

AN ABSTRACT OF THE THESIS OF KIMBERLY M. SYKES

Kimberly M. Sykes for the degree of Master of Arts in Applied Anthropology  
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Title: *Cape Scene & The Path To A Conscientious Tourism Product*

Abstract approved

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Courtland L. Smith

Many countries around the world are looking to tourism as a sustainable solution for economic development and many individuals seek business opportunities in the tourism industry. Researchers in the field of anthropology and other disciplines alike have recorded findings of the environmental, economic and cultural impacts of tourism development that are useful both to tourism promoters and new business developers. While there are a number of negative examples of environmental degradation, economic dependency and cultural exploitation resulting from tourism, there are so few positive models that scholars are now questioning whether tourism is a truly sustainable strategy for prosperity.

In particular, ecotourism and nature-based tourism have burgeoned from a perceived prospect of increased environmental, economic and cultural sensitivity, but a watershed of criticism has followed in the wake of their emergence. Critics claim that what is touted as eco-sensitive is just another marketing strategy to attract more people to areas of the world vulnerable to hosting a growing number of guests. Overuse of the term ecotourism has parties involved at all levels of tourism development from host communities, to tourism planners, to scholars questioning what is sustainable ecotourism. Due to this ambiguity, a new term, conscientious tourism, is suggested as a euphemism in order to clarify what type of tourism most contributes to sustainability.

*Cape Scene* magazine has evolved as a conscientious tourism product informing guests visiting South Africa how best to interact with the wildlife, environment and local people. The magazine has coupled interesting feature stories and helpful information on navigating around the Western Cape and Cape Town and includes a useful fold out map. The magazine reaches a broad audience of mass tourists, small group tourists and individuals and groups interested in nature, wildlife and cultural experiences. The magazine also informs readers of local conservation and community development projects ongoing in South Africa. This emphasis has created a conscientious tourism product that informs tourists of the country they are visiting while promoting conservation and social development causes that can be benefited by overseas awareness. As mass tourism will never completely give way to smaller conservation minded guided tour groups, the magazine helps to propel conscientious tourism by reaching out to the even the most undiscerning holiday maker.

The magazine was created by drawing on graduate internship experiences from coastal Oregon, the Micronesian island of Kosrae and Costa Rica. These internships give insights on how conservation, economic and cultural concerns have been and can be better addressed by local people and local businesses in an effort to work towards conscientious tourism and sustainable development. This thesis explores several ecotourism related projects encountered on the way to developing a conscientious tourism product, *Cape Scene* magazine. The existing body of tourism literature is considered in relation to the projects encountered and current work with *Cape Scene* magazine.



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*Cape Scene & The Path To A Conscientious Tourism Product*

by  
Kimberly M. Sykes

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I understand that my thesis will become part of the permanent collection of Oregon State University libraries. My signature below authorizes release of my thesis to any reader upon request.

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Kimberly M. Sykes, Author

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I am profoundly grateful to the faculty in the applied anthropology department at Oregon State University. The learning experience truly prepared me for my current career as proprietor, editor and publisher of the *Cape Scene* magazine, from which I gain a lot of fulfillment. The base of knowledge gained while attending graduate school and the opportunities provided through internships set the framework for my current endeavors.

While creating Cape Scene seemed like serendipity, amazingly it is the exact culmination of all learning up to that point as if tailor made by design into a single career. I am pleased that all of the work while (and since) attending the program in 1996/97 has come to fruition in the form of a business where I am able to use applied anthropology on a daily basis. I would like to thank Court Smith, Nancy Rosenberger and John Young for the guidance they provided while in graduate school, during internships, where at times I felt like I was in a bit over my head (Micronesia in particular) and recently with specific comments to help me complete the looming final thesis of my experience. I enjoyed the thinking process involved in discussions and writing under their tutelage.

Thanks to the Global Graduates Program at Oregon State University and Oregon Sea Grant for funding valuable internship experiences that allowed me to both travel and learn important skills that came together as *Cape Scene*. Specifically, I would like to thank Jan Ayoung of Oregon Sea Grant and Diane Hart of Global Graduates for giving me the Oregon Coast and Costa Rica research opportunities that, while I didn't know it at the time, were so important for my future. I would also like to express my sincere appreciation of my counterpart at the tourism office in Micronesia, Justus Aloka, who taught me a lot about Micronesian culture and society-a completely different perspective on priorities and pace of life.

Finally, I owe special thanks to my business partner and husband, Grant Sykes, for being the vision to propel *Cape Scene* forward, for his tenacity in sticking it out with me through the early days of starting a new tourism related businesses in a

market yet to blossom and for enduring the constant battle of selling advertising to keep the dream alive.

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## DEDICATION

I would like to dedicate this thesis in memory of my Dad, Charles Vincent Grover. He taught me the importance of goal setting and persistence- never quitting. He also encouraged me to follow my dreams and to believe that I can achieve anything. Most importantly, he instilled in me the importance of education and of being a free thinker. He led by example earning a self-funded MBA and as an entrepreneur and philosopher. He supported my enjoyment of learning and pursuits in the field of anthropology as well as my wanderlust, which lead me around the world experiencing different cultures first hand.

## **CAPE SCENE & THE PATH TO A CONSCIENTIOUS TOURISM PRODUCT**

### **I. INTRODUCTION: *CAPE SCENE* IN A NEW SOUTH AFRICA AND THE IMPORTANCE OF CONSCIENTIOUS TOURISM**

This thesis explores how to become a viable and conscientious tourism dependent business and focuses, specifically, on *Cape Scene* magazine. *Cape Scene* is a free publication for tourists that promotes local businesses, activities and conservation in the Western Cape of South Africa. Primarily, the magazine highlights what tourists can do while visiting Cape Town and attempts to promote conscientious and aware interaction with the local environment and culture. Residing within the heart of the Western Cape, Cape Town is a coastal city and a main hub for tourists. The study takes place in Cape Town from July 1999 to June 2003.

This study also addresses the issue of whether a tourism product is sustainable in a struggling economy wrought with racial tensions, changing political values and a radically transforming national ethos. More importantly, this thesis considers the ways in which these issues have affected tourism and the economy of the Western Cape of South Africa. In doing so, this study addresses what impacts the changes taking place in South Africa have on *Cape Scene* as a tourism product. Factors impeding positive tourism growth and tourism's impacts on the environment, economies and cultures of host countries are considered along the way to determining what defines a conscientious tourism product.

South Africa is radically transforming due to drastic social changes occurring within the last decade from the overturn of the apartheid political regime. While change is burgeoning, the ugly undertones of the recent past are inescapable. Poverty is evident with tattered townships, widespread homelessness and begging street children interspersed amidst the white elite, many of whom drive BMW's, Mercedes



and Audi's and live in multi-million Rand (1 Rand = \$0.10 at time of writing) beachfront properties.

While apartheid has made history as a human rights atrocity, ironically, it is the history of South Africa, among other national attractions, that continues to make tourism to this country appealing. Apart from an interesting past, South Africa offers stunning ambient beauty. The Western Cape, with Cape Town as its economic center, boasts an amazing geographical landscape, unique indigenous flora and fauna and a rich Dutch architectural heritage. In addition, the on going trade of wine making and diamond and gem stone commerce, combined with the tribal and Dutch immigrant cultures provide continued appeal for visitors.

The natural attractions are endless, ranging from Table Mountain, Robben Island, Cape Point and the Winelands, to the beaches, wildlife and nature reserves. These attractions are Cape Town's biggest assets and recognizing the need for sustainability, many of the prime tourist locals are protected as conservation areas or world heritage sites. There is enough to see and do each day to keep most travelers busy for at least a week. Considering the number of tourists seeking out these attractions daily, it is vitally important to give individual and group travelers helpful information to recognize the value and vulnerability of these sights and to offer guidelines for sustainably interacting with these environments. Yet, the questions remains, with all the attractions the Western Cape has to offer, why then, has tourism been volatile with less than 1 million visitors arriving to Cape Town in 1999 juxtaposed with growth happening in the wake of the September 11th disaster of 2001?

September 11th seriously affected the tourism industry worldwide. But South Africa benefited more than it suffered. After a sharp decline right after the event, the South African tourist industry bounced back dramatically and beyond expectations. This country was perceived as safer than, for example, the Mediterranean, recounts Sheryl Ozinsky, head of Cape Town Tourism. While the city would host around 11 cruise liners during a normal season, a total of 42 liners lay at anchor

in Table Bay last year. And the trend continues. This year, the country is bracing itself for another busy season with estimates that Cape Town alone will host around 8 million foreign visitors, the majority of which come from the UK and Germany- an increase of 7% on the previous year. (Mahlow, 2002: 24)

While this drastic change in tourism statistics demonstrates positive growth, this thesis considers the degree in which tourism is sustainable for a destination and proposes conscientious tourism as a possible solution for sustainability. This thesis also discusses tourism in the degree to which a changing economy and environment affects viability as a popular destination. Furthermore, this research explores whether tourism is a viable economic growth strategy and, most importantly, how to become a profitable and conscientious tourism dependent business in a destination vulnerable to changing tourism numbers. These conclusions are drawn based on skills and learning obtained on the way to developing a tourism related business; the same knowledge acquired through research experiences in the Applied Anthropology program at Oregon State University and subsequent internships offered through grants via Oregon State University.

## II. LITERATURE REVIEW: THE ANTHROPOLOGY OF TOURISM

Until recently, tourism as a field of study for anthropologists was discovered serendipitously. In other words, anthropologists have trekked far and wide to study other people, places and things and in their paths almost everywhere, they have discovered tourists. When applying anthropological principles to the study of tourism, the acculturation model is the most obvious.

Anthropologists have known for more than half a century many of the things likely to eventuate when different cultures come into contact, and this knowledge can readily apply to contact between tourists and indigenous, or 'host', societies. Acculturation theory explains that when two cultures come into contact of any duration, each becomes somewhat like the other through a process of borrowing. Tourists are less likely to borrow from their hosts than their hosts are from them, thus precipitating a chain of change in the host community. (Nunez, 1989: 264-265)

Historically, scholars were interested in the changes to subordinate cultures often overlooking the roles each side were playing in the cultural exchange, including any positive interchange. It is important to note, that positive acculturation can take place where tourists propel hosts in the service industry to learn another language, often English, which allows the bilingual or sometimes trilingual person to now be more 'marketable' in a market economy.

I think it is a matter of probabilities to be computed in terms of local or cultural variables in equation with the touristic situation and its personnel. But it is clear that in most situations a handful of people, no more economically or intellectually advantaged than their peers, appear to emerge as cultural brokers. They learn the necessary second or third language; they change occupations from subsistence or salaried to entrepreneurial; they migrate to potential or developing resort areas etc.;

and, if they are successful, they are emulated by the previously less daring. (Nunez, 1989: 269)

When studying tourism at the community level, typical anthropological approaches of participant observation, obtaining information from a representative range of people and specialized data from key informants apply.

The ethnographic routine need not be varied when studying tourism at the community level, except that the tourists, be they infrequent or regular visitors or part-time residents of the community, must be taken into account. This further involves an understanding of patterns of interaction between local residents, the hosts, and individual tourists or groups of tourists. (Nunez, 1989: 270)

Patterns of interaction between these population segments are more easily understood in tourist meccas where there's a long-standing industry and historical cycles of interaction to analyze. "However, when tourism is new or recent to a traditional community, a more difficult series of chores confronts the participant observer" (Nunez: 1989: 270). Furthermore, as the anthropologist is considered an outsider, it may prove difficult to observe authentic behaviors and attitudes typically reserved for 'insiders'.

I am aware that we all wear masks, but our performances are usually more exaggerated before an audience of strangers for whom we must perform, often to the point of obfuscation. Thus the anthropologist must attempt to find his way backstage as well as view the performance from the audience. (Nunez, 1989: 271)

Anthropologists must be prudent in their rush to judgment about the pitfalls of tourism development. "At the present state of knowledge, it is difficult to demonstrate that tourism per se is uniquely destructive or evil" (Nunez, 1989: 273). Rather than dismissing tourism as negative for the host culture, perhaps, driven in part by a subjectivity from trying to be an 'insider' and not just another tourist,

researchers must consider positive elements of conscientious and sustainable tourism.

Finally, before a closer look at the negative impacts of tourism development ensues, positive outcomes must be addressed. Today tourists are being invited, encouraged and enticed to bring themselves and their alien ways (and money) to the host cultures; the varieties of cultural and social change that are likely to occur with the advent of tourism are obviously going to affect the lives of individuals in the host cultures more radically than the transient cultures, but anthropologists need to understand the guest cultures and the relationship between hosts and guests; and it is the anthropologists responsibility to find the positive impact of tourism on culture rather just the negative (Nunez, 1989).

For instance, development of infrastructure, which can be destructive to the host environment, can also provide needed support to local run businesses and lifestyles which existed before the arrival of large numbers of tourists.

Economically speaking, the monies expended by tourists for goods and services at the local, community level, in the markets and bazaars, in taxies and in taverns, for meals and gratuities, may bring greater prosperity and well-being to members of the host community than they might have found possible by any other means in their lifetimes. At the risk of over-simplification, what I am suggesting is that a form of what anthropologists have called a redistributive economic system is operative here. That is, monies spent by tourists are surplus monies, redistributed by an international elite amongst those who have little opportunity for producing such surpluses. One may not ideologically approve of such a system, but one may describe it within the context of economic anthropology. (Nunez, 1989: 274)

Finally, not to be overlooked is the fact that many host cultures are melting pots of ethnicity and culture change from migration factors outside of tourism where acculturation has taken place and is constantly ongoing with or without tourism.

In analyzing tourism most anthropologists have either described the ways in which tourism is used as a symbolic means of expressing and maintaining human identity or they have described the social, political, economic and environmental effects that result from using touristic modes of production to maintain human life. (Lett, 1989: 277)

### **Tourism Definitions and Impacts**

Sustainability has become an important consideration in tourism development. Ideally, sustainable tourism aims to conserve environments, enrich economies and enable long-term cultural preservation for future generations. Scholars have documented the non sustainable environmental, economic and sociocultural impacts of burgeoning tourism industries in a number of developing nations, but few have highlighted exemplary sustainable tourism models (de Kadt, 1979; Smith, 1989; Adams, 1990; Goering, 1990; Hitchcock and Brandenburgh, 1990; Husbands and Thompson, 1990; Johnston, 1990; Smith, 1990; Swain, 1990; Gerlach, 1991; Harrison, 1992; Wilkinson, 1992; Zurick, 1992; Coppin, 1993; Savage, 1993; Cater and Lowman, 1994; Kavallinis and Pizam, 1994; Ulack, 1994; Moore, 1995). The following literature review begins by defining tourism terms in order to better understand the case studies presented and offers conscientious tourism as a consideration in working towards sustainability.

A tourist is defined as a temporary visitor to a country who stays more than 24 hours and less than 3 months for purposes other than business travel (Gerlach, 1991; Shaw and Williams, 1994). Mass tourism is the large-scale commercialization of tourism characterized by large numbers of individual tourists and package tour groups (Lenz, 1993). While definitions vary, the overall consensus within the literature, is that, in its purest sense, ecotourism is ecologically sensitive tourism, or tourism that attempts to preserve indigenous ecosystems and culture over time in a sustainable fashion.

In an effort to minimize mass tourism's impact, ecotourism evolved, ideally, with the best interests of the host culture and environment in mind. Ecotourism developed to bring a naturalist perspective to mass tourism, by encouraging environmental awareness and low impact involvement with host cultures (Johnston, 1990). Nature-based tourism, as the name suggests, is tourism that involves nature adventure and nature activity as the focal point of travel. Nature-based tourism is a type of ecotourism.

In many areas of the world where lifestyles and environments are threatened, people at all levels of the development system are planning and promoting tourism as the sustainable industry of choice.

Ecotourism is becoming the most significant tourism market segment for many Third World destinations. Overall, a World Wide Fund for Nature (WWF) study estimates that of \$55 billion earned by tourism for developing countries in 1988, about \$12 billion was the result of ecotourism [EIU, 1992]. (Cater and Lowman, 1994: 73)

The numbers are even higher in countries like Costa Rica that are primarily ecotourism destinations. Forty percent of visitors travel to Costa Rica for nature directed activities (Rovinski, 1991). Unfortunately, these communities are overlooking the importance of long-term solutions inherent to sustainable development and looking to tourism as a quick fix for their economic problems (Johnston, 1990). Johnston (1990) asks, "Is tourism development compatible with the ideals of sustainable development?" The following is an accepted definition of sustainable development as determined by a collaborative international committee of representatives from the FAO:

Sustainable development is the management and conservation of the natural resource base, and the orientation of technological and institutional change in such a manner as to ensure the attainment and continued satisfaction of human needs for present and future generations. Such sustainable development conserves land, water,

plant and animal genetic resources, is environmentally non-degrading, technically appropriate, economically viable and socially acceptable. ([FAO, 1988a] in Johnston 1990: 5)

While this definition, especially in terms of what is 'socially acceptable', leaves room for interpretation, it is clear that many forms of tourism fall far short of this or any subjective interpretation of sustainability. Mass tourism's negative impacts on the environment, economy and culture of host communities question its role as a sustainable development solution. While ecotourism has been touted as the solution to often detrimental mass tourism, there are a number of case studies arguing that ecotourism is simply a marketing buzzword that appeals to conscientious travelers but still exploits host cultures (McLaren, 1988; Chapin, 1990; Savage, 1993; Cater and Lowman, 1994; Shaw and Williams, 1994).

In reviewing tourism literature, it appears that both a clear definition of sustainable tourism and method for achieving it are escaping all involved in the field. Where, originally, more 'conscientious' forms of ecotourism appeared as a solution to mass tourism to address sustainability issues, the true meaning and practice of what is 'eco' or nature-based has been blurred to the detriment of host cultures. Sustainability, ecotourism and nature-based tourism mean different things to different people.

In light of this confusion, I suggest a less ambiguous term, 'conscientious' be used to define suitable ways for tourists to interact with the environments and cultures they visit. Conscientious tourism, therefore, is in line with the goals of sustainability and is a form of sustainable tourism, yet it is not synonymous with the term sustainable development, per se. The terms may not be used interchangeably because a conscientious tourism effort may contribute to or aid sustainability, but can not ensure sustainability as other environmental, economic and cultural factors are involved in the long term success of tourism.

How tourists interact with host cultures is only part of the sustainability equation. So, depending on the individuals involved, conscientious tourism can exist as part of



mass tourism, ecotourism and nature-based tourism and can be used as a replacement definition for properly focused and conscientious ecotourism that was originally intended. 'Sustainable' tourism, however, still needs to be defined more clearly while considering conscientious tourism in doing so. For the purposes of this document, however, the aforementioned FAO definition is used as a guideline. Specifically, sustainable tourism, as referred to in this thesis, is tourism that promotes environmental protection and conservation, grass roots economic development and cultural preservation to ensure a viable future for hosts of foreign guests.

According to Collins Paperback English Dictionary (1999), the word conscientious means "governed by conscience". The word conscience is defined as "the sense of right and wrong that governs a person's thoughts and actions" or "a feeling of guilt". While this term still does not create an absolute value for the best way of hosting or visiting foreigners, most would agree that bad behavior that negatively impacts the environment or other people, is not conscientious behavior.

Therefore, the term conscientious tourism, defined as tourism that encourages economic growth while minimizing impact to host environments and cultures, may be a closer move toward sustainability in lieu of more ambiguous terms like ecotourism or nature-based tourism, but is not sustainable tourism development in and of itself. Ideally, conscientious tourism can work at all levels of tourism development, even mass tourism, through education and awareness at a grass roots level on how best to interact in new environments and cultures while traveling. The following anthropology literature highlights examples of non-sustainable tourism taxing environments, economies and cultures of the world's host countries and serves as a backdrop to better understand positive and conscientious tourism solutions.

### **Tourism in Cultural Anthropology**

Cultural Anthropologists focusing on tourism research have highlighted the environmental, economic and cultural aspects of development in determining what is

sustainable. It has been determined that tourism often degrades the environment of host cultures, especially in developing nations, as it places additional demands on local resources. There are documented examples of land, water and air pollution exacerbated by increased populations in tourist areas. In these examples, long-term ecological damage has resulted in resource depletion.

Building needed infrastructure for tourism development such as roads, sewage systems and accommodation creates a convenient destination for travel, yet this type of development has equally adverse effects. Infrastructure in the form of hotels, restaurants and shopping areas often adversely impacts ecosystems and changes traditional subsistence strategies by destroying farming and fishing areas (Goering, 1990; Hitchcock and Brandenburgh, 1990; Johnston, 1990; Smith, 1990; Swain, 1990; Harrison 1992; Wilkinson, 1992; Savage 1993; Kavallinis and Pizam, 1994). This is particularly true in island cultures that are geographically isolated ecosystems with not a lot of open space to compensate for the loss and where lost natural resources must be imported.

Even where responsible infrastructure development benefits the host country, often locals see no benefit. Even domestic travelers within a country often cannot afford to stay at resort hotels in prime beach locations, yet locals must sacrifice the land and access for the foreigners who can. Yet, “who are we to say that improved roads, water purification projects, and rural electrification, as spin-offs from tourist development, are not as beneficial to, let us say, rural peasants and craftsmen as they are to their government and to tourists” (Nunez, 1989: 273)?

In contrast, conscientious tourism and sustainable development are possible where ecosystems and lifestyles are not threatened (e.g. where there is ample space for growth and/or where existing infrastructure can be refurbished and transformed for use). This is true in Cape Town, South Africa where regulations forbid hotels being built directly on the beaches. This means that a lot of older properties with sea views have transformed into privately run guesthouses. In this example, as tourism grows more businesses are being created that are providing jobs and benefiting locals

without large corporations or foreign investors building more infrastructure. In terms of building and development, conscientious strategies like these employ locals with little negative impact on the environment ensuring the likelihood of sustainability. Over visitation of protected areas is another concern of ecotourism's impact on the environment.

The environmental impacts of ecotourism in Costa Rica are ambiguous. Although the large number and size of protected areas could allow for the wide dispersal of park visitors, certain popular and/or readily accessible areas are experiencing visitation levels in excess of their environmental carrying capacities. Serious problems of overcrowding, water pollution, trail erosion and changes in wildlife behavior have been noted in Manuel Antonio National Park, though much of the disruption can be attributed to beach-oriented excursionists. Unfortunately, most parks still lack sustainable management plans, trained personnel and research in the carrying capacities of individual areas, while facing unregulated commercial development near and sometimes within the parks. ([Rovinski, 1991] in Cater and Lowman, 1994: 173)

In this example, until focused strategies like limiting visitation numbers or group access to the park only when accompanied by trained guides are implemented, more affordable short term attempts at conscientious tourism could be set in motion. At the very least, a conscientious tourism product, like educational signage or educational brochures could inform tourists and other visitors how to minimize impact to sustain this natural asset into the future. Simple information on how to behave during wildlife encounters, instructions on sticking to designated trails and generally being kind to the environment by not littering would go a long way towards teaching the public how to be more conscientious during exploration.

Tourism's impact on the economy of a region is paramount. Tourism provides jobs but subsequently creates a dependency situation that proves detrimental when tourism to the area declines. In most regions tourism is seasonal. A seasonal tourism

based economy is subject to annual boom/bust cycles of income. When tourism is seasonal, the income of the tourist worker is seasonal.

In addition, changing trends in the popularity of tourist destinations, political instability and natural disasters create a dubious situation for locals depending on tourism income. While tourism provides jobs for locals, these employment opportunities are usually limited to menial service industry jobs. More importantly, tourism jobs replace traditional subsistence strategies, which eventually become extinct (Gibbs, 1989; Nunez, 1989; Rubin 1989; Adams, 1990; Goering, 1990; Husbands and Thompson, 1990; Johnston, 1990; Toop, 1992; Zurick, 1992; Coppin, 1993; Ulack, 1994). Tourism as a primary economic strategy in developing nations not only drives culture by changing former subsistence strategies, but also creates class stratification as indigenous people become the lower class, service industry workers catering to the wealthy and elite tourists.

In contrast, conscientious tourism promoting sustainable development would encourage profit sharing among locals, where tourism operators pair with local counterparts to offer tourism packages. In this example local farmers and fishers can offer applicable tours where their skills and knowledge in these areas are required. Ideally, these individuals could continue their former subsistence strategies, work part-time as guides for tourists and become co-owners in the tour operation. If correctly informed via marketing information and promotion that this type of experience gives something back to the local community, conscientious tourists would chose these projects for the educational and non-exploitative element over less beneficial options.

Acculturation through tourism poses a threat to cultural preservation and, thus, to sustainability. Tourism revenues help preserve traditional arts and crafts, however often it is not only traditional arts and crafts that are sold, rather it is the culture itself that is commodified. There is a plethora of literature documenting traditional dances, rituals and other customs that have been modified to cater to tourist's tastes (Smith, 1977; de Kadt, 1979; Smith, 1989; Hitchcock and Brandenburgh, 1990; Swain, 1990;

Moore, 1995). A consistent pattern has emerged in the host/guest relationship indicating that host cultures adapt to their guests' behaviors and styles and in some cases lose cultural traditions altogether.

It must be noted, however, that in some cases tourism can actually preserve cultural traditions that may have been otherwise lost. In Cape Town, Xhosa and Zulu dancing have deep traditions not likely to have been lost because these dances are performed by old and young within the township communities and at schools. Yet, the dances are performed more regularly, daily at tourist locations in town (the V&A Waterfront), which promotes longevity of this aspect of the culture. Dancing for tourists provides cultural pride for the performers while generating an income derived from a celebration and sharing of culture with outsiders.

Still, changes in values, consumption patterns and behavior have been observed the world over threatening the longevity of indigenous cultural traditions (Urbanowicz, 1977; Deitch 1989; Greenwood, 1989; Ulack, 1994). A change in craft making is an obvious cultural behavior change resulting from tourism. Former craft production once driven by the free will of the craft maker, who fashioned the craft according to individuality and creativity, perhaps on occasion, custom designing pieces for the rare unique request becomes disempowered streamlined production for mass appeal. Culture depicting arts and crafts can be a positive link between tourist and craft maker where the artist is free to create from imagination and tradition. However, this creativity becomes stifled by popular demand where the artist is not rewarded sufficiently for the craft. In this example, conscientious tourism efforts would emphasize to tourists the importance of supporting individual craft makers, who work in cooperatives or similarly non-restrictive creative environments where traditional art forms are respected and where the item purchased financially benefits the artist or community first.

Current literature suggests that unless environmental, economic and cultural considerations are made in regard to long term tourism planning, sustainable development cannot be achieved. The components of sustainable tourism planning

are clear, yet the documented examples to follow remain elusive. Increased awareness regarding the negative impacts of tourism and positive conscientious strategies draws viable solutions closer. However until a comprehensive successful model emerges, tourism will continue to threaten the long-term growth of developing communities unless more emphasis is placed on conscientious tourism in the interim on the way to implementing sustainable tourism development.

### **Tourism in Oregon, Micronesia and Costa Rica**

Background literature provides the foundation of research before conducting fieldwork and interacting with communities. The following existing literature provides a framework for understanding aspects of tourism development in Oregon, Micronesia and Costa Rica. Much of the available tourism literature in Oregon is in the form of government research conducted and reports compiled for the Oregon Tourism Commission. Tourism research in Micronesia was more obscure and focused mostly on the history of the region and use of the remote islands as a staging point during World War II. Within the last two decades more of the literature began documenting the unique island culture from an anthropological perspective. A plethora of literature exists on Costa Rica as a tourism destination and specifically as an ecotourism destination due to the natural landscape and rainforest ecology that make it popular among travelers. A plethora of tourism literature on Costa Rica documents impacts from a number of research fields with ample literature available from research conducted within the discipline of anthropology.

#### ***Oregon***

Tourism is looked upon favorably as a compatible factor with Oregon's commitment to a high quality of life and protection of the natural environment. Oregon also views tourism as a means to develop economic growth in the rural areas

with entrepreneurial opportunities (Tourism Marketing Plan for Oregon 1995-1997, Oregon Tourism Commission (OTC), 1995). Oregon considers tourism as one of its leading industries. The state's tourism industry ranks among the top five industries in terms of economic impact and continued growth potential. The year 1996 brought about an estimated \$4.5 billion in visitor expenditures. This number is expected to grow as visitor expenditures have grown by 36 percent annually since 1991.

Tourism's significant growth represents a vital and integral component in Oregon's economy (Oregon's Visitor Industry, OTC, 1997). Tourism can play a vital role in creating new jobs and strengthening local and regional economies. Oregon is taking advantage of trends in adventure travel, nature-based tourism, heritage tourism, agri-tourism and educational vacations placing itself in a strong position in a competitive market. Since funding is limited both from the private and public sector, Oregon's tourism industry must work together to maximize limited funds and take advantage of Oregon's lifestyle, attractions and natural beauty (Tourism Marketing Plan for Oregon 1995-1997, OTC, 1995).

In Oregon between 1975 and 1976 tourism numbers grew demonstrating a substantial success in financial gains (Coupon Inquiry Study, Central Oregon Recreation Association, 1976). The Out of State Travelers document (1976) summarizing visits by out-of-state travelers to Oregon in 1975 defines the benefits of tourism. Increased employment opportunities, direct support to Oregon businesses and an increased state income were the primary positives highlighted. Travel promotion objectives included appealing selectively to the more affluent traveler, extending the season, encouraging travel to the less well-traveled areas of the state and increasing visitors' length of stay.

An important aspect to the report was a coupon inquiry study where people responded to a magazine coupon asking for more information about recreational opportunities. This allowed the researches to measure the number of people who traveled to the area and some of the characteristics of their trip including specific comments by the respondents about Oregon and the visitors' home states. In the



*Cape Scene* magazine, we have implemented this strategy but garnered a limited response. The *Cape Scene* 'subscribe and win' competition, which ran from June 2001 through December 2002, provided some reader feedback (4 people responded). On the questionnaire which asked for demographic details and what readers liked most about the magazine, all respondents checked the category for wildlife and conservation.

During the next decade the Oregon Tourism Commission (OTC) was formed removing tourism planning from the control of the Department of Transportation.

The mission of the Oregon Tourism Commission is to encourage economic growth and to enhance the quality of life in Oregon through a strengthened economic impact of tourism throughout the state. The commission shall encourage increased expenditures by visitors to Oregon, and shall cooperate with local, regional and private tourism industry entities. (Tourism Marketing Plan For Oregon 1995-1997, OTC, 1995: 4)

A Plan for the Tourism Industry in Oregon, Strategy Implementation Plan for Tourism Development 1992-1996, produced by Oregon Economic Development Department (OEDD) was devised to strategize Oregon's specific tourism industry goals. The report was divided into the two subsections of development and marketing. Transportation, attraction and facilities, business and workforce development were considered, while the marketing section covered general advertising and marketing, media and public relations programs, travel trade marketing and support to Oregon industry.

During my work for the Oregon Sea Grant, in the spring of 1997, the research indicated that some of the strategies proposed in the implementation plan were not yet in place. Under the development subsection in the transportation brief, the plan suggested a scenic byway program, an Oregon Travel Signing Project and a 'driving tours system'. In the rapid needs assessment my colleagues and I conducted, we found that increased tourism signage, more day tours (guided and self guided with signage) and better access to scenic coastal routes were still needed.



In the attraction and facilities segment, the implementation plan called for development of ecotourism (nature-based tourism) and cultural heritage tourism programs to be test marketed to California. "The goal is to integrate nature-based tourism into the efforts of OTC to keep Oregon a special place. Nature-based principles (also) need to be integrated into Oregon's marketing and development strategies" (Oregon Tourism Development Plan, OTC, 1996-2001).

