

Материалы TEMPUS

UDC 33

Principles of a Sustainable Tourism Management

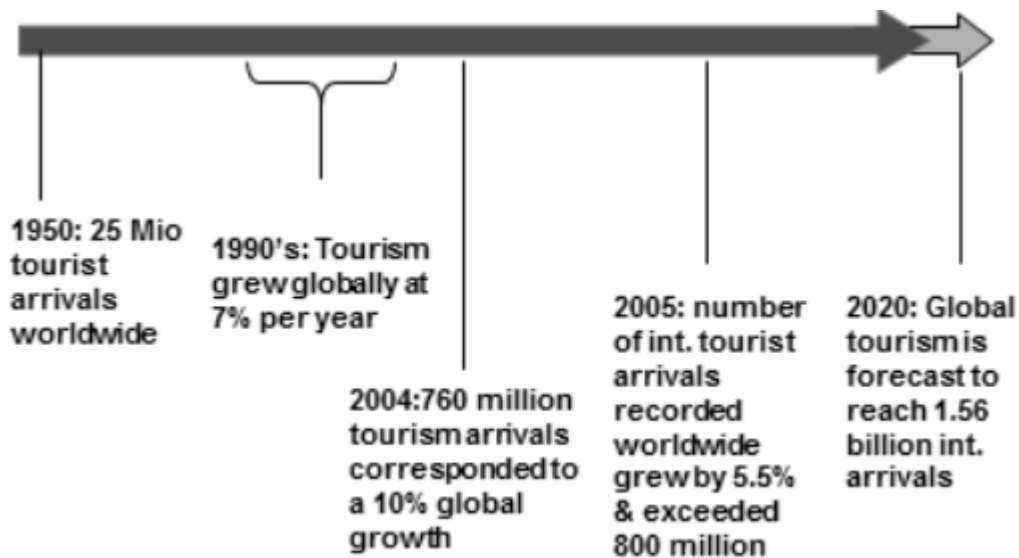
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Abstract. The article discusses principles of a sustainable tourism management, Global Growth of tourism, general development of tourism in a global perspective, threats for tourism, aspects of sustainability, definition of sustainable tourism management, indicators for sustainable regional development, the role of National Parks to regional development, capacity building and new relationships.

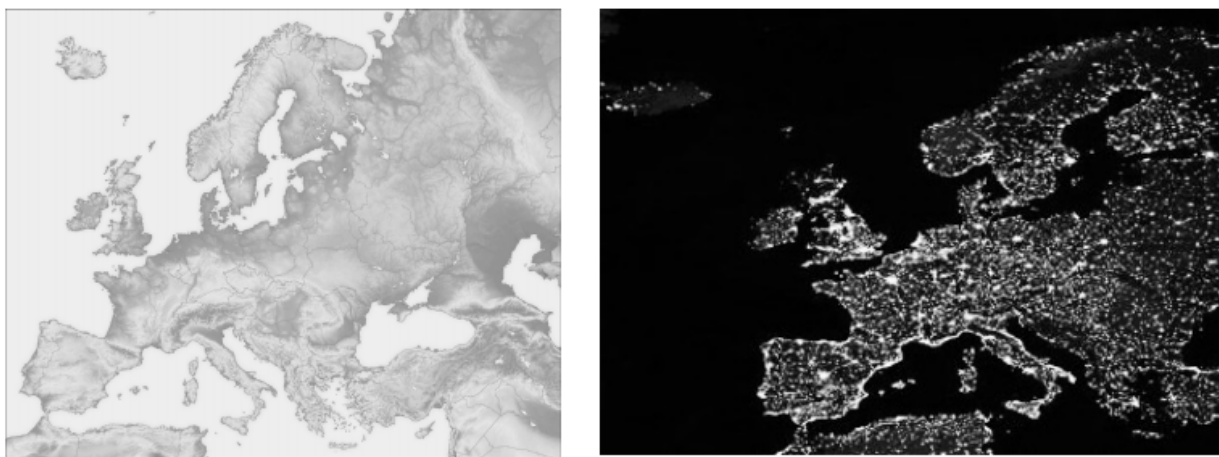
Keywords: Ecotourism, sustainable tourism management, global perspective, indicators for sustainable regional development.

Introduction. According to the World Tourism Organization (UNWTO) 2010 the growth of global tourism will increase dramatically until 2020. While in 1950 25 Mio people traveled worldwide, the numbers will raise up to 1,5 billion in 2020 by annual increasing rates of 7% in average.



Picture 1. Global Growth of tourism (Timeline and forecast) [18]

Thus the tourism sector has become one of the most important economic factor globally, bigger than the automobile industry. More than 230 million of jobs are dependent on tourism, in 60 countries tourism is the main economic sector. In the 40 poorest countries tourism has become the main driver of economy and is the second important source of income – after oil. And the increasing rates very clearly demonstrate this: while global tourism grows 4,6% annually, the increasing rates in developing countries have more than doubled, by 9,5%. In the center of interest first of all are the remaining nature reservations, preferably untouched and sensitive. The run on destinations far from civilization still is hardly on the wane. If you have a look on the map (Picture 2), showing the light pollution as grade of industrialization, this is easy to understand.



