Raising Indigenous and Community Tourism: Building economy in emerging destinations using the Market Ready Model

International Indigenous Tourism Conference (IITC)

November 13, 2019       Kelowna, BC

Photo courtesy of ITAC
Presenter: Judy Karwacki

- Tourism development consultant (25+ yrs)
- Saskatoon travel agency owner (33 yrs)
- Indigenous and community tourism
- Experiential product development and digital marketing
- Extensive Canadian and International Indigenous Tourism experience
Topics

Market Ready Model Background

Caribbean-Latin America Projects

Caribbean Community Tourism Toolkit
Why Market Ready Standards?

- Ensure Authenticity
- Constant improvement of tourism businesses
- High-quality, reliable & consistent experiences
- Better consumer satisfaction
- Strengthens entire sector
- Required to work with international tour operators, travel agents, other travel distribution channels

Photo courtesy of ITAC
Market Ready Model Origins
Authenticity & Market Readiness

Authenticity is at the heart of Indigenous tourism

A Culture belong to the community and by people, it is essential to ensure the Culture is promoted for future generations. All tourism promotion that shows our culture should be developed and delivered in a way that supports the community it represents.

With the diversity of Indigenous cultures across Canada, it is impossible to define universally what is "appropriate" to show, as something may be appropriate in one community and not in another. TAC supports the authority of each community to determine their own cultural protocols and boundaries, and recognizes all of the diverse values and beliefs of our First Nations, Métis and Inuit peoples. This guide will help you to ensure that Cultural Protocols are followed so that everyone can be comfortable that the experience you offer is not just authentic but also supported by the "Keepers of the Culture... the Nation and its People."

Are you ‘business-ready’?

All businesses in the tourism sector, Indigenous or otherwise, must meet industry-wide standards to be seen as "market-ready". We’ve broken down these industry standards into three categories of "readiness" so that you can easily understand the market you are currently able to attract and serve, and what steps you need to take to move to the next level.

01 Visitor-ready business or experience:
- Business exists and is open (year-round or seasonally).
- Has all its licenses, permits and insurance in place in order to operate legally.
- Basic website or Facebook listing with limited information.
- No active marketing efforts.
- Unclear about what visitors will see or do.
- Lack of consistent hours or response to questions.

02 Market-ready business or experience meets all of the above criteria plus:
- Open consistently for at least two years.
- Good website with contact info, reachable 24/7.
- Promotional materials and explanation of what visitors will see or do.
- Meets or exceeds industry expectations for their sector.
- Communicates with and responds to potential visitors year-round.
- Is ready to accept advanced reservations.

03 Export-ready business or experience meets all of the above criteria plus:
- Involvement with industry partners, works with partners, DMOs, media, welcoming international visitors.
- Is prepared to market and partner with travel trade distribution sales channels.
- Understands commission and net rate pricing, has commissionable pricing structures, accepting vouchers, tested by industry associations.
Formalizing the Market Ready Approach

Business Model to create excellence and organize the Adventure Travel Sector

1. Market-readiness diagnosis
   - Sustainable livelihoods, business, operational, market, environmental and cultural practices assessment

2. Market-product match
   - Target markets, competitive analysis and ideal guest profile

3. Experience design & development
   - Design, test and operationalize experience

4. Experience marketing
   - Marketing to target markets, media and public relationships according to level of market readiness

Start-up

Market Ready

Export Ready

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Market Ready Model Use

• Grenada USAID-GBAR 2006: diversification into experiential travel

• Guyana USAID-GTIS (2006-2011): birding tourism development, 60+ tour operators with new itineraries

• Belize IDB Cultural Tourism (2011-2012): very successful grant program
Market Ready Model Use

- **Jamaica Community Tourism (2011-current):** basis of national strategy, business development, tools development, portfolio of market ready businesses
- **Mexico (2014-current):** indigenous & community tourism development
Market Ready Model Use

