CHAPTER 5
DEVELOPING A STRATEGIC MANAGEMENT PLAN FOR GEOTOURISM

5.1 INTRODUCTION

In Chapter 5, the theory of strategic management will be discussed. Publications of well-known authors in the field of strategic management, such as those of Thompson and Strickland (1995), Hough, Thompson, Strickland and Gamble (2008), Saayman (2002), Coulter (2005), De Bruyn and Klopper (2005) and Macmillan and Tampoe (2000), were consulted to get an overview of the strategic management process. The consensus is that because developing a strategic management plan is a process that involves selecting a desirable future from a range of plausible alternatives, the first step would be to examine the role of strategic planning itself. Strategies and actions can then be implemented to achieve the desired outcome.

Schutte's (2007b) conceptual framework for a strategic management plan will be amended so that it can be used as a basis for the sustainable development of geotourism. The seven inter-related steps that will be discussed are:
1. Strategic planning.
2. The tourism management planning process.
3. Vision and mission.
4. Situation and resource analysis.
5. Strategy formulation.
6. Implementation, and
7. Evaluation and monitoring.

Strategic planning must be the starting point. The tourism management planning process is already sufficiently challenging because of the involvement of the many different stakeholders. Strategic planning is crucial if the plan formed is to be successfully adopted and implemented.

The strategic management plan's starting point for geotourism will be the vision and mission. In developing the vision and mission, the plan should be proactive and should give guidance in terms of where it is needed to be, and also who is developing the plan, how the planner is related to the plan and where the planner intends to take the project. A well-developed mission statement will help channel organisational efforts along the course that has been charted. Effective missions should be clear, challenging and inspiring for they prepare the project for the future. It also will serve as a beacon for long-term direction.

How a situation and resource analysis is undertaken through environmental scanning, using two types of scanning, internal and external will be studied.

A situation and resource analysis must be completed because organisations and destinations are influenced by forces, both outside and inside the organisation. The most commonly used analysis is the "*SWOT*" analysis, where "S" stands for the organisations Strengths, "W" its Weaknesses, "O" the Opportunities available to it, and "T" stands for any Threats identified. The SWOT analysis forms a useful instrument for helping tourism managers identify key internal and external variables and to pinpoint potential business opportunities. Environmental, social and economic analysis of geotourism will be described.

Environmental, economic and social analysis of tourism is important. These considerations must be well understood in the successful planning, development and management of tourism. The primary reason for developing tourism in most places is for its economic benefits. The three Heritage Legislation Acts (No's 11, 25, 49 of 1999) with regard to geology and geoconservation in South Africa will be discussed.

The strategy formulation process shows the three inter-locking aspects:
1. Strategic intent
2. Strategic assessment, and
3. Strategic choice.
These aspects must be in equilibrium.

There are four levels of strategy making:
1. Corporate
2. Business
3. Functional area, and
4. Operational.

In the implementation of strategic management, it will be discussed how the action phase of the strategic strategy can be implemented.

The strategic control process has three basic elements:
1. Company objectives
2. Performance evaluation, and
3. Feedback (or corrective action).

In the implementation of a geotourism strategy, it will be discussed how the plan's policy and recommendations should be carried out. In the implementation of a strategy, management and marketing geotourism will follow the plan generated. The geosites must be managed according to sound business principles. Strategic marketing and promotion and an awareness campaign to emphasise the importance of geology will also follow from the original planning processes. Finally, evaluating and monitoring geotourism progress will be discussed. Practical examples will be given for the above-mentioned cases to illustrate what already has been done internationally overseas and how the lessons learned from these projects could be applied in South Africa.

When considering the evaluating and monitoring of tourism plans, it will be described how performance should be evaluated in achieving sustainable practice in tourism planning. It will then be demonstrated how to address future challenges and issues associated, and how these challenges can contribute to the achievement of sustainable tourism.

5.2 STRATEGIC PLANNING

Eagles, McCool, Haynes and Christopher (2002:13) believe that planning is a process that involves selecting a desirable future out of a range of plausible alternatives, and thereafter, implementing strategies and actions that will achieve the desired outcome. Bryson (2004: ix), and Bryson and Alston (2005:3) state that "*Strategic planning is a set of concepts, procedures, and tools designed to assist leaders and managers with these tasks. Indeed, strategic planning may be defined as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it*". They state that:

- Strategic planning is a way of thinking, acting and learning
- It usually takes a comprehensive view by focusing on the 'big picture', but also leads to specific, targeted actions
- It is often visionary and usually proactive rather than reactive It is flexible and practical
- It is a guide for decision-making and resource allocation.

The benefits of strategic planning are:

- Increased effectiveness
- Increased efficiency
- Improved understanding and better learning
- Better decision making
- Enhanced organisational capabilities
- Improved communications and public relationships.

Dwyer and Edwards (2005:8) are of the opinion that there are four key stages in the strategic planning process:

1. **Identification of sustainable tourism and underlying values**:
   - Issues relating to respect for the socio-cultural, political, economic, and environmental contexts of the local, regional, national and international levels
   - Major impacts of tourism development.
2. **Formulating strategies for sustainable tourism planning**:
   - The need for communities to be made sufficiently aware of and to understand the tourism industry and its impacts
   - Various processes to integrate and engage in participatory planning, consensus building, and conflict resolution among all stakeholders.

3. **Implementing tourism plans**:
   - The critical role community can play in the achievement of sustainable economic development through tourism
   - The importance of leadership and skills training programs Role of different stakeholders in strategy implementation.
4. **Evaluating and monitoring tourism plans**:
   - Evaluate performance in achieving sustainable practice in tourism planning
   - Address future challenges/issues associated with how tourism planning can contribute to the achievement of sustainable tourism.

Edgell (2006:96-97) states that practical guidelines for sustainable tourism are important. If sustainable geotourism is carefully planned, it can fulfil economic, environmental and social goals while maintaining cultural integrity and an ecological balance. Throughout all stages of tourism development and operation, a careful assessment, monitoring and mediation program should be in place to allow the local people to respond to changes, and to make adjustments where necessary. An experienced outside expert is advisable. Boo (1990, as cited by Edgell, 2006:97-98) give some guidelines that work together in planning a nature destination:
- The success of nature tourism depends on the conservation of nature
- Nature tourism sites need revenue for protection and maintenance
- Tourists are a valuable audience for environmental education
- Nature tourism will contribute to rural development when local residents are brought into the planning process
- Opportunities are emerging for new relationships conservationists and tour operators.

The potential opportunities offered by sustainable tourism should be realised because it is important that local communities and businesses have goals and objectives to chart the way. A strategy should be developed for an integrated approach to geotourism planning and infrastructure. Therefore, the overall objective should be to have an environmentally and culturally sustainable geotourism development program that will allow the tourism industry to become competitive, and local economies to be economically viable.

In the document "N*ational and regional planning. Methodologies and case studies*" (1994:56-59), it is stated that an essential part of the planning process is to specify how the plan's policy and recommendations should be carried out. The techniques of implementation should be considered throughout the formulation of the plan because this will give greater assurance that recommendations are implemental. The six major elements are the following:
- Plan adoption and allocation of responsibilities
- Staging and programming development
- Applying zoning and other regulations
- Applying development standards
- Implementing other standards; and
- Monitoring and management.

Bragg and Cuming (2002:9) use the planning web as a linked web of goals, strategies, actions and performance targets, to achieve a specific vision for the future. Figure 5.1 illustrates how the planning web can be used in the context of the sustainability.
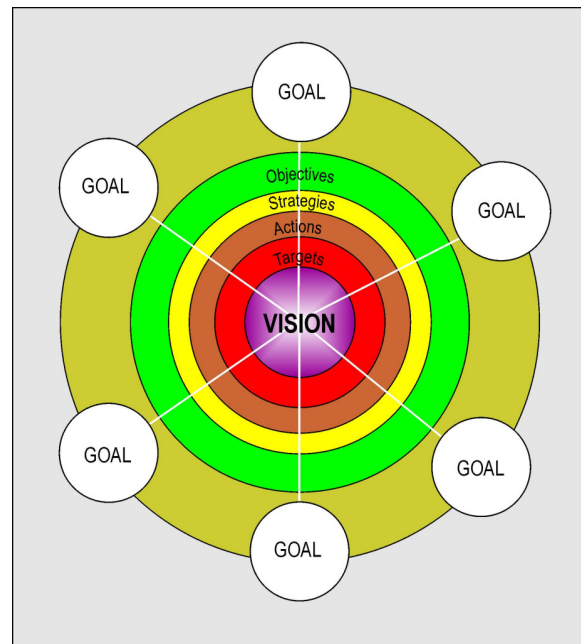

Figure 5.1: The planning web (Bragg and Cuming, 2002:9)

It corresponds to a movement towards the centre of the web. The goals of the planning web are the key aims of the sustainability strategy and can be linked outwardly to broader regional, national and global sustainability goals. Each goal has a number of issues to address through strategies with a range of actions or tasks to meet the goal. Performance targets and timelines are set to help meet the goals and to measure success in achieving the organisation's vision. Woven together these strands establish the integrated planning web. However, the web is only as strong as its weakest strand. It must be remembered that all goals are important to achieve. Efforts must be made to seek successfully to put into place the actions proposed for each goal, as well as to review them. Over time new tasks and targets will be set that reflect the nature of change in the organisation's awareness and views, new ideas and ways of thinking, and the long-term nature of the sustainability strategy. The planning web provides a framework for:

- Integration of work-to–date
- Gap analysis
- Input from existing forums
- Focus for visioning.

5.2.1 STAKEHOLDER INVOLVEMENT AND NETWORKING

Gebhard, Meyer and Roth (2007b:9, 18-27) note that the main challenges of tourism

management planning are the development of adaptive management strategies, and getting the stakeholders prepared and involved in a participatory planning process. They describe some of the most important issues as:

- Participation of local population in the planning processes
- Stakeholder involvement in tourism management planning
- Deciding how to work with stakeholders
- Methods of participation:
  - ➢ Precondition 1: information and consultation
  - ➢ Precondition 2: capacity building, awareness raising and education
  - ➢ Notification
  - ➢ Participation techniques
  - ➢ The multi-stakeholder group.

The Sustainable Tourism CRC was established under the Australian Government's Cooperative Research Centres Programme to underpin the development of a dynamic, internationally competitive and sustainable tourism industry (http://www.crctourism.com.au/about/default.aspx). In 2002, this body made a list of stakeholders in the tourism industry. The stakeholders included:

- Resource and traditional landholders Resource managers, National Park managers
- Providers of infrastructure
- Construction, design, power, gas, water, waste treatment
- Planners and development control
- Local government authorities
- Deliverers of product
- Enterprise operators – hotels, airlines, airports, hire cares, attractions, tour operators, travel agents, farm stays, convention centres, restaurants, museums, sporting events
- Destination developers and marketers
- Tourism commissions; local government
- Employees
- Managers, hospitality, planning, communication, ICT, finance, construction
- Tourists; both domestic and international – for example, package holidays, ecotourists, business travellers, backpackers, visiting friends and relatives, events, conferences, and cultural tourists.

According to Clarke (2005:91-93), an organisation's network of suppliers, intermediaries, employees, customers, and investors partner in joint initiatives, and by creating a network with which to compete, is a useful concept for tourism *per se*. In rural tourism, for example, building networks may help to:

- Tackle the inherent competitiveness between micro-enterprises, and foster greater cooperation, and draw together private and public interests
- Increase visitor spend while minimising economic leakage and maximising the multiplier effect in the economy

- Disperse visitors spatially to aid new attractions or to manage peak demand periods when capacity is stretched
- Increase visitor length of stay by signalling additional activities or attractions;
- Strengthen rural identity as achieved by the tourist and by the local businesses and residents who 'buy into' the network concept
- Strengthen relationships with travel intermediaries for product distribution and encourage (if desired) the development of packages by specialist tour operators and other external packagers of leisure products
- Nurture entrepreneurial talent and managerial expertise in the area through support networks and training partners
- Open up opportunities for funding bids as many government and quasi-governmental bodies favour partnerships and integration.

The individual component providers, goods and service suppliers from other local economic sectors, intermediaries, key customer segments, trade and professional associations from tourism and rural sectors, training institutions in the areas and local government bodies should all be included within the rural tourism network. Attention should be paid to the linkages, the density and quality of the connections, and it has been found that multilevel linkages may prove to be more enduring. In a very informative poster presentation at the "*32nd International Geological Conference*" in Florence, Italy, Vollmer and Megerle (2004) show how geotourism can be successfully promoted by involving different stakeholders in a multilateral communication and participation strategy. A network is cooperation, featuring the following characteristics:

- Persons from different disciplines are linked together in the network
- Each partner keeps its independence
- The basis for information exchange is reciprocal
- A winning-situation for each partner is created (financial and/or intellectual profit).

Besides the advantages of the cooperation form itself, networks have further abilities in that they are able:

- To bring together representatives with different experiences and know-how, and create "*creative surroundings*"
- To assure an efficient participation of NGOs and interested non-organized persons. This increases the acceptance of projects, products and initiatives
- To imply different advantages for each individual partner, like increasing profit through cost sharing
- To facilitate the development, the acceptance and the application of quality standards.

Pforr and Megerle (2006:125-126, 134-136) give a practical example of the Network History of the Earth developing high quality sustainable tourism based on the unique georesources of southwest Germany. Other parties and the network then promoted a "*One billion year journey through the history of the Earth*" as a sustainable geotourism product package. The network initiative mainly served as a tool to develop a common language and shared aims and

objectives, to create trust, and to explore its strength, available resources, competencies and capacities as well as an anticipated win-win scenario for each network partner. The network process model is shown in Figure 5.2 below.
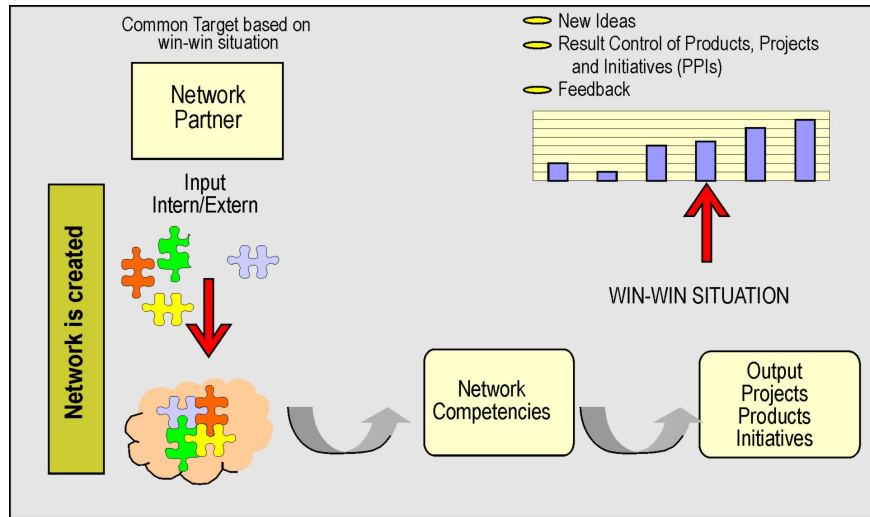

Figure 5.2: The network process model (Borkenhagen, Jäkel, Kummer, Megerle and Vollmer: 2004, as cited by Vollmer and Megerle, 2004)

The Network History of the Earth in South Western Germany was founded in 1997 with the main aim of the establishment being the operation of a sustainable system promoting and managing geotourist products, projects and initiatives (PPIs). The output of the network process varied over time. In the beginning, the products were focused on the unique selling propositions and the development of package tours with a network brochure. Single stations were then linked together and these linkages resulted in tourist being able to take a trip through the history of the Earth. Additionally, guidelines for sustainability and for evaluation and controlling systems were elaborated within the network and have been established. A win-win-situation has been created where every partner in the network, wins. Bringing know-how together is shown in Figure 5.3.
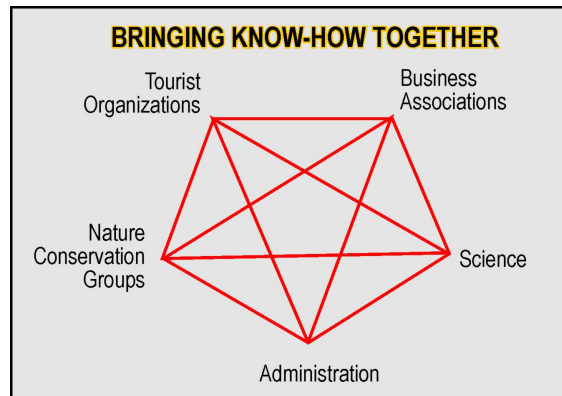

Figure 5.3: Bringing know-how together (Vollmer and Megerle, 2004)

The know-how of transfer took place from the Network History of the Earth to the Geopark Schwäbian Geopark. Pforr and Megerle (2006:131) explain the employment of various strategic approaches in the process:

- **A bottom-up strategy**. The initiation, moderation and promotion of the Round Table Schwäbian Alb Geopark brought different stakeholders together. Strong support for the geopark idea was achieved through the participation of a broad spectrum of stakeholders
- **A starter project strategy**. The joint elaboration and realisation of starter projects was important for the creation of a common language between the different stakeholders like academia, tourism, government authorities, private enterprises and nature conservation bodies. The common language was one of the most important factors in facilitating communication, exchanging know-how and achieving efficient ways of working together on joint projects
- **A promoter strategy**. The network moderator acted s a network promoter. One of his most important tasks was the promotion of various win-win scenarios to the different partners, and by doing this enthusiasm of the stakeholders as stimulated.

