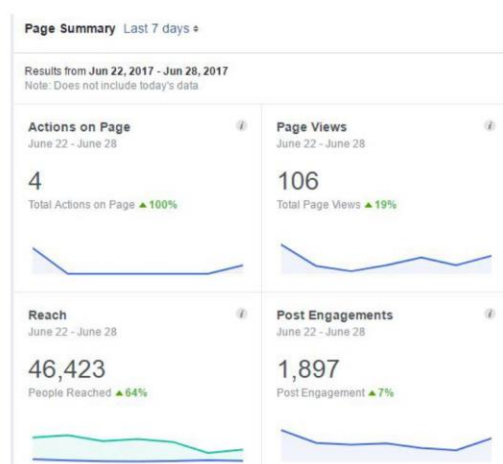
- **Target Ads** - Using target ads on Social Media are less costly than conventional destination marketing methods like sales visits etc. It is effective not because the spendings can be compared against the results, but also it can reach the exact target audience with only a little effort.



- **Influencer Marketing:** Find international Influencers that cater to the travel industry and set up an exchange. Help them create content and experience something new while exposing the destination to a new audience.
- **Using as a tool for customer service** - The social media presence and engagement with the customers have become a positive trend in Customer Service. The reputation and the brand image is built & enhanced by the way of responding to the customers on social media platforms.

For example, when Twitter users contact a brand, more than half expect a response. If they are reaching out with a complaint, that number rises to almost 75%. Responding to complaints and questions helps to humanize your brand and to indicate to current and future customers that they are valued.

- **Using Social Media as a tool for collecting customer insights** - There are many tools / APIs and apps available which could be used to collect and analyse these customer insights like **Facebook Page Insights**.

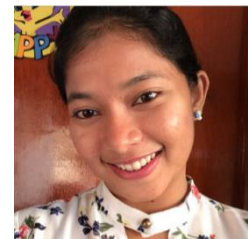


These data and information could be used to understand current and future potential target market, and market the destination accordingly.



# Safety Management Systems in Airlines

Global Best Practices for Sri Lanka Tourism



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The air transport industry plays a major role in global economic activities and developments relating to travel and tourism.

According to provisional data released by the International Civil Aviation Organization (ICAO). Jan 9, 2019. The **number of air** departures across the globe increased by 38 million, with airlines transporting in 2018 a total of 4.3 billion **passengers** compared to 4 billion in 2017. Over half of the world's 1.4 billion tourists who traveled across international borders last year were transported by air, and that air transport now carries some 35 percent of world trade by value.

Air Transportation is the one which connects the destinations of a travelers, from the total itinerary of the tourists time spent in air travel is very minimum. Tourists take many other carriages during their tours in the selected destinations.

However, tourists know that flying is by far the safest time during of the tour, than travelling by car or taking a train or any other transportation mode during their holidays. Other than the air travels no other transportation mode have considered safety as the utmost importance.

Ian Savage who is a professor in the department of economics at Northwestern University crunched data on the number of deaths of US residents between 2000 and 2009 to express different transportation methods in terms of deaths per billion passenger miles travelled.

Savage found that flying was the safest mode of transport with just 0.07 deaths per one billion passenger miles. Conversely, travelling by motorcycle is by far the most dangerous way of getting from A to B, with 212.57 deaths per billion passenger miles travelled. Oct 31, 2017





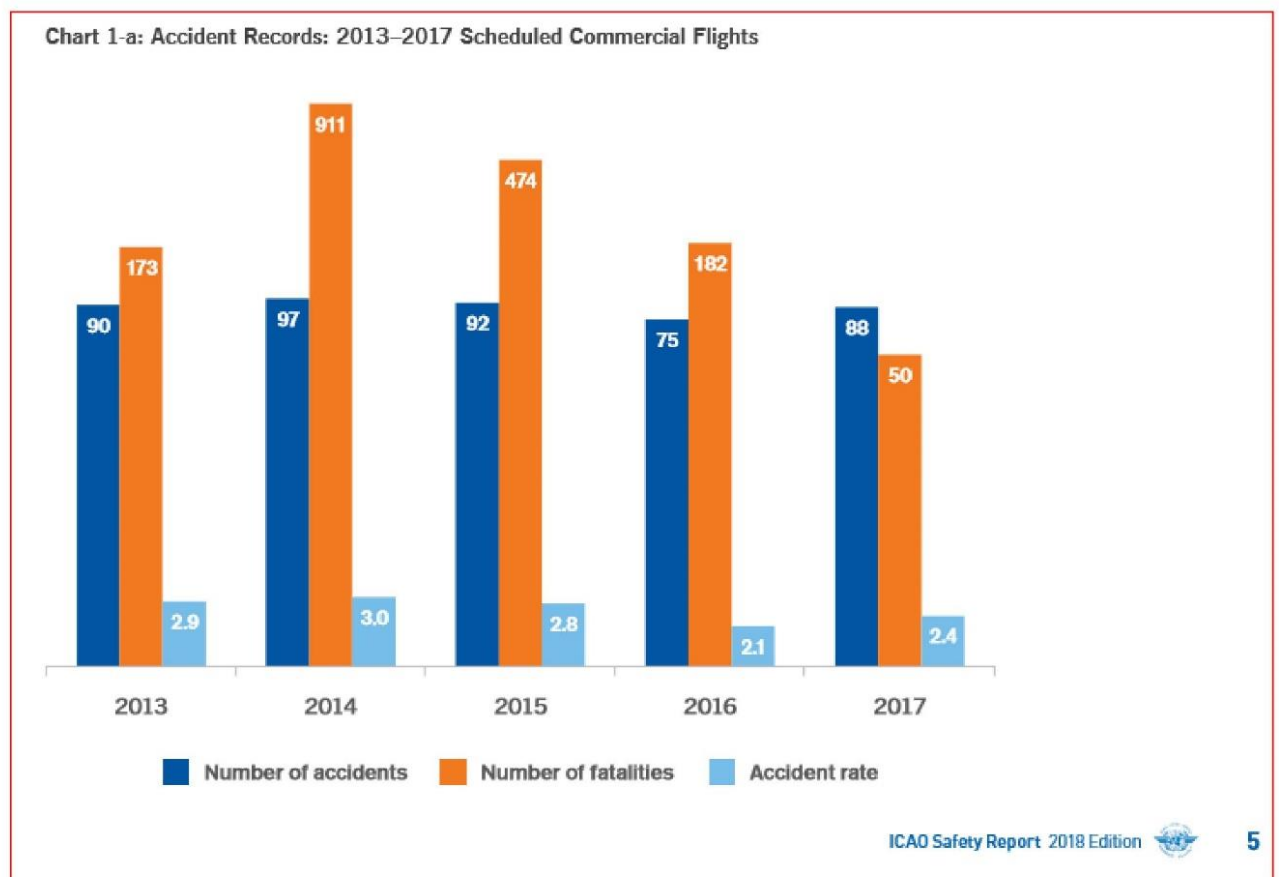
# Why flying becomes the safest mode of transport

Civil **aviation** is very tightly regulated to help ensure the highest **levels** of **safety**. Basic **international regulations** are **set** by a United Nations **body** called the **International Civil Aviation Organization**. Individual national regulators then take these **regulations** implementing and enforcing them in their own country.

In 2017, there were 4.1 billion passengers travelling by air worldwide. With a total of 50 fatalities for scheduled commercial departures, the year of 2017 had a global fatality rate of 12.2 fatalities per billion passengers, representing the safest year ever on the record for aviation.

The accidents in these statistics, involving aircraft with a certificated maximum take-off weight (MTOW) of over 5700 kg as defined in ICAO Annex 13, were reviewed by the ICAO Safety Indicators Study Group (SISG).

In 2017, there were 50 fatalities for the scheduled commercial departures, which represents a substantial reduction from 182 in 2016 and the lowest level on the record of the past ten years. The number of fatal accidents decreased to 5 from 7 in 2016, which is also the lowest on the recent record. Despite a spike in fatalities due to a number of acts of unlawful interference in 2014 and the tragic events which caused significant loss of life in 2015, there was a general trend of lower number of fatal accidents and fatalities in the past ten years.



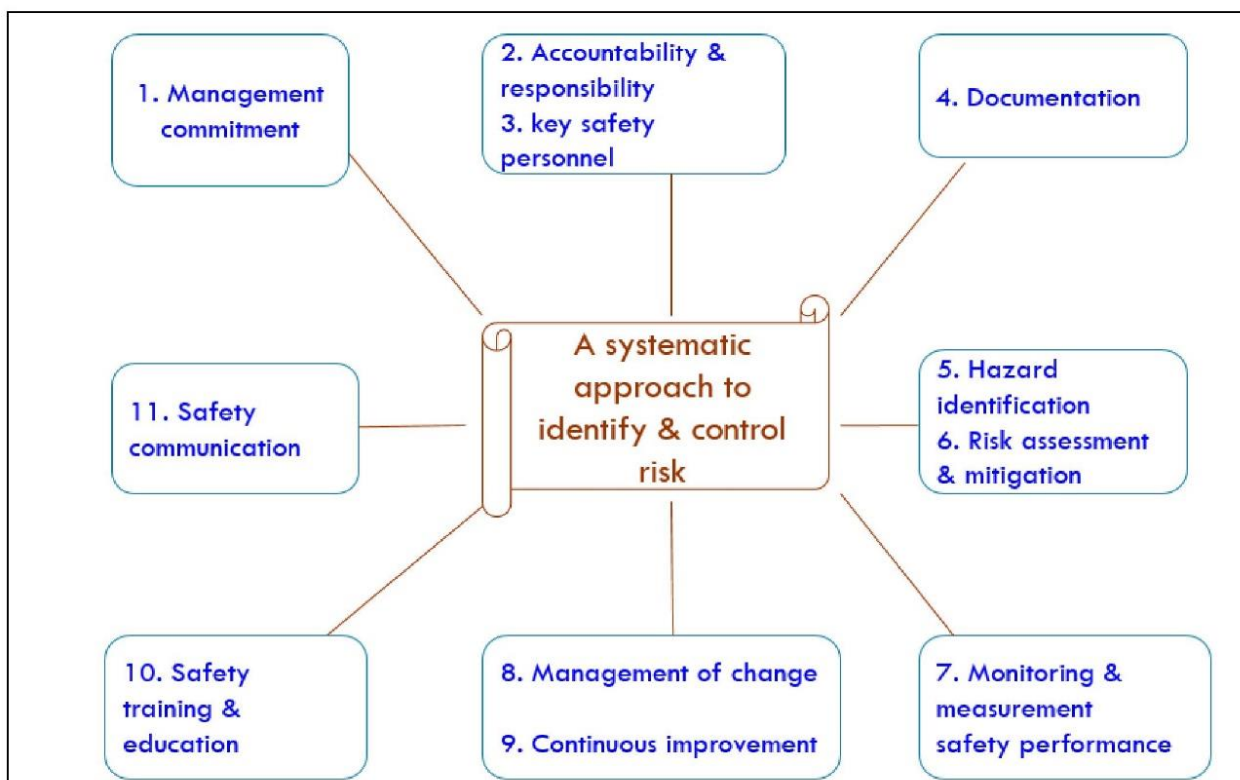
# How can we become the safest mode of transport

ICAO is committed to improving aviation safety and enabling seamless cooperation and communication among stakeholders.

A **safety management system in aviation** commonly refers to a set of processes and tools to formally manage a structured safety program. Safety management in aviation is not a new, 21st century topic. Even before man started flying, there were safety management programs in other industries.

Most aviation service providers have processes in place to mitigate risk to an acceptable level. In fact, every operator has a "safety management system" in place; however, when we refer to an aviation safety management system, commonly called SMS, we refer to the formal processes and methodologies to manage safety. Therefore aviation safety management systems provides the best practices of transportation industry to ensure the safest and trusted carriage for a traveler.

Safety Management System provides a Systematic Approach to identify and control risks





# Managing Safety at Emirates



*Front Page , AeroSafety World , AeroSafety World October 2016 Managing Safety at Emirates* by Emirates | October 7, 2016

**Over 50 million passengers**

**Global network over 150 destinations**

Emirates has become synonymous with comfort and luxury, but its priority has always been safety.

When the passenger and destination count continue to grow, managing safety at the airline inevitably becomes even more critical. Capt. Mark Burtonwood, vice president of flight safety at Emirates, shares how he and his team implement and maintain a culture of safety

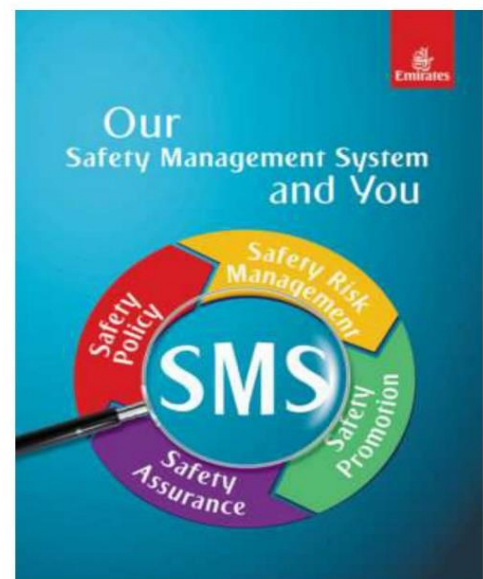
## Best Practices of Emirates Safety Management system

How do you implement a culture of safety at Emirates?

- Culture of safety as a **responsibility** of all employees.
- Safety is one of our corporate **values**.
- **Supported** by our senior management.
- Everyone is encouraged to **identify** hazards.
- Provide access to the company online safety **reporting** system called SiD.

How does Emirates' SMS work?

Our safety communication and training ensure that all employees understand their responsibilities and the roles they play in the overall safety of the airline.



Emirates constantly striving to go beyond compliance standards in all areas of safety management.

# Managing Safety at Singapore Airlines



## **SIA's Safety Performance**

### **SIA's Safety Programme**

Apart from strengthening safety as a core value, SIA's Safety Programme aims to promote greater understanding and awareness of safety concepts as well as the Company's efforts towards safety management. This helps employees to better appreciate the roles they play, as well as the contributions they can make towards higher safety standards. The programme covers the following areas: Introduction to Safety, Effective Safety Management, Safety Culture as well as Our Approach and Commitment to Safety. Every employee is enrolled in the programme and undergoes a refresher assessment every three years.

### **Management Oversight**

SIA's safety governance structure consists of five groups to guide safety management:

- Air Safety Committee (ASC)
- Board Safety and Risk Committee (BSRC)
- Divisional safety departments / Safety Action Groups (SAG)
- Occupational Safety, Health and Environment (OSHE) Committee
- Safety, Security and Environment (SSE) Division

### **Ground Ramp Incident Prevention (GRIP) Programme**

The SIA GRIP Programme is currently in its 14<sup>th</sup> year. Regular ramp audits are carried out at all our stations to ensure ramp operations are carried out safely. Any unsafe practices or conditions observed are followed up on and corrected accordingly. In 2017, over 1,500 such audits were carried out.



The State Safety Briefing (SSB) app provides an overview of various safety indicators and results for each Member State such as State safety performance dashboard, the intersection of State USOAP protocol question (PQ) findings by audit area and critical elements (CEs), the status of the implementation of the international aerodromes certification process, the implementation of State Safety Programme (SSP) and PBN.

	LEG	ORG	PEL	OPS	AIR	AIG	ANS	AGA
CE-1	7	1				8		
CE-2	4		6	9	17	5		8
CE-3		8	4	5	5	10		5
CE-4			4	4	5	7		7
CE-5	2		7	17	15	27		9
CE-6			39	4	17			33
CE-7			10	3	3			23
CE-8			8	5	3	14		10

*PQ Findings by Audit Area and Critical Element Intersection*



*The Implementation Status of SSP*



# Best Practices' for tourist transportation industry

1	The Concept of Safety
2	Accident Causation
3	The Organizational Accident
4	Human Factors and Safety
5	Culture and Safety
6	The Rationale for Safety Management
7	Hazards and Safety
8	Hazard Identification and Analysis
9	Risk Management

## Benefits of Safety Management

- 1) Strengthened safety culture
- 2) Documented, process-based approach to assure safety
- 3) Better understanding of safety-related interfaces and relationships
- 4) Enhanced early detection of safety hazards
- 5) Safety data-driven decision-making
- 6) Enhanced communication of safety
- 7) Evidence that safety is a priority
- 8) Possible financial savings
- 9) Improved efficiencies
- 10) Cost avoidance

# Women in Local Culinary Activities in Tourism

Global Best Practices for Sri Lanka Tourism



**“Tourists spend over a third of their holiday budget on food and drink – even up to 50%, when food is the main travel purpose! Of course not all tourists base their travel plans on culinary interest, but it is becoming an important additional motivation. This is reflected in mainstream media’**



**Sammani Perera**  
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## How Culinary Travel is winning the World?

### Culinary tourism definition - or what is food tourism?

"Culinary Tourism includes culinary experiences of all kinds. It's much more than dining guides and restaurant weeks. It encompasses cooking schools, cookbook and kitchen gadget stores, culinary tours and tour leaders, culinary media and guidebooks, caterers, wineries, breweries, distilleries, food growers and manufacturers, culinary attractions and more. Authenticity is also of critical importance to culinary tourists."

- International Culinary Tourism Association

### Introduction

Tourism presents a wide range of income generation opportunities for women in both formal and informal employment. Tourism jobs are often flexible and can be carried out at various different locations such as the workplace, community, and household. Additionally, tourism creates a wide range of opportunities for women through the complex value chains it creates in the destination economy

Culinary tourism refers to trips in which local cuisine plays an important role. The World Food Travel Association (WFTA) defines culinary tourism as: the pursuit and enjoyment of unique and memorable food and drink experiences. For most tourist destinations, gastronomy plays a strategic role in their image and brand



Salon du Chocolate – Quito, Ecuador





## Objective

- Women contribution and increase their life style by earning from cookery activities.
- recognized as part of the local culture, consumed by tourists;
- an element of regional tourism promotion;
- A component of local agricultural and economic development;
- A key element to competitive destination marketing;
- an indicator of globalization and localization; and
- A product and service consumed by tourists with definite preferences and consumption patterns.
- Best Culinary activities in the world

Most culinary tourists are interested in local food culture, rather than gourmet. This relates culinary tourism to cultural and adventure tourism. Local cuisine gives travellers a direct and authentic connection with their destination. They experience local heritage, culture and people through food and drink. Activities can range from tasting local food and drink to more adventurous and active experiences.

<https://www.worldfoodtravel.org/articles/2018-state-of-the-food-tourism-industry-annual-report-released>

## Examples of culinary tourism activities include:

- Cooking workshops with guests
- Eating at locals' homes, at local restaurants, or street food
- Food and drink tasting sessions of cheeses, wines, beers, spirits etc.
- Food and cooking drink tours and trails
- Collecting ingredients or participating in the local harvest

- Visiting farms, orchards, wineries, distilleries, food markets, fairs or festivals

purposes, which include visits to pr.."a trip to a gastronomic region, for recreational or entertainment I mary and secondary producers of food, gastronomic festivals, food fairs, events, farmers' markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity relatedto food."

- World Tourism Organization

(<http://www2.unwto.org/publication/unwto-am-report-vol-4-global-report-food-tourism>)

### Health and safety measures

Health and safety are important to visitors. They want to know the quality of the standard and what exactly their eat or drink ,when the equipment is tested. Unclean utensils and ingredients of using is minuses point in future. Specially in European travellers .This might result in bad reviews after their holiday.

- AbKarim, S., & Chi, C. G.-Q. (2010). Culinary Tourism as a Destination Attraction: An Empirical Examination of Destinations' Food Image. *Journal of Hospitality Marketing & Management*, 19(6), 531–555. <https://doi.org/10.1080/19368623.2010.493064>
- Andersson, T. D., Mossberg, L., &Therkelsen, A. (2017). Food and tourism synergies: perspectives on consumption, production and destination development. *Scandinavian Journal of Hospitality and Tourism*, 17(1), 1–8.



### Sri Lanka Culinary activities

Today most of Government and NGO(Non-government Organizations) are helps to come up local cuisine with eco friendly ,anti-chemical our cultural food ,introduce to world.

And also Celebrity chefs try to introduce our local food trough TV Programmes







Hela Bojun Hala is now famous in Trip adviser, Tourist reviews are unbelievable.

<https://www.doa.gov.lk/ETC/en/notice-activities/160-hela-bojun-openings>

### Lesson from Malaysia

- The job opportunities in tourism related-business must be given priority to the local communities.



This local food products possess by rural destination can be promoted through public material

Authenticity and cleanliness. Is the Best Practice of

### Recommendations

- Entrepreneurship empowered these women economically, boosted their self-esteem and helped them earn the respect and admiration of their spouses.

Family support for and between women greatly bolsters their confidence, determination, and ability to succeed

- Women's potential to succeed in tourism often goes unrealized, not due to the lack of potential, but rather due to the lack of opportunities
- Questioning restrictive traditional gender roles by male community members can support women's freedom to pursue entrepreneurial initiatives in the tourism sector.

<https://www.travelagentcentral.com/running-your-business/stats-22-million-americans-to-take-culinary-vacation-year>

<https://www.finedininglovers.com/article/are-you-food-tourist>





[www.Travelagent.com](http://www.Travelagent.com)

### Global Lesson from the world to Us.....

- Globally most women's try to attract tourist for their cousins fest with a colour full traditional outfits and their authentic one or two dishes .
- Arrange food events and festivals annually.
- Marketing and advertising all the time .
- Culinary competitions

(<https://doi.org/10.1080/15022250.2016.1275290>)

### Best Food Festivals In the World.

- **Food and Wine Festival, Melbourne**
- **Food Truck Festival Trek, Vroesenpark**
- **Lechon Festival, Philippines**
- **Die Lange Tafel, Graz**

- ***Night Noodle Markets, Melbourne***
- ***Paniyiri Greek Food Festival, Brisbane***

### Conclusion

Food plays a major role in the travel plans of holidaymakers. They like to experience local culture through its authentic cuisine. Interaction with locals adds an authentic touch to culinary experiences.

European travellers like to combine culinary tourism with other activities, like adventurous excursions. Food safety is important, as well as sustainability. The Internet is a main influencer.

# Safety & Security

## Challenges in Hotel Industry

### Global Best Practices for Sri Lanka Tourism



## How to face possible terror attacks?

### India on hotel security

Hotel security is a very sensitive topic in the world. Though it is not an income generating mean of a hotel its unavailability can harm not only the particular hotel but also for all nation and region. Even history marks many examples for this phenomenon where as “Easter Attacks” brought the topic to head table.

Best practices on hotel security cannot identify from a country which has less threat since those security measures are not tested practically. When considering the India, it is a country which has a severe threat from various groups which filled with many unfortunate incidents throughout the history. Even “Mumbai Attacks” became a key icon deriving many lessons to the field of hotel security. As a result of the attack India further developed their hotel security capabilities with deriving a best source to study best practices in the field.

- High cost perception on security.
- No income perception.
- High Security Phobia.
- Unified strategy.
- Levels of security.
- Intelligence capabilities.
- Suitable security
- personnel.
- Training.
- Coordination with armed forces.
- Mock exercises.



**HGH Asanka Gamage**

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# HOTEL SECURITY

## High cost perception on security

Since many hotel managers observe the hotel security as a high cost matter mostly they tend to shortlist the allocated budget. But recent attacks India has convinced that though hotel security is a high cost matter it is essential to run the hotels.

## No income perception

Though hotel security is not an income generating matter Indian hotel managers has identified that hotel security is a matter which decide the future of the hotel.

## High Security Phobia

Since some guest dislike over security environment in hotels Indian hoteliers have managed to conceal security measures with the means of unique architectural designs where physical security is the hidden agenda of those beautiful structures.

## Unified strategy

Unified security models are much needed to each hotels since it facilitate the quick reactions at various locations. Hence India hotel security personnel have developed similar security procedures at each hotel to enhance the speed of reaction regardless of the location.

## Levels of security

It is identified that India has developed their hotel security models with covering all 3 levels as:

- The first tier - hotel management level.
- The second tier - industry level.
- The third tier - national level includes the police/ defence forces.

## Intelligence capabilities

Indian intelligence has many capabilities in the region to detect a possible attack before their execution. Even some sources alarmed that Indian security agencies warned about "Easter Attacks" too.





### **Coordination with armed forces**

After the Mumbai attacks Indian authorities identified some lapses between hoteliers and armed forces to address a possible terror attack and develop measures to loosen the gap which has become a long-lasting lesson to international community.

### **Mock exercises**

Indian hotel industry conducts mock exercises as a part of training models to identify lapses and increase the reaction capabilities on security breaches. These actions indicate a green light to Sri Lanka which has to execute in all levels including individual hotels, hotel industry and national arenas.

### **Pre-employment screening**

Indian hotel managers are keen to conduct pre-employment security screens to identify and prevent intruders getting jobs in the hotels.

# 11

## Community-based Homestay Tourism

Global Best Practices for Sri Lanka Tourism



A pleasant family oriented, a fun place, laid back and friendly

Atmosphere.



**Meryl Nonis**  
merylnonis5@gmail.com



## WHAT DOES COMMUNITY HOMESTAY TOURISM PRODUCT PROVIDE TO THE TOURIST?

- ❑ BOOST YOURSELF CONFIDENCE & INTERDEPENDANCE
- ❑ IMPROVE YOUR COMMUNICATION & LANGUAGE SKILLS
- ❑ PRACTICE GRATITUDE GAIN PERSPECTIVE
- ❑ TURN STRANGER INTO LIFE LONG FRIENDS
- ❑ BECOME AN EXPLORER IN A MULTY CULTURE SOCIETY. CROSS CULTURAL INTERACTION
- ❑ HAVING TIME OF YOUR LIFE
- ❑ A SUPPORT NETWORK
- ❑ DRAW TOURISTS AWAY FROM POSH & CROWDED URBAN AREAS TO THE RURAL LOCALITY OF SPLENDID NATURAL SORROUNDINGS





### **Best Practices and lessons learnt from Australian Community Homestay Tourism**

- Continuous improvement framework for quality service and must meet universities' homestay standards in Australia. Availability of well published standards.
- Australian Homestay Industry will include only homestay hosts who are committed to standards. Optimum level of cleanliness, hygiene

and Safety.

- Regulation by the Industry relating to ethical policies, guidelines, program information, code of practices.
- Specific culture association is common in secondary and tertiary Institutions.



