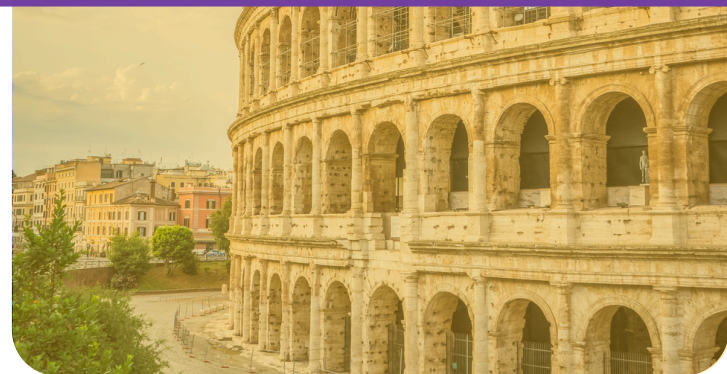


Level 4

Sustainability in Tourism and Hospitality Management



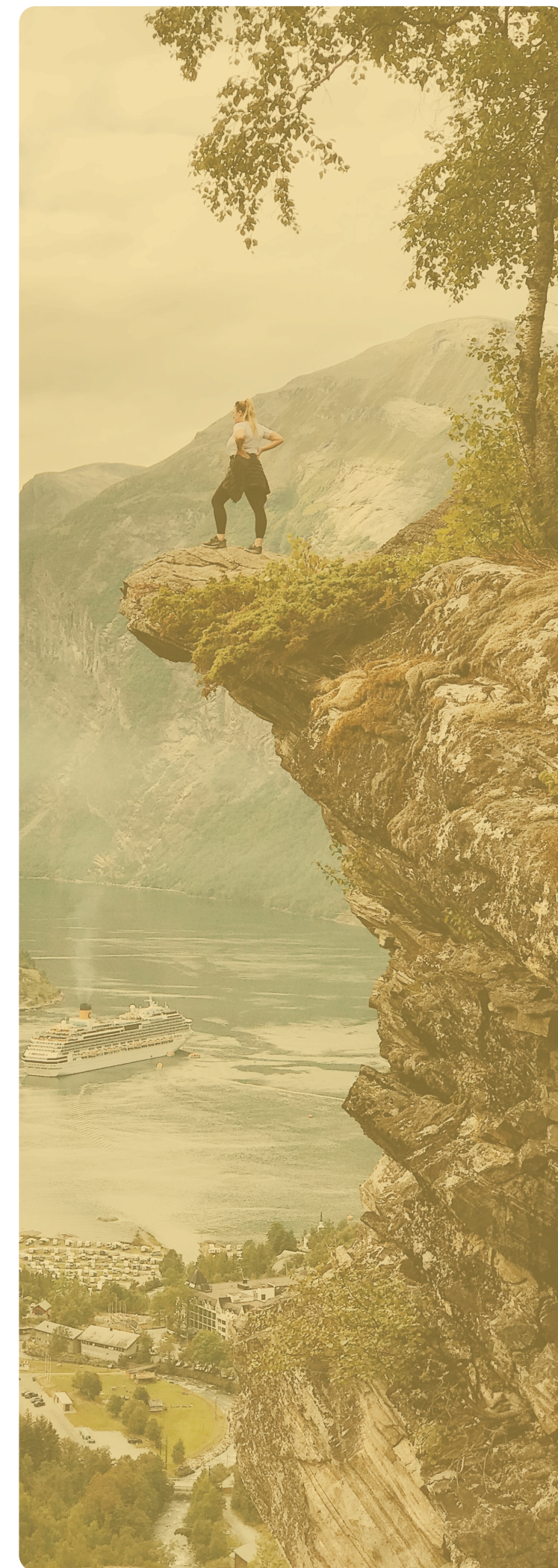
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Chapter One

The Rationale For, And the Different Approaches Used for Planning and Development in the Travel, Tourism and Hospitality Industries

Learning Outcomes

1. Evaluate the rationale for, and the different approaches used for planning and development in the travel, tourism, and hospitality industries.
2. Explain the need for planning in the travel, tourism, and hospitality industry and how it benefits different stakeholders.
3. Explain pros and cons of public/private sector tourism and hospitality partnerships.
4. Critically evaluate the different approaches to planning and development in the travel, tourism and hospitality industries.



The Need for Planning

Sustainable Resource Management

- Planning ensures that natural & cultural resources are used responsibly.

Minimising Negative Impacts

- Poorly managed tourism can cause overcrowding, pollution, and loss of cultural identity.

Improving Visitor Experience

- Helps to increase visitor satisfaction and repeat visitation.

Supporting Economic Growth

- Tourism planning helps destinations maximise the economic benefits of tourism.

Crisis and Risk Management

- Having a crisis management plan can reduce losses and speed up recovery.