The Cultural Heritage Tourism In Oregon report (OTC 1992) defines cultural heritage tourism as "traveling to historic and cultural attractions and sites to learn about the past in an enjoyable way. Cultural heritage tourism is defined as a niche market for development state wide." During my research, which focused on coastal ecotourism and nature-based tourism development, I found that tourists to the Oregon coast were mostly in state visitors from surrounding areas having arrived at the coast on day or weekend trips.

This may have to do with the fact that my research was performed over regular, non-holiday weekends during April and May. I also found that ecotourism activities were happening independently without any sort of organized tour and I found no examples of formalized cultural heritage tourism taking place. More importantly, I learned that local resource users in the coastal area were not entirely familiar with or keen about what ecotourism might mean for their free access to the beach and coastal areas. Small businesses, however, did like the idea of increased ecotourism and felt it should be better marketed. While small business and workforce development were recommended in the implementation plan, the research revealed that most businesses were fending for themselves with little help in this regard. One clear finding was that ecotourism meant different things to different people at levels of the development scheme from the government level down to visitors and locals using the natural resources.

The second subsection of the tourism strategy implementation plan focused on marketing. The objectives included increasing total visitor expenditures by non-Oregonians, increasing travel expenditures in rural counties by 8% annually and

developing a partnership program. The implementation strategy would involve advertising, publications and welcome centers. This strategy would be combined with media programs to attract out of state tourists, attending travel trade shows nationally and internationally in Canada and giving support to the Oregon travel industry.

The 'Giving Support To The Oregon Travel Industry' category is of particular interest. It calls for providing support through information to those organizations involved in tourism promotion and development in Oregon. Outreach and assistance programs, materials and partnerships are included in the implementation strategy.

Interestingly, tourism promotion is the very purpose my current work with *Cape Scene* magazine involves in Cape Town, South Africa. Unfortunately, the government appropriates funds to several tourism bodies that publish their own promotional literature on behalf of the Western Cape Province. Recently, however, *Cape Scene* has begun the process of enquiring about how we might offset costs with government assistance for our small business that conscientiously promotes the Western Cape as a tourist destination both nationally and internationally.

For Oregon to follow through on its goals of building a thriving and sustainable tourism industry, development must proceed cautiously and conscientiously. Conscientious, nature-based tourism is achievable where sensitivity to the environment and local way of life is coupled with an economic growth strategy. As suggested in the rapid needs assessment, infrastructure enhancement by refurbishing run down buildings, establishment and management of protected nature conservation areas for self guided interpretive walks or guided tours and support for current tourism businesses would allow positive tourism growth while keeping environmental impacts to a minimum. Furthermore, participants at all levels from government planners to business owners and locals to visiting tourists must agree on and understand the goals, and terminology in describing the goals, for an effective tourism strategy. Informational literature instructing all involved parties on

conscientious strategies would begin to create the environment for progress in the tourism arena.

### *The South Pacific and Micronesia*

When Japan controlled Micronesia and the world trading system collapsed, Japan deprived Micronesia of its primary market by turning elsewhere for superior goods. Now Micronesia is emphasizing tourism development that will potentially boost the economy and position Micronesia to better draw Japanese interest and trade (Hatcher and Schwalbenberg, 1994). "What we have seen so far in terms of tourism development in the Pacific Islands has made some of us rather pessimistic about the potential of Ecotourism and to ask whether it is really in our best long-term interests" (Helu- Thaman, 1992: 26).

My experience on the island of Kosrae, Micronesia led me to believe that tourism as a viable economic strategy is a long way from fruition, and perhaps this is for the better in regard to environmental and cultural sustainability. Island communities are particularly vulnerable to resource depletion when hosting a large influx of visitors. Major infrastructure development would have to take place to accommodate enough visitors for the destination to be a popular tourist draw card.

Because the island is so small, this would inevitably affect local subsistence strategies and lifestyles. The threat of 'mortgaging the locals to tourism' (Wilkinson, 1992) is a real concern for Micronesia and development should follow along only the most strict and conscientious guidelines taking into consideration former case studies from which to learn. Research from the world's island communities documents extensive cultural commodification and resource depletion questioning tourism, in many forms including ecotourism, as a sustainable economic growth option (Urbnowicz, 1977; Lea, 1988; Gibbs, 1989; Johnston, 1990; Wilkinson, 1992; Savage, 1993; Kavallinis and Pizam, 1994; Ulack, 1994).

Culturally, Micronesia is particularly vulnerable to changes tourism can bring. In *Lessons from Micronesia*, Parker (1987) underscores the importance of cultural understanding when interacting with Micronesian communities. Parker discusses the need for cultural interpretation in historic preservation efforts in order to provide understanding and recognition of indigenous views and cultural values. Much of this type of preservation provides important tourism assets. Parker specifically discusses Pohnpei and the excavation of Nan Madol. Parker highlights the challenges associated with a culture whose history and land rights are passed through oral traditions and recommends historic and cultural preservation by incorporating cultural values and traditions.

While it is important to note tourism's potential for acculturating indigenous lifestyles in remote island communities like Micronesia, it also must be noted that these remote islands have evolved and are undergoing constant culture change from other sources. Early missionaries first transformed the four federated islands of Micronesia including Kosrae, Pohnpei, Yap and Palau in the 1800's. It was August 22, 1852 when the first missionaries arrived in Lelu Harbor, Kosrae (Segal, 1989).

These early 'tourists' left behind change that is still evident in the islands today with Catholicism and Christianity being the predominant choices for worship. A group of New York Jesuit priests rebuilt a Spanish Catholic mission in the Caroline Islands and the Marshall Islands after WWII, and the Christian influence in the South Pacific has flourished ever since. In February 1995, Bishop Armando Samo became the first local clergyman to head the Diocese of the Carolines demonstrating the impact of early missionaries in Christianizing the islands. Micronesia also has been transformed through the years into a Christian center and specifically Kosrae demonstrates Christian acculturation to date (Hezel, 1995). As a world-system evolves (Roseberry, 1989) and the planet becomes smaller through air travel, previously isolated cultures are experiencing rapid transformation.

More and more Pohnpeians are living off the island or spend years away from their natal home. Missionaries and shipwrecked sailors are not the only people to

bring foreign ways to Pohnpei. Now returning sons and daughters bring back foreign traditions as part of their own life. This may have more impact than colonialism ever had. Young couples hold hands and eat together in public. Overall, dating customs are changing.

Young people who have gone off the island return wanting movies, restaurants, bars and a separate young adult life-style. It is said that girls exchange sexual favors for a night out dancing. Young men are feeling some pressure to be engaged and get serious (Ward, 1989: 152). Through my research in Micronesia, I found that the island was vulnerable to losing cultural traditions through non-sensitive tourism and that while the islands are slowly losing long-standing traditions, the cultures have been changed and are now still being changed by other external outside forces. With this in mind, it is important to recognize cultural values that the islanders would like to preserve and follow strategies for sensitive development and slow growth in order to build the economy sustainably. Moreover, if tourism is to become the primary growth strategy, it needs to be slow growth conscientious tourism where lifestyles and environments remain unthreatened and where information flows freely between all parties involved to encourage conscientious interaction.

### *Costa Rica*

On one hand we are beginning to see the enormous potential value of the world's rainforests; on the other, we are saying that in the face of increasing population pressure, we can not justify their protection unless they can pay their way today. The trick is to find a way of proving that sustainably developed rainforests can generate more year in year out than the one time value of their timber, and to do it fast, before the last great stands of forest have been wiped out. Costa Rica has gained recognition for its commitment to conservation. Now it is at the forefront of the sustainable development movement and home to some truly pioneering projects that aim to strengthen rural communities by enabling them to develop alternative sources

of income, be a part of the country's tourism industry and conserve their natural resources. (Solano, 1996: 1)

Costa Rica has emerged on the cutting edge of sustainable tourism development. Costa Rica reserves 20% of its land as national park for foreign and domestic tourism. Rather than selling to foreign developers, Costa Rican farming families have joined a national consortium of cooperatives, COOPRENA (National Eco-Agricultural Cooperative Network of Costa Rica), and are developing ecotourism as a sustainable development strategy. The cooperatives are made up of local low income farming families, who intend to use their lands productively, conserve their natural resources and generate employment to derive socioeconomic benefits (Solano, 1996).

COOPRENA was created in 1994 to help generate new ways to use the resources of the cooperatives, to determine and organize potential tourism products and to train cooperative members on tourism related services. COOPRENA encourages the participation of women and children in the cooperatives and other tourism projects. It is a

[C]ooperative consortium of small scale, eco-agro tourism programs. Leila Solano, one of the program coordinators told me, 'This type of program spreads tourists through decentralized accommodations while supporting farmers and rural communities....Eco-agro tourism is a step on the way toward a locally integrated plan that focuses on preserving the environment, agriculture and rural economies. (McLaren, 1998: 114)

While COOPRENA sounds like potentially, a model conscientious tourism strategy in Costa Rica worthy of further exploration, McLaren (1998) does little more than mention it in her criticism of tourism development in the country.

Sighting ecotourism development in Costa Rica as an 'eco oh oh', McLaren terms the country a 'sell-out' nation. "Costa Rica has lost sight of small, locally owned accommodations and conservation and is moving toward privatization and the development of mega resorts" (McLaren, 1998: 105). At the center of controversy is

the Papagayo Project, which includes mass construction of over 1000 homes, 6000 condos and hotel rooms, a shopping center and golf course along the shores of Bahia Culebra.

The enormous scope of this project is entirely inconsistent with the concept of sustainable and socially responsible ecotourism...The use of the title 'Ecodesarrollo Papagayo' (Ecodevelopment Papagayo) is a sad attempt to disguise this huge construction project under the all-too abused umbrella of ecotourism. The project has nothing to do with ecology, much less with responsible development for Costa Rica. Papagayo is nothing more than a high-profit real estate scheme designed to make a bundle of money for a few Costa Rican investors and their foreign corporate allies. (McClaren, 1998: 105)

McLaren points out that Costa Rican guidebooks are repackaged real estate sales tools advertising spots of virgin rainforest or beach for sale, some even promising 'an American construction company on site'.

Tours have turned into real estate outings for foreigners. Since Costa Rica is considered the ecotourism model of the world, we should take note of how the 'perfect' example of eco travel exploits nature, conservation ideas, and locals by selling lands, constructing mega resorts, and otherwise paving paradise. It has become the ultimate ecotourism lie. (McLaren, 1998: 106)

A broader issue facing the park system in Costa Rica is the ongoing deforestation, which threatens eliminating virtually all natural habitats outside the protected areas within the next twenty years. "Not only does this belie the country's progressive environmental image, it suggest that high quality ecotourism opportunities will soon be available only within the increasingly stressed parks and reserves" (Cater and Lowman, 1994: 173). A two-tiered pricing system for visitors to Costa Rica's national parks is one positive example the country is setting. Locals pay less than foreigners when visiting the country's many forest reserves, which keeps the parks affordable for Cost Rican nationals while maximizing revenues from tourism.



In an analysis of Tortuguero National Park's socio-economic impact on the adjacent community of the same name, Place (1988) found that the local population's traditional self reliance, based on the exploitation of the area's biological resources (e.g. bush meat, fish, etc.), has been replaced by a dependence on mainly part-time jobs generated by park visitors and other tourists. This transition from a largely subsistence to a market economy had, however, already begun before the park was created, and Place suggests that small-scale nature-based tourism has so far proved more benign than other modern economic alternatives which could have dominated instead. The key appears to be the retention of this type of tourism within the context of a village-based delivery system ensuring participation by the largest possible number of locals, some of whom still resent the confiscation of their traditional hunting and gathering areas to create the park. (Cater and Lowman, 1994: 172)

While research has pointed out the detriments of ecotourism development in Costa Rica, the country is still considered a successful example. "Costa Rica's success has been based upon its stability, exceptional biodiversity, extensive publicity and the interaction between a comprehensive protected areas network and a private sector actively promoting ecotourism" (Cater and Lowman, 1994: 175). Still, the sector is in its infancy and it is too early to tell whether it will emerge in the long-term as a model of sustainable and conscientious tourism. Legitimate concerns are raised by rapid increases in international tourist visitation levels and by anecdotal evidence of environmental damage from various sites.

However, as the number of destinations offering ecotourism opportunities increases, the wider dispersal of ecotourists should ease demand in the two or three current hot spots, especially if the size of the ecotourist market stabilizes (Cater and Lowman, 1994). My experience in Costa Rica supports McLaren's claims. I saw lots of large scale development taking place shadowing projects like COOPRENA and those researched for the Green Arrow website, like Costa Flores. Due to its positioning as a Central American isthmus and its relatively small landmass, Costa Rica smacks of danger where development is concerned. Ideally, true conscientious



attempts at ecotourism like that of Arbofilia and EARTH will prevail over commercial developments marketed as ecotourism.

### **Tourism in South Africa**

The Western Cape of South Africa is a growing tourism destination. Since the fall of the apartheid government in 1994, South Africa has become a more 'politically correct' place to visit. While the Western Cape of South Africa has many attractions: The Winelands, wildlife and nature adventure, amazing scenery and European conveniences to host tourists, travelers were reluctant to visit due to political strife. Political instability, natural disasters and even trendiness of destinations can drastically affect the viability of a country for hosting tourists (Gibbs, 1989; Robin, 1989; Husbands and Thompson, 1990; Johnston, 1990; Toops, 1992; Wilkinson, 1992; Zurick, 1992). This, in turn, impacts the basic human need to work for food. Particularly in countries where tourism was once in vogue but has plummeted, locals who once relied on subsistence strategies of farming and fishing have lost their land and have given up their traditional practices to compete in a market economy driven by tourism. When even menial service industry tourism jobs are lost, so is any chance of a secure lifestyle.

Certainly, South Africa has had its fair share of damage. Glenn Ashton from the Green Party believes 'most of the profit from tourism goes to international chains or investors. The underprivileged communities- those that need it the most- hardly benefit from foreign visitors. (Mahlow, 2002: 25)

The actual damage that irresponsible tourism has on the environment can be even more serious than leakage. "The development of infrastructure to house, transport and entertain tourists not only saps much needed government expenditures but also benefits mainly foreigners-often destroying the natural environment and culture of

local communities” (Mahlow, 2002: 24). Often pricing at tourist facilities is too cost prohibitive for locals to enjoy restaurants, hotels, tours and theme parks.

This exclusivity alienates the locals but could be remedied with a two-tier pricing system, as it already exists in Costa Rica. Ashton points out that dangerous tourism is not only practiced by foreigners in South Africa, but also by South African companies who operate in other southern African countries. In Mozambique SA operators have a terrible reputation for exploitation. One of the most destructive forms of tourism is trophy hunting where hunting the best genetic stock is eroding the gene pool. (Mahlow, 2002: 24)

It is pertinent to note that South Africa has just introduced a tiered pricing system for all national parks. Final government approval has been given and an extensive marketing campaign is in progress. This will allow South African residents to pay less than non South African visitors when entering any of South Africa’s national parks and nature reserves, including Kruger National Park and Cape Peninsula National Park, home to Cape Point.

An Asian proverb says that tourism is like fire: you can cook your dinner on it, but if you are not careful it will burn down your house. South Africa, recently rated among the top 10 tourist destinations in the world, has tasted the fire. According to the World Travel & Tourism Council’s 2001 report, the South African Tourism economy is estimated to account for 6.9% of South Africa’s Gross Domestic Product and employ 6.6% for the country’s formal workforce. (Mahlow, 2002: 24)

In the best-case scenario, high tourism revenues can

[P]rovide incentives for government to ensure safety, protect endangered species and conserve historic monuments. Ideally, foreign visitors will gain a deeper understanding of the culture and history and will leave with a greater appreciation of South Africa as a unique and complex country. Most importantly, by bringing in much needed foreign currencies, tourism could make a valuable contribution to South Africa’s future economic well being. (Mahlow, 2002: 24)

Sadly, the reality of tourism is often far from the ideal. At the International Year of Ecotourism (2002) launch ceremony, UN deputy secretary general, Louise Frechette warned,

[I]n many popular destinations the harmful effects of tourism are all too visible; coastal areas marred by huge resorts and overbuilding; beaches coral reefs and other natural attractions damaged or destroyed by irresponsible development; natural habitat devastated by streams of visitors; and indigenous cultures corrupted by the influx of foreign money, goods and cultural values. (Mahlow, 2002: 24)

For South Africa, tourism has provided jobs since the fall of apartheid, but the question remains: Will there be security for tourism workers and does the country have the capacity to conscientiously host growing numbers of tourists as the destination gains popularity in the future? In South Africa, the political unrest of the past is actually creating a tourist appeal with over one million arrivals to the Robben Island World Heritage site, which was once the prison home of Nelson Mandela sequestered for years on the island in a small cell for his political beliefs opposing the racist white regime. While former prisoners are now the tour guides on Robben Island, it is important to note that there has been and still is widespread unemployment among indigenous black South Africans. This is largely due to limited access to education during the apartheid era.

In addition, over the years large numbers of rural blacks, mainly of the Khosa and Zulu cultures immigrated to the Western Cape from areas such as the Transkei and Siskei (in the more easterly midland and southeastern coastal regions of the country where they subsistence farmed and fished) in search of employment in the city. Later, more people flocked to Cape Town being promised work and housing during the 1994 elections by the ANC government, who was needing the black vote to gain power in the Western Cape- a traditional white stronghold. The result of this is the infamous shantytowns or townships that litter the industrial plains areas of the Western Cape.

There simply was not enough housing or jobs to accommodate the numbers that arrived in the area, so shacks built from scraps of tin and wood built by homeless squatters emerged. New townships in traditionally white middle and upper class areas sprang up, like the Imizamo Yethu, “Our Collective Struggle”) township of Hout Bay, (considered part of greater Cape Town) that was non-existent prior to 1994. While research indicates the negative impacts of tourism on the environment and cultures, including subsistence strategies of indigenous peoples, South Africa seems to be making the best of a bad situation by bringing tourists to the townships to experience traditional tribes and their customs.

On a township tour to Imizamo Yethu, locals will greet you openly with smiles and guide you around the neighborhood meeting Sangomas (traditional healers), native beer makers, vendors selling ‘smilies’ (bar-b-qued sheep’s heads, so named because the mouth stretches to a grin when cooked on an open fire) and children playing football (soccer) in the dirt streets. The townships are now comprised of a variety of cultures, even some Nigerian and Algerian immigrants. The people one meets dress like any poor westerner, but still live by tribal customs other than being able to farm.

It does not appear that behaviors have changed to cater to tourists and one does not get the feeling when visiting a township that the culture is being commodified in any way nor that one is voyeuristically gazing at the locals as if they are zoo animals. It is an experience of interaction, where the township guides invite ‘guests’ into their communities. Green Turtle Tours is the main operator taking tourists to the Imizamo Yethu township and the venture is a 50/50 partnership between the marketing business partner (Craig Hepburn) and Spiwe, who lives in the township.

Many of the township tour operators partner with township residents and/or hire guides from these areas. Also, several tour companies are giving more back to the communities through youth programs and through craft making operations for selling souvenirs to tourists. *Cape Scene* currently promotes a number of these programs.

Due to the extensive wildlife of the region, the Western Cape, in particular, lends itself to being an ecotourism or nature-based tourism destination. Whale watching is a big draw, now being marketed as the sixth animal of the "Big Six", where traditionally the 'Big Five'- lion, leopard, elephant, water buffalo and rhino comprised the score card of wildlife must sees in Africa. The development of more game farms in the Western Cape is one of the new trends in tourism making the province a game viewing destination even without the other five of the Big Six.

Aquila Private Game Reserve and Sanbona Wildlife Reserve are recent additions to the other private and public game reserves in the province like Inverdoorn, Batholomeus Klip, Gamkaskloof and Bushmansklouf that have been around for a number of years. Although Cape Town does not offer the Big Five at this point, the unique wildlife on offer is being celebrated and shared with visitors, both domestic and foreign. Tourism numbers have grown over the years even in the wake of political unrest and September 11th.

Cape Town placed as the world's best holiday destination in the BBC's Holiday program, and the only city to be named in the top five '50 Places To See Before You Die', beating Paris, Sydney, New York, Rome and Rio de Janeiro (the show canvassed more than 20,000 viewers). Foreign tourist spending on average almost R1000 a day are heading for the Cape in greater numbers this summer as airlines lay on extra flights to meet unprecedented demand. All indications are that the Mother City is heading for a bumper holiday season. (Morris, 2002: 2)

The number of foreign arrivals received at Cape Town International Airport in December 2002 was 64 175, compared to the 50 822 foreign arrivals received in December 2001, a growth of 26%. October and November 2002 also saw high growth, at 24% and 30% respectively, when compared to arrivals during the same months in 2001 (Cape Town Tourism newsletter, personal communication, January 6, 2003). In a recent statement, the national tourism marketing body said its new game plan - aimed at addressing the challenges of increasing tourist volume, spend,

length of stay and improving seasonality and geographic spread - led to tangible results in terms of unprecedented growth in tourism arrival numbers last year. A key challenge identified by the organization for 2003 was to create and maintain value for money for tourists giving visitors experiences that exceed their expectations.

In terms of South African Tourism's marketing budget, the appreciation of the Rand has allowed it to buy more for less in terms of creating awareness about South Africa as a preferred tourist destination in its key overseas markets. The niche industries of eco and adventure tourism, incentive tourism, health tourism, corporate tourism and conferences are expected to become heavily expanding sectors (Mahlow, 2002). However, there are concerns as to whether or not the city's infrastructure, like public toilets in particular, can accommodate large tourism numbers. "Cape Town will be flush with tourists this season but when the visitors start pouring in, will the city's public toilets be able to hold the flood"(Mtyala, 2002: 2)?

The main concern with the public toilets is with maintenance and availability after hours. Attendants expressed concerns of lack of supplies and the ability to keep them clean with the large number of homeless people and street children that use them for bathing and to store anything from sanitary napkins to shoe boxes and clothes.

Generally the feedback we have received has been positive, however, we have experienced an increase in the number of visitor complaints. Many of these complaints were related to service levels in tourist establishments. These complaints show that despite the fact that tourism is booming at the moment, there is no room for complacency. We need to constantly improve what we offer. We must continue to innovate. Only by continually creating new and improved products and undertaking on-going human resource training and development, will we consistently provide visitors to Cape Town with a superb experience, an experience that will keep them coming back for more. (du Toit, personal communication, December 2002: 3)

Apparently, despite the needed room for improvement in the area of facilities and service, tourists to Cape Town have been impressed overall with their adventure.

The following are excerpts from the visitor book at Cape Town Tourism, City Center:

We have all had the most fantastic holiday. This is the most amazing place we have been to. Cape Town and the Cape Peninsula are so beautiful, everyone seems so happy and so welcoming. We feel so blessed to have been here; you have warmed my heart, excited my spirit. You're beautiful, loving and kind, from your sister friend in NY; One of the best towns that I have ever visited (and certainly the very best tourist information center; we love CT, the true mother city. Nowhere in the world will you see two oceans, the mountains, beautiful people and such great food and hospitality. (du Toit, personal communication, December 2002: 4)

The city of Cape Town asserts that it heavily promotes tourism that is sensitive to the environment and allows local communities to benefit from foreign visitors. The tourism office believes that foreigners "don't just want to see our country's pristine beauty and polished surface- people want to see the real SA. Even if this might make them feel uncomfortable" (du Toit, personal communication, December 2002: 3).

Contrary to popular opinion, the Cape Town tourism office doesn't just promote the unconditional influx of foreign visitors but also seeks to limit the damage of tourism to a minimum. Ozinsky explains: We are acutely aware of the dangers of tourism. Our biggest fear is over-commercialization and losing our identity. We see with the Canary Islands or parts of Spain that if we make the same mistakes, we will not only destroy what makes our country special but will also undermine the reason people come here. (du Toit, personal communication, December 2002: 3)

Recently endorsed by both the World Tourism Organization and the UN Environment Program, South Africa is setting progressive guidelines for ensuring responsible tourism while involving business, trade unions and the NGO sector.

The guidelines call for a form of tourism that minimizes the negative economic, environmental, and social impacts of tourism; aims to generate greater economic benefits for local people and enhances the



well-being of host communities; improves working conditions and access to the industry; involves local people in decisions that affect their lives; makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity; and provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues. Finally, responsible tourism is culturally sensitive, engenders respect between tourist and hosts, and builds local pride and confidence. (du Toit, personal communication, December 2002: 1)

Positive examples of sustainable and conscientious tourism at work are ongoing in both South Africa on the whole and in the Western Cape and Cape Town, specifically. The South African based Conservation Corporation (Conscorp) is one example of a sustainable ecotourism project. By 1997 it had completed 52 lodges, which charge around \$350 per night. Conscorp provides jobs to locals and claims that its tax revenues have built schools and health clinics. They also buy locally farmed food for the lodge and use safari vehicles owned by Zulu people, asserting that this creates entrepreneurship (du Toit, personal communication, December 2002).

As part of Cape Town's membership into the Beautiful Bays of the World global network, Cape Town Tourism was asked to submit an original artwork that reflects the beauty and heritage of Table Bay to be represented in the museum in Quebec. Winston Rangwani, one of the Cape's leading township wire artists was commissioned to embody Table Bay using this craft technique. The wire model of Table Bay will be handed over to the World's Most Beautiful Bays Museum in December 2003 and will be on show to the 500,000 tourists who visit Quebec annually.

Proudly, another initiative has seen six leading Southern African tourism industry leaders announced as partners in a new Pro-Poor Tourism program. Over the coming two and a half years the program will work with these six partners on site to help them to establish long-term PPT strategies that will significantly impact on local



poverty while making business sense to the operator. The six industry partners are Sun International Hotels, Southern Sun Group, Wilderness Safaris, Spier Wine Estate, Ker and Downey, and Tribe Africa.

Pushing the boundaries for implementing sustainable tourism, at the World Travel Market last year, Cape Town Tourism participated in a controversial debate around whether to put in place legislation that requires tourism businesses to act responsibly towards the natural environment and penalizes them if they do not. They learned that other destinations have started levying taxes on tourism businesses and placing them in a dedicated fund that is used to finance specific environmental restoration projects in the relevant area. In a newsletter to Cape Town Tourism members, they asked, "What do you think? Should we do the same in South Africa? Or should we continue to rely on the goodwill of tourism businesses to operate responsibly in this regard?"

The overwhelming consensus was for operators to police each other with regard to environmentally responsible practices and/or report violators to the National Parks Service for fines. Cape Town Tourism stays abreast of worldwide ecotourism trends regularly attending sustainable tourism tradeshow and forums where they are often asked to prepare papers and deliver presentations. One of 2003's most exciting is the BEST conference in New York, 13 to 15th May. BEST (Business Enterprises for Sustainable Travel) believes that tourism can benefit destinations by providing better livelihoods for residents, preserving the natural environment and celebrating local culture. BEST's mission is to serve as a leading source of knowledge on innovative travel industry practices. As a result the organization is involved in a variety of knowledge building, outreach and capacity-building strategies and works in partnership with other key industry and development players. Strategies like these help define conscientious tourism and can serve as models for similar conscientious tourism development efforts worldwide.

### **Summary: Redefining Tourism as Conscientious Tourism**

While a myriad of research underscores the importance for conscientious tourism, none of the literature couches current strategies in these terms. Varying definitions and interpretations of the terms ecotourism, nature-based tourism and sustainable development leave too much room for interpretation. Where scholars who have dedicated years of research to tourism study can not agree on exact definitions of these terms, tourism hosts and guests are at even more of a loss in understanding exactly what is ecotourism, nature-based tourism and sustainable development.

Although general definitions are accepted among scholars for the purposes of research and documentation, as indicated previously in this chapter, the ambiguity in meaning and abuse of the terms in the world at large has meant that less than sustainable tourism is taking place under the premise that it is 'eco' tourism. The term 'eco' indicates to the undiscerning individual, environmentally and culturally appropriate travel. In this case, the paying tourists becomes hoodwinked before realizing they are contributing to non-sustainable mass tourism on a less than 'eco' tour. For this reason, the term, conscientious, lends more credibility to those offering and participating in aware tourism that seeks to maintain sustainable standards.

When considering the standard meaning of the term conscientious defined roughly as, ones thoughts or actions that are governed by a sense of right and wrong, normal feelings of guilt may arise when exploitative scenarios present themselves. I experienced what it felt like to be a conscientious tourist while in Thailand. When presented with an opportunity to visit the infamous and much photographed long neck tribe at the Burmese border where women elongated their necks with rings of choke collars, my conscience would not let me and I chose not to partake in witnessing the spectacle.

My decision was based on literature I read in a travel guide that documented the fact that this tradition had become obsolete for over a decade until recently when these women resumed the disfigurement to draw an income from tourists wanting

their photographs, which was a quicker economic fix than traditional subsistence strategies. There is less room for interpretation for any individual asking “Am I being conscientious as a traveler?” as opposed to “Am I an ecotourist?”. In this same scenario, had I asked myself “Am I an ecotourist”, I may have said yes as I had not adversely affected the environment, however, an honest unequivocal “no” would be the answer in asking myself if I was being conscientious.

It is clear that environmental, economic and cultural impacts are the key criteria scholars use for determining whether tourism is sustainable but agreeing on terms to define tourism that meets these guidelines is opaque. Simply put, limiting impact on host environments and cultures while encouraging economic growth is the defining characteristic of conscientious tourism whether at the individual or group level and whether a host or guest in any given area. When these guidelines are met and each traveler, tour operator and government tourism planner takes on this responsibility a move toward sustainability will have been made in tourism.

### III. OREGON COASTAL TOURISM RESEARCH: THE FIRST STEP ON THE PATH TO *CAPE SCENE*

While in graduate school at Oregon State University between August 1996 and June 1997, two graduate colleagues and I applied for and received a grant from Oregon Sea Grant to do ecotourism development research on Oregon's west coast. The grant was written to include individual research by the three graduate students that would be combined into a comprehensive report. The study used rapid needs assessment and triangulation methodologies. The three-part study, involved each graduate student taking one segment of triangulation. One student interviewed state officials and gathered historic coastal tourism research literature and tourism policy documentation at county offices and the state government offices in Salem .

This was compiled in a summary, which accompanied coastal interviewing by the other two students. The report also included an annotated bibliography of Oregon state agency reports and other government case studies as a quick reference for future research. The two students, who went separately to Oregon's coastal towns, interviewed local officials, community members, visitors, beach dwellers and generally those participating in outdoor activities. This project was the first untutored independent research project I worked on and in retrospect provided a foundation for future graduate internship work and ultimately work involved in my current career with *Cape Scene* magazine. The research took place in the spring quarter of 1997, March through June.

#### **Statement of Research**

The state of Oregon, in conjunction with the United States federal government, was looking toward coastal ecotourism development to increase income to the state, provide ecologically focused tourism opportunities for locals and visitors, and

implement strategies for sustainable development by allocating local natural resources for conservation and for public use. Ideally, developing ecotourism would replace lost incomes of former loggers and salmon fishers and provide jobs to locals formerly employed in these industries. Oregon Sea Grant was seeking an understanding of local opinions about ecotourism in order to make future budgetary allowances and further recommendations regarding this issue.

The study, therefore, took the form of a rapid needs assessment, which was intended to provide preliminary information on the communities' views of ecotourism development. The assessment was also intended to provide a baseline assessment for future intensive study of this issue. Following this initial research, a call for proposals by Oregon Sea Grant was to take place and funding would later be provided for a more in depth analysis of Oregon's coastal communities and the development of ecotourism on the coast.

The research detailed the coastal community members' prevailing perceptions of ecotourism and community needs for tourism development in 7 of Oregon's 25 coastal communities. Lincoln and Douglas counties were the specific target areas for the research, specifically Lincoln City, Newport, Reedsport and Winchester Bay were the focus communities, however Yachats, Depoe Bay and Waldport were considered as well. Interview data were compiled and juxtaposed with data gathered from the state offices in Salem. This was achieved through community interviews including interviews with government officials in Lincoln and Douglas Counties and by compiling interview data at the community level with the data gathered at the state level in Salem. An annotated bibliography was presented as the appendix to the report.