Picture 2. Grade of Industrialization [23]

Materials and Methods. The main source for this writing were international work and research in rural tourism. Primary information was collected in an open resource, namely research, site, Tempus, journal publications. Methods are economic and statistical analysis, methods of analysis and synthesis of economic information.

Discussion of the problem.

1. General development of tourism in a global perspective.

Accordingly, the fight for the customer has started by the tourism industry first of all in developing countries. The fierce competition is about unique selling points and exotic destinations, services and prices. Endemic species, unique landscapes, exotic beaches and wildlife combined with traces of historical and natural events are no longer regarded as attractive enough. Extreme sports and survival trainings in extreme temperatures are reputed as necessary competitive advantages.

Tourism companies e.g. started using climate change as a marketing tool:

- “Visit the pacific island paradise of Tuvalu before rising sea levels swallow it in the next 30 to 50 years. See the Arctic while there is still ice and polar bears.”

Or:

- “Hurry! Hurry! See the polar bears, penguins, Arctic glaciers, small pacific islands before they disappear forever due to global warming.” [8]

There is a strong desire in many travellers to see or to get rare things: the last few apes or snow leopards, a rapidly melting glacier, one of the last Bali stars or a lady's slipper orchid.

But also the quality of service, the option of package tours, the friendliness, motivation and hospitality of staff are important indicators as well as language and cultural skills and easy access to the destinations. Those high expectations often go along with high price sensitivity. Not only an adequate price ratio performance and reasonable prices are expected but special offers and discounts. Price dumping on account of middle and small enterprises is common practice.

The competition is no longer targeted on the traditional market of Europeans, Americans and Australians only but has been extended by the entire Central-Asian region. Especially Russians and Chinese started travelling in the early 90s, having a respectable budget at their disposal.

2. Threats: Every silver lining has a cloud ...

... and there are always two sides of a story. The rapid development of those destinations is often accompanied by an unprecedented destruction and loss of natural resources and historical sites.

“Out of 109 countries with coral reefs in 90 of them reefs are being damaged by cruise ship anchors and sewage, by tourists breaking off chunks of coral, and by commercial harvesting for sale to tourists. Cruise ships in the Caribbean are estimated to produce more than 70,000 tons of waste each. An average 18-hole golf course soaks up at least 525,000 gallons of water a day – enough to supply the irrigation needs of 100 Malaysian farmers.” [15]

3. Ecotourism – always good?

Ecotourism often claims that it preserves and even improves local cultures and the livelihood of local people.

Only in 2004 the segment of ecotourism increased 3 times faster than the tourism industry as a whole. Analysts predict a growth in eco-resorts and hotels, and a boom in nature tourism – a sector already growing at 20% a year – and suggest early converts to sustainable tourism will make market gains. Ecotourism, sustainable tourism meanwhile became a quality brand, advertisers already integrated these terms into their commercial concepts as a hip and promising strategy. However, evidence shows that, with the establishment of protected areas, local population often lost their homes by rude and illegal procedures and without any compensation.

Due to the breath-taking pace in many cases, traditional social structures are left behind. By the only emphasis on profit maximation connected with dictatorial political systems, a serious comprehensive impact assessment is neither possible nor welcome.

“South Africa is one of the countries that are reaping significant economic benefits from ecotourism, but negative effects – including physical displacement of persons, gross violation of fundamental rights, and environmental hazards – far outweigh the medium-term economic benefits.” [20].

“At the local level ecotourism has become a source of conflict over control of land, resources, and tourism profits. There are many problems with the idea of ecotourism. Environmental, the effects on the local people, and conflicts over profit distribution are only a few of the negative effects of ecotourism.

In other cases, the environment suffers because local communities are unable to meet the infrastructure demands of ecotourism. The lack of adequate sanitation facilities in many East African parks results in the disposal of campsite sewage in rivers, contaminating the wildlife, livestock, and people who draw drinking water from it.

Aside from environmental degradation with tourist infrastructure, population pressures from ecotourism also leaves behind garbage and pollution associated with the Western lifestyle.

One of the most powerful examples of communities being moved in order to create a park is the story of the Masai. About 70% of national parks and game reserves in East Africa are on Masai land (...)

In Kenya the Masai also have not gained any economic benefits and compensation. Furthermore the investors in this area are not local and do not reimburse profits back into local economy. In some cases game reserves have been created without informing or consulting local people, who only coincidentally found out.” [9].

Another source of resentment is the manipulation of the local people by their government.

“Eco-tourism works to create simplistic images of local people and their uses and understandings of their surroundings. Through the lens of these simplified images, officials direct policies and projects towards the local people and the local people are blamed if the projects fail” [13].

“The establishment of parks can create harsh survival realities and deprive the people of their traditional use of land and natural resources. Ethnic groups are increasingly being seen as a “backdrop” to the scenery and wildlife” [9]

“Tourism has been allowed to develop with virtually no controls. Too many lodges have been built, too much firewood is being used and no limits are being placed on tourism vehicles. They regularly drive off-track and harass the wildlife. Their vehicle tracks crisscross the entire Masai Mara. Inevitably the bush is becoming eroded and degraded” [9]

“While governments are typically entrusted with the administration and enforcement of environmental protection, they often lack the commitment or capability to manage ecotourism sites effectively. The regulations for environmental protection may be vaguely defined, costly to implement, hard to enforce, and uncertain in effectiveness. Government regulatory agencies as political bodies, are susceptible to making decisions that spend budget on politically beneficial but environmentally un-productive.