Pforr *et al*. (2006:134-136) describes an approach to develop high-quality geotourism and its promotion as the "*One billion year journey through the history of the Earth*". One of its most important elements is a central network management to perform successfully the various management tasks of documentation, information dissemination, coordination, moderation and mediation. Crucially important is the process of facilitation for a common language among partners. Another task for network management is as a "steam generator" to draft proposals for common strategies and for identifying and promoting both real and potential '*win-win*' scenarios. A trustful environment facilitates information exchange' and the transfer of expertise and the network creates a basis for consensus decision-making. Through these actions, the network management is able to foster a creative atmosphere, identify hidden potentials of various network partners and ensure the sustainability of its products and processes. Personal ties between network partners and face-to-face meetings are an essential and beneficial activity. The development and implementation of an education program emphasize the landscape as a tool to develop competencies. An excellent learning environment was created for students to allow them to translate theory into practice by means of research projects. Lastly, to achieve sustainable outcomes, a best-practice compulsory framework for all its partners was instituted. This is a good example where a successful partnership between various stakeholders was achieved by the process of networking.

Megerle (2004b) states that geosite conservation and geotourism have a long tradition in Germany: "*In the National Geoparks geotourism is seen as part of a holistic management approach to the broad field of geological and landscape history, including its interconnection with flora and fauna, the cultivated landscape, present land use, environmental issues and actual economy. The finding of unique selling propositions is one of the basics for an effective regional marketing process and the development of a regional identity. Networking*

with stakeholders from authorities, industry, nature conservation, universities and other institutions assure sustainability and quality".

In summary, common products, high-quality standards and sustainability guidelines show that the Network is really performing very effectively. It can be seen as a successful model to develop and promote high quality, sustainable geotourism. An adequate knowledge base and a sufficient exchange of information and expertise between the relevant stakeholders are necessary to develop geotourism as a mechanism for sustainable regional development and geoconservation. Expertise and knowledge of the relevant actors from the public and private sector, community groups and academia could achieve sustainable development when they are willing to cooperate. Therefore, the establishment of communication networks and adequate exchange of this information are important to implement geotourism successfully. Research is also important in the implementation of regional sustainable development.

5.3 OVERVIEW OF THE STRATEGIC MANAGEMENT PLAN

Coulter (2005:2-5) defines strategic management as "*A process of analyzing the current situation; developing appropriate strategies; putting those strategies into action, and evaluating, modifying, or changing those strategies as needed*". Strategic management is important because:

- Everyone in an organisation plays a role in managing strategically
- Understanding how to be a more effective and efficient strategic decision maker, so that a job can be done well and have work performance valued and rewarded accordingly is important
- It leads to an understanding of strategic management such that whether or not an organisation's employees manage strategically does seem to make a difference as to how well the organisation performs
- It helps the organisation to cope with changing situations in internal and external environments
- It aids when analysing the situation and thereafter developing and implementing appropriate strategies
- An organisation is composed of diverse divisions, functions, and work activities that need to be coordinated and focussed on achieving the organisation's goals.

De Bruyn en Klopper (2005:135-163) give a good description of strategic management for a tourism organisation. It is defined a "*... the process of examining both the present and the future environments. Formulating the organisation's objectives, and making implementation and control decisions focussed on achieving these objectives in the present and future environments*". Strategic management is important because the basis of the very concept is that strategic planning is the managerial process of developing and maintaining an optimal fit between the deployment of an organisation's resources and the opportunities in its changing environment. Strategic planning is much more than a reactive series of incremental adjustments to changing threats and opportunities in the environment. It helps managers to

anticipate changes by establishing objectives and formulating courses of action through which to organise their management efforts. The concept of strategic planning has also becomes exceptionally important in management circles today because of the increasing complexities of both external and internal environments.

Strategic management consists of two phases: strategy formulation and strategy implementation:

1. Strategy formulation involves decision making with regard to:
    - Defining the organisation's philosophy, vision and mission
    - Establishing long-term and short-term objectives to achieve the organisation's mission
    - Selecting the strategy to be used in achieving the organisation's objectives.
2. Strategy implementation involves the alignment of the organisational structure, systems and processes on the decided strategy. It involves decisions regarding:
    - Matching strategy to organisational structure and providing organisational leadership that is pertinent to the strategy
    - Developing budgets, functional strategies and motivational systems for the successful achievement of organisational objectives
    - Monitoring the effectiveness of the strategy in achieving the organisation's objectives.

The strategy formulation prepares a framework of how the organisation's strategy will be implemented, whereas strategy implementation deals with the structural systems and procedural adjustments that are required to implement the planned strategy. Lastly, the management process must be implemented and monitored. Macmillan and Tampoe (2000:7-11, 31-41, 61-69, 163-169 and 185-196) believe that there are four elements of strategic management:

1. Context
2. The strategic formulation process
3. Strategic content, and
4. The strategic implementation process.

The strategic management process of Macmillan and Tampoe (2000:1-11) is shown in Figures 5.4-5.7.

The context (Figure 5.4) forms the background to the model because strategic management can only exist in a particular context, which will be unique for each enterprise, and that has numerous characteristics both for the enterprise itself and of its external environment. The context determines issues that strategic management must address, such as the agenda and scope of strategic management for an enterprise.
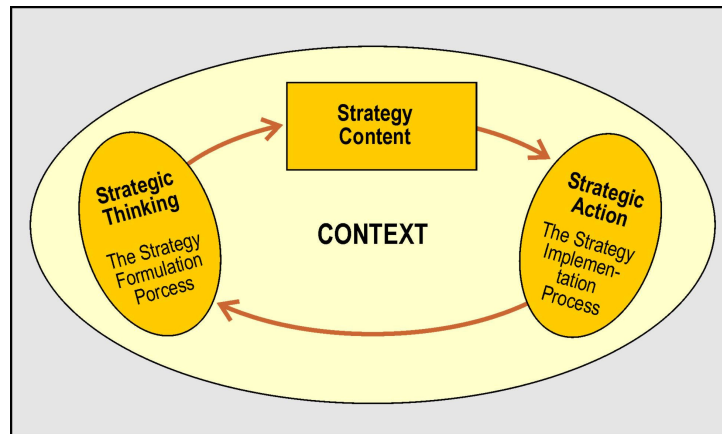
Figure 5.4: The four elements of strategic management (MacMillan and Tampoe, 2005:8)

The aim of the strategy formulation process is to ensure that strategies are conceived that will ensure the future of the enterprise. They should be designed within the unique context of a particular enterprise at a particular time. The strategy formulation process shows the three inter-locking aspects: strategic intent, strategic choice and strategic assessment that must be balanced, as in Figure 5.3. Strategic intent is the driver of the process because all meaningful action must originate in the purpose of the enterprise. Strategic assessment is the overall assessment of the context at a specific time and the effects of possible future actions. Strategic choice is the decision made of what actions must be taken and how to do this for the future direction of the enterprise. The strategy formulation process is shown in Figure 5.5.
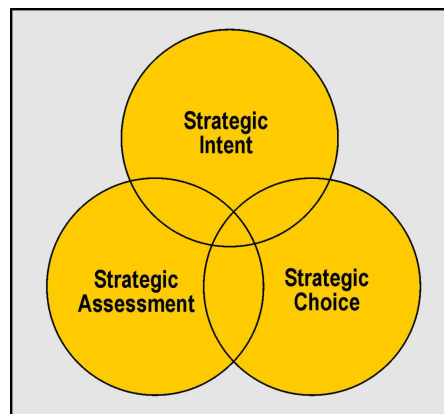

Figure 5.5: The strategy formulation process (MacMillan and Tampoe, 2005:8)

A strategy must be implemented effectively and within an appropriate time. Five key activities are necessary to do achieve this transformation:
1. Change program and project management.
2. Change leadership.
3. Culture change.
4. Structure change, and

5. Process change.

The model below shows how issues 1) and 2) affect change categories. Issues 3), 4) and 5) illustrates how leadership and management should guide the change of culture, process and structure to acquire the new transformed enterprise. The result is how the five activities come together to create a transformed organisation with new organisational capability to match the need of its strategic intent. The overall strategy implementation process is shown in Figure 5.6.
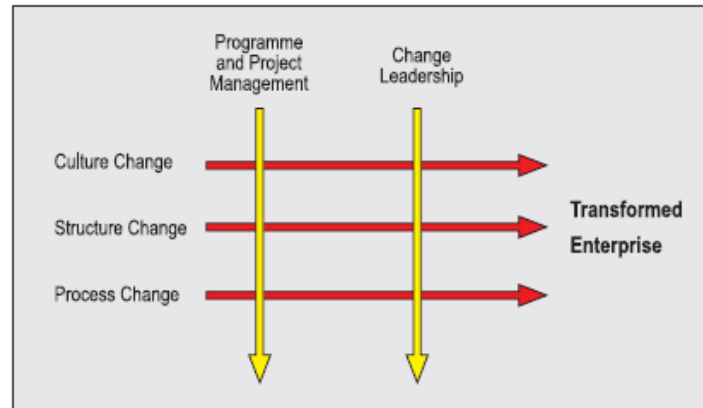

Figure 5.6: The strategy implementation process (MacMillan and Tampoe, 2000:10)

The complete model can now be diagrammed as shown in Figure 5.7.
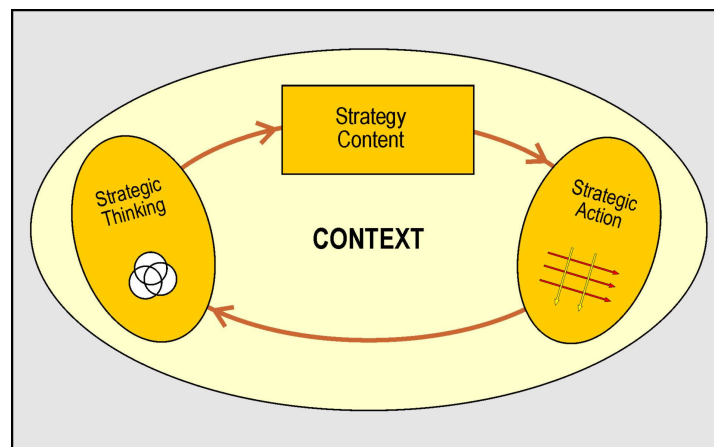

Figure 5.7: The complete model of strategic management
(MacMillan and Tampoe, 2000:11)

Macmillan and Tampoe (2000:273) believe that the strategic management process may be summarised as seven distinct steps:
  1. Understand the issues by studying the specific context in which the business operates and which give rise to the opportunities for exploitation using the capabilities of the

organisation.

2. Evaluate all of the issues by relating them to the strategic intent of the organisation.
3. Undertake a strategic assessment of the current status and the opportunities available.
4. Derive a set of strategic options that can be meaningfully and profitably exploited.
5. Make a strategic choice of a preferred option that is feasible for implementation within the constraints and of the context and has commitment to those most involved in making it happen.
6. Put in place an appropriate strategy implementation process to create the new organisational capability to achieve the chosen strategy. This invariably requires the alignment or realignment of the culture, process, and structure of the organisation to the new strategy, and
7. Examine the structure, process and culture of the enterprise to see what can be done to make it more adaptable.

According to Johnson and Scholes (1997:13, as cited by Tribe, 2005:120) a "*Strategy … [is] the planning of a desirable future and the design of suitable ways to bring it about*". Tribe (2005: 120) believes that there are four key elements in a corporate strategy. These are:

1. **Mission**: This determines what an organisation is trying to achieve and provides the aim and direction for strategy.
2. **Strategic analysis**: This informs an organisation regarding the strengths and weaknesses of its internal resources, and the opportunities and threats evident in its external environment. A SWOT analysis provides a summary of these and an example is shown in Table 5.2.
3. **Strategic choice**: This is where an organisation generates, evaluates and chooses an appropriate strategy, and
4. **Strategic implementation**: This shows how an organisation puts its strategy into action.

5.3.1 A CONCEPTUAL FRAMEWORK FOR A STRATEGIC MANAGEMENT PLAN

A sustainable tourism management plan was developed by Gebhard, Meyer and Roth (2007b:1-64) as a methodology guide for biosphere reserves (BR) in Eastern Europe. It was found to be a very useful and practical document. Aspects that were incorporated into the document include reasons why tourism management plans should be developed, the procedure for plan development, guidance on stakeholder involvement, review and monitoring, and a detailed template for a geotourism management plan in protected areas Gebhard *et al.* show that eight steps are necessary. The guide could appropriately be used as a helpful tool in developing a geotourism management plan for South Africa as well as the subsequent implementation of the plan in a protected area.