Extensive interviewing, emphasizing open-ended questions, was the primary means of data collection. This data collection provided the necessary methodology for the community based rapid needs assessment. Rapid needs assessment research was based on the STIR method- systems perspective, triangulation, iteration, report (Beebe, 1995). The systems perspective provided the approach to community

evaluation. Semi-structured interviews (including open ended questions and general rapport building), a use of short guidelines (interview questions), a purposeful selection of respondents (state and community levels), and group interviews of more than two people were conducted. The interview sample included perspectives from the following individuals: government representatives, entrepreneurs, and people using the coastal resources (tourists and non tourists).

This triangulation of interviews offered a multi-vocal/multi-tiered approach further triangulated by comparing the three researchers' independent data. The comparison highlights multiple perceptions inherent in the different levels of ecotourism involvement in two counties on Oregon's coast and contrasts these views with ongoing state level tourism development efforts. A top-down/bottom-up research strategy provided further insight.

The three graduate students divided responsibilities. One researcher conducted interviews and collected data at the state level, while the other two researchers interviewed respondents at different levels within the community. The data were collected and reported in a manner that attempted to optimally reflect the values of the interviewed individuals. Iteration involved accurately communicating findings and discovering in the process the relationship between the informants in terms of tourism development.

Not only did the collected information change the research process (interview questions changed for the Lincoln county and Salem respondents), but also it allowed a tentative hypothesis to be formed based on the findings (Beebe, 1995). The hypothesis from the research was that distinctions should be made between general tourism development and sustainable ecotourism or nature-based tourism and that communication and education is vital to the development of all types of tourism in Oregon. While the original intent to discover attitudes about ecotourism development was not met per se, the research revealed what community and state level priorities existed for tourism development. Lastly, the historic literature review

in the form of an annotated bibliography of tourism research and policy provided references for future research and a larger context in which to place the findings.

The researchers compiled a sample list of interview questions to use when approaching their various respondents but adapted the questions accordingly during the course of the study as suggested in the STIR method. The interview process originally combined seven pre-determined open-ended questions with general rapport building conversation regarding whatever the interviewee wanted to discuss. The original questions are as follow: Were you aware of ecotourism development and planning on the coast?; What does ecotourism mean to you?; What do you think of when you hear the word ecotourism?; What does nature-based tourism mean to you?; What is sustainability?; What does tourism development mean to you?; How do you view tourism?; How do you perceive ecotourism affecting your community?

The researchers learned during the course of the study that: a.) the elements of the tourism system and its relative importance was difficult to identify in advance, b.) that the use of local definitions and 'emic' categories evolved in the interviewing, c.) there had to be consideration of indigenous knowledge and d.) that variability was inherent and had to be considered (Beebe, 1995). This is revealed in the 3 researchers' separate findings according to the locales where they interviewed. While we all started with the same set of pre-determined questions, my findings tend to be the result of direct answers to these questions, whereas the other two researchers' findings tend to be more generally based on overall tourism development.

A possible reason for this is the geographic areas themselves and obviously the people interviewed with in them. In my research area of Reedsport and the neighboring Winchester Bay, the environment is suited to ecotourism and nature-based tourism activities, which locals of all levels would like to sustain on a long-term basis. Researcher 2's area, Lincoln County, is a more populated area both in terms of locals and tourists, receives more seasonal traffic and has more commercial development and less obvious secluded nature spots. Researcher 3's sample took place in Salem at the government offices so his interview questions evolved more

along the lines of the development of state tourism bodies and current trends in tourism development rather than along the lines of ecotourism or nature-based tourism development.

The iterative process: a.) Use of information collected to change the research process and b.) production of a tentative hypotheses and use of findings to refine it. The final report documented the separate researchers' interview findings by county and presented the researchers' recommendations. Each researcher identified related topics for further investigation.

### **Oregon Sea Grant Project**

The following is a breakdown of the individual components of the report prepared for Oregon Sea Grant. The first section is my individual research findings for the Reedsport/Winchester Bay area (Douglas County); the next section is a synopsis of researcher number two's findings (Heather Fagin) of Lincoln County; followed by a summary of the third researcher's findings (Habiger) from state level interviews. The final section is a conclusion based on findings in the above subsections of the report.

#### ***Douglas County: Reedsport and Winchester Bay***

Twenty-one people were interviewed in Reedsport and Winchester Bay. This included 4 county officials, 5 entrepreneurs and 12 people who were using the local resources. Research in the Reedsport and Winchester Bay area unfolded several important findings.



### County Officials

The county officials interviewed included a tourist office/forest service worker, a state park representative, and two people from the Chamber of Commerce, one of whom was 1996's chamber president; this official was also one of the entrepreneurs interviewed. All of the officials interviewed supported ecotourism development, all of the officials had a relatively clear understanding of ecotourism, were aware of ecotourism planning for the coast and had thoughts on how ecotourism would affect their community. These respondents were also aware that no ecotourism strategy was currently in place in the Reedsport area, but they believed ecotourism would be a positive development strategy for the community.

When county officials' were asked their interpretations of tourism, ecotourism, nature-based tourism and sustainability the answers varied slightly, but all mentioned these tourism strategies as ways to utilize natural resources on a long-term basis. Unanimously, they linked the terms 'eco' and 'nature-based' tourism as synonymous with sustainability. Thus, a theme of sustainability emerged as the officials thought that these terms meant preserving Reedsport's natural resources for future generations.

The two chamber of commerce members discussed the chamber's current tourism efforts in Reedsport and Winchester Bay as sustainable. Two summer festivals, "The Ocean Festival" and "Cool Coastal Nights", are annual events to foster tourism in the summer and involve activities such as a crabbing contest to catch tagged crabs for prizes, car shows, a street dance, salmon feed and live music. The chamber of commerce members felt that these festivals offered a long-term strategy for creating increased tourism.

## **Entrepreneurs**

Six entrepreneurs were interviewed in the Reedsport/Winchester Bay community and all entrepreneurs operated service industry type businesses. The entrepreneurs' businesses included: an art gallery and framing shop, a new age book and craft store, a souvenir shop, a site seeing jet boat operation that runs tours up the Umpqua river, and a floating dockside bed and breakfast (steam ship converted into a bed and breakfast at Winchester Bay) owned by a couple. Entrepreneurs felt strongly that tourism development in Reedsport needed to be a priority at the state and community levels.

Entrepreneurs were in full support of tourism development and felt that it was needed for their businesses to prosper, whether nature-based tourism, ecotourism or otherwise. They wanted increased tourism and like the officials, recognized sustainability as a viable long-term solution to ensure the longevity of their tourism related businesses. At that time, entrepreneurs were not aware of any current ecotourism efforts along the coast.

Entrepreneurs were passionate about wanting more tourism in their community and believed that ecotourism would help bring business to the area. Entrepreneurs also thought that ecotourism, or nature-based tourism, would be a positive way to utilize the abundant natural resources in the area. All entrepreneurs spoke of the amazing potential the area offers. Abundant wildlife including elk, deer, salmon, various bird species, sea lions, and whales, as well as a variety of plant species, sand dunes and a spectacular seascape are the areas untapped potential. Also, entrepreneurs agreed that sporting activities could be better advertised. Sailing, sea and river kayaking, hiking, biking, sport fishing, surfing, windsurfing and scuba diving could be better promoted in the Reedsport/Winchester Bay area.

While sustainability themes in relation to eco and nature-based tourism emerged among business owners, the over-riding priority appeared to be increased numbers in the area. Entrepreneurs reported that most of their current tourism support came

from people visiting the area from other parts of Oregon. In addition, entrepreneurs stated that most of their tourism business was from travelers who stopped while passing through town on highway 101. Thus, entrepreneurs wanted to see more signs along the highway to provide more tourism to their community and wanted more support from the state of Oregon in this regard.

### **Coastal Resource Users: Active and Passive Recreators**

Coastal resource users had less consistency in their responses than the other two groups. The resource users were all from Oregon (with the exception of two men from Tacoma, Washington), specifically from the Roseburg, Coos bay, or Eugene areas. No one I interviewed at the activity areas lived in Reedsport or Winchester Bay.

Resource users can be divided into two groups, which I define as active recreators and passive recreators according to the activities they were doing when interviewed. It is important to note, however, that the informants termed "active recreators" can at other times be "passive recreators" and vice versa. However, my sample demonstrates a proclivity towards either regular passive recreation or regular active recreation by the respondents (e.g. surfers and ATV'rs mostly enjoyed sport related activities, while people relaxing and walking on the beach more often chose passive recreation).

It is perceived by those interviewed and revealed in the qualitative research sample that there is roughly an equal number of active and passive recreators during the spring and summer tourist seasons. The active recreators are defined as ATV'rs (motor-cross and three wheel riders), surfers and windsurfers, mountain bikers, scuba divers, sport fishers and kayakers. My sample included interviews with ATV'rs and surfers. The passive recreators are people using the coastal resources (including attractions in town such as shops, restaurants, tourist information centers and the beach itself) for non-sports related leisure type activities (e.g. walking, sun bathing,

relaxing, kite flying, bird watching, beachcombing, shopping, dining). Attitudes regarding ecotourism development are split between the two camps of resource users.

Active recreators are adamantly against what they perceived to be ecotourism, while the passive recreators thought that it sounded like a positive development strategy. The active recreators closely associate ecotourism with environmentalism and had concerns that ecotourism development would prohibit them from continuing their current activities. Specifically, one of the surfers I interviewed from Eugene is the son of a logger and was very passionately against a nature-based or an ecotourism strategy because he felt that ecotourism was another controversial strategy undermining local employment. He felt that environmental efforts and perhaps even ecotourism, contributed to his father's unemployment. His comments in particular highlighted the controversial split in Oregon between environmental activism and the historic logging community.

The two out-of-state resource users were young male motor-cross riders (ages 28 and 35 respectively). Their motorcycles had special tires designed for dune riding. While they were from out-of-state, they didn't consider themselves tourists as they had been frequenting the area for recreation since childhood. Like the surfers, when asked their views on ecotourism, nature-based tourism and sustainability, the response was negative.

The younger of the two men stated, "If they develop ecotourism here, the tourists will complain about the noise of the bikes. There's people out here that don't need to be here. Tourists should stay home". There was a clear concern for developing ecotourism because they believed it meant they would eventually be prohibited from dune riding in the area. It was interesting to learn that these men spent both time and money in the Reedsport and Winchester Bay environs, but they brought food with them for half of the time spent (in this case 3 days) and ate at local restaurants for their remaining meals. They also camped rather than staying at a guesthouse or hotel. In this case, they contributed limited cash flow to the local businesses, but used the resources vigorously.

The passive recreators I interviewed varied in age from 20-47 and were from various areas of Oregon including, Coos Bay, Oakridge, Lowell, Roseberg and Melrose. Most of the respondents were approached while 'passively recreating' on the beach (i.e. walking, sun- bathing, beachcombing for shells and driftwood). On whole, the passive recreators felt that tourism would be good for the area and had no adverse reaction to the terms 'ecotourism', 'nature-based tourism' or 'sustainability'. A 47-year-old graphic artist accompanied by two children commented on ecotourism and sustainability stating "it's positive if it doesn't mean shutting off access to the dunes, if it does, it's negative".

### **Emerging Themes**

In summary, the findings indicate that county officials, entrepreneurs and passive recreators had similar positive reactions to questions regarding eco, nature-based and sustainable tourism development, but all qualified their responses in terms of how it would affect their current lifestyle (e.g. they were in favor only if they benefited or were not penalized). While the active recreators held negative perceptions of these tourism terms, they, too, were mostly concerned with how development plans would affect their activities giving them a commonality with the other groups surveyed.

As a final note, it is important to mention that all groups, including the city and county officials and entrepreneurs, expressed concerns regarding the newly implemented day use fees for state beaches along the coast. The resource users, both active and passive, were unhappy with the recently implemented day use fees. The resource users have been using the dunes and coastal areas for years and resent having to pay for something that has always been free. Both resource user groups see ecotourism efforts as another way for the state to charge fees for using the coastal resources.

### **Study Recommendations**

Upon surveying local opinions in the Reedsport/Winchester Bay area, my recommendation in the Sea Grant report was that the state works closely with these communities in developing and implementing ecotourism in the area. The community would greatly benefit from increased tourism to the area, in fact during my research the beach areas were fairly unpopulated and both Reedsport and Winchester Bay looked like ghost towns; the weather was exceptional while I was there.

The success of tourism development in the area depends on how it is received by current resource users, entrepreneurs, and community members. *Therefore*, it is essential that tourism development be planned with the attitudes of the local community in mind. It was clear that the area was still recovering economically from the loss of its two primary industries (timber and fishing). The community desperately needed ecotourism development to improve the economy, but the development needed to be approached delicately to overcome current community stereotypes and to promote long-term sustainability. An essential consideration in ecotourism development for this area would be to educate and market tourism in a way that bypassed the stigma that was associated with the words eco and nature-based tourism and sustainability to all parties, especially the active and passive recreators.

Local entrepreneurs were requesting more signage to divert travelers into their towns from highway 101. However, this idea could be viewed as simply a quick fix for economic growth that would not be a long-term sustainable solution. Inappropriate billboard advertising signage along highway 101 would be visual pollution that could actually detract visitors from the natural beauty of the area. State highway signs and interpretative signage depicting natural attractions seemed a more plausible solution. In addition, state marketing efforts via the Internet, informative brochures, and television commercials could be implemented. Finally, visitors

(active and passive recreators) using the natural resources could be offered a discount for regular use of the coastal areas and/or be offered a fixed number of days of coastal use at no charge.

### **Related Topics for Further Investigation**

Extensive research needed to be conducted to unravel appropriate ways of educating resource users about the benefits of ecotourism and nature-based tourism. Resource users needed to understand that ecotourism development did not necessarily equate to limited use of resources for locals. In addition, researchers and planners needed to find a way to increase and implement tourism strategies that would co-exist peacefully with current resource use patterns. Finally, acceptance of the newly implemented day use fees and their affects on resource use in the area needed further investigation.

### ***Lincoln County***

Researcher number 2, Fagin, interviewed 76 people including tourists (Oregon and non Oregon residents), community members (tourism driven business owners and non tourist driven business owners) and local officials at the city and county levels. The findings indicated a desire for increased tourism by business owners and county officials, but indicated, more specifically, that tourism needed to be less seasonal and managed more appropriately for maximum benefit. Tourists and town residents expressed the concern of traffic congestion with increased tourism. One of the major reasons for traffic congestion stated was that Lincoln County is

Landlocked: In essence, sea access exists, for tourists, in name only. Land access, on the other hand, is on Highway 101 North-South and Highways 18, 20, and 34 East-West. None of these roads are designed for major flow; their arterial capacity limits the ability to disperse visitors. (Fagin, 1997: 11)



In addition to traffic congestion, a concern resulting from the then current visitor numbers was a lack of enough accommodation during summer high season. Surprisingly, even the hoteliers agreed that more rooms would benefit tourism efforts countywide by turning some day visitors into at least two-day visitors. According to the findings this more than doubles the daily average spend. "A visitor who stays overnight spends a little over \$100 vs. the \$36 of a day visitor, according to the Central Oregon Coast Association" (Fagin, 1997: 13).

Most importantly the threat of increased competition damaging existing hoteliers' livelihood was overlooked for less shortsighted advantages. Many accommodation owners saw the greater benefit to the community of keeping tourists in the county area longer. Feasibly, offering more accommodation throughout the county would also ameliorate traffic congestion in the more touristy towns like Newport at the most touristy time of year.

Addressing this concern, Fagin's report recommended that seasonal setbacks could be addressed and the solution achieved by holding events like the Newport Seafood and Wine Festival, which mitigates low season doldrums, and by promoting increased school trips throughout the year. The performing arts and museums were also suggested as avenues for drawing tourists to Lincoln County during off peak times. In addition, planning and scheduling community events countywide would prevent overlap of events that was currently causing competition between communities holding major concerts on the same night. Obviously, creating a countywide schedule of closely consecutive events would keep visitors busy for more than just a day trip. Finally, a particularly pertinent recommendation by Fagin "to determine methods and potential efficacy of reducing peak season's negative impacts" is stated as follows:

The other portion of smoothing the demand curve, that of lessening peak season demand, is a slightly more difficult conundrum. Selling bikinis in winter or bringing snow skiers to dry mountain slopes present formidable tasks; so too does lessening summer's impact on Oregon's coastal tourism. This is the time when many American's



traditionally vacation, and it is certainly associated with being the most advantageous time to visit the coast. Although tools to lessen demand certainly exist, they would fly in the face of marketing efforts at other levels (i.e. the state) and seemingly implacable tourism forces (school's summer vacation) to such an extent that they might not serve their intended purpose. None of my official sources cited any evidence of an ability to do any more than decry the situation. Even its lamentable nature is questionable, while businesses did desire a smoother demand curve, it may well be that they really want high demand all the time. It is the citizenry and tourists who eschew the large numbers of peak visitors. Placating these individuals may rest more on lessening tourism's negative impact than in lessening the number of tourists. (Fagin, 1997: 18)

The research also documented a fundamental problem in combining efforts to share tourism county wide or even community wide. One universal 'emic' theme made by all respondents interviewed was that businesses needed to combine efforts to offer group packages, from which many would benefit. Instead of each company vying for the tourists' business, the recommendation was to join together to help market each others' businesses. This could be achieved by offering discounts to tourists booking day trips and activities through any countywide hotels and by offering information on all the various activities offered county wide at the many places tourists frequent.

Likewise, whale watching operators would have incentive to recommend cooperating hotels or guest houses to inquiring travelers, creating a win-win situation for all those involved. During the time of the study, the Oregon Coast Aquarium and several museums would not allow other local businesses to distribute informational brochures on their premises never mind work with them to create package tours. This made the transfer of information difficult and created a feeling of each business and town for its own rather than countywide camaraderie. Involvement by officials at the community and county levels would be helpful for networking, communication and for, perhaps, facilitation of county wide meetings and communication between

groups eventually. The researcher's findings also identified a need for greater leadership, which was found to be concomitant to the issue of communication.

The report recommends a more diversified choice of tourist attractions, especially those that are family oriented. Interviewees suggested nature-based activities with interpretive signage for self-guided family excursions and a wider selection of package tours. The researcher found that the county needed a facelift (i.e. beautification was needed). The physical appearance of the old towns and the visible logging were sited as concerns. The recommended strategy for development was a marketing effort to improve the perceptions of visitors to the Oregon coast and to consider Lincoln County as a year-round destination. More importantly, offering directional "Ocean Beaches" signage from Interstate 5 to highways 20 and 34 and signage to the Lincoln County beach areas from the airport, which, at that time, funneled traffic north or due west away from the county, was offered as a suggestion to fix a problem that had been addressed over three years ago.

### *Salem State Tourism Offices*

Researcher 3, Sheldon Habiger, conducted interviews at the state level during a forty-day period beginning in the month of May and extending into the month of June 1997. Interviews took place with employees of the Oregon Tourism Commission (OTC) and the Oregon Trail Coordinating Council to learn about tourism from a state level perspective. This perspective illuminated the actual framework used to implement tourism development, marketing, strategies, flow of information, and money from the state level, or from the top, down to the local levels of the counties, cities, and businesses in two of Oregon's coastal communities.

Habiger interviewed both long term and new employees at the OTC and interviewed at both the directorial and support staff levels to ascertain varying perspectives of the OTC's role in tourism development for Oregon. In addition, two employees, a Communication Specialist and Development Director/Grant

Administrator were interviewed at the Oregon Trails Coordinating Council, which is a non-profit organization originally created to promote the centennial of the Oregon Trail in eleven different counties. The research conducted found that the early 1980's saw some restructuring in regard to state level tourism designs.

The government body moved from under the auspices of the Department of Transportation's Travel Advisory to its own identity as the OTC spurred largely by a push to create more tourism awareness for the '86 Spokane Expo. The expo is viewed as the key element, targeting visitors from Washington and California, who were driving through Oregon but were not stopping to spend money. In 1987, Governor Goldschmidt's administration focused on a proactive economic development approach for Oregon. His administration established regional strategies through which economic development would proceed.

Counties were asked their opinion on the type of development they wanted with twenty plus out of the thirty-six counties picking tourism. Seeing the strong demand and the potential to create a system of dependency on tourism, funding through the regional strategy was denied to several counties for tourism development. The high number of counties asking for economic assistance in 1987 demonstrated the potential role tourism was expected to play from the counties' perspective. Also, the regional strategies program demonstrated a shift of control concerning tourism from the state to a more local control in the regions, counties, and cities. This shift not only demonstrated local interest and control, it diversified the industry base of several counties (Habiger, 1997).

By the late eighties the next big push would be for Brand Oregon Marketing, which would give the state an historic image and identity to promote tourism awareness and eventually revenues from both in state and interstate travelers. This was an important transition, as former funding came almost entirely from state lottery earnings. By the early 1990's another reorganization took hold in the form of staff turnover when Joe D'allesandor replaced the director Debbie Kennedy. The new director's emphasis became development and implementation to bring Oregon

tourism planning into the '90's, taking over where Kennedy left off. His plan was to develop an open door policy in attempting to get to know tourism leaders in rural Oregon and from there create a strategic implementation plan to put Oregon on the national and international map as a tourist destination.

D'allesandor implemented a five year strategic implementation plan to create a statewide structure to develop, market and promote tourism. To evaluate its success a private contractor was hired to provide a report card to the governor, industry and general public as to the success of the five-year implementation plan. By April, 1996 a new director signed on to head the OTC and the new emphasis became niche markets designed to compliment the identity of Oregon and the tourism products Oregon has to offer.

At the time of this report in 1997, the OTC was divided into two main bodies; support staff and the program staff with the latter group focusing on niche markets as part of their job description. The OTC's role at this time was to serve as an umbrella organization which would: 1) build Oregon's tourism industry through development, brick and mortar, and marketing; 2) provide resources for communities in the state for tourism development; 3) mediate the communities organization and ideas; and 4) promote good product development (Habiger, 1997). According to Habiger's findings, product development was also a function of the OTC in that they provided technical assistance and networking opportunities connecting people to various resources, basically serving as public advocates.

However, the OTC wanted to define itself apart from the role of product development insisting that they did not "initiate or direct" product development and that this was to come from the city and county levels. The basic framework used by OTC is not one that fits neatly into the state structure of counties and cities. Instead, the OTC identifies already existing tourism structures throughout the state along with promoting the creation of new associations and organizations, which are then used as avenues to work with counties, cities, communities and businesses.

The structures already in place at the regional, county, and city level vary throughout the state and primarily consist of the Convention Visitors Bureau (CVB), Chambers of Commerce (CC), and county tourism offices (CTO). These offices are used as a means to reach local communities and local businesses, which are involved or interested in tourism. The OTC does establish working relationships with local businesses, however, given their limited budget and human resources, the OTC prefers to use the established offices at the various state levels as the go-between or conveyer of information traveling both directions. The working relationship between the OTC and the local offices and businesses is viewed as a two way street. This helps both the top level and lower levels communicate on tourism strategies, goals, and directions in development and marketing of tourism products (Habiger, 1997).

Another avenue by which the OTC communicates at the community level and directly with businesses is via the 'partnering' strategy. Partnering is a method designed to pool resources such as money, marketing and other skills, materials, influence, expertise and general manpower for the betterment of tourism development statewide. "The participants in partnering come from all sectors (i.e., federal agencies, state level, local level, non-profits, tribes, businesses, and associations)" (Habiger, 1997: 6).

This ideology stems from the need for getting 'more bang for the buck' and 'the sum of the parts being greater than the individual parts'. Within partnering, associations are created to better represent and benefit private businesses, non-profit organizations or whoever would like to be represented and benefit from the resource pooling. Especially in relation to advertising, associations (one of the most visible and common forms of partnering) have been created to market tourism products when individually a new operation may lack the resources to venture into the market.

Collectively, by forming an association and through the pooling of individual resources with the resources of the OTC, the tourism product owners can develop and market their product through the benefits of pooling monies and receiving financial assistance from the OTC. According to Habiger's findings, in comparison

with other states, OTC is one of the lowest regarding funding, but one of the highest regarding return and output. The organizational structure and internal workings of the OTC have adapted to the needs, desires, and existing structure in a creative manner to function as the state office promoting the development and marketing of tourism (Habiger, 1997).

Overall, the state level interviewees expressed their strong support for tourism in Oregon not because of its direct economic benefits, but because they believed tourism is good for Oregon as a whole. Habiger's interviewing focused on OTC as the highest level of organization representing all tourism in Oregon. Through his research, the history of the OTC emerged including its role as Oregon's primary strategy for building tourism in time for the '86 Spokane Expo.

During this time the immediate focus was not directed at eco, or nature-based tourism, rather mass tourism to put Oregon on the map as a destination. During early formation of the OTC, emphasis was not placed on sustainable strategies like ecotourism and nature-based tourism per say, but the OTC certainly intended to create sustainable tourism solutions at the outset of its formation and demonstrated this through developing strategies reaching into regional communities from its earliest stages. Intuitively speaking, Habiger's respondents would be naturally biased towards tourism development because their jobs depend on it. Habiger divided his findings and recommendations into two categories; internal and external. Internally, it was found that

[A] cohesive base of knowledge of the direction tourism is taking is lacking. Because tourism initiation is taken at the local level there is no cohesive direction or single leader for the entire state. The role of the OTC is not to initiate development, however, the OTC can open more communication lines down to the lower community levels through the creation of a data base of what has been done, what is in the works, and what is being planned. From this the question arises: Who will perform such a daunting task and who will pay for it? (Habiger, 1997: 8)

This question offers a perfect segue into the external observation and resulting recommendation. The researcher found that none of the state level interviewees had prior knowledge of previous work championed by Sea Grant regarding tourism development and current tourism themes.

Outside of OTC, valuable research had been conducted and documented through Sea Grant, which the researcher felt could benefit the tourism effort in Oregon through communication and reciprocation. In fact, pooling the individual resources held by both OTC and Oregon Sea Grant could create the 'partnering' so espoused in the interviewing process. More importantly, OTC should investigate research on hand at the Sea Grant offices to create a working database for future research by both tourism pundits and academic researchers for the benefit of both organizations and more importantly, Oregon state tourism.

The wealth of knowledge available at Oregon State University can be tapped through Sea Grant and the wealth of knowledge the OTC possesses regarding Oregon's tourism industry can be shared with Sea Grant and the academicians, who wish to do research. This potential partnership can lead to great things for the future development of tourism in Oregon. (Habiger, 1997: 9)

### **Comprehensive Findings and Conclusions**

The findings of the Oregon Sea Grant group project can be summarized very briefly for purposes of my study and more importantly in terms of what it meant to my personal career path. The three researchers worked independently, yet compiled the findings into one cohesive report. The findings were not contradictory rather provided a three-part analysis of the situation. All three researchers implemented a consistent methodology of interviewing for data collection, although in separate locations at different times as the study was divided three ways according to location.

The researchers collectively prepared a pre-determined list of interview questions at the outset of the project, however the consideration of indigenous knowledge



pertaining to each group during the interview process revealed local definitions and emic categories that varied according to the subjects' perspectives. Thus, the interview questions changed accordingly. For example, Reedsport and Winchester Bay is an area offering a lot of nature-based, ecotourism attractions and the interview questions seemed pertinent in this environment. In contrast, the same interview questions were less appropriate in Lincoln County that is defined by commercial tourism with lots of restaurants and shops and less access to nature spots, which lie off the beaten track.

These pre-determined questions were also out of place at the state level where respondents were more interested in explaining the history and current structure of tourism planning in Oregon. This variability within the sample, and changing interview questions to accommodate it, led to important unanticipated findings that developed into a final hypothesis and recommendations. The three researchers' recommendations, after interviewing the respondents of different roles in the target communities (including the state offices), included a need for more cooperation and communication amongst the various parties for successful ongoing tourism development of any kind.

We found in the process that the elements of the system for interviewing (the questions asked) could not be determined in advance and that the information collected changed the research process (finding what was 'emic' to each group and asking pertinent questions). While the original intention of the study was to determine perceptions of ecotourism for future development, the rapid needs assessment uncovered much more. The assessment revealed the immediate need to communicate, educate and plan tourism development according to each community's needs. This method produced a hypothesis that ecotourism was not consistently identified as the most immediate tourism strategy desired by all levels of the communities and that community perceptions varied as to what ecotourism is and how it would affect community members of all levels. In essence, we found a need for more in depth study to reveal a better understanding of the local cultures and their



perceptions of tourism, ecotourism and nature-based tourism for future progress in sustainable tourism planning.

Lincoln County wanted tourism development but needed infrastructure such as better access to coastal areas and more accommodation to make tourism appealing to the various parties involved. In addition, all parties interviewed in Lincoln County wanted to see tourism become less seasonal to take the stress of excess tourism numbers off of the community at peak times and spread the benefits throughout the year. The communities also needed better communication and help from state level tourism officials in tourism planning and development. The only mention of nature-based tourism was the need for more self-guided activities of this type for families. In contrast, the main issue affecting Douglas County was the resistance to increased tourism, specifically 'ecotourism'.

Douglas County at the time of the research was less 'touristy' *therefore*, the interview questions revolved around nature-based tourism, which would be the obvious step for low impact development in Douglas County's coastal communities. There was a need for more communication and education from the state level. One strategy would be the partnering suggested in Habiger's recommendations between state officials, chamber of commerce members and business owners to teach community members, visitors and all resource users the benefits of conscientious ecotourism and change perceptions of tourism growth. Another strategy would be a communication tool such as widely distributed information explaining the benefits of the right kind of conscientious tourism, 'eco' or otherwise. Clearly the problems with varying perceptions of the benefits of tourism and 'ecotourism' needed to be addressed by using agreed upon (by the community) terminology and spreading awareness for support instead of continuing to use the misunderstood word ecotourism in development solutions.

While county officials and business owners wanted to increase tourism, specifically, nature-based tourism in the area, the resource users held a negative connotation for the aforementioned feeling that an increase in this type of tourism

would impede their free use of the coastal area (both monetarily and open-access wise due to the implementation of day use fees). The research conducted at the state level in Salem gave valuable insight as to the history of the Oregon Tourism Commission and again resulted in a recommendation for more communication between the various levels of communities through partnering. In addition, pooling, emphasized more communication between university research bodies and the state level tourism commission. The top-down, bottom-up research revealed overall that education, cooperation and ultimately, communication would make the difference at all levels for tourism development in Oregon.

In summary, communication must occur from the top down and from the bottom up. This means that the state planning levels down to the individual resource users need a system of feedback to confer and decide on an appropriate direction for enhancing Oregon State tourism. It also suggests that, perhaps, the current channels of communication via tourism associations and bureaus may not be the best means of communicating all parties' needs and expectations. Once a direction is decided by each community regarding whether the emphasis should be on ecotourism, less seasonal tourism or the like, a more comprehensive education and marketing strategy needs to be implemented taking all parties' perceptions into consideration.

A comprehensive information source addressing conscientious tourism development would bring a cohesive message to varying perceptions at all levels that development impacts. A conscientious tourism product like *Cape Scene* magazine that promotes tourism year-round in Lincoln County, explains nature-based activities and ecotourism benefits to locals and travelers to Douglas County and that reflects the goals of sustainable development at the state level would accomplish this task. Ideally, this information source would offer a feedback system from tourists on what they like or dislike about their visit so that all levels of the tourism system are represented.

## Oregon and *Cape Scene*

In terms of the advantages of this study to my future career development, the benefit of the experience was two-fold. Not only did I learn how to go into a community and get an inkling of what was pertinent, but I also gained valuable experience in working with others to compile documents and research into a comprehensive report, which was intended to provide some level of applied insight as to the communities' wants and needs at the various levels. This experience has proven invaluable in my career as editor of the *Cape Scene* magazine as it is necessary to continuously understand the market (readers and advertisers) and compile research in the form of feature stories that will be informative and interesting to the readers.