### **Laws and regulations**

- Anti Discrimination Law
- General Data Protection Regulations (GDPR)
- Privacy of Data
- Council on International education exchange ( USA, 1984)





- Presence of Strong social media channels and WWW**
- eWOM – e-word of mouth**
- Community Homestay exhibitions & forums**
- Specific Agencies & Institutions to integrate homestay providers, homestay coordinators & homestay guests. ( Australian Homestay Network, Department of immigration & citizenship, Auzziesfamily.com)**

### **Benefit to the Country**

- Tool for sustainable community development (Elizebeth , Jan 2014)
- Popularize new tourist destinations
- To provide alternative source of income to needy families
- Commoditizing both environment and culture by creating market value with the demand
- Considered to be a component of development, giving emphasis to explore ways of expanding positive impacts & reducing negative impacts in the society.
- Emergence of sustainability as a societal norm.
- Local people become more conscious about waste management & maintenance of clean & peaceful environment.
- Enhancing local environmental capacity in terms of economic empowerment, social empowerment, cultural empowerment and political empowerment.

# Mega Sport Events in Tourism

Global Best Practices for Sri Lanka Tourism



**Naveen Chandrasekara**

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## **Worst Scenarios in Global Mega Events**

- Hitler's attempt to use 1936 Berlin Olympics for Nazi propaganda purposes
- 1972 terrorists killed Israeli athletes after keeping them as hostages
- Series of politically motivated boycotts in 1976, 1980 and 1984
- Deaths of hundreds Mexican protestors in the run up to 1968 Olympics

## **Health Issues in Mega Sporting Events**

- Hospital admissions for adverse events due to illicit drug use increased during the event, and there was a slightly increase in the demand for pediatric health services
- Hospitalization for childhood asthma decreased most likely due to better air quality (because traffic could be reduced)
- There is also some evidence for an increase in mortality from heart diseases during the hosting of mega-sport events

## **Other Issues Related with Global Mega Sporting Events**

- There is often vast wastage of food, polythene and many other public monies when comparing to other events
- The employment created often for the shorter period of time
- Global mega sporting events indirectly cause an increase in the cost of living for local residents
- Increasing pollution, trafficking and illegal drug use

## Emerging Global Best Practices of Mega Events – Human Rights

- Large number of the principal Olympic and FIFA sponsors are already comfortable with human rights concepts and are starting to adopt human rights due diligence approaches

**Fig. 2: Human Rights Commitments for Olympic TOP Sponsors and FIFA Partners**

	Worldwide Olympic Partners (TOP)	FIFA Partners	Human Rights Policy *	Reference to UDHR**	Reference to UN Guiding Principles ***	Application to suppliers / business partners****
Adidas		Yes	Yes	Yes	Yes	Yes
Atos	Yes		Yes	Yes		Yes
Dow	Yes		Yes	Yes		Yes
Emirates		Yes				
GE	Yes		Yes	Yes	Yes	Yes
Hyundai-Kia Motors		Yes	Yes	Yes		Yes
McDonald's	Yes		Yes	Yes		Yes
Omega	Yes					
Panasonic	Yes		Yes	Yes	Yes	Yes
P&G	Yes		Yes		Yes	Yes
Samsung	Yes		Yes			Yes
Sony		Yes	Yes	Yes		Yes
The Coca-Cola Company	Yes	Yes	Yes	Yes	Yes	Yes
Visa International	Yes	Yes				

## Lessons and Good Practice from Recent Olympics and FIFA World Cups

- **Sydney 2000 Olympics and Paralympic Games**  
The Sydney Olympic park authority adopted a protocol to guide the homeless people in the area to received services and treated sensitively where needed. The protocol adopted was to people should not be harassed and moved on from their public places unless there was a threat to general security.
- **2006 FIFA World Cup in Germany**  
With the joined force with MTV European foundation, the international organization for migration raised awareness campaigns to human trafficking and forced prostitution



- **London 2012 Olympic and Paralympic Games**

The Commission for a Sustainable London 2012 created in 2007 actively engaged with external stakeholders and provided assurance on many social and human rights issues including diversity, health and safety, and supply chain standards

## Best Practices in Relation to the Life Cycle of Mega Sporting Events



### LIFECYCLE PHASE 1: VISION, CONCEPT AND LEGACY

#### Human rights are prominent factor from the outset

- All stakeholders will be contributing to the vision
- International human rights standards will be taken into action'
- Dividing the responsibilities among stakeholders
- The rights of children and vulnerable people are specially recognized and protected





## LIFECYCLE PHASE 2: BIDDING, PLANNING AND DESIGN

### The bidding process is fully transparent

- Human rights guarantees are included as part of the bid
- Ongoing stakeholder engagement continues throughout the lifecycle
- Supporting infrastructure is subject to the same standards as event infrastructure
- Expectations are communicated across government and contractors
- Access to land and resources is based on due process

## LIFECYCLE PHASE 3: INCOME GENERATION

### Hosting the event supports local economies and suppliers

- Sponsors are subject to human rights due diligence
- Broadcasters are subject to human rights due diligence
- Sponsors are required to identify human rights risks
- Broadcasters are required to identify human rights risks



## LIFECYCLE PHASE 4: SUSTAINABLE SOURCING

- Human rights are embedded in supplier contracts
- Issues in supply chains are monitored and resolved
- Supply chain sources are disclosed
- A grievance mechanism is in place for supply chain grievances



### **LIFECYCLE PHASE 5: CONSTRUCTION**

- Specific risks associated with a migrant workforce are addressed
- Unions participate in joint site inspections
- Independent investigations of workplace accidents and injuries are ensured
- A grievance mechanism is in place for on-site grievances
- Ongoing due diligence on contractors is carried out



### **LIFECYCLE PHASE 6: DELIVERY AND OPERATIONS**

- Security and policing are subject to international principles on the use of force
- The rights of journalists and free speech are protected
- Space for legitimate protest is accommodated
- Training for diverse workforces is in place to ensure a harm-free environment
- The risks of modern slavery, trafficking, and forced labour are effectively mitigated



### **LIFECYCLE PHASE 7: COMPETITION**

- The human rights of athletes are upheld and protected
- Anti-doping and integrity measures respect the rights of participants
- The risks to child athletes are specifically considered

### **LIFECYCLE PHASE 8: LEGACY**

- Event infrastructure has a long-term future
- Events are used as a platform for advancing human rights in host communities
- Lessons are captured and transferred

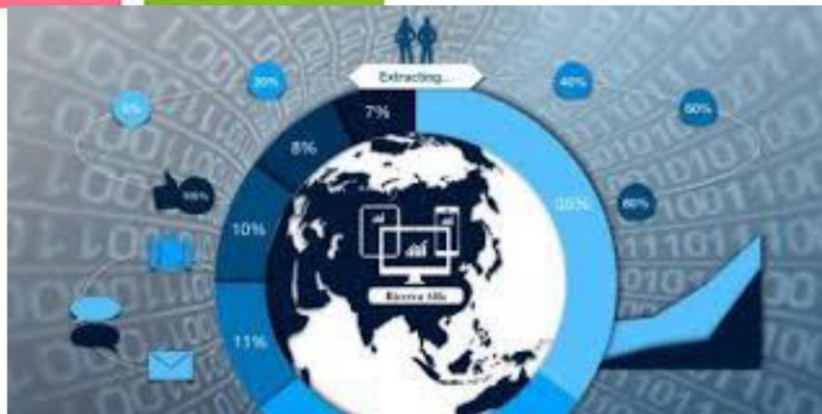


## **Recommendations for Sri Lanka tourism**

- Establish a strategy of integrating human rights based on UN act, procedures
- Require worldwide sponsors and media partners to respect human rights in line with the guided principles. In this case making agreements with sponsors and media is highly important
- Conducting a social impact assessment that includes human rights issues in addition to the environment impact assessment
- Influencing and informing the spectators about health precautions that can take early as possible
- Taking volunteers rather than skill labor for some operations
- Tightening the security and take measures to catch the illegal drug users

# Efficacy of MICE Tourism

## Global Best Practices for Sri Lanka Tourism



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## MICE Tourism

What MICE stand for?

- **Meetings**(conference or corporate events pertaining to the meetings industry),
- **Incentives**( gift vouchers or bonus holidays to the employees as a gift),
- **Conferences** ( business events attended by varied industries who come together to share and gain knowledge) and
- **Exhibitions** ( another corporate gathering for trade affairs and other important events)

According to a new report published by Allied Market Research, titled, "**MICE Industry by Event Type: Global Opportunity Analysis and Industry Forecast, 2018 - 2025**,"the global MICE industry size was \$805 billion in 2017, and is projected to reach \$1,439.3 billion in 2025

### Key Findings of the MICE Industry:

- In 2017, Europe dominated the global MICE industry with more than 42% of global MICE industry share, in terms of value.

- Asia-Pacific is estimated to witness the highest growth rate from 2018 to 2025.
- On the basis of country, U.S. generated the highest revenue in global MICE industry in 2017.
- Based on event type, meetings segment generated the highest revenue in 2017, and is expected to grow at a CAGR of 7.5%.
- The incentives segment is projected to witness highest growth in the global market.

According Allied Market Research, **Recent MICE industry trends such as rise of social media, tailor-made experiences, shift towards virtual and augmented elements, and demand for non-traditional event spaces propel the global MICE industry**

#### Technological trends in MICE industry

- Internet of Things (IOT)
- Virtual Reality (VR)
- Cognitive Technology
- Touch Commerce
- Internet of Everything
- Electronic World Travel Platform



## Singapore for MICE



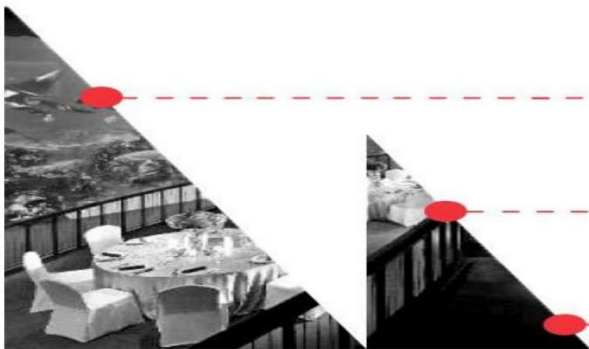
World's easiest place to do business

More than  
**150**

International Organisations  
in Singapore

More than  
**7,000**

MNCs  
operating in Singapore



Suitable for  
**2-3,200**

PAX

More than  
**1,700**

inspiring choices

State-of-the-art convention venues

Changi Airport serves more than

**300**  
airlines, flying with

**400**  
cities worldwide

**4 BILLION**  
people within a 7-hour flight radius





An eco-system endowed with

## EXPERIENCED & PROFESSIONAL

industry players well-versed in organising events.



### SUSTAINABLE

venues

### CLEAN & EFFICIENT

transport network

### GREEN

recreational options

## What would be the challenges in future for Singapore?



### Designing engaging, world-class events

- Spot trends for event content
- Engage freelancers for event design and planning



### Managing and using customer data more effectively

- Improve communications
- Improve event experience



### Tracking people movement and event waste

- Track event delegates
- Track vehicle fleet
- Track waste from events

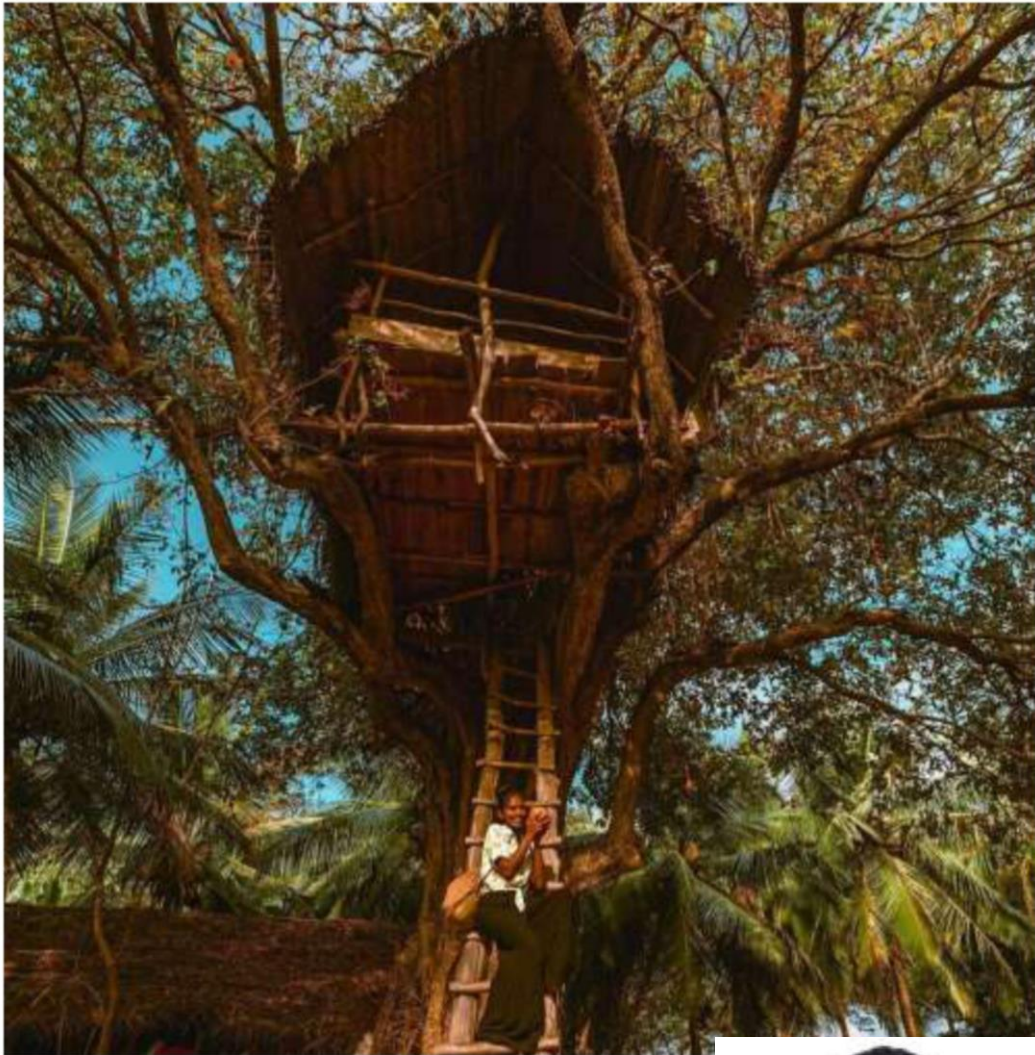
## What Sri Lanka Should Offer





# Engaging the Rural Communities in Sustainable Tourism

Global Best Practices for Sri Lanka Tourism



**Buddhika Gamage**  
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## Global Best Practices

### Rural Communities in Sustainable Tourism

A small but growing sector, within the total world market for tourism, rural tourism forms a relatively small sector, but one of growing importance. The reason for this is that a very large part of tourism till now has been concentrated on the coast and in the cities. If governments and the tourism industry wish to develop new regions for tourism, they may look to the rural areas which till now have been little developed for tourism.

Rural spaces are no longer associated purely with agricultural commodity production but are seen as locations for the stimulation of new socio-economic activity, often incorporating tourism, leisure, specialty food production and consumption.

## Basic Introduction

The importance of economic diversification and rural development increases - an objective condition to discuss new opportunities of using resources at the full value and in a sustainable way. Rural areas have significant natural, human, economic and cultural potential and their development supports the regional growth.

It minimizes environmental and cultural damage, optimizes visitors' satisfaction, maximizes long-term economic growth, and balances growth potential and the conservation of the environment.

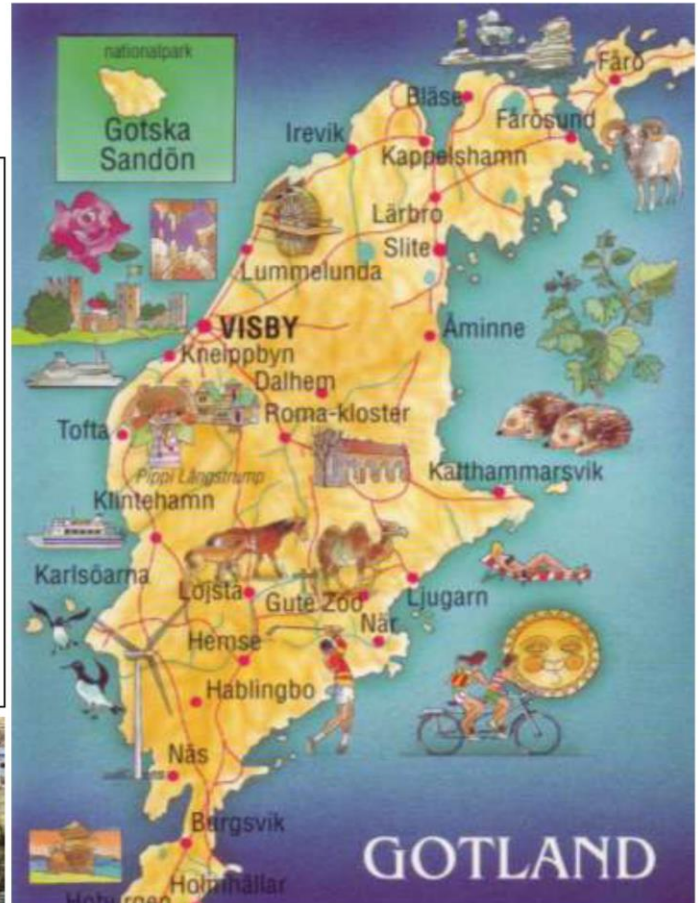




# Global Trends and Patterns

## The island of Gotland, Sweden: A significant and varied tourism destination

The Association's marketing activity is focused on Gotland's overall image as a destination, an island rich in nature and in history, offering a wide variety of (mainly outdoor) activities. The rural side is not separately emphasized. But many of the entrepreneurs in the rural areas undertake their own marketing, with a strongly rural emphasis; and there are two large agencies based on the island which handle the marketing of many hundreds of tourism enterprises.



## El Teularet: A tourism package in Spain

The aim of the development was to provide holiday facilities, of varied kinds, for members of the trade unions, and for members of the general public, notably nature lovers and people who seek mountain sports and recreation. The Centre also provides courses for schoolchildren in environmental awareness. The project started in 1996. To date, the investment has exceeded 2.5 million Euros, with funding from the regional authority and from the EU through the LEADER II program.

### Villány-Siklós Wine Route, Hungary

By promote tourism in the region in a way which adds value to the wine and related culture of the area; and thus to create jobs, to bring additional income to the inhabitants, and to make the region more attractive to outside investors. The Association organized training building courses for local people, to prepare them for the creation and running of the wine route "product", for example by running a training course for unemployed people and small entrepreneurs and by providing interest-free loans to local entrepreneurs to create jobs in tourism



During the 10 years from 2000 community and individual accommodation capacities in Villány town increased considerably.

Pécs, the county capital situated 35 km from Villány with its 160,000 permanent inhabitants and tourists, were also a source of visitors.

	1994	1997	2000	2003	2006	2009	2012
Public accommodation establishments	1	5	7	7	9	8	7
Number of bed places	19	49	84	169	214	214	267
Number of tourist arrivals	319	1,145	2,596	6,004	10,967	14,593	17,896
Number of tourism nights spent	613	3,033	4,474	9,579	15,669	22,131	28,036
Private accommodation establishments				34	42	60	56
Number of bed places			0	164	232	334	375
Number of tourist arrivals			310	851	2,186	2,822	4,202
Number of tourism nights spent			588	1,477	3,701	5,068	6,665

Indicators of tourism activity in Villány town, 1994-2012.

Source: [www.researchgate.net/figure/indicatorsoftourism-activity-in-villany-town-1994-2012](http://www.researchgate.net/figure/indicatorsoftourism-activity-in-villany-town-1994-2012)





### Journey into Ostrobothnian Art, Finland

The idea of creating the trail was born in early 2000, as part of a cultural tourism project of Southern Ostrobothnia initiated by staff of the communes and the art museums in the area. Their aim was to create new culture-related tourism products for the region. They organized six workshop sessions, during which they discussed:

- what new product can we create, and with what image?
- which are the target groups for this product?
- what would the customers need? ÿ what kind of experience will the visitors have?
- what are the strengths and weaknesses of the project?

### A non-profit agency ensuring high-quality tourism in Tzoumerka, Greece

The Tzoumerka LAQC brings together 24 businesses from 7 mountainous villages, with a population of 6,800 inhabitants. The region suffers from economic decline and depopulation, with a GDP that is less than 70% of the national average. Tourism, especially winter tourism, is a fast developing sector in the area, offering a good prospect for economic regeneration.





## Recommendations

- Help to strengthen and diversify the economy of rural areas
- Ensure that local people gain substantial benefit from it.
- Look to the long-term prosperity, rather than simply the short-term benefit of the region
- Avoid harmful side-effects elsewhere in the national, regional or local economy.
- Increase percentage of tourism related jobs in particular area
- Potential to add value through tourism to products which are now processed elsewhere or not effectively used
- Gain advance Infrastructure facilities
- Education level and skills in foreign languages will increase



# Military Involvement in Tourism Commercial Ventures

Global Best Practices for Sri Lanka Tourism



- Military involvement in business activities will affect the society. There can be both positive as well as negative impacts which can be connected to the social context through the enactment of military activities within the society.



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## Sustainable Tourism Development By the Military Sector



- Sinhalese tourists visit the underground bunker of LTTE leader Velupillai Prabhakaran in Mullaitivu district. The completion of the northbound A9 road and the opening up of the north of Sri Lanka has brought with it a booming domestic 'war tourism' industry. Sinhalese people from Colombo are coming in their hundreds to see memorials to their fallen soldiers and to visit sites of the major battles.

## Management of Human Resources

### Major Activities of Human Resource Management Department

- Recruiting
- Selecting
- Training
- Motivation
- Evaluation
- Compensation





## Benefits from Military Personnel For Tourism Sector



- A business-oriented military entity that creates enormous destructive potential has had an influence upon the provision and character of tourism. Examining certain aspects of the tourism industry reveals a sometimes paradoxical, and yet ultimately profitable, blending of pleasure-oriented consumption and the by-products of a permanent war economy. The tourism industry and military-industrial complex may seem to possess qualities that are contradictory in nature but they are also complementary in various ways. Commerce supports and encourages profitable antagonisms. It is guiding the interplay between tourism and the military sphere.

## Operationalisation

Variables	Dimension	Indicator	Measurement
Supportive Business functions	Service	Quality	Number of failed service
		Cost	Average per cost
		Value for money	Return for capital employed
	Competition	Quality and Product standard	Relative market share
Funding budgets	Tax	Corporative profit tax	Tax contribution per annum
	Re investment	Retained profits	
Re allocation of soldiers	Employment	Business management	MBO schemes
	Positive mentality	Increased satisfaction	Labour turn over

## Other Significant facts to recognise the value of the military involvement in commercial business activities

- Many African region countries are involving in business activities
- Due to the lack of government involvement
- Large number of military personnel are in the service

## Lessons can be learnt for Sri Lanka in practical way

- Military should be increasing its benevolent/welfare funds to rehabilitate the KIA, MIA and WIA soldiers and their families which the government also could not be looked after alone
- To develop a successful KPI structure to evaluate the current performance of the business
- To develop a successful enterprise management programme so that the efficiency and effectiveness of military businesses can be raised
- Provide complimentary management consultancy service to enhance the performance effectiveness and efficiency of the business



- To minimise the waste of resources by performing a risks and feasibility analysis at the beginning of the business
- Allocate independent audit teams to carry out internal and external; audits to assess the overall's performance of the business
- Profits earned through those ventures are utilized for the welfare of Service Personnel and their families which in turn reduce the burden of providing public funds from the treasury
- Provide complimentary management consultancy service to enhance the performance effectiveness and efficiency of the business
- To minimise the waste of resources by performing a risks and feasibility analysis at the beginning of the business

- Allocate independent audit teams to carry out internal and external; audits to assess the overall's performance of the business
- Profits earned through those ventures are utilized for the welfare of Service Personnel and their families which in turn reduce the burden of providing public funds from the treasury
- It is recommended that, military ventures should be introduced in common price systems which are similar to the private sector
- Even though many military personnel were involved in business ventures, they should not compromise their primary role in protecting the motherland

# Strategic Pricing Techniques in Accommodation Sector

Global best practices for Sri Lanka Tourism



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# Introduction

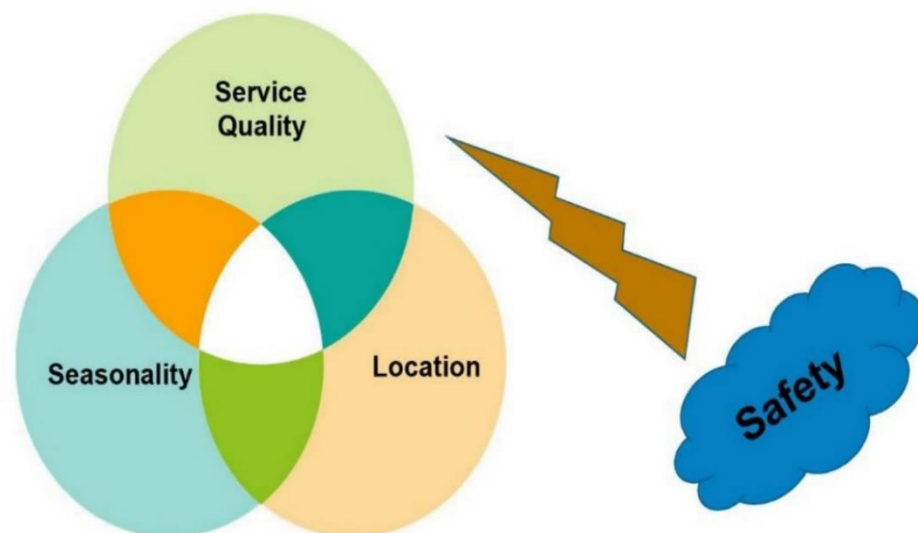


- ❑ An important element of marketing tools is the price, which is a leader in the mechanism of formation of market relations
- ❑ Price significantly affects the results of sales and capacity of relevant product.
- ❑ It provides income development, determines the level of competitiveness of products, facilitates mutually beneficial relationships between businesses and consumers, as well as other market players.
- ❑ Pricing policies and tactics of hospitality businesses are essential in the development of appropriate business strategies.
- ❑ So, it is important to investigate the pricing process and pricing strategies, which are closely related to revenue management or so-called yield management, especially in the hotel industry.
- ❑ It has direct effect on the overall financial performance.