A conceptual framework for a strategic management plan that could be used as a basis for the sustainable development of geotourism is shown in Figure 5.8.
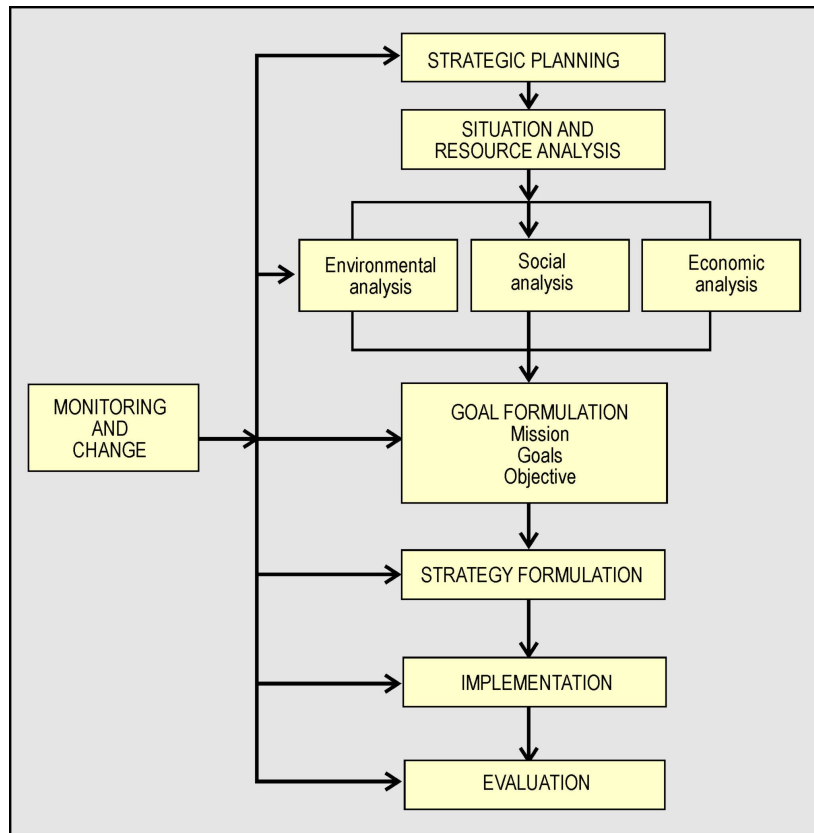
Figure 5.8: A conceptual framework for a strategic management plan
(Adapted from Schutte 2007b).

5.4 VISION AND MISSION

De Bruyn and Klopper (2005:139-142) state that the first step in developing a plan is to define the organisation's vision and mission. A vision is a proactive dream and gives guidance in terms of where an organisation wants to be. A strategic vision provides the framework for the mission statement, goals, objectives and strategies of an organisation, and of future action to be taken. A mission should define an organisation's purpose, that is, its line of business, products, services and markets to be served. It must indicate what an organisation is supposed to do. A clearly written mission will give a sense of direction so that decision making for all levels of management can be established. This will assist a tourism organisation to develop objectives and strategies. A final point is that an organisation's mission must be defined at its inception and that it must be re-examined regularly.

Thompson and Strickland (1990:5, 54) state that a mission statement broadly outlines the [tourism] organisation's future course and serves to communicate "*who we are, what we do and where we headed*". A well-conceived mission statement helps channel organisational efforts along the course that management has charted, and contributes toward a strong sense of organisational identity. Effective missions are clear, challenging and inspiring; they

prepare a firm for the future and they make sense in the market place. They also serve as beacons for long term direction.

Schutte (1999:44) believes that a regional tourism organisation must have a clear mission statement regarding its philosophy and purpose. The statement should be feasible, motivational and distinctive. It can provide everyone in the organisation, and those being effected and influenced by the organisation's activities, with a shared sense of purpose, direction, significance, and achievement, and will hopefully serve to motivate them. The purpose of the mission statement is to define what the organisation is trying to accomplish with regard to tourism development in the region, with the emphasis on what should be aimed for as a long-term opportunity.

Gebhard *et a*l. (2007b:30) summarise visioning as a democratic and creative process allowing the development of a spanning vision emanating from different future tourism scenarios and comprising various options. With visioning, many different future tourism scenarios could be developed and issues, problems, different points of view and competing demands brought to the forefront. The collected scenarios will then serve as a basis for generating the end vision. The vision will be based on many people's opinions, ideas, and their diverse viewpoints and can, therefore, be considered a democratically derived consensus.

With tourism management, planning for sustainable tourism development visioning can serve as a means to determine a region's specific expectations and goals.

Gebhard *et al.* (2007b:33-34) believe that once a common vision is created, the next step is to break down this vision into different goals which, when attained, will make the vision a reality. To achieve the required goals, each of them must be broken down into objectives and each of these represents a detailed task, that thereafter needs to be accomplished in a given period. Finally, the proposed objectives can be grouped into programs and main activities. The agreed objectives will then be integrated into the work plan of the tourism management plan as overall tasks. At this stage of planning, it is important that the proposed programs and activities are realistic, not idealistic. It is of vital importance that priorities, the timescale and responsibilities for each of the objectives should be clearly defined.

The "*South Australian Tourism Plan 2003-2008*" was drawn up with sustainability as the main theme. It is challenging because of the involvement of many different stakeholders. The South Australian Tourism Plan of 2003-2008 (p. 4-6) is an example how to inspire a partnership for sustainable tourism by joint tourism industry and government plans that provide a shared vision, clear direction and a sound platform for sustainable tourism growth.

- To achieve the desired sustainable tourism, the *Tourism Plan* focuses on four key goals:
    1. Developing authentic destinations and products.
    2. Being highly productive in marketing.
    3. Achieving strategic alignment of tourism policy, investment and development, and

4. Developing a strong, professional and profitable industry.

The goals are pursued through the development of dynamic implementation partnerships with key stakeholders. Sustainable tourism development and growth are at the heart of the tourism strategy. To be sustainable as a specialty tourism destination, future tourism development in South Australia are 'derived' from their authentic qualities, rather than 'contrived' or 'imposed'. The South Australian tourism industry and the State Government work in partnership to ensure that they are world leaders in economically-, socially- and environmentally-sustainable tourism.

The South Australia tourism plan framework is shown below in Figure 5.9.
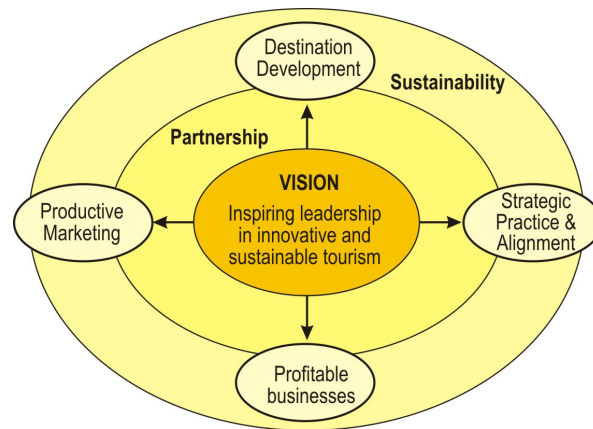

Figure 5.9: Maturing tourism – South Australia tourism plan framework
(http://server-au.imrworldwide.com/cgi-bin/b?cg=documentdownloads&ci=sa-corporate&tu=http://www.tourism.sa.gov.au/tourism/plan/TourismPlan2003_2008.pdf:4)

This is a good example of how a vision can be used in partnerships to achieve sustainability in destination development, strategic practice, marketing and profitable business. This plan can be applied in South Africa, with regard to the creation and development of geotourism.

5.5 SITUATION AND RESOURCE ANALYSIS

De Bruyn and Klopper (2005:143-151) believe that organisations are influenced by forces outside their industry that may affect not only particular organisations within the industry, but also the industry as a whole. Therefore, environmental scanning is a method that can be used to study and forecast external forces that are not under the direct control of the organisation. It is important to study and interpret what is happening in an organisation's current environment in order to forecast developments in the future. There are two types of environmental scanning: internal and external. The internal environment is likely to be more controllable. The external forces are those that emanate from the external environment, and the organisation needs to know the business and market environment in which it operates. Therefore, an accurate and thorough assessment of both internal and external environments is

critically important in the strategic management process. Organisations generally classify external environmental scanning into four areas: economic, technological, political (including regulatory) and social. The focus of scanning in these areas is on those trends that have relevance for the whole organisation.

To assess the internal environment, an analysis of an organisation's existing and accessible resources must be completed in order to determine its performance capabilities. A tourism organisation will be able to assess its internal environment by answering the following questions:

- **Physical resources**: What physical resources are available in terms of tourist attracting attributes? In other words, what can tourists be offered with regard to attractions, infrastructures and superstructures?
- **Financial resources**: Are the necessary financial resources available to develop and manage the tourism potential?
- **Human resources**: What employee numbers, levels, qualifications, organisation and training are required to provide for the effective management of tourism and the satisfaction of tourist needs?
- **Operational and administrative structure**: What types of operational and administrative structure are required to carry out the functions of administration marketing, finance, human resources and research/development? Does the organisation have them?

An organisation's external environment consists of all the conditions and forces that affect its strategic options, but that are beyond the organisation's control. It consists of two interactive and interrelated segments - the operating (or market) environment and the remote (or macro-) environment.

The market environment comprises the competitive, consumer and supplier environments. The macro-environment includes the economic, technological and socio-cultural environments, together with the legal and political dimensions. Some examples of the market and macro environments are:

- **Competitive environment** (industry competitors): By assessing its competitive position, a tourism organisation can improve its chances of designing strategies that optimise environmental opportunities
- **Customer environment** (buyers): By developing a demographic profile of present and prospective customers in terms of their geographic origins, lifestyle characteristics and attitudes towards the tourism product, a tourism organisation will be in a better position to plan the strategic operations of the organisation and to anticipate changes in the market. Geotourism is just beginning to develop in South Africa. Questions to be answered are:
  - ➢ Will South African geotourists be 'empty-nesters' with big discretionary incomes?
  - ➢ What will be their age and education levels?
  - ➢ Are they post-retirement tourists (55-65 years of age or older?)

> ➢ How many overseas tourists will be interested in geotourism?

By using the findings by Cooke (2007:7) about geotourist segments in the USA it could be a starting point to segment the future geotourist market in the country (c.f. 3.5.3). From discussions with people of all ages in the country it was established that they some 'empathy' and care for the environment. They have high income and educational levels as well as a high incidence of travel. Thus, they will probably the future geotourists. In South Africa at present, the domestic tourism is very strong, and the impressive performance of the international tourism market continues to surprise the industry. Cape Town, particularly, is a highly acclaimed destination in many international markets, and was once voted the fourth most desirable destination in the world, which is a definite pointer for any local organisation relying on the tourism industry

- **Supplier environment**: The tourism supplier environment is very complex. It includes providers of support services such as roads, water, electricity and sewerage. It also includes private sector suppliers such as retailers and wholesalers, workers who supply labour, and suppliers of capital
- **Economic environment**: Economic considerations are important in tourism because consumption patterns in tourism are largely dependent on the economic conditions in the market. The influence of economic conditions is more obvious in leisure travel where, in many countries with advanced and developed economies, the average disposable income *per capita* has grown large enough to enable the majority of the population to take holiday trips away from home
- **Technological environment**: An obvious area for strategic analysis is technology and innovation, as applied to new processes, new systems and new business opportunities in general. Technology and travel are natural partners. In the past, tourism has benefited greatly from technological inventions such as the motor car, the aeroplane and television
- **Political/legal environment**: Government interest in tourism has stemmed primarily from concern regarding its economic significance, particularly its tax-earning and employment potential. Tourism demand can be largely influenced by legislative actions at various levels of government. Further, international politics play a significant role in the volume of travel and tourism business
- **Socio-cultural environment**: Social and cultural considerations involve the beliefs, values, attitudes, opinions and lifestyles of people in the market environment. These have developed from their cultural, ecological, demographic, religious, educational and ethnic conditioning. Moreover, as social attitudes change, so do the leisure patterns of consumers. The overall direction of values and lifestyles thus affects travel and tourism in general, while underlying social trends have a bearing on specific elements and markets.

Because changes in the external environment have the potential to influence an individual establishment greatly, the environment must be scanned regularly.

5.5.1 THE SWOT ANALYSIS

Schutte (1999:40-41) is of the opinion that tourism takes place in a dynamic and rapidly changing environment, and so it must be monitored and adapted by everyone involved in the tourism industry. The development of a situation analysis is very important for regional tourism.

A regional situation analysis consists of two broad elements:
- The identification of opportunities and threats that might originate from changes in the environment (environmental analysis)
- The identification of the strengths and weaknesses of the region and of the business units in the region (resource analysis).

Once the environment has been scanned, the manager can proceed to the next step in the strategic management process, namely the SWOT analysis.

De Bruyn and Klopper (2005:148-149) says that a useful instrument for helping tourism managers to identify key internal and external variables and pinpoint potential business opportunities is the SWOT analysis. This analysis is the process of systematically identifying an organisation's strengths and weaknesses, the opportunities and threats facing it. In summary:
- Strengths are the resources or abilities that give a tourism organisation an advantage over its competitors
- Weaknesses must also be acknowledged so that they may be minimised
- Opportunities are the potentially favourable conditions in the organisation's environment
- Threats are major unfavourable circumstances or impediments to an organisation's present or future position.

Table 5.1 shows some of the typical issues that managers need to consider when a SWOT analysis is conducted.

TABLE 5.1: ISSUES TO BE CONSIDERED IN A SWOT ANALYSIS

Strengths	Weaknesses
Competitive advantages?	Obsolete facilities?
Ability to innovate?	Lack of management depth?
Distribution system?	Low brand name identity?
Marketing skills?	Weak marketing image?
Brand name recognition?	Low research and development
Cost advantages?	capability?
Financial strength?	Below average marketing skills?
Complete product line?	Lack of financial muscle?
Reputation/image?	High operating costs?

	Shaky reputation/image?
Opportunities	**Threats**
Expand product line?	New competitors?
Enter new markets?	Slowing market growth?
Diversify to broaden risk?	Changing needs of customers?
Improve buyer/supplier relationships?	Adverse demographic changes?
Improvements to technology?	Weakening economy?
Improvements to the regulatory/legal climate?	Unfavourable regulatory environment?
Favourable demographic changes?	

Abdullaev (2006:4) used The LEADER II model for a SWOT analysis as depicted in Figure 5.10.
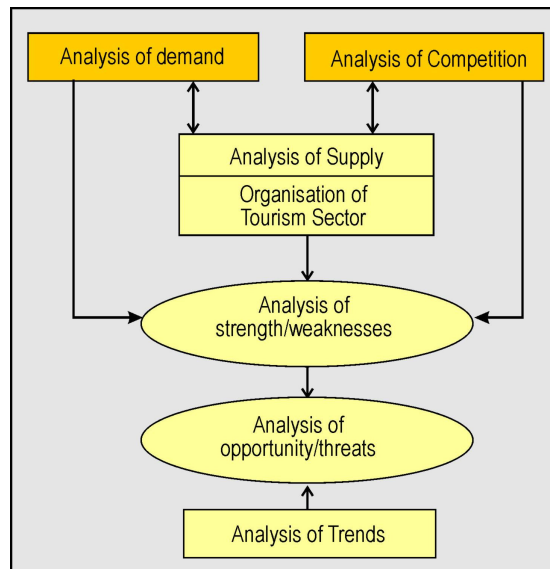
Figure 5.10: Evaluation of local touristic potential (LEADER II model as quoted by Abdullaev: 2006:4)

5.5.2 ENVIRONMENTAL, ECONOMIC AND SOCIAL ANALYSIS OF GEOTOURISM

In the document: "*National and regional planning. Methodologies and case studies*" (1994:29-38), it was stated that economic, environmental and socio-cultural considerations must be well understood in the successful planning, development and management of tourism. The primary reason for developing tourism, in most places, is for its economic benefits. In keeping with the concept of sustainable development, environmental and socio-

cultural considerations are also just as important. All three components must be weighed together to achieve a balanced development of tourism.