- **Curacao Experiential Travel (2015-current):** Diversification from mass tourism
- **Jamaica Treasure Beach (2016-current):** Community tourism development
- **Guyana SAVE Travel (2018):** SAVE (scientific, academic, volunteer & educational) travel strategy
- **Chile (2018):** Indigenous tourism development; ITAC now assisting
Enterprise Development Tools

Developed with ITBC & ITAC

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Caribbean Community-Based CBT Tourism Toolkit (2019)

- Developed with participation of Keith Henry & ITAC.
- Canada is a funder, under Compete Caribbean project
- Build capacity of the Caribbean Tourism Organization (CTO), National Tourism Organizations (NTOs) and Business Support Organizations (BSOs) to support development of community-based tourism.
- Provide communities and entrepreneurs with practical tools to support development of CBT.
- Build a pipeline of CBT cluster projects that Compete Caribbean project and others can fund.
## Community-Based Tourism (CBT) toolkit

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Tool</th>
<th>Description</th>
<th>Use</th>
<th>Files</th>
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<tr>
<td>COMMUNITY TOURISM DEVELOPMENT</td>
<td>Tourism Assets Inventory</td>
<td>Template to prepare an inventory of tourism assets found in the community (businesses, experts, infrastructure, natural sites, etc.)</td>
<td>Document and assess the number, range &amp; quality of tourism assets that can be used to increase tourism revenues.</td>
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<td>CBT Diagnostic</td>
<td>A frame of reference to assess the community’s capacity/needs for CBT based on key success factors (KSFs).</td>
<td>Assess market readiness and gaps to identify priorities that can be included in a project plan and/or funding proposal</td>
<td>Diagnostic tool: Questionnaire and CBT framework.xls</td>
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- Tourism Asset Inventory.xls
- Diagnostic tool: Questionnaire and CBT framework.xls
# Community Development Tool

**Tourism Asset Inventory Template**

### I. Accommodations
1.1 Bed & breakfast
1.2 Cabin / lodge / ecolodge
1.3 Campground
1.4 Apartment / villa
1.5 Guest house/ inn
1.6 Homestay
1.7 Hostel
1.8 Hotel
1.9 Other

### II. Attractions
2.1 Festivals & Events
2.2 Culture & Heritage Attractions
2.3 Natural Attractions
2.4 General Attractions

### III. Services
3.1 Food & Beverage
3.2 Shopping & Markets
3.3 Transportation

### IV. Experiences (Tours & Activities)
4.1 Culture & Heritage
4.2 Water-based Adventure
4.3 Land-Based Adventure Local

### V. Local Experts
5.1 Tourism
5.2 Natural and Cultural Heritage
5.3 Performing Arts
5.4 Visual Arts

### VI. Infrastructure
6.1 Security
6.2 Health
6.3 Visitor
6.4 Other

Identify strengths, gaps, enhancement, build and protection needs. Support planning & product development.
# Tourism Assets Inventory

**Instructions**

To list and categorize the products, services and infrastructure in the community used (or potentially used) for tourism in order to support the development of Community-Based Tourism (CBT).

**Purpose:**

Have an inventory of demand generators, which is what is available in the community to attract visitors and support packaging and promotion of CBT products and services.

**What to include:**

* Any businesses or assets that visitors might use, see, hear or touch while in the community.
* The most important information to record is name, location, and contact person to update details.

**Asset components:**

Seven tabs including the "Asset List" which covers the main tourism categories and types of assets:

1. **Accommodations** - e.g., homestays, hotels, ecolodge, camping, bed & breakfast.
2. **Attractions** - Festivals & Events, Culture & Heritage Attractions, Natural Attractions, General Attractions.
3. **Services** - Food & Beverage, Shopping & Markets, Transportation.
4. **Experiences** (Tours & Activities) - Culture & Heritage, Water-based Adventure, Land-based Adventure.
5. **Local Experts** (persons with special knowledge) - Tourism, Cultural Heritage, Natural Heritage, Performing Arts, Visual Arts.
6. **Infrastructure** - Visitor and community infrastructure important for tourism.
7. **Use community and tourism websites, business directories, phone books, bulletin boards, etc.**