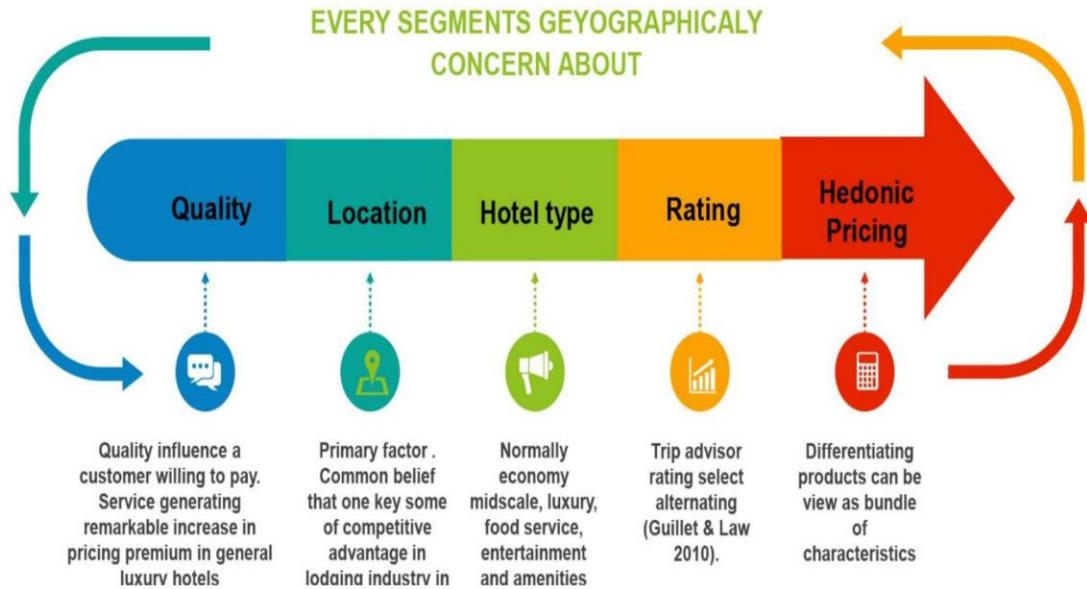
## ❖ Local & Global Trends and Patterns

- ❑ There are differentiation in strategies in Locally & Globally . Such as Local Trends mainly focused on Sensuality, Location & Service Quality.
- ❑ Due to the present uncertainty security factors , now the safety play a major roll
- ❑ Where the Global tends mainly focused on quality , location , hotel type , rating , Hedonic pricing strategy .
- ❑ Leading companies all around the world realize the importance of pricing to accomplish their goals and to increase profitability.

## Local Trend



# Global Trend

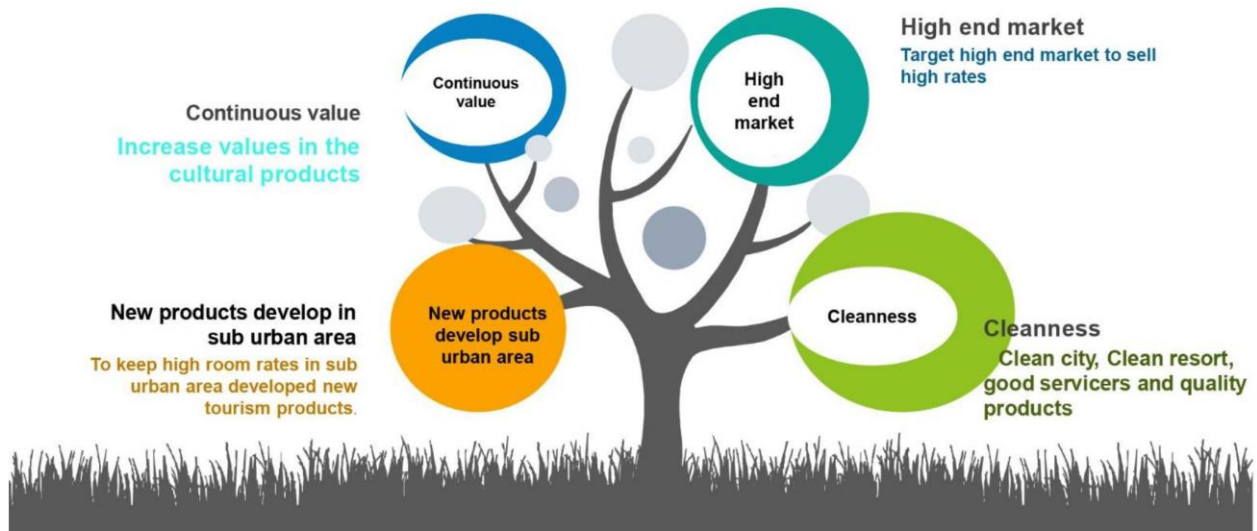


## INFLUENCE FACTORS IN JAPAN

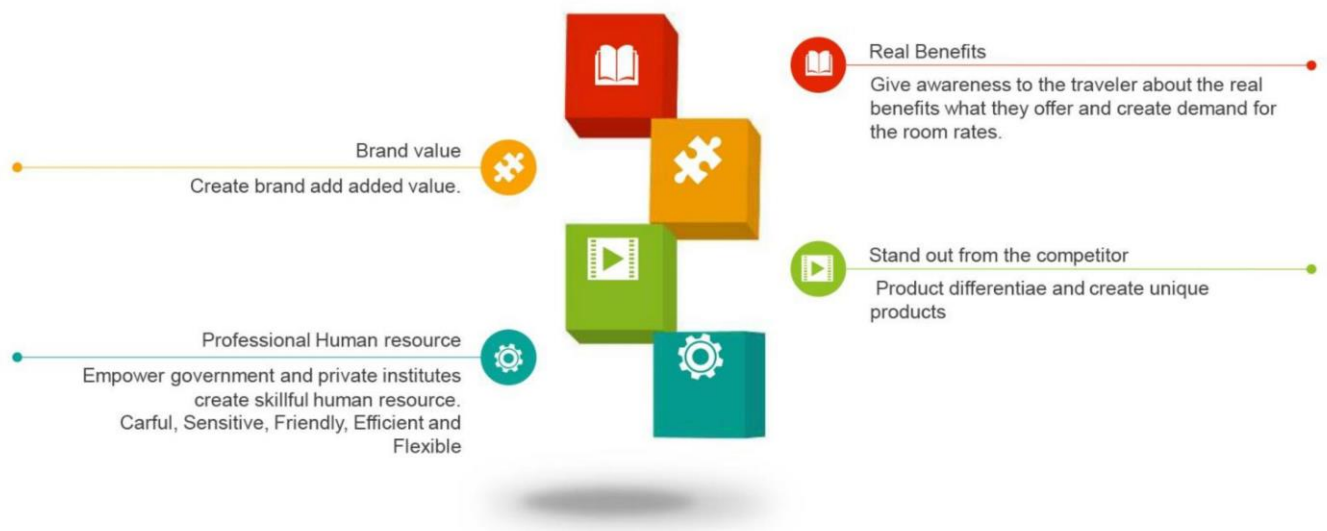




# FACTORS IN CAMBODIA



# MAURITIES INFLUANCERS



# RECOMONDATIONS AND SOLUTIONS



- The price is a critical tool in satisfying the needs of consumers on one hand, and improving the profitability of the enterprise on the other hand.
- The price should match the quality of goods, which is determined by consumers.
- If the price is too high, then consumers will realize that they do not get the equivalent for the money spent.
- If the price is too low, then consumers will question the quality of goods, because they realize that in most cases a lower price may mean lower quality level.
- such as price and they vary depending on the position of the product on the market to set goals were achieved
- Pricing policies and tactics of hospitality businesses are essential in the development of appropriate business strategies.**

# Spiritual Tourism Marketing

Global Best Practices for Sri Lanka Tourism



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## **INTRODUCTION**

The evidence of the tourism sector evolution since its appearance in the 1950s has become very apparent nowadays with the tourism industry being one of the most rapidly growing industries in the world and contributing 10% of global GDP. The most recent figures from the UNWTO last year's annual report prove this global trend. Notably, 2015 set records with 1,184 million international tourists travelling the world, thus indicating a 4.6% growth from the previous year. (UNWTO 2016a.)

Although practised since ancient times, spiritual tourism is a complex phenomenon, which is yet to be recognised as a separate type of tourism. The ever-growing popularity of spiritual practices of all kinds in the Western world and the fundamental lack of academic research on the subject underline the importance of further investigation of this topic.

## **SPIRITUAL TOURISM**

'Physical journey' which often symbolizes and reflects the life journey of the individual's (Devereux and Carnegie, 2006).

## **REDEFINING TOURISM**

1. The three "S"s that characterized the old tourism industry,

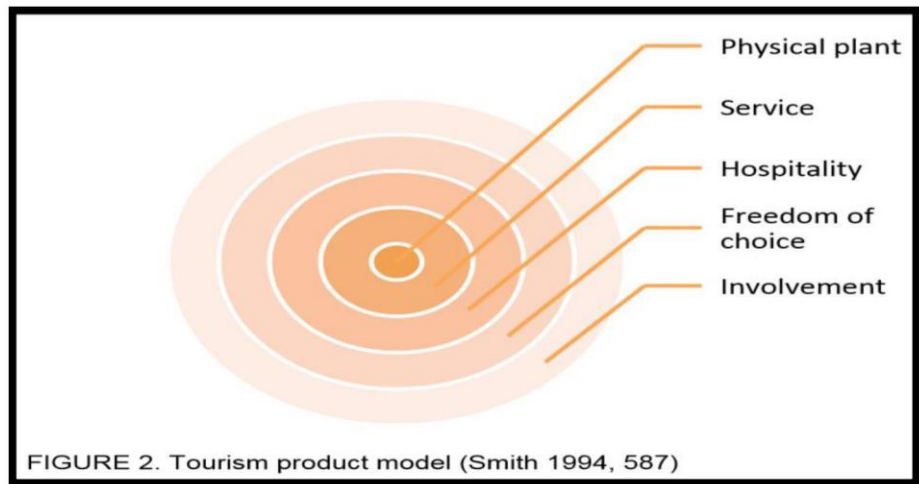
- a. Sun.
- b. Sand.
- c. Sex.

Are being replaced by the three new "S"s:

- a. Serenity.
- b. Sustainability.
- c. Spirituality.

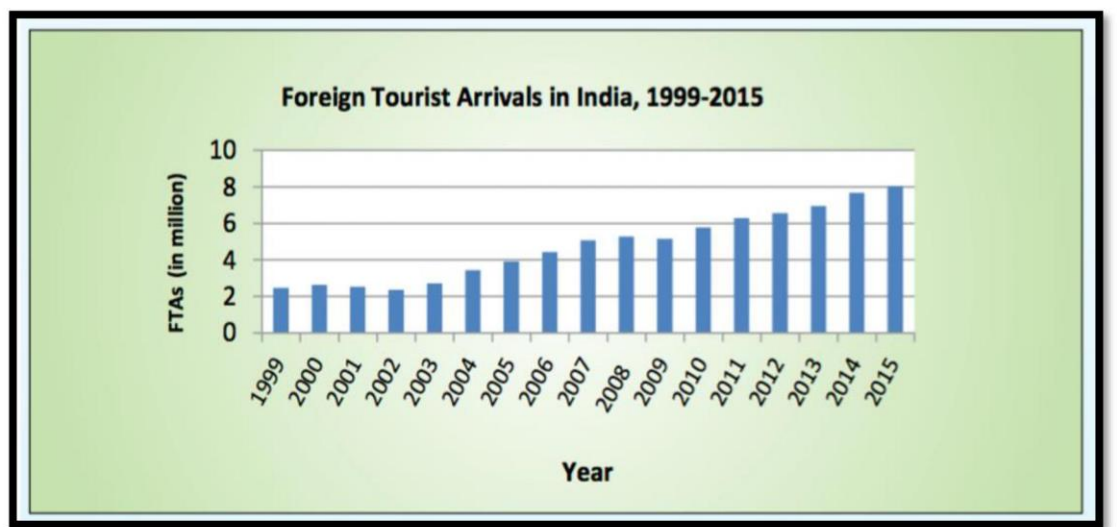
(Bowler 2013).

## TOURISM PRODUCT MODEL



1. Physical plant – Site (mountain peak), cultural or natural resource (land), or facility (resort).
2. Service - Execution of tasks demanded by tourists.
3. Hospitality - Approach of the task performance.
4. Freedom of choice - Traveler forms their experience, which is often equated with tourism practices themselves.
5. Involvement - Feeling of being engaged in the featured activity.

## BEST PRACTICES FROM INDIA



Being the cradle of four of the world’s major religions, namely Hinduism, Buddhism, Sikhism and Jainism, and home to the followers of many others, there is little surprise that India ranks among the top spiritual destinations that the world has to offer (The Economist 2003).

It is clear from the bar chart shown above that the number of foreign tourist arrivals in India has increased by almost four times over the last fifteen years. While there was only 2.2 million foreign tourist arrivals registered in 1999, last year India welcomed as many as 8 million foreign tourists – the fact that speaks for the increased demand in this destination.

**OMALAYA TRAVEL LTD**



**OMALAYA CONCEPT**

 <p><b>EXPERT GUIDES</b></p> <p>You will be guided by our experts from the India, all of whom are eager to share and preserve their culture and ancestral knowledge. These include yogis, shamans, rinpoche and amchis (doctors of Tibetan medicine) – key players in their local</p>	 <p><b>EXPERIENCES</b></p> <p>Our journeys are based on experiences – authentic, meaningful activities that create personal connections with unique locations, people, and cultures. Lively interactions guarantee a touching and long-lasting memory.</p>	 <p><b>SACRED SITES</b></p> <p>The combination of authentic experiences and expert guidance facilitates a deep understanding of local people and their traditions and allows us to communicate our strongly held values of compassion and wisdom.</p>
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**EXPERT GUIDES**





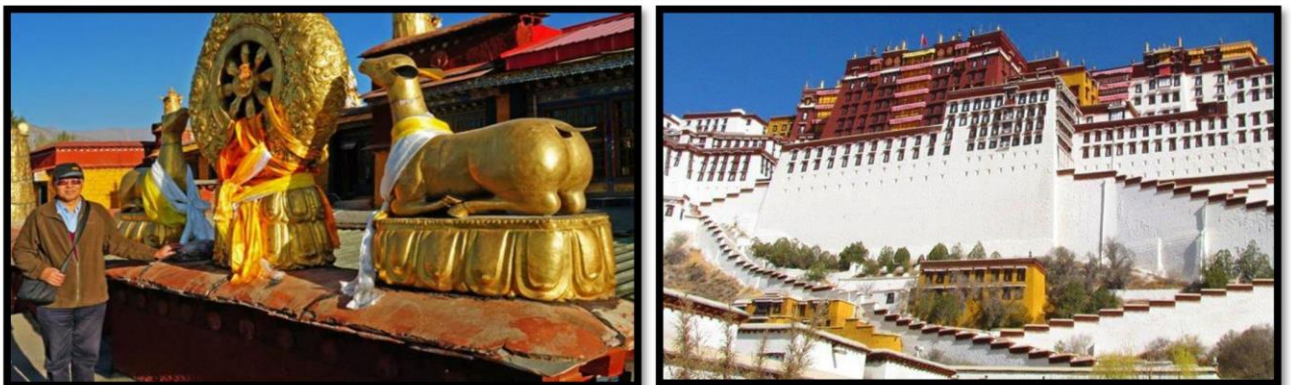
knowledge of their communities facilitates the encounter with the local culture. (Gyalpo, S. and Gyalpo, T. 14 October 2015.)

### EXPERIENCES



1. The journeys offered by the company are purely experiential in their nature inviting travelers to have a direct experience of traditions and practices.
2. As such, consultations with traditional Tibetan medicine doctors, protection rituals, prayer recitations, meditation practices, shamanic sessions are offered to name a few.

### SACRED SITES



1. Omalya Travel brings their customers to the places of worship that are regarded sacred such as monasteries, sacred lakes, temples and caves.
2. What makes these sacred sites particularly attractive is the energy of the blessing of the sages who are believed to have once dwelled in them.

(Gyalpo, S. and Gyalpo, 2015.)

### **THREE LEVELS OF A JOURNEY OFFERED**

1. The first level. Dedicated to the **physical well-being**, which, according to the Indo-Tibetan beliefs, affects the mind and mental well-being and will be represented in an Ayurveda treatment.
2. The second level. Regarded as a **personal development** tool that will take the form of thematic workshops (on self-confidence, psychology).
3. Third Level. Desired to result in a through a **real spiritual journey** or **pilgrimage**.

(Gyalpo, S. and Gyalpo, T. 14 October 2015.)

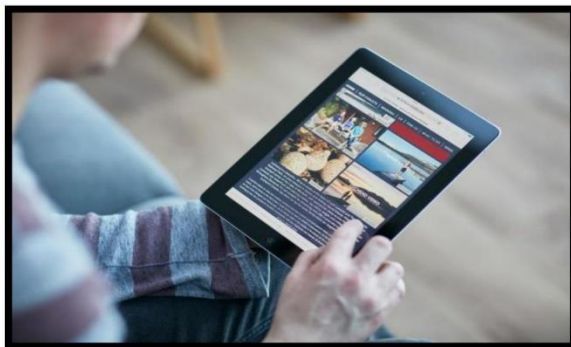
### **Strategies**

1. Product variation.
2. Marketing methods.

### **Products**

1. Thematic journeys (shamanism, traditional medicine).
2. B2B relations, meaning that it arranges spiritual tours for the clients of the issuing travel agency from their name in the Omalaya Travel's regions of expertise.
3. Partnership with activity leaders employed in the well-being and spirituality industry, e.g. yoga teachers, reiki specialists, therapists, nutritionists, life coaches, etc.

### **MARKETING METHODS**



### **Three New Channels**

- a. Creation of a new and search engine optimized website.
- b. The development of relationship marketing (partnership concept).
- c. Advertising in magazines specialised in well-being and spirituality (Psychologie magazine Belgium, Happinez).

(Gyalpo, S. and Gyalpo, T. 14 October 2015)

### **CONCLUSION**

Sri Lanka is a country in southern Asia which has much potentials to launch spiritual tourism in to greater extent. Unlike bigger neighbors who offers spiritual journeys with long travel time Sri Lanka has potentials to offer such journeys with short travel times around the countries with covering all major religions in the world including Buddhism, Christianity, Hinduism and Muslim faiths with taking lessons from strategies taking as best practices effectively.



# Role of Guides in Tourism

Global Best Practices for Sri Lanka Tourism



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## WHO IS A TOURIST GUIDE?

A person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an area which person normally possesses an area specific qualification usually issued and/or recognized by the appropriate authority.

by World Federation of Tourist Guide Associations



## THE CODE OF GUIDING PRACTICE TO ASSURANCE OF HIGH LEVEL PROFESSIONALISM

- To provide a professional service to visitors
- To ensure that as far as possible what is presented fact is true
- To act fairly and reasonable
- To protect the reputation of tourism
- As representatives of the host country to welcome visitors and act in such a way as to bring credit to the country visited and promote it as a tourist destination



## Europe

### EUROPEAN FEDERATION OF TOURIST

### GUIDE ASSOCIATIONS



Professional, qualified tourist guides in Europe. They are committed to quality and standards and add value to the visitor experience. Using key techniques that combine knowledge and practical skills they help bring alive each locations and are often described as 'ambassadors' for their country. A **Code of Conduct** and a **Quality Charter** reinforces their professional approach



### QUALITY CHARTER

FEG's professionalism is assured through established standards and best practice recommendations covering the following issues:

- Welcome
- Communication
- Knowledge
- Continuing Professional Development
- Organization
- Competence
- Confidentiality
- Ethics



## **FEG'S WORK FOR PROFESSIONAL TOURIST GUIDES IN EUROPE**

- FEG is the Professional Tourist Guides voice in Europe.
- FEG provides expertise
- Identify Tourist guiding as a unique and distinct profession
- Provide Tourist Guide Training and Qualification
- FEG's Quality Charter and a Code of Conduct
- Working to bring together members for mutual benefit

## **MAJOR ACCOMPLISHMENTS OF THE FEG**

- The FEG influencing European Union General Directorates and Members of the European Parliament on various issues concerning tourist guides, tourism etc.
- The FEG has engaged with European Committee for Standardization (CEN) Working Groups, drafting the CEN European standards "Tourism Terminology in Europe" and the "Minimum qualifications for tourist guide training programs in Europe.
- The FED experienced trainers offer advice and expertise to tourist guide associations on how to adjust their tourist guide training programs according to the European standard and certifies their programs for the CEN standard implementation.
- Provides e learning facilities to its members through online platform .
- The FEG has partnered with the Live Private Guided Tours app, a company based in Norway, as the only app world-wide to support only certified tourist guides in its member countries for online bookings for privately guided experiences in our own areas of qualification.
- The FEG participates in European Union funded project partnerships in order to conduct research, to offer expertise and workshops, as well as to improve the guiding skills and theoretical knowledge of its members, the qualified tourist guides.
- The FEG offers lifelong training facility for their member to improve varies areas of expertise .
- The FEG offers great opportunities to its member-associations for networking, meetings, social media promotion, and digital technology.

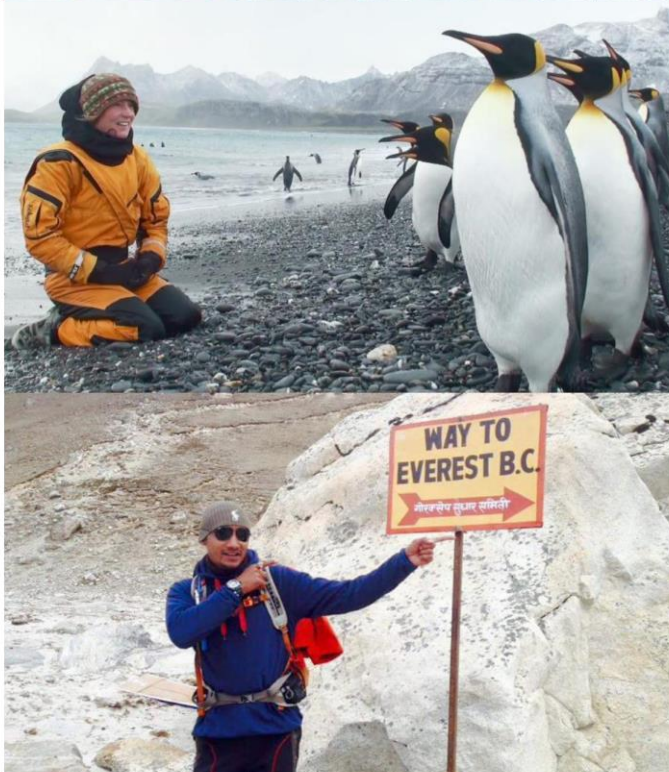
## WINNERS OF 2017 WANDERLUST WORLD GUIDE AWARDS

The Wanderlust World Guide Awards launched in December 2005, to recognize the unsung heroes of the travel world: guides and tour leaders.

Each year, thousands of guides from around the world are nominated by their clients, all eager to tell about an individual who has gone beyond the call of duty to make their trip a remarkable experience.



Gold Award - Khalid Lamlih - Morocco



Silver Award - Hayley Shephard - Antarctica

Bronze Award - Dinesh KC - Nepal

## SRI LANKA NOW

- SLTDA and SLITHM provide education for national tourist Guide lectures and certification
- SLTDA enforce legal framework for the professionals and licensing
- Sri Lanka tourist guide lectures association is the organization and voice for Sri Lanka Tour guides

## RECOMMENDATIONS FOR SRI LANKA





FUTURE OF THE INDUSTRY WOULD BE.....



# Hospitality Entrepreneurship

## Global Best Practices for Sri Lanka Tourism



**Heshan Ranaweera**

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## What is Entrepreneurship?

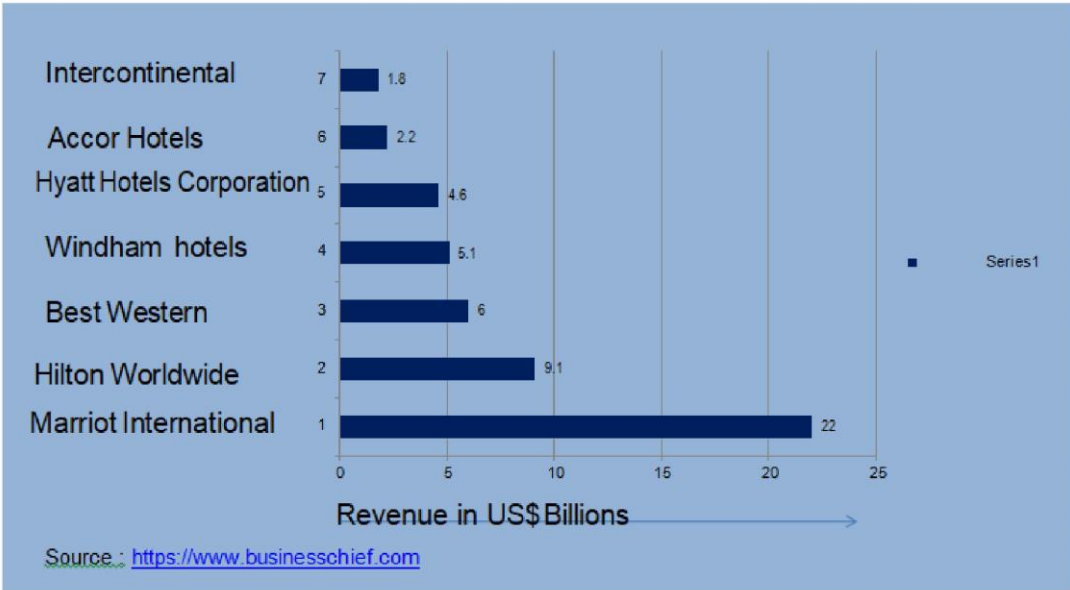
**Definition:** The pursuit of opportunity without regard to resources currently controlled.