Sustainability was discussed in detail in the context of social, environmental and economic interconnected aspects in Chapter Two of this work. The model of Abdullaev (2006:1-5) for sustainable tourism (as discussed in Chapter 2, c.f. 2.3, Figure 2.9) can be applied by analysing geotourism in South Africa for a sustainable approach to its development, management and use. Geotourism development in rural areas presents a complex set of benefits and costs that requires thorough assessment. Public involvement and opinion is important and should be well understood by the local authorities responsible for geotourism development. Local authorities should authorise more research that would include social and ecological aspects. The economic, environmental and social analysis of geotourism will prove the basis for sustainability of the endeavour. In order to achieve such balanced development, integrating and respecting such basic principles as the precautionary principle, intra- and inter-generational equity and the responsibility for the preservation of the environment and natural resources for future generations is necessary.

5.5.2.1 Environmental impacts of tourism

Tourism and the environment are inter-dependant. Because the physical (both natural and manufactured) environments provide many of the attractions needed for tourists, the development of tourism will generate both positive and negative environmental impacts. Thus, a major factor in achieving sustainable development is to develop and manage tourism in a manner that is compatible with the environment and does not degrade it. An understanding of the possible impacts of tourism on the environment is a pre-requisite when planning tourism environmentally.

If tourism is well-planned, -developed and -managed, it can generate important positive environmental impacts, as it will:
- Help to justify and pay for conservation of important natural areas, wildlife and development of national parks because they are major attractions for tourists
- Help justify and pay for archaeological and historical sites as attractions for tourists
- Help improve the environmental quality of areas (because tourists like to visit places that are attractive, clean and unpolluted)
- Increase local environmental awareness when residents observe the tourists' interest in conservation.

If tourism is not well-planned, -developed and -managed, it can generate significant negative environmental impacts, such as:
- Water pollution
- Air pollution
- Noise pollution
- Waste disposal problems

- Ecological disruptions of natural areas caused through overuse and abuse by tourists and inappropriate tourism development
- Damage to archaeological and historical sites through overuse and misuse by tourists and inappropriate tourism development
- Environmental hazards and land-use problems resulting from poor planning, siteing and engineering of tourism attractions and facilities.

A concern for environmental protection should be an integral part of the planning process. The application of the environmental planning and sustainable development process is essential, that is, concern for the establishment and the determination of carrying capacities, of the tourism area.

According to The United Nations Environmental Program (UNEP), the quality of the environment, both natural and man-made, is essential to tourism. Tourism's relationship with the environment is complex because it involves many activities that can cause adverse environmental effects. Many of these impacts are linked with the construction of general infrastructure such as roads and airports, and of tourism facilities that include resorts, hotels, restaurants, shops, golf courses and marinas. The negative impact of tourism development can destroy the very environmental resources on which it depends. Tourism has also the potential to create beneficial effects on the environment by contributing to environmental protection and conservation. Tourism can be a way to raise awareness of environmental values, and it can serve as a tool to finance protection of natural areas and so increase their economic importance (http://www.uneptie.org/pc/tourism/sust-tourism/environment.htm).

Financial contributions would include:
- Direct financial contributions. Tourism can contribute directly to the conservation of sensitive areas and habitat. Revenue from park entrance fees, and similar sources, can be allocated specifically to pay for the protection and management of environmentally sensitive areas. Special fees for park operations or conservation activities can be collected from tourists or tour operators
- Contributions to government revenues. Some governments collect money in more far-reaching and indirect ways that are not linked to specific parks or conservation areas. User fees, income taxes, taxes on sales or rental of recreation equipment, and license fees for activities such as hunting and fishing can provide governments with the funds needed to manage natural resources. Such funds can be used for overall conservation programs and activities, such as park ranger salaries and park maintenance. (http://www.uneptie.org/pc/tourism/sust-tourism/env-conservation.htm)

In the document: "*National and regional planning. Methodologies and case studies*" 1994:29-38), it was stated that sound environmental management of tourism facilities can increase the benefits to natural areas. This would require careful planning for controlled development based on the analysis of the environmental resources of the area. Planning will help to make choices between conflicting uses or to find ways of making them compatible.

Planning early for tourism development should be done so that damaging and expensive mistakes can be prevented, thus avoiding the gradual deterioration of environmental assets significant to tourism. Cleaner production techniques are important tools for planning and operating tourism facilities in such a way as to minimise their environmental impacts.

Environmental awareness-raising tourism has the potential to increase public appreciation of the environment, and to spread awareness of environmental problems when it brings people into closer contact with nature and the environment. This type of tourism may heighten awareness of the value of nature and so lead to environmentally conscious behaviour and to activities intended to preserve the environment. Tourism must incorporate the principles and practices of sustainable consumption if, ultimately, it is to be sustainable. These should include building consumer demand for products that have been made using cleaner production techniques, and for services, including tourism services, that are provided in a manner that minimises environmental impact. The tourism industry can further play a key role by providing environmental information and by raising awareness among tourists of the environmental consequences of their actions.

By protection and preservation, tourism can significantly contribute to environmental protection, to the conservation and restoration of biological diversity, and to the sustainable use of natural resources. National Parks and wildlife parks, can be created because of their attractiveness and pristine, natural areas and sites can be identified as valuable and needed to keep the attraction alive.

Regulatory measures are necessary to help offset negative impacts, for example, controls on the number of tourist activities and on the movement of visitors within protected areas can limit impacts on the ecosystem, and so help maintain the integrity and vitality of the site. Limits should be established after an in-depth analysis of the optimum sustainable visitor capacity and imposing such limits can reduce the negative impacts on resources. Just such a strategy has been adopted in the Galapagos Islands, where the number of ships allowed to cruise the remote archipelago is limited. Only designated islands may be visited to ensure that visitors have little impact on the sensitive environment and animal habitats (www.uneptie.org/pc/tourism/policy/principles.htm).

5.5.2.2 Socio-cultural impacts of tourism

Tourism can bring both benefits and problems to the local society. These are more difficult to measure than economic or environmental impacts, and are major considerations in developing tourism in any given place. Any form of new development will bring changes. If tourism is well-planned, -developed and -managed in a socially responsible manner, it can bring several types of socio-cultural benefits, by:
- Improving the living standards of people
- Conserving the cultural heritage of an area
- Helping to develop and maintain museums, theatres and other cultural facilities

- Reinforcing or even renewing a sense of pride by residents in their culture, particularly when they observe tourists appreciating the culture
- Providing the opportunity for cross-cultural exchange between tourists and residents who could learn of, and come to respect, each other's culture.

If tourism is not well-planned, socio-cultural problems such as overcrowding and cultural degradation can occur. To overcome this, tourism could be developed on a gradual basis so that society has time to adapt to it, be educated about it, and to learn how to participate in its benefits. It has been emphasized previously that local residents should be involved in the planning and development of tourism so that they can influence the decision-making process and so feel that they are part of tourism. Additional socio-cultural control measures are:
- The maintenance of the authenticity of local customs
- The preservation of local architectural styles, and the encouragement of new development by the use of local architectural themes
- Ensuring that local residents have convenient access to tourist attractions
- The provision of inexpensive, perhaps lower, admission fees for local residents
- Educating local residents about tourism's concepts, benefits, problems, the local tourism development policy, their participation in tourism and the social impact of visitors in the area
- Providing information to tourists about the local society
- The training of employees to work more effectively in tourism facilities
- Applying strict controls on crime, drugs, and other undesirable potential social effects.

Before any tourism development project can start, an environmental impact assessment (EIA) has to be carried out. This should include all types of impacts - economic, environmental and socio-cultural.

According to The United Nations Environmental Program (UNEP), the socio-cultural impacts of tourism are the effects of tourism on host communities and of their interaction with the tourism industry. For a variety of reasons, host communities are often the weaker party in interactions with their guests and service providers, thus leveraging any influence they might have. These influences are not always apparent, as they are difficult to measure, frequently depend on value judgments, and are often indirect or difficult to identify.
The impacts arise when tourism brings about changes in value systems and behaviour, and thereby threatens indigenous identity. Furthermore, changes often occur in community structure, family relationships, in collective traditional life styles, ceremonies and morality. Nevertheless, tourism can also generate positive impacts as it can serve as a supportive force for peace, can foster pride in cultural traditions and can help avoid urban relocation by creating local jobs.

As often happens when different cultures meet, socio-cultural impacts are ambiguous: the same objectively-described impacts are seen as beneficial by some groups, and are perceived as negative, or as having negative aspects, by other stakeholders. Negative socio-cultural

impacts from tourism are changes to, or loss of, indigenous identity and values, perhaps culture clashes, or physical influences that causes social stress and ethical issues.

Tourism can contribute to positive developments, not just negative impacts, for it has the potential to promote social development through employment creation, income redistribution and poverty alleviation. The positive consequences of tourism will, however, occur only when tourism is practiced and developed in a sustainable and appropriate way. Involving the local population is essential. A community involved in planning and implementation of a local tourism product has a more positive attitude, is supportive and has a better chance to make a profit from tourism than a population passively ruled, or overrun, by tourism. One of the core elements of sustainable tourism development is community development, which a process is creating a capacity to make decisions that consider the long-term economy, ecology and equity of all communities (www.uneptie.org/pc/tourism/policy/principles.htm).

5.5.2.3 Economic impacts of tourism

In tourism, several standard types of economic measurements can be made. Even so, it is often difficult to measure the economic contribution of tourism. However, by drawing on various information sources, tourism economists can make calculations that are sufficient to indicate the general extent of tourism's economic impacts. The standard economic measurements are as follows:

- Income generated and contribution to the Gross National or Domestic Product. This indicates the relative importance of tourism in the total economy
- Foreign exchange received from international tourism
- Local employment generated by tourism. This figure is calculated for the direct-, indirect-, induced- and construction types of employment
- The multiplier effect. Referring to the stimulus that an external source income has on the local economy
- Contribution made by tourism to government revenues.

A major benefit from tourism is that it helps to justify and to pay for tourism transportation facilities, services and infrastructure. Another benefit is that it also serves as a catalyst for expansion in other economic sectors.
Several techniques are used in promoting the enhancement of the economic benefits. These should be incorporated in the planning process so that possible subsequent problems are prevented or reduced before they occur. The techniques referred to are:

- Strengthening the linkages between tourism and other economic sectors. This reduces the imported content of tourism and so provides more local employment and income from tourism. The tourism industry should be encouraged to utilise more local products
- Encouraging in-country, in-region and local ownership of tourist facilities and services, so that more of the profits of tourism can be retained locally. Because loss of income is the result when trans-national hotel companies use foreign hotel

management, it should be permitted only to a limited extent
- Maximizing local employment in tourism thus encouraging proper training of persons needed to work in tourism. Training should be extended to supervisory and management levels so that these people can fill the higher posts subsequently;
- Increase tourism expenditures by encouraging shopping experiences, and the selling of local goods
- Developing tourism gradually so that problems associated with inflated prices for goods, services and land can be reduced as the economy has time to adjust to the new developments.

The United Nations Environmental Program (UNEP) believes that the economic impacts of tourism are such that the tourism industry generates substantial economic benefits to both host countries and tourists' home countries. Particularly in developing countries, one of the primary motivations for a region to promote itself as a tourism destination is this expected economic improvement. Unfortunately, as with other impacts, this massive economic development brings along both positive and negative consequences (www.uneptie.org/pc/tourism/policy/principles.htm).

Gray (2004:85-112) calculated a financial value on all environmental assets, but many geological materials have more than a mere theoretical value. Rocks, minerals, sediment, soil and even fossils have a real economic value. Fossils in particular have significant economic value if they are well preserved. The public will pay large amounts of money for dinosaur fossils.

5.5.3 LEGAL INSTRUMENTS REGULATING GEOTOURISM IN SOUTH AFRICA

Komoo (2004) is of the opinion that "*To bring the geoconservation effort a step further, there is a need to embrace appropriate legal and administrative instruments, including laws, and institutional and management support system, for successful implementation of conservation activities*" (http://www.worldgeopark.org/review.htm).

Three Heritage Legislation Acts (No's 11, 25, 49 of 1999) in South Africa were promulgated in 1999. The first act was Act 11: "***The National Heritage Council Act***" and its aims are:
- To establish a juristic person to be known as the National Heritage Council;
- To determine its objects, functions and methods of work
- To prescribe the manner in which it is to be managed and governed
- To regulate its staff matters and financial affairs
- To provide for matters connected there(to).

The South African Heritage Resources Agency (SAHRA), a statutory organisation, was established as the national administrative body responsible for the protection of South Africa's cultural heritage. It should coordinate a national strategy for the identification of

cultural heritage resources. "*The National Heritage Resources Act, No. 25*", was promulgated in 1999, and the aims of the act (p.2) are:

- To introduce an integrated and interactive system for the management of the national heritage resources
- To promote good government at all levels, and empower civil society to conserve for the future their heritage resources so that they may bequeathed to future generations
- To lay down principles for governing heritage resources management throughout the Republic
- To introduce an integrated system for the identification, assessment and management of the heritage resources of South Africa
- To establish the South African Resources Agency (SAHRA) together with its council to co-ordinate and promote the management of heritage resources at national level
- To set norms and maintain essential national standards for the management of heritage resources in the republic and to protect heritage resources of national significance
- To control the export of nationally significant heritage objects and the import into the Republic of cultural property illegally exported from foreign countries;
- To enable the provinces to establish heritage authorities which must adopt powers to protect and manage certain categories of resources
- To provide for the protection and management of conservation-worthy places and areas by local authorities
- To provide for matters connected there(to).

A system for management of national heritage resources was stipulated under general principles (p.12, 14) as follows:

1. For the purpose of (the) act, those heritage resources of South Africa which are of cultural significance or other special value for the present community and for future generations must be considered part of the national estate and fall within the sphere of operation of the heritage authorities
2. The national estate may include:
    a) Places, buildings, structures and equipment of cultural significance
    b) Landscapes and natural features of cultural significance
    c) Geological sites of scientific or cultural importance
    d) Archaeological or paleontological sites
    e) Movable objects, including:
        i) Objects recovered from the soil or waters of South Africa, including archaeological and paleontological objects and material, meteorites and rare geological specimens
        ii) Its potential to yield information that will contribute to an understanding of South Africa's natural and cultural heritage
        iii) Its importance in demonstrating a high degree of creative or technical achievement at a particular period.

3. A place or object is considered to be part of the national estate if it has cultural or other special values because of:
   a) Its possession of uncommon, rare or endangered aspects of South Africa's natural or cultural heritage
   b) Its importance in demonstrating the principle characteristics of a particular class of South Africa's natural or cultural heritage
   c) Its potential to yield information that will contribute to an understanding of South Africa's natural or cultural heritage.

The object of the act is to coordinate the identification and management of the national estate. The aims are to introduce an integrated system for the identification, assessment and management of the heritage resources and to enable provincial and local authorities to adopt powers to protect and manage them. The general principles for heritage management (p.16) were laid down as follows:
1. Principles to be recognised are:
   a) To ensure that heritage resources are effectively managed
      i) The skills and capacities of persons and communities involved in heritage resources management must be developed
      ii) Provision must be made for the ongoing education and training of existing and new heritage resources management workers.
   b) Laws, procedures and administrative practices must:
      i) Be clear and generally and generally be available to those affected thereby
      ii) In addition to serving as regulatory measures, also provide guidance and information to those affected thereby.
2. Heritage resources contribute significantly to research, education and tourism and they must be developed for these propose in a way that ensures dignity and respect for cultural values
3. Policy, administrative practice and legislation must promote the integration of heritage resources conservation in urban and rural planning and social and economic development
4. The identification, assessment and management of heritage resources of South Africa must:
   a) Promote the use and enjoyment and access to heritage resources, in a way consistent with their cultural significance and conservation needs
   b) Contribute to social and economic development
   c) Be fully researched, documented and recorded.