**Identify people in the community who know what is available in the community.**

**Fill or ask others (such as students) to fill each tab to the best of their knowledge.**

**Identify someone responsible for maintaining the master file so any changes made are captured centrally.**

### Frequently Asked Questions (FAQs):

1. **Should non-CBT tourism assets be included?**
   - Yes, non-CBT tourism assets should be included because:
     - Visitors often use a mix of CBT and non-CBT products and services.
     - When packaging, CBT businesses can work with non-CBT businesses to create engaging experiences and provide complementary tourism products and services.
     - Non-CBT tourism businesses are important marketing partners for CBT e.g., they may display CBT promotional materials, recommend you to their guests, or become a reseller of your products.

2. **What is capacity?**
   - It is the maximum number of people that can stay in an accommodation facility, visit a place, or take part in a tour or activity at one time. The estimate can be provided as a range such as 10-20 visitors per tour.

3. **Must the full inventory be completed?**
   - * No. The Inventory is a tool to collect information about what exists and can be completed over time.
   - * The Inventory should be updated every few years.
   - * It is important to decide who is responsible for keeping and regularly updating the master Inventory.

### Table: Tourism Assets Inventory

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Type</th>
<th>Sub-type</th>
<th>Name of main contact for booking</th>
<th>Phone</th>
<th>Email</th>
<th>Website</th>
<th>Community owned?</th>
<th>Name of main owner(s)</th>
<th>% of female ownership</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Village &amp; street where the attraction is located</td>
<td>select from drop-down menu or refer to Asset List</td>
<td>select from drop-down menu or refer to Asset List</td>
<td>First &amp; Last name and Contact Information</td>
<td>Home</td>
<td>Business Email</td>
<td>Business Website</td>
<td>Yes, No, Partial</td>
<td>First &amp; Last Name</td>
<td>Female Ownership</td>
<td>Include notes on visitor appeal, visitor capacity, other relevant info e.g., renovations, closures, development plans</td>
</tr>
</tbody>
</table>

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**Use:**

Community Development Tool
Community Development Tool

Diagnostic tool

Frame of reference to assess market readiness and gaps based on KSFs, and to discuss priorities that can be included in a project plan and/or funding proposal.

7 dimensions that must be assessed for community tourism development:

1. Governance and Leadership
2. Community Participation
3. Access to Resources
4. Infrastructure & Services
5. Human Resources
6. Tourism Assets
7. Product Development and Marketing

For each dimension, market readiness can be assessed for 28 key success factors in CBT.
## CBT Diagnostic Framework

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Success Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Leadership</td>
<td>CBT integrated in local economic planning</td>
</tr>
<tr>
<td></td>
<td>Representative governance</td>
</tr>
<tr>
<td></td>
<td>Partnerships</td>
</tr>
<tr>
<td></td>
<td>Independent administration</td>
</tr>
<tr>
<td>Community Participation</td>
<td>Community interest</td>
</tr>
<tr>
<td></td>
<td>Knowledgeable community members</td>
</tr>
<tr>
<td></td>
<td>Community consultation and engagement</td>
</tr>
<tr>
<td></td>
<td>Protocols for visitors</td>
</tr>
<tr>
<td>Access to Resources</td>
<td>Access to land</td>
</tr>
<tr>
<td></td>
<td>Protected CBT assets</td>
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<tr>
<td></td>
<td>Access to business support services</td>
</tr>
<tr>
<td></td>
<td>Access to finance</td>
</tr>
<tr>
<td></td>
<td>Access to capital investments</td>
</tr>
<tr>
<td></td>
<td>Access to technical training</td>
</tr>
<tr>
<td>Infrastructure &amp; Services</td>
<td>Accessibility</td>
</tr>
<tr>
<td></td>
<td>Basic infrastructure (water, waste, electrical, communication and financial services)</td>
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<tr>
<td></td>
<td>Health and medical</td>
</tr>
<tr>
<td></td>
<td>Security</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Management skills</td>
</tr>
<tr>
<td></td>
<td>Operational skills</td>
</tr>
<tr>
<td></td>
<td>Licenses and credentials</td>
</tr>
<tr>
<td>Tourism Assets</td>
<td>Asset inventory</td>
</tr>
<tr>
<td></td>
<td>Signage</td>
</tr>
<tr>
<td></td>
<td>Retail/shops</td>
</tr>
<tr>
<td>Product Development and Marketing</td>
<td>Market research</td>
</tr>
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<td></td>
<td>Product base</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
</tr>
<tr>
<td></td>
<td>Industry linkages</td>
</tr>
</tbody>
</table>