*Professor Howard H. Stevenson,  
Harvard University*



- **Driving by perception of opportunity** – always looking for the opportunity without highly focus on what resources they have at the initial stage. “Tide up the deal and then we will find the finance” mentality.
- **Flat multiple informal network structure** – Will keep the organizational structure in a horizontal manner (outsourcing) using cooperative relationships with strategic partners to grow the businesses.
- **Franchises** – The entrepreneur sells ready-made business o a person who does not want to go through the creative and development phase of starting a business – Instant Entrepreneur creation.
- **The augmented and ideal level of products and services.** – moving from core and actual level products and services. more experience based services are available.
- **Network Marketing and Direct Sales** – This industry is recognized by many to be the fastest – growing business model globally – provide essential training in sales, business – building and leadership skills.





**Impressive  
hospitality  
service  
providers.**

Year 2017/18

Best

Entrepreneurial Activities of service providers



Source: <https://www.marriott.co.uk>

- Customer Centric reservation systems with single image inventory (Ability to sell multiple brands with in few seconds)
- Sales training would be more than six times the average. (Hotel sales managers accountable for tools and resources)
- Focus on Why Customers book and why customers don't book with them
- Selling base on value rather than price. (Equipped to gain the comparative value from the gain)



**Source :[hiltonpr@hilton.com](mailto:hiltonpr@hilton.com)**

- Collect and synchronize data for both financial and non-financial decision making
- Automated dynamic pricing based on demand patterns
- To create forecast with a click of a button –Hilton honors mobile app
- Product diversification to attract different market segments
- Further growth even though they make profit (Portfolio development)



**Source: [bestwesterndevelopers.com](http://bestwesterndevelopers.com)**

- Story telling through digital channels from Awardwinning marketing and Advertising team
- Strategic partnerships -AAA, CAA, Disney Channel, Costco Travel and 22 major airlines
- Knowledgeable marketing team Helps member owners
- Clearly define strategies for operational, functional managerial and corporate levels



# Global Strategies

**Innovation** -The process of translating an idea into a good or service that creates value or for which customers will pay.

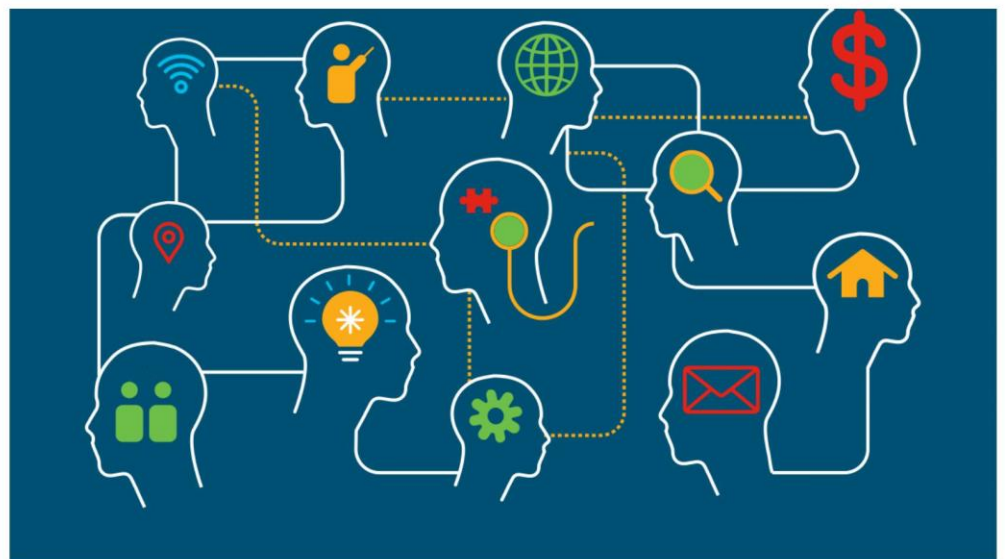
**Autonomy** - allowing a great deal of freedom to make choices in the workplace. A manager who grants employee autonomy generally outlines the goal of a project but allows the employee to decide the best way to achieve that goal.

**Competitive Aggressiveness** - tendency to intensely and directly challenge competitors rather than trying to avoid them.

**Focus on core competencies**- Focus on the areas a firm is strong at and enhance it by timely updates. Do not focus on the weaknesses unless outsource.

**Proactive-ness** – Ability to take control of situations by causing something to happen rather than waiting to respond to the situation after it occurs.

Source: <https://www.entrepreneur.com>







## **Recommendations for Sri Lanka**

### **Our Current position in Entrepreneurship**

According to 2018 global entrepreneurship index (GEI) ranking Sri Lanka stands at number 90 out of 147 countries. (21.9 points) USA has ranked as no 01 country with 83.6 points. Switzerland has become no 02 80.4 with points and Canada is in the 3<sup>rd</sup> place with 79.2 points.

### **What we must do:**

- ❖ **Strong Tourism and finance related policies to encourage the investors in hospitality sector**
- ❖ **Creating a digital infrastructure to identify core competencies as a destination and focus on the long term competitive advantages**
- ❖ **Innovation in products and service development against competitive countries**
- ❖ **Encourage service providers to take calculated risk rather than being ignorant in investments**
- ❖ **Educate investors in an entrepreneurial manner to identify the elements of finance and entrepreneurship**
- ❖ **Revising the education systems to generate employers instead of employees**
- ❖ **Go for augmented and ideal level of products and services from the level of actual and core products and services**

# Competencies of Frontline Employees in Tourism

## Global Best Practices for Sri Lanka Tourism

Frontline employees are the people who initially get contacted with customers. They can create a long lasting impression to the customers. A competent employee can play a crucial role in the organization to create a satisfied and loyal customer. Employee competencies are aspects of a persons' behavior, knowledge and skills in order to attract the customers with them (Common Wealth Virginia, 2007). By assessing the competence, the organization can understand what the required behaviors are, how to control the cost & how to create a satisfied customer.

It is very important to concern the employee competencies, because it is highly required to achieve organizational goals and objectives. It is better to identify the gaps between required competencies and the actual competencies in order to cater a quality service to the customer. The common wealth Virginia (2007) identified six employee competencies such as understand the business, results focus, customer service skills, teamwork, interpersonal communication and personal effectiveness to be improved by the frontline employees to deliver a quality service to satisfy the customer.



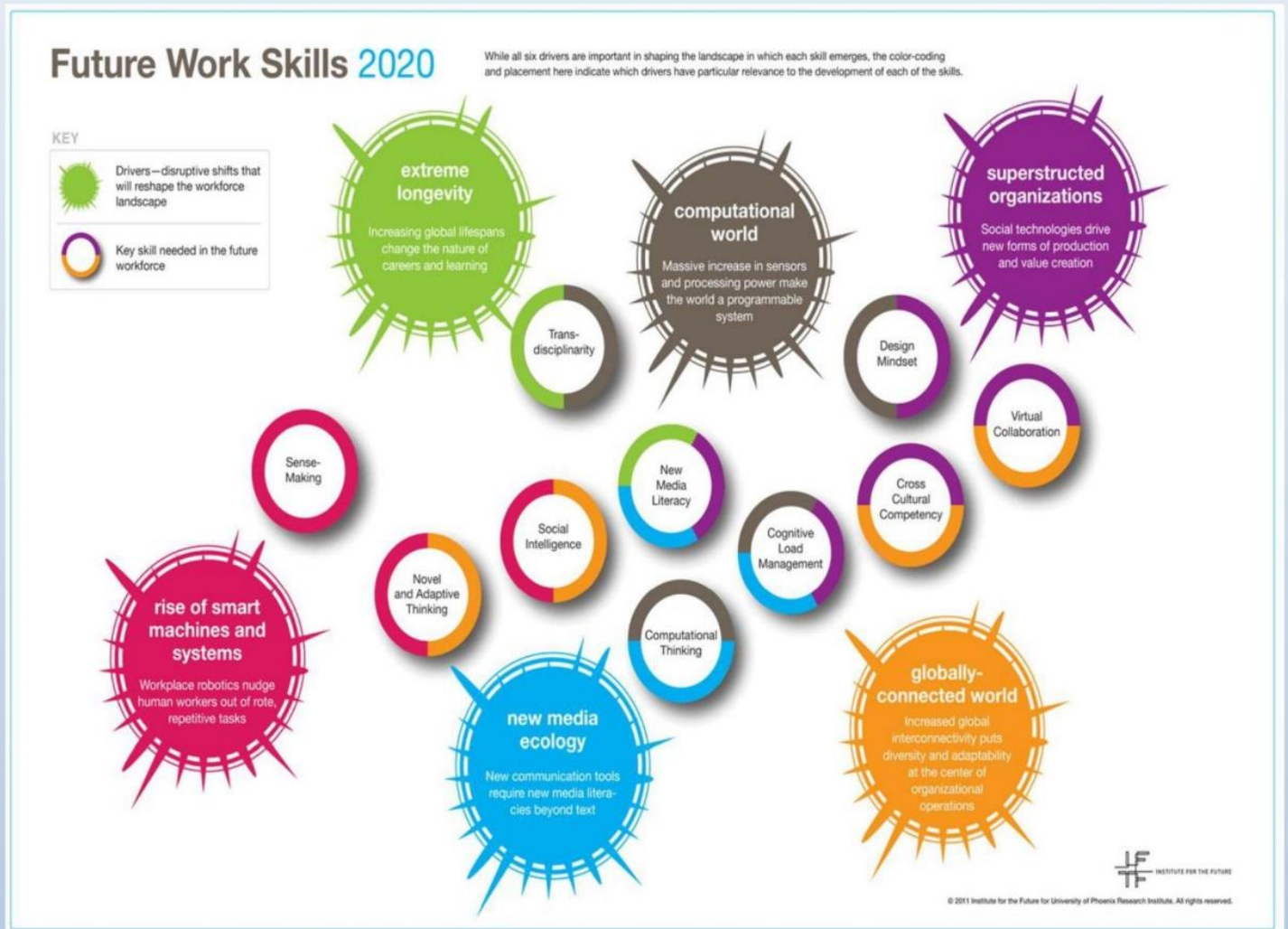
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# Global Trends

## “Digitalization, Computerization and Robotization”



Source: Institute for the future

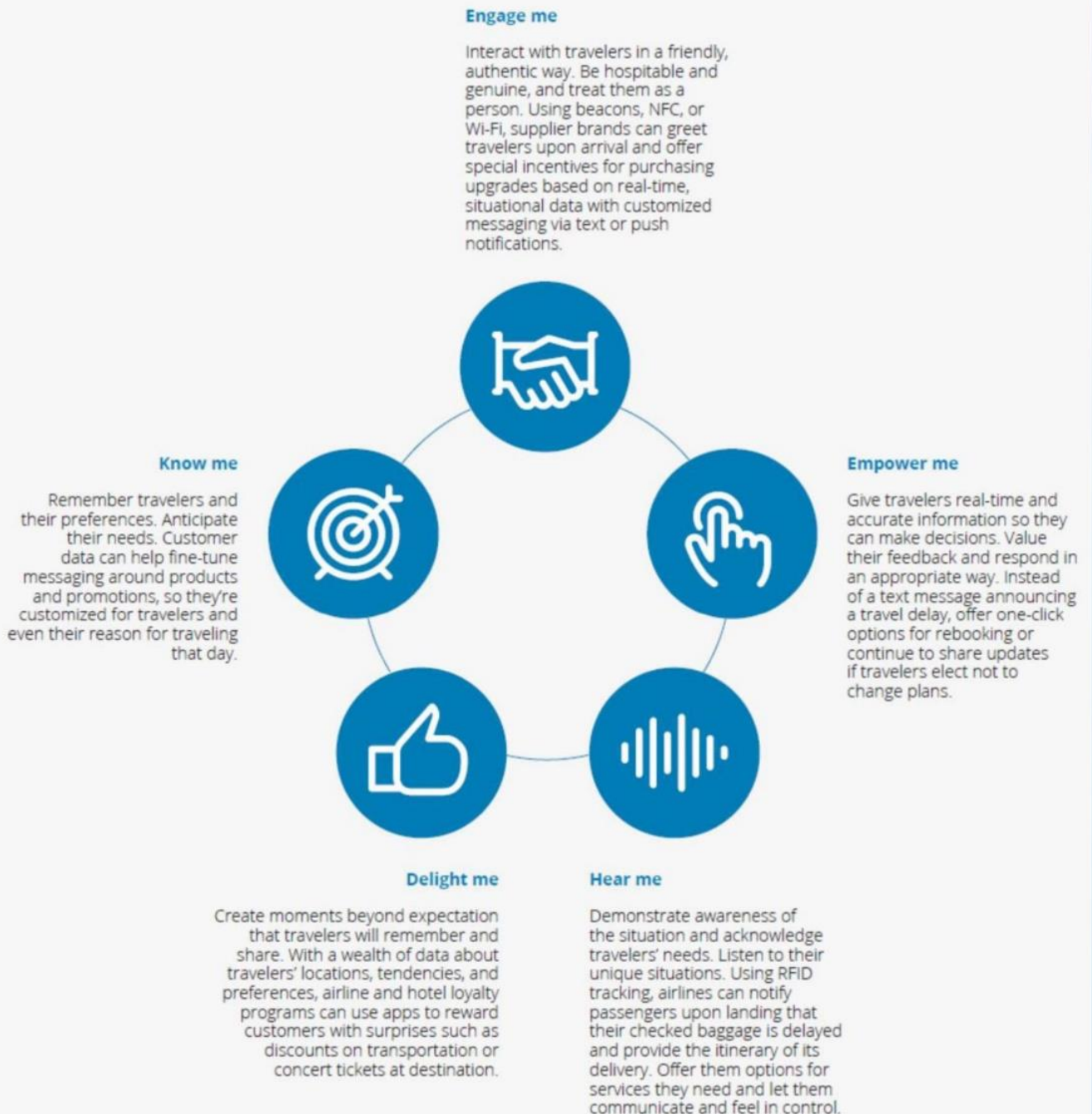
A report by the Institute for the Future analyses the future work skills without considering what will be the jobs in question. The report introduces six drivers of change

Rise of smart machines and systems, extreme longevity, new media ecology, computational worlds, super structured organizations and globally connected world. The ten suggested job skills and how they connect to the six drivers of change are depicted in the above.



# “Insights from Deloitte”

Figure 2: Deloitte customer experience framework



## *“Insights from Hilton”*

- **Recognition:** Robust programs, such as Team Member Appreciation Week and Catch Me At My Best, empower Team Members to continue to grow with Hilton and go the extra mile to impress guests.
- **Learning and Leadership Development:** Industry-leading training and development programs that deliver \$2,000 savings per Team Member to owners through innovative solutions such as virtual instructor-led courses and provide a 25% decrease in-seat learning time.
- **Rewards:** Access to GoHilton, team member travel program, which grants owners access to dynamic pricing models that contribute to RevPAR by reducing room vacancies; GoHilton has generated \$450M in total revenue.

Source: Hilton.com

## *“Insights from Four Seasons”*

Congratulations to Four Seasons Hotels & Resorts on being named to these Best Workplaces lists!



# 2019

#89 in 2019 Fortune 100 Best Companies to Work For®





## *“Insights from Movenpick Hotels”*



### Talent Development Centre

We are committed to identifying and building a pipeline of future General Managers and leaders from within the company.

The Talent Development Centre combines in depth assessments, simulations and self reflection that helps pinpoint development opportunities. As part of the process, each participant is partnered with a mentor who helps facilitate learning and progression.

Source:Movenpick.com

## *Recommendations*

- Employees in today’s hospitality industry should be familiar with current digital communication tools that are being used
- Hospitality schools should take notice that the focus in today’s hospitality education should be in learning to learn, rather than memorizing, as so much information is out there to be easily, digitally accessed.
- It is important to recognize the value of the competencies that are not detailed within a job description. This is a key element in recognizing competencies, and to understanding the value of both personal and industry-specific competencies.
- Meetings should serve as a supportive tool to identify and discuss positive points and any areas for improvement. These meetings should be documented, and will give you the opportunity to highlight any issues if you feel the employee has work to do to improve.
- This should be conducted to gather insight into how the employee performs in the eyes of their colleagues, peers, customers and managers. It should provide these individuals with opportunity to be honest about their interactions and experience of working with the employee in question.
- An agreed framework of assessment should be integrated across the business. An appraisal outcome should not come as a surprise to the employee; it should provide more of a summary of performance over the previous 12 months.

# Environment Sustainability in the Accommodation Sector

Global Best Practices for Sri Lanka Tourism



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## **Best Practices of Environment Sustainability in the Accommodation Sector**

Environment sustainability is defined as responsible interaction with the environment to avoid depletion or degradation of natural resources and allow for long term environmental quality

The hotel industry's long-established and continuous effort to control costs through such sustainable practices as limiting water and energy use has been given additional impetus as consumers have become interested in having hotels reduce their resource which have the double benefit of saving money and benefiting the environment.



**FIVE STAR EFFICIENCY**  
★ ★ ★ ★ ★  
*Green Hotels, Made Easy™*



## **Conservation of resources**

- ✓ Power and energy conservation
- ✓ Safeguarding bio-diversity
- ✓ Economic usage of water



## **Minimizing environment pollution**

- Minimizing green house gases
- Waste water- reuse, recycle, reduce
- Treating of solid waste





## Global Trends and Patterns

- Guest Participation and Satisfaction
- Green Programs and Guest Satisfaction
- During the holiday the visitor wants to be a part of environment responsible tourism.
- Creating a brand image by promoting sustainable practices.



## Global achievers

- Marriott, for example, has achieved several certifications for its environmental efforts, and in 2011 was named the “greenest” hotel company in the U.K.<sup>1</sup> In addition to Marriott’s Environmental Public Policy Statement
- Hilton Worldwide also publicizes its environmental sustainability efforts. In its 2009 Corporate Responsibility Report, for instance, Hilton set a goal of reducing waste by 20 percent and water use by 10 percent by the end of 2013.



## How they archive

- Marriot partner with Ecolab to develop a new laundry formulation and management system
- Educating and inspiring Associates and guests how to conserving natural resources, protecting wild life, reducing and recycle waste in Marriot Hotel
- Hilton cut environmental impact in half to protect planet
- ❖ Reduce Carbon emission
- ❖ Reduce water consumption and produce by waste 50%
- ❖ Remove plastic straws
- ❖ Soap recycling program all hotels and send zero soup to land fill
- Hilton double the social investment
- ❖ Double the amount spent with local small ant minority – owned suppliers
- ❖ Advance human rights capabilities in Hilton value chain
- ❖ Double investment opportunity programs for women and youth
- Hilton’s Scandic has addressed this issue by setting a strategy of branding a 95-percent biodegradable room, and charging a 10-percent higher room rate. Guest demand for this room is higher than for standard rooms.
- Crowne Plaza Hotel in Copenhagen Denmark offered a free meal to guests who would

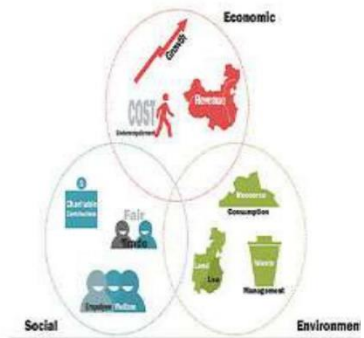




## What Can Sri Lanka Learn

- Get recognition as environment sustainable accommodation and cater to large market segment
- Invest on environment sustainable projects
- Introduce rewards and benefits for customers who participate sustainable activities
- Importance of global sustainable tourism council and follow it's guidelines





## Recommendations:

- Giving rewards to guests to motivate sustainable practices
- Creating awareness regarding bio-diversity, values of power and energy saving among employees
- Branding the hotel as a environment sustainable property, and use that recognition as a marketing tool
- Use efficient sustainable practices to reduce cost and increase profit



# Promotion of Seafood in Hotel Industry

Global Best Practices for Sri Lanka Tourism

- 
- Seafood is one of the nutritious high quality protein food, which is important to your body and brain.
  - Tuna, Salmon, Oysters, Sardines, Rainbow Trout are some of the main healthy seafood in the world.
  - Seafood items can be presented in many ways according to the country tradition and preferences.



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# Health Benefits of Seafood

- **Low fat in Seafood** – compared to other meat, seafood products could grill, bake, steam etc without hesitating to remove fat.
- **Low Cholesterol** – by having fish it could help to lower cholesterol and prevent the risk of heart disease.
- **High Protein** – the quality level of protein is compatible with other meat
- **Includes Vitamins & Minerals** – contains vitamin B & minerals such as iodine, zinc, potassium and phosphorus.
- **Omega 3** – very much effective for brain, heart and other organs.

Source : <https://www.sydneyfishmarket.com.au/seafood-school/seafood-info/health-benefits>

- Fish production showed 527060 metric tons during year 2018 in Sri Lanka

## Fish Production

Sub-Sector	2017	2018 (a)	Change (%)	
			2016/17	2017/18 (a)
Marine	449	439	-1.7	-2.2
Coastal and Lagoon	260	249	-5.3	-4.1
Off-shore	190	190	3.8	0.3
Inland Fisheries	82	88	10.7	7.1
Capture	69	71	17.3	3.7
Aquaculture	9	8	-7.9	-2.9
Shrimp Farms	5	8	-23.2	76.7
Total	531	527	0.1	-0.8

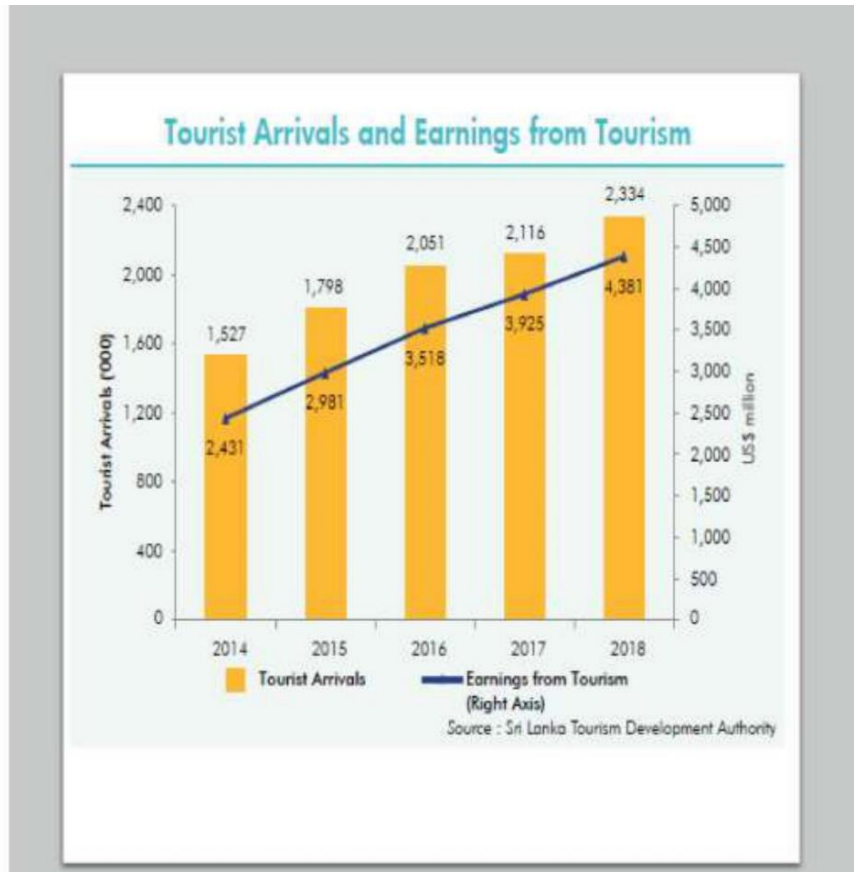
(a) Provisional

Source: Ministry of Agriculture, Rural Economic Affairs, Livestock Development, Irrigation and Fisheries and Aquatic Resources Development

Source : Central Bank Report 2018, page 58

- Earnings from tourism recorded a healthy growth during the year, supported by the record high tourist arrivals.
- Earnings of tourists increased by 11.6% to \$4381 million in 2018.
- Promoting of sea food in hotel industry of Sri Lanka will be an income sharing between two sectors of the economy.

Source: Central Bank Report 2018, page 164



## SEAFOOD PERFORMANCE IN MALDIVES

- Beautiful Island where ocean on all sides, seafood is the main name of the product in Maldives. Ranging from the freshest catch of fish to exotic crab and lobster delicacies, Maldives boasts of an exquisite seafood platter. There is extensive use of coconut and curry leaves in most of the preparations.
- Since Maldives is one of the highest tourist attractions the hotels are tend to provide their seafood dishes in an attractive delightful manner by enhancing the fresh quality of the food.

Source:

<https://www.makemytrip.com/travelguide/maldives/seafood-dishes.html>







## POLICIES AND STRATEGIES

- Since the Maldives has a limited land mass and lacks any known minerals, it has an added value on the utilization of natural resources such as fisheries and the marine environment (for tourism) for its development and economic needs.

Source:

<https://www.researchgate.net/publication/227354420> Fishery resources and policies in the Maldives

- According to the Chinese culture the seafood are displayed mainly as a natural platter with added spices to enhance the fresh quality level of the seafood item. It also can be emphasis as a Chinese tradition.





## RECOMMENDATIONS



- Add value to fisheries products is one of the key activities. It allows for better margins to be made at local level.
- Support with short/ long term capital requirements of the small and medium range value adding fish produces, who can improve the fish product according to the hotel requirements.
- Encourage the value added fish products in order to maintain the certified quality certificate. Eg: SLS & packing attraction.
- Support for fishery areas under Axis 4 is a new approach. Links can be created with other sectors. Eg: tourism
- Serving and presenting of sea food at hotels according to the local traditional cuisine, as similar best practices of Chinese sea food in tourist hotels.

# In-Flight Service in the Airline Industry

Global best practices for Sri Lanka Tourism



Photo credits : Google Images



**Chrishanthi Lakmali**

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## Best Practices of In-Flight Service

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'Best practices' in an airline is an outcome of a better understanding of the relationship between service quality and customer satisfaction .

Best Practices enable the airline to make decisions on promoting the most effective ways of service than to follow the traditional methods in customer service.

As an integral part of an airline In-Flight service is a process where the Input :- Service delivery and Output:- customer satisfaction is occurred at the same time and continues until a flight leg is completed.

In order to achieve an ongoing better service delivery and customer satisfaction it is important to have Best Practices in an In-Flight Service delivery.



Photo credits : Google Images



## Best Practices of In-Flight Service

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In order to achieve consistency in the best service delivery Best practices are a must in an airline....