In an effort to inform tourists on the importance of environmental conservation in South Africa and to stress environmental awareness in the tourism sector, we work closely with conservation organizations. Cape Nature Conservation ([CNC] a semi-private bureaucratic body managing South African nature reserves and conservation areas), the International Fund for Animal Welfare (IFAW) and the World Wide Fund for Nature South Africa regularly submit feature stories that run in each edition the magazine. The articles include information on wildlife rehabilitation projects, endangered species, public access to lesser known natural areas and trails within national parks and tips on interacting with the environment and wildlife. The education and awareness also provides visitors with the information on where to send donations to support these organizations. These articles help to educate tourists on responsible, conscientious tourism and provide a mechanism of communication between tourism and conservation planners and the general public, mass tourists and group tourists.

In addition, we have liaised with (and battled) government tourism bodies within South Africa to conscientiously promote the Western Cape as a tourist destination. Understanding the inherent levels between the top and the bottom of tourism

workings has proven helpful in current endeavors. Finally, in the daily process of *Cape Scene* magazine we meet with potential advertisers that frequently relay feelings of the importance of more marketing of Cape Town as a destination abroad. They also communicate their likes and dislikes regarding the efforts the Western Cape and South African tourism authorities are undertaking to help the cause. This helps *Cape Scene* determine the direction to take to meet advertisers' needs and allows us to be a communication vehicle when the odd occasion arises to relay concerns to tourism officials. More importantly, *Cape Scene* uses this feedback to make the magazine as useful and interesting as possible so people will take it with them abroad, thereby promoting Cape Town and local businesses overseas.

Particularly interesting in regard to current work with *Cape Scene* is the point made regarding suggestions for improving tourism in Lincoln County. The researcher recommended tourism business owners working together to promote their businesses in a combined effort. This is the goal that the *Cape Scene* magazine accomplishes with its essence of featuring tourist attractions and services within an 80-96 page informative and interesting magazine. In addition, local guesthouse owners distribute the magazines to guests needing information on tours, restaurants and general activities while visiting Cape Town.

In comparing and contrasting tourism development in Oregon from the time of this research in 1997 with the state of tourism in the Western Cape (and Cape Town itself) when the magazine began in August of 1999, there are a number of similarities and differences that can be drawn even though the locations are continents apart. First, both Oregon and the Western Cape, wanted to increase tourism year round. Cape Town's tourism business owners were faced with a distinct tourist high season and low season like Lincoln and Douglas county business owners.

There was a strong desire to have the top tourism planners, most of which were government positions, do more marketing of Cape Town abroad to offset seasonal lows similar to what was expressed by business owners in Oregon. By June of 2000, the "Secret Season" campaign was launched to highlight Cape Town and surrounds'

tourist attractions and activities during the rainy winter months like whale watching, wild flower viewing and visits to the Winelands. Both Oregon and the Western Cape offer whale watching, mountain biking, windsurfing, surfing, sightseeing, beachcombing, hiking, kayaking and additional activities that can either involve actively or passively enjoying the environment.

The difference is that Cape Town has a wide variety of tour companies offering day trips for any of the above activities that can be booked from the tourist's place of accommodation or through a tourism information center. In the Western Cape, this active approach to tourism works so effectively because the booking agents, whether an accommodation or tourist information center employee, earns a commission for the booking they take. The commissions paid are determined by the business owners who pay them and can range anywhere from 10-20% of the total amount of the booking.

This happens at all levels within the tourist industry including tourist information center employees earning commissions for accommodation bookings, accommodation (from backpacker tour desk reps to five-star hotel travel concierges) employees earning commissions for tour, car hire, taxi cab and airport shuttle bookings and tour operators earning commissions for accommodation bookings. This creates a win-win situation for all parties involved. The traveler gets good service as the booking agent wants to earn the commission and expedites the client's booking promptly, the accommodation owner benefits by getting increased bookings and in turn benefits by earning commissions on booking tours and activities for their clients also arranging the service for their clients. The tour operators then bring clients to overnight at select accommodation spots and either receives a commission kick back or free accommodation and meals for themselves.

This is exactly the type of partnering recommended by Habiger, but at the most basic level between tourist and tourism industry business owners. Fagan also espoused this strategy for Lincoln County. Fagan suggested that businesses get together to create group packages and market each other's services at the various

business locations. This packaging would create a more active approach to tourism as opposed to the current passive approach.

Another contrast is evident in the perception of the term 'ecotourism' in Oregon versus the Western Cape of South Africa. Where the term was controversial among active resource users in Oregon, the term in South Africa has been harnessed and used in marketing without too much resistance from local resource users. Many of the tour companies take travelers to conservation areas as part of their itineraries even in the case of active resource use like mountain biking (e.g. Cape Point is both a nature reserve and mountain biking destination). Since the tours are guided, however, there is an adherence to guidelines to keep active resource users within certain boundaries.

Here again, varying usage of the term ecotourism is evident and the fear for ecotourism development in Oregon is justified, as the term is so ambiguous. In South Africa, clearly, ecotourism means guided tours in a conservation area that is also still open to use by local citizens. Had the term ecotourism been interpreted similarly by the active resource users interviewed in Oregon they would have realized that these tours would not affect their direct access to the areas. Another argument for the word conscientious is justified in this example as the interpretation among individuals would vary only slightly if signage and information made it clear that everyone could use the designated resource areas but to do so with a 'conscience' of adhering to posted guidelines.

Tour operators are inclined to abide by the rules set by the national parks board in order to sustain the natural resources and in turn their companies. This is also true with whale watching in South Africa where non-research oriented tour boats must remain outside the 300-meter parameter and can lose their operating licenses if caught breaking the law. The Western Cape serves as a good example for ecotourism development that remains environmentally sensitive while providing a boost to the local economy.

The problem of getting the attention of tourists has become a distant concern as tourism has boomed in Cape Town over the past 4 years. In 1999, political unrest resulted in 11 bomb explosions over the course of the year. For the millennium New Year, big city festivities were planned and large tourist numbers expected. Unfortunately, the millennium was an anti-climax for the tourism boom in Cape Town, but the years since have proven fruitful beyond expectation.

The rise in tourism has been attributed to the demise of the rand and the beneficial exchange rates to tourists. This combined with the arrest of the city bombers and an overall effort to quell crime with increased police presence in the city bowl areas and the installation of closed circuit television (CCTV) cameras has given Cape Town's appearance among visitors, an extensive facelift. The change in government policy prioritizing tourism as evident in attempts to decrease crime and to market Cape Town abroad to increase visitor numbers, has demonstrated the role that communication between the state levels and provincial levels is not only possible but can create positive changes in tourism.

Finally, while increased tourism numbers can cause congestion of city streets and outlying coastal thoroughfares, the overall economic benefits appear to outweigh the costs according to public opinion. Cape Town is a city that thrives on tourism revenues which trickle down to all manner of local businesses, yet there are enough facilities for tourists that the city never seems beyond capacity enough to affect the daily movements of local Capetonians. December 2002, welcomed the highest number of tourists in five years and for the first time ever, for a two-week period, the coastal roads experienced traffic jams and there was bumper-to-bumper traffic along the two-lane road to Cape Point. While eventually, the novelty of successful tourism may wear off for Capetonians, so far the overwhelming consensus is one of gratitude for the increasing numbers and resulting revenues.

My experience with advertisers in *Cape Scene* magazine over the past year has been big smiles and overall agreement that things are starting to happen for Cape Town. Locals are happy that Cape Town is being taken seriously as a top tourist



destination and this seems to pervade the psyche of the town even by those not directly involved in the tourism industry. Unanimously, the tourists I have spoken with rave about the beauty, hospitality and cost effectiveness of Cape Town.

In contrast, the respondents in Oregon, while wanting tourism growth for the benefit of their businesses and the community economy, expressed concerns about the effects of increasing tourism on how their lifestyle would be affected. There was also a general disinterest in structured ecotourism development as most of the respondents either had given this type of development little thought or had concerns against limited access to natural resources because of it. A longitudinal study of attitudes regarding tourism development may provide more insight as to why Capetonians are so welcoming of tourism where Oregonians relay more reservations. My assumption is that Oregonians have more experience with the pitfalls of tourism having hosted part time guests for many years where as Capetonians, having only relatively recently jumped on the tourism bandwagon, are still smitten with the economic benefits.

### **Conclusions: Conscientious Tourism in Oregon**

To bring a more positive perception of tourism to Oregon an effort to redefine sustainable tourism development is necessary. Promoting a new understanding of positive tourism development and redefining it as conscientious tourism may help perceptions state wide where local support is needed. An awareness campaign highlighting positive benefits of conscientious tourism and explaining preferred ways of interacting with the environment to all affected parties including planners, locals and tourists offers a start to garner support.

Research in Oregon provided evidence that ecotourism is misunderstood and needs to be redefined. Awareness in the form of a conscientious tourism product could achieve this goal by providing an understanding of 'conscientious' tourism at all levels and explaining the best way of interacting with the environment to ensure



sustainability. This is the intention of *Cape Scene* magazine in publishing information that is promoting tourism in a conscientious manner. Running information on conservation and giving visitors guidelines for interacting with wildlife and the environment, whether on self guided trips or otherwise, is a start to wide awareness even at the level of the typically non-sustainable mass tourist. By promoting conscientious and reputable guided trips and by appealing to the city dwelling mass tourist in offering options including accommodation, restaurants, activities and events, the magazine finds wide appeal as a resource while punting the conservation cause.

#### **IV. MICRONESIA: A LESSER-KNOWN PATH TO *CAPE SCENE***

After finishing most of my course work in the applied anthropology program at OSU in 1996-1997, I worked abroad through scholarships in Kosrae, Micronesia from June through September of 1997. I then traveled to Santa Ana, Costa Rica from November 1997 through May 1999. This intern work later became the backbone of the *Cape Scene* magazine, the publication I started in Cape Town, South Africa.

##### **Statement of Research**

The mission statement of the Micronesian internship was to work with the Kosraean tourism office to develop a recommendation for promoting tourism to the remote Pacific island while considering environmental and cultural impacts. The experience was not only challenging and gratifying professionally, but also quite enriching personally. I conducted work each day between a thatched roof tourism office with a Micronesian counterpart, Justus Aloka, and in the field visiting different island attractions and conducting interviews. The internship culminated in a written document for the Kosraean tourism office outlining observations and suggestions for implementing sustainable ecotourism for the island. Sustainable ecotourism is defined in this case as maintaining the island culture, protecting and utilizing the local geography and encouraging an economic growth strategy.

##### **Micronesia Internship**

The main aspects of the Micronesia internship involved discovering island features, assimilating to and understanding island culture and understanding tourism challenges in devising a report on suggestions for sustainable ecotourism

development on the island. The rich and rewarding experience provided a strong foundation for future tourism work, although as this was my first internship abroad, I did not know this at the time. Being able to do work I enjoyed, like writing, exploring this spectacular tropical island and talking to locals gave me my first glimpse at a desired career path. My experience in Kosrae, Micronesia made me aware that it was possible to create a tourism type business with similar freedom and intrigue to the work I did while in Kosrae. As a result of this experience and others, two years later, I started the *Cape Scene* magazine. Memories and experience from the island are part of my daily life and continue to provide a background understanding of tourism and tourism related issues for my current work with *Cape Scene* magazine.

### ***Island Features***

Island attractions are many. Commandeered as a Japanese staging point during World War II, the island houses many rusty war remnants. These remnants include, but are not limited to, the odd abandoned tank buried in an overgrown mangrove cove, Japanese fighter planes in the main Lelu harbor and tunnels and camouflaged hide outs high atop the densely jungled rainforest peaks. A fascinating yet overgrown and poorly maintained Lelu ruins archeological site begs for restoration and visitation. As a remote pacific coconut island, fishing, snorkeling, diving and surfing (although dangerous with under currents, rip tides and coral reefs) are obvious attractions. Yet, one of the most interesting on going attractions is the local culture.

The small mountainous rainforest covered island houses less than (10,000) inhabitants. These include indigenous Micronesians, many whom have never left the island, foreign (mostly U.S.) government or military personnel, a few Peace Corps volunteers, one Japanese immigrant from the war, a handful of foreign entrepreneurs and the summer I was there, 4 graduate students. The culture remains isolated and unique, however, there has been an evolution from the earliest dates of island

occupation to the current way of life. Influences such as Christianity brought by early missionaries in the 1800's, to current tourism, albeit minimal on a comparative world scale, have created some impact, which has changed early lifestyles and belief systems. Church services of each of the several island communities are attended regularly every Sunday by almost all locals, where the choir erupts on cue into harmonic song.

Prior to the first island visitor identified as Captain Louis I. Duperrey, who arrived on June 5, 1824 on the ship *Coquille* (Segal, 1989), white man had never been seen. Until the earliest tourists arrived on the island, no woman was to show her legs. It is still discouraged for locals and those attempting to assimilate to the culture to disrespect this Kosraean mores, however adherence to this is difficult to enforce with outsiders. While adult Kosraean women abide by this rule, surely seeing tourists wearing shorts has made them aware that covering one's legs is a behavior not expected of all women around the world. When I left the island in September of 1997 young girls were allowed to wear shorts but the age limit seemed to be increasing as teenage girls were wearing shorts more regularly.

Otherwise an isolated culture in a remote island ecosystem, the Kosraeans have a rich heritage with unique island traditions encompassing every aspect of daily life from community ceremonies with elaborate meals to funeral practices. New arrivals to the island such as temporary volunteer workers, ex-patriot government consultants and any anticipated guest receive the standard ceremonial welcome upon arrival. At these welcome ceremonies, the highest government officials and the appropriate hosts (depending upon the reason for arrival) give salutary speeches addressing their guests beside an engorged buffet table.

The guests are asked to introduce themselves, presented with floral and vine leis and then encouraged to help themselves first to the feast before them. Typically set at an outside seaside location, the town women circle the table waving banana leaves over the food to ward off insects until the speeches are given and the guests

approach. Next the men serve themselves and finally the women help themselves to enormous plates of food.

An interesting aspect of Kosraean culture is that women are encouraged to be large and overweight. Men eat little while women heap their plates with food. The Kosraean cultural belief is that a husband is taking care of his wife and that she is healthy if she is overweight. An explanation is the need for procreation- that healthy women would better reproduce. This is an ongoing cultural tradition to date.

When a community member dies, the businesses of the island literally shut down for several days while the mandatory duties are carried out. It is typical to see a sign reading 'closed for funeral services' for several days while the ceremony takes place. For a funeral, community members, including those closest to the deceased and the town's people at large, are required to bring massive donations to the family equating to a minimum of 10 large bags of rice or another equally substantial donation. Meals for several hundred people are prepared for the ceremony, which can take days to prepare. The funeral is announced on the local radio station with a solemn Kosraean folk hymn, which remains morosely unmistakable after hearing it just once.

Apart from the many cultural customs, Kosrae is a land of incredible vine weaving techniques, sewing, wood carving and shell art. Cultural products such as baskets, women's handbags, wall hangings, marine animal wood sculptures and outrigger canoes are among the local crafts. The island women don colorful hand sewn cloth skirts, a signature of the island. The uniquely Micronesian style is made with flower shaped cloth designs that are artistically overlayed and stitched onto the plain colored skirt beneath. Catherine George, the administrative assistant at the tourism office made my skirt, which was peach with big red and white, green stemmed, flat cloth flowers sewn on it. The final unmistakable detail is a zigzag trim creating the hemline of the skirt that shapes it into a circumference of downward facing points.

### *Assimilating to Island Culture*

With an understanding of the general customs of Kosraean life, I began to understand the necessity of maintaining this historic culture and lifestyle, while learning how tourism could become viable in this small island community. One of the difficulties of the island way of life was adapting to the pace at which life and work take place. For the first month of the three-month stay, I found myself feeling tired and yawning constantly. My American pace of life to walk, talk and speak quickly met with many smiles and strong silent stares. I learned quickly to go with the flow of how things happen on Kosrae.

Monday through Thursday (the government offices are open 4 days a week) I would awake in the morning and ride my bike 20 minutes to the heart of Kosrae, a stretch of the island called Lelu. The ride through the paved and winding road cut through the rainforest hills to the hub of legislation and activity where all of the five government offices are located. On lazy or rainy days, I would hitch hike to work squashing into the back of a pickup filled with children headed to school (this is a safe and accepted form of transportation on Kosrae). The scenic drive winding above coconut palms and sandy beach overlooked the bubbling white foam of the blue breakers, which crashed eternally onto the island's surrounding coral reef. I would arrive at the tourism hut at 8:30 am. Then I would sit and talk to my counterpart, Justus Aloka, his assistant Catherine, and whichever government office worker had popped in from across the road for a morning chat.

We would talk island politics (or what I was aloud to hear in English amidst much talk in Kosraean), I would learn a few new Kosraean words, Catherine would braid my hair (a Kosraean daily cultural tradition among women), and we would eventually discuss plans for the day. By this time, it was usually close to midday and time for everyone to break for lunch. Afternoons would involve meetings with the KVA (Kosraean Visitor's Association), helping my counterpart Justus with a writing task, or doing independent research around the island. Independent research involved

organizing a hike to the ruins, the Japanese caves in the rainforest hills, or a hidden waterfall. Research also involved interviewing community members, local and foreign business owners, and government officials to ascertain more understanding of local values and to determine strategies for tourism development.

### **Tourism Challenges in Micronesia**

There were many challenges involved with suggesting a feasible plan for implementing positive growth and sustainable tourism to the island. The biggest stumbling blocks were the very aspects of the island that visitors would find appealing. First, the island culture with all its intrigue held steadfast indigenous beliefs often in direct opposition to the very idea of island growth through tourism. Secondly, lacking infrastructure, which contributes to the remote, pristine and untouched feel of the habitat meant there was little in the way of needed conveniences for tourists.

### ***Differing Priorities***

The three months of research unfolded interesting politics between local community members, government officials and ex patriot business owners. The tension (if you can call it that in such a low key island atmosphere) seemed at its most piqued during KVA meetings. The crux of the conflict was opposing interests regarding the future of tourism on the island and how tourism should develop. The ex-pat business owners including the Australian owners of The Nautilus restaurant and hotel and the American owners of KVR (Kosrae Village Resort) were the most assertive in their intentions to develop tourism on Kosrae. Owners of KVR and The Nautilus agreed with local government officers on the importance of maintaining the local culture to retain the remote untouched attractiveness of the destination.

However, they encountered apathy in implementing any sort of plan to attract more visitors.

It became clear that there were many factors affecting tourism growth on the island. One of the most obvious was a cultural rift in planning and implementation of any action plan. The ex-pat business owners wanted fast growth. They wanted to institute wide promotion of tourism to the island through international trade shows, a promotional website and published articles in dive magazines and other publications. They felt that even with doubled tourism growth (current numbers were 2674 in '96), they would be able to brief tourists on appropriate cultural behavior and better sustain their businesses.

While, the government officials did not disagree, there was a general malaise about the idea. While they wanted prosperity, maintaining cultural traditions and values remained the overwhelming priority. In addition, finding anyone skilled, self empowered and driven enough to accomplish writing promotional material, and launching and maintaining the website or to attend overseas trade shows was difficult. Even with semi-skilled and educated government staff, the time frame for launching these initiatives would be longer than the immediate action expatriate business owners proposed.

One of the goals of the intern program of which I was a part was to transfer skills with a counterpart. Unfortunately, in a three month stay the cultural differences made this difficult to achieve and rather than teaching my counterpart to write, I wrote promotional materials with him for publications. Limited funding for long-term skills training or direct tourism development funding was a continuous impediment to growth. This meant that the initiative rested on the foreign entrepreneurs of the island.

Finally, obvious concerns to all such as what to offer the tourists once they arrived made progress difficult. Clearly, more infrastructure is needed to accommodate tourists who would arrive if these marketing efforts worked. Roads were poorly maintained and some parts of the island almost impassable to through traffic.



### *Lack of Infrastructure*

The most interesting attractions on the island had no safely cleared footpaths, which posed a liability to travelers. One of these attractions was the magnificent, but poorly maintained, Lelu ruins dating to 1200 AD. The ruins included an inland waterway that was used for passage from the fiefdom to the sea. These ruins could be an amazing island trademark worth traveling from afar to see. Yet, little has been done to preserve them. The ruins are overgrown with island foliage and slippery moss covered pathways are difficult to navigate. In addition, the interpretive signage originally erected is mostly illegible.

The amazing history of the Lelu ruins meant it was clearly an attraction, but all visitors had to receive permission from the family who were difficult to locate on any given day. The family charged visitors an entrance fee, but it was difficult to ascertain where or who one should pay. A tour (if you can call it that) could be arranged through the tourism office, when it was open and if they could locate the designated family member who gave right of passage and collected the fee from visitors. This silent individual, who looked quite like a mythical giant complete with untamed locks of matted black curly hair and rotten teeth, parting occasionally to spew volumes of dark brown beetle nut spit, would frighten even the most intrepid visitor. After collecting the entrance fee (\$5), the guide seemed uninterested in giving a tour, rather just pointed to the entrance and mumbled 'that way'.

Another potentially exciting island activity, which was equally difficult to arrange, was a hike to the Japanese hide out caves of World War II. Again, this involved organizing a trip with the pertinent island family member. This can take weeks. A nominal fee is charged and it can be arranged with patience. The hike is vigorous with steep slippery hills of rocks and vines, and overgrowth that must be cut by machete. It is the type of extreme ecotourism adventure in which the vigorous could participate and enjoy. It is a great day-trip stopping along the way to swim in waterfall pools and to experience the captivating views in open spots. However, as a

marketable day trip for tourists, the organizing and infrastructure would need to be different. There are various other paths into the rainforest which all require a guide and permission from the land owning family.

Water activities are more accessible for tourists. Both Nautilus and KVR can arrange scuba diving or snorkeling trips and usually have staff to accommodate walk-ins. Also, the locally run small hotels send visitors to these resorts for water activities. Otherwise, the typical sun bathing, snorkeling and surfing is available to visitors, but other than directly in front of the resorts, permission from the land owning family is necessary.

### **Comprehensive Findings and Conclusions**

Contrasting priorities by the different parties involved in tourism development for Kosrae, land rights and lack of infrastructure for hosting tourism were the primary setbacks in implementing a comprehensive tourism development plan for Kosrae. Environmental and cultural considerations are vital in arriving at any firm tourism strategy for the remote, pristine island. Islands are particularly vulnerable to the abuses of tourism due to physical space restrictions and are the best candidates for strictly controlled conscientious tourism to limit the environmental and cultural impacts of foreign invaders.

### ***Environmental Observations and Recommendations***

For easy tourist access to environmental attractions, the very fundamental structure of land rights in Kosrae would have to change and designated tourist areas specified, refurbished and maintained. As it exists, the island is simply not capable of accommodating mass numbers of tourists. Visitors, who want daily activity other than scuba diving or simply hanging out on the island, would find difficulty in making any arrangements. While current land distribution protects against the

effects of mass tourism on the geography of the island, it stands in the way of any eco-sensitive infrastructure being put into place (e.g. stabilized pathways to attractions with interpretive signage).

In addition, for example with the ruins and hikes, the families would have to come to an agreement with the local development office in getting funding, implementing infrastructure and running these tourist sites. The family would need to first apply for and secure financial backing, build more secure pathways with some informational signage and start a business to assist and guide tourists. Until the basic infrastructure exists, it is difficult to grow a viable tourism destination.

Unless the tourist was looking for a relaxed indigenous experience with not a lot to do but imbibe in the ample scenery, a short trip to Kosrae would be uneventful. *Therefore*, marketing the island may increase tourist numbers initially, but visitors likely would not return nor would they recommend Kosrae as the ultimate vacation experience. The type of tourist that would enjoy Kosrae is someone who wants a lot of privacy, relaxation and an unplanned itinerary. To really experience the best of Kosrae a minimum month stay would be required. Staying longer greatly increases the chances of meeting the right locals to organize day activities. Even the hotels found it difficult to organize trips to the Japanese caves and Lelu ruins (the island's premier cultural attractions) for their guests.

### ***Cultural Observations and Recommendations***

The general pace of the slow island culture, the historic family land rights and a steadfast desire to protect the island and its inhabitants were obstacles for the foreign business owners and for tourism development. Kosraeans receive grants from the United States for education, due to the island's status as both a staging point and U.S. Trust Territory after the Japanese occupation in WWII. While many Kosraeans are educated in Guam or the United States and return to live on the island, the general attitude of Kosraeans is one of respect for all aspects of the existing culture. This

value and the general slow pace island life style, not to mention financial and infrastructure restrictions, make slow tourism growth certain. While foreign business owners and Kosraeans say they want rapid but viable tourism growth for the economic benefits, Kosrae is as of yet, and may well remain, one of the most untouched destinations on the planet.

To make the island a viable tourist destination, while minimizing environmental and cultural repercussions, the locals and tourists must interact in a respectful manner. Tourists would have to adhere to local cultural traditions, like the no shorts policy for women, and accept interacting, while on holiday, in this slow disorganized island way of life. For many islanders, while partially assimilated to American culture through experiences abroad, maintaining Kosraean culture in the face of tourism was paramount. They wanted the economic benefits associated with tourism development but did not want a cultural change.

Kosraeans were also very protective of not just their island, but 'their piece of island'. So, tourists will have to attempt the impossible and avoid private land, which is a majority of the island, unless given permission and access by the landowners. Adhering to these cultural mores may be too much to ask for most tourists on a relax and get away holiday.

Kosrae would have to be marketed as a cultural experience. However, this could prove difficult because instead of interacting with tourists, the island's inhabitants would more likely be found sleeping under a tree somewhere to pass the humid hours of the typical South Pacific day. There is no organized cultural event other than indigenous dancing performed by children on Thursday nights at the Kosrae Village Resort. Even buying island crafts is on a hit or miss basis where different crafts are sold at different locations only when the sellers are around. Taking these considerations into account, perhaps, only very select eco or nature-based tourism, rather than mass tourism, is plausible in making Kosrae a successful locale for tourism development.

Considering the above, at the end of my three-month internship on Kosrae, I completed a research document outlining recommendations for building a viable tourism based economy, while maintaining the island's natural geographical and cultural assets. This proved difficult with only a three-month understanding of the island and its inhabitants and the aforementioned limitations, but included the suggestions made herein. While I brought some unique considerations to light, I believe that it would take more time and understanding to get a real action plan in place. However, I felt that the internship was valuable in many ways and provided experience I later used in publishing the *Cape Scene* magazine in Cape Town, South Africa.

### **Micronesia and *Cape Scene***

One of the most exciting projects I worked on while in Micronesia was the mooring buoy project. This was an island initiative, driven mostly by foreign expatriate business owners. The mooring buoy project, funded by the Federated States of Micronesia, Australian and U.S. governments (under the direction of the Hawaii Sea Grant Office), was an initiative to conserve the island's barrier reef. As Kosrae is a maritime culture, fishing is a prime subsistence strategy. Local diets are derived mostly from tuna (sashimi) and lobster complimented by breadfruit, papaya, coconut, banana and lime found on the fruit trees around the island.

Many of the fishermen (which include most families) began the need based and rational but damaging practice of using old car parts for anchors. Transmissions, fly wheels and other heavy metal objects crashed down on the coral reef during most daily fishing trips creating destruction at an alarming rate. The mooring buoy project was a resolution providing buoys for boats to tie onto rather than using these and other metal anchors. By the time I left the island there were 56 mooring buoys scattered in strategic fishing areas with another phase of the project scheduled to place over 50 more.

I was happy to have been on the island during the initial phase of the project, which started midway through the internship. I spent my free time helping tie knots with fellow expatriates who then carried out the task of diving down to the reef, drilling holes, placing steel loop pegs and tying the ropes and buoys down to the imbedded pegs. At the tourism office, my final task with my counterpart, before leaving the island, was to write and create the informational signage that would be placed at the various harbors.

Once we created the verbiage, my counterpart would continue work on the task of getting the signs made and erected once I left the island. We found an artist to creatively paint the signs including the wording we had written along with his interpretive images of the reef and its inhabitants. I also designed a simple educational pamphlet to be handed out to locals for education and awareness of the project, while my counterpart worked on other tourism related efforts.

The mooring buoy effort was an incredibly important project for the longevity of sustaining life on the island. Simply put, killing the living coral means destroying the reef. Destroying the reef creates devastating effects on the island like rapid erosion and loss of the protection that the reef provides during bad weather. Decimation of the reef and the resulting loss of habitat for thousands of sea creatures would cripple the island entirely eventually making it uninhabitable. Perhaps, Kosrae would be a modern Easter Island if projects like the mooring buoy project were not implemented.

Fear exists among locals, visiting ecologists and engineers alike regarding the rapid rate of erosion due to the disappearing living reef, and aerial photos from the 1950's confirm the concern. The village of Malem now resting on the opposite side of the main road from the ocean once sat directly on the shores of what is now only a narrow stretch of white sand beach. The lack of beach is one of the more surprising aspects of the geography of the island in that one imagines a remote island of this nature having far reaching pristine beaches. Kosrae has little beach left. In many

places the water rises almost directly from the ocean to the grassy banks near the road with only a thin row of palm trees and the earth they inhabit detaining the water.

Reef depletion, receding coastlines, the mooring buoy project and my experience in general on the island made me realize the importance of conservation awareness, especially as it relates to local views and knowledge versus that of outsiders. It is incumbent upon the host culture to impart local knowledge and guide tourists through the destination in a way that is conscientious and consistent with sustainability goals. Especially, in the case of this small Micronesian island, it was vital to relay the host cultures' values to visitors to minimize cultural impacts. Where sustainability and longevity is the aim, it is necessary to provide tourists information about the destination, both environmentally and culturally, and the acceptable behavior within it. It is also important to educate visitors on the variety of geographic features and wildlife of a region while giving guidelines to optimize sustainable interaction. Conservation and cultural acceptance are an important focus of the *Cape Scene* magazine and the main premise of what I term a conscientious tourism product.

Where mass tourism and ecotourism are concerned, the magazine is a tool for educating travelers about South African conservation and conscientious travel. Ecotourism, commonly associated with smaller private groups led by knowledgeable guides, can be benefited further by informative literature that both assists the guides in relaying information and becomes a resource for travelers after their guided tours. Cape Town is a growing destination and a major host of both mass tourism and privatized ecotourism. There are over 300 tour operators listed with the Cape Town Tourism Information Center, including many small companies offering nature-based and eco adventures.

Kosrae, while minute in comparison to the massive Western Cape of South Africa, could benefit from controlled conscientious tourism. Yet, it is doubtful that Kosrae would become a destination for mass tourism based on its carrying capacity alone. However, should tourism move in that direction, a tourist targeted magazine



like *Cape Scene* would at least provide helpful cultural and geographical information to visitors who might not acquire it elsewhere. Such a magazine would also supplement any ecotour guide's knowledge of the area and aim to highlight local businesses on the island.

*Cape Scene* devotes a large portion of each edition to ocean and land based wildlife conservation. Cape Nature Conservation, the International Fund for Animal Welfare and the World Wide Fund for Nature South Africa regularly purchase space in the magazine providing feature stories to educate readers on the flora and fauna of the region and the country. This information is accompanied, where applicable, by tips for visitors on viewing wildlife and visiting conservation areas.

While *Cape Scene* targets tourists through the distribution of the magazine in tourist information outlets, a growing local readership means the magazine is providing valuable conservation tips to any readers using the conservation areas, including locals and domestic and international tourists. The magazine is also being utilized by private ecotour and nature-based tour operators, who, we have learned, either collect copies of the magazines at the information centers to give to their passengers, or who call us directly for copies.