7 dimensions and 28 success factors for effective community-based tourism (CBT) development
Questions to facilitate:

- Assessment process
- Discussion with community members
- Prioritization
- Fundraising

## Compete Caribbean-Caribbean Tourism Organization

### Community-Based Tourism Readiness Diagnostic - Success Factors Criteria and Scoring

<table>
<thead>
<tr>
<th>Key CBT success factors</th>
<th>Governance and Leadership</th>
<th>Partnerships</th>
<th>Independent Administration</th>
<th>Community Participation</th>
<th>Access to Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Is Community Based Tourism CBT part of a broader community development plan?</td>
<td>Does the community have strong partnerships with government, NGOs or other agencies that support the community's CBT development plans?</td>
<td>Does the community have established administrative and financial systems and procedures specifically for developing and managing CBT (e.g., separate accounting systems and bank accounts used only for CBT development, CBT funds not subject to appropriation for other uses)?</td>
<td>Is there interest from community members to champion CBT activities?</td>
<td>Does the community own lands or have secure legal access to lands where CBT development is planned or where CBT activities take place?</td>
</tr>
<tr>
<td></td>
<td>Does the community prioritize CBT as a development strategy?</td>
<td>Does the community have a written CBT development strategy or plan?</td>
<td>Does the community have a system to allow community members to provide input and/or make decisions on CBT initiatives that affect the community (e.g., community meetings, voting)?</td>
<td>Has tourism awareness education been conducted to help community members understand tourism and its opportunities (e.g., how the tourism sector works, the benefits and drawbacks, the types of jobs and business opportunities it creates, social impact)?</td>
<td>Has the community defined cultural and/or community protocols and boundaries that protect the community and reflect community values and beliefs (e.g., sites not to be visited, unwanted visitor behaviour, privacy infringement)?</td>
</tr>
<tr>
<td></td>
<td>Has zoning been done to designate areas in the community to be used for tourism?</td>
<td>Is the CBT committee representative of community members (e.g., youth, elderly, farmers, fishers, as relevant to the community)?</td>
<td></td>
<td>Does the community have knowledge and experience in CBT (e.g., tourism training been done, community members own or have worked in tourism enterprises)?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Is there a management committee (or group) responsible for CBT?</td>
<td>Is the CBT committee representative of community members (e.g., youth, elderly, farmers, fishers, as relevant to the community)?</td>
<td>Does the CBT committee, or community decision makers, hold regular meetings to discuss CBT development with community members?</td>
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</tbody>
</table>

### Assigning a score based on best estimate of the extent to which the community meets each criterion

<table>
<thead>
<tr>
<th></th>
<th>Meets 2 points</th>
<th>Partially meets 1 point</th>
<th>Does not Meet 0 point</th>
<th>Comments (e.g., Activities already place to meet criterion, assistance required to meet it, critical gaps to be addressed to meet it)</th>
</tr>
</thead>
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<td>Governance and Leadership</td>
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Enterprise Development Tool

CBT Enterprise handbook

User-friendly guidebook to help entrepreneurs develop profitable CBT enterprises that return benefits to communities.

Handbook and Facilitator Tools to support training

PPT Presentation Deck
Facilitator’s Guide
Learning Activities
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1.1 Many Different Parts
1.2 The Global Scene
1.3 Impacts of Tourism
1.4 Global Tourism Trends

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2.1 What is Community-Based Tourism (CBT)?
2.2 What are the Benefits and Drawbacks of CBT?
2.3 Community-Based Tourism in the Caribbean

## 3.0 Protecting and Involving Your Community
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7.2 What Commissions Do the Travel Trade Expect?
7.3 What are Net and Retail Rates?
7.4 How Do I Calculate My Net Rate?
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8.4 How Should I Prepare Guests for Their Visit?
8.5 How Can I Learn from Feedback?