Taken together, the mobility of foreign investment and lack of economic incentive for environmental protection means that ecotourism companies are disposed to establishing themselves in new sites once their existing one is sufficiently degraded.” [9]

4. Ecotourists – the better tourists?

„Indem wir finden was wir suchen, zerstören wir es.“ (While we find what we look for, we destroy it) This quotation of Magnus Enzensberger from 1958 and the massive increasing rates of annually 20-34% from 1990 lead to the approach of sustainable tourism development. Especially tourists from the ‘first world’ want to spend their holidays in good mood and have discovered their

responsibility towards their hosts. Regarding the consumer demand of the traditional tourist target group it turned out very early that more than two-thirds of U.S. and Australian travelers, and 90% of British tourists, consider active protection of the environment and support of local communities to be part of a hotel's responsibility. [15]

Although eco – or responsible tourists see themselves to be educationally sophisticated, socially, culturally and environmentally concerned, they rarely understand the consequences of their visits and how their day-to-day activities append impacts on society and environment.

As one unknown scientist formulated, they "rarely acknowledge how the meals they eat, the toilets they flush, the water they drink, and so on, are all part of broader regional economic and ecological systems they are helping to reconfigure with their very activities."

Ecotourists often don't recognize the great consumption of non-renewable energy e.g required to arrive at their destination, which is typically more remote than conventional tourism destinations. "For instance, an exotic journey to a place 10,000 kilometers away consumes about 700 liters of fuel per person. An aircraft releases more of 600 million tons of the world's major greenhouse gas CO₂ and thereby air traffic is supposed to cause more than 5% of global warming." [19]

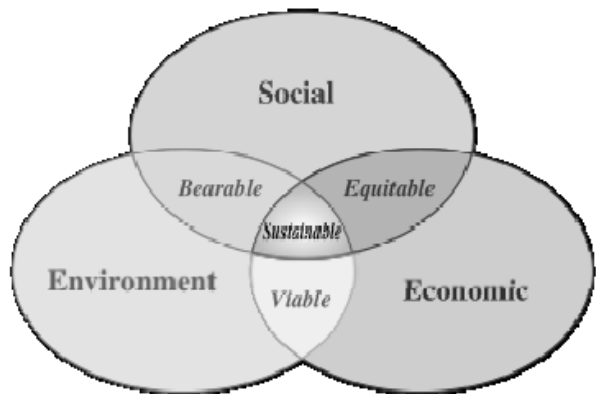
Ecotourism activities do always have an environmental impact, because they disturb fauna and flora. Even only taking pictures means leaving footprints on pristine sites and harmless sounding activities such as a nature hike can be ecologically destructive.

"In the Annapurna Circuit in Nepal, eco tourists have worn down the marked trails and created alternate routes, contributing to soil impaction, erosion, and plant damage. Where the ecotourism activity involves wildlife viewing, it can scare away animals, disrupt their feeding and nesting sites, or acclimate them to the presence of people. In Kenya, wildlife-observer disruption drives cheetahs off their reserves, increasing the risk of inbreeding and further endangering the species." [20].

Many ecotourists don't realize that eco facilities are owned by foreign investors and corporations that provide only few benefits to local communities. An overwhelming majority of profits are canalized directly to those investors instead of being rein-vested into the local economy or environmental protection. The limited numbers of local people who are employed in the economy work at its lowest level unable to live in tourist areas because of small salaries and high prices.

5. Aspects of sustainability

Accordingly to avoidance of misuse and abuse this kind of false labeling or 'green-washing', a general discourse about sustainability might be helpful.



Picture 3. Sustainability principally means the balance of ecological, social and economic interests

That is not only meant for a sustainable tourism development but can be integrated in all kinds of social and economic decisions and activities. Social, environmental and economic affairs have to be balanced; imbalances have to be compensated, following the principles of equitability, viability and bearableness if it shall lead to sustainability. There are a bunch of definitions but all targeted into the same direction. Natural resources are limited; overuse on the long run damages

the environment and endangers our livelihood. The idea and first definitions were formulated and published by the Brundtland Commission in 1987. (United Nations World Commission on Environment and Development 1987)



Picture 4. Man's footprint on the planet today [3]

The concept of sustainable development results from the observation that current generations are imposing too great of demand upon the natural environment to allow it to continue to reproduce and maintain itself at its previous level of stability." [1]

Sustainability/sustainable development therefore means

- meeting the needs of present generations without jeopardizing the ability of future generations.
- a vision of progress with short, middle and longer-term objectives,
- local and global action,
- regards on social, economic and environmental issues as components of human progress.

The human impact can be measured by the ecological footprint, divided e.g. by water, energy, housing, carbon and food footprint. On www.myfootprint.org you can estimate your individual footprint, where you can measure how many earths you currently need you're your consumption. In average the Americans are ranked in front, followed by Europeans, while developing country still have a bonus but are catch up with big steps.

In order to make a change, a complex process of paradigm shift in thinking and doing is necessary.