Photo credits : Google images

## Best Practices of In-Flight Service

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Singapore Airlines  
World's best airline,  
Best Cabin Crew,  
Best First Class,  
Best Business and Economy  
-Skytrax World Airline Awards 2019  
(UK)

Etihad Airways wins 'World's  
Leading Airline' award for seventh  
consecutive year from 'World's Lead-  
ing Inflight Entertainment', and  
'World's Leading Cabin Crew'  
-World Travel Awards (WTA)

Emirates  
Best Inflight Entertainment,  
Airline of the Year  
-Skytrax World Airline Awards 2018

Qatar Airways  
Best Business Class Seat  
'World's Best Business Class'  
'Best Airline in the Middle East'  
-Skytrax World Airline Awards 2018



Photo credits : Google images



## Best Practices of In-Flight Service

Human Software

Frequent flyer database

Compliment-to-complaint ratio



Singapore Airlines' Winning Strategy BY Rohit Deshpande, Harvard Business School professor.

Defining and highlighting Service standards In absolute terms critical for survival and long term business.



Benchmarking the services of best hotels and restaurants in the world

Treating passengers as guests

James Hogan, CEO, ETIHAD Airways

Identifying ways of dealing with different types of customers

The art of time management



To be able to have the best customer service, you have got to start with your employees

By Amira Al Awadhi, Vice-President National Recruitment and Development at Emirates airline



Innovative and state of the art in-flight infrastructure

qatarairways.com



Photo credits : Google Images



## Best Practices of In-Flight Service

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Recommendations for Sri Lanka's national carrier..

Introduction of an online In-flight entertainment system application ..

This way anyone can access the In-flight entertainment system from their personal smart device and zero costs occurred to the company in hardware and maintenance.

Cultivate an environment where high service standards are maintained at all times..

Maintain a good compliment to complaint ratio..

A frequent flyer database could be maintained to frequent flyers where proactiveness of the company could be displayed to the passenger.

Introduction of employee motivational and welfare programs..

Overall, A set of well defined best practices to be introduced..



Photo credits : Google Images

## Best Practices of In-Flight Service

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As an integral part of an airline Inflight service is the ultimate impression maker of the airline to a passenger.

It is important to ensure the consistency and efficiency throughout the inflight service delivery and implementing best practices could guarantee a successful outcome.

Best practices could differ from institution to institution and defining the image and financial goals of the company is key to derive at best practices.



Photo credits : Google Images



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# Airport Lounge Management

Global Best Practices for Sri Lanka Tourism



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# Airport Lounge Management

Global Best Practices for Sri Lanka Tourism

## Introduction

The airport Industry is changing rapidly. Today's air travelers have meaningful choices among airports and there is an increasing urgency among airport marketers to differentiate themselves by meeting the needs of customers better than competition. Airline lounges are as important as ever – including in economy and revenue generation.

### *What is an Airport Lounge?*

An **Airport Lounge** is a facility operated at many airports. Airport lounges offer, for selected passengers.



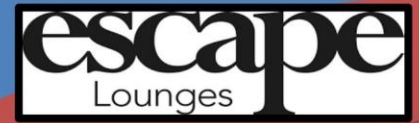
Lounges offer.....

- Comfortable seating,
- Quieter environments,
- Better access to customer service representatives.
- Private meeting rooms, telephones,
- Wireless internet access and other business services
- Enhance passenger comfort, such as free drinks & Meals
- Reading materials
- Showers, Spa treatment & massage etc.
- Warm and friendly staff

## TYPES OF LOUNGES & LOUNGE ACCESS.....

### Types of Lounges.....

- Airline Lounges – First class and Business class
- Independent Lounges & Club Lounges
- VIP Lounges



### Airline Lounges

Airlines operate airline lounges as a service to premium passengers, Passengers flying first class and business class, with high level frequent flier status, and premium travel credit card memberships



### Lounge membership

Club lounge, Airline Alliance, One world, Sky Team, Star Alliance & credit cards.

### Pay-per-use-lounges

Aspire Lounges by Swiss port  
Plaza Premium Lounge,  
Priority pass lounge

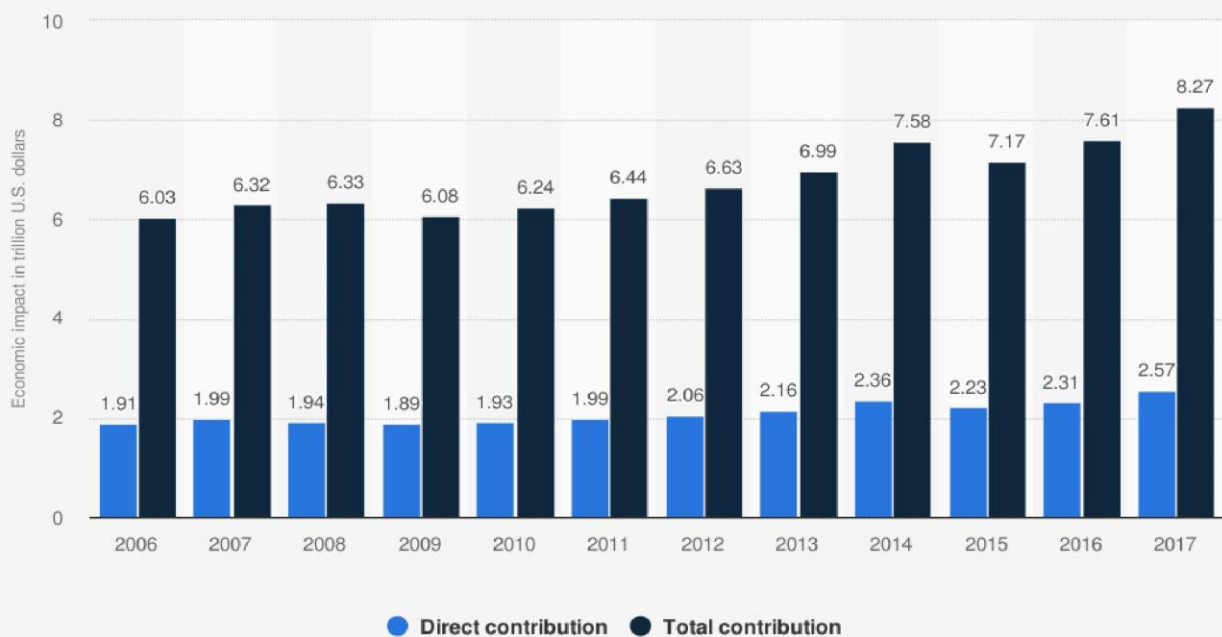
Global Lounge Network, In contrast to airline lounges, these facilities are open to any traveler traversing the airport, regardless of class of ticket or airline, subject to payment of a fee,



## Role of Tourism in the world

- International tourist arrivals grew by 7 % in 2017 to 1,326 million
- In 2017, international tourism generated **US\$ 1.6 trillion** in export earnings
- UNWTO forecasts a growth in international tourist arrivals of between 4% and 5% in 2018
- By 2030, UNWTO forecasts international tourist arrivals to reach 1.8 billion (UNWTO Tourism Towards 2030 )

Direct and total contribution of travel and tourism to the global economy from 2006 to 2017 (in trillion U.S. dollars)



Source  
WTTC  
© Statista 2019

Additional Information:  
Worldwide; WTTC; 2006 to 2017

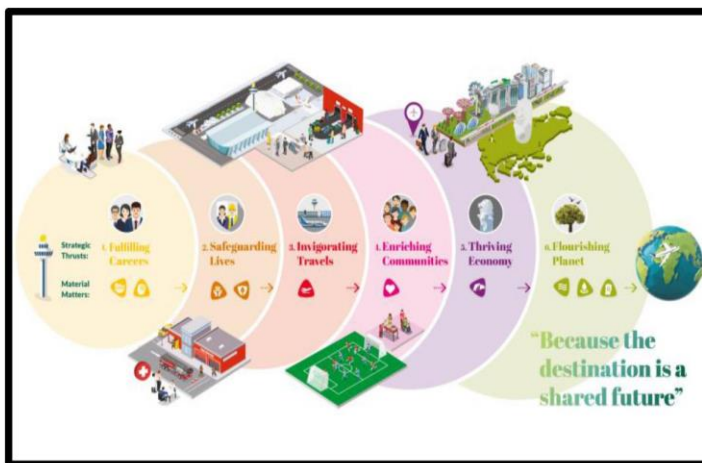


# Singapore Changi Airport



**Best Feature:** Changi competence speaks for itself: It is currently the World's Best Airport (Skytrax 2016) for the fourth consecutive year and counting and is particularly leading the way with respect to technological advancement and customer service – notably in its excellent treatment of passengers with restricted mobility.

**The Important Details:** Changi is the home of Singapore Airlines, Singapore Airlines Cargo, Silk Air, Scoot, Tiger air, Jet star and 100 airlines flying to some 320 cities in about 80 countries and territories worldwide.



Passenger Stats (per annum)  
55,448,964

Year Opened 1981

#### Fun Fact

Changi is the Meryl Streep of the airport world and regularly cleans up at the awards ceremonies

<https://www.internationalairportreview.com/article/30877/worlds-top-20-airports>

**BEST PRACTICES & LESSON LEARNT**

**NEW TRENDS IN LOUNGES**



**FOOD - GREEN CONCEPT (ECO FRIENDLY)**





## RECOMMENDATIONS.....

### GOVERNMENT ROLE

**POLICY  
MAKING**

**ATTRACTING  
NEW  
MARKETS**

**ATTRACTING NEW  
DESTINATIONS  
(E.g: CGD,ROM,VIE,BER,ZRH)**

**DEVELOPMENT OF  
DOMESTIC  
AIRPORTS**  
Inter Connected with  
a Reservation System

**AIRPORT & LOUNGE  
FACILITY  
MANAGEMENT**  
Cleanliness, Washroom  
facilities, Seating  
Capacity, Ease of

**HUMAN RESOURCE DEVELOPMENT**  
Friendly, Skilled & Professional Staff

**RESEARCH AND  
SURVEY**

**PRODUCT  
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# Tourism and Evolved Technology

Global Best Practices for Sri Lanka Tourism



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**INTRODUCTION:**

Today’s tourism is shaped and molded by various technologies that are evolving every minute. A tourist’s decision is typically influenced by these technologies. Google Travel study shows 74% of travelers plan their trips on the Internet, while only 13% still use travel agencies to prepare them.

Global tourism is doing well, as a growing number of people are willing and able to visit other countries. This has always been a booming sector, and in 2018, the global travel and tourism industry grew to \$8.8 trillion, with more than 100 million jobs set to be created over the next 12 years. Digital innovations and new technologies have played an important part in this revolution, as they’ve transformed how we select destinations and what we do once we get there.

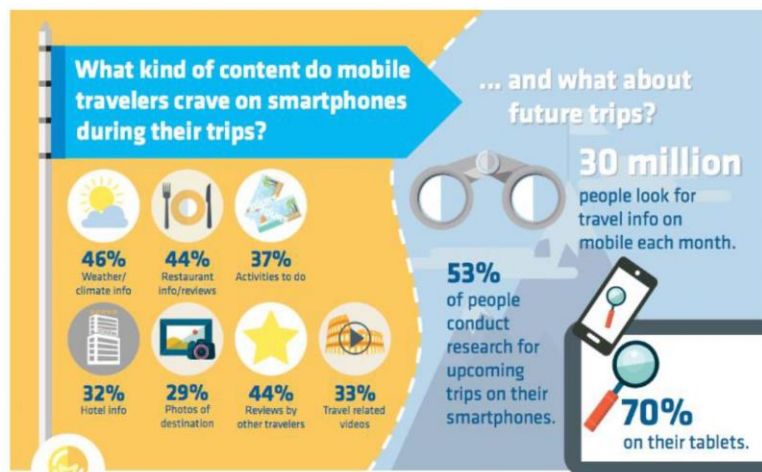


“ It’s important for all of us to realize the world is changing and embracing the technology. And I think if you embrace it and you’re ahead of the curve, you can find a lot of opportunities.

Brian Chesky, CEO of Airbnb

**MOBILE TECHNOLOGY**

Mobile technology is changing the way we travel. Mobile devices are turning out to be a potential channel for tourism marketing and revenue generation. As, more and more users move to mobile, the technology ensued by the tourism industry will also evolve over time. According to Trip Advisor 45% of users use their smartphone for everything having to do with their vacations

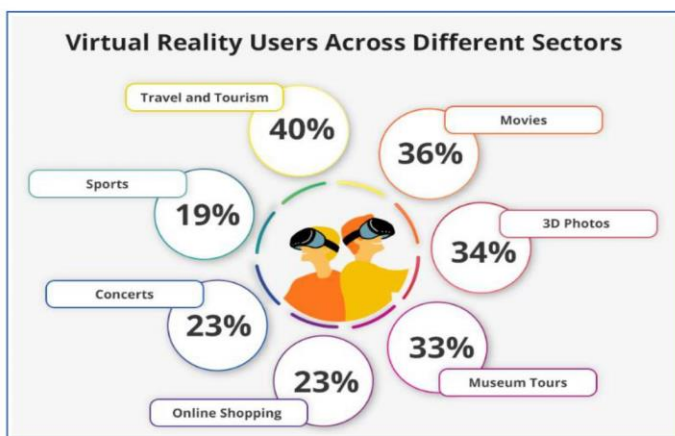




- Travelers could personalize tours by checking reviews and recommendation on social media and web before obtaining products or services.
- Mobiles allows to do cashless transactions. Which give additional security while travelling (could make payment to Uber / OTA / entry tickets ....)
- Mobile Apps enhance customer experience, from quick and easy access to information, and real time notification directly to their device.

### VIRTUAL REALITY (VR) & AUGMENTED REALITY (AR)

Earlier, travelers used to research about places they wished to travel through photos, videos and movies. However, it is disappointing for them when the places did not turn out as they looked in photos and videos. Virtual Reality has aid the enthusiasts, explore the destinations before actually buying a package. Thus, a journey becomes more manageable and turns out exactly how the enthusiasts want it to. The Virtual Reality global market is projected to reach USD 48.5 billion by 2025 from USD 1.8 billion in 2016.



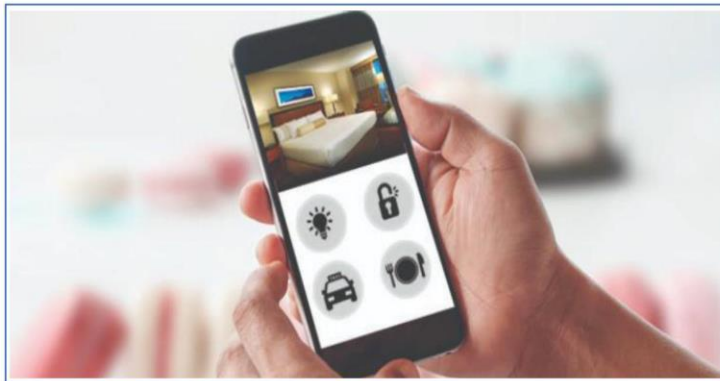
*Statistics about VR:2016VR consumer report by greenlight VR*

Disadvantage of VR is that there is no relationship between the user and the real world. Compared with Virtual Reality, Augmented Reality enhances the real world instead of replacing it. The user can view the real world enhanced with additional 3D graphics superimposed to his/her field of view.

Mobile apps with augmented reality can turn things around for users. It can embed digital information above physical objects like landmark buildings, restaurants, etc. that can aid tourists.







## INTERNET OF THINGS

Internet of Things (IoT) involves adding internet connectivity to everyday devices and appliances, allowing them to communicate with one another, and this offers numerous benefits for those operating within the travel industry, including the ability to

deliver a superior customer experience and to optimize internal processes

### PERSONAL CONTROL

- Implementing internet-enabled heating, lighting and television, customers can turn them on and off from one place. Also specific level to maintain automatically.
- Similar technology can also be used on flights, regulating seat temperature or air conditioning

### SEAMLESS TRAVEL

- In airports, sensors sending information to passengers' smartphones, alerting them when their baggage is nearby and allowing them to locate it faster.
- Hotels sending electronic key cards to guests' phones which, when used, automatically check them in without them ever having to stop at the front desk.
- Sensors might also be used to alert restaurant staff when a guest arrives, and automatically send them the right table number

### SMART ENERGY SAVING

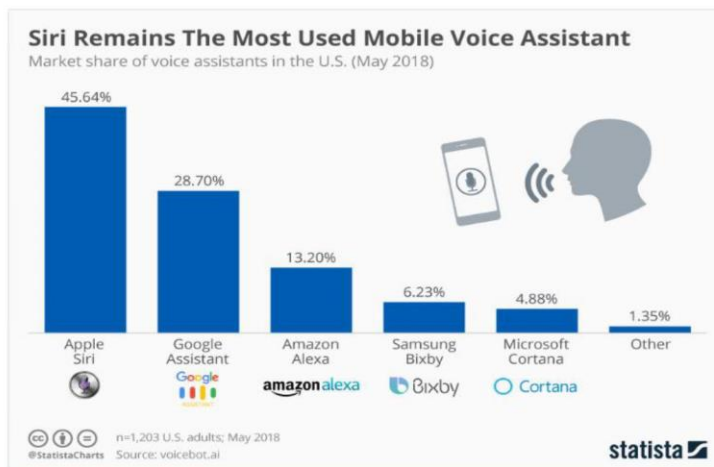
- Sensors can allow for the room temperature / lighting to be adjusted continually, function when it's really needed. less energy is wasted and reduce the cost

### LOCATION INFORMATION

- Combining smartphone capabilities with beacon technology or other sensors, messages can be sent to tourists at the point they are most relevant, based on where they are.
- Gather accurate data about the number of people using specific hotel facilities at different times, so that staffing levels can be optimized

## MAINTENANCE & REPAIRS

- Enable essential devices to be repaired or replaced before they stop functioning.
- Allow airlines to fuel airplanes more efficiently, or replace parts at the right time, striking the ideal balance between gaining maximum value and maintaining safety



## VIRTUAL ASSISTANTS

Virtual assistants are often a “one-man band” as they need to cover many different support tasks independently. A virtual assistant, also called AI assistant or digital assistant, is an application program that understands natural language voice commands and completes tasks for the user.

With the growing number of online travel research tools, it’s possible for Virtual Assistants to source fantastic deals on flights, accommodation, car hire, transfers, and activities that at one stage only a travel agent could have obtained. Hence its less hassle, give many options and could get the best deal.



## BIG DATA

It help the companies get a thorough picture of the market, competitive strategies and the brand performance. Big Data analytics also helps airline and railway companies in managing their revenue and strategic pricing operations. This enables them to maximize their income opportunities and design the best travel experiences for passengers.

Big Data insights can also help hotels and transportation service providers improve their network connectivity according to the market demand. Product offerings, sales campaigns, and product improvement are some domains where analytics can be used. Government organization could use these data to enhance products, services and for new investments

## BIOMETRICS



With border control and safety issues increasing, facial, fingerprint and iris-recognition are all currently being trialed as ways to improve the experience at airport security around the world. In the US, automatic passenger control (APC) kiosks have recently been installed at airports including LAX, JFK, Orlando and O'Hare to cut down on queues at arrivals. The kiosks photograph and fingerprint arriving passengers and

match the results to the biometric information stored in their passports.

It able to give travelers additional time to take pleasure from the travel experience. Also to spend their time enjoying the knowledge, shopping at the airports or even more time at the destinations than fretting about long queues.

Examples we could learn from world

## ATLANTIS DUBAI VIRTUAL TOUR

A list stars such as Justin Timberlake and Kim Kardashian has holidayed in this tech - savvy hotel. Atlantis offers an incredible look into what a guest could experience through its virtual tour that has become ever-so popular among luxury travelers. Now, other key tourist destinations such as China are eyeing to clone Dubai's innovative developments.



## MOBILE TECHNOLOGY AND WHITE PEARL RESORTS

White Pearl Resorts, a luxury property located on allow guests to request services, make reservations at the on-property restaurant, place in-room dining orders, communicate with staff, and access information about the resort and Mozambique utilizes mobile technology to provide guests a remarkable experience. A report regarding the move states, Using the customized mobile app, guests are able to check-in and out, communicate with staff before, during, and after their stay, access information about the property and its amenities, and much more. The in-room tablets function as a digital compendium and local area. When used in combination, these features dramatically elevate the White Pearl experience for the guest.



## **MALAYSIA EMBARKING TO INVEST IN TECH BOOST TO ADVANCE TOURISM**

This month (August 2019) Malaysia's Prime Minister Najib Razak announced that the country will invest in comprehensive digitalization journey to transform its tourism industry with smart tourism initiatives in line with the Fourth Industrial Revolution (IR4.0).

"The digitalization of the sector is also crucial because technological advancement has also led consumers to utilise mobile devices and online platforms to access information, arrange, book and plan an entire holiday", he said. Now the country targets 30 million tourist arrivals that will generate about RM100 billion income under the Visit Malaysia 2020 campaign that will incorporate a series of new technologies.

### **RECOMMENDATIONS:**

- Strategies of National Tourism Organizations (NTOs) needs to be formulated in par with new technologies
- Decision makers in the sector- such as ministers, heads of NTOs, hotel owners- should embrace new technologies
- Employees in the tourist sectors need to be trained on the usage of variousnew technologies
- Government policies needs to be aligned in a way that devices to support the use of new technologies will be more affordable



# Resilience and Crisis Management in tourism

## Global Best Practices for Sri Lanka Tourism



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## Key terms used

### Disaster

Disaster is the result of natural and human-induced events that community can't be able to overcome by their own facilities and that causes economic and social losses by interrupting or stopping the social life.

### Resilience

Infrastructure resilience is the ability to reduce the magnitude and/or duration of disruptive events. (NIAC2009)

### Risk Management

Effective risk management can prevent an issue from becoming a crisis.

### Crisis management

Crisis management consists of the "strategies, processes and measures which are planned and put into force to prevent and cope with crisis" (UNWTO, 2011)

## The UNWTO (2011) places tourism crises into five categories

1. **Environmental**, including geological and extreme weather events, and human-induced situations such as climate change and deforestation
2. **Societal and political**, including riots, crime waves, terrorist acts, human rights abuses, coups, violently contested elections
3. **Health-related**, such as disease epidemics affecting humans or animals
4. **Technological**, including transportation accidents and IT system failures
5. **Economic**, such as major currency fluctuations and financial crises



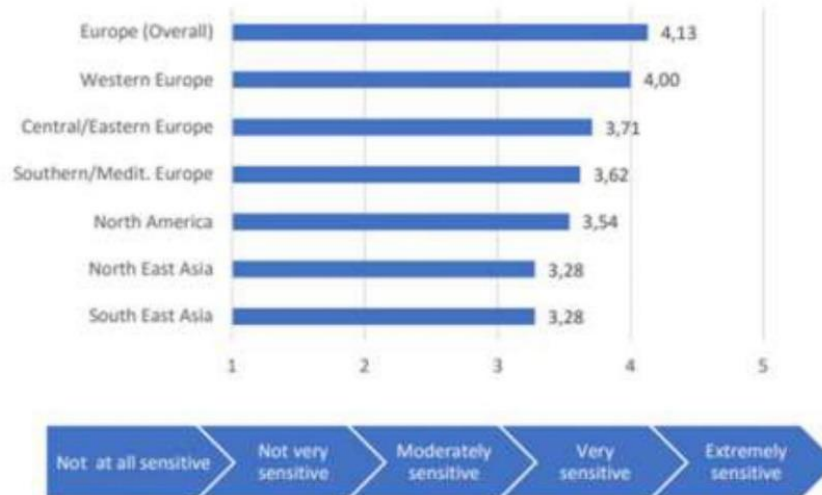
## Six functions of risk management identified by PATA (2011)

1. **Identify:** Identify risks or hazards before they become realities.
2. **Analyze:** Evaluate the probabilities, time-frames and potential impacts of each risk and then classify and priorities them.
3. **Plan:** Formulate contingency action plans for mitigating the potential impact of each risk.
4. **Track:** Monitor the likely effectiveness of these plans by reviewing evolving risks.
5. **Control:** Revise the plans according to data from the monitoring stage.
6. **Communicate:** Ensure stakeholder buy-in and support in monitoring changes in the risk environment

## Possible Impacts of disasters to the industry

- physical damage to tourism infrastructure (especially in the case of natural disasters) <sup>2</sup>
- heightened perception of risk and erosion of consumer confidence (especially in the case of terrorist attacks)
- decisions by consumers to cancel or postpone their trips
- removal by tour operators of holidays in affected countries from their brochures and product listings
- decisions by airlines to reduce flights to affected destinations

## Sensitivity of tourism markets to crisis



## Crisis recovery time in tourism

Crisis Category	Average Recovery Time (months)
Political Turmoil	26.7
Terrorism	13.0
Pandemic	21.3
Environmental Disaster	23.8

Source: WTTC – World Travel and Tourism Council (2016)

## Pre-risk and Crisis Management

- **Creating a tourism-specific crisis management plan** (by the tourism authorities) which integrates with the national-level disaster preparedness planning.
- **Enterprise-specific risk awareness and crisis management planning.**
- **Establishing good relations with media** and travel trade in order to ensure good support in the event of a crisis.
- **Good communications and relations between stakeholders**, e.g. horizontal communications between industry members and vertical communications between government and industry



Bali 2012 terrorist attack



## Best Practices of Bali to overcome 2012 Booming

1. **Establish a Media Centre:** Initiative to include appointment of professional PR consultants with international media and tourism industry contacts; regular communication with media to present accurate and up-to-date information.
2. **Check Tourist Movements following incident**
3. **Take Emphatic Action:** Identification and inspection of incident site. Establish extent of damage and loss.
4. **Localize the problem**
5. **Communications with Stakeholders:** Importance of good communications with all tourism stakeholders in Indonesia and in international source markets.

## Best Practices of Bali to overcome 2012 Booming

6. **Familiarization trips:** 'Seeing is believing'. Organize familiarization trips to key tourist locations in Indonesia for media, tour operators, and celebrities.
7. **Road show:** Undertake road show to include presentations to tour operators and tourists in international markets.
8. **Image Restoration Campaign:** Secure additional budget for image restoration media campaign in key markets.
9. **Event Organization:** Organization of programme of events at national and regional level.

## Recommendations to overcome Easter Sunday Attack

### **1. Re-establish security, intelligence coordination, and political stability**

The ruthless targeting of churches and luxury hotels in a highly coordinated series of suicide bombings on Easter Sunday took the authorities by surprise and caused widespread panic. Media reports suggested intelligence lapses, including a lack of information sharing between the country's seven intelligence agencies, the President, and the Prime Minister.