### **Conscientious Tourism in Micronesia**

Conscientious tourism is the only feasible form of tourism for Micronesia. Private ecotour groups with a limited number of travelers, a limited length of stay and with limited frequency of groups is the best recommendation in adhering to the goals of conscientious tourism. If the island marketed itself affectively (various promotions offered at different times would garner interest) and planned accordingly to stagger incoming visitors throughout the year, economic viability over the long term would prevail. For individual travelers, readily available literature informing guests of island customs, about culturally sensitive and respectful interaction with the hosts and interesting island history and culture is the only suggestion in line with the



ideals of sustainable development for this small, remote island. With such a small airport and so few planes arriving weekly, tourism office officials, local volunteers or hotel owners greeting their guests could supply written literature complimented by an orientation talk explaining island features and mores, land rights and trespassing and do's and don'ts for exploring the island.

As an isolated island, Kosrae, could become a case study and sustainable model for larger tourism destinations. With its limited land mass, stunted carry capacity for guests and small indigenous population, Kosrae is a microcosm providing the perfect controlled conditions for a thorough case study on sustainable conscientious tourism. Vulnerable to the abuses of unplanned mass tourism, the island must adhere to the strictest version of conscientious tourism in order to thrive in the face of opening the community to outsiders and continuously sharing the island with foreign guests.

## V. COSTA RICA: ONE STEP CLOSER ON THE PATH TO *CAPE SCENE*

The next step to *Cape Scene* magazine came in the form of an internship through Global Graduates, a scholarship program at Oregon State University, which began in late November 1997. I applied for an internship working for the Green Arrow conservation, ecotourism website based in Santa Ana, Costa Rica. The internship goal was to assist the company by researching and writing about Costa Rican ecotourism projects for exposure via the Internet. The website was a capitalist venture both promoting these projects and offering a booking service.

### Statement of Research

I worked for a British woman who started Green Arrow in conjunction with an Australian partner. When I arrived, she was running the company alone with the help of two other student volunteers. Costa Rica is one of the leading examples of ecotourism worldwide, having devoted 20% of the land base to national parks. Ecotourism initiatives abounded in Costa Rica in 1997 when I arrived and to this day provide a valuable income to the wider Costa Rican economy.

My job was to research and write about the different itineraries available as offered by the individual ecotourism projects. Some projects were volunteer-based while others were basic ecotourism ventures seeking promotion. At the time in Costa Rica, few companies had the resources to launch their own websites and relied on Green Arrow's effective website hit rate and exposure to market themselves. Green Arrow thus, served not only as a marketing tool, but also secured overseas business for local ecotourism companies.

While the concept seemed viable, the company suffered largely due to lack of capital to spur interest or involvement by local companies in website development

for the overseas market. The biggest obstacles were culturally and economically based. Most established ecotourism operations had previous overseas backing and were already booking overseas clients. *Therefore*, Green Arrow's clients were projects that needed awareness but lacked funding and had little in terms of infrastructure. This meant that even while Green Arrow could give these operations exposure, the systems weren't in place to accommodate large numbers of bookings. With limited funding, these operations had little to contribute to marketing, so the onus was on the private Green Arrow to create profit through the website at its expense.

While the idea was good, the companies that had money to contribute already had their own websites and only needed, perhaps, a link to the website if Green Arrow could prove that the website had sufficient hits to justify the cost. Otherwise, Green Arrow had to support the burgeoning ecotourism projects hoping that it could generate enough bookings for a commission to justify the costs in the marketing. Examples of these projects include three that I researched and wrote about for the website.

### **Costa Rica Internship**

The first of the projects I researched for the Green Arrow website was Arbofilia, followed by EARTH (Escuela de Agricultura de la Region Tropical Humeda) and Costa Flores. Arbofilia needed website marketing but had no financial backing for the completion phases of development. EARTH was in the process of building a website and needed more marketing on the group ecotourism development side. Costa Flores had a sustainable flower export business and complementary tourism operation with a functional website promoting both.

The visit to Costa Flores was to garner interest for a link to Green Arrow's website and to gather data of a working ecotourism project to promote on the site. The following is the work I submitted for the website after spending time at these

projects and interviewing project entrepreneurs about their plans for development. This work is compiled with an analysis of the projects for the purposes of this thesis.

### *Arbofilia*

In 1976 Arbofilia began as a small farmers' committee on the Osa Peninsula at approximately the same location as Corcovado National Park currently resides. In 1987 Arbofilia gained legal status as a non-profit organization and quickly began projects like watershed management and fruit tree propagation. From 1995 through 1998, when I interviewed the project founder, Michael Soto, Arbofilia began emphasizing self-sustainability in an effort to allow the organization to exist in a greater capacity other than simply managing projects.

### **Main Objectives and Current Projects**

According to Soto, Arbofilia's main objective is to create 'economic space' in order for the organization to sustain itself and to prosper. Currently, Arbofilia's most profitable project is its apiary. Arbofilia's 140 beehives produce enough honey to keep the organization moving forward, yet more revenue producing enterprises like this are needed for profitability. An increase in sustainable efforts like the apiary would fund further conservation where needed and create the 'economic space' mentioned by Soto. Thus, Soto believes that needed conservation can be funded from the spin off of environmentally friendly businesses that profit enough to parlay earnings into financial backing for more start-up projects.

Reforestation through seed planting, fruit tree harvesting, beach clean up and working with women of nearby rural communities are the goodwill projects currently underway with Arbofilia that need the support of additional conservation related, profit earning businesses. It is Arbofilia's intention to support these and other new conservation projects with additional environmentally friendly money making

efforts. Now, Arbofilia is looking to gain this "economic space" for the organization by offering educational tours to student groups and other interested tourists. Arbofilia's goal for tourism development is to make money to help support these other projects, while allowing the organization to remain independent from tourism efforts as its primary function. According to Miguel Soto, an original founder and project director of Arbofilia, "Tourism is sustainable only if it remains a component of the economic space, otherwise the communities may lose everything to tourism."

### **Tourism and Hosting Student Groups**

When I visited the project in 1997, Arbofilia was in the process of constructing an additional building to accompany the biological station. The biological station is the main building on the property which houses an open-air dining and kitchen area on the ground level and two balcony-loft type rooms on the second floor. The plan for the second building was to make it a facility that would provide more accommodation and in which lectures and discussions could be held. Arbofilia was taking steps towards this goal and had planned 25 courses dealing with biodiversity and ecosystem management subject matter. The ideal for the new addition to the biological station was to provide a place for the exchange of ideas and rainforest education.

Arbofilia intended to have the facilities in place to host 8-12 person student groups and tourist groups by the end of March, 1998 and wanted to make educational opportunities available to all tour groups rather than exclusively to student groups. At the time of my visit, Arbofilia had the capacity to host a maximum of only 5 people at its facilities. After my visit to the project in late November, 1997, Arbofilia was to supply Green Arrow with a sample itinerary of available tours as of mid January 1998.

Local guides were to accompany all rainforest trail hikes and educate groups on the biodiversity and ecology of the local environs. Miguel Soto would guide

rainforest walks and deliver educational lectures as well. Transportation was a limiting factor for Arbofilia as there was only transportation available for 5 passengers. Arbofilia intended to provide 3 meals a day to all visitors and wanted to begin hosting tour groups as of February or March 1998. Sample activities included: classes on local ecology, biodiversity and agriculture, forest walks, visits to local waterfalls, the apiary and local beaches and possibly community involvement activities like beach clean up.

### **Volunteers**

Arbofilia is capable of hosting volunteers but needed to charge for meals and accommodation. Accommodation could be at a reduced rate, or perhaps even free depending on the amount of work on the project, but it was more likely that the individuals would have to pay for accommodation and food (rates had not yet been determined). At the time, there was an immediate need for volunteers with construction on the new building, honey harvesting and beach clean up.

### **Observations and Recommendations**

While Arbofilia had the right intentions for sustainable development, the practical situation at hand proved somewhat of a conundrum. There was a need for volunteers, but not in large numbers, until the facilities were completed and groups were regularly being hosted at the Arbofilia project site. Volunteers were necessary to help with daily tasks and secondary operations, like the apiary, but not to the extent that would later be needed when the site was regularly hosting visitors.

Volunteers' roles would eventually include not only apiary work like honey collecting, but also ecotourism related work such as co-guiding rainforest walks, or cooking, cleaning and customer service related tasks involved in caring for guests. For these tasks, the ideal volunteers would be university students in biology, forest

ecology or tourism related fields. Without tourists, volunteers became almost redundant needing guidance like any other guest. While volunteers could be given tasks, paid workers within the project typically already fulfilled these roles and the location was too remote in the jungle hills of the rainforest for one to occupy his or her day.

The volunteers could be given menial support work at the facility when tourists were not on site, however, the question still remained whether providing accommodation for the volunteer justified the work they were doing in the absence of tourists. For this reason, volunteers had to pay at least partial accommodation fees and were charged for meals. Whether or not the benefits justified the costs became the obvious question for the average volunteer and an even bigger question for the organizations trying to achieve sustainability and create economic space.

The obvious question for Arbofilia was, "Is it better to create jobs and pay local employees at the expense of the volunteer program, or take advantage as much as possible of the extra 'free' help, who could also pay towards meals and accommodation?" Arbofilia was attempting to do both temporarily to get the operation up and running. They could also offer some experience to student volunteers and earn enough on meals and accommodation to offset costs of hosting them.

Volunteers had to work for free and pay for themselves for simply the experience of helping build the new facilities, as no groups were currently being hosted. The opportunity to become a part of the building of a sustainable ecotourism project offered valuable learning, but in terms of hands on practical experience the project was not yet operating daily to offer sound training. In addition, a full appraisal of whether the project accomplished its early goals and functioned practically would be unascertainable unless the volunteers were to take on a long-term post at the site. So, in the early stages, many of the volunteers would leave not knowing the outcome of their work.

During my three day stay, I learned from speaking with, Michael Soto, and other staff at the Arbofilia biological station that no volunteer had stayed longer than a month previously, but at the time there was a biology student residing at the facility doing research over a three to six month period. The most recent former student volunteer had left several weeks before our arrival at the site and no others were scheduled to arrive. However, one of the intentions of the Green Arrow website was to promote the volunteer program and hopefully bring new students soon.

Accommodations at the Arbofilia site were substandard for any well paying ecotourist. Open-air wooden bungalows with floor level mattresses were home to scorpions, spiders and other rain forest dwellers. I had the unique (and lucky) experience of finding a scorpion in my bed before getting into it the second night of my stay. Mosquitoes (no nets provided) and whatever other Central American sycophant insects found delectable hosts in us (myself and another student researcher, my colleague at Green Arrow), the lodge's guests.

After the first evening we were covered in bites, which we were told were made from microscopic insects (noseeums) that burrow into the skin and remain for days producing a coagulant to continue blood flow from their host. They itch incessantly. Luckily, Michael Soto, also our personal rainforest guide, concocted a home remedy of rubbing alcohol and crushed tobacco to alleviate the itch and extricate our epidermal invaders. While this provided a raw travel experience, it was best left to the rogue traveler or researcher rather than the expectant ecotourist. Mass marketing this destination to any tourist group would leave some expecting a refund and others at least disappointed, yet for the independent traveler or the volunteer this experience may well be the romanticized rustic destination anticipated.

In summary, Arbofilia had sub-standard accommodation to offer, ill-prepared tours, including limited transportation, and the classroom facility had not yet been realized. The location is best described as a vision, a project in the making. As previously mentioned in the project synopsis, the apiary simply wasn't producing



enough money to fund the entire project and economic space was needed through ecotourism development.

Without marketing, this project could not reach its aspirations, however, to market this project as is would be marketing suicide. Neither the infrastructure, nor the full vision had been realized and while the intention was positive, the experience left much to be desired, if not interpreted as lacking value for any paying customer. Thus, to move the project forward additional private funding was needed to get the facilities and operations to a level to benefit from extensive marketing efforts.

In the end Green Arrow never publicized Arbofilia because the project had not reached an acceptable plateau when Green Arrow dissolved. While Arbofilia had the right intentions, the project coordinators were up against a monumental battle to prove its viability and market a product that had no infrastructure. A catch 22 prevailed as it would have been as devastating to market a product that was not ready for market and be left without the funds to develop it further.

### *Escuela de Agricultura de la Region Tropical Humeda (EARTH)*

EARTH was founded and launched in 1985 through funding by the Kellogg's Corporation For Rainforest Protection In The Humid Tropics. In addition, funding for EARTH is derived from the following sources: student tuition, room and board, proceeds from the commercial banana farm, a trust fund set up by the United States Agency for International Development, and donations by concerned individuals, foundations, corporations, institutions and governments. EARTH's mission is to protect the humid tropic rainforest regions by educating Latino youth on the sustainability of rainforest resources and by teaching agro-ecological techniques for protection and management.

EARTH's 350-hectare preserve and campus hosts only 100 students annually. The small student population exists by design in that limiting enrollment adheres to a commitment by the educators to make learning as integrative and experiential as

possible. Students attending EARTH undergo a rigorous curriculum of agricultural, engineering, and social science courses taught bilingually in Spanish and English, and incorporate fieldwork and hands on experience into their learning. Demographically, a ratio of approximately 1 in 3 students at EARTH is female and the majority of students, both male and female, is Latino.

The rich flora on the EARTH reserve, which covers the majority of this protected area, is secondary-growth tropical rainforest, now undergoing regeneration. A great diversity of plant and animal species can be observed in the area due to dense foliage and the habitat surrounding the Parismina River.

Initial inventories have identified the following species: bats, larger mammals, rodents, reptiles, amphibians, birds, and hundreds of insects. You may also see chattering howler, spider, and white-faced capuchin monkeys during your visit. Sloths, boa constrictors, toucans, parrots and parakeets also inhabit the reserve. The reserve represents an inexhaustible source of knowledge and inspiration for EARTH. The EARTH institute believes that tropical forests constitute a storehouse of medicinal plants, oils, dyes, resins, glues, and energy- the full potential of which we have yet to understand. The reserve is abundant with life forms and the challenge to preserve them is great. EARTH has taken up that challenge. (EARTH promotional brochure, 1996: 1)

In addition to EARTH's existing natural habitat, the campus and surrounding area have extensive archeological riches that are now being reclaimed and protected with the assistance of the Costa Rican National Museum.

Current research (excavations on an area of roughly 2,000 square meters) indicates that the archeological sites located at EARTH date from 500 to 800 A.D.. Several interesting hypotheses have come from this research. Several discoveries of pottery and food containers, originally placed in tombs, indicate a belief in life after death as the indigenous culture buried its dead with these artifacts. "Contact with these archeological sites and relics has deepened the respect that the EARTH community holds for their indigenous predecessors. It also serves as an inspiration to

emulate the indigenous culture's respect for the earth" (EARTH promotional brochure, 1996: 1).

### **Educational Opportunities**

EARTH offers half and full day tours of the reserve to student groups and tourists. While EARTH has no official educational program (i.e. classes or lectures) for visiting student or tourist groups, there is a wealth of learning available simply by visiting the EARTH reserve. The half and full day tours offered at the EARTH campus include visits to the banana farms and other agricultural projects, the banana paper and recycling plant, the banana packing plant, the other tropical farms on the forest reserve and of course the reserve itself that hosts a plethora of exotic wildlife and a quaint rambling creek winding through the wilds.

The ecotour guides on hand are a knowledgeable and professional educational resource for visitors. A minimum of 10 people is requested for day tour groups. Accommodation, including meals, is available and at least one-week advance notice is requested. Buses run from the entrance of EARTH to the main campus (about a 15-20 minute ride through the pleasant and serene grounds of the reserve) and transportation is available for the half and full day tours.

### **Interpretations as an Ecotourism Destination**

The EARTH campus has all of the necessary infrastructure for hosting small, medium or larger size ecotour groups depending on the time of year (i.e. during the school term facilities are occupied by the enrolled students). During the school term tour groups of at least 10 can be accommodated with advance notice. In between terms there is ample dormitory housing (beds for more than 100 guests even considering summer school boarders), plenty of classroom space and cafeterias and entertainment areas are vacant unless a small summer school group is in attendance.

While there is ample space for accommodating ecotour groups, during my visit I was the only visitor. I visited during off term and met a few students finishing a post term summer program and no ecotourists, but I was there for less than a week.

Upon interviewing staff, including university professors, administrators, an ecotour guide and some workers at the banana plantation, I learned that there was a desire for making the ecotourism element more a part of EARTH's sustainability. The goal at hand was to bring longer-term ecotourists in rather than simply offering half and full day tours throughout the year (during and after school terms). This, of course, would have to be scheduled after class terms ended.

During the summer break, while the small numbers of summer classes were in session, the facilities could be utilized for this. In turn, revenues would be produced throughout the year and ecotourists could enjoy a more educational adventure through the EARTH campus. There were enough volunteer work opportunities between the banana plantation and banana paper operation to create longer-term educational experiences, which could be combined with short classroom schedules to create a well-rounded ecotour experience.

Ideally, throughout the year, full and half day tours could still be run on the vast grounds of EARTH with the longer ecotours and educational stays offered during breaks. I would recommend combining a longer stay of at least a week at EARTH with other ecotour related activities and sites, creating a 2-3 week itinerary. Because EARTH is on an isolated campus situated over an hour outside of San Jose, combining an interactive educational week stay at EARTH with another of Costa Rica's many ecotourism projects would provide a well rounded and fulfilling ecotour experience. A package ecotour could even be arranged to include Arbofilia as a first stop followed by at least a week at EARTH.

At both places, ecotours including forest walks and species identification, could be combined with an hour of classroom material a day and one to two hours of volunteer hands on work. At Arbofilia, for now, the volunteer work would involve clean up or construction until further development, but at EARTH it could include

work in the banana plantation or paper making plant. Supplementing the ongoing day tours with longer ecotours at EARTH would utilize the facilities to their maximum potential, while creating sustainable revenues throughout the year with conservation as the focus.

The over riding obstacle to implementing this strategy at EARTH was marketing as there was ample staff and facilities. Like Arbofilia, EARTH (in this case for larger tour groups) needed to be marketed, yet in contrast at least had the infrastructure to host these groups and provide a sound itinerary should their marketing efforts work. Like my visit to Arbofilia, I was at EARTH to research the potential for hosting ecotour groups to be marketed on the Green Arrow website. Had Green Arrow remained in business, it would have been a great avenue for this marketing.

The Green Arrow website was marketed effectively over the Internet and linked to enough other ecotourism sites that it was getting a large hit rate. The company was subsisting on commissions earned by bookings having put ecotourism projects on the site for free. Conceptually this was a win-win situation benefiting both Green Arrow and educational start up projects of all levels that were getting exposure via Green Arrow without the upfront costs for marketing.

### *Costa Flores*

Costa Flores, situated just beyond the 'Ring of Fire' and the mighty virgin cloud forests of the Braulio Carillo National Park stands alone, unchallenged, as the world's largest tropical flower farm. Costa Flores constitutes roughly 300 acres with more than 600 varieties of tropical flowers, collected from over 30 countries, blooming within its borders. The road from San Jose to Costa Flores through Braulio Carillo takes you through a cool surreal atmosphere of all encompassing jungle. You'll pass by "Two Rivers" (Rio Susio- dirty river- and Rio Claro- clear river) on the road to Costa Flores.

Here, your cameras will be grabbing memories of vistas, using the eagle's advantage. Shortly, the mountains depart into coastal plains and you arrive at the stone gates of The Farms of Costa Flores, an orderly jungle of fairytale flowers. You'll see an abundance of hummingbirds, the sole pollinator of Heliconia, and you'll be surrounded by exotic flowering beauties while driving down the mile long tree shaded road. (Costa Flores Promotional Brochure, 1995: 1)

### **Educational Opportunities**

Costa Flores runs 10-15 tours per week, group sizes range from walk-ins of one or two people to large groups with 50 or more tourists. Costa Flores has space to accommodate a large number of people. Up to 500 people can tour the farm comfortably at one time making it big enough to host student groups and even wedding ceremonies. Volunteer opportunities are also available and may include free accommodation and meals.

The ponds, fountains and small waterfalls in the garden area of Costa Flores attract a variety of birds, reptiles, frogs and interesting insects. In addition to the wide variety of brilliantly colored tropical blooms, there are ferns, palms and plants from Thailand, Morocco and other distant countries of the orient and Africa. Strikingly vibrant reds, pinks, purples, greens, yellows and even blues shine in the reflection of the lily dotted garden area pools as soothing waterfalls trickle in the distance. This ambiance provides the perfect backdrop for learning about the plant and animal species of this tropical habitat as well as for discovering transplants from other parts of the world flourishing within Costa Flores' park boundaries.

There are 12 miles of monorail system for collecting and transporting large blooms from the flower farm to the airplane hanger sized packing facility. The packinghouse exports these tropical rarities to far off destinations such as Canada, Europe, Japan, the United States and other major industrial countries. In the packinghouse, staff demonstrates handling procedures and explains how the industry began and how it evolved into its present form. At the end of the 2-hour tour,

flowers and plants are available for purchase. The following quote summarizes Costa Flores' mission statement: "We have spared no love, pain, nor effort in reaching back into the remote depths of the earth's diminishing rainforests, to save from extinction, some of the most enchanting of tropical plant species. Many now find sanctuary in our garden area" (Costa Flores promotional brochure, 1995: 1).

### **Interpretations Costa Flores**

Costa Flores was the most advanced and comprehensive of the three projects I visited in terms of its facilities, its range of offerings for visitors and its status as a viable ecotourism project. The flower-packing hanger worked both as a shipping warehouse and as an interest point for visitors. The Costa Flores ecotourism project was truly sustainable in that it combined the tropical flower horticulture and export with tourism, which protected the operation against tourism lows. Likewise, tourism supplemented the boom and bust cycles of the seasonal flower trade with most countries ordering flowers from abroad during their winters when flowers were not available locally.

The facilities were sufficient for day visits, and three large bungalows housed up to 18 people for overnight or longer accommodation. These facilities also served as excellent long-term accommodation for volunteers who could work in a variety of capacities in the packing and shipping area, in tourism, with gardening maintenance on the grounds or with the actual agricultural side growing tropical flowers. The Costa Flores marketing effort was successful both on the flower trade side and with tourism, as was evident with visitors streaming through daily, independently and in groups. The flower trading was successful and growing with international accounts burgeoning all over the world. Most orders came via the Internet.



## **Comprehensive Findings and Conclusions**

While Costa Flores was successfully marketing itself, a relationship with Green Arrow in terms of appearing on the Green Arrow website or a mutual link between websites would still have been beneficial to both. Green Arrow could earn commissions for booking tour groups to Costa Flores, while Costa Flores could benefit from further exposure and bookings via the Green Arrow website. This was the intension of the visit to Costa Flores (i.e. to explore the project's viability for inclusion on the site). Had Green Arrow continued, Costa Flores would have been the most likely project to quickly appear on the site, followed by EARTH and then Arbofilia.

Costa Flores met its project aims (to be functional as a business subsidized by tourism), even in terms of marketing, and just needed an extra boost offered by increased exposure via Green Arrow. In contrast, EARTH still needed development of a educational itinerary for hosting longer-term ecotourists to meet its project goals and to begin a marketing initiative including being hosted on the Green Arrow website. Finally, in relation to Costa Flores, Arbofilia still needed infrastructure, a suitable itinerary and a functional day tour operation to supplement further development before marketing longer-term educational tours with Green Arrow.

Of the three projects visited, Costa Flores was the most successfully operational in its full capacity. Both Arbofilia and EARTH had intentions of becoming more viable sustainable ecotourism projects, however only Costa Flores had achieved this goal. Costa Flores was able to generate the income and critical mass to be successful by coupling the flower export side with the tourism side (both day tours and longer educational stays). Arbofilia and EARTH were still struggling to reach a level where they were self-sustaining.

The latter two projects were in earlier phases of ecotourism development and either had achieved the tourism side (Arbofilia) or the sustainable agricultural and educational focus (EARTH), but not both. Arbofilia had regular tourists coming in,



although they needed a lot of infrastructure in place to properly educate and accommodate them. EARTH's obvious educational focus as a learning institution and sustainable agriculture with the banana husk recycling and paper making plant was a start, but it had a long way to go with implementing hosting ecotourism groups due to no set itineraries or hosting program in place. This was so even with the day tours in place and the ample housing at EARTH during the off-term time of year.

Of the three potential projects to be marketed on the Green Arrow website, only Costa Flores, who needed it least, had the infrastructure in place to be marketed immediately for long term educational tour groups. While all three projects could be marketed immediately in their day tour capacities, all three had the intention to become destinations for longer term interactive stays. Only Costa Flores had the capacity to benefit from this type of marketing on the Green Arrow website.

It is important to note, however, that the other two projects seemed to be on the right track, if managed correctly, to use day tours in conjunction with primary functions and subsidiary conservation projects to create 'economic space' for developing the intensive educational stays. Arbofilia did this with the apiary, while EARTH utilized the educational, agricultural and recycling realms to this degree. However, only Costa Flores was currently combining the primary business side (the exotic flower shipping business) with day tours and long-term interactive educational stays. In short, the primary export business and the day tour side were creating the revenue or 'economic space' so espoused by Soto at Arbofilia for further developing the educational ecotourism side.

I arrived in November 1997 and by February 1998, the owner approached the three student interns to announce that she was leaving the country and the company would not be continuing. The owner's reasons for closing Green Arrow were both economic and personal. This was a valuable lesson. Ecotourism was a strong economic force in Costa Rica and continues to be viable within the current economy. However, what seemed a viable niche to inspire tourism growth via the Internet (with a conscientious cause 'conservation') proved unreliable.

The question became "Was this a case of mismanagement, lack of capital and/or bad personal timing?", or "Was the Costa Rican economy ready for Internet marketing of its conservation based ecotourism projects?" Most importantly, in light of the development of *Cape Scene* magazine, "Would this marketing of ecotourism projects be better complemented and more viable financially if it included advertising by other businesses who could benefit from exposure in the tourist market or who wanted to market to tourists?" Perhaps, a unilateral approach to ecotourism marketing whether via a website or otherwise was too limited and niche in its scope. This became the basis for Nuevo Mundo and *Cape Scene*, which combined conservation and big business at large as it related to the tourism market and marketing to tourists.

With no other option, I set out to prove that Costa Rica was ready for Internet marketing. My student colleague and I decided that even though our employer had discontinued the effort, we would carry on along the same lines. We were convinced that the idea was a good one and that there was a niche in the market to make a business. We began a company called Nuevo Mundo.

We launched a similar website taking a majority of the content that we had written from the now defunct Green Arrow website and relaunched it under the new website name. My colleague had a background in website development and I had writing skills. Together we created a new website and began to sell the new concept. Nuevo Mundo was similar to Green Arrow with a more capitalist and less conservationist focus.

We decided that any advertising we could get on the website would create 'economic space' (i.e. income brought by related self sustaining ventures to fund conservation) to help the initiative and began to sell to commercial businesses such as real estate. Later, this would become the foundation for *Cape Scene* magazine combining tourism information, conservation topics and private business advertising in one format, a magazine instead of a website. Again, the idea became selling advertising to non-conservation related businesses that pays for pages in the

magazine offsetting the costs of running conservation related information. This strategy allows *Cape Scene* to promote conservation projects at reduced rates or for free.

We learned quickly that selling advertising was not the easiest task. Not only were there cultural hurdles to overcome, but also we were naive in assuming that we could start a website with no backing and no experience in a country which still had not realized fully in 1997 the power of the Internet. The Internet was still very new in Costa Rica. Cultural hurdles in doing business, like the language barrier when not speaking fluent Spanish during telephone contacts for appointments, missed appointments (we arrived at several appointments that weren't kept by the contact) and general lack of interest in a market we didn't understand proved fatal. The company, or rather the effort of a company, lasted only 3-4 months before we were forced to find other sources of income.

### **Costa Rica and *Cape Scene***

Experience gained in Costa Rica proved invaluable to the formation of *Cape Scene*. Lessons learned after two failed ecotourism websites made it clear that a website alone was a difficult way to promote conservation and tourism. This is a consistent theme throughout my experience leading up to *Cape Scene* as a unilateral approach to websites, tourist brochures (Kosrae) and studies (Oregon Sea Grant) shows that more is needed than information. Or, if it is information that is needed, a bilateral approach is necessary. Hence, the launch of the *Cape Scene* magazine and website, which first began as the Cape 2000 guide and website. Lessons learned had me realizing straight away, that neither just a magazine, nor just a website would suffice for producing revenues or creating awareness for tourism businesses and conservation.

South Africans were slightly more advanced, understanding the importance of website development by the time I arrived in 1999, and many tour operators had

functioning websites that they were using successfully to promote themselves. The initial idea to begin the magazine in conjunction with the website emerged from the experience in Costa Rica. Yet we still found it difficult to sell advertising even when offering a dual medium of free advertising on the website with the purchase of an advert in the magazine.

Many advertisers we approached already had their own sites and the ongoing website development costs for continuously adding advertisers and print costs for the magazine became cost prohibitive. This is an ongoing obstacle and *Cape Scene* is still constantly rethinking a way to effectively utilize this medium. The experience in Costa Rica illuminated a passion for working with conservation issues and more importantly, for education and awareness of these issues. We now achieve this via the free *Cape Scene* magazine.

Recent website development includes an accommodation, a car hire and a tour booking service. We would also like to develop the website to include information on volunteer programs and more conservation projects, but will need to earn income from the site with bookings before the costs in development will be justified. Currently, the website is a reflection of the magazine including some conservation articles that were run in former editions of the magazine.

### **Conscientious Tourism in Costa Rica**

My experience in Costa Rica had a profound affect on my life both professionally and personally. Professionally it taught me the importance of conscientious tourism and personally it guided me towards a passion in wanting to contribute to the cause. Working for Green Arrow gave me real world experience in working with tourism and conservation, where before this point, conservation minded tourism appeared elusive. I worked for an 'ecotour' company prior to graduate school in the mid 1990's, which initiated my interest in the field.

Working for this company felt in ethical in that the tours we ran to remote wildlife destinations all over the world, including Costa Rica, were typical group tours merely marketed as 'eco' tours because the itineraries involved nature and wildlife encounters. Although a naturalist guide led each tour, the sheer numbers of tours we ran per year, the lack of education about the cultures and the geography of the regions we visited and the land operators we used smacked of exploitation. The only thing 'eco' about the tour I co-guided to the Galapagos Islands was a passenger getting reprimanded by the biologist guide for getting too close to a baby seal.

The projects I researched while working for Green Arrow, and Green Arrow itself, were real attempts at conscientious tourism, or ecotourism as it was ideally intended. Green Arrow's intention to promote conservation focused ecotourism projects by linking them with student groups and volunteers was my first glimpse at contributing to public awareness of conscientious tourism. While the Arbofilia and EARTH projects needed infrastructure in place to become sustainable, at least they were heading in the right direction by backing their efforts with an educational element to contribute to future sustainability. Arbofilia's biological station to host and educate student groups and the apiary that provided income for the project demonstrated a emphasis on conscientious tourism. Likewise, EARTH's intention to host student groups and utilize the academic facilities and conservation projects like the banana recycling plant for tourist education was a model tourism effort. Costa Flores appeared a conscientious model for sustainable ecotourism in its efforts to educate local and foreign students and volunteers on plant ecology while supporting the educational tourism side with a viable flower cultivation and export business.

While these projects, in their different levels of development, appeared to be taking steps in the right direction of conscientious tourism, especially, with Green Arrow no longer functioning, there needed to be a replacement tool for awareness to link overseas parties with these projects. Either a magazine like *Cape Scene* to inform individual and group tourists upon arrival of these projects or another website like Green Arrow needed to fill the gap for conscientious tourism awareness in Costa

Rica. Without support for awareness, especially in the case of start up projects like Arbofilia and EARTH, it is unclear whether these projects are the best examples of sustainable conscientious tourism. A longitudinal study or a follow up study would need to be undertaken to determine the success of these projects long term.