"Sustainable development must be taken up by society as a principle, guiding all choices each citizen makes every day, as well as the big political and economic decisions. It requires profound changes in thinking, in economic and social structures and in consumption and production patterns" [7]

It touches all sectors of every- day life, like energy production and consumption, access to clean water, consumption and waste water management, healthy food production and waste management. It deals with appropriate living conditions, tolerance, human rights and education. Sustainability tries to conceive the whole picture by a serious impact assessment of activities.

The United Environmental Program (UNEP) identified the following sectors where profound changes have to be done:

Climate change and clean energy, sustainable transport, sustainable consumption and production, conservation and management of natural resources, public health, civil society and gender aspects, access to education.

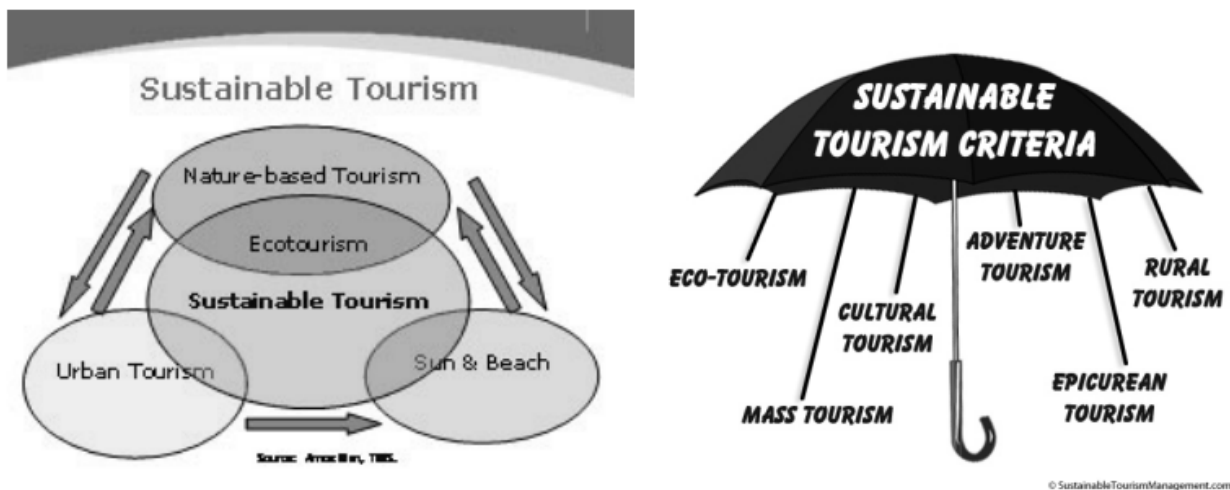
6. Definition of sustainable tourism management

According to sustainable tourism development all these sectors have to be regarded. This not only requires the willingness but also a lot of knowledge and competence to acknowledge chances and opportunities but weaknesses and threats economically, socially and environmentally at the same time. The ability to evaluate a market and competitive advantages, to know about innovations, legal and economic preconditions requires an open-minded thinking, ability in networking, collaboration and troubleshooting.

Sustainable tourism very often is seen as equal with nature-based and ecotourism. But as it is shown on the following graphic 5 sustainable tourism can touch different types of tourism.

Depending on precondition and management, Ecotourism is a segment of nature-based tourism, if the principles of sustainability are observed and balanced. Sustainable tourism management in general requires e.g. infrastructure on modern ecological standards, environmentally friendly technologies and behavior in the field of water usage- and cleaning, efficient and clean energy supply, environmentally friendly concepts and behavior on waste management, competence in service and guidance.

And thus even parts of urban or sun and beach tourism can be sustainable e.g. when the hotel management is environmentally friendly organized with energy supply, water consumption, waste management and usage of regional and environmental friendly products and the staff is well-trained enough to follow and implement these guidelines. This can save lots of money and improve the reputation and generate competitive advantage.



Picture 5. Types of sustainable tourism

At the same time the different types of tourism affect each other because every tourist can switch among the categories without difficulties. A business tourist the next day becomes a nature tourist as birdwatcher; a sun and beach tourist interrupts his leisure time for some days to become an urban tourist for sightseeing in the next city. Meanwhile there are lots of different categorizing, but according to the principles of sustainability it does not make any difference.

The potential for sustainable nature-based in rural areas is very high due to an intact environment, high biodiversity, silence and darkness, cultural and historical high-lights, regional cuisine and hospitality.

On the other hand those areas often suffer from environmental problems, like devastation, land consumption and sealing of natural land, impairment of water quality and loss of rural biodiversity. Economic problems like low income are caused by insufficient jobs, insufficient processing in agriculture and marketing and insufficient marketing in tourism.

The local population of a region often wants tourism but does neither know the preconditions nor the negative and positive effects of tourism activities.

First of all it is essential to define the region you want to develop. "Region has its origin in the Latin regio which stems from regere, 'to govern'. In the field of regional development, 'region' has

to signify the governance of policies to assist processes of economic development. Region is an administrative division of a country.“ [2]

Generally a region is located between the local and national level as an area with identical or complementary characteristics according to geographic, historical or economic aspects. In this respect a region can be defined independent from national borders like the Caucasus Region (Russia, Georgia, Armenia, Azerbaijan) or Altai Region (China, Mongolia, Kasachstan, Russia).

For a successful sustainable tourism development therefore the region has to be defined from the perspective of tourism potential and infrastructure.