### **2. Continue nation-building efforts and improving governance**

The end of the civil conflict in 2009 saw some reconciliation efforts (such as the recognition of Tamil and Sinhala as official languages) and a transitional justice agenda.

### **3. Develop a tourism recovery plan and raise quality standards**

The attacks, which killed 44 foreign nationals, attracted international media coverage and led to travel advisories being issued by all major markets. The Finance Minister estimates Sri Lanka could lose \$1.5 billion in tourist revenue in 2019, and thousands of jobs could go as a result of the attacks.

## Recommendations to overcome Easter Sunday Attack

### **4. Pursue prudent macroeconomic management**

Reflecting diminished business confidence, Sri Lanka's economic growth is likely to slow to 3.0-3.5% in 2019 and 2020. Within the limited fiscal space of a debt-ridden economy, a counter-cyclical programme should be attempted, including a fiscal stimulus package, lower financing costs for small businesses, cutting red tape, and speeding up the implementation of renewable energy projects.

### **5. Promote agriculture and food security**

Lower tourism revenue, trade and foreign investment means less foreign exchange and reduced capacity to import food. This, along with variable rainfall, risks food insecurity and rising inequality

## US best practices used to overcome natural disasters

### **Integrated Disaster Management System**

Integrated Disaster Management System consists of disaster management and incident command system.

With dealing the periods before and after the disaster within a process:

- - Hazards can be defined correctly,
- - Risks of hazards can be analyzed,
- - Communities can be informed about the risks and can be informed in required level about the potential
- disaster risks,
- - Activities can be planned to reduce the risks,

## US best practices used to overcome natural disasters

- - When danger comes true, intervention measures can be in taken in order to prevent the danger from
- turning into disaster and deal with the disaster in a controlled manner.
- - By taking disaster-development relationship into consideration, development can be achieved in a way
- that it reduces rather than increase the existing risks.



## Crisis recovery time in tourism

### ***Incident Command System***

Search and rescue operations, such as other all emergency interventions, require fast, efficient and continuous action plan. Most efficient assessment of time and conditions can be ensured through a well-designed and planned operation. Incident Command System (ICS) is a system developed for the purpose of ensuring the functioning of the planned action in order to ensure the continuity of the intervention independent of individuals.

Which is ideal is development of such a system in the national level and ensuring the system working in coordination with other services.

This system is configured with an expandable five functional sections:

- Responsible People of Incident Command Systems and Command Staff,
- Intervention / Operations Service Supervisor,
- Information and Planning Service Supervisor,
- Logistics and Maintenance Services Supervisor,
- Head of Finance and Administration Services



# Child Protection In Travel And Tourism

- Global Best Practices for Sri Lanka Tourism



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## Definition of child

According to Article 1 of the Convention on the Rights of the Child (CRC), a child is

“every human being below the age of eighteen years”



## UNWTO World Tourism Network on Child Protection

UNWTO network aims to prevent all forms of child and youth exploitation in the tourism sector, including sexual exploitation, child labour and child trafficking.

## What you can do against Child Exploitation in Tourism

1 THINK! Children are not tourist attractions

-let's not treat them like they are

2 THINK! Sex with children is a crime

take immediate actions

3 THINK! Protect children

Be a childsafe traveller

4 THINK! Children should not be at work instead of school

-report child labour

### Source;

<http://ethics.unwto.org/content/protection-children-tourism>





## Thailand

- Prostitution is technically illegal in Thailand, but sexual services are sold openly with an estimated 60,000 children under age eighteen involved in prostitution.
- There is no accurate profile of children involved in prostitution in Thailand but the most common age range for children involved in commercial sexual exploitation tends to be those between the ages of twelve and sixteen.
- The majority of young Thai girls currently found in traditional prostitution (in bars, massage parlors, brothels et cetera) originate from Northern Thailand and are pushed to provide sex services by the need to help their family survive.



## Legislation and mechanisms to protect children from sexual exploitation in Thailand

- Prevention and Suppression of Prostitution Act (the 'Prostitution Law'), which is active since 1996.
- The Anti-Human Trafficking Act 2008.
- The Thai Penal Code has specific sanctions for individuals involved in the sale, prostitution and pornography of children.
- The Publishing Registration Act of 2007
- The Child Protection Act
- Computer Control Act of 2007
- Thailand has ratified the international treaties relating to child rights.
- ✓ **CRC**
- ✓ **OPSC**
- ✓ **Convention on the Worst Forms of Child Labour.**

Source;

[https://tbinternet.ohchr.org/Treaties/CRC/Shared%20Documents/THA/INT\\_CRC\\_NGO\\_THA\\_59\\_10128\\_E.pdf](https://tbinternet.ohchr.org/Treaties/CRC/Shared%20Documents/THA/INT_CRC_NGO_THA_59_10128_E.pdf)

### Case laws of child sexual exploitation in Thailand

- Thai Man arrested in South Pattaya for providing minors to foreigner (2013)
- Mother arrested for selling fourteen year old daughter for sex (2013)
- Dutch citizen sentenced to 37 years in prison in Thailand for sexual abuse of a boy of twelve years old (2009)



### Project activities

- In 2000 Thailand enacted a law providing that all children must undergo nine years of compulsory education.
- The government has also supported several awareness raising campaigns on human trafficking.
- Several prominent companies in Thailand have signed on to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.
- The Ministry of Information and Communication has also undertaken initiatives to monitor Internet safety following the Computer Control Act of 2007.

Source; [https://www.ecpat.org/wp-content/uploads/legacy/exsum\\_a4a\\_eap\\_thailand.pdf](https://www.ecpat.org/wp-content/uploads/legacy/exsum_a4a_eap_thailand.pdf)



## **Cambodia**

- In Cambodia an estimated 24,000 children live and work on the streets .Therefore vulnerable to various violations, including sexual exploitation.
- The number of individuals in prostitution in Cambodia ranges from 40,000 to 100,000 (30-35% of which UNICEF estimates are children).
- Child prostitution in Cambodia affects both boys and girls.



## **Legislation and mechanisms to protect children from sexual exploitation in Cambodia**

- In 2003 Cambodia signed a bilateral Memorandum of Understanding (MOU) with Thailand to combat trafficking in women and children.
- In 2008 a specific law on the Suppression of Human Trafficking and Sexual Exploitation of Persons was implemented in Cambodia.
- A number of agreements, including extradition treaties, have been signed with China, Lao PDR, South Korea and Thailand.
- The Cambodia Criminal Procedure Code (Art 566)



## Case laws of child sexual exploitation in Cambodia

- Dutch man caught in the act in Cambodia (2013).
- Smuggling child pornography from Cambodia to the Netherlands (2012).
- Dutch man acquitted due to lack of evidence (2011).



## Project activities

- Capacity building seminars.

(The capacity building seminars were organized in cooperation with the Ministry of Tourism and local Deputy Governors and focused on children's rights, sexual exploitation of children, child sex tourism, type of offenders, Tourism Child Protection Code and actions of the tourism sector to eliminate child sex tourism in Cambodia.)

- Awareness raising materials.

(Cambodia updated and produced 3,000 Code brochures for tourism companies and 36,000 leaflets for travelers.)

## Loyalty of Air Passengers with Brand

Global best practices for Sri Lanka Tourism



### Customer Loyalty ?

Loyalty programs are often part and parcel of a comprehensive customer relationship strategy.

So welcome to my loyalty marketing best practices section.



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## Key concerns of developing a best loyalty programme

### Best Practices for Customer Loyalty Programs



- Define Clear Goals
- Focus on customer
- Utilize Customer Data
- Meet Your Customers' Need
- Reward Customers
- Use Simple rules
- Create a Flexible Programme
- Offer Choices
- Communicate
- Address Complains

## Top US Airline Companies

Alaska  
Mileage Plan



DELTA

HAWAIIAN  
AIRLINES

American Airlines

UNITED

jetBlue

FRONTIER  
AIRLINES

spirit  
LESS FARE MORE AIR



## Loyalty program revenue



## Loyalty program revenue

### Revenue from sale of points

Frequent flyer programs add significant value to the airlines that employ them. Although companies are not required to disclose the revenue generated by their loyalty programs, we can get a sense of the magnitude of this value by examining the revenue recorded for the sale of miles to co-branded credit card or other partners

Company	Revenue associated with sales of miles (marketing component)
American Airlines	~\$2,200 million
United Airlines	\$1,183 million
Alaska Airlines	\$396 million

## Loyalty program revenue

### Loyalty program revenue

- Revenue from sale of points
- Loyalty program usage & membership

## Loyalty program cost

### Loyalty program costs

- Loyalty program liability
- Loyalty program breakage
- Current vs non-current liability
- Program liability sensitivity
- Loyalty program point expiration
- Implementation of ASC 606 & IFRS 15

The best airline rewards programs in the world



Top #5 Airline Rewards Programs





## #1 in Best Loyalty Programmes

### Points

By joining the Alaska Airlines Mileage Plan, you will earn frequent flyer miles based on the distance between the origin and destination cities on any Alaska Airlines or partner airline flight. You can use those miles toward free flights on Alaska Airlines and its partner airlines.



### Best Practices

- Can earn and redeem miles with Alaska Airlines and 18 partner airlines
- Can earn miles through numerous retail, rental car and hotel partnerships
- Flexible redemption options for flights

## #2 in Best Loyalty Programmes

### Points

By becoming a SkyMiles member, you'll earn a base rate of 5 frequent flyer miles for every dollar you spend on a flight with Delta, Delta Connection or Delta Shuttle; you will also earn miles for travel on Delta's partner airlines, though the amount you'll earn varies by carrier. These miles can be used to cover the cost of future air travel on Delta or any affiliated carriers.



### Best Practices

- Points Do Not Expire
- Can Earn Points On:
  - Credit Card
  - Air Travel
  - Hotel Stays
- Can Use Points On:
  - Booking Flights
  - Cabin Upgrades
  - Hotel Stays

### #3 in Best Loyalty Programmes

#### Points

you will earn points for every dollar spent on JetBlue-operated flights or JetBlue Vacations packages (which bundle JetBlue flights and hotel stays). You can also earn points by making purchases with a JetBlue Card, [JetBlue Plus Card](#) or a JetBlue Business Card from Mastercard

#### Best Practices



- Points never expire
- No blackout dates on JetBlue flights
- Points pooling allows groups to obtain rewards points together

### #4 in Best Loyalty Programmes

#### Points

You'll earn miles every time you fly on United or one of its more than 35 airline partners, including all members of the Star Alliance network. Miles can be used to cover the cost of future airfare on United or its partner airlines.

#### Best Practices



- United and its partner airlines fly to more than 600 destinations worldwide
- You can earn and redeem miles on more than 35 participating airlines
- Award miles can be used for flights, shopping, hotel stays, car rentals and more

## #5 in Best Loyalty Programmes

### Points

As an A Advantage member, you can earn and redeem award miles and qualifying dollars, miles and flight segments on American Airlines and American Eagle flights and for flights on one world partners and other affiliated carriers

### Best Practices

- Can earn miles with more than 1,000 partner companies
- Miles can be redeemed for air travel, hotel stays, car rentals, vacation packages and retail gift cards
- Miles can be collected and redeemed on all A Advantage-affiliated one world carrier



## Ways To Increase Brand Loyalty And Retain Your Customer Base

### Don't Let Your Customers Down

If you consistently deliver high-quality products and services and stay on top of trends, your customers will stick with you because they know they can count on you.

### 2. Be Authentic And Consistent

The importance of being authentic and consistent cannot be underestimated. Customers must be able to count on the company to deliver the same outstanding products and services over time. And if an issue ever arises, they need to know that it will be addressed immediately and with individual consideration

### 3. Have A Noble Edge

Scientific studies show that people are intensely loyal to brands leveraging the [Noble Edge Effect](#). This is when an independent source shares the socially responsible or charitable work your company does. Be authentic about giving back and let others tell your story. This is especially effective with customers who have strong moral aspirations or who have little product knowledge and experience.



## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **4. Live And Breathe Customer Service**

Nothing is perfect in life. We all get that. But when that something goes wrong with your product, a great way to increase brand loyalty is to simply be there for your customer. Live and breathe customer service, because without them, you won't have any following. Answer the phone, respond to the messages left on your social media channels, and do what you say you're going to do.

### **5. Provide Value**

Don't just write content for the sake of content or throw out minimal discounts or offers. Provide something your users actually care about. What do they want to know, see, do, have? Give them more of that. Understand their personas, what drives them and why they like your product in the first place. Following this pattern will increase results.

## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **6. Keep Your Eye On Quality**

Customers expect a certain level of quality. Exceed it. Maintaining a consistent level of quality that offers a no-brainer level of value to the customer will keep them coming back. Exceeding your customers' expectations while giving a level of quality they can count on, will earn you their loyalty and advocacy.

### **7. Be Responsive**

Responsiveness is critical to brand loyalty. While your brand may resonate with your persona, if your behind-the-scenes-brand is not responsive to your audience, you can quickly lose that loyalty. For example, if someone sends you a message on social media or a question by social or email, having a process to follow up with those individuals is critical to maintaining loyalty and trust.

## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **8. Follow Up With Your Customers Regularly**

Checking in with customers after the sale is critical to establishing long-term relationships, especially in business-to-business. Check in with your customers during onboarding, right after onboarding, and at regular intervals. This is key to staying on top of their satisfaction. Sometimes, all it takes is a quick phone call to prevent a major issue.

### **9. Stop Spamming**

It can be tempting for brands to create as many touchpoints as possible, especially by sending direct emails daily or multiple times per day. But the more I hear from a company, the more likely I am to delete everything it sends me. I'm most loyal to brands that, in addition to offering great products and value, respect my time by only reaching out with educational content or about good sales

## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **10. Personalize Your Marketing**

Personalizing your marketing efforts will increase brand loyalty. Use the data your users give to you to create more personalized experiences to deliver what they want. Create customized offers and content based on your data.

### **11. Align Yourself With Like-Minded Businesses**

When possible, align yourself with complementary brands and like-minded businesses. A huge trend in 2017 was brand collaborations. The right partners can provide tremendous value to your brand because, through cross promotions, you are not only increasing your customer reach, but you are providing your current customers with added value.

## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **12. Listen To Your Customers**

Companies should always listen to their customers. Regardless of positive or negative feedback, every piece can be useful information. Customers will feel more connected to the brand if they open up a two-way dialogue, and these passionate customers who take the time to give feedback will be your biggest advocates.

### **13. Focus On Killer Operations And Systems**

Consumers have tons of choices for where they get their products and services, and they are just waiting for you to mess up to jump ship. Make sure you have great systems in place — from ordering to production to delivery — and that your business runs smoothly. You'll set yourself apart from other businesses that drop the ball.

## Ways To Increase Brand Loyalty And Retain Your Customer Base

### **14. Anticipate**

Go beyond the expected. When a company is able to anticipate my needs and goes above and beyond expectations, they earn my loyalty. For instance: A client of ours provides a lifetime warranty on their quartz products. So if something goes wrong with the product during or after installation, customers are covered. When you invest thousands into your new kitchen, peace of mind is essential.

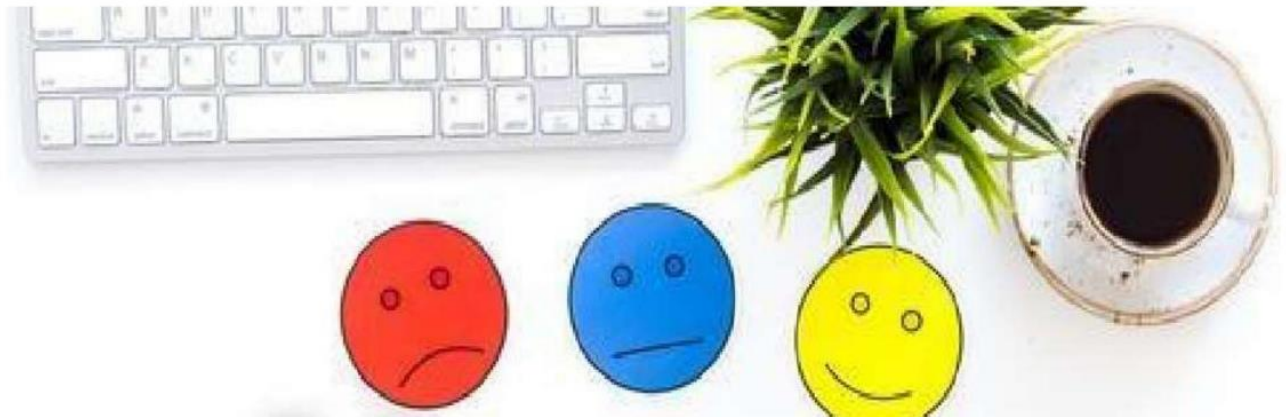
### **15. Treat Every Day Like Groundhog Day**

What I mean is to consistently repeat a brand's message the same way each day. One of my mentors, "Rocket Ray" Jutkins, used to quip, "Repetition builds your reputation." Loyalty emerges when trust is established. Trust results from consistency.



# Essentials of Customer Services in Tourism

Global Best Practices for Sri Lanka Tourism



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# Why is Customer Service SO Important?

When establishing and running a business, loyal customers can be your biggest asset



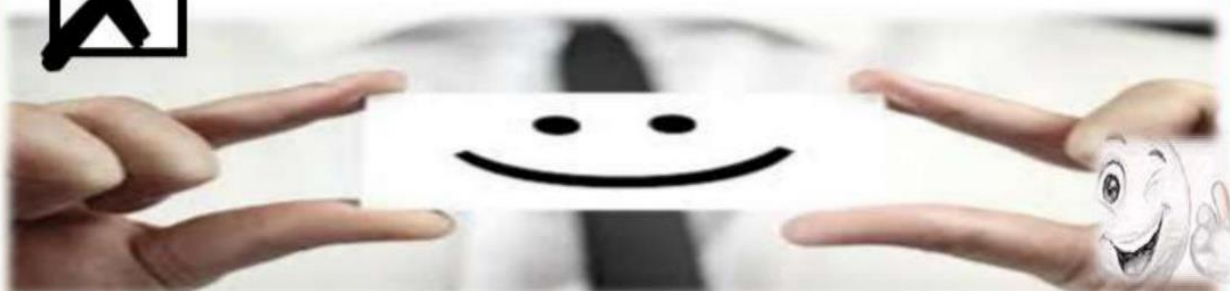
Customer service is **vital** to any successful business

The catch is that guests are going to more readily share a negative story than an experience with satisfactory service



Every member of the staff

should **constantly strive** to ensure all guests have the best possible experience



## Essentials of Good Customer Service

### ○ Guests/Customer *Expectations*

- quick and efficient service  ★ ★ ★ ★ ★
- rapid and reasonable resolution of problems  ★ ★ ★ ★
- to be treated with respect and shown special consideration  ★ ★ ★ ★
- priority treatment  ★ ★ ★
- honest, straightforward answers to questions  ★ ★
- to be treated like a special guest during the entire service experience  ★

A good rule of thumb is to treat every guest as if they are the ***most important*** guest!



## Quality Customer Service Practices

- Tell the truth
  - in customer service, honesty is the best policy
- Listen actively and aggressively
  - customers are prepared to tell you everything you need to know, if you are ready and willing to listen
- Master the moments of truth
  - paying attention to detail is an excellent way to attract guest attention and appreciation





# Quality Customer Service Practices

- **Be a fantastic fixer**
  - **effective customer service deals with customer complaints quickly, fairly and with follow-up**
- **Never underestimate the value of a sincere thank you**
  - **it is easy to take customers for granted, but remember, customers always have other options- thank them for choosing to do business with you**
- **Customer service covers a broad area of positions, including some that never come into contact with the customer, such as**
  - **manufacturing**
  - **purchasing**
  - **quality control**
- **People in these areas may never talk to the end user, but their efforts are crucial in meeting the customer's needs**



Ashley House Hotels-  
Keswick Hall

A service-quality training and orientation program, including employees' becoming guests to understand the experience.

The Boulders

The development of a service culture through 10 principles, coaching, rewards, and training.

Carlson Hospitality Worldwide

A total-customer-satisfaction program with employee empowerment and a chain-wide, interactive, on-line database.

Cincinnati Marriott Northeast

An integrated guest service program based on 12 points.



Ritz-Carlton Hotel Company

Careful selection, training, and empowerment of employees to maximize guest service.

The Waldorf=Astoria

Gathering customer feedback via a quality quiz and using the information to improve employee performance.

Windsor Court Hotel

A strong guest-recognition and employee-empowerment program.

Winegardner & Hammons

The development of a comprehensive pre-opening handbook.



Club Hotel by Doubletree

The establishment of CARE committees for guest relations and employee relations.

Dahlman Properties

A seven-point action plan designed and developed to enhance the service environment.

Four Seasons & Regent  
Hotels & Resorts

Developing and maintaining a service-oriented culture through a high ratio of employees to guests.

The Inn at Essex

An empowered workforce that never says no to a guest request.



# Assessing Your Quality of Customer Service

- In order to improve a customer service program, be able to assess its strengths and weaknesses by measuring these key issues:
  - awareness of guest wants and expectations
  - flexibility in meeting guest demands
  - treating guests like partners rather than adversaries or customers
  - ensuring that doing business with you is easy
  - demonstrating a positive attitude toward guests
  - encouraging and actively seeking guest feedback
  - responding to guest problems
  - developing "repeat relationships"
  - seeking to exceed guest expectations





30

# Determinants of Tourists' intention towards selecting a tourism destination

Global best practices for Sri Lanka Tourism



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## Tourism Destination

A tourist destination is a city, town, or other area that is dependent to a significant extent on revenues from tourism, or "a country, state, region, city, or town which is marketed or markets itself as a place for tourists to visit"

The influence of tourists' plans in the selection of destinations plays a significant role in tourism marketing by generating demand and assisting visitors in decision making

There is a need for adequate knowledge and understanding of the factors that influence tourist intention to develop and effectively implement strategies and policies, which, in turn, will increase the demand for tourism

(Ahmed and Azam, 2010; Alegre and Cladera, 2009)

## Revisit Intention

It is six times more costly to attract new consumers than retain the loyal ones

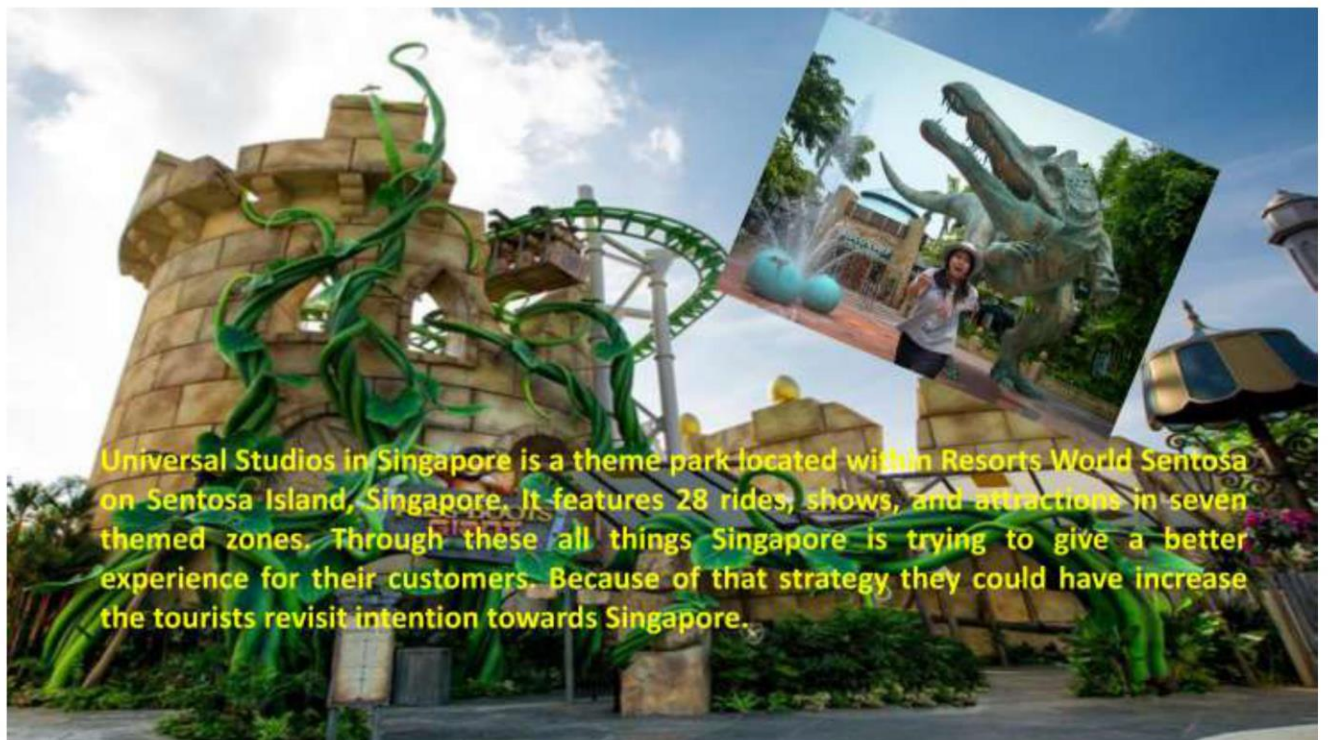




Las Vegas is always try to increase the customer revisit intention by using Casinos and gambling. They are implementing that strategy very successfully and customers are spending lot of money with that. Sri Lanka also now trying to implement that strategy by building Colombo International Port City.



Tomorrowland is a Belgium annual event. Because of that event hundred thousand of tourists used to travel Belgium annually. Trough that strategy they have increased the tourists revisit intention. Lot of developed countries annually organize that kind of events to increase the tourists revisit intention



Universal Studios in Singapore is a theme park located within Resorts World Sentosa on Sentosa Island, Singapore. It features 28 rides, shows, and attractions in seven themed zones. Through these all things Singapore is trying to give a better experience for their customers. Because of that strategy they could have increase the tourists revisit intention towards Singapore.



sporting event participants who enjoy their sport tourism experience would like to repeat the experience in the future

Because of this sport event hundred thousand of people visit again and again to Spain. It has directly affected to tourism industry of Spain. It has increased the tourists revisit intention towards Spain.



Dambadiwa is a very historic and sacred place for Buddhist. Thousands of people travel to India because of to see and worship the Dambadiwa. So tour operators and hotels in India are giving all the facilities as a package for their customers. Guidance, Transport, Meals, Accommodations. It has reduced the inconveniences of the tourists. Because tourists don't have to worry about everything. Tour operators taking all the responsibilities from the air ticket booking to everything.