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9.1 What are the 4 Ps of Marketing?
9.2 What Goes into a Marketing Plan?
9.3 Why is Branding Important?
9.4 How Do I Make a Marketing Content Library?
9.5 Why is Online Marketing Important?
9.6 What are the Best Ways to Market?

## 10.0 Developing Financial Management Skills
10.1 Why Do I Need Financial Management?
10.2 How Do I Estimate My Start-up Costs?
10.3 How Do I Prepare an Annual Operating Budget
10.4 How Will I Finance My Business?
10.5 What are the Essential Financial Statements?
10.6 What about Taxation and Reporting?
10.7 Why Should I Get Professional Assistance?
10.8 Checklist for Financial Success

## 11.0 Building Your Support Network
11.1 Building Your Support Network

Glossary
Appendix 1: References and Resources
Appendix 2: NTOs and CBT Development
Appendix 3: Sample Code of Conduct
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<td>Assessment of willingness-to-pay of American visitors for experiences that can be offered by Caribbean MSMEs.</td>
<td>Refine, expand and price the product offerings to increase tourism spending</td>
<td>Entrepreneurs, Business Support Organisations (BSOs), National Tourism Organizations (NTO’s)</td>
</tr>
<tr>
<td><strong>MARKET DEVELOPMENT</strong></td>
<td>5 CBT Profiles</td>
<td>+/-2-page template to collect information about the types of experiences found in the community to attract visitors.</td>
<td>Promote the diversity of CBT opportunities in the Caribbean</td>
<td>CTO representatives in USA, UK and Canada, NTOs, Tour operators, Visitors</td>
</tr>
</tbody>
</table>
Product Development Tool

4 Consumer research

Assessment of willingness-to-pay of American visitors for experiences that can be offered by Caribbean MSMEs.

1. What are visitors interested in spending their money on?
2. How much are they willing to pay?
3. How can Caribbean MSMEs take advantage of this?

Refine, expand and price the product offerings to increase tourism spending

Increase employment and revenues for people across sectors: farming, agro-processing, logistics, transport, tourism, creative industries, furniture, etc.
30 activities considered based on potential benefits for Caribbean MSMEs