SAHRA and a provincial heritage resources authority (p.18), may prescribe any principle of heritage resources management, according to the general principles of heritage management. SAHRA must, by regulation, establish a system of grading of places and objects that form part of the national estate, and which distinguishes between at least three categories:
1. Grade I: Heritage resources with qualities so exceptional that they are of special national significance
2. Grade II: Heritage resources which, although forming part of the national estate, can

be considered to have special qualities which make them significant in the context of a province or region; and

3. Grade III: Heritage resources worthy of conservation.

According to the Act (p.18, 20) a three-tier system for heritage resources management will exist:

1. National level functions are the responsibility of SAHRA. They will identify and manage Grade I heritage resources.
2. Provincial level functions are the responsibility of provincial authorities. They will identify and manage Grade II heritage resources.
3. Local level functions are the responsibility of local authorities. They will identify and manage Grade III heritage resources.

The Act makes provision that a provincial heritage authority (p.40, 42) may declare national and provincial heritage sites, respectively. Any person may submit a nomination to them for a place to be declared a national heritage or national heritage site. All heritage sites must be marked with a badge indicating their status. The well-known '*national monument*' disappeared and other formal categories of protection under the old National Monuments Council (NMC) have been modified, and a new category of 'national heritage site' exists for sites of outstanding national importance.

No person may destroy damage, deface, excavate, remove from its original position, subdivide or change the planning status of any heritage site without a permit issued by the heritage resources authority responsible for the protection of the site. The responsible heritage resource authority may make regulations pertaining to heritage sites under its control or to any other heritage site with the owner of that site:

- Safeguarding heritage sites from destruction, damage, disfigurement, excavation or alteration
- Regulating the conditions of use of any heritage site or the conditions for any development thereof
- Regulating the admission of members of the public to a heritage site, and the fees payable for such admission.

Although South Africa has an abundance of world known natural resources, only the identification of cultural heritage resources is emphasised by the Act. Heritage objects such as palaeontology and meteorites (p.50, 58, 60) are very briefly described. They are not part of cultural heritage, but are seen as part of geoheritage. Natural heritage is only mentioned and with regard to geology and geoconservation, it has very little significance. For these reasons, a completely new Act concerning natural heritage should be formulated in the future. This should be done with the help of geoscientists who have the necessary knowledge. Even so, a positive aspect of the Act (p.68, 70) is that heritage resources for public enjoyment, education, research and tourism must:

- Erect explanatory plaques and interpretive facilities, including interpretive centres and

visitor facilities
- Train and provide guides
- Mount exhibits
- Erect memorials
- Use other means for effective presentation.

(ACT No. 25, 1999: NATIONAL HERITAGE RESOURCES ACT, 1999, (http://www.sahra.org.za/).

The final Act to be examined, "***The World Heritage Convention Act,* No. 49**", was promulgated in 1999. The aims here are:
- The incorporation of the World Heritage Convention into South African law
- The enforcement and implementation of the world heritage Convention in South Africa
- The recognition and establishment of World Heritage Sites
- The establishment of Authorities and the granting of additional powers and duties of such Authorities, especially those safeguarding the integrity of world Heritage Sites
- Where appropriate, the establishments of Boards and Executive Staff Components of the Authorities
- Integrated management plans over World Heritage Sites
- Land matters in relation to World Heritage Sites
- Financial, auditing and reporting control over the Authorities
- To provide for incidental matters.

5.6 STRATEGY FORMULATION

Saayman (2002:107) states that to formulate strategic plans the following must be undertaken:
- Determining how aims are to be achieved
- The allocation of responsibilities, as well as the necessary authority, to people;
- Determining time for completion
- Determining the resources needed to achieve aims
- Communication and co-ordination must be undertaken, while
- Pro-active action is required.

Saayman (2002:107) states that "*Strategic management and planning in particular can be regarded as the core of management in a business, because functional management flows directly from it. This type of management also indicates the direction of the business, and in spite of the importance of strategic management, there are still many organisations/businesses that do not do this important planning. Without strategic planning, there is no question of quality management. The latter is of cardinal importance for any business where people and service play a big role*".

Strategy is the manner an organisation seeks to achieve its vision and mission. It is also a course of action that includes the specification of planned resources required, to achieve a specific objective and deploy its capabilities (www.dictionary.bnet.com/definition /Strategy.html, www.pilotsoftware.com /resources/pm_glossary.html). According to Thompson and Strickland (1995:7), in essence, "*Strategy-making is fundamentally a market-driven entrepreneurial activity. Risk-taking, venturesomeness, business creativity, and an eye for spotting emerging market opportunities are all involved in crafting a strategic action plan*".

Andrews (1971, as cited by Macmillan and Tampoe, 2000:13) defines a strategy as "*The pattern of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in, or is not to be I,n and the kind of company it is or is to be*". However, Macmillan and Tampoe (2000:14) give a new and succinct definition of strategy as "*Ideas and actions to achieve and secure the future*".

Thompson and Strickland (1990:35-41) state that there are four levels of strategy making:
1. **Corporate strategy** - the overall managerial game plan for a diversified company.
2. **Business strategy** - the managerial game plan for a single business.
3. **Functional area strategy** - the functional-specific approaches and moves crafted by management.
4. **Operating strategy** - the narrower and more detailed approaches and moves lower level functional managers and geographic–unit managers to achieve the strategy-supporting performance objectives established in their areas of responsibility.

In the publication "*Making Tourism More Sustainable: a Guide for Policy Makers*" (http://www.unep.fr/pc/tourism/library/A_Guide_for_Policy_Makers.htm:60-62), it is stated that "*Developing a strategy for sustainable tourism should be a participatory process that involves a range of stakeholders in order to foster wider adherence to the strategy and commitment to its implementation. The mix of stakeholders involved in developing the strategy should reflect the make up of partnership structures for tourism identified at a national or local level …… It is necessary at the outset to secure long-term commitment both to the strategy and, crucially, to its implementation*". This definition is believed to be most relevant and so will be applied for geotourism.

Three stages can be identified in the formulation of a strategy:
- Analysing conditions, problems and opportunities
- Identifying objectives and making strategic choices, and
- Developing policies and action programs.

1. **Analysing conditions, problems and opportunities**
The first stage of strategy development involves a careful and objective look at the state of geotourism in the destination, and the resources on which tourism depends or has impacts,

both at present and in the future. Consideration should be given to aspects and to attributes that have a particular bearing on the sustainability of geotourism, so that the data gathered and questions asked will be appropriate. Surveys, consultation and technical studies concerning the situation should be analysed.

The situation analysis is a first step in identifying a range of key issues for the sustainability of geotourism in a given destination, and opportunities for the future. Consultation should be done with a wide range of stakeholders to clarify the issues, and priorities will begin to emerge from this process. Various consultation and communication techniques can be used that is, open meetings, stakeholder workshops and web-based consultation. The local media should be involved to generate interest.

2. **Identifying objectives and making strategic choices**
In the second stage, national and local governments must work with stakeholders to agree on a vision, and on a broad set of strategic objectives, for geotourism. These should be based on the results of the analysis referred to above. The vision and strategic objectives should be appropriate for the country or destination, and should fully embrace concerns for economic, social and environmental sustainability. Objectives will obviously vary from place to place, but they should always aim to strike a balance in the relative priority given to issues such as support of conservation or reducing the negative environmental impact. The broad objectives should be the overarching drivers for geotourism policies and actions. A number of strategic choices must be made at this stage, such as the level and nature of tourism appropriate for the destination, the target markets and the selection of appropriate tourism products.

3. **Developing policies and action programs**
The third stage involves the development of specific policies and actions that relate to the aims and strategic objectives and that reflect the strategic choices made.   Further consultation, that includes the possibility of establishing technical working groups, may need to be undertaken in order to develop particular policies and actions. The range of instruments that governments can use to implement policies and to maximise sustainability should be established or strengthened. An action program that indicates lead agencies, approximate resources, targets, timescale and associated monitoring should be established. Actions should then be implemented by the agencies concerned. Progress made should be reported to the appropriate authority. The results should be measured against the sustainability indicators that were originally identified
(http://www.unep.fr/pc/tourism/documents/Making%20Tourism%20More%20Sustainable-A%20Guide%20for%20Policy%20Makers/making%20tourism%20more%20sustainable%20part1.pdf)

Schutte (2007: 3-4) uses the guidelines above and says that there should be four key elements in a geotourism strategy:
1. Vision - a clear vision for the future of geotourism
2. Principles - a basis for widespread agreement on future planning and management
3. Priorities - priorities for the future management, and

4. Action - detailed policies and actions to achieve progress with each priority.

When developing a geotourism strategy, the following actions are necessary:
- The establishment of an integrated policy
- Establishing guidelines for more sustainable management plans
- Identification of strategic opportunities for geosite development
- The engagement with, and development of, a wide range of partnerships
- Developing a co-ordinated approach to strategy implementation
- Identification of solutions for geosite development and management
- Evaluation of success.

Special attention should be paid to the following points:
- Learning the techniques of sustainable tourism planning, development, marketing and promotion
- Understanding the essential role the community plays in place-making tourism development
- Creating a comprehensive geotourism plan, to include economic, social, historic, cultural, commercial and environmental values
- Involvement of key stakeholders in the implementation of the geotourism development strategy
- Discovering the importance of creativity, commitment, confidence and leadership in tourism destination development
- Experiencing the community change by applying sustainable tourism planning to emerge from an industrial landscape as a successful visitor destination.

According to the "*The Austrian Strategy for Sustainable Developmen*t" (2002), sustainable development combines social, economic and environmental concerns for the future-oriented development of society. The central objective is not merely a global concept but also must be sought at regional and local levels. The strategy describes action fields, goals and starting points for a more sustainable future. It emphasises the integration of the fields of economy, social affairs and environment, not just in the process of implementation. Sustainable development is seen as a task that stretches over a lengthy period. Any strategy under consideration is just the beginning of a continuing process. The Austrians developed priority goals, and the indicators for measurement of progress to achieve the goals were defined.
The first steps are merely examples of the process of change. Existing plans and programs must be evaluated for agreement with the contents and goals for future and further development. The process must be secured so that:
- The strategy must be implemented
- The pre-determined goals must be achieved in the defined time span
- The processes and instruments must be understood and agreed
- Participation, self-organisation and engagement must be promoted
- The public must be regularly updated
- Mechanisms for coordination of the fit with existing strategies must be established

- Strategic networking must be established on a local and regional scale
- With continuing monitoring, the status of implementation must be ascertained
- Regular evaluation and reflection make further development of the strategy possible.

Sustainable development is a cross-sectional subject and an interdisciplinary task. For this reason, numerous actors will be involved in the strategy process. The sustainability strategy must be put into concrete terms and thereafter, implemented by means of work programs and each program focuses on specific subjects
(www.nacchhaltigkeit.at/strategie.php3,
(http://www.nachhaltigkeit.at/strategie/pdf/strategie020709_de.pdf,
http://www.nachhaltigkeit.at/strategie.php3?lang=en&p=strat_strategie.php3).

According to Edgell (2006:22-33, 93-99), a carefully designed strategy for sustainable tourism may offer a quality environment and improved living standards for future generations. These are also appropriate to the case of geotourism. Economic growth can be compatible with sustainable geotourism development, for example. Geotourism development must be participatory involving local people and businesses in their decisions. To reach the goal of sustainable tourism development requires concomitant progress in economic, human, environmental, political and technological areas. Local participation and control is the key to success of sustainable development. Tourism development must have a defined and well-thought-out strategy.

Certain basic steps are necessary when sustainable tourism guidelines are contemplated. These are:
- First, to inventory, access, and seek to develop as many as possible visitor attractions that have roots in the local community or complement local activities. Local culture and heritage initiatives, if properly developed and maintained, can improve the overall ambience and cleanliness of the area and can add to the quality of community life. At the same time, local pride in the area may evolve with good leadership of geotourism moves throughout the community
- Secondly, development within each local community should strive to preserve the uniqueness of the environment by their commitment to achieving this shared goal. A community should capitalise on special natural resources, any period historical buildings or sensitive cultural traits available. Thus, one can link it with cultural tourism. This maintains the authenticity of the area, enriching its value to visitors and local people alike
- Thirdly, any realistic guidelines for sustainable tourism development must include community involvement. This is both good public relations and also essential to the ultimate success of the endeavour. The community then becomes an effective force in the implementation of the program
- Fourthly, a community should seek to measure geotourism development in light, not only of the environmental costs, but also of both the social costs and benefits to the area. Sustainable geotourism should be viewed in terms of both short-term and long-

term value to the community. Intangible values such as quality of life should be included in the overall quantification

- Fifth and finally, marketing of sustainable geotourism must utilise e-commerce tools as well as taking advantage of cooperation such as partnerships and strategic alliances. Most geotourism destinations will rely heavily on niche or other forms of database marketing. Effective, updated websites will be the key to marketing the local geotourism products.

Another point that is raised by Weaver (2006:153-154, 173) is to outline sustainable tourism strategies that are broadly spatial or geographical in character. In the case of tourism, different spatial strategies can facilitate the sustainable development of tourism in different kinds of destinations. The front stage/backstage continuum is the basis for these strategies. The front stage is an area where sustainable tourism is concentrated and fostered, while the backstage is an area where local residents can seek refuge from the tourism sector.

Edgell (1995:95) believes that strategies for rural areas should also be considered. In 1992, the Organisation for Economic Co-Operation and Development (OECD) stated that there are six factors that determine the suitability of rural areas for sustainable development:

- Scenic value including mountains, seashores, lakes, islands, rivers, and special interest scenery such as wetlands or mixed deciduous forest
- Special wildlife assets
- Cultural assets including historic buildings, towns, villages, sites and/or ethnic heritage of all types
- Special facilities for sports including hunting, fishing, skiing and hiking
- Ease of access for large populations, and
- Effective promotional, commercial and management skills.

A good example of a geotourism strategy is that described for the Flinders Ranges, Australia, by Edmonds (2006:1-43) where the goals were:

- To develop a stronger and more distinctive brand for the Flinders Ranges
- To generate new and sustainable economic opportunities for the Flinders Ranges community
- To create a strong sense of regional identity and connectivity between all districts
- To protect the unique natural and cultural assets of the Flinders Ranges.

Edmonds (2006:1-43) describes the Flinders Ranges Geotourism Strategy as an illustration of an initiating document for the development of geotourism in the geotourism region of South Australia. The strategy provided a vision, set goals and objectives and mapped out a comprehensive action plan. The nascent concept of geotourism was defined in detail from Tourtellot's geographical point of view. The region's geo-assets were then identified and it was explained why the Flinders Ranges were so well placed to develop these as the platform for a reinvigorated regional tourism industry. The strategy profiled the host community, examined markets and considered interpretation opportunities. Finally, the challenges that faced the Flinders Ranges community, as it embraced the concept of geotourism, were listed.

The Strategy could thereafter be utilised as the main reference document for seeking funding and investment opportunities for the further development of geotourism in the Flinders Ranges.