## **VI. SOUTH AFRICA AND THE *CAPE SCENE*: A CONSCIENTIOUS TOURISM PRODUCT AND POTENTIAL NEW PATH FOR SUSTAINABLE TOURISM**

I arrived initially to Cape Town, South Africa for the start of a southern Africa travel adventure on June 1, 1999. I spent roughly a month in the Western Cape visiting Cape Town proper for only a couple of days. I then departed from Cape Town on a private land rover journey with a friend from Oregon to Swakopmond, Namibia, where I would later connect with an overland trucking company for three weeks. The overland trip continued on to Etosha Game Park in Northern Namibia, the Okavango Delta and Chobe National Park in Botswana and Victoria Falls, Zimbabwe. Cape Town is a major hub for tourists departing on overland safaris through southern Africa and a large number of booking agencies, travel centers and tour operators are based in Cape Town. This makes Cape Town a gateway city and a large contributor not only to the South African economy but also to the sustainability of tourism for the whole of Southern Africa.

In the first half of 2002, the Minister of Environmental Affairs and Tourism launched the Coast to Coast Tourism Marketing Initiative, a unique five-nation tourism product affording travelers the opportunity to experience the diversity of the individual country offerings of Namibia, Botswana, South Africa (Mpumalanga, Gauteng and North West), Swaziland and Mozambique. Similar to Route 66 in the United States of America and the Explorer Highway in Australia, the Coast-to-Coast route spans 3000 km of tarred road across southern Africa. Using the Trans-Africa Highway as its central spine, it affords any regular traveler the opportunity to experience modern Africa at its best (Burger, 2003: 539).

The three-week overland camping safari for backpackers with the Nomad overland company ended in Victoria Falls, Zimbabwe. At this point, I was faced with a choice of whether to continue traveling north, albeit solo, or to transit back to Cape

Town on a nearly empty overland truck, all the passengers having ended their journeys in Victoria Falls. Both options seemed daunting, yet exciting. Being a semi-cosmopolitan European like city, Cape Town presented the best opportunity for finding work to extend my stay in Africa. Indecisive, knowing this decision could change my life, I jumped on the overland truck ten minutes before its departure and was in Cape Town within 24 hours. Now mid July, I arrived back in Cape Town armed with only a backpack and a small but nearly depleted savings.

Upon arrival, I was the last traveler on the truck with no prearranged accommodation. The drivers asked me where I would like to be dropped, having made no prior plans, I asked for their recommendation. The drivers suggested the Carnaby Backpackers' Lodge, and my current career and a new path in life begins here.

### **Statement of Research: Developing *Cape Scene Magazine***

I tried work at a local restaurant/tavern for a short time to sustain myself, but 60 rand (approximately R6 to the dollar in 1999) an 8-hour shift, an exploitative employer and inexperience bartending made the experience less than savory. Feeling aimless yet concerned for my future, one-day opportunity knocked and I answered the door. A well-educated South African/British dual citizen, himself in transition, approached me with a business idea.

Ironically, he knew nothing of my background and skills but everything fell into place. His idea was this...a single edition up-market tourist guide for the upcoming millennium celebrations less than six months away. The guide would provide information for the New Years' millennium visitors on restaurants, bars and nightlife, accommodation, services, activities and the Winelands (the Winelands being an ongoing attraction for visitors to Cape Town much like Napa Valley in California). The guide would be free to tourists ensuring mass distribution and would be paid for by the advertising space sold within the guide.



Now with a *modus operandi* to make money, largely jumping on the millennium hype bandwagon, and a newly found purpose, we started work by drafting a quick outline for a sales brochure on a napkin while sitting by the lodge pool. With no actual product behind us to sell advertising, we drafted a demo brochure, which told potential clients the concept of the guide, the number of copies we planned to distribute and where we planned to distribute. We included a release date, price list and our qualifications for putting together the publication.

My partner had a background in sales and publishing and had contacts in Cape Town, while I had a resume of sales, writing, and tourism study, which merged the partnership perfectly. I began writing the sales brochure on the computer at the lodge, while my partner began recruiting a sales team. Within two weeks, my partner had recruited 4 backpackers to sell advertising on a commission only basis and I had completed the sales brochure.

We then contracted a graphic designer to create the brochure and later the guide. This contract graphic designer agreed to let us pay for the full job upon completion with no deposit required up front to begin the work. Next we found a printing company to print our sales brochure and business cards on credit and we began selling advertising for the guide. This leniency in payment (not standard industry wide) gave us the 'economic space' needed to create start-up cash flow enough to cover initial costs like transportation and basic living expenses.

A website was designed in conjunction with the guide to benefit advertisers wanting both local and international exposure and to add credibility to our new company (the website address was printed in the guide). We offered free exposure on the website for every advert purchased in the guide as added value to the customer. We felt that value for money was a valuable selling tool having no company history or prior guide to demonstrate our credibility. The website design was contracted out similarly to the graphic design and printing, but more immediate costs were involved. The website was up and running within one month of the company's inception and payment was due in full upon completion. In addition,

costs were ongoing with each ad sold being added to the website at a cost to Cape 2000, but not to the advertiser.

Within 2 weeks we sold our first advert to a local restaurant, which started the ball rolling. Having sold advertising, we were now locked in to putting together a reasonable product. Over a 16-week period, the six Cape 2000 (we later changed the company name to *Cape Scene*) staff sold R89, 000.00 in advertising. The sales staff was paid on a sliding scale of commission depending on the size advert sold with no basic salary offered. As each advert was sold, artwork was collected by the sales rep handling the client and delivered to the graphic designer who began formatting the guide. Ad design was included in the cost if the client had no prepared artwork. In turn, our contracted graphic designer designed an advert, a color proof of the advert was created and the client as acceptable signed the advert proof before printing the guide.

Upon agreement of sale, clients were asked to fill in their details on an allocation form, which was signed and dated for our records. To instigate cash flow to cover initial costs for website design, phone, petrol for traveling to appointments and incidentals such as photocopying, the sales reps were encouraged to collect full payment from advertisers upon booking space in the guide. If the client was uncomfortable with this arrangement, a deposit was requested for half of the advert cost (to cover our cost) with the final amount due upon acceptance of the advert proof. If the client still resisted payment until publication (which is standard industry-wide among high profile publications), we accepted these terms, as every client was crucial to the bottom line.

Luckily, even as a new publication, many advertisers agreed to our terms, which was necessary for operating costs and to make the required deposits to the graphic designers and printers to get the guide printed and circulating. Several advertisers, however, were skeptical of paying in advance having been taken by 'fly by night' publications. While this was an initial hurdle, later, these failed publications would prove helpful for creating a loyal customer base.

With only one month until the millennium, clients approved all of the adverts, the layout and design was then completed on disc for the printer, and positives of the 80-page guide were run. As the editor, I then proofed and reproofed the color dyelines made from the positives and the guide went to print. The first edition of the Cape 2000 complementary guide was launched in the second week of December 1999 just before the millennium celebrations. The launch of the first Cape 2000 guide is where the uphill battle of launching a tourism publication began.

The next three years involved the daunting task of juggling costs of a start-up tourism driven business lacking venture capital. *Cape Scene* magazine evolved and emerged along the way to creating a viable product in a volatile and competitive marketplace. Market feedback and implementation of suggestions from various parties along the way gave the magazine its direction as it evolved to meet market demands and become a more competitive product.

### ***Background Research: The 'Learn as You Go' Learning Curve***

A lot of transition took place within the first year of the company. First, the business partner that I launched the magazine with proved unreliable and he returned to the UK after the release of the first edition to find other work, while I continued to run the magazine independently. Vulnerable to being new in South Africa, I had no business contacts and relied on his familiarity and professed expertise to employ sales staff (all of whom were backpackers seeking temporary work), a graphic designer, a website team and printing company.

Secondly, as indicative with humble beginnings, neither my business partner nor I started with any capital less my small bit of credit that we used until we started creating revenue. Again, in retrospect this early stage of the company was a learning curve and by the second edition of the magazine released in June 2000, the company had obtained a more skilled graphic designer and a professional printer, which has improved the quality of the magazine greatly. In addition, we began to operate

without the four originally hired sales staff. The staff now included only myself and one newly hired sales person representing the magazine.

The second edition of the *Cape Scene* magazine was released in the first week of June 2000. At this time, we were planning to release the publication three times a year, but with the amount of work involved in selling ad space and writing and designing an 80 page publication with only one other sales person it became evident that this was an aggressive goal. Subsequently, we reduced the print schedule to twice per year still remaining at a print run of 20,000 copies. This didn't concern our advertisers as we were printing the same number of copies but their adverts ran longer which meant better exposure relative to the cost of the advert.

My husband joined the company shortly after the release of the second edition. By the third edition of the magazine in December 2000, lots of change had taken place. Convincing businesses to buy advertising had not become easier, but I now had a business partner that could help take the company forward. With his help, the company evolved to the current, *Cape Scene* magazine, the eighth edition released in June 2003.

### ***Market Research***

Now in almost the fourth year, *Cape Scene* is continuing to grow. *Cape Scene* is evolving by meeting the market demands for quality and consistency, gaining a valuable customer base and becoming known in the market by readers, including local Capetonians (advertisers and non advertisers) and the tourist population. While it has proven important to evolve according to customer demands continuously implementing helpful feedback (the Secret Season Edition was redesigned largely according to client and reader feedback and was more well received), it is also important to clearly understand the market before launching the product. Knowing the market and budgeting initial capital to cover start up costs until cash flow is

steady is vital in the beginnings of any new business, and proved paramount in the early stages of Cape 2000.

Like any research project, the researcher can interview select individuals to shed light on the topic at hand. However true understanding emanates from participant observation and the picture grows clearer the more time is spent in the field gleaning information from pertinent informants. In retrospect more in depth initial market research would have been helpful before creating the demo brochure and actively selling the Cape 2000 guide, yet the company has grown successfully due to hands on experience and knowledge gained through constantly talking with and listening to prospective and on going advertisers.

In the beginning stages of the Cape 2000 Guide, market research evolved through sales appointments. The four sales reps, my partner and myself sold advertising by first contacting local businesses by phone, introducing the product and then requesting a meeting to discuss advertising in person with owners or marketing managers. The meetings we attended, while not often immediately profitable, proved invaluable in terms of learning the market and continue to allow us to keep our finger on the pulse of customer demands. Customer feedback helped the publication to grow as style and design changes were made to suit requests, but initially costs and face could have been saved had thorough investigation of the market been achieved prior to launch of the first guidebook, which has now evolved to a feature story based magazine.

### **Market Related Challenges**

One key interview was conducted with one of the city's main tourism officials prior to the guide's launch, similar to the top down research done with the rapid needs assessment on Oregon's coast and interviews performed in Kosrae with government tourism officials. Sheryl Ozinsky runs the Cape Town Tourism Office and is an integral force for tourism to Cape Town currently having successfully

chaired many tourism initiatives including an emphasis on marketing Cape Town as a holiday destination for the gay demographic. In our first meeting, Ozinsky made it very clear that this type of publication would be difficult to launch, as there were many of its kind currently in circulation.

We mentioned that ours had a different focus and that it was up market compared to many publications targeted at the backpacking market. We also pointed out that this guide was specific to Cape Town and the Western Cape, which was more focused than publications that cover a larger region than greater Cape Town and the Western Cape. We also learned in this meeting that a competing publication was scheduled for launch around the same time as the Cape 2000 guide's release and the publication was going to be called Cape Town 2000. The publication was also free to tourists and paid by advertising, covered the same region and most importantly, in terms of viability, targeted our potential advertisers for revenues. This publication was the official Cape Town Tourism guide (Ozinsky's project) and the contract to manage the publication was given to a local publishing house, Strobe Communications, with a large sales staff, editors, in house graphic designers and extensive management team.

We learned later when readers were appearing at the Cape Town Tourism Center asking specifically for *Cape Scene*, that the success of our magazine was its direct appeal as an entertaining and informative read. A worker at the Cape Town tourism office in charge of brochure distribution, Tina Choegoe, later relayed an enlightening event that took place. When a local attorney came to the tourism office asking for copies of the *Cape Scene* for an international delegation of colleagues, Ozinsky handed him a copy of the Cape Town tourism guide. He declined her offer stating specifically, I only want copies of the *Cape Scene*. Ozinsky's attempts to convince him to take her guide, were rebuked and he stated "I don't want the guide, I want the *Cape Scene* because it has interesting feature stories about the Western Cape. It's a more interesting read." This candid feedback demonstrates the importance of gaining

feedback through a hands-on approach of regularly questioning readers, distributors and advertisers on their opinions of the material we run and how to improve.

### **Non-Market Related Challenges**

There were a number of impediments in starting a small business in a foreign country as a non-resident. Immigration hassles, lack of support by government for small business development and a challenging economic climate are a few of the roadblocks encountered. While a stronger economy, loan support or government funding for small business development and easier regulations regarding operating a businesses as a non-resident may have made the initial stages of Cape 2000 an easier prospect, these and other types of problems are to be expected when starting a business from scratch as a foreigner in a country.

As a non South African citizen, working in Cape Town is difficult. Restaurant, bar work or work for accommodation at the various backpacking hostels are the only real options available, none of which are well paying. Permanent residency is needed when applying for employment in most skilled office positions. Necessity *therefore* was the mother of invention to continue living in one of the most beautiful cities in the world, while subsisting on personal career skills such as writing and sales, albeit illegally as an immigrant.

As a non-resident one must have a South African business partner to start a business. To open a bank account, to open a closed corporation business or to apply for credit, one must possess a South African identification card or have gained residency through the department of home affairs- South African immigration. To gain a work permit or apply for residency one must apply in advance from one's country of origin (and justification to do so) or get legally married to a South African citizen by a South African court appointed marriage officer. One can legally travel in South Africa on a three month tourist visa, which can be extended once for an additional three months.



A tourist cannot legally work or do research in South Africa without prior approval and accompanying documentation. Furthermore, even once married, to gain a spousal holiday permit, valid for one year only, the South African spouse must provide documentation demonstrating the ability to financially support the alien spouse for the duration of the stay until permanent residency is applied for and granted. During the year long spousal holiday permit validity, the non-resident spouse is not entitled to work legally.

A court case in February 2000 overturned the former strict apartheid era immigration legislation making it illegal to deny foreign spouses the right to work in South Africa; however, the Department of Home Affairs has only recently implemented the ruling. While the legislation has changed recently, many agencies and old school banking institutions still operate on policies of the apartheid era where the national ethos was one of isolation and separation. While the current culture is beginning to embrace the idea of globalization and world acculturation, which is evident through foreign investment and tourism related businesses burgeoning over the past 10 years, the former systems currently in place impede this evolution.

While a recent incentive provides a 70% cost reimbursement to new export businesses, South African banks make it quite difficult to send money out of the country. Non South African citizens cannot send money out of the country without a bank account and a foreign citizen cannot open a bank account without residency. Money can be sent through private companies such as Western Union; however, antiquated systems make this difficult, as many foreign banks (including several major U.S. banks such as First USA and major Visa branches) are not listed on the Western Union database.

Regardless of how money is sent out of the country, it is illegal as a private citizen to send more than R10,000 (excluding documented foreign investments of R500,00 per year) abroad annually. While this makes sense in terms of giving incentives for foreign investment to remain in the country by discouraging leakage of local monies, it makes starting a business without cash capital relatively difficult. The double



jeopardy, of not being able to apply for credit or a bank account as a foreign citizen, combined with not being able to service foreign credit to start a local business discourages new entrepreneurships by foreigners. This means much less small foreign investment in South Africa takes place.

Clearly, third world developing economies have much more at risk in foreign lending. Obvious regulations must remain in place to avoid theft and fraud of foreigners coming to the country, applying for credit and later defrauding or defaulting on debts owed. However, calculated risks should be taken if the appropriate documentation is in place to counter the risk, especially when in partnership with a South African resident.

In other words, as a small business operating for two or more years with proper records demonstrating legitimacy of the business and cash flow documentation, government lending should be offered. At present in South Africa, if one is in partnership with a South African resident with a good credit history, business history, and demonstrated company good will and cash flow projections, this entrepreneur will not receive credit without non material assets to counter the loan (e.g. shares, unit trusts or savings account). Yet, ironically, when one has these assets, there is no over riding need for a small business loan as these assets could be traded or sold as start up capital for the business.

Clearly, one is risking these assets whether they are sold initially or forfeited later to the bank if the venture is not sustainable. South African banks must minimize risks making sure assets can cover any loan. It appears that more secure economic systems can buffer these lending risks and in doing so earn interest.

Bad credit and no credit are easily overcome in the U.S. on the individual level and U.S. television commercials give loans via both private and public small business development programs. Meanwhile the U.S. lends internationally at insurmountable interest rates to developing nations perhaps inhibiting internal small business lending to due large country deficits. Lending happens at both the micro

local level and at the macro international level, the macro levels creating a trickle down effect to small-scale economic development within the country.

FW de Klerk orchestrated the ANC into power and instigated the first general democratic elections, which took place in 1994. Meanwhile Nelson Mandela had only been released from prison four years earlier in 1990. South Africa is still a developing nation occupied with changing economic and domestic social policies and creating a country make over that will incorporate racial equality. Affirmative action has created more black employment opportunity.

An article run in the Cape Times newspaper stated that in 2001, for the first time in South Africa's history, the black population had combined earnings exceeding that of whites. Many businesses have become 51% black owned to obtain government contracts that they might not otherwise receive. According to several young white entrepreneurs, difficulty finding work as a white South African due to affirmative action meant it was easier to start their own company. An obvious choice for many is tourism still others may open a shop or restaurant also affected by tourism.

It is true that compared to my peer group in the United States, far more of my peers in South Africa own their own businesses. My South African peer group is almost exclusively white, even though white is the minority (I do have black friends considered my peers but that don't own their own businesses), and between the ages of 25-40. These include: friends that run a backpacking hostel, a friend that is a caterer for wealthy holiday makers, a sister in-law who owns a catering company for the film industry, a friend that owns a film production company, a friend that owns a pub and the graphic designer for the magazine who runs a free lance business. In comparison, most people of this demographic that I knew during my work experience in the states were working for other companies.

### **Case Study: The Volatile Nature of Tourism in Southern Africa**

As one example of the vulnerability of a tourism related business, my husband's former company Route 49 provides a perfect case study. Route 49 began in November 1997 as a small business transporting tourists (primarily the backpacking market) to Victoria Falls, Zimbabwe from Cape Town and Johannesburg. It was a scheduled bus service departing twice a week independently from both Cape Town and Johannesburg (Joburg). They began with two busses and expanded to three busses running between these locations. The bus service had only one competitor offering a similar service of door-to-door transport, but the competitor offered a less luxurious journey. Route 49's busses were fitted with TVs, VCRs, comfortable reclining seats, air conditioning, pillows, blankets and snacks for the extended journeys from the different destinations (e.g. Joburg-11 hours, Cape Town-24 hours, Vic Falls-return).

The service was going well and improving. The extensive marketing efforts through relationships with backpacking lodgings that booked tickets for travelers on a 10% commission were paying off and the booking agents were selling ample tickets. The trips were frequently sold out (20 seat busses) regularly turning down passengers due to full busses. That is, until, the early months of 2000. Between roughly February and May 2000, the company literally shut down, practically overnight. All of the operations were continuing successfully; the only evident change was severe political problems in Zimbabwe.

Zimbabwe had been a tourist hot spot. I traveled to Zimbabwe between late June and early July of 1999 and it was a booming tourist destination. Backpackers from around the globe ventured to Zimbabwe for cheap travel, high adventure, wildlife viewing and the cultural experience. Victoria Falls, Zimbabwe was the end point for many overland safari trips from Cape Town (returns were possible but the trip was sold one way).

I was one of the many overlanders who experienced a local thrill available in the country, bunji-jumping from the bridge adjoining Zimbabwe to Zambia. The bridge straddles the volatile white water of the Zambezi River in the gorge of the same name 111 meters below. Other popular adventure activities include white-water rafting the Zambezi River and micro lighting in a small-motorized aircraft over the enormous gushing Victoria Falls and into the gorge.

From an overall feeling of tourism prosperity in Vic Falls, including the booming businesses of white water rafting, bunji-jumping and bustling accommodation, to a desolate ghost town was the transition Zimbabwe experienced in a few short months. Resultantly, many tourism related entrepreneurs immigrated to Cape Town after that time to start anew. Route 49, unfortunately, was also a casualty.

### **What Went Wrong**

After over a 20-year reign, Robert Mugabe, President of Zimbabwe, started political changes that resulted in land invasions of white farmers by former militiamen that fought for political causes in the 1970s. These soldiers fought with Mugabe to overthrow Ian Smith, the president of the former Rhodesia. Within a few short months of the farm invasions resulting in the deaths of white farmers, fuel shortages and an overall economic crisis took hold of the country. The latest international news arrives on the heels of the recent elections of 2002 that were termed negligible by Commonwealth authorities and the latest report that free press is no longer a constitutional right as penned by Mugabe's authority.

In comparison, to my visit in 1999 the heyday of tourism is only a distant memory. Travelers still visit Zimbabwe, but not in the numbers they once did. There are still reports of farm invasions and most discerning travelers fear traveling to a non-democratic dictatorial nation state. Zimbabwe is now in dire need of international assistance to alleviate growing food shortages and the resulting malnutrition of its youth. This is particularly sad when considering that many

Zimbabwean immigrants to Cape Town, both tourism professionals and otherwise, recant stories of the good days in Zimbabwe and the former British ruled Rhodesia when there was good education, reasonable healthcare and general prosperity.

Interestingly, while tragic for many, the adverse affects of government on tourism is common even within the pages of this thesis, as evident in examples like the case studies of Oregon and Kosrae. In Oregon, day use fees and highway construction was negatively affecting the flows of tourists into town, while government officials in Kosrae impeded constructive tourism development through a laissez fair attitude toward even controlled growth. In these cases, there is an across the board parallel between first world and developing nations where regardless of the level of development on the world scale, we find that government action can significantly affect the tourism environment (Husbands and Thompson, 1990; Toops, 1992; Zurick, 1992).

### **South Africa and Current Work with *Cape Scene***

With the end of Route 49, the then Cape 2000 started a new path when my husband joined me in running the publication. One more edition in December 2000 was released under the name "Adventure Season Edition" Cape 2000 and the fourth edition June 2001 was reborn with the new name *Cape Scene*. It was decided that Cape 2000 (originally intended as a once off publication for the millennium) would date the magazine, so the first edition for 2001 needed a new name. The name *Cape Scene* seemed to capture the mission statement of the magazine and provide a formidable image to market the company into the foreseeable future.

The sales employee that represented the company for the second and third editions of the magazine left the company. Two other sales reps were subsequently hired. One of those lasted to see that edition (#5) to fruition and then left. Many of the sales staff we employed found working on a commission-only basis difficult. We found that

managing sales representatives was more difficult than justified the benefits of employing them.

In most cases training and employing the staff, who made many calls but who didn't make sales, was costly to the bottom line in more ways than one. Much of my time was spent training the reps and going over each telephone contact with them, which took time away from my direct dealings with clients. In addition, complaints were made about sales reps from ongoing clients and unsuccessful or poorly handled calls and appointments made new contacts difficult to re-approach.

Unlike, my experience with sales in the U.S., Cape Town is still very networked and "it's not what you know but who you know." Likewise building client relationships through rapport building is crucial and most sales staff didn't have the long-term interest or passion for doing this. Throughout this process it became evident that we had lost clients due to hired staff going out to represent the company inappropriately. Sales success in the most recently published editions (#s 6, 7 and 8) of the magazine has been better than expected, surpassing sales of all prior editions and myself and my husband were the only two selling it. The level of clientele we gained and the sales figures demonstrate the importance of having passion in the product. Our success also comes from my husband and I meeting with clients directly, focusing on the sales task at hand rather than managing staff, and goal setting, which we had tried with sales staff to no avail.

Meetings with clients have confirmed that business in Cape Town is slower paced and more entrepreneurial. It is clear that business operates differently in Johannesburg. In Cape Town there is a slower pace and people want to meet and greet the proprietors behind most business, particularly small businesses. Learning this changed the outlook of *Cape Scene*. It became clear that building relationships was the only way that the free magazine would survive in the competitive world of advertising sales with all of the many magazines. Building client relationships and including features of interest to locals, such as conservation related topics and a six-

month events calendar, would also sustain the business in spite of lower tourism numbers.

My husband and I now run the *Cape Scene* magazine alone with the help of a freelance graphic designer, who we pay to graphically lay out each edition. We supply the designer with a flat plan (layout of the pages), and all text and photos and work closely with her during the process often sitting and watching her work while giving suggestions. The graphic designer we now employ has been a part of the team since the second edition of the magazine, June 2000 and has evolved with the magazine. After each edition is printed, we review it when designing the subsequent edition to see what improvements we can make. Luckily, it seems that our graphic designer shares our vision and agrees in the evolved direction each edition should take.

### ***Ongoing Challenges***

Though the previously mentioned interview with the Cape Town tourism information center's manager Cheryl Ozinsky was discouraging, we learned valuable information later confirmed through sales appointments with potential clients. As a free publication, *Cape Scene* is advertising sales driven. Advertising sales has proven difficult for various reasons threatening the viability of the publication. Competition, lack of budget by would-be advertisers and a tourist-targeted product are ongoing challenges. In addition, more in depth market knowledge would have enabled the company to gear sales presentations toward these and other objections from buyers such as, "there are too many of these guides", "no budget, or budget is low for advertising due to a bad high season", "tourists aren't our market" and "contact the ad agency that handles our advertising".

Furthermore, finding experienced sales personnel who are well trained and able to overcome objections such as these has consistently proven difficult. Even training methods garnered from overseas contacts and my personal former experience from



10 years of sales training in the U.S. made little difference in improving sales figures. A major continuous obstacle is the firm holds that advertising agencies have on promoting Western Cape businesses. Most of the advertisers with large marketing budgets (i.e. major corporations such as the cellular phone giants MTN and Vodacom, many established wine farms, local breweries and etc.) have long standing business arrangements with advertising moguls such as Ogilvy & Mather (a UK based ad agency).

Many internationally and locally based ad agencies control the budgets of local advertisers. This means calling large corporate ad agencies and selling them the concept of the local *Cape Scene* magazine. In comparison, locally based ecotourism projects in Costa Rica often battled against larger offshore tour companies with their own ecotourism bases in the country with better means to market them abroad. This was also an obstacle for Kosraean families wanting to begin tourism businesses having neither the capital to begin the ground operation nor the marketing budget to promote them compared to their expatriate competition.

In the experience of *Cape Scene*, objections by ad agencies are many. Ad agency account reps tend to place a large amount of loyalty with a few small advertising mediums, but must take calls daily from new solicitors. This is difficult being a three-year business competing against long-time publishers that have established relationships with the agencies. Within Ad Agencies a client's budget is divided. A portion is spent on above the line and the rest on below-the-line advertising depending on the agency's recommendations.

Publications fit within the large umbrella framework of above-the-line advertising which includes television, Internet and print media, like magazines, brochures, billboards and virtually anything in print. Below-the-line marketing includes in-house product promotions (e.g. buy one get one free), networking (e.g. launches and parties) and joint venture advertising between complementary products (i.e. a restaurant promoting a specific wine sold on premise).



As a new publication, only four years running, competing against large publishing houses circulating monthly publications and competing for a small piece of the above-the-line marketing budget lumped with TV commercials, website design, billboard advertising and any other print media is a difficult prospect. This is especially the case, when agencies earn a 16.5% commission when booking for a client. Most publication advertising rates include this commission (its built into their prices) or when they need to fill ad space on deadline, they sell the ad for less to make the deal and still lose the commission. The agencies earn twice, as most are paid a retainer to handle advertising for a client in the first place. This means that the agency buyer/rep is more likely to recommend the client book big ticket, high spend advertising (under the premise it is better) to earn a higher commission.

One way *Cape Scene* has attempted to counter this is by not adding in agency commissions to our prices (offering a standard 16.5% discount as it were to competitive rates) and working directly with advertisers instead of using their ad agencies. When we must work with an agency on behalf of a client (many insist as they are paying the agency for this service) we inform them they must add on a 16.5% commission. In other words, their client benefits from dealing directly with us, otherwise they must approach the client with higher rates than we would give them for a direct booking with *Cape Scene*. This way we can build direct relationships with the advertisers cutting out the middleman, thus building customer loyalty.

Furthermore, in Cape Town the local corporate culture, especially in advertising, is one of whom you know and not what you know. The way into these big advertising agencies is largely a matter of getting a foot in the door and then building relationships with product and account managers to gain loyalty, where possible. However, a major challenge is many of the ad agencies' head offices are located in Johannesburg, South Africa's economic center, which makes rapport building difficult being just an anonymous voice on the other end of the telephone. There is

also a high rate of staff turnover, client turnover and passing the buck when dealing with agencies further affirming the desire to deal with advertising clients direct.

On more than one occasion, the *Cape Scene* sales staff has contacted large companies like Castle Lager (a primary South African brewery) for print advertising. After being voted the number one beer in the world by a taste contest in Europe for the year 2000, we approached Castle Lager with the idea of running a feature story for tourists promoting the award winning South African beer. The ad agency (Ogalvy & Mather) representative handling the account had many objections. The first objection was "we don't do any sort of print advertising". After finding a competing publication with a prime page advert promoting the beer, a second call was made. The next objection was "Tourists aren't our market. We're a locals' beer in the Western Cape". After much convincing that *Cape Scene* was gaining local exposure as a free publication and that surely, increased revenues by reaching a wider market would be beneficial, the effort was fruitless.

Another example was our dealings with Hunt La Scaris, an international agency handling the marketing for the V&A Waterfront, one of the most prominent tourist attractions in Cape Town. After two years of contact including meetings with agency reps, being shuffled around from rep to rep and being denied, we went direct to the V&A Marketing Director, who is difficult to reach. It took much persistence, but now the V&A Waterfront is an ongoing advertiser having booked the last 3 editions. This and other similar experiences made at least two things clear; advertising sales for large accounts is reliant upon either the defeating task of building rapport with agency account reps or going direct to the major advertising decision maker. It is also evident that the success of the *Cape Scene* publication relies on identifying our market, which is tourists arriving in Cape Town, and approaching advertisers wanting specifically to reach that market.

It follows that small tourist driven businesses, *therefore*, are easier to target for advertising, as it is easier to get to the direct decision maker who will make the advertising buying decision. While, rapport building and overcoming objections is

still difficult with the smaller local advertiser, the advantage is being able to meet directly with the owner or decision maker to demonstrate credibility. However, the reason most small businesses are not using ad agencies is because they have a limited advertising budget.

In addition, small businesses wanting advertising (e.g. local restaurants, shops and services) want to see a direct return on the advert they've purchased in the publication to justify the expense. This becomes difficult, as there is no direct control over whether the advert works. While large companies look to advertising as a branding exercise for general awareness, small businesses want the adverts to bring in immediate business. Unfortunately, the simple fact of print advertising is best described by the proverb, "you can lead a horse to water but you can't make it drink".

Originally, *Cape Scene* intended to reach an international market via the website and offer the magazine locally once the tourist arrived. This would enable the magazine to have a comprehensive wide reach, yet obstacles with the website as mentioned earlier (poor website construction and high costs) made this an impossibility and website development was halted until only recently. *Therefore*, the ongoing obstacle, but one we have managed to endure is the lack of funds for international distribution. This limits our target market greatly, and thus, cuts our piece of the advertising pie into a much thinner slice. Because we cannot guarantee international distribution, the advertisers that see the benefit of the magazine are the ones that want to capture the tourist once here.