<table>
<thead>
<tr>
<th>Niche Markets</th>
<th>Category</th>
<th>Category Definition</th>
<th>Price range</th>
<th>Number of businesses</th>
<th>Community involvement</th>
<th>Employment potential</th>
<th>Interest/Popularity (US)</th>
<th>Capacity in the Caribbean</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture and Heritage Tourism</td>
<td>Local Tourism</td>
<td>Tourism activity that offers experiences linked to the local/host community. May include multiple activities across various tourism niches and categories, with an aim to offer an authentic and local experience. Experiences may be packaged to include transportation, accommodation, meals, a guide, etc.</td>
<td>100-2000+</td>
<td>100+</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>5.00</td>
</tr>
<tr>
<td>Agro and Food Tourism</td>
<td>Food and Beverage Tour</td>
<td>Expeditions that include visits/excursions linked to food and related products and activities. Tours might highlight the process, include a tasting and/or culinary cooking activity. Popular tours include rum, coffee, spices, and chocolate.</td>
<td>10-1200</td>
<td>26-100</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>4.70</td>
</tr>
<tr>
<td>Culture and Heritage Tourism</td>
<td>Homestay</td>
<td>A homestay property is an alternative accommodation in a private residence/local home that accommodates paying guests. Travelers usually stay with a family and experience their cooking. Homestays can be offered by individuals and their families or by structured organizations.</td>
<td>15-110</td>
<td>100+</td>
<td>High</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
<td>4.50</td>
</tr>
<tr>
<td>Scientific, Academic, Volunteer and Educational Tourism (S.A.V.E.)</td>
<td>School Exchanges and Cultural Immersion</td>
<td>Travel experience which has as a primary motivation the tourist’s engagement and experience in learning, self-improvement, intellectual growth and skills development. Includes a broad range of products and services related to academic studies, skill enhancement, school trips, career development courses and language learning among others. Experiences can be focused on</td>
<td>1000-2000+</td>
<td>1-25</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>4.40</td>
</tr>
<tr>
<td>Agro and Food Tourism</td>
<td>Traditional Cuisine</td>
<td>Activities in the destination where the local food and beverage including agricultural products, gastronomic offerings and methods of food preparation are the primary pull factors and key aspects of the experience. Can be offered at family and local restaurants including the traditional fish fry.</td>
<td>10-15</td>
<td>100+</td>
<td>High</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
<td>4.40</td>
</tr>
<tr>
<td>Agro and Food Tourism</td>
<td>Farm to Table</td>
<td>A culinary experience that includes products that are locally grown or sourced. This may include a farm tour, harvesting ingredients, and/or a cooking class in addition to a meal/tasting using locally sourced ingredients.</td>
<td>25-110</td>
<td>26-100</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Mid</td>
<td>4.20</td>
</tr>
<tr>
<td>Scientific, Academic, Volunteer and Educational Tourism (S.A.V.E.)</td>
<td>Volunteer with Local Experience</td>
<td>Trips taken to a destination for the purpose of assisting the host community, often with a social cause as the primary motivation with travel as a complementary feature. Examples include voluntourism for reconstruction in the aftermath of a natural disaster, community development activities, conservation, and clean-ups.</td>
<td>100-2000+</td>
<td>1-25</td>
<td>High</td>
<td>High</td>
<td>Mid</td>
<td>High</td>
<td>4.00</td>
</tr>
<tr>
<td>Culture and Heritage Tourism</td>
<td>Indigenous Tourism</td>
<td>Tourism activity that is owned, operated, and/or managed by members of indigenous communities, and offers unique and authentic experiences to visitors while also contributing to sustaining local livelihoods, protecting valued socio-cultural</td>
<td>10-110</td>
<td>1-25</td>
<td>Mid</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
<td>3.50</td>
</tr>
</tbody>
</table>
Four activities prioritized based on research findings to optimize regional benefits

- A) Prioritize
  - These activities show highest benefits for the region.
  - They are most interesting to US tourists.

- B) Promote internationally
  - Benefits for the Caribbean are high.
  - US tourists show low interest; therefore, promotion and repositioning are required.

- C) Develop locally
  - US tourists are highly interested in these.
  - They bring lower benefits to the region; therefore they need further development.

- D) Redefine
  - Interest level among tourists is low, as are the benefits for the Caribbean compared to the rest of the activities.
  - Requires repositioning to strengthen both.

---

*Caribbean benefits refer to the combination of metrics from the scorecard (community involvement, employment potential, capacity, activity price, and number of businesses).

**Interest levels based on consumer survey, N = 629*
Three of the four top activities involve food

**Traditional Cuisine**
- Most are willing to pay as much as US$100 for their experience.
  - Average current price is $10
- Half of respondents are willing to pay more for food sourced locally, and nearly 40% for organic produce.

**Farm to Table**
- Majority would pay as much as US$100 for their experience.
- About half of respondents are willing to pay more if the experience is *locally sourced*, embraces *environmental sustainability*, and offers *VIP options or access*.