However, the GSSD (2006:6) believes that "*Good Governance is the central pre-condition for achieving sustainable development. It is now recognised that without effective governance (that is, management, control and policing) achieving a proper management regime is impossible*". Under the present political climate in South Africa, where there is a complete lack of governance at all levels, it will not be obtained (http://www.gdace.gpg.gov.za/PDF/GSSD%20(draft%201%20for%20public%20review.pdf).

Even so, all the above-mentioned guidelines of Abdullaev and the GSSD could be used most appropriately for geotourism development and promotion in South Africa.

5.7 IMPLEMENTATION

Thompson and Strickland (1995:13) believe that "*Strategy implementation is fundamentally an action-oriented, make-it-happen activity. Organizing, budgeting, policy-making, motivating, culture-building, and leading are all part of achieving the target results*".

Saayman (2002:107) is of the opinion that the implementation of strategic plans deals with making a strategic choice that is concerned with the generation and evaluation of various strategic options and with the selection of a proper strategic strategy. Of course, the aim is to achieve a competitive advantage over competitors. The implementation should take place at all levels in the organisation and a checklist method is very effective in helping ensure this. It means that that every person concerned with a decision that is based on the strategic plan must receive a checklist of what should be done. The checklist goes hand in hand with the action plans, and should then be implemented.

De Bruyn and Klopper (2004:154-158) state that implementation of strategic management represents the action phase of the strategic management process, that is, the implementation of the strategy chosen. After strategies have been formulated, chosen and established, they must be translated into concrete action, and that action must be carefully implemented. A key aspect of strategy implementation is to institutionalise the specific strategy so that it permeates daily decisions and actions in a manner that is consistent with long-term strategic success.

The following organisational elements provide the fundamental, long-term means for implementing an organisation's strategy:

- **Organisational structure:** Activities, responsibilities and interrelationships must be organised in a manner that is consistent with the chosen strategy;
- **Organisational leadership:** Leadership style must support the strategy chosen; and
- **Organisational culture:** The shared values, beliefs, expectations and norms in the organisation must be developed so that they are consistent with the strategy chosen.

Dwyer and Edwards (2003) say that, after having described the fields of action and the key objectives, the strategy document deals also with implementation. For this purpose, five principles have been formulated:

1. Systematic and efficient implementation. An important feature of this principle is to link the top-down with the bottom-up approach
2. Coordination through cooperation
3. Transparency
4. Participation, information and communication. Sustainable development is only possible through joint engagement, and
5. A learning strategy.

When considering the implementation of tourism plans, careful attention must be given to the following:

- The critical role the community can play in the achievement of sustainable economic development through tourism
- The importance of leadership and skills training programs, and
- The roles of different stakeholders in strategy implementation.

An essential consideration in implementation is the financing of geotourism development. The type of funding needs, and the possible sources thereof, must be spelled out and an investment strategy formulated. Certain basic considerations that must be made are the following:

- Funding needs
- International source of funds
- Tourism development strategy.

(http://www.besteducationnetwork.org/modules_planning.php)

The "*The Austrian Strategy for Sustainable Development*" (2002) gives guidelines for the whole implementation process are that are based on the following principles:

- Systematic and efficient implementation by means of sectoral and regional strategies. An important feature of this principle is to link the bottom-up engagement the top-down superior coordination. In this respect, the responsibilities are referred to area corporations and institutions to set concrete goals and measures for achieving goals. An important instrument is the work program
- Coordination by horizontal and vertical cooperation to secure the consistency and coherence of politics
- Transparency by the continuing monitoring on a basis of appropriate indicators
- Enhancement of participation, information and communication of stakeholders and a broad public work
- Further development by evaluation and a '*learning strategy*'
- Dynamic and ongoing process for further developing the strategy.

Pralong (2004:225) is of the opinion that three steps are necessary for implementing and developing geotourism by the geodidactic use of natural sites concerning Earth Sciences in the areas of Crans-Montana-Sierre (Valais, Switzerland) and Chamonix-Mont-Blanc (Haute-Savoie, France):

1. Valorisation
2. Exploitation
3. Transformation.

When using the recommendations of Abdullaev (2006:4), local tourism managers in the Hokkaido area, Japan, geotourism:

- Related the geotourism strategy to other priorities in the destination, including planning, rural development, agriculture and environment
- Deliberately promoted and supported the projects maintaining local values and administered by residents
- Encouraged geotourism operators to be environmentally friendly, through training, advice and labelling
- Set up a mechanism for regular monitoring of tourism impact on economy, local community and environment
- Strengthened the links between gastronomy, local food production and agriculture by encouraging local products through training, publicity and special events, and
- Provided recreation and leisure venues for families.

In the "*Gauteng Strategy for Sustainable Development*":64) (GSSD), it is stated that the key to ensuring successful implementation of the GSSD will be to look for mechanisms that have a combination of the following characteristics:

- Firm legislative grounding
- Based on already established practice
- Based or contained in instruments or policies that are already periodically and frequently used, assessed or enforced
- Have proved successful in the past or provide potential as levers for policy implementation
- Have the potential to attract high level political commitment
- Provide opportunity for successful integration of various sectoral priorities.

Recently, sustainability has come to embrace the broader interplay between desirable economic, social and environmental outcomes especially in the "*South Australian Tourism Plan of 2003-2008*". This approach is commonly referred to as the triple bottom line. Even though they are inextricably related, these two terms are not the same. "*Sustainability is the advocacy for, and planning and development of, desirable inter-generational economic, social and environmental benefits and outcomes. The triple bottom line is about assessing performance in respect to these desired benefits and outcomes*". To successfully position a country as an inspiring leader in sustainable tourism, the state must be connected to global debate and initiatives in tourism sustainability and triple bottom line thinking, and must

thereafter apply innovative approaches locally. Thus, tourism must also be connected with the broader issues of sustainability in other sectors for example, natural resource management.
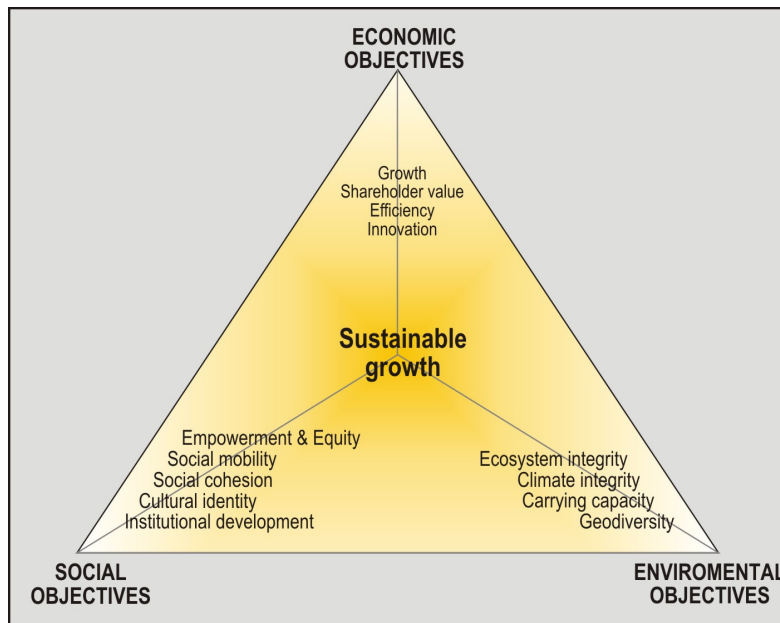

Figure 5.11:   Sustainability and its relationship to the triple bottom line (TBL) (South Australian Tourism Plan 2003-2008:16, adapted by the researcher for geodiversity (http://server-au.imrworldwide.com/cgi-bin/b?cg=documentdownloads&ci=sa-corporate&tu=http://www.tourism.sa.gov.au/tourism/plan/TourismPlan2003_2008.pdf)

Although the South Australian Tourism Plan 2003-2008 was drawn up for sustainability and its relationship to the triple bottom line (TBL), it can be used also for geotourism in South Africa. This true in the case of geotourism, even though biodiversity must be replaced by geodiversity.

5.7.1 GEOTOURISM MANAGEMENT

Management forms part of the implementation process. Gebhard, Meyer and Roth (2007b:10-13) states that tourism management is an integrative approach aiming at minimising negative impacts of tourism while optimising profits for the local communities and their environment. It is meant to assess the impacts of existing and future tourism development and to monitor the impacts of tourism activities. Monitoring should be based on clear indicators, analysis of carrying capacity, limits of acceptable change and established mechanisms which are activated when the development is unfavourable. It is also a proactive approach to the regulation and the development of tourism in a specific region. It is based on a plan adopted by regional/local authorities and stakeholders.

The main dimensions of tourism management are:

- **Visions** are decisions that are made on the general perspective of the development of tourism in the region
- **Zoning** means that the given area is divided into clearly designated zones listing the types of tourism activities and infrastructure that would be acceptable and should be developed
- **Legislation and guidelines** provide for regulation of tourism activities and infrastructure/facilities according to the vision and the zoning established. Some of the rules may be set in form of laws, and others as voluntary guidelines or recommendations, for example, setting standards and/or criteria for tourism such as the environmental quality and land-use criteria in and around tourism sites, and the environmental and cultural sustainability guidelines for new and existing tourism development. Existing laws must be reviewed to resolve any inconsistencies between policy objectives and legislation
- The **approval, licensing and control** of tourism activities and infrastructure serve to implement the regulations. Various measures can be established, for example, the approval or licensing of new tourism infrastructure and tourism activities. Existing tourism facilities and activities must be monitored to ensure they comply with the regulations
- **Tourism development:** Within the tourism management, regulation and control are only one part. Stakeholders and authorities can also take an active part in tourism development by starting initiatives in tourism product development, marketing and improvement of services
- **Support of tourism development initiatives:** Tourism management can also support private-sector, tourism development initiatives by creating incentives, implementing assistance programs and establishing a network for the tourism sector. The proactive, positive approach of tourism development can often support or even replace the enforcement of regulations by creating best practices of tourism development and thus discourage or squeeze out of unfavourable activities
- The **use of economic instruments**, including tiered user fees, bonds, taxes or levies is part of the proactive approach of tourism management.

During a presentations delivered at the "*Workshop on Geoparks, Geological and Mining Conservation and Tourism in South Africa*", 22nd June 2007, at the Council for Geoscience in Pretoria, Schutte (2007:1-21) stressed that national and regional planning will lay the foundation for geotourism development in South Africa. It must establish policies, physical and institutional structures and standards for development to proceed in a logical manner. It should also provide the basis for continuous and effective management of geotourism that is so essential for the long-term success of geotourism. Geotourism attractions were primarily nature-based and responsible geotourism implies that communities should become actively involved in geotourism in their specific areas, practice sustainable development and ensure the safety and security of visitors. As geotourism would be an important source of revenue in South Africa, tourism stakeholders should seek to retain and increase visitor numbers by improving the general quality of the environment. Other aspects that should receive attention

would be visitor management and the visitor experience. The key to successful geotourism development lay in appropriate planning, development, management and marketing. As a first step, either individual or a group of geosites should be developed. In certain areas, geoparks could be developed. From an economic point of view, a geopark should only be established when there are enough geosites in an area. At the time the address was delivered, no geoparks existed in South Africa but could be established in the country in the future.

By using the findings of Edgell (2006:1-8, 104-105, 121-123) and Godfrey and Clarke (2000:13), properly managed tourism could be implemented in the case of geotourism. If geotourism were properly managed, it would have the potential to participate in, change, and improve the social cultural, economic, political and ecological dimensions of the lifestyles of the local peoples. One of the highest purposes of the policies and philosophies of geotourism must surely be to integrate the economic, political, cultural, intellectual and environmental benefits of geotourism for people, destinations and countries resulting in a higher quality of life for all. It is suggested that if sustainable tourism is properly managed, it could become a major vehicle for the realization of humankind's highest aspirations in the quest to achieve economic prosperity while maintaining social, cultural and environmental integrity. To manage sustainable geotourism relies on forward-looking policies and on sound management philosophies.

Sustainable geotourism must also include a harmonious relationship between local communities, the private sector and governments, in developmental practices that protect natural, built, and cultural environments in a manner compatible with economic growth. This could be achieved by sound partnerships through stakeholder involvement. The goal of sustainable geotourism should be to choose one or more approaches that foster practical, acceptable and profitable tourism enterprises while preventing damage to the built and natural environment. In the new millennium, many tourism leaders will see the management of sustainable geotourism as a mechanism that ties economic, environmental, and social issues together into a single management philosophy. If a geodestination is managed correctly, it can be better marketed and promoted. It becomes possible to find the right niche market that fits a sustainable geotourism product through database marketing, through e-commerce tools and through special web sites. The development, marketing and promotion of the sites should be managed through a strategic and sustainable geotourism plan. Therefore, the local community would be able to project itself as a very special place that tourists would want to visit, to return to and possibly even to retire to.

Another point is that tourism managers of sustainable geotourism development projects should seek to promote, establish and implement a strategy designed to ensure a balance between visitors, the host population and the environment, so as not to exceed the carrying capacity. In conclusion, Edgell (2006:123) states that "*Responsibly managed tourism enhance and enriches natural, heritage, and cultural values and embraces the need to conserve them so that the community and visitor have a quality tourism experience now and in the future*". Tourism is a business of both attracting and servicing of visitors. To remain successful, geotourism must not only be carefully planned and implemented, but also needs

to be managed. Thus, the strategic management of geosites, geo-attractions and geodestinations is of vital importance.

Many natural resources have had to become managed attractions to cope with the increasing number of people visiting them. Schutte (2006:67) believes that "*Because geotourism is a new tourism product, the geosites must be managed according to sound business principles. Attention will also be given to resource management, performance and the management of geosite attractions. Interpretation is a very important component of geotourism, that is, to explain in pictures how the rocks were formed. Maps of geosites and 'related aspects' such as locality, history, photos of geosites, interpretation and education posters for visitors, and present activities should be compiled - both at small scales for overview and presentation purposes, and at larger scales, for practical applications and discussions with the local regional key players. All the visual results should be presented in publications, oral and poster presentation*s".

Godfrey and Clarke, (2000:13) believe that "*To remain successful, tourism must not only be carefully planned and implemented, but it also needs to be managed*". Therefore, the geosites, geo-attractions and geodestinations in South Africa should be managed according to sound, strategic business management principles. If this is done, then geotourism can be fully utilised for the benefit of scholars, students and tourists.

Major geotourism goals should be developed for the future. Specific objectives translate the mission statement into specific performance targets. Effective, management education in sustainable geotourism is needed so that tourism professionals are more aware of sustainable geotourism concerns and have an understanding of the means of turning good intentions regarding sustainability into good management practice. Geotourism development, policy, planning and marketing should all be included in ways to ensure that tourists, owners, host populations and investors reap the long-term benefits of a vibrant and healthy tourism industry.

Dallen, Boyd and Boyd (2005:131-193) give detailed accounts of managing heritage tourism and these could apply to geotourism as part of a geological heritage. They (2005:131) believe that: "*Heritage resources are irreplaceable: they are non-renewable resources that require conservation and good management. Heritage sites provide a tangible link between the past, the present and the future, and are often are subject to the conflicting aspirations of conservation and tourism. It is therefore essential that heritage sites are well managed*". When heritage management is well done, it is the key to conservation and commercial success, but when done badly, it means a significant part of heritage is lost forever. Management is the critical aspect of any heritage mission by managers and the primary mission should be the one of caring for the site and of maintaining it in as pristine a state as possible, while financial solvency and public access, as effects on the decision making processes, should be a secondary consideration.