Unfortunately, tour operators, car rental companies and all manner of accommodation from hostels, to guesthouses to five star hotels want international exposure to capture the tourist before arriving to Cape Town. Most of these services are booked in advance with only a small percentage booking once they have arrived. This means that *Cape Scene* needs to have proven international distribution, which has been an impossibility due to limited cash flow. While our distributors have confirmed (some in writing with testimonials) that our magazines are being taken home as souvenirs, the aforementioned types of advertisers want a strong presence

abroad not just the odd magazine going home in a traveler's bag. We've looked to the local tourism offices to help in this regard, yet they refuse stating there are too many magazines that would ask for support.

We have approached several tourism bodies in this regard and have learned that this will only be possible when it can be self funded, so until then our market is limited as to who we approach for advertising. While the magazine is likely to have a word of mouth effect by travelers taking it home as a souvenir, or giving it to friends coming to Cape Town, this is not enough to prove a large presence internationally enough to gain these genres of business. More frustrating is the fact that when information is requested from abroad, Cape Town Tourism's brochure manager, Tina Choegoe, actually has been sending the *Cape Scene* out in a comprehensive welcome packet, but we are not allowed a letter confirming this to show potential advertisers. This is because it is against, Cape Town Tourism policy to support one magazine over another, and fact that the magazine is going out is directly due to the personal relationship we have with Tina. Unfortunately, Tina is unauthorized to write a letter confirming this.

### ***Progress Through Advertiser, Distributor and Reader Feedback***

Many important factors figure into whether an advert works; some factors are the publication's responsibility but many factors are beyond the publication's control. While an ample amount of free copies of the publication are being distributed through the best venues to capture the tourist market (see appendices A and B distribution points), there is no guarantee that the publication will be picked up or that the reader will use the services advertised. In addition, even when there is proof (distribution lists contain contact phone numbers that advertisers can call to confirm) that the publication is being picked up and all of the distributed copies are gone, there is no proof that the customer was led to the service advertised via the publication.

Many tourists may read the publication and arrive at the advertiser's location via the *Cape Scene* magazine, but often the reader will not have the publication in their possession and more often the reader may not actually make a purchase with the advertiser. Further, when the reader arrives at an advertiser's location and makes a purchase, often (especially in the case of restaurants) the advertiser is not tracking the response of the advert to ascertain effectiveness. In other words, more often than not, advertisers fail to interview their buyers to find out what draws them in. Yet, advertisers certainly have an idea of what products are most quickly purchased within their inventory.

Just as it is the responsibility of *Cape Scene* to remain appealing to readers and know our advertisers' needs, so too, is it important for advertisers to make themselves aware of which adverts work to attract customers and why, so that we can better create an effective ad. Even more importantly, it is important for the advertisers to track the response so that they know, so we know and so that we can prove to other potential advertisers that the *Cape Scene* works. Some advertisers with small retail shops employing few staff have been successful at this, and have tracked the rewards of the advertising, or at least they have ascertained that customers have arrived via the *Cape Scene*. These advertisers have rebooked advertising in the *Cape Scene* assuming that the revenues produced by the advert paid the cost of the advert back and then some. The crux of the ongoing frustration for advertisers and hence *Cape Scene* (as it is difficult to prove viability) is best stated by Lord Leverhulme when he said, "Half of what I spend on advertising is wasted, I just don't know which half."

Ultimately, it is the enormous challenge of *Cape Scene* to create a powerful advert for the advertiser and place it in the best possible position within the magazine for maximum effectiveness. Logically, we have learned that advertising works best in a prime position and in conjunction with an interesting feature story to which it is complemented. This, as opposed to advertorial writing, which solely promotes the advertiser, has proven effective as reported by the smaller businesses that have the

facility and dedication to track the response of their adverts in the publication. Following graphic trends of simplicity and aesthetic appeal created by color photos, clean lines and layout, basic fonts and pertinent correct information have been the guidelines for ad make up. Whether or not this draws an advertiser to look at and react to the ad has not yet been clearly ascertained, but it makes the publication appealing overall as it looks better.

The only unequivocal response to the efficacy of adverts comes from offering discounts upon presentation of the advert and tracking it accordingly. To date, while this has been suggested to many, only one advertiser, a leather shop (Buzby Retail), has tried this approach in edition #7, December 2002. Upon follow up to get the advertiser to resign for edition #8, June 2003, the client informed me that the advert's success had not been tracked by employees at the various outlets. Luckily, the advertiser has agreed to continue in the magazine, but only because a 30% discount was offered for the June edition.

Also important, is making sure the guide looks classy and slightly provocative. We have achieved this for the last five of six editions by following an elegant style for the front cover, predominated by using a striking cover photo. More recently, we have found that totem African animal photos appeal to tourists and the general public. This was evident after the release of the fifth edition where we ran a cover photo featuring two giraffes and the entire 20,000 print run ran out within 3 months of its December 2001 release; The following edition only being released three months later in June of 2002.

The popularity of the magazine since running regular wildlife cover photos speaks to the popularity of nature-based ecotourism. Reader feedback via a subscriber questionnaire and emails from readers indicates that the wildlife/conservation focus of the magazine is what readers like most. Inasmuch as, wildlife photos on the front cover seem to make a positive first impression enough to pick up a magazine, so too does the appearance of the environment, the level of service or an initial interaction with locals make an impression on an ecotourist visiting an attraction or a destination

for the first time. This speaks to the longevity of any tourism product or destination hinting that sustainability depends on image and how visitors perceive a place aesthetically and safety wise. If they perceive it well and have a good experience, word of mouth will be positive, unfortunately the opposite is also true, which can affect tourism trends (Gibbs, 1989; Adams, 1990; Johnston, 1990; Zurick, 1992).

The *Cape Scene* magazine attempts to create a positive image for Cape Town as a tourist destination, or specifically through conservation information, as an ecotourism destination. The magazine accomplishes this for those arriving in Cape Town who pick up the magazine and read it while here, but more importantly the magazine's longevity can create a positive long-term image for Cape Town as readers are retaining the magazines and taking them abroad. Most importantly, the aim of the magazine is to direct these readers to the ecotourism related activities, including conservation projects, and general activities (tourist and otherwise) to enjoy while visiting. The magazine is also picked up by ecotour operators and used as a supplement on guided tours.

In each edition of the magazine, the challenge is to find the next affordable photo, outdoing the last, in terms of uniqueness and appeal. Further, a high quality gloss paper with full color graphics and photos gives the magazine a more quality feel and makes it more captivating to readers. Content is fundamental to the success of advertising within the publication as well. The publication has to be useful and an informational and entertaining read. These quality control factors increase the likelihood that readers hold on to the magazine and utilize it as a resource for finding their way around town and to the advertisers within.

As of the sixth edition, we have allocated prime space at the inside back of the magazine for a professionally designed fold out map. This will further ensure the usefulness of the magazine and potentially give the magazine more visibility, as readers will be carrying the magazine around due to the map. There have been maps in each edition, but due to cash flow shortages in the early company history, free maps were garnered from Cape Metropolitan Tourism.



We later found these maps to be inaccurate and insufficient for navigating around town and the Western Cape. Making the map a fold out from the inside back cover also turns the inside back cover advertising spot into a sought after position even over the inside front or back covers because the advert will be seen each time the map is folded in or out. The decision to run a useful foldout map was a logical next step, but also the suggestion of tourist information center personnel and travel concierge employees of several of Cape Town's major five star hotels where we distribute the magazines.

A plea to the readers has been made within the magazine to encourage not only actively using it as a resource while visiting Cape Town, but also to mention the magazine when using the services advertised within it. However, until there is a direct incentive for doing so readers may or may not respond to the request. Even when contests have been run to track advert response by enticing readers with discounts or giveaways, the advertisers in charge of carrying out the contest tend to fall short in communication with staff who have direct contact with the customer. In addition, the advertiser would have to trust that *Cape Scene* is running the contest legitimately and not falsifying statistics to gain advertiser loyalty.

Success with running contests has worked when the contest has been run through the *Cape Scene* offices such as in the case of the Ratanga Junction advert. The ad stated that readers could win free tickets to the amusement park by calling in an answer to a riddle that could be found within the content of a feature story. Recently, contests in editions 5 and 6 were run successfully with growing response. The contest giveaways were a free shark diving trip and a free township tour, however the contest focus has changed to encourage readership loyalty through subscriptions. The contests offered these prizes (for two) to three subscribers who paid R25 and sent in the mailing list subscription form.

Finally, the way for *Cape Scene* to know how to make adverts more effective is through direct customer response exercises that are difficult without the advertisers' participation. While the objective of advertising is to increase revenues, *Cape*



*Scene's* concern is to, first, get customers to the advertisers' location and, second, to make the advertisers aware of this. If the customer then buys something from the advertiser, this is a bonus. If there were some way to actually make consumers want to buy from the adverts they saw in the magazine, *Cape Scene* would be wildly successful with advertisers fighting to be included. Most advertisers will be content simply with ad response realizing that the purpose of the magazine is to gain awareness and get customers into their business.

More in-depth market research as opposed to the 'learn as you go method' would have enlightened Cape 2000 to the challenges of an advertising sales driven business and the challenges of starting a company as a foreigner. While knowing the market is advisable, naiveté allowed a false sense of security that drove the business forward through sheer determination and financial necessity. Had we had a clear understanding of the market and the challenges threatening the viability of a start up company without capital the prospect would have seemed too intimidating, or worse unrealistic. Presumably, not knowing the difficult odds was the only hope at achieving success.

Upon acquisitioning the local Health and Racquet health club chain in South Africa and transforming it into Virgin Active health clubs, Richard Branson, CEO and founder of Virgin Atlantic was interviewed. The interview aired on the Special Assignment news program on ETV Africa in December 2001. When questioned on the initial success of Virgin in spite of large debts of multi million pound loans he states, "starting a company with little financial backing is difficult. The majority of businesses fail... The Banks are not your friends". Being a secondary school drop out, Branson contributes his success to risking debt while running losses in slow growth years. "You have to take risks and not be afraid to carry large amounts of debt to maximize cash flow and working capital," he said.

The importance placed on reader, distributor and advertiser feedback in the early stages of the magazine proved invaluable in finding direction. The feedback gleaned offered benefits directly attributable to skills learned in applied anthropology,

underscoring the value of the ethnographic approach. It seems that success came partly from keeping in touch with advertisers as an ethnographer would her informants.

The ethnographic approach seemed to yield more results about what worked faster (hitting the ground running in terms of product development) than doing more detailed and carefully designed scientific or marketing studies. This was the only way to create an immediate income via the new business. One recognizes a parallel between anthropological skills and simple business relations skills in this regard. In this example, network marketing, rapport building and long-term relationship building are interchangeable with research techniques an anthropologist would employ in an ethnographic study. The ethnographer, similarly, might include principles of small business marketing in their ethnographic work by using interviewing techniques to evolve their research closely according to what is important to the informant rather than to any preconceived ideas of what the researcher anticipates.

### **Comprehensive Findings and Conclusions**

In considering the ongoing development of the *Cape Scene* magazine, comprehensive findings and conclusions happen on a constant basis as we are constantly evaluating and improving the publication through direct feedback from business contacts and our readers. While we would like to implement an ongoing strategy for more consistent feedback from readers, we do get comments via email and from our distributors relaying what the readers liked about the magazine and found useful. The most recent comments we have received from our distributors is the rapid rate at which the magazines are being taken due to the quality and utility of the fold out map. We have found that one of the most important aspects of the success of the magazine, what has brought us to this point and what we believe will

help us to involve into the future, is ongoing contact with and implementation of feedback from advertising clients, and the magazine's distributors and readers.

### ***Client Relationships***

Staying motivated while continuing to improve our product, listening to customer, distributor and reader feedback, the conservation/community development focus and continuously evolving the company has given *Cape Scene* a good name citywide. While selling advertising is typically a proactive prospect, word of mouth has played an important role for *Cape Scene*. Many of our advertisers know each other and discuss the quality of the magazine and their feelings about working with *Cape Scene* with each other. The feedback we have received from clientele in this regard remains positive and our clients have relayed their delight in the quality of the magazine, and the reliability and professionalism of the working relationship. Many of our clients also appreciate working with the publishers directly rather than dealing with unempowered sales people at the bottom of the bureaucratic chain of command inherent in larger publishing companies.

Through client feedback gleaned from phone calls and meeting directly with current advertisers and potential advertisers, we learned that one of the less desirable aspects of many marketing directors' jobs is dealing with the many solicitors that call from the various publications nation wide. Our contacts have relayed that these phone solicitors (Monarch communications and Picasso Headlines to be specific) are overly aggressive when contacting them over the phone. This has made it difficult at times for *Cape Scene* as many new clients screen our calls but this has benefited *Cape Scene* in the end, as once we get past the first call we have an advantage in knowing how to not be too aggressive and focus rather on rapport and relationship building. Again this is an advantage of a more personal approach. Marketing directors' have committed to *Cape Scene* stating that they will never take sales calls from the aforementioned companies again.

Other conversations have illuminated mistakes that other publishers have made like running incorrect material or non-edited material after changes have been requested. Knowing this is an important factor in holding onto clients, *Cape Scene* makes sure to let all clients proofread final editorial and sign off on adverts before the magazine is printed. This attention to detail and interaction with clients has been the basis of building and maintaining relationships with existing and new clients to retain their business for more than one edition.

*Cape Scene* also recently figured out a way to keep clients for more than one edition of the magazine by offering a substantial discount in booking advertising in more than one edition. Prior to the fifth edition we were faced with the obstacle of working in a buyer's environment. Advertisers were aware of the competition of many magazines and would offer bottom dollar to appear in the publication. Desperate for cash flow, we were agreeing to prices below our costs.

It occurred to us as of the fifth edition that advertisers were often asking for discounts and that the way to create a win-win situation for the advertiser and the magazine was to offer a substantial discount, but only if they booked for the year (two editions) rather than just one edition. We approached clients for the sixth edition with two options: one, pay full price for one edition, or two, get a 20% discount for booking two editions. This was a great success and over 70% of our advertisers, both new and existing, booked for two editions. This was an incredible breakthrough for *Cape Scene* and for the first time ever; we are approaching selling in the seventh edition with substantial revenue to collect and adverts to simply replace.

For the first time in December 2002, we expect a profit due to this new scheme. In addition, we will approach all future editions the same way, which will allow space in the magazine to be fully booked in advance. With the December 2002 edition 70% booked, we will begin selling space for 2003 and can safely assume that by the first few months of 2003 all space will be booked for the year, which will

create secured cash flow and time for new advancements such as a third edition for the year or making the magazine bigger.

### ***Reader Feedback***

As of the fifth edition of the magazine, a contest runs to promote subscriptions in order to build on the local database of readers. Three lucky subscribers won shark diving or viewing trips for two by sending in the subscription form with a R25 payment to cover postage in the fifth edition. The sixth edition offers three township tours for two. The subscription form also serves as a questionnaire asking general demographic questions and questions pertaining to preferences about the magazine in order to understand whom our readers are and what they like about the magazine.

It is off to a slow start with only three paid subscriptions and all subscribers noted that they liked the wildlife/conservation focus most. Other than subscriptions, we regularly have readers call in requesting information or to be added to the mailing list having picked up a free copy either at one of our free distribution points or somewhere in circulation. We use these call-ins to ascertain as much information as possible about our readers. We ask where they picked up their copy, their contact details and mailing address which we add to the database and what they like most about the magazine, which we enter into a comments field in the contact file. This provides good ongoing qualitative market research. We also let the readers know they have a choice to pay R25 and be entered into the contest and directly mailed the next two editions, or that they can continue to collect copies from our free distribution points.

### ***Distributor Feedback***

Distribution started with obvious outlets such as all Western Cape tourism information centers and tourism hot spots such as Table Mountain, Robben Island,

Cape Point and the V&A Waterfront (shopping mall situated at the city's working harbor). After the second edition of the Cape 2000 publication it became clear that distribution through major five star hotels would be an efficient way to reach our readers and be an advantage to advertising in the magazine (i.e. reaching the tourist first). We arranged meetings with the general managers of several five star hotels in town and reached agreements to distribute the magazine.

We also asked for written confirmation for use in selling. By the third edition, it was clear that we needed to expand our distribution even further into some of the many city bowl guesthouses. This was particularly pertinent, as most accommodation places were not interested in advertising due to the lack of international exposure we offered, but at least would work with us in providing a free service to their guests.

We initially picked 30 official Guest House Association of South Africa (GHASA) guesthouses and approached them with the magazine. They were all happy to distribute the publication. Following these initial agreements we have added to this list of guesthouses each edition. Many additions to the list have contacted us having seen the magazine around town or having heard about it through fellow guesthouse owners.

Once these distribution agreements were made, *Cape Scene* compiled a list of all distribution points with names and contact numbers so that potential or existing clients could call and check that we were in fact distributing where we purported to distribute. This made a huge difference for the credibility of the magazine as many advertisers did, in fact, call to check up and the distributors confirmed it. We also later learned that we were the only publication doing this. We learned that this would give us an advantage as many advertisers complained that fly by night publications were not actually following through on their distribution agreements.

An initial stumbling block to the distribution list occurred within the five star hotel genre of distribution. We found that while we had built relationships with information center employees and guesthouse owners, it was difficult to do the same

with five star hotels that employed a larger travel concierge staff with greater turnover. Since we distribute the magazine once every six months (ourselves by loading up the car and driving around to the various locations) it is easy to maintain relationships with guesthouse owners, but difficult to do so with ever changing hotel staff.

We found that our hotel contact list was becoming outdated after last contact but within six months before distribution of the following edition. Knowing this, we now regularly follow up to check or contact list and have made greater efforts to get to know the travel concierge staff that distributes the magazine. We make sure to discuss how the last edition was received and to get feedback when delivering each new edition. We also ask if there are any left over copies and make sure the staff know how to contact us should they need more copies before the next edition prints.

Through relationship building a recent breakthrough with hotel concierges came via a friendship with a travel concierge staff member at one of Cape Town's prominent hotels, the Mt. Nelson. After becoming friends, we were invited to a travel concierge club this individual had started. We have attended club meetings twice, where hotel concierges from throughout the city join together for dinner at different venues around town organized by the club members. Unfortunately, the club instigator has been inconsistent with organizing monthly meetings but the two meetings we attended gained *Cape Scene* valuable ground in getting to know and networking with other travel concierge club members. Guest liaisons at the majority of hotels where we distribute now know us by name and are keener to distribute the magazines.

Conversations with these hotel employees, and with tourism office employees continuously provide valuable feedback for the direction of the magazine. An example of this was the aforementioned feedback from staff to include an updated fold out map at the back of the magazine that staff could actually use with guests. Prior to this feedback, each edition contained maps, but we learned that the maps we were using (obtained through Cape Metropolitan Tourism) were outdated,



incomplete and often inaccurate. From these individuals, we learned that this simple inclusion would ensure staff would hand the magazine to guests after giving directions on the maps.

The sixth edition of *Cape Scene*, recently released in June 2002 now includes a professional fold out map that we commissioned a mapmaker to design. The fact that the map folds out from the inside back cover makes formerly less primary ad positioning on this page, now the most sought after, visible spot in the magazine. Whenever a reader folds the map in or out to reference it, the inside back cover advert flashes before them. Distributor feedback has been valuable to ascertain the success of the magazine.

The tourism office distributors assure us that it is the most popular magazine at their locations and that even locals regularly come in requesting copies. We have discussed with these individuals their thoughts on whether we should become an A4 size magazine and whether we should charge a nominal fee for the magazine but to date answers to both have been an unequivocal "no". Our distributors have commented on people liking the handy A5 size, as it is easy to carry around in a handbag or backpack. They also have informed us that visitors like the free map as opposed to paying 2 rand for the official Cape Town tourism tourist map.

### **The Western Cape of South Africa and *Cape Scene***

The *Cape Scene* magazine provides Cape Town and the Western Cape of South Africa with a conscientious tourism product highlighting attractions and giving tips on how best to interact with the environment and local culture. This region of the world is graced with an amazing geographical landscape, a rich cultural heritage and exotic and unique wildlife known only to Africa. As a tourist destination growing in popularity since the fall of apartheid and as a culture undergoing transition and vulnerable to outside influence, it is as important here as it is anywhere in the world, to promote tourism that will benefit the country and not be a detriment to its natural



assets. *Therefore*, an improved way of life through the revenues and job opportunities tourism can bring is achievable only through educating tourists on how best to interact with the environment and culture they are visiting. Likewise, to keep tourists happy it is important to direct them to businesses and services that can make their stay more enjoyable. The *Cape Scene* magazine has become a vehicle reaching tourists to achieve this end.

### ***Cape Town's Attractions***

Tourism related businesses have emerged in force over the last ten years, particularly in the Western Cape. The Western Cape overflows with natural tourism assets and with the end of apartheid visitors can come to South Africa with a clear conscience knowing that they were not fueling a racist economy. South Africa has so much to offer. There is amazing wildlife to view year round in private game parks and public access conservation areas sprinkled throughout the Western Cape. Some of the reserves are even home to roaming lions and cheetahs.

There is whale watching between June and December with the southern right whale migrating from the Antarctic annually to calve and breed in the shelter of the sandy bottom bays of the Western Cape. During these months one can view whales from within meters of the shore, a unique opportunity worldwide. Dolphins are also abundant in South African waters and the Springbok, the national icon, is a common indigenous inhabitant of the Western Cape's nature reserves. Elephants can be seen only a four hour drive from Cape Town at the Knysna Elephant park along the coastal Garden Route. Knysna is also one of the few places in the world to scuba dive and view seahorses in the wild. Great White Shark tourism is also popular, albeit controversial as to whether it is 'eco' tourism.

Cape Town is a fantastic sports destination. There's all matter of water sports including the most world famous yacht races such as the Volvo Ocean Race and the Cape to Rio race. Travelers from around the world come to Cape Town for the

world-class surfing, windsurfing and kite surfing. There's also horseback riding, mountain biking, hiking and rock climbing in the many nature reserves. Table Mountain (a flat top mountain as the name suggests) sets the backdrop to the city opposite the coasts where the continent ends. Any outdoor activity can be enjoyed in Cape Town and many tour operators offer the various options. From September through late November the Cape blooms with carpets of wildflowers, also a highlight in many tour itineraries.

In addition, the Cape's Winelands draw a number of visitors annually. There are several wine regions all within a short drive from Cape Town. The most visited wine region is Stellenbosch followed by Paarl. There's also the Wellington and Robertson Valleys and the most historic wine area hosting four wine farms is Constantia, which resides within greater Cape Town only 15 minutes from the City Bowl.

Gold and diamonds are a big tourism trade in South Africa. The world-renowned Kimberley diamond mine is located roughly 900kms from Cape Town and diamond and jewelry shops dominate the shopping centers and downtown areas. Tourists can purchase raw stones, watch them being cut and create their own designs that the jeweler makes to order within days.

Robben Island, where Nelson Mandela was imprisoned, is a big tourist attraction, which draws large numbers annually, a positive outcome of a troubled apartheid past. Visitors can see the tiny cell where Mandela was held and former apartheid prisoners give the tours. Table Mountain is also a destination in itself as the top of the mountain is a nature reserve with more variety of plant species (over 6000) than the entire United Kingdom. The views from the top are majestic and the cable car from bottom to top and back rotates slowly for a 360-degree view on the way up and down. The Cape's beaches are long stretches of white sand only 10 minutes from town and the water is bright blue on most days making the drastic scenery breathtaking. Lying within the Southern Hemisphere, October through March is the warmer time of year making Cape Town an attractive destination for overseas winter holidaymakers.

### ***Cape Scene's Current Tourism Related Challenges***

Unfortunately, one of the most captivating scenic drives in the world, Chapman's Peak which winds along the Southern Coast from Cape Town around to the next major bay, Hout Bay, has been closed since September of 1999. While Cape Town has well maintained roads, the government has failed to raise funds to reopen Chapman's Peak after the road was closed due to a dangerous rockslide. The effects to tourism especially in areas easy to get to by going this route such as Noordhoek and Hout Bay were devastating, most businesses being castrated by the sudden fall off in day tourists. The trickle down effect of this made its way back to the then Cape 2000 and *Cape Scene* now, as it has always been difficult to get advertisers in these areas to support the magazine.

Interestingly, these are the areas that would benefit most from the magazine as they want to pull tourists away from the city of Cape Town and into the outlying areas that are still less than an hour's drive away. During 1999, local political problems manifested in the form of ten citywide bombings in the same number of months. One must speculate that this was one of the reasons less than one million tourists came to Cape Town even with the anticipated millennium celebrations. Since the responsible individuals of the party, ironically called, People Against Guns and Drugs (PAGAD) were prosecuted, the bombings completely stopped and tourism has been steadily growing each year since.

The 'Proudly South African' tourism initiative campaigned to get positive publicity for South Africa abroad. It was discovered that many South African writers overseas were giving South Africa bad publicity perhaps justifying their own reasons for leaving their country. The campaign was designed to counter the problem by hiring overseas journalists to write positive publicity for South Africa. A division of the department of tourism rebates businesses for overseas marketing expenses but there is a cap to the amount of funds they give annually and when the limit has been reached reimbursement is rejected because they have simply run out of funds for the

budget cycle. Other than this, there is no help given in trying to promote a tourism product overseas.

The South African Tourism Service Association (SATSA) and the local Cape Town tourism body (CAPTOUR) give little in the way of benefits or support to peripheral tourism businesses. As a member of SATSA one pays an annual fee and receives member benefits like a listing with the SATSA registry and the use of the SATSA logo. There are some reimbursement options for travel related marketing but the member then has to prove that they are at the highest level of membership. One only qualifies for this level of membership when operating a business from both South Africa and abroad.

The member must maintain an office in another country in addition to South Africa to qualify for travel reimbursements through a SATSA membership. There are various levels of membership each with a different cost but one must qualify for each category based on stipulations given. *Cape Scene* therefore qualifies for a category that does not benefit the company's direction other than a simple listing as a member and use of the logo.

Membership with Cape Town tourism is similarly non-beneficial to *Cape Scene's* direction. The membership fee of R1000 has no real benefits for a free magazine. Other tourism members benefit from the tourism office booking service. As a member, a tour operator, guesthouse, hostel or hotel is recommended and booked. Their brochures are also displayed for walk-ins. Members receive use of the official Cape Town tourism logo, with which Cape Town tourism supplied *Cape Scene* prior to becoming members. The *Cape Scene* magazine has been being distributed through Cape Town tourism among over 100 other distribution points since its inception. Eventually we had to become members to keep the distribution relationship healthy even though there were no direct membership benefits as a free magazine.

## Conscientious Tourism in South Africa

Conscientious tourism in South Africa is a step toward sustainability. The success of tourism as a viable economic growth strategy is more likely in the wake of apartheid than ever before. Locals, of all races are involved in the various levels of the tourism industry. From affirmative action allowing indigenous Africans roles in government tourism planning to tax benefits for South African businesses that are 51% black owned that has encouraged partnering in formerly white owned tourism businesses to guide training programs for the formerly disadvantaged, programs are in place to share the wealth of tourism. Even tours to local townships, where poverty is most evident, are benefiting community members as most township tour operators have community counterparts who run the tour side of the business leaving the marketing, organization and administration to their colleagues in Cape Town.

In my first hand experience working with three different township tour operators via *Cape Scene*, I have observed indigenous culture being encouraged and preserved through township tourism where it might be lost if locals had to find menial jobs in town. Craft centers, childcare facilities, dance halls, soccer fields and youth programs have been the direct benefits of township tours to several different townships. Now, townships in further outlying areas hours out of Cape Town are approaching tourism officials for support in promoting their communities to tourists indicating a real, non-exploitative success of these tour businesses.

Ecologically minded safari lodges on private land employing locals and offering photos safaris to overseas travelers have all but replaced hunting safaris. Sea safaris like dolphin and whale watching trips are also a great success and are run under strict conservation guidelines and there are only a limited number of operators allowed permits. Only 13 boat permits have been issued for all of South Africa including research boats, which has encouraged researchers to align with operators with permits and vice versa. This is a positive step towards conservation minded

conscientious tourism as travelers learn about the biology, vulnerability and protection measures of various species.

South Africa is one of the better examples I have seen of responsible and conscientious ecotourism. From the vast acreage of strictly controlled conservation areas to the presence of wildlife organizations and the community level tourism projects, it is clear that South Africa, in general and the Western Cape in particular is setting an example for sustainable tourism development. An important addition to this is the presence of the *Cape Scene* magazine to help publicize these efforts to visitors. While the country spends a lot of government funding on overseas advertising and awareness to draw visitors in, the *Cape Scene* gets into the hands of these visitors upon arrival making them aware of conscientious tourism efforts and directing them to these places accordingly. Individual mass tourists, conscientious and other ecotour operators and locals pick up the magazine. By publicizing conscientious tourism projects and instructing tourists on the best ways to interact with wildlife, the environment and local culture, the *Cape Scene* magazine is a step closer on the path to sustainable tourism.

### ***Cape Scene Now***

Going into the fourth year of the business, it is pleasing to report that *Cape Scene* is gaining ground and moving from strength to strength. The greatest contributor to the ongoing success of the magazine has been personal passion on the part of my business partner and myself. Our tenacious attitudes, combined with a desire to continue doing something we believe in and not give up, drives the company forward through the difficult financial battle of limited cash flow as a new company in a competitive market. One of the ideals of the magazine is to use it as a vehicle for cultural and environmental conservation awareness. It is an intention of *Cape Scene* to publicize community development projects hoping to link the generosity of tourist donations with impoverished indigenous South African communities.

### *Conservation and Community Development*

*Cape Scene* has published conservation articles pertaining to endangered blue cranes, white sharks, southern right whales, cape baboons and wild dogs among others. Ongoing educational efforts with children and the general public through Cape Nature Conservation and nature reserves such as Cape Peninsula National Park, Zeekoeivlei, Gamkaskloof and Anysberg Nature Reserves have been featured in *Cape Scene*. We have also investigated and reported on the clean up effort of the MV Treasure oil spill of June 2000 that oiled a massive colony of native jackass penguins but successfully cleaned 18,000 of the sea birds. This was the largest incident and subsequent successful rehabilitation of its kind on record.

Wanting to give back to the community, *Cape Scene* is also regularly reporting on local township projects in need of funding on an ongoing basis. A contribution is made in each edition of the magazine to publicizing important efforts that need funding. With immense poverty still lurking due to lack of education among the black population and the apartheid past, there are many communities in dire need of assistance. *Cape Scene* highlights projects such as the Philani Flagship Project, the Tygerbear Initiative and African Brothers who are working in grass roots efforts to make a difference by encouraging cultural ecotours. On these tours visitors have a chance to interact first hand with community members with the revenues from the visits flowing back into community development.

Philani Flagship trains mothers of malnourished children on craft making techniques such as weaving and printing, which they use to create tapestries, greeting cards and other souvenirs for sale to tourists in the craft shop. The program has been successful offering work to these mothers after providing training on not only employment skills but also proper nutrition for their children. The mothers and children are only released from the intensive care unit and begin training for work when the children become sufficiently healthy and the mothers demonstrate an ongoing ability to care for their children.



*Cape Scene* ran this feature story in the fifth edition, December 2001 to increase awareness of the project and to provide details on how those interested can visit the craft shop or contribute in other ways. The feature story also highlighted the tourist craft shop with pictures of the 'objects 'd art' on display. Tour groups also bring township tour groups to the location to meet the craft makers and buy souvenirs.

The Tygerbear Initiative is an outreach program, which offers trauma counseling for children admitted to the Tygerberg Hospital emergency care unit. Abused and neglected children, rape victims, cancer patients and all traumatized children within a wide catchment area are treated at this facility. Their policy is they turn no one away and counsel families and traumatized children to the age of 18. Visiting the unit was traumatic in itself with horrific pictures of abuse displayed on the conference room wall where meetings are held.