7. Indicators for sustainable regional development

According to the economic impact we measure it by direct, indirect and induced effects. (Input-output analysis and tourism impact studies, John E. Fletcher)

The direct effects describe the direct cash flow from customer to host, like expenses spent for accommodation, restaurants, transport and guided tours.

The indirect effects describe the economic integration into the tourism market like food production and purchase to restaurants and shops, organization and establishment of infrastructure, as well as services in advance, like information systems in the region. For these kinds of activities no direct contact between customer and supplier are necessary.

The induced effects describe the circulation of money in the region. That means that additional income from tourism will be refinanced in the region and raise the economic wealth of all players.

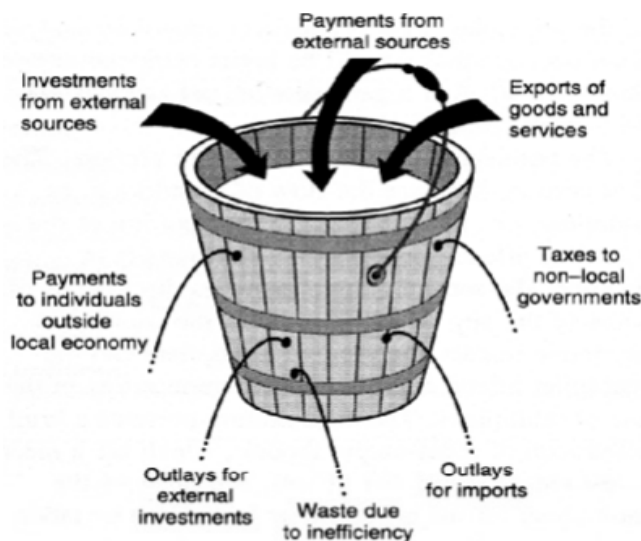
There are combinations of both possible and the boundaries between these effects can be blurred. For example a farmer can offer bed and breakfast facilities on his farm and horse riding and profits in direct contact with the tourist from direct effects. At the same time he sells his agricultural products to restaurants and profits from the indirect effects. He himself triggers induced effects in the region, if he employs qualified skilled workers from the neighborhood for services or renovations, buys equipment for his guestrooms or new machines for his farm.

The aspect of economic sustainability is defined by the fact of 'leakages', that means how much money remains in the region or leaks out. This can be caused by foreign investors and external contractors, import of all kind of products and services. Reasons can be lack of money and/or competence.

According to the balance of all three sectors at first were defined by Martha Honey and later taken over by UNWTO and the principles of the Global Sustainable Tourism Criteria (GSTC).

Social benefit e.g. is defined as

- Initiatives for education, health and sanitation
- Employment of local residents and national legal protection of employees
- Withdrawl against exploitation of children and adolescents, including sexual exploitation and restrain of child labour
- Acceptance of the gender aspect and hiring women and local minorities also in management positions



Picture 6. Local leakages [22]

The economic benefit is targeted on

- Local employment and training
- Local services and local entrepreneurs
- The quantity of salary to be enough for living
- Not jeopardizing the provision of basic services to neighboring communities

The environmental preconditions encompass a variety of different aspects like

• usage of environmentally friendly products for building materials, capital goods, food, and consumables

- economic energy consumption and use of renewable energy.
- economic water consumption
- wastewater and solid waste management
- reducing pollution by greenhouse gas emissions from all sources
- reducing harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials and properly managed
- implementation of practices to reduce pollution from noise, light, runoff,
- erosion, ozone-depleting compounds, and air and soil contaminants
- conserving biodiversity, ecosystems, and landscapes
- protection and use of wildlife species only along international agreements like CITES.
- usage of native species for landscaping and restoration, and avoid introduction of invasive alien species.
- Biodiversity conservation, including natural protected areas and areas of high biodiversity value.

8. The role of National Parks to regional development

In this context the role of National Parks according to their positive impact on regional development should be stressed. In many regions worldwide National Parks are considered as a threat to the economic fundamentals of the rural population, because they don't know anything about the potential and benefit for their region.

In Germany the first National Park 'Bayrischer Wald' was founded in 1973, along border of Czech Republic in size of 242 km² (58,000 acres).

In the beginning heavy conflicts with the neighboring farming, hunting and forestry sector occurred because of new restrictions without compensation. Politics on the other hand in the beginning did not involve the local stakeholders on a participatory level, providing proper information (legal and financial) and support to enhance acceptance, understanding and necessary action for the park.

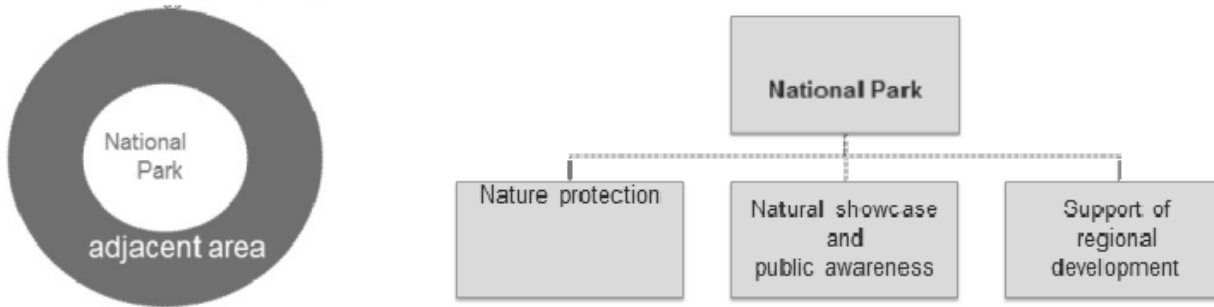
It took some time, until the potential was acknowledged, the appropriate management plans implemented and new income created by restaurants, accommodation and other services. The National Park and the neighboring local communities started to gain profits from each other developing a positive and charming image to the whole country of Bavaria.