Appendix 3 of the "*Recommendation Rec (2004)3 on Conservation of the Geological Heritage and Areas of Special Geological Interest*" (2004) at Strasbourg, France, states that

management of sites or areas of special geological interest must be appropriate to the scientific interest and physical nature of the area concerned. The management of geosites must also take account of biodiversity issues, while cultural considerations and effective management require certain basic levels of information and understanding regarding the nature, distribution and condition of geosites. Clear scientific understanding of the value of geosites or areas of interest is an important prerequisite to effective management.

The recommendation recognises that management of geological areas of interest within a national (and European) context will require the following:

- Recognition of the distribution and nature of this resource through development of national area (site) inventories
- Classification of area (site) types according to:
  - ➢ Scientific value (geological or geomorphological features and their scientific importance)
  - ➢ Physical characteristics (coastal, river valley, mountain, quarry, roadside exposure, etc.)
  - ➢ Specific management requirements of individual areas (sites).
- Development of indicators to identify threats and monitor degradation of geological heritage
- Implementation of site-condition monitoring programs based upon management requirements of specific area (site) types; these programs should be linked to existing biodiversity monitoring programmes where possible
- Creation of national/regional databases, to include inventory and monitoring information. Such databases are essential for management of areas (sites) and the dissemination of information relating to their scientific and educational value. Internet-based databases should be the standard, to ensure the maximum dissemination of information
- Linking national "areas *of special geological interest"* databases to:
  - ➢ Regional and local planning to ensure that planning authorities are aware of, and take into account, these special areas in creating/implementing plans
  - ➢ Biodiversity databases to ensure consistency of approach when managing natural heritage.

5.7.2 GEOTOURISM MARKETING

Marketing forms an integral part of the implementation process. Firth (2003) believes that marketing is an important component of the implementation of sustainable tourism principles and practices. The aim of marketing is to introduce, discuss and analyse sustainable tourism as applied to tourism and hospitality marketing. "*Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others*" (Kotler, Bowen, Makens, 2003:13, as cited by Firth, 2003). Marketing is concerned with determining consumer needs and preferences, creating appropriate products, providing useful information about products to consumers and

advertising their benefits. The knowledge and attitudes of stakeholders can have a major effect on the achievement of sustainable tourism objectives within individual businesses and within the broader tourism destination (http://www.besteducationnetwork.org/ modules_marketing.php). All the marketing principles will be applied in the case of marketing of geotourism.

In the document "*National and regional planning. Methodologies and case studies*" (1994: 45-48) it is stated that marketing of tourism for a country or region is essential because it informs prospective tourists about what has the area to offer, and tries to induce them to visit it. This is also true in the case of geotourism. Marketing is part of the overall geotourism planning process as it relates to the geotourism product, and several activities are involved. These are:

- Establishing the marketing objectives
- Formulating the marketing strategy
- Preparing and implementing the promotion plan
- Providing tourist information services.

As was discussed under point 5.5 above people with high income and educational levels, and a high incidence of travel should be targeted. They will be similar to:

- 'Good citizens' who are older than 55 years of age because they show strong involvement in a variety of community activities, as well as heightened levels of cultural and environmental awareness and sensitivity, as manifested by behaviors in their local areas
- 'Urban sophisticates' who are more oriented to large city destinations and the cultural opportunities they provide
- 'Geo-savvys' who are distinguished by their above average interest in environmentally-oriented travel (c.f. 3.5.3).

Tourism must be marketed responsibly and must include both ethics and codes of practice. To go beyond the selling focus of the new labelling of tourism involves marketing that stresses the synergistic qualities between a tourist's interest and visit with the product's survival and enhancement. It is well known that marketing is about more than selling (Murphy, 1989:187). "*It,s in fact, a communications tool as expressed through its public relations function. It is now recognized as an important business component for the non-profit sector as well, assisting in its survival and development strategies*" (Kotler and Andreasen (1991), as cited in Murphy, 1989:187). "*Linking the various stakeholder groups together via marketing communications can help to sell the concept of sustainable tourism and its individual products through the element of education ... so sustainable tourism should strive to combine quality experiences with education. For some, such as ecotourists, it will mean detailed explanation and exposure to the site or activity. But these would be relatively few in number compared to those tourists who would be satisfied with a simple explanation and a 'staged' representation of the cultural or natural phenomenon. In either case the industry and governments have a responsibility to inform the tourists about their destinations and to enhance tourists' 'sense' of place through quality interpretation and carefully*

designed tours and facilities" (Murphy, 1989:187). This discussion by Murphy is especially relevant with regard to geotourism and could be applied with great success in South Africa.

Schutte (2000b:9) states that market segmentation is the underlying base for target marketing. The elements of the marketing mix consist of the following strategies: product, price, place and promotion (four P's). The marketing mix decisions will help implement the positioning strategy. In summary, the real objective is to combine marketing mix components to accomplish market objectives in a cost-effective manner. Geotourism market-analysis is a key step in the geotourism development process, and is vital if local destinations are to match their geotourism product (geotourism supply) with potential visitors (geotourism demand). Geotourism marketing is more than just 'selling' a destination. Each destination needs to work out its own and best approach to geomarketing to attract these preferred target markets. Linking the various stakeholder groups together via geomarketing communications can help to sell the concept of sustainable tourism and its individual products through the element of education. Thus, sustainable tourism should strive to combine quality experiences with education. At present, there are limited geotourism experiences in South Africa. The onus should be on the tour operator/travel agent to ensure the geotourism product-market fit.

Dallen, Boyd and Boyd (2003:185-193) describe the marketing of heritage tourism. It will be applied to geotourism as part of geoheritage. One of the main purposes of geotourism marketing should be to protect and conserve the past. Therefore, the marketing of geoheritage places does not necessarily attempt to increase visitor numbers. Thus, managers have the opportunity to target certain consumers and to control their visits while improving conservation standards at the same time.

Strategic marketing planning involves three primary elements:
1. Where is the product now?
2. Where should the product be in the future?
3. How should the product get there?

Schutte (2000b:7-9) believes that the marketing plan spells out the actions to be taken, who is responsible, what deadlines are to be met, and what sales are forecasted or budgeted. The Marketing plan also describes the marketing decisions and guides the implementation of those decisions, and the subsequent evaluation and management of the marketing strategy. Strategic marketing is the analysis, strategy development, selecting market target strategies for the product markets of interest to the organisation, setting marketing objectives, and developing, implementing, and managing the marketing programs and positioning strategies to meet the needs of customers in each market target. Strategies grow out of and reflect the environmental analysis, resource analysis and goal formulation steps. A target market describes individual buyer groups and their needs to be satisfied by making program-positioning strategies. Relationship strategies spell out relations to be developed with customers, other organisations and company personnel. Raymore (2005:17) believes that destination niche marketing as a sustainable tourism strategy is a responsible way to maximise the economic benefits of the travel and hospitality industry while simultaneously

enhancing and protecting the natural and built assets for generations to come. Traveller trends indicate that the demand for specialised experiences is increasing, while social trends indicate that travellers are more environmentally conscious than ever before.

Raymore (2006:17) reckons "*... in order for a Destination Management Organisation (DMO) of an environmentally sensitive destination to lead responsibly, the principles of sustainable tourism marketing and management must be fully integrated in the destination brand. The DMO must also take the lead in ensuring that all stakeholders have input and ownership of the brand. The DMO must also facilitate partnerships that will provide the specialized experiences expected by the targeted niche markets. Committing resources for on-going research is necessary to the long-term success of any marketing strategy. Additional research is needed for a sustainable tourism marketing strategy through partnerships with businesses, environmental agencies, governments and citizens if it is to be assured that the tourism marketing strategy is meeting the desired outcomes for the overall economic and environmental health of the destination*".
(www.doorcountychamber.org/Education/DestinationNicheMarketing.pdf)

Eagles, *et al.* (2002:21-22) believe that geotourism is a new emerging market segment in tourism. "*Protected areas are very attractive settings for the growing demand for outdoor, appreciative activities in natural environments*". Visitors have the opportunity to participate in desired activities but they must also be aware of and maintain the values thereof. Opportunities should be created to tap into such market demand to increase the attractiveness as a destination. Markets may comprise many segments, each of which has different somewhat different characteristics, expectations, activity participation and spending characteristics. Marketing exploits these visitor segments by comparing and matching them and then giving attributes to them. This segmentation reduces adverse impacts on the area, increases the economic benefits and makes it more likely that visitors are satisfied. The value of segmentation is that it can predict behaviour and help to plan for it. Ways to segment visitors are:

- Socio-demographic characteristics
- Geographic characteristics
- "*Physiographic*" segments
- Activity participation
- Frequency of participation
- Perceived product benefit.

Gray (2004:81) mentions that an increasing market for tourism is developing either separately or linked with ecotourism. The reasons for this development are:

- The general value of scenery, wilderness and environment, which is often promoted as part of national tourism programs. There is an increasing interest in touring and walking holidays and the general attraction of rural landscapes for day trips and short breaks by increasingly urban populations. This is addition to the worldwide popularity of beach visits and holidays

- There are specific geologic/geomorphologic wonders that are highly attractive to tourists. Examples include the Grand Canyon, Niagara Falls, Old Faithfull Geyser in Yellowstone National Park, the Norwegian fjords, Uluru/Ayers Rock in Australia, geothermal lakes in Iceland, and so on. The use of scenery in the film, *Lord of Rings* that was filmed in New Zealand stimulated tourism there. Other examples are the numerous "*Westerns*" that were made in the Monument Valley, Utah, and the attraction of tourists to the numerous waterfalls around the world. Aboitic features are able to attract at least as much tourism traffic as biotic ones, and the value of geotourism, as opposed to ecotourism, ought to be better understood
- There may be local geological activities that can be used to attract tourists (fossil hunting, lapidary, geotrails, museums and visitor centres). Voluntary environmental work sometimes brings the volunteers into contact with the geological world, for example, in the construction of footpaths and steps, the repair of dry stone walls, or creation of ponds and ditches. This, in turn, leads to greater awareness and appreciation of the character and properties of geomaterials and processes
- There are recreational activities such as skiing, caving, canyoning, glacier hiking, white-water rafting and climbing that requires specific landscapes or geological environments. Climbers, in particular, value the diversity of rock types and structures for the variety of challenges they bring.

5.7.2.1 Awareness and the importance of geotourism

An awareness campaign to emphasise the importance of geotourism as a new niche market in tourism is necessary. O'Halloran (1996:495) emphasises the importance of the awareness of resources: "*Visitors must be made aware of the fragile nature of the resources. Therefore, visitor ethics stressing the impact of low-impact use and interpretive services that provide educational opportunities concerning natural heritage sites are vital for sustainable tourism development*".

Gray (2004:341-345) describes a wide range of activities being employed to improve awareness of geology and geomorphology amongst the public:
- Museums:
  - ➢ Hall of the Planet Earth in the American Museum of Natural History
  - ➢ Royal Tyrell Museum, Drumheller, Alberta, Canada
  - ➢ Natural History Museum, London.
- Visitor centres:
  - ➢ Dynamic visitor centre, Edinburgh
  - ➢ Fuencaliente Vulcano Visitor Centre, La Palma, Canary Island
  - ➢ George C. Page Museum at the La Brea Tar Pits, Los Angeles.
- Theme parks:
  - ➢ Sand World Theme Park, Travemünde, Germany
  - ➢ Crystal Palace Geology Park, London
  - ➢ Glacier Garden, Lucerne, Switzerland.

- Disused mines:
    - Wieliczka salt mine, Poland
    - Great Orme Copper Mine, North Wales.
- Site interpretation boards
- Books, interpretation leaflets, maps, postcards
- Displays of fossil and mineral specimens
- Field guides
- Geological pedestrian trail that is self-guide or guide-led
- Expert-led 'hands-on geological activities' such as fossil or mineral collecting;
- Geological highway guide or road trails
- Geological train trails
- Audio-visual presentations that are shown at many visitor centres
- TV programs – "*Walking with dinosaurs*"
- Websites and CD-ROMs
- Links with industrial archaeology, landscape history, the arts and other fields
- Professional training and continuing professional development of tour guides and US National Parks officers
- Student training
- Community awareness programs
- State of the environment reports, community strategies, conservation charters; and
- Urban geology.

Brown (2004:2-4) believes that Scotland's new National Parks provide a great opportunity to raise public awareness of the value and interest of Scotland's earth heritage. A study was made to addresses the provision of earth heritage interpretation, specifically the Ice Age heritage, of the Loch Lomond and the Trossachs National Park. This National Park is an important area for outdoor recreation and environmental education.

Figure 5.12: An example of a geoscience activity. The 120 ton lava bomb was transported 30 km from a volcano to the town of Strohn, Vulkan Eifel Geopark, Germany. The researcher is in the background.

Figure 5.13: Children clad in miners' overalls inspecting mine equipment, Frisch Glück Visitor Mine, Schwäbian Alb Geopark, Germany

Figure 5.14: Interpretation tables at the Neptune stop, Planeten Lehrpfad (Planetary Learning Path), Marburg, Germany

Skridlaite, Uobyte, Stančikaite, Norkuniene and Gegžnas (2006: 55) say that for the majority of people a "*protected nature site*" is understandable and accepted without questioning but not for all the general public. Information is needed for the motivation of the protection, presentation of site's and area's vulnerability, temporality and the prediction of its future. By including geological sites and monuments into geological and nature trails and parks, the geoheritage can be protected. Therefore, it is of the utmost most importance is to raise public awareness about the protected site or area, about reasons of the protection, and the advantages of the sustainable development in general. Good quality geological information is a necessity. Therefore, the obtained results will provide the public with geological information and may help to understand the nature of geological processes, their influence on people's lives, and to make scientifically-based, future predictions. It will also help the design of information stands and arrangement of geo-trails and viewpoints in developing the tourism infrastructure.

Presbury and Edwards (2003) designed a module that was intended as a supplement to be used in existing courses and training programs in hospitality and tourism management. The purpose was to generate an awareness of sustainable tourism principles and practices that could be applied to the management of festivals, meetings and events (FM&E). The assumption of this module was that participants would be in the process of attaining knowledge and skills in the general aspects of FM&E under the tutelage of an instructor using a generic textbook or training manual. The module was constructed in a manner that focused solely on those activities that would pertain to a FM&E practitioner positioned within a Sustainable-based Tourism Organisation (STO). Instructors could infuse sustainable practices into a management course or training program using the module in a variety of ways. Two approaches are possible, either:

1. Allocate a small portion of class time for the coverage of each of the modules that are consistent with the topic of instruction, or
2. Use the entire module as a case study to provide learners with exposure to the unique FM&E challenges associated with the establishment and maintenance of a sustainable hospitality/tourism activity.

(http://www.besteducationnetwork.org/modules_festivals.php)

In conclusion, it can be stated that public lectures could also contribute towards increasing awareness of the geo-product and it is imperative to promote Earth Science to the public at large, as well as to tourists. Providing tourists with information is a common activity in tourism at visitor information centres, museums, and through visitor education programmes. This process of informing or educating visitors can be referred to as interpretation. There is a close relationship between interpretation and tourism, and many tourist activities are focused on interpretation. Information signs, information centres and a staff of well-trained tourist guides are all essential. Local geosite description is very important for geosites at Golden Gate, Kimberley mine, Gold Reef City and Pilgrim's Rest where the geological and mining history can be explained on site.