**Food & Beverage Tour**
- Most are willing to pay up to US$300 per activity.
- 35% are willing to pay more for attributes like *Organic certification, locally sourced, benefits everyone fairly*, etc.
- Around 20% are willing to pay at least 25%-50% more for *VIP options and access*. 
## Community-Based Tourism (CBT) toolkit

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Tool</th>
<th>Description</th>
<th>Use</th>
<th>Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY TOURISM DEVELOPMENT</td>
<td>1</td>
<td>Tourism Assets inventory</td>
<td>Template to prepare an inventory of tourism assets found in the community.</td>
<td>Inventory number, range &amp; quality of tourism assets in community, identify strengths and gaps</td>
</tr>
<tr>
<td>ENTERPRISE DEVELOPMENT</td>
<td>2</td>
<td>CBT Diagnostic</td>
<td>A frame of reference to assess the community’s capacity for CBT based on key success factors (KSFs).</td>
<td>Assess market readiness and gaps to identify priorities that can be included in a project plan and/or funding proposal</td>
</tr>
<tr>
<td>PRODUCT DEVELOPMENT</td>
<td>3</td>
<td>CBT Enterprise handbook</td>
<td>User-friendly business guide to develop profitable CBT enterprises that return benefits to communities.</td>
<td>Start, improve, formalize and expand CBT business operations</td>
</tr>
<tr>
<td>MARKET DEVELOPMENT</td>
<td>4</td>
<td>Consumer research in American market by Euromonitor</td>
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<td>+/-2-page template to collect information about the types of experiences found in the community to attract visitors.</td>
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Market Development Tool

2-page template to collect information about the types of experiences found in the community to attract visitors. To prepare marketing materials.

Part 1: Community Profile

Community Name: Click or tap here to enter text.

- Name of community and location (max 3 sentences):
- What name means/how community got its name – interesting info, (max 2 sentences):
- Interesting tidbit that shows or highlights an interesting angle (few sentences):

- Population (number of people):
- Indigenous Groups, if relevant (breakdown by %, if possible):
- Languages (rank order):
- Customs, traditions or practices to be observed:
- Location (brief details):
- Note: also use Google Maps to prepare a map showing location, geographic features, etc.
- Botany:
- Topography:

Part 2: See, Do & Stay

Community Arts, Culture and Heritage Experiences

Name, Location, Contact, Type

A few experiences offered by the community, culture and heritage experiences available to visitors, developed based on tourism inventory and field mission (General overview. No specific info on businesses providing tours.)

Community Profile:

- A few experiences about the special natural features/attractions of the community.
- A few experiences about the special natural features/attractions of the community, such as parks, protected areas.
- Focus on connection to community – e.g. places which are draws for the destination, and where CTEs (take advantage, good places for viewing flora and fauna)

Interesting tidbits about types of community accommodation available in the area, if none, provide info about accommodation partners community works with (General overview. No specific info on businesses providing tours.)

Contact Information:

Names, phone numbers, emails, social media pages for sources of visitor information for community

Database of CBT destinations in the Caribbean

© www.smallplanet.travel
Tools Available for Your Use

http://ourtourism.onecaribbean.org/cbtresources

CBT Enterprise Handbook and Training Materials
- Community-Based Tourism Enterprise Handbook
- Activity: CBT Experience Development Oct 15, 2019 v1
- Activity: Marketing Session Oct 15, 2019 v1
- CTO CBT Handbook Facilitator Guide Final Oct 15, 2019 v1
- CTO Handbook Presentation Deck Final Oct 15, 2019 v1

Diversification of Caribbean Experiences - Market Research
- Consumer Research and willingness to pay for CBT Activities Final Report
- Consumer Research and willingness to pay for CBT Activities Presentation
- Training Manual for CBT Market Research

Other Toolkit Resources
- CBT Business Support Directory
- CBT Business Support Directory Template

CBT Toolkit
- CBT Destination Profile Template
- CBT Diagnostic Tool Oct 15, 2019 v1
- Tourism Asset Inventory Template
- Sample CBT Destination Profiles

Complete Caribbean Partnership Facility - Call for Tourism Clusters
- Call for Tourism Clusters
- Call for Tourism Clusters Guidelines
- Call for Tourism Clusters: Overview
- Letter of Commitment Template
- Project Concept Note Tourism Clusters

Most Useful
Market Ready Model Lessons Learned

- Globally applicable, scalable model
- Baseline measurement & tourism development
- All elements integrated:
  - Cultural Authenticity
  - Market based
  - Training & capacity building
  - Experiential product development
  - Marketing
- Multi-year, coordinated program essential for success
Thank you!