Meanwhile 300 km of marked hiking trails, 200 km of cycling paths, 80 km of skiing trails are available, the park developed a new pride as social and natural heritage and source of income. Nowadays the park has become an important economic factor for the whole region following the guidelines of minimizing the pressure on nature.

Having learnt, that there is a demand and market for environmental tourism, that there are good revenues, the local people now face another discussion about the tourism carrying capacity (TCC) within the park. Investors want to provide more services and enhance thus the revenues. This discussion shows that the balance of sustainability is very fragile and has to be evaluated regularly.

Following the definition of IUCN 1994 for protected areas as "a piece of land and/or water, which especially is dedicated to protection of biodiversity and nature and along with this its cultural resources and which is managed by legal or other effective means," there are three main purposes. Beside nature protection the establishment of ecotourism is essential based on the principle of 'protection through utilization,' by building of public awareness within the park as a natural showcase. Support of regional development is targeted on additional tourism services connected to the park management.

Tourism and especially ecotourism need regulation, such as rules of behavior, limits, guidance, survey about capacity of tourists in vulnerable areas (vgl. UNWTO 2004) which have to be implemented and respected consequently and controlled by competent, well-trained employees.



Picture 7. Purpose of National Parks

In order to follow those guidelines tourism needs collaboration in nature conservation, culture protection, farming, gastronomy, small and middle sized enterprises (SME) and regional production and trade.

All these players have to bring in their different competences and interests. Though there are different interests and ideas available which can cause conflicts there is no alternative to collaboration.

The focus will be always the same: how to balance the three factors of economic, environmental and social aspects to have an acceptable benefit sharing for all. Those who don't profit that much or run the risk of disadvantages e.g. by limiting production or services, compensation has to be negotiated. This can happen when the discussion goes about competing interests between nature protection and production, between appropriate salaries and profit maximization of investors.

The conflicts can be triggered by discussions within the tourism sector about tourism carrying capacities (TCC) and competing tourism activities like hunting and eco-tourism, about target groups and infrastructure and impacts like described of Butler and Plog.

Or conflicting interests between tourism, industry and agriculture can occur. Empirically the economic force of regional tourism in respect of added value and jobs provided is often underestimated so that the interests of industrial enterprises and their large-scale projects are preferred within decision-making.

9. Capacity building and new relationships

Therefore a serious impact assessment is necessary and for that the entire competence of a region has to be involved like described in the approach of a knowledge-based economy [2].

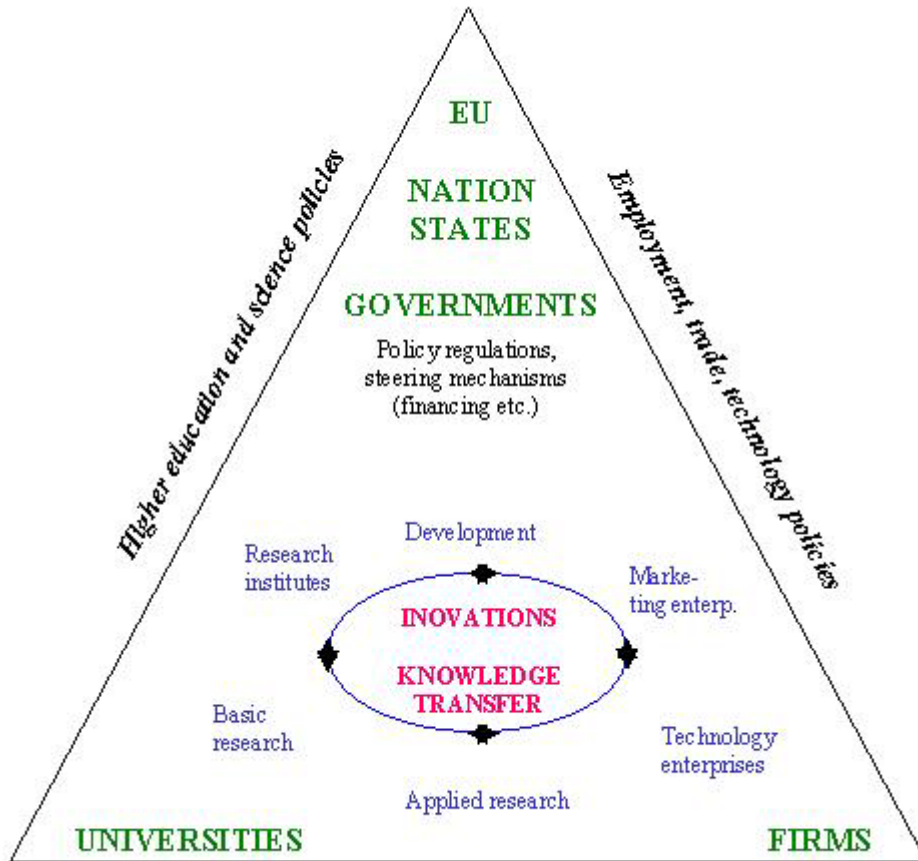
They highlight that the three sectors of government, science and business have to collaborate in order to ensure appropriate knowledge and information transfer. According to the development of adjacent or neighboring areas of National Parks, jobs like rangers and guides are required. Services like food supply in recreation areas, equipment, accommodation, souvenirs, maintenance and health service demand high competence and knowledge but provide a wide range of regional employment.

