

EXERCISE 2.1

TOURISM DEVELOPMENT – FUNDING DECISIONS

This is a role-playing exercise in which you need to provide guidance on some funding decisions intended to help promote tourism in your (fictional) home country. The following text provides information on some of the characteristics of the country in which you are working and also some information on the Tourism Development Taskforce.

The organisation

You are employed in the public sector as a tourism consultant and have been asked to act in an advisory capacity to the Tourism Development Taskforce established by the State Department of Culture and Heritage. The specific objectives of this taskforce must be taken into account alongside those of your particular sub-committee and contextualising information about the country. The objectives of the Tourism Development Taskforce are:

- To protect and promote diverse forms of cultural heritage
- To further economic development and regeneration
- To promote business efficiency, investment and competitiveness
- To promote employment and entrepreneurship in the tourism industry
- To enhance the development and application of skills
- To contribute to environmental sustainability

You are a member of one of four particular partner organisations that have been asked to offer guidance. You are meeting to discuss some funding decisions that are to be made and will feed your recommendations back to the taskforce. The organisations are:

- The National Tourism Marketing Body
- A national heritage organisation
- The National Confederation of Tour Operators
- The Department for Communities and Local Government

Key contextual information about the State

- Large areas of continued post-industrial decline
- Strong local and national identities
- Multicultural (14 per cent ethnic minorities), some difficulties of integration regionally
- Large rural areas account for 40 per cent of total land

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- Cultural and economic activity concentrated in urban areas
- Large areas of social deprivation in inner cities, and rural poverty a growing concern
- Generally low participation in the arts
- Tourism income is unevenly spread around the country with particular concentrations around key transport hubs

Strategic objectives of the partner organisations

National Tourism Marketing Body

- To support and facilitate the development of the tourist industry, to enable it to develop to maximum potential.
- To diversify the tourist products of the nation, and to improve the visibility and image of the nation on an international stage.
- To increase export earnings through the attraction of larger numbers of overseas visitors.

The national heritage organisation

- To preserve the built and cultural heritage of the nation.
- To raise funds for the restoration of buildings of historical interest that have fallen into disrepair.
- To sustainably manage visitor numbers to heritage sites while also maximising public participation.

The National Confederation of Tour Operators

- To establish strong relationships between different sectors of the tourism industry for the benefit of tour operators.
- To encourage professional standards within member tour operators.
- To maximise the profitability of tourism for tour operators.

Department for Communities and Local Government

- To regenerate regions and localities to secure jobs.
- To create thriving, sustainable, vibrant communities that improve quality of life.
- To tackle anti-social behaviour and extremism.

Funding decisions

The total sum of money that is available in this round of funding is £10 million. Each applicant can be given any sum of money between null and the full

amount requested. Each recommendation that you make should be justified, and conditions can be attached (e.g. how/where money should be spent, requirement to attract matched-funding).

The following bids for funding have been received and are being considered as a shortlist:

- (1) Lakes Region Holiday Park: Based outside a major tourist hub, this development represents the latest in the expansion of a major internationally known tourism service provider. Requires the use of 5,000 acres of lakeside land and substantial building projects. Seeking subsidy in order to go ahead with this particular site which is expected to provide 300 jobs and to attract both domestic and international tourists. Total budget of project is £12 million. Bid: £1.5 million.
- (2) Open-Air Folklore Museum: A small group of dedicated volunteers seeking to open a new attraction in a rural area. It is anticipated that visitors will largely be from the local area but it is hoped that wider interest can be generated. Bid: £500,000.
- (3) Business Hatchery Network: To assist in the development of new small and medium enterprises in the tourism industry, as well as in the broader cultural industries sector. Intention is to provide expert advice, workshops, office space and support to new business ventures. Bid: £2 million.
- (4) The Olympic Games Foundation: Your capital city is to host the Olympics and is seeking additional funding to develop and market holiday and tour packages with an Olympic element. Specifically tasked with development of the idea of the 'Cultural Olympiad', and the incorporation of cultural events and performances into sports-themed trips to the city. Anticipated to attract primarily international visitors and to involve substantial community involvement in the **staging** of cultural events. Bid: £3 million.
- (5) Disney Theme Park Development: Major tourist attraction, being developed by a private sector company. Expected to create 300 full-time jobs and attract significant numbers of tourists. Based on the outskirts of the capital city. Total investment expected to be in the region of £70 million. Bid: £8 million.
- (6) National Shipbuilding Heritage Centre: Seeking funding to help cover general running and exhibition costs for a proposed new venue exploring the industry and the lives of those involved in it. First such centre in the country. Bid: £3 million.
- (7) New Capital City Airport: Seeking additional funding to meet costs of environmental protection when a new airport is built on an area of environmental concern. Airport will primarily host international flights and is expected to relieve pressure on the existing airport serving

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- the capital city. Likely to increase total number of flights taken to, from and within the country each year. Bid: £2 million.
- (8) Regional Tourism Marketing Board: Planning a major revamp of promotional literature and a re-branding of a rural region in line with a recently published tourism strategy document for the country. Seeking to attract larger numbers of Asian and Australian visitors in particular, as well as increasing overall domestic and international visitor numbers. Bid: £3 million.
 - (9) National Association of Tour Guides: A major new initiative in providing training and certification for those employed as tour guides. The establishment of a series of regional centres for guiding training is expected to raise the quality of the industry by implementing professional education. Bid: £6 million.
 - (10) Seaside Regeneration Partnership: National network of seaside resorts seeking to work together to learn from best practice in regeneration and marketing. Seeking to fund a major national campaign to attract home country tourists back to domestic destinations for annual holidays as well as to find new ways of using existing infrastructure. Bid: £1 million.
 - (11) Jewish Heritage and Genealogy Centre: Aims to complete the building of a major new centre and to provide libraries, archives and family history records to Jews and descendants of Jews throughout the country. Centre will also incorporate a museum relating to Jewish life in the country through the ages. Educational opportunities for both Jews and Gentiles in the surrounding region. To be based in either of the largest three cities within the country. Bid: £1.5 million.
 - (12) FIFA Football World Cup bid: A consortium of the five largest cities in the country is seeking support in a campaign to secure the hosting of the football 2018 World Cup. Funding required to support the formal process of putting together a winning bid, to develop sporting facilities in the cities and their regions, as well as to market the cities. Anticipated that significant numbers of temporary jobs will be created, and that benefits and events will be spread into surrounding areas. Bid: £2.1 million.
 - (13) World Heritage Site bid: Proposal to develop a bid relating to a historically and architecturally significant area of the city centre of a small provincial city within the country. Requires close community co-operation and sensitivity in the interpretation of history. Bid: £1.8 million.
 - (14) Ecotourism Ventures: A new private company seeking to develop two-week ecotours of national parks for wealthy international tourists. Intended to create low-impact and sustainable package tours using existing accommodation and infrastructure. Funds required for the training of guides, product development and marketing campaigns. Bid: £250,000.

Budget unveiling

Discuss the merits of these applications with reference to the strategic objectives of your particular organisation and those for the Tourism Development Taskforce. Develop a ten minute presentation to members of the Tourism Development Taskforce outlining the following:

- Your recommendations for the distribution of the funding
- How this spending will meet the objectives of your organisation
- How this spending will meet the objectives of the Tourism Development Taskforce