Accommodation is one of the more critical components on the demand side as accommodation has a major influence on the type of visitors who come to a destination.

Paris is a very popular destination among the lovers and honeymoon couples. Not only the couples thousands of the people travel to the Paris city to feel the beauty of Paris. So there are enough accommodation facilities available at Paris. That reason has affected to increase the revisit intention towards Paris.

One of the main reasons to tourists visit the Bangkok is Street Food. Lots of tourists love to eat Bangkok street foods. In every night all the street food stores are filled with the tourists. Some tourists visit Bangkok every year to experience those street foods.







Dubai is organizing shopping festival every year to increase their tourist revisit intention.

Every year thousands of tourists from all around the world travel to Dubai for shopping reasons. It's also a good strategy to increase the revisit intention of tourists.

## Recommendations

- Organize Annual Music concerts
- Organize Annual Sport events
- Organize Annual shopping festivals and exhibition
- Develop accommodations and other tourist related facilities
- Offer tour packages by covering all the tour related services

# Employee Turnover in Tourism Industry

Global Best Practices for Sri Lanka Tourism

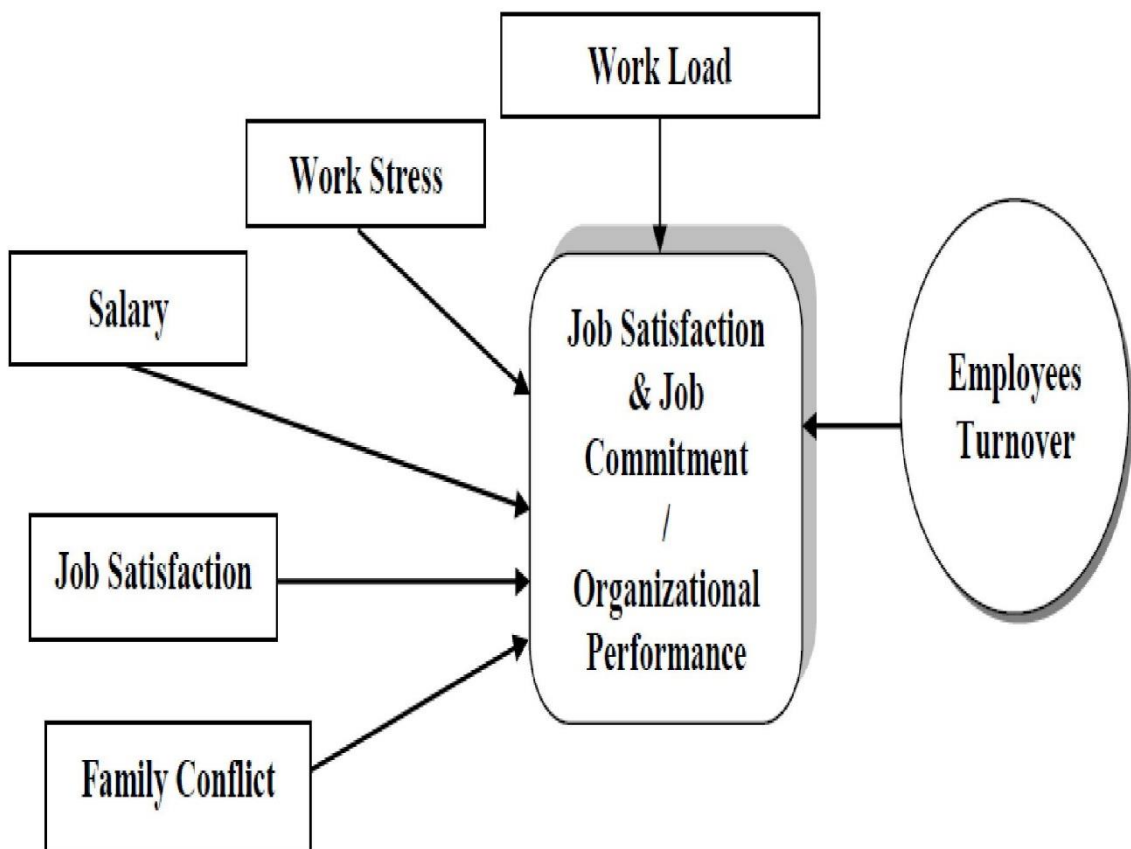


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## Employee Turnover

- measurement of a how many employees are leaving a company.
- Employees can leave a company for a variety of reasons, which are voluntary and involuntary turn over.







## Globally cost to replace an employee

- **For hourly or entry-level positions**, employers can expect to pay 16% of an annual salary. In other words, the cost to replace a **\$10 per hour desk clerk would be around \$3328.**
- **For midrange positions**, like a manager, an employer can expect to pay around 20% of an annual salary. For example, the cost to replace a **\$40k the manager would be around \$8,000.**
- **For managerial or executive positions**, organizations can expect to pay up to 213% of an annual salary. For example, the cost to replace a **\$100k CEO is \$ 213,000.**

## Who is the most likely to turnover in the hospitality industry?

- **Millennials** - Already known as job-hoppers, research shows that across all industries millennials have less loyalty to organizations.
- **Entry-level Positions**-Once employed, there is a 50% chance of a entry level position will leave his or her job within one year.
- **Housekeeping department**

One of the most laborious roles in the hospitality industry is the housekeeping department.

housekeepers use their position as a stepping stone as an entry point for a strenuous job, like a front desk clerk.



## Sectors with the Highest Turnover Rates

1.		Technology (Software)	13.2%
2.		Retail & Consumer Products	13.0%
3.		Media & Entertainment	11.4%
4.		Professional Services	11.4%
5.		Government/Edu/Non-Profit	11.2%
6.		Financial Services & Insurance	10.8%
7.		Telecommunications	10.8%
8.		Oil & Energy	9.7%
9.		Aero/Auto/Transport	9.6%
10.		Healthcare & Pharmaceutical	9.4%

### Industries within Retail & Consumer Products Sector with the Highest Turnover Rates

Restaurants	17.2%
Retail	16.2%
Supermarkets	15.4%
Sporting Goods	14.8%
Apparel and Fashion	14.5%

### Occupations within Retail & Consumer Products Sector with the Highest Turnover Rates

1. Retail Salesperson • 19.3%
2. Food Service Professional • 17.6%
3. Hospitality Professional • 17.0%



# How Much Is EMPLOYEE TURNOVER Costing Your Business?



Over 3 million employees have left their jobs voluntarily every month this year.



The average turnover rate is 18% - that's nearly 2 out of every 10 employees in America.



Only about 33% of US employees are engaged in the workplace.



According to 2018 data from the US Bureau of Labor Statistics, over 3 million employees have left their jobs voluntarily every month this year.

In the Gallup 2017 State of the American workplace report it was found that only 33% of US employees are engaged in the workplace.

In a 2016 Survey by SHRM, the average overall turnover rate was 18%. That's nearly 2 out of every 10 employees in America.

### Industries within Retail & Consumer Products Sector with the Highest Turnover Rates

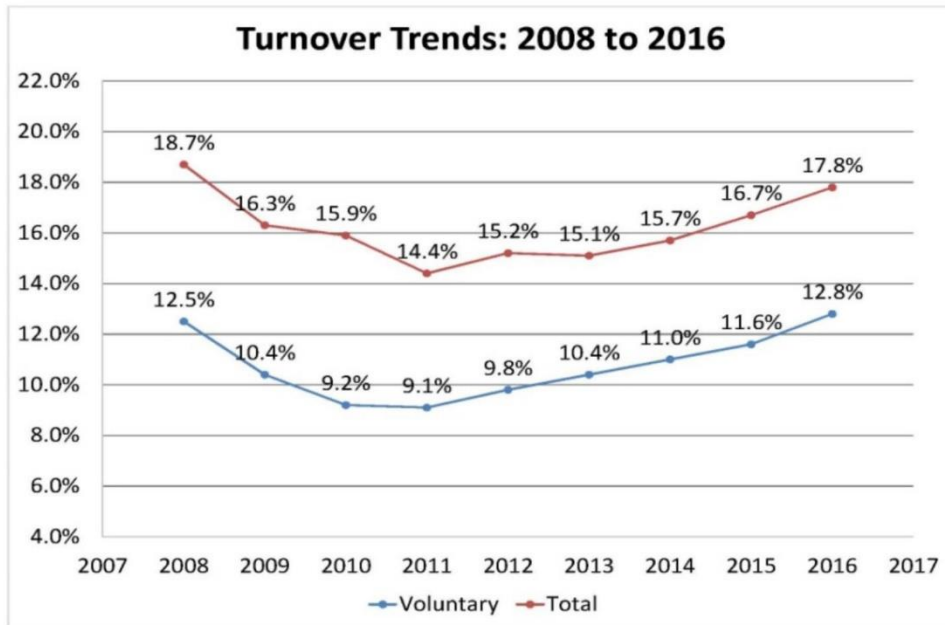


### Occupations within Retail & Consumer Products Sector with the Highest Turnover Rates

- 1 Retail Salesperson • 19.3%
- 2 Food Service Professional • 17.6%
- 3 Hospitality Professional • 17.0%

2016 Voluntary Turnover	
All Industries	12.8%
Banking & Finance	15.3%
Healthcare	15.3%
Hospitality	20.7%
Insurance	8.8%
Manufacturing & Distribution	10.1%
Not-For-Profit	12.2%
Services	11.4%
Utilities	5.9%

2016 Total Turnover	
All Industries	17.8%
Banking & Finance	18.1%
Healthcare	19.9%
Hospitality	28.6%
Insurance	12.2%
Manufacturing & Distribution	16.0%
Not-For-Profit	15.7%
Services	16.8%
Utilities	8.8%





# COST OF EMPLOYEE TURNOVER

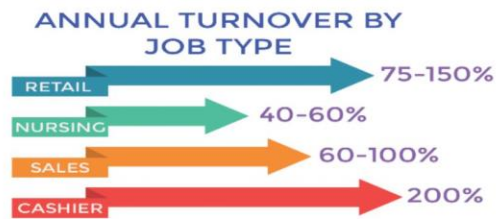
Beyond retaining talented and capable workers, businesses should take a keen interest in employee retention, if only to avoid the staggering costs of employee turnover.



## HIRING IS BROKEN



Dozens of studies look at the cost of turnover by job type including attracting candidate, training them, dealing with lost productivity, etc.



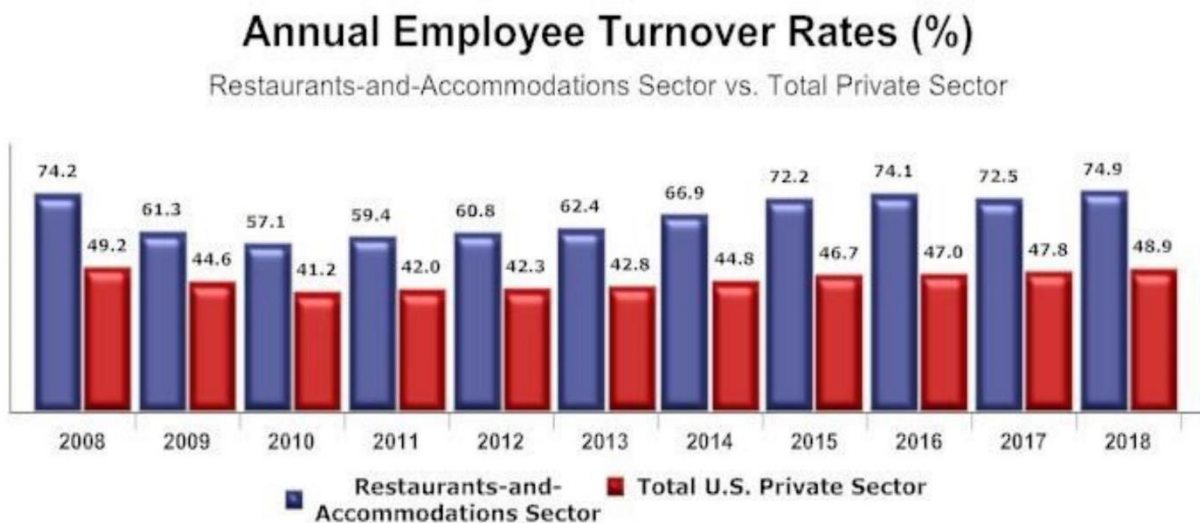
The average annual turnover for different business types each year.

### NEW HIRES LASTING ONE YEAR OR MORE



## The turnover rate in the restaurants-and-Accommodations sector In USA

Rose to a post-recession high of 74.9 percent in 2018.



- In fact, restaurant industry turnover tends to be higher than overall private sector turnover for several reasons.
- The restaurant industry is the economy's largest employer of teenagers, as one-third of all working teenagers in the U.S. are employed in a restaurant.
- Many of these 1.7 million teenage restaurant workers are getting their first job experience and will go on to start a career with a different employer, either inside or outside the restaurant industry.
- Twenty-eight percent of eating and drinking place employees are enrolled in school.
- just 10 percent of the total U.S. employed labor force, according to the U.S. Census Bureau's 2017 American Community Survey (ACS).

- The restaurant industry is one of the economy's largest creators of seasonal jobs during the summer months, adding more than 500,000 jobs during an average summer season.
- Overall, 30 percent of the eating and drinking place workforce are part-year employees,
- The overall turnover rate in the restaurants-and-accommodations sector was 74.9 percent in 2018.

### Dubai Hotel industry turn over

- 2020 created the 110,000 new job opportunities.
- UAE's hospitality industry measures approximately 25%-30%, which is a significant figure.
- 30% staff turnover rate comprising line employees and executives (80% and 20% respectively) can potentially cost 1.3 million dirhams per annum.



## **Causes of Employee Turnover in Hospitality**

1. Unclear job expectation
2. Disconnect with managers
3. Mismatch between jobs and employees
4. Lack of flexibility
5. Toxic or unhealthy work environment
6. Inefficient communication
7. Lack of recognition
8. Minimal growth opportunities





F&B Sales allocation lost (30%turn over)	
Rooms	
Reservation agent	2%
F & B	
F & B Manager	10%
Sous chef	1%
Waiter/waitress	3%
Sales & Marketing	
Sales Executive	30%
Marketing Executive	3%

Employee contribution Lost	49%
----------------------------	-----

### **Recommendation for overcome the turnover**

- Select the right people in the first place through behavior-based testing and competency screening.
- At the same time, don't neglect to hire people with the innate talent, ability, and smarts to work in almost any position even if you don't currently have the best match available.
- Offer an attractive, competitive, comprehensive benefits package with components such as life insurance, disability insurance and flexible hours.

- Provide opportunities for people to share their knowledge on-the-job via training sessions, presentations, mentoring others and team assignments
- Demonstrate respect for employees at all times. Listen to them deeply; use their ideas; never ridicule or shame them
- Offer performance feedback and praise good efforts and results to reduce employee turnover
- Enable employees to balance work and life. Allow flexible starting times, core business hours and flexible ending times
- Base the upside of bonus potential on the success of both the employee and the company and make it limitless within company parameters
- Provide the opportunity for career and personal growth through training and education, challenging assignments and more responsibility.
- Communicate goals, roles, and responsibilities so that people know what is expected and they feel like part of the in-crowd



## *Digital Word of Mouth on Purchase Intention of Homestays*

*Global best practices for Sri Lanka Tourism*



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## TODAY ONE OF THE TOURISM INDUSTRY DRIVEN FACTORS IS DIGITAL WORD OF MOUTH



Purchase intention is a psychological state that is created within the mind of tourist when they are selecting accommodation. Digital word of mouth means accessibility of different computerized channels to client to expert data to their satisfy the necessities before denoting an official choice. Referring with digital word of mouth concept now day's people using technological equipment for their day today work, being digital - era it is more convenience to the people get the reliable information their fingertips.

**HOW DIGITAL WORD OF MOUTH EFFECT TO PURCHASE INTENTION?**

Now a day's tourists are depending on the more recommendation. These digital flat forms have given more and more opportunity to the hospitality Sector showcase their products. Today world largest hotel chain is Airbnb that's also run on the digital flat form

## GLOBAL BEST PRACTICES



According to the Communications Authority of **Kenya**, Kenya boasts of 26.1 million Internet users who participate and check online reviews, for product and service analysis. Furthermore, there has been an increase in local online marketplaces



A special marketing strategy has been developed by KECOBAT through its homestays website [www.homestayskenya.org](http://www.homestayskenya.org) that will ensure that Homestays Operators will overcome all the above constraints without spending a fortune on it. The main aim of advanced Marketing by **Homestays Kenya** all over the world is to increase the number of tourists visiting homestays already accredited by KECOBAT and licensed by the government



Current level in **Philippine** tourism-this study investigates deeper on how electronic word of mouth (ewom) found across different platforms on the internet is able to affect the intentions of tourists to purchase tour packages for Puerto prances, a city in the Philippines,



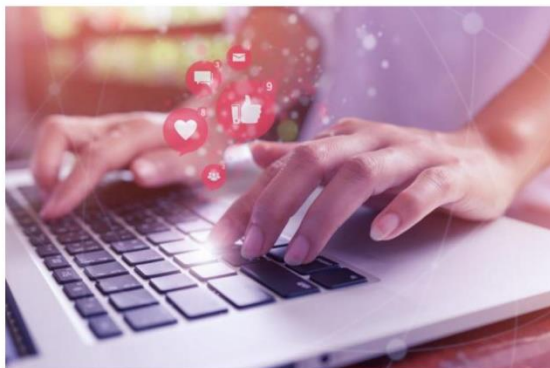
The Effects of Digital Business Adoption on Hotel Performance: A conceptual framework for Small-and-Medium-Sized Hotels in **Malaysia**



Bangalore-based Stayzilla is another homegrown start-up in this area. In **India** gradually realised that there was a huge opportunity for homestays in the country., the average occupancy is 70 per cent of the total rooms available annually. In 2015, 70.19 million domestic tourists visited Bengal, up 43.17 per cent from 49.02 million in 2014, according to data provided by the ministry of tourism



## IDENTIFICATION OF FACTORS FOR E-MARKETING ADOPTION IN HOMESTAY ESTABLISHMENTS- THAILAND



### Individual Capability Characteristics

- ✓ Communicative skill for persuading customers and selling product
- ✓ Computer literacy
- ✓ Knowledge about the Internet and website
- ✓ Learning how other homestay entrepreneurs within neighbourhood run the business - Learning how other homestay entrepreneurs in other areas run the business





## Homestay Characteristics

- ✓ Direct selling and communicating with customers as business style
- ✓ Selling and communicating with customers via intermediaries
- ✓ Availability of personal homestay business website
- ✓ Homestay location in proximity to famous tourist attractions
- ✓ Attractiveness and uniqueness of homestay through decoration regardless of physical attachment with core zone of tourist attractions
- ✓ Availability of activities for homestay tourists



## OYO

- ✓ OYO offers 70,000 rooms in 200 cities through 6,500 partners. Of this, it offers homestays through about 40 partners.
- ✓ Homestay offers a local flavour of a destination in terms of cuisine, experiences and location

In the digital age, developing know, like and trust relationships with clients is more likely than ever to happen online. Simply stated, a user-friendly and technically sound website helps attract more potential clients. It has made a significant difference for my clients in the Homestay



A healthy website with a strong social media presence is a dynamic combination; many of our clients have seen the positive impact an effective Internet marketing plan can have on businesses in many industries.

## RECOMMENDATION FOR SRI LANKA TOURISM

- ✓ this is one of the very powerful outlets, At the end of the day businesses need to engage with their audience ...digital word-of mouth marketing is the future—it is constantly evolving... stay in the presence in the digital age, So Sri Lanka SME (Homestay owners) not much aware about the real value,
- ✓ So need to be expand the awareness about the digital marketing
- ✓ Sri Lanka business owners Generally not aware of the full potential of digital marketing to promote their businesses.so responsible national organization need to be attained to promotional part
- ✓ Workshop & service program need to arranged for upgrade the awareness
- ✓ New technology & equipment in reasonable rate for business owners need to provide by complimentary or concessionary rate





# Transportation and Tourism

Global Best Practices for Sri Lanka Tourism



**Ruwan De Silva**  
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## Introduction

Tourism can be given a simple definition as a commercial operation which is engaged in visiting place an interest and relaxation purpose. Tourist destination is a geographically assigned area where you are able to fulfill your holiday requirement. To become a top tourism destination important components such as destination promotion, Safety & security, cleanliness & environmental protection, Transpiration, communication, accommodation, amenities, availability of natural tourism products, manmade tourism products (culture, tradition, business & entertainment), symbiotic tourism products, and event based tourism products, site based tourism products and other tourism products are very much needed. From above components, Transport facilities and its' infrastructure development plays a major role in tourism industry.

## Transportation as an Important Tourism Service

You can access using air, land & water based transportation and each type plays an important role in transporting tourists from their residents to desired destination locally and internationally

### Mode of transport

1. Land based
2. Water based
3. Air based





## Global Trend Sustainable transport

- **Sustainable transport**

1. Control & regulation of emission
2. Availability of alternative means of power in light of peak oil problem

- **Space Transport**

Future of tourism & Transport involves space and planetary bodies. Space tourism is quickly becoming latest niche product involving transport. High speed aircraft ‘Sonic Cruise’ designed to fly at supersonic speeds.



- **Hybrid & Electric transportations**

With increasing urbanization around the world, the demand for public transport is growing. The majority of the city buses and coaches are diesel-driven, which add to a country’s CO<sub>2</sub> emissions. Considering both these factors, battery electric bus and buses with alternate fuel (hybrid buses) will be needed. However, alternatively, the introduction of hybrid buses, either diesel-electric, Petrol-Electrical or biofuel.



- **Autonomous buses**

Autonomous buses will be not projected to be commercialized. Shortages of drivers, high wages, and accidents during long-haul journeys are a few factors which can accelerate the developments in autonomous drive commercial vehicles.



- **High speed bullet trains**

High-speed rail networks are generating tremendous interest all around the globe. High-speed rail (HSR) is a type of rail transport that operates significantly faster than traditional rail traffic, using an integrated system of specialized rolling stock and dedicated tracks.





- **Metro rail**

Metro rail is a type of high-capacity public transport generally found in big urbanized cities. Metro rail shows speeds up to 240 mph. Top metro system in the world is Hong Kong, Seoul, Singapore. London & Paris



- **Low cost airlines**

Low-cost airlines have conquered significant market shares and have an important impact on air shipping pricing, particularly in Europe and North America. They have differentiated service levels that are enough for various clients to allow them pay only for a minimum set of services. Low-cost airlines expand aggressively while dumping prices to keep their planes full. Some of them focus on both national and international flights.



- **Intra-city highway net work**

Highway within cities



## Outstanding performance

Best public transportation system in the world
1. Berlin, Germany
2. Shanghai, China
3. London, UK
4. Madrid, Spain
5. Paris, France



Source: worldatlas

Top 5 quality of roads by countries

1. Singapore
2. Switzerland
3. Netherlands
4. Hong Kong
5. Portugal

Source: World Economic Forum



Top 10 Airline

1. Qatar Airways, Qatar
2. Singapore Airlines, Singapore
3. Nippon Airways, Japan
4. Cathay pacific, Hong Kong
5. Emirates, United Arab Emirates

Source: worldairlineawards



Top 5 Airports in the world

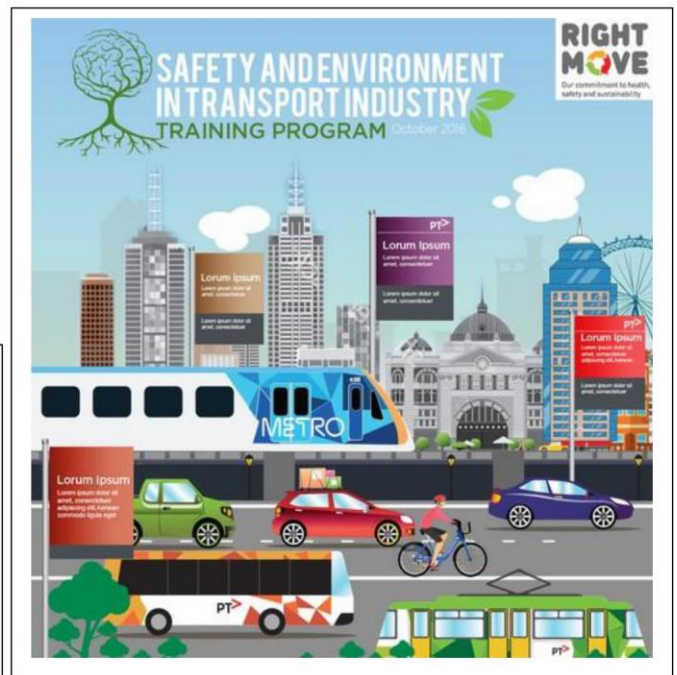
1. Singapore Changi Airport
2. Tokyo Haneda International Airport
3. Incheon International Airport
4. Hamad International Airport
5. Hong Kong International Airport

Source: worldairportawards



**Policies for such outstanding performance**

1. Research developments
2. Regulatory control
3. Safety & operating standard
4. National security
5. Public safety & Environment
6. Limit foreign ownerships
7. Monopolistic tendency



## **Lesson learn for Sri Lanka**

Sri Lanka has to learn lot in Transportation, as the country has lot of weakness

1. Reducing traffic between cities by introducing developed high speed bullet train system
2. Introducing environmental friendly methods of transport. Such as bicycles and cycle path ways in the urbanized cities
3. Developing water ways inner cities and using river ways between major cities like Netherlands, Italy and Germany have
4. Low emission vehicles should be used in the cities to reduce air pollution
5. Introducing Metro rail system inner Major cities to reduce traffic during rush hours
6. Introducing developed domestic air transportation within major cities and attractions
7. Introducing Cable cars in central highland and Uwa province
8. Introducing Heavy tax on fuel vehicle and low tax on alternative fuel vehicle with the prime purpose of protecting environment
9. Increasing fleets and brand National aircraft carrier to compete with major airlines which have been penetrated in sri lanka tourist market
10. Developing port facilities for cruise passengers and introduce innovative excursion which are not typical.
11. Working directly with cruise ship operators and avoid working with number of intermediaries
12. Effective Online platform system should be introduces to buy train, bus tickets and install automatic ticket machines at tourist information centers and public places. Introducing 1 to 4 week train and bus passes for tourists



# Promotion of New Tourist Destinations

## Global Best Practices for Sri Lanka Tourism



Source: <https://dtravelers.org/>



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Source: Bournemouth and Poole Tourism Strategy 2017-2022. The National Coastal Tourism Academy

**Definition of destination:**

According to Research on Holistic Optimization Techniques in the Hospitality, Tourism, and Travel Industry;

A place for tourists to visit and stay, could be a country, state, region or city – usually due to its cultural or natural values.