Universities are the driving force for research and innovative ideas and to improve the higher education sector according to environmental, economic and social requirements. The business sector can gain competitive advantages by implementing innovative technologies and products with competent employees and good market analysis. Both sectors need the support of the policy through complementary and sustentative legislation, steering mechanism and finances.

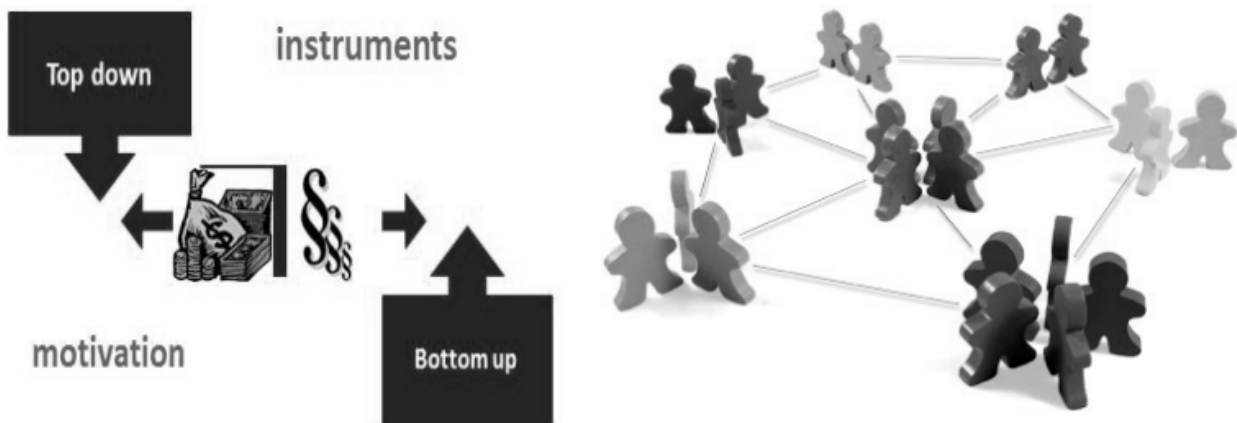
Generally politics are mostly organized as top-down processes which have thoroughly some advantages but also serious disadvantages.

As advantages can be considered that a central strategy approach will be formulated and given by the government and elaborated by high qualified experts. A matter of fact, weak regions never can afford due to lack of budget.

Disadvantages result from the experience, that planned activities are often not implemented. And if so, they usually don't really meet the local needs and preconditions. Essential information is often unknown by external advisors, running the risk of setting wrong incentives. The process of building up competence is mostly missing and often there are only a few stakeholders to benefit from. Thus local stakeholders don't sufficiently support the process.



Picture 8. The Triple Helix [24]



Picture 9. Decision Making [25]

A top-down strategy is often focused on big development and investment projects. In the field of tourism this can mean big resorts with big units of hotels and infrastructure targeted on a high quantity of tourists.

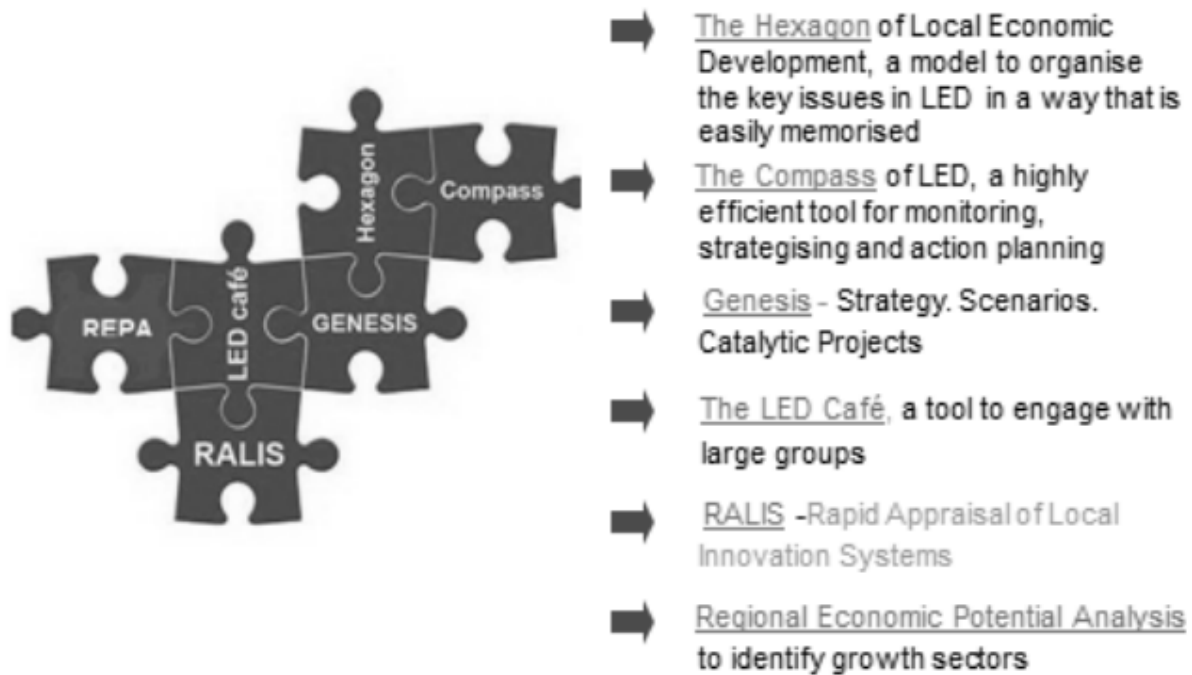
To avoid such kind of misguided development the top-down process should be complemented by a bottom-up process targeted on the involvement of the local population. As this strategy is a very complex approach, it is necessary to engage experts from outside to organize this process. The 'Participatory Appraisal of Competitive Advantage (PACA)' was developed as a method to kick-start or energize an Local Economic Development initiative (LED) by a German consultant mesopartner, (www.mesopartner.de; www.paca-online.de) and will be presented here as one best practice example. There is a wide variety of different approaches around the world, following the principles of participation.