It was clear that *Cape Scene* must do something to help and we dedicated a four-page feature story in the sixth edition, June 2002 to awareness of the cause. Child abuse is widespread in South Africa, as in many countries both wealthy and impoverished but the interesting angle we covered in the article was that this special group of people was going beyond the call of duty to help. They developed a program where each traumatized child on the ward is given the signature "Tyger teddybear" to aid in their recover and which they can take home once released from care. The idea was that most of these children never had their own teddy bear and the 'comfort' bear was proven to help children in their recovery.

The center counsels victims of sexual abuse with anatomical dolls and the center and all its toys have been the result of many generous donations. We published the story hoping for more awareness and support as the counselors have dreams of developing a rape crisis center and a more intensive court preparation program for child victims of sexual abuse. Ongoing support for the "adopt a teddy bear" funds the initiative on a regular basis and needs continuous exposure.

They also need volunteers for the outreach program, which goes into local elementary schools to educate children to recognize and report abuse. The outreach



program features a life size Tyger Bear which requires a trained volunteer to wear the furry bear suit and teaches the children through an interactive puppet show, which also involves costs. The article discussed the effort and gave suggestions contact information for those interested in making donations.

Another such initiative, African Brothers, is a tourism driven project aimed at using township tours at the Imizamo Yethu community of Hout Bay (greater Cape Town 15 minutes from the city center) to fund a football (soccer) academy and dance program for township children. The football teams and dance classes are already in effect but better facilities and an actual academy building is needed. The program aims to educate children through activities like football and dance. Once a part of the football and dance teams, the children can only attend practices, play in games or perform in recitals if they are regularly attending school.

This is important as there is a high truancy rate among township children and the local government and police don't regulate this. Truant children will attend the academy to learn basic skills and life skills and must attend the academy or their regular school to participate in the extracurricular activities. There will also be tutors to provide extra help for children attending school that need it. *Cape Scene* magazine ran a two page advertorial of the African Brothers project highlighting the township tour as a way to contribute. We included the request for readers to "purchase a brick for the academy to be built or a square meter of grass for an improved football field".

## VII. DISCUSSION: THE MERGING OF ANTHROPOLOGY, SMALL BUSINESS DEVELOPMENT AND *CAPE SCENE*

The creation and evolution of *Cape Scene* magazine demonstrates alchemy of research and study, capitalism and desire to contribute something positive to the world at large. Research and study in the fields of tourism, anthropology and business anthropology and life experience with small business development culminated in the creation of *Cape Scene* magazine, a conscientious tourism product. It is my intention to continuously evolve this product along these lines in order to promote Cape Town as a tourism destination and contribute to economic development in South Africa. In doing so, I also intend to spread environmental and cultural awareness in working toward sustainable tourism in South Africa.

### **Tourism in Anthropology**

Tourism has become an industry targeted by many cultural anthropologists, especially since it came into vogue as a strategy for sustainable development. The environmental, economic and cultural aspects of tourism development have been documented by anthropologists worldwide, yet still arguments abound as to whether tourism is truly sustainable development. Even sub-disciplines like ecotourism, which attempt to address sustainability concerns have come under fire by anthropology scholars, as less than sustainable strategies for both first world and developing countries. While much of the literature tells tourism developers and host nations, what not to do and what not to consider, not a lot of the studies give direction for positive development solutions. Most of the anthropology literature pertaining to tourism slams mass tourism as a heinous practice exploiting and destroying host cultures in its path, yet the alternative 'ecotourism' has also been attacked as non-sustainable. While there is reason to these arguments, the lack of

literature offering solutions led me in the direction of bridging the gap. In response, I have created a tourism product that acts as an awareness tool at all levels of tourism development from mass tourism down to highly regulated, small-group, guided ecotourism.

### **Business Anthropology**

Applied anthropology and business anthropology continuously provide the methodology necessary to run a successful business. *Cape Scene* magazine evolves and thrives through reader, advertiser and distributor feedback. Principles learned through previous background training in anthropology and research conducted while running the business, set the foundation for constant growth. Talking to pertinent people within the industry and beyond on an ongoing basis provides valuable information for knowing the direction the business should take. This research unfolds ideas of what will make the magazine more interesting, more user friendly and more widely accessible. This ongoing research is in line with the basics of ethnographic methods in business anthropology.

While scholars have pointed out the precautions of anthropologists amalgamating into the world of business, rather than vice versa, when merging the fields, there is much to be said for relating the basic practices of applied anthropology to business (Walck, 1988). In particular, small business entrepreneurs can use these skills to better understand end users' interpretations of their products. If business owners know what the elements of any organizational culture want, they can better provide a product or service that is useful and needed.

Anthropology is not characterized by a particular empirical focus, but rather by a specialized approach to understanding- a concern for social and cultural context...Today, much of social life is governed by formal organizations...made up of interacting individuals arranged in particular structured contexts. In this sense they are amenable to anthropological research. (Briton and Cohen, 1980: 10)

Moreover, in this sense, industry-wide the formal organization of a grouping of advertisers or tourism business owners becomes the organizational culture that is important to understand. "Organizational cultures function as kinds of mini-societies, and anthropologists ask questions about culture similar to those they ask in other settings" (D'Amico-Samuels, 1990: 84). While this organization involves not one, but several businesses comprised of current and potential advertisers, the same ethnographic systems apply in using anthropological techniques to understand the values and needs of the individuals within this grouping. Likewise, there is an organizational culture of guesthouse owners, hotel concierges and tourist information center employees who have also been studied to understand what is important within their cultures (i.e. what will make the magazines more useful to them).

Anthropology could be one of the most fruitful sources for a new look at business: collaboration between business and anthropology could generate new and broadening insights and conceptualizations within both disciplines, as well as an interdisciplinary synthesis that broadens the horizons of each. But if anthropology conceives of collaboration as simplifying itself in the service of business or simply using business as a database, and business conceives of collaboration as simplistically borrowing anthropological concepts, "collaboration" has a hollow ring. Where is the dialogue; where is the synthesis, where is the growth? Borrowing and adapting bits from other disciplines may be a necessary starting point, but it is not a satisfactory ending point. (Walck, 1988: 50)

While simplistically borrowing from anthropology may be a concern for contract anthropologists hired to make headway for businesses wanting to better understand their consumers or employees (Paules, 1988), it is less a concern for the small business owner using ethnographic techniques to interpret the market. Instead of using anthropology to redefine and clarify emic ideas of success (Tyagi, 1988), responsibility and advancement (Paules, 1988), ethnographic techniques have simply aided in doing the groundwork for understanding what is wanted and needed among readers, advertisers and distributors of the *Cape Scene* magazine. "Simplistically

borrowing anthropological concepts" (Walck, 1988: 50) has provided important data for the prosperity of a growing business. Inherent in the data collection and development is a need to create dialogue and synthesize feedback to create positive growth. In this way, use of ethnographic methods for on the ground, small business research may provide the thoughtful merging of disciplines that Walck (1988) espouses.

In the failure of a joint venture between public funding agencies and a semi-autonomous management institute to develop the hotel industry in India, Tyagi (1988) reveals that "an anthropological perspective would have helped by revealing the true business interests of the host country". Tyagi advises, an ethnographic model focused on "a corrective anthropologically-informed solution that forces business to rethink what it means by success" could have saved this merger and seen it to successful completion. Similarly, with *Cape Scene*, using simple ethnographic methods is providing a constant 'finger on the pulse' to remain clear on the direction of the magazine. Regularly interviewing and asking questions of the right people and incorporating their feedback accordingly, wherever possible, achieves this.

Sometimes, suggestions are inapplicable, but on the ground interaction nevertheless helps to ascertain an emic perspective and decipher a cross section of what is important. This often means changing our etic ideas of what direction the magazine should take. For example, when asked how the magazine could improve, distributors and advertisers kept relaying the importance of a 'good' map.

When encountering this feedback, we would often point out the map we were running in the magazine as sufficient according to our etic perspective. After finally incorporating this 'emic' view by buying the rights to publish professional city bowl and peninsula maps, it was only then that distributors starting using the maps in the magazine to direct tourists around town. This meant tourists were holding onto and using the magazine as a resource to navigate the city, which meant more chance that advertisers would benefit. Inclusion of proper maps pinpointing advertisers'

locations also provided important exposure for these clients and as a result ads were sold due to this feature.

By explicitly articulating the concepts (culture, context, relationship), values (holistic, multiplicity) and methodologies (qualitative, comparative) that are fundamental to anthropology and examining where they lead when applied to business, business anthropology will be able to hold its anthropological ground while offering something new to business. Instead of or in addition to helping business solve problems, anthropology could significantly advance the challenge to business' orthodox world-view that critical business theorists and practitioners are launching. (Walck, 1988: 65)

By using anthropological techniques for understanding the market including distributors and advertisers, *Cape Scene* provides an example of a successful merge of business and anthropology possibly even providing a model for using ethnographic methods beyond typical applications. An important point, however, is the difficulty encountered in acquiring reader feedback. While it is relatively easy to locate, observe and question distributors and advertisers, it is much more challenging to interview readers.

A survey was run which questioned readers on what they liked most about the magazine, but even with the 'subscribe and win' promotion, only four readers have responded over a year and a half. Other readers have emailed comments responding to requests in the editor's letter for feedback and two readers responded to a contest where a winning feature story submission was published in the magazine. All of these methods of better knowing readers have garnered only a handful of responses (less than 10) in four years of business.

Short of loitering at guesthouses and other distribution centers and begging people to read the magazine and email their feedback, it would be hard to use anthropological methods to get reader response. Survey methods appear the most feasible (e.g. continuing to run promotions that ask for reader feedback), however, tourists on holiday may rarely go to the effort to respond and prizes awarded would have to be applicable while the tourist was visiting for it to be of benefit. In my

review of anthropological methods literature and literature regarding tourism and anthropology, I have found nothing that describes how one should go about soliciting reader feedback or gaining feedback from a population that is both transient and inaccessible for direct contact.

### **Small Business Development**

“Small businesses in South Africa absorb more than half the people formally employed in the private sector and contribute about 42% of the country’s GDP. There are an estimated three million micro enterprises in the country” (Burger, 2003: 169). In *Starting Your Own Business in South Africa*, Macleod (1996), highlights the critical factors of success for such an endeavor. One of the key points made falls directly in line with the principals of business anthropology and ethnographic methods.

Remember, access to and use of information is critically important in order to gain competitive advantage. Today’s products generally have shorter life cycles, competition is much stronger, and consumers are more demanding. You will need not only a vast amount of information at your fingertips, but to be able to respond quickly and decisively to changes in the market place. (Macleod, 1996: 25)

Here, Macleod is emphasizing the importance of conducting market research by interviewing potential buyers and competitors. This concept is the foundation on which *Cape Scene* has thrived during four years of operation. Other critical success factors involve determining: How big is the market; Is the market static, growing, or declining; Why should your business be able to compete successfully against existing companies; Why should your product be bought; Precisely what will be sold and to whom; and What is the total amount of setting-up and working capital required?

In retrospect, these critical success factors emphasized by Macleod may have been beneficial for *Cape Scene* to consider in the early days of development had his book



been encountered prior to starting the business. Yet, while these considerations may have offered a heads up approach to starting the uphill effort of a new business initiative, the answer to these questions may have fettered the enthusiasm inherent in the learn as you go method. Although, one thing is certain, since *Cape Scene* is a free magazine driven exclusively by advertising sales, it would have been helpful to ascertain the need or lack thereof for another advertising medium before launching the magazine by talking to advertisers. It was only after staff was hired and initial start up costs accrued that we learned of the extreme competition in the market place, which continues to be the overwhelming challenge in gaining revenue and building cash flow.

It was clear, from my perspective as a tourist that visitors could benefit from a free publication upon arrival to Cape Town. At the time of its inception, there were only a few free guidebooks, none exclusively featured the Western Cape and most were accommodation guides and restaurant guides not a combination of the two also promoting other services. While there was no direct competition of a free tourist publication including features and information on different areas of the Western Cape, Cape Town Tourism was in the planning stages of a pocket guidebook and there were literally hundreds of magazines reaching Western Cape readers in both the local and visitor markets via newsstands.

Many local magazines, not necessarily tourist related, like Fairlady, Femina, You, FHM, Men's Health, Getaway and a variety of other glamour and travel magazines give coverage to activities, events and destinations for travel. This means, that these magazines are direct competition all striving to grab the same piece of the advertising pie, or at least this is how advertising managers who are answering their 20th sales call of the day view it. Nearly verbatim, comments like "I get approached so often for advertising; I have a huge pile of publications on my desk" and "you're the 15th person who has called me today about advertising" are the norm, if and when these decision makers take the call.

This would have been useful information to know prior to launching the *Cape Scene* magazine, however, knowing this may have been too discouraging to continue. Even with the hurdle of a competitive market to overcome, the magazine is now reaching some level of success through persistence, a quality product at a competitive price and excellent customer service, which are major points dictated by Macleod (1996) for starting a successful business in South Africa. Finally, another point Macleod (1996) makes that applies to *Cape Scene* is his take on magazine advertising.

Today's magazine market is highly specialized, with a wide range of publications available. It is an expensive media in which to advertise, and often more appropriate for image building than spreading information; however, it is able to target the desired market far better than television. Remember that magazines have a longer lifespan than most other forms of media advertising; they are usually read more than once, and by more than one member of a household. (Macleod, 1996: 56)

This is information we regularly relay to advertisers in sales presentations. Also true, is the fact that image building is the one guarantee we can offer advertisers.

Multinational big name businesses like American Express, United Parcel Service (UPS), Woolworths and others who are looking for this type of exposure have been the most lucrative to the bottom line of *Cape Scene*, as they are not typically looking for a direct and immediate return from the advert. While it would seem that a free magazine telling visitors to Cape Town where to go and what to do would presumably direct travelers straight to advertisers within, this is only one means of exposure for local businesses reliant on tourists. Often travelers use other means of getting information than written literature.

While the magazine is one point of reference, there are plenty of other means for travelers to find their way to services around town. Because of this, when we do procure small business advertisers who give the magazine a try for one edition (six months of exposure) even though we are putting together a quality product, making it

useful and distributing it effectively, the advertiser will often not get a direct benefit and thus, decide to reallocate their advertising budget elsewhere. For this reason, *Cape Scene* is forever looking at ways to reinvent the wheel brainstorming constantly to make the magazine more useful, more beneficial to advertisers and the adverts more traceable in terms of response. To my knowledge from the various research undertaken and literature reviewed, I have found no way to do this. I believe, unequivocally, that if there were some way to ensure and prove that print advertising worked, *Cape Scene* would be wildly successful setting the trend in the industry and superseding all competition.

### **Tourism, Anthropology, Small Business Development and *Cape Scene***

The *Cape Scene* magazine merges the principles of anthropology and small business development. The magazine started rather serendipitously but quickly evolved according to background knowledge gleaned through academic research in graduate school, in the disciplines of anthropological methodology, business anthropology and cultural anthropology focusing on tourism literature. Work experience through the Oregon Sea Grant Project and internships abroad gave me the valuable foundation I needed to understand the importance of conscientious tourism, which greatly influenced the direction the magazine has taken.

Implementation of the principles of small business development in creating the magazine, especially as it related to a conscientious tourism product and publicizing tourism projects, was a direct result of my exposure to the small tourism business, Green Arrow, in Costa Rica. Important strategies in running a small business like deciphering who the best sources of feedback are and interviewing them with open-ended questions about the perception of our product are crucial tools in giving direction to the business. The skills were learned partly through studying anthropology and relate particularly to business anthropology. Overall, having a firm understanding of the field of tourism is an asset to my business. I have a firm grasp

on the bigger picture of tourism development and practice as learned through my training in anthropology from the scholarly level, to planning, operation and local impact. This knowledge of the field is proving to be an invaluable asset on an ongoing basis.

### **Conscientious Tourism and *Cape Scene***

*Cape Scene* is a conscientious general awareness tool spanning all sectors of tourism in an attempt to encourage the sustained development of the industry in South Africa. It is a magazine utilized by mass tourists, ecotourists and nature-based tourists and intended to provide information and appeal to each of these genres. Its purpose is not only to serve as a general information tool, but also to further the likelihood of sustainable positive tourism in South Africa. By promoting all things South African, focusing specifically on geographical and cultural features of the Western Cape and Cape Town, the magazine is promoting the area for tourism. This is coupled with conservation and community development feature stories aimed at bringing awareness to all types of tourists about the importance of conscientious tourism in regard to the environment and local culture.

The magazine is truly a culmination of my personal knowledge of tourism amalgamating study, research, applied anthropology fieldwork and work experience into one product. I believe this product combines lessons from all types of tourism, whether mass tourism, ecotourism or nature-based tourism, and its impacts on the environment, economy and cultures of host countries in its function as a conscientious tourism product. Distribution ensures that the magazine can be found easily at hotels, guesthouses and popular tourist locations for individual or group travelers.

The conservation focus creates appeal among ecotourists and nature-based tourists, again both individuals and groups, and many ecotour operators who distribute the magazines to their passengers. The magazine's content provides

helpful tips for navigating the city, yet, informs the traveler about responsible tourism and/or conscientious tourism, which addresses the sustainability issue. While information alone cannot transform nor reverse the detriments of tourism, awareness is a start.

Coupling wildlife, conservation and community development literature with general tourist information packages sustainable tourism strategies in a format capable of wide appeal by all types of tourists. In this way, research leading up to and culminating in the *Cape Scene* magazine has contributed to the field of anthropology as it relates to the study of tourism. In addition, redefining the buzzword, 'ecotourism' in favor of a less ambiguous term, conscientious tourism, helps decipher what is a true conscientious and sustainable tourism product.

Where an individual may feel like an 'eco' traveler, regardless of their actions, just because they are part of an ecotour that obviously has nothing 'eco' about it other than an emphasis on nature, the same traveler may feel hypocritical throwing litter on the ground on a well guided, conscientious educational tour where they are learning about tourism impacts, local ecology and culture. Likewise, a traveler who is relying on a conscientious tourism product (e.g. a properly run ecotour or a *Cape Scene* magazine) to guide their visit would feel guilty behaving in a way contrary to what they have learned about interacting with the host environment and culture.

In a destination where infrastructure has been built and tourism is in place as an accepted economic strategy, the magazine helps promote the destination on an ongoing basis, hopefully, creating residual awareness year round to help even out seasonality and bring tourism revenues to smaller community tourism and conservation projects. In addition, publishing information on expectations of how to 'leave nothing but your footprints', be a responsible tourist and contribute to conservation projects alleviates some of the negativity tourism impacts have on the environment. Finally, the magazine serves as a cultural tool, where community projects that encourage cultural traditions rather than commodify them are regularly highlighted in the publication.

Articles are run, which educate tourists on aspects of local culture in a celebratory rather than derogatory manner encouraging visitors to interact where appropriate. In South Africa, where apartheid discouraged a celebration of indigenous culture, a sense of community tradition is strong, as it had to be to survive former oppression that threatened cultural extinction. Now, it is the very survival of these traditions bringing wealth to local communities who perform traditional song and dance, in tradition Zulu and Khosa dress, for tourists. The *Cape Scene* highlights places where tourists can encounter these traditions. In these ways, *Cape Scene* magazine is a start in the direction of sustainable tourism, yet it is still vulnerable as a tourism dependant business to a fall off in tourism numbers should environmental, economic and cultural considerations for sustainability not be followed.

## VIII. CONCLUSIONS: THE PATH ENDS AT *CAPE SCENE*, A CONSCIENTIOUS TOURISM PRODUCT

An obvious conclusion is that the success of a tourism related business is directly proportionate to the initiative of the proprietors, the cultural-politico climate and the flow of information and education between levels of planning and implementation. Like in the case of Costa Flores, *Cape Scene* has continued due to persistence and evolution to meet the demands of the market. Where Costa Flores met market demand with a combined effort in export flower sales and a locally based tourism and volunteer initiative, *Cape Scene*, too, has evolved to accommodate direct customer feedback. The publication changed from just another guide in a saturated market to a conscientious feature-story based magazine where advertisers can benefit from informative and interesting articles that highlight their businesses and where tourism can be promoted to participants at all levels in a manner consistent with the goals of sustainable development.

Another important conclusion is that all levels of local culture must be addressed in relation to the impact of tourism development and vice versa. A need for assessing tourism impact at all community levels was evident in Oregon, Micronesia, Costa Rica and South Africa. In Oregon, it was important to include all levels of local culture in decisions for tourism development. Including all levels involved taking state, community and resource user needs into consideration. The same was also true in Kosrae, Micronesia especially in regard to relaying information to visitors and taking state, local and foreign ex patriot business owner goals of tourism development into account. In Costa Rica, bad roads, lack of government assistance in funding for conservation related ecotourism projects and lack of a vehicle for promotion stood in the way of progressive tourism development. Finally, in South Africa, the perception of the political environment, affecting how travelers view South Africa as a destination, is a major consideration to the health of tourism.



A final conclusion affecting tourism development, whether conscientious tourism, ecotourism, nature-based tourism or simple mass tourism is the flow of information between state levels, business owners and the tourists themselves. This was true in all the case studies included herein. In Oregon, the flow of information was vital to the growth of tourism in coastal communities. There was a need for a combined marketing effort on the part of businesses and a need to educate locals and visitors on state level initiatives such as ecotourism and nature-based tourism for these areas. More importantly, a need to redefine the term ecotourism in favor of a less ambiguous and emotive word such as conscientious tourism would garner more support from the area's resource users. Further, dissemination of information from and between all levels of tourism involvement would help to promote sustainable tourism.

In Micronesia, it was essential to the success of tourism development to educate visitors on cultural values and traditions to minimize the impact of increased tourism to the island. There also needed to be conservation minded infrastructure in place to host tourists and a better flow of information between local government policy makers and expatriate business owners, who needed to come to agreement on the best low impact strategy to promote tourism development. In Costa Rica, there needed to be more information available to travelers, both before and upon arrival, regarding conservation and conscientious ecotourism projects. There also needed to be channels for education and feedback from locals regarding ecotourism in their communities.

Finally, the Costa Rican government touts the country as a conservation sympathetic country devoting 20% of the country to national parks. Yet, there needs to be government funded education and awareness of ecotourism projects to get them to a sustainable level, as private efforts in doing this have failed. In all of the above examples, widely distributing information regarding conscientious tourism, in the form of a conscientious tourism product like *Cape Scene* magazine, would help move tourism efforts toward sustainability.

A vehicle for education and awareness of conservation, conscientious tourism and tourism related businesses to tourists and other readers is the aim of the *Cape Scene* magazine, thereby making it a conscientious tourism product. By compiling important conservation information with information on local tourist related businesses and services for visitors, the magazine attempts to create tourism and conservation awareness among all readers. The magazine is regularly used as a vehicle for education by South African government initiatives such as water conservation, nature conservation and events awareness.

The magazine has also become an awareness tool for global conservation initiatives such as the International Fund for Animal Welfare and the World Wide Fund for Nature South Africa. In the end, the magazine has achieved the goal of education and awareness as learned through invaluable internship experiences where there were no means for the transference of information inter culturally or cross culturally. The magazine attempts to shed a positive light on tourism to the Western Cape of South Africa lessening the former negative stigma propelled by apartheid. By highlighting the positive aspects of conscientiously visiting South Africa, the magazine is attempting to improve and propel a positive image thereby increasing sustainability by lessening the vulnerability of South Africa as a tourism dependant destination.

Former work experience with sales in the United States, graduate school classes and graduate internships greatly prepared me for work with *Cape Scene* magazine. Of primary significance were listening, rapport building, interviewing and general communication skills developed through this training. Obvious sales experience from the years prior to graduate school and writing skills honed through the many graduate papers written were obvious assets, however training in dealing with varying opinions among conflicting focus groups, and with politics within these groups has proven vital in running a conscientious tourism business.

A particular scenario that comes to mind is the role I played in Micronesia while working at the Kosrae Tourism Office. While I was merely a bystander only visiting

the island for three months, I found myself in a position of interpreter/liaison on more than one occasion trying to help an agreement come to fruition in terms of the direction tourism should take for Kosrae and how to implement it. The biggest obstacle was the difference in cultural priorities and economic development attitudes relayed by the various interest groups: the locals, government officials and expatriate entrepreneurs, which seemed to regularly come to a head at the weekly Kosrae Visitor Association meetings.

In the end, it occurred to me that this was an ongoing project that would forever be somewhat at odds in terms of the direction the different parties wanted to take; Kosraeans wanted slow growth while expatriate entrepreneurs wanted a quick economic injection. This work, in particular prepared me for work with *Cape Scene*. Currently in Cape Town, the local tourism bodies are undergoing major infrastructure change. The municipalities, which currently run their own tourism offices, are in the process of merging under one umbrella organization called Western Cape Tourism.

Currently, Dr. Mike Fabricious runs Western Cape Tourism, Rick Taylor heads Cape Metropolitan Tourism and Sheryl Ozinsky runs Cape Town Tourism, which all operate as individual tourism bodies (and all publish free tourist publications, albeit not conscientious tourism publications). The politics between these organizations is discussed regularly in tourism business circles and getting assistance or to the right decision maker in terms of support for *Cape Scene* is difficult. We have met with all three of these individuals (Sheryl Ozinsky and Rick Taylor more than once) but find that no one is willing to support an independent's efforts or even each other's. These tourism divisions all operate separately and run their sections as if they were private businesses backed by government support.

Recently, over R4 million was spent to research the best name to market Cape Town abroad that could cover all three of these tourism bodies' areas. There is resistance to merging these separate entities due to loss of power by these directors as only one will be chosen to head the overall group. However, repeatedly *Cape Scene's*

clients and distributors have mentioned this and stated their feelings that if there were one, greater tourism organization, then all would benefit by gaining more comprehensive support.

A comparison can be drawn at a basic level between Kosrae and Cape Town. Kosrae serves as a microcosm, an example at a very small scale of the alignment and congruity that needs to occur for real change to take place. While greater Cape Town has over 3 million residents, compared to just over 8,000 on Kosrae, the very base principles still apply. All interested parties need to come together to discuss a direction and overall plan that will most benefit the greater good. While I do not have a realistic role in guiding this for Cape Town at the moment, these observations give me a perspective that helps me to direct *Cape Scene* accordingly for future prosperity.

Another valuable lesson learned through graduate internship experiences was a real need to promote conscientious tourism and conservation. This is now the major focus of the *Cape Scene* magazine and one I plan to continue. Tourism can be not only a valuable source of income for all levels of developed and developing nations, but also can heighten conservation awareness and thereby economic and ecological sustainability. The need for conservation awareness became a focus of my work as a direct result of my experiences in research on the Oregon coast, in Micronesia and in Costa Rica.

Working on the Oregon coast I learned that education and awareness in regard to the way people view "ecotourism" and sustainability was important. Before these concepts can be implemented people need to be educated so that they are not threatened but rather support proper conscientious initiatives. In Micronesia, I became immersed in the unique culture and learned of the importance the locals gave to protecting their remote coconut island and their way of life. In Costa Rica, I learned that there are a lot of ongoing efforts and that some need more exposure and awareness than others at different levels commensurate to their capabilities to host guests. These different experiences gave me a focus not only for the beginnings of

my life work through *Cape Scene*, but also in terms of the direction the magazine could take to make a difference.

Ongoing articles featuring South Africa's endangered wildlife and valued indigenous flora, responsible tourism and how to interact with wildlife and the environment, popular attractions and community development will continue to be highlighted in the magazine due to the importance of these issues. The magazine has become a vehicle for education and awareness for larger conservation organizations whose primary focus remains outside of educating the public on an ongoing basis and more in grass roots efforts to keep conservation going. Because the magazine is free, there will always be a need to juggle the focus between conservation and practicality, but this can be achieved while still promoting conscientious tourism. Even when there is less conservation related information, if the magazine continues to inform tourists of conscientious ways to interact with the environment and locals, the magazine will be contributing to sustainable tourism.

The magazine needs to appeal to visitors so it always needs to include helpful information, advertising, and feature stories that are interesting to readers on more than just a conservation and community development level. To achieve this we run advertorial feature stories, some of which are paid for and combine this with select causes that we feel need support. We also support cultural arts on a continuous basis highlighting upcoming theatre and music performances or the latest art openings usually at reduced costs, as the arts in South Africa do not have large budgets for advertising and need the support.

Perhaps the biggest lesson learned is still being learned in the ongoing effort to communicate effectively with readers, advertisers and distributors to continue offering a valuable and conscientious tourism product and service. Through former life experiences, especially training in applied anthropology, I have gained an insight into the importance of valuing differing perspectives and synthesizing these into a profitable and charitable product. I regularly utilize ethnographic techniques to learn, stay informed and keep in touch with my advertisers, readers and distributors.

These approaches of the *Cape Scene* magazine, so far, are working. Our applied anthropology strategies have enabled the business to grow with a finger on the pulse, while listening to the benefits others are looking for through our product and educating a wide audience on conscientious tourism. Constant feedback has made it clear that if we continue to place importance on relationship building, communication and listening to what our clients, readers and distributors want, we will continue to find the right direction to evolve the company regardless of the inherent hurdles. We will also continue to educate our readers on conscientious ways to interact with the environment and culture, while touring South Africa. With this focus and a continuous dedication to the promotion of all types of conscientious tourism, *Cape Scene* will contribute to the sustainability of tourism in Cape Town and the Western Cape of South Africa.

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## APPENDICES

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## **APPENDIX A**

### **CAPE SCENE GENERAL DISTRIBUTION**

**\*\* Note:** Distribution information generally includes names and contact phone numbers for each listing. For the purposes of this manuscript, names and contact numbers have been removed to ensure anonymity.

**\*** Indicates highest volume of magazines distributed at rapid distribution rates.

#### **American Consulate- to all international delegates Luxury Cruise Ships**

##### **Tourism Information Centres**

Blaauberg Tourism

Cape Point

\*Clocktower info centre

CT Airport Intl/Dom arrivals

\*Cape Town Tourism

Paarl Tourism

Peninsula Tourism

-Fish Hoek Tourism

-Hout Bay

-Kirstenbosch Gardens

-Muizenberg Tourism

-Simon's Town Tourism

Robben Island Museum

Stellenbosch Tourism

Table Mountain Visitor Centres

\*V&A Waterfront info kiosks

##### **Luxury Hotels**

Alphen Hotel (in rooms)

Bay Hotel

Cape Grace

\*Cape Town Holiday Inn

Constantia Uitsig

Cullinan Inn

Holiday Inn Waterfront

Protea Hotel Tygervally

Mount Nelson Hotel



Radisson Hotel V&A  
Table Bay Hotel  
\*Victoria Junction (in rooms)  
Vinyard Hotel

**Other**

Afro Ventures Tours & Safaris  
Star Car Rental  
The Royal Cape Yacht Club

**Direct mail to local mailing list**

**All advertisers receive copies for distribution upon request**

## APPENDIX B

### *CAPE SCENE GUEST HOUSE DISTRIBUTION (in every room)*

**\*\* Note:** Distribution information generally includes names and contact phone numbers for each listing. For the purposes of this manuscript, names and contact numbers have been removed to ensure anonymity.

26 Higgo Crescent  
40 Winks  
Albatross Guest House  
Amsterdam Guest House  
Spaapen  
Bellevue Manor  
Bergzicht Guest House  
Blackheath Lodge  
Bluegum Hill  
Cape Colonial  
The Clarendon  
Craigrownie  
Enchanted  
Esparanza  
The Fritz Hotel  
Head South Lodge  
Hillcrest Manor  
Hunters Lodge  
iKaya  
Inn with a view  
Jambo Guest House  
Kingslyn Guest House  
The Lady Hamilton Hotel  
Leeuwenvoet House  
Lezard Bleu  
Mountain Manor  
No.1 Chesterfield  
Olive Branch  
Palm Tree Manor  
Parker Cottage  
Radium  
Redbourne  
Table Mountain Lodge

't Huijs Haerlem  
Two Twenty-Four  
Underberg Guest House  
Verona Lodge