And according to Marketing and Branding Initiatives for Local Food and Tourism Identity of Terengganu, Malaysia

A place or area where a collection of tourism related products and attractions are offered which deliver a tourism experience for individuals or groups traveling away from their home or place.

- WHAT IS A DESTINATION**

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- PROMPTING NEW DESTINATION AS PER UNWTO**

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- KERALA TOURISM DEVELOPMENT**

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- DUBAI TOURISM DEVELOPMENT**

---

- RECOMENTDATIONS**

# Global best practices

PROMPTING NEW  
DESTINATION AS PER

**UNWTO**



Source: UNWTO

## Innovation in Tourism of a Destination

- The introduction of a new or improved component which intends to bring tangible and intangible benefits to tourism stakeholders and the local community.
- Improve the value of the tourism experience and the core competencies of the tourism sector
- Innovation in tourism may cover potential areas, such as tourism destinations, tourism products, technology, processes, organizations and business models, skills, architecture, services, tools and/or practices for management, marketing, communication, operation, quality assurance and pricing.

## How to be competitiveness of a Tourism Destination

- The ability of the destination to use its natural, cultural, human, man-made and capital resources efficiently to develop
- Deliver quality, innovative, ethical and attractive tourism products and services in order to achieve a sustainable growth within its overall vision and strategic goals,
- Increase the added value of the tourism sector, improve and diversify its market components and optimize its attractiveness and benefits both for visitors and the local community in a sustainable perspective.



# KERALA TOURISM DEVELOPMENT



[https://www.justdial.com/Mumbai/Kerala-Tourism-Development-Corporation-World-Trade-Centre-Cuffe-Parade-Colaba/022P8011435\\_BZDET](https://www.justdial.com/Mumbai/Kerala-Tourism-Development-Corporation-World-Trade-Centre-Cuffe-Parade-Colaba/022P8011435_BZDET)

## Major Schemes Implemented During 12th Five-Year Plan

Up gradation, creation of infrastructure and amenities. Improvements of major destinations were taken up through master plans. Department concentrated on providing basic facilities at destinations and ensuring safety and security of tourists.

Marketing. In order to retain the market supremacy, Kerala Tourism launched number of new and innovative marketing campaigns in both international and domestic markets.

Kerala Tourism Promotions and Marketing Mechanism. The Department of Tourism has been a regular participant in national and international tourism trade fairs. Kerala Tourism participated in the leading international tourism trade fairs.

Muziris Heritage and Spice Route project- The first phase of Muziris Heritage Project has been completed. This project covers networking of 100 museums, palaces, forts, temples, churches, synagogues, other historical monuments through waterways. Also the spice route initiative of the Department in association with UNESCO and other partner countries is developing into a unique global tourism product centered around the State.

Responsible Tourism. Community Participation in tourism development is successfully implemented in Kerala through Kerala Responsible Tourism (RT) initiative.

Source: Planning Commission India, Kerala Development Report, 2008

# KERALA TOURISM DEVELOPMENT



<https://mediaindia.eu/tourism/kerala-tourism-garners-global-attention/>

Kerala is blessed with varied geographical features that have made it one of the most sought after destinations in Asia.

Tourism is the hallmark of Kerala's economic development and a principal contributor to the State's economy.

The sector earns foreign exchange to the State and promotes traditional industries

Government of Kerala is also playing role of facilitator and regulator for the prosperity and growth of the tourism sector by encouraging private participations in the sector.

Government is providing subsidy of 10 percent on capital investment in the sector subject to maximum 10 Lakh with additional subsidy of 15 percent on the investment in pollution control facilities and equipment.

<https://www.ukessays.com/essays/tourism/the-development-of-tourism-in-kerala-tourism-essay.php>

# DUBAI TOURISM DEVELOPMENT



<https://www.cntravellerme.com/content/7705-tourists-spend-the-most-money-in-dubai>

Tourism development in the region include lack of poor state of infrastructural development, limited promotion and lack of attractions. In spite of all these setbacks, Dubai has however managed to see a flourishing tourism industry save for its tourism policies.

## **Government tourism policy**

The federal authorities have identified tourism as a major economic pillar. Accordingly, the government has heavily invested in infrastructure. Pressured by the spirit of the federation policies, Dubai has made significant improvement in her investment in tourism.

## **Accessibility**

Tourism development in Dubai is closely linked to its advances in the transport sector and its accessibility to the outside world.

In addition the Dubai government is preparing for a new airport so as to cater for increased freights.

Dubai boasts of the world's longest fully automated railway system stretching a distance of 43 miles and serving 47 stations.

This project is made up of twelve elevated stations, nine kilometers of an underground truck, and an over ground truck stretching fifteen kilometers.

## **Attractions**

Dubai has a rich attraction center on its 64 kilometers long coast line.

This magnificent coastline boasts of several high ranking tourist resort centers boasting of such important tourist activities as sailing, skiing, surfing, fishing, bird watching and golfing.

The desert provides tourists with magnificent excursions for camel riding, sand skiing, dune driving, exploration of wadis and visits to selected oases and forts. Dubai city also has an extensive network of shopping malls where world varieties are readily stocked.

## **Amenities**

The essential amenities required by tourists are chiefly the accommodation. In Dubai the development of hotel industry is a top government agenda.

<https://www.ukessays.com/essays/tourism/the-development-of-tourism-in-dubai-tourism-essay.php>



## DUBAI TOURISM DEVELOPMENT



<https://www.hindustantimes.com/world-news/dubai-aims-for-20-million-tourists-by-2020-india-among-top-targets/story-wUlusNryJSbjCBhZhXUjJM.html>

Growth has been recorded across a number of key indicators, including hotel and apartment revenues, food and beverage revenues, and average length of stay.

The wide-ranging appeal of the destination is underlined by the diversity of its key tourism source markets. Arab countries like Iran, Oman, Kuwait, and Saudi Arabia are major providers of visitors to Dubai, but so are the U.K., the U.S., Russia, China, India, and Germany.

This represents an exciting challenge for tourism professionals working in Dubai, particularly those involved in marketing and PR: how to promote the destination to such a broad range of nationalities, while maintaining its appeal for key demographics like the family market?

Dubai's Department of Tourism and Commerce Marketing (DTCM), which provided the figures for the first half of the year, wants to make Dubai "the must-experience family destination".

### **Targets for future Destination managements**

Dubai's tourism industry will see continued growth in the years to come, in terms of the number of travelers visiting the destination, and people working there in tourism-related jobs.

Significant contributions will come from various sectors, with aviation expected to support nearly 1.2 million jobs by 2030, injecting over USD88 billion into the economy.

Collectively, aviation and tourism-related activities will make up 38 percent of Dubai's economy, and contribute approximately USD53.1 billion by 2020, according to the British think tank Oxford Economics.

<https://www.hult.edu/blog/career-potential-and-challenges-dubai-tourism-industry/>

## Recommendations

Promoting a place into a tourism destination is a big challenge that important of participation of government and private sectors

First a fall should identify the tourism development possibilities in the area.



<https://ceylontrails.lk/our-destination/colombo/>

A long term research should be done along with the tourist development plan in the area.

When a destination selected for tourism promotion Government involvement is a must.

Government Policy may the major projects for the decided destination.

There should be selected Government policy plans for develop tourism in the area.

The Government policies should be focus on mainly accessibility, attractions and amenities of the tourism development plan of the area.

As per Kerala development there might have Tourism promotions and marketing mechanism.

Enhance the comfortably of the by developing main infrastructures and other tourism amenities such as restaurants, accommodations.



<http://www.asiansun.lk/euromonitor-research-confirms-sri-lanka-as-star-attraction-for-tourism-investment/>

Public and private partnership is must to develop a particular destination.

Private sector have to have major involvement of development of the destination.

When destination developed into as per decided strategies, economic development in the area may increase as well as local living of stands may increase.



# Tourism and Hospitality Education

Global best practices for Sri Lanka Tourism



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## Best Practices

A business buzzword that describes a set of defined methods, processes, systems or practices used by a company or organization to meet performance and efficiency standards within their industry or organization.

Best practices are guidelines which are used to obtain the most efficient and effective way of completing a task using repeatable and proven procedures.

## Hospitality

The hospitality industry covers many sectors. It goes beyond hotels and restaurants.

Though these still offer excellent international careers, the career scope is much wider. Sectors include events and entertainment, luxury retail, finance, as well as travel, tourism and culinary arts.

## World

As one of the world's largest economic sectors, Travel & Tourism creates jobs, drives exports, and generates prosperity across the world.

Tourism is the world's third largest export category after chemicals and fuels, and ahead of automotive products and food (2017)



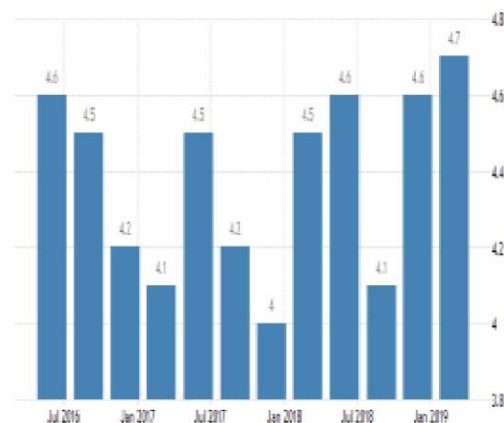
Export earnings by product category, 2017 (USD billion)  
 Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).  
 Note: Ranking of export categories for 2018 will be available in late 2019.

Travel & Tourism, the sector is shown to account for 10.4% of global GDP and 313 million jobs, or 9.9% of total employment, in 2017.

Travel & Tourism with the sector's direct growth of 4.6% outpacing the global economy for the seventh successive year.

## Sri Lanka Unemployment Rate

Unemployment Rate in Sri Lanka increased to 4.70 percent in the first quarter of 2019 from 4.60 percent in the fourth quarter of 2018. Unemployment Rate in Sri Lanka averaged 7.79 percent from 1991 until 2019, reaching an all-time high of 16.60 percent in the second quarter of 1992 and a record low of 3.70 percent in the fourth quarter of 2013.



SOURCE: TRADEWEBWORLD.COM | DEPARTMENT OF CENSUS AND STATISTICS - SRI LANKA

## Number of Unemployed and Unemployment rate by age group and gender – Fourth Quarter 2018

Age group (Years)	Unemployment Rate (%)			
	Sri Lanka	Sri Lanka	Gender	
	Number		Male	Female
Sri Lanka	389,406	4.6	3.2	7.1
15—24	212,268	21.9	18.1	28.7
25—29	77,747	9.5	4.1	19.1
Over 30	99,391	1.5	1.0	2.5

### Number of Unemployed and Unemployment rate by level of education – Fourth Quarter 2018

Level of Education	Unemployment Rate (%)			
	Sri Lanka	Sri Lanka	Gender	
	Number		Male	Female
Sri Lanka	389,406	4.6	3.2	7.1
Below GCE O/L	125,061	2.5	2.3	3.0
GCE O/L	96,333	6.1	4.0	10.4
GCE A/L & above	168,013	8.7	5.5	11.9

### Human Resource Demand and Supply

Sri Lanka Tourism Development Authority is targeting to 800,000-strong workforce in the hotel sector by 2020.

SLITHM produce around 1400 internship students per annum and 2500 graduates per annum.

In addition to this number about 2000 each from the state-run National Apprenticeship and Recruitment Institute and Training Authority (NARITA) and Vocational Training Authority (VTA).

Government universities around 150 Graduates per annum.

Today, the country has 22,000 star class hotel rooms in the formal sector and is expected to grow by a further 6500 rooms by 2020.

### Education has become competitive

Education has become competitive so as the educational institutions. In order to survive the competition, institutions have to improve the quality of their services.

Changes in culture, aspiration and levels of skills required in securing employment for students, force higher education institutions today to rework on their educational models and add value to each and every aspect of their service.

### Opportunities to collaborate

Ecole Hôtelière De Lausanne, Switzerland (EHL), They offer a wide variety of services and resources to their network of industry partners in education and the hospitality industry. They welcome collaborative opportunities for companies and organizations to become actively engaged with the deep pool of talent that they has to offer through its existing students and faculty, as well as with its vast external network.

### Students' insights for industry partners

EHL students are a valuable source of fresh inspiration and business expertise for the industry partners.

Students support to Industry:

Under the guidance of experienced faculty, students offer consulting-style services, conduct research and propose practical and actionable recommendations.

### Students Business Projects (SBP)

These consulting projects are conducted by final year students of Bachelor program. Indeed, six senior

students team up over a 9 week period and dedicate themselves full-time to tackle your business problem.

They are coached by two experts from faculty and they follow a rigorous and structured methodology that ensures you receive a highly professional written report, detailing their research and their recommendations relating to the project mandate. They will also present the results in a formal presentation on campus.

The project types range from

- A. Concept or Product development
- B. Marketing & Sales Strategy
- C. Market Studies
- D. Customer Experience Design
- E. Business Plan validation or development

### **The Swiss Dual System**

The Swiss Dual System is a dual based joint effort of training companies and vocational trade schools in Switzerland.

An apprentice is employed in a training company (all sorts of industry from small to large size) and once or twice per week he/she goes to vocational school.

The training company is responsible for the apprentices "on the job" training and practical trade related teaching, whereas the vocational school imparts theoretical knowledge (trade specific and general knowledge) to the apprentices.

The apprentice gets a small salary from the training company which is much smaller than that for a full employed worker. More than 200 trades are

offered for apprenticeship education in Switzerland.

### **Culminating Experience**

Complete either a professional paper or hospitality entrepreneurship.

Comprehensive coverage of various tools, documents, and subject materials utilized to start and maintain a small hospitality business. Includes entrepreneurial perspectives, challenges, characteristics, self-assessment; starting a new venture; developing business idea and business/marketing/financial organizational plans; and financing and managing the new venture. Other issues include legal, franchising, and international entrepreneurship.

### **Renting versus buying books**

Libraries are renting books throughout semester. Students can buy used books from library. Library buying used book from students.

### **Practicum Office is to help in multiple ways**

Navigate the practicum search, approval and registration process. Explore your career goals, and narrow down the ideal practicum for you.

Focus on skills that will build your resume and make you a "marketable" candidate Market yourself during your search, and successfully land a great practicum.

### **Supporting Students with Disabilities**

Committed to supporting students with disabilities at UNLV\* through the appropriate use of advocacy, accommodations, and supportive



services to ensure access to campus courses, services, and activities.



### **Talk to a student**

Students who willing to join the campus may talk to the present student representatives through the web base portal

### **Bespoke programs for organizations**

The Sommet Education Global Talent Development portfolio is a collection of premium, bespoke learning opportunities that are focused on professionals working in hospitality, the experience economy and other customer-centric business sectors.

Courses are especially relevant for anyone looking to take the next steps up the managerial ladder. Each of the 12 discrete topics has a face-to-face element, supported by digital learning modules with the flexibility to be accommodated into busy lives.

You can OPT for standard format courses or take the opportunity to have course content tailored to your own or your organization's needs.

### **Climate Setting**

Care for the physical and mental climate

A large portion of teaching effectiveness involves setting the stage; solve comfort issues first and the learning path is smoother.

Research shows that successful teachers spend 10% of classroom time optimizing the arrangement of the physical setting as well as the psychological setting—a climate of collaboration, relative indefiniteness, playfulness, joy, belonging, wellness, trust, and participation.

### **Guided Lecture**

Learners listen to 15-20 minutes of lecture without taking notes. At the end of that time they spend five minutes recording all they can recall.

The next step is offer them the time to meet together in small discussion groups to reconstruct the lecture conceptually, with supporting data and their own reflections, prepare notes, and return, if necessary, to the instructor to resolve questions that arise.

### **Library opens on Sundays and Holidays.**

Suggestion box and timely response

Students may use this anonymous method to submit suggestions, complaints, and ideas

### **Book Display Programme**

To organize exhibitions and book display programme on important dates and important occasion.

This helps and provides an opportunity for users to know the various types of

information resources available on a particular aspect in the library.

### Library-Orientation

One of the best practices is to create awareness among the students about the library resources, the library services, good reading habits, creative programs and activities for maximum utilization of the library. In other words enlighten the fresh students at the beginning of each academic year about the important of the library, thereby exposing the students to various sections of the library, the library resources and the various library services.

### Web Based Services

The libraries can provide various web based services through its strong library website updated with services such as virtual tour, virtual references desk, ask the librarian, full text article, help desk, lectures notes, electronic announcement, e-books, digital suggestion box, project reports, frequently asked questions, dissertations, face book etc.

### Extensive Network – SLITHM

The SLITHM main campus in Colombo is South Asia's first purpose designed training facility offering students a holistic education experience in the different aspects of tourism and hospitality.

SLITHM has developed an extensive network of satellite schools across the country in Kandy, Anuradhapura, Koggala, Bandarawela, Ratnapura and Kurunegala to attract and train youth in the fine art of hospitality.

A total of 2,880 students pass out as fully fledged graduates this year (2019)



### Partnership-UNWTO ACADEMY

<http://academy.unwto.org/>

Objective:

- Giving support to the Members in effective, sustainable and competitive development of their Human Capital.
- **Partnerships in Education** is aimed at institutions who express their intention to develop education and training initiatives in collaboration with UNWTO.



### ACADEMIC SEMESTER / SWITZERLAND Bluche campus

You want to become a hospitality professional, it's important to understand not only theoretical knowledge with international context, but to have hands on experience within

the industry. This semester long program has been designed to give students the opportunity to gain hands on experience in the practical aspects

of hospitality. During the semester in Switzerland, students will focus solely on practical learning. Even though they studying there from other universities.





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# Carrying Capacity of Urban Tourism

Global best practices for Sri Lanka Tourism



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### **Carrying Capacity**

**Carrying Capacity** is defined by the World Tourism Organization as “The maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, socio-cultural environment and an unacceptable decrease in the quality of visitors' satisfaction”.

### **Impact of Tourist Arrivals on Urban**

The large number of tourists to the urban areas (Cities) will cause much impact, especially that the concentrated and excessive use within short period of time can cause greater impact to it.



**Image: Venice, Italy.**

**Mass tourism even of a short stay (daily visits) in which case carrying capacity issues center around congestion of facilities, traffic, urban land-use change & waste management.**

**Urban tourism planning is an important factor for all urban centers in their attempt to attract tourists. Cities should pursue their strategies in order to highlight the attractions and to give tourists a wide range of services. However, whenever there is a mass number of tourists visits the particular cities the authorities have to take forceful actions to reduce the number of visitors to the cities. The action by the authorities have to keep the character of the cities and to preserve its original conditions.**





**Image: Venice, Italy.**

**In many cities, the overall image of tourism destination has declined due to the influx of tourists which led to,**

- **Decline of service quality**
- **Environmental damage**
- **Cultural relic's damage**
- **Deterioration of public security**
- **Distrust between tourists and residents**

**Tourism congestion is commonly a localized rather than a citywide issue. Tourism pressure is predominantly linked to popular areas of the city or main attractions. Nevertheless, even in the most visited cities, it is possible to find areas where only few or even no tourists can be seen.**

#### **Over Tourism impacts in Famous cities in Europe**

- **Tourism in the historical city of Venice is becoming a mono-culture. Congestion & economic activities are affects the quality of life of inhabitants.**
- **The centre of Amsterdam has serious parking problems.**
- **Oxford's most famous University Colleges are threatened by huge visitor flows. Its inner city is congested with tourist buses.**
- **Salzburg has a serious traffic problem caused by the huge number of tourist buses during the summer months. The centre of the Austrian town suffers from crowding out of residents and of businesses as well.**



## Top 10 City Destinations Ranking

2016 RANKING	CITY	COUNTRY	Historic arrivals ('000)				Forecast arrivals ('000)	
			2016	2017	GROWTH	RANK CHANGE	2020	2025
1	Hong Kong	Hong Kong, China	26,552.7	25,695.8	-3.2%	0	31,230.8	44,058.9
2	Bangkok	Thailand	21,251.7	23,270.6	9.5%	0	28,509.6	39,887.7
3	London	UK	19,190.3	19,842.8	3.4%	0	22,335.0	25,804.3
4	Singapore	Singapore	16,604.0	17,618.8	6.1%	0	21,266.9	30,194.0
5	Macau	Macau	15,391.9	16,299.1	5.9%	▼ 1	19,715.2	27,907.8
6	Dubai	United Arab Emirates	14,870.0	16,010.0	7.7%	▲ 1	20,271.4	26,787.8
7	Paris	France	14,392.0	14,263.0	-0.9%	0	15,249.2	17,557.2
8	New York City	US	12,650.0	13,100.0	3.6%	0	14,060.0	17,135.0
9	Shenzhen	China	12,571.0	12,962.0	3.1%	0	15,331.8	20,504.1
10	Kuala Lumpur	Malaysia	12,290.4	12,843.5	4.5%	0	15,382.2	21,251.4

Source: Euromonitor 2017

## Popular destinations & resident to annual tourist arrival ratios

Destination	Residents'000	Tourists '000	Ratio	Source
Bangkok	10,000	18,735	1:1.8	Euromonitor 2017
London	8,788	18,580	1:2.1	Euromonitor 2017
Kuala Lumpur	1,589	12,153	1:7.6	Euromonitor 2017
Maldives	344	1,234	1:3.6	UNWTO/World Bank 2017
Saint Lucia	165	345	1:2.0	UNWTO/World Bank 2017
Amsterdam City	851	6,826	1:8.0	UNWTO 2017
Amsterdam	1,500	17,300	1:11.5	UNWTO 2017
New York City (int.)	8,175	12,700 <sup>a</sup>	1:1.6	NYC & Company 2017
New York City (dom.)	8,175	47,800 <sup>a</sup>	1:5.9	NYC & Company 2017
New York City (all)	8,175	60,500 <sup>a</sup>	1:7.4	
Barcelona	1,608	9,862	1:6.1	Barcelona Tourism 2017
Venice	261	4,280 <sup>b</sup>	1:16.3	Citta di Venezia 2014
Paris	2,220	15,468 <sup>b</sup>	1:7.0	Office du Tourisme et des Congrès 2017
Grand Paris	6,800	22,177	1:3.3	Office du Tourisme et des Congrès 2017
Croatia	4,190	14,500 <sup>c</sup>	1:3.4	Ministry of Tourism 2016, Euromonitor 2017
Florence	379	3,702	1:9.8	HVS - Provincia di Firenze 2017
Malta	436	1,966 <sup>a</sup>	1:4.5	UNWTO/World Bank 2017

### **Examine the carrying capacity of Sri Lanka.**

If we are going to target three million tourists in 2020, one can just imagine the pressure on the carrying capacity on the main tourist cities in Sri Lanka. The policy makers in the industry are still not ready to set up a strategic long-term plan for sustainable urban tourism development for the cities and specific attractions in the country. There have been many debates on if Sri Lanka is going to drive for increasing the number of rooms or attracting a higher end visitor to the country so that we can work around the issues highlighted on the concept of carrying capacity.

Although the private sector in the past had speculated that the country's carrying capacity could range between 4.5 and seven million tourists, academics have warned that given the current level of development in Sri Lanka, the carrying capacity may have already been exceeded. While the country's main tourism zone ranging across the south and west coasts is now saturated with hotels claiming over 70 percent of the country's established hotels innovations such as Airbnb are going to expanded the carrying capacity physically, while putting greater pressure on the socio-cultural environment of the particular destinations.

Spreading tourism development into less popular areas could increase the country's carrying capacity, although success would hinge on the ability of Sri Lanka to create and market new or existing minor tourism attractions more successfully.



**Image: Tourists stand in line waiting for climb to the top of Sigiriya.**

## **Reducing the impact (Best Practice)**

**Good practices are tools that professionals use to find the best solutions in a particular field of activity, leading to better performance than be an example for other activities of the same type.**

### **Promote the distribution of visitors within the city and beyond:**

- **Host more events in less visited parts of the city and in its surroundings**
- **Develop and promote visitor attractions and facilities in less visited parts of the city and in its surroundings**
- **Control and improve visitor capacity of and time spent at attractions**

### **Promote time-based distribution of visitors:**

- **Promote experiences during off- peak months with additions and Stimulate events in off-peak months**
- **Promote dynamic pricing or reduce the entrance fees on off-peak months**

### **Review and adapt regulation:**

- **Review opening times of visitor attractions**
- **Review regulation on access for large groups to popular attractions**
- **Review regulation on traffic in busy parts of the city**
- **Ensure visitors use parking facilities at the edge of city**
- **Create specific drop-off zones for coaches in suitable places**
- **Create pedestrian-only zones**
- **Review regulation and taxation on new platform tourism services**
- **Define the carrying capacity of the city and of critical areas and attractions**

### **Enhance visitors' segmentation:**

- **Identify and target visitor segments with lower impact according to the specific city context and objectives**
- **Discourage visitation of the city of certain visitors segments**



### **Improve city infrastructure and facilities:**

- **Create a city-wide plan for a well-balanced, sustainable traffic management**
- **Ensure that major routes are suitable for extensive tourism activity and that secondary routes are available at peak times**
- **Improve urban cultural infrastructure**
- **Improve directional signage, interpretation materials and notices**
- **Make public transport better suited for visitors**
- **Set up specific transport facilities for visitors during peak periods**
- **Provide adequate public facilities**
- **Create safe cycling routes and stimulate bicycle rentals**
- **Set up specific safe and attractive walking routes**
- **Ensure that routes are suitable for the physically impaired or elderly visitors in line with accessible tourism principles**
- **Safeguard quality of cultural heritage and attractions**
- **Ensure cleaning facilities in the public area fit with tourism facilities and with peak times**

### **Communicate with and engage visitors:**

- **Create awareness of tourism impact amongst visitors**
- **Educate visitors on local values, traditions and regulations**
- **Provide adequate information about traffic restrictions, parking facilities, fees, bus services, etc.**

**The concept of carrying capacity is from the theoretical point of view undoubtedly a useful approach as well as a base for other sustainability tools including sustainable tourism management. However, the good practices in the organization of urban tourism were highlighted in several ways that essentially influenced tourism activity itself. Once you find those ways to improve performance, they have become models for other cities.**