In this case, five important principles are

- to involve local stakeholders from economy, ecology and public sector (triple helix)
- to work praxis oriented
- to learn how to get information
- to use local expertise
- to set proper incentives

Entrepreneurial activities are in the center of interest with focus on implementation. Success should be seen very quickly, to convince and motivate the target groups. The whole process is organized as a network of different stakeholders and follows a concept on execution of quick analysis to initiate and support initiatives of local or regional economic development and promotion of employment. The conceptual and systematic frame serves as orientation for local or regional stakeholders. This strategy is targeted not only on economic potential but also on competence and capacity building of the stakeholders involved, and encourages participants to identify and evaluate small-scale, realistic and action-oriented concepts to be implemented in a short period of time. LED only functions, if all local participants and stakeholders from business, public sector, NGOs, institutions etc. are involved. As LED needs a lot of volunteer work, all stakeholders need to be motivated and convinced to be on the right track.

For this a bunch of different working and communication methods were developed according to the size of groups, time frames and targets to be pursued, like the Hexagon, the LED Café or Compass.



Picture 10. Monitoring Tools [21]

10. A case study: Let's practice

An attractive lakeside community in central Europe of 5000 persons is presently a popular tourist center, primarily because of its appeal to sports enthusiasts and its proximity to a magnificent National Park. Additional to that group of indigenous still live in their traditional structure with own language, clothing and social habits. They do traditional carpet weaving and as well have competence in natural healing methods.

The tourists to come are 60% domestic and 40% international tourists.

However, tourist expenditures are low, principally because of the lack of entertainment in the community. The movie theater closed three years ago, and there is virtually no entertainment except that to be found in a couple of beer taverns. The town and surrounding countryside are rich in history, but the only museum is a small one in the basement of a grocery store.

Activities in nature are not advertised, information hard to get. Organized tours are not available, due to lack of planned routes and trained guides.

A public transportation system only works when it feels like.

For two years the number of domestic tourists staying overnight fell steadily. Although domestic tourist demand has been vivid until recently, it cannot compensate adequately for the failure to attract up market tourists (whether domestic or foreign).

The importance of this is reflected in the fact that nearly 40% of total accommodation spending in this area is generated by two up market hotels – with the rest being generated by some 10 formal sector hotels and 20 hostels. The failure to develop the standards of these resorts has seriously constrained the growth of the tourist value chain in the whole area.

The regional government has to improve the economic and social situation in this community, because the unemployment rate is between 10 and 12%. Young people leave the village for the next big city to find a job. As the governor wants to be reelected next year he has to search for solutions.

As a well-reputed consultant for sustainable tourism development from abroad, you have been approached by the regional parliament to consider the feasibility of promoting the community and its surroundings for more tourists, short-, middle- and long-term.

1. How would you analyze the situation?
2. Where do you see potential for regional economic development (LED)?
3. What would you recommend how to start?
4. Who has to be involved?
5. How would you organize the process of participation?
6. Which aspects of sustainable tourism development would you stress?

Conclusion. Ecotourism is a segment of nature-based tourism, if the principles of sustainability are observed and balanced. Sustainable tourism management in general requires e.g. infrastructure on modern ecological standards, environmentally friendly technologies and behavior in the field of water usage- and cleaning, efficient and clean energy supply, environmentally friendly concepts and behavior on waste management, competence in service and guidance.

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Принципы устойчивого управления туризмом

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Аннотация. В статье рассматриваются принципы устойчивого управления туризмом, глобальный рост туризма, общее развитие туризма в глобальной перспективе, угрозы для туризма, аспекты устойчивости, определение устойчивого управления туризмом, показатели устойчивого регионального развития, роль национальных парков в региональном развитии, укрепление потенциала и новых отношений.

Ключевые слова: экотуризм; устойчивое управление туризмом; глобальный рост туризма; показатели устойчивого развития региона.