Figure 5.15: Water wheels made during the Roman mining period, Deutsches Vulkan-Museum, Mendig, Germany

Figure 5.16: Books explaining geology and a map to interpret the Earth, Infozentrum Raushermühle (information centre Raushermühle), Plaidt, Germany

Figure 5.17: The AlbGold train that takes tourists on a geo-excursion on Sundays in the Schwäbian Alb Geopark, Germany

5.8 EVALUATION AND MONITORING

Thompson and Strickland (1995:14) state that "*A company's mission, objectives, strategy, and approach to implementation are never final; evaluating performance, reviewing changes in the surrounding environment, and making adjustments are normal and necessary parts of the strategic management process*".

De Bruyn and Klopper (2005:158-160) believe that the strategic control process has three basic elements, all of which are essential for maintaining effective strategic control:
- Company objectives
- Performance evaluation
- Feedback (or corrective action).

Company or organisation objectives

The primary aim of strategic management is to position and guide the organisation effectively within a changing environment. Because the tourism environment is experiencing rapid change, a process for controlling and evaluating strategy execution is essential if the strategy is to be successfully implemented and adjusted to the changing conditions. Therefore, the management team must measure the performance against the set objectives and thereafter, initiate actions to both reinforce success and take corrective action. Quantitative criteria should be established for all the organisation's key objectives, that is, those that are essential for the survival and success of the organisation. Most organisations establish quantitative criteria for evaluation on factors such as:

- Dividend payments
- Earnings per share
- Employee turnover, absenteeism, tardiness and grievances
- Growth in sales
- Market share
- Net profit
- Profit-sales ratios
- Return on investment.

Evaluating organisational performance

Performance evaluation is often viewed as being synonymous with control when it is only a part of the total control process. The principal purpose of performance evaluation is to

identify problem areas in an organisation. Evaluating performance requires a comparison between the actual performance and the planned performance, that is, a comparison between the output from the control systems and the organisation's desired objectives. When performance in a business is evaluated, it is useful to evaluate not only the performance against objectives, but also to compare the business with its competitors.

Feedback or corrective action

The output from the strategic control process influences all other phases of the strategic management process. However, poor performance may be due to negligence on the part of certain managers; in which case, those managers must be either retrained or replaced. The output from the control phase of strategy implementation also provides information that is essential to the objective-setting process. The first question to be asked in the objective-setting process is "*Where is the organisation now?*" To answer this question, properly designed control systems will provide valuable information. The complete strategic management process is a feedback system that requires constant adjustment based on information from the control system and the organisational environment.

Eagles *et al*. (2002:42) illustrate that evaluation is about where the organisation is situated currently and is it getting where it wants to go. It forms part of a management planning system that is diagrammed in Figure 5.16.

Dwyer and Edwards (2003) say that in evaluating and monitoring tourism plans, the following are important:

- Evaluate performance in achieving sustainable practice in tourism planning
- Address future challenges/issues associated with how tourism planning can contribute to the achievement of sustainable tourism.

The Wyre Forest Project Audience Development Plan (www.forestry.gov.uk/pdf/wyre-adp-report.pdf/$FILE/wyre-adp-report.pdf: 2006:66-67) describes how monitoring and evaluation can be applied. In a development programme, it is always necessary to know what progress is being made and whether the programme is making a difference to those who need it, and whether the programme is achieving its stated aims and objectives. The process used to achieve this is regular, ongoing monitoring and periodic evaluation. A successfully monitored and evaluated program can be useful for informing good practice and can help other similar projects to run more smoothly.

Figure 5.18: Evaluation as part of a management planning system (Eagles *et al*. 2002:42).

Any plan needs to consider how best it might monitor and evaluate its activities so that it can be informed of progress and can record what has-been successful in order to amend or adjust activities as they progress, and so inform future working and good practice. Essentially, a monitoring and evaluation process seeks answers to the following:

- Are activities being undertaken as planned?
- Are resources being used efficiently and effectively?
- What are the effects and impacts?
- Are the activities and objectives still relevant?

There is a basic series of steps that need to be followed in order to carry out this monitoring and evaluation (M&E) process:

1. Identify stakeholders in the M&E process.
2. Obtain everyone's agreement and active willingness to establish program M&E.
3. Establish objectives for the M&E process.
4. Decide on a timeframe.
5. Identify information needs.
6. Identify appropriate techniques, especially for monitoring.
7. Assess required resources.
8. Make any pre-establishment preparations for example, awareness-raising.
9. Collect information for and produce baseline.
10. Review success of information-gathering techniques and of the baseline task.
11. Begin regular monitoring.
12. Review how the monitoring data is being used.
13. Adjust program activities in the light of monitoring data.
14. Adapt monitoring techniques as necessary.
15. Establish terms of reference for evaluation.
16. Choose lead people to manage and facilitate the evaluation.
17. Decide on timeframe and techniques for evaluation.
18. Do the evaluation.
19. Feedback to all participants.
20. Adjust program activities and objectives.
21. Keep on monitoring, and
22. Keep on evaluating.

When evaluating and monitoring tourism plans, Dwyer *et al*. (2005:8) recommend the following:

- Evaluate performance in achieving sustainable practice in tourism planning
- Address future challenges/issues associated with how tourism planning can contribute to the achievement of sustainable tourism.

 (http://www.besteducationnetwork.org/modules_planning.php)

Mieczkowsky (1995:40) is of the opinion that the purpose of monitoring is to scrutinise how the plan is working in practice, to provide the necessary feedback and modifications of the original plan.   Thus, monitoring and change must constantly take place in geotourism. Monitoring geotourism development is essential to managing impacts.   Geotourism is a business of both attracting and servicing visitors.   A prerequisite for achieving sustainable geotourism management is that the products should be managed through an integrated process, and that all stakeholders should be consulted in the management process.

5.9 EXAMPLE OF DEVELOPING A TOURISM PRODUCT

Gebhard, Meyer and Roth (2007a) and Gebhard, Meyer and Roth (2007b) developed a sustainable tourism management plan for biosphere reserves (BR) as a methodology guide in

Eastern Europe. This is given as an example of how to develop a tourism product for it is believed that this methodology can be successfully applied to geotourism in South Africa. In the development of tourism management planning for biosphere reserves the authors quoted (2007b:5, 8-10) note that ecotourism provides opportunities as well as challenges for the sustainable use of biodiversity. Sustainable investments in the ecotourism sector could produce benefits to communities. These could be achieved through the development of new and innovative management systems with a special focus on the tourism-related uses of the sites. Awareness raising and capacity building systems should be developed and implemented to ensure long-term sustainable impacts. This guide could be used as a helpful tool in developing a tourism management plan, as well as its subsequent implementation in a protected area.

Broadly, the guide consists of eight steps, and includes information regarding why tourism management plans should be developed, the procedure for plan development, guidance on stakeholder involvement, review and monitoring, and a detailed template for a tourism management plan in biosphere reserves.

It is summarised by Gebhard *et al.* (2007b:8, 10) as follows; "*In order to minimize possible threats of tourism on natural and cultural resources and to maximize the benefits of tourism, tourism development needs to be planned and monitored carefully. Management planning techniques and the organization of control measures and monitoring mechanisms are of vital importance for those individuals in Biosphere Reserves who are responsible for the tourism management planning. The main challenges of tourism management planning are the development of adaptive management strategies and getting the stakeholders prepared and involved in a participatory planning process...The integrative approach of Biosphere Reserves welcomes the establishment of sustainable tourism development, which on one hand offers opportunities to use natural resources where possible and on the other hand helps to conserve natural values where necessary*".

However, the methodology can be applied to all forms of tourism in any geographical region. The guidelines were established recognising the fact that sustainable tourism development is only possible through careful and detailed tourism management planning. This should involve key stakeholders in tourism, conservation, economy and politics in a region and should be completed in a participatory process that must include the local population.

Gebhard *et al.* (2007b:14) describe the management planning process as a logical process divided into different, consecutive stages. They explain all the stages and describe why they are needed, how they can be accomplished and what their problems and pitfalls could be. The eight steps are:

1. Getting started clarifies the background of the planning process and also how "*the team*" should be assembled.
2. Identifying the key stakeholders who will participate in the planning process and establishes their working arrangements.

3. Compiling the baseline information needed to make decisions about the prospective tourism development.
4. Developing a basis for the development of the biosphere reserve's tourism management vision.
5. Agree upon and the main goals and objectives produce a work plan stating how these goals and objectives will be achieved.
6. Impact management strategies should be elaborated to make sure that the tourism management plan will monitor and manage potential impacts carefully.
7. A feedback and review process needs to be designed to find out whether the goals of the management plan are being fulfilled and whether the stakeholders are being involved appropriately, and
8. Approval of the plan.

5.9.1 THE TOURISM MANAGEMENT PLAN

Gebhard *et al*. (2007b:14) state that the first step is the tourism management plan and this must be a written, approved document, which should describe the possible threats and opportunities of tourism development. It produces a vision for tourism development based on detailed information about the environmental, social, cultural, political and legal aspects. The vision covers a certain period of time, which should be stated in the document, and describes the work that has to be completed to make the vision a reality. It also establishes the control measures to monitor tourism activities later.

Planning is important because preparation for developing a tourism management plan is critical and the more time allocated to developing it, the better. It is especially challenging because the involvement of many different stakeholders in the planning process is crucial if the plan is to be successfully adopted and implemented. They may have different, sometimes conflicting interests and may have different attitudes towards conservation and tourism. The vision created through the tourism management plan should be recognised, understood and supported by all the relevant stakeholders, preferably through consensus.

Gebhard *et al*. (2007b:14) summarises the benefits of a tourism management plan as follows:
- It is a tool which helps to achieve results more efficiently and in a more cost effective way
- It shows work priorities and highlights the worst problems caused by tourism development and ways to solve these problems
- It clearly identifies what needs to be done and who is responsible for carrying out the tasks identified
- It helps to plan the tasks which should be completed by protected area managers, local authorities and tourism operators
- It ensures continuous and consistent tourism management and informs future managers of what has been done, as well as why, when and how it was done

- It communicates the goals of sustainable tourism management to all relevant stakeholders and to a wider public right from the beginning of the planning process. This assures their support and involvement in the process and can in turn help to identify possible conflicts at an early stage
- It explains regulations, restrictions and control measures to people visiting the Biosphere Reserve as well as to individuals offering tourism facilities
- It defines and supports the model role of the Biosphere Reserve in national and international sustainable development strategies.

In the logical process of management planning, it has to be considered that the tourism management plan serves as a guiding document for all people affected by tourism development in the region. Therefore, it must be applicable and easy to understand for all the different kinds of stakeholders. It should be the product of a participative and consultative process that involves all those interested in or affected by tourism, that is, the stakeholders. Once written and approved, the plan can be used by many different stakeholders, such as:

- Management bodies of a National Park
- NGOs involved in conservation and tourism in the area
- Tour operators and individuals who provide tourism facilities
- Local communities, administrators and politicians
- Resource managers (water, energy, land, etc.)
- Scientists and experts in different disciplines.

A tourism management plan should be as short as possible without losing its coherence, credibility or practical use. The timescale can be divided into three stages:

1. Operational planning (short term)
2. Tactical planning (medium term), and
3. Strategic planning (long term)

Another point is that the tourism management plan should be coherent with other existing regional plans relevant to tourism development.

The Sustainable Tourism Destination Planning and Development Laboratory of Blackstone Valley, Rhode Island, USA (www.sustainabletourismlab.com/) believes that sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability (WTO 2005). They point out that:

- The paradigm for tourism in the 21st century is shifting as sustainable planning principles emerge
- That stakeholders must protect and prepare their communities for the future and for changing visitor expectations

- That stakeholders should attend, learn, build and implement a comprehensive sustainable tourism plan for the community or region.

5.10 CONCLUSION

The theory of strategic management was discussed. Various references by well-known authors were consulted to get an overview of the strategic management process. In the development of a strategic management plan, the role of strategic planning was examined. Gebhard, Meyer and Roth (2007b:1-66) developed a sustainable tourism management plan as a methodology guide for biosphere reserves (BR) in Eastern Europe. This is a very practical document compiled by experts based on practical experience. The guide was used as a basis to develop a geotourism management plan. Aspects that were incorporated include why geotourism management plans should be developed, the procedure for plan development, guidance on stakeholder involvement, review and monitoring, and a detailed template for a geotourism management plan in protected areas.

The conceptual framework for a strategic management plan of Schutte (2007) was amended, and used as a basis for the sustainable development of geotourism. Strategic planning and the tourism management planning process were added as the first steps. These are followed by normal steps used by most authors: 1) Vision and mission, 2) Situation and resource analysis, 3) Strategy formulation, 4) implementation, and 5) Evaluation (See Figure 5.1: A conceptual framework for a strategic management plan).

It was shown that the strategic planning was just the first step. The tourism management planning process is challenging because of the involvement of many different stakeholders. Their involvement is crucial if the plan is to be successfully adopted and implemented, as described by Vollmer and Megerle (2004).

In the tourism management planning process, Vollmer and Megerle (2004) showed that in Germany stakeholder involvement is crucial for successful partnerships by the process of networking where persons from different disciplines are linked together, but keep their independence, to create a "win-win" situation. Innovation, high-quality standards and sustainability guidelines show that a network really performs very effectively and can be seen as a successful model to develop and promote high-quality, sustainable geotourism. A bottom-up, starter project and subsequent promoter strategies are crucial.

The vision and mission for a geotourism product should be proactive to give guidance in terms of where it is need to be, and also who is involved, what the stakeholders do and where the project is headed. The mission statement set the course for future geotourism development.

The importance of a situation and resource analysis was emphasised because it will help tourism managers to identify key internal and external variables, as well as potential business opportunities. The development of a situation analysis is very important for regional tourism

as it provides the strengths, weaknesses, opportunities and threats of and to the organisation or product. The environmental, social and economic analysis of geotourism was described.

Three Heritage Legislation Acts (No's 11, 25, 49 of 1999) in South Africa have been promulgated to date. Although South Africa has an abundance of world-known natural resources, only the identification of cultural heritage resources is emphasised by Act 25. Natural heritage is merely mentioned and neither geology and geoconservation, have any real significance. For this reason, a completely new Act concerning the conservation of the natural heritage should be formulated in the future.

The strategy formulation process was described in detail. Strategy is the way an organisation seeks to achieve its vision and mission. It also describes a course of action that includes the specification of planned resources required, that are needed to achieve a specific objective and enables the organisation to deploy its capabilities.

In the implementation of strategic management, it was discussed how the action phase of the strategic strategy can best be implemented. The implementation of strategic plans deals with making strategic choices that are concerned with the generation and evaluation of various strategic options and the selection of a proper strategic strategy.

The carrying out of the plan's policy and recommendations was discussed in the implementation of a geotourism strategy. Management of geotourism is a crucial factor as the geosites must be managed according to sound business principles. Strategic marketing and promotion and an awareness campaign emphasised the importance of geology.

A geotourism strategic management plan is not complete unless evaluating and monitoring of progress has been done. In evaluating and monitoring tourism plans, it was shown how to evaluate performance by all stakeholders when achieving sustainable practice in tourism planning to the addressing of future challenges and issues associated with geotourism can be addressed, and how geotourism can contribute to the achievement of sustainable tourism.

An example of developing a tourism product was given from a case study in Europe concerning Biosphere Reserves.