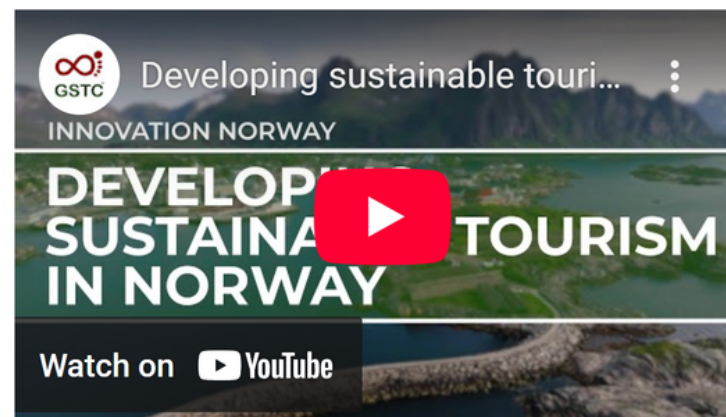
Benefits for Different Stakeholders

Stakeholder	How Planning Benefits
1. Local Communities	Creates local jobs, protects culture, and keeps tourism benefits in the community.
2. Government & Planners	Sets a clear policy for infrastructure, investment, and sustainable resource use.
3. Tourism Businesses	Helps spot target markets, predict demand, & build visitor-ready products that earn.
4. Tourists	Provides safe, accessible, high-quality attractions.
5. The Environment	Protects nature, reduces waste, via eco-tourism and certification.

Class Activity

Act. 1

Watch the YouTube video:



Title: Developing sustainable tourism in Norway.

Duration: 3.52 mins

Act. 2

1. Discuss how tourism planning benefits at least two stakeholder groups (e.g., local communities, tourists, businesses, or government).

2. Evaluate what might happen if planning was not in place or not effectively managed.

Public–Private Sector Partnerships in Sustainable Tourism

- Public and private partners plan, develop, and manage tourism initiatives.
- Balance economic growth with social and environmental responsibility

Sustainability Impact

- PPPs can **balance** economic, environmental, and social goals — ensuring that tourism benefits communities while preserving destinations for future generations.

Pros	Cons
Shared funding and reduced public expenditure.	Risk of private profit overshadowing community and environmental needs.
Increased innovation and operational efficiency.	Possible lack of transparency or unequal power balance.
Job creation and local economic benefits.	Can cause overdevelopment or displacement of communities
Stronger destination management and marketing capacity.	Dependence on private investment may reduce public control.

Class Activity

Act. 1

Research a real-world example of a public–private partnership in tourism or hospitality (for example, a national park, heritage site, or eco-resort).

- Identify the key stakeholders involved.
- Describe one advantage and one disadvantage of the partnership.

Explain how it contributes to sustainability in the destination

Act. 2

Watch the YouTube video:



Title: Sustainable Tourism as a Force for Good

Duration: 11.05 mins

Approaches to Planning at Different Levels

	Key Approaches	Strengths	Limitations	Example
1. International-Level Planning	International certification schemes	Encourages countries to adopt best practices	Global policies may not address local cultural or environmental complexities.	UNESCO World Heritage Sites like Angkor Wat get conservation support, but tourism can strain them, highlighting the need for strong local enforcement.
2. National-Level Planning	National tourism strategies (e.g. long-term sustainable tourism plans)	Can promote sustainable tourism through national eco-certification and conservation laws.	Policies may prioritise economic growth over sustainability.	Costa Rica's CST program promotes sustainability in tourism by urging hotels and tour operators to reduce environmental impact and support local communities .
3. Regional-Level Planning	Land-use planning and zoning	More responsive to environmental concerns and local businesses	Regional authorities may have limited budgets compared to national governments.	Bali introduced zoning rules to protect rice terraces and cultural landscapes from hotel development, preserving the environment and cultural identity.
4. Local-Level Leveling	Partnerships between residents, businesses, and local government	Encourages sustainable practices tailored to site-specific needs.	Local communities may lack resources or expertise.	Bwindi Impenetrable National Park manages gorilla trekking with community partnerships, sharing revenue to support conservation and reduce poverty. This shows how local-level planning can successfully balance tourism with environmental protection.

Approaches to Sustainable Tourism Development

- Carrying capacity controls to prevent overcrowding
- Environmental Impact Assessments (EIAs) for new developments
- Community consultation to ensure local benefits
- Green infrastructure (renewable energy, waste reduction)
- Conservation-based tourism (national parks, marine reserves)
- Diversification to avoid over-reliance on tourism



Class Activity

Act. 1

Create a **four-column table** with the headings:

- International
- National
- Regional
- Local

For each level, write:

- One key planning approach
- One strength
- One limitation
- One real example (use those provided or choose your own)

In one short paragraph (5–6 sentences), **answer the following question:**

Which level of planning do you think has the biggest impact on sustainable tourism development and why?

Support your answer with examples from the content.

Act. 2

Watch the YouTube video:



Title: Teaching sustainability

Duration: 3.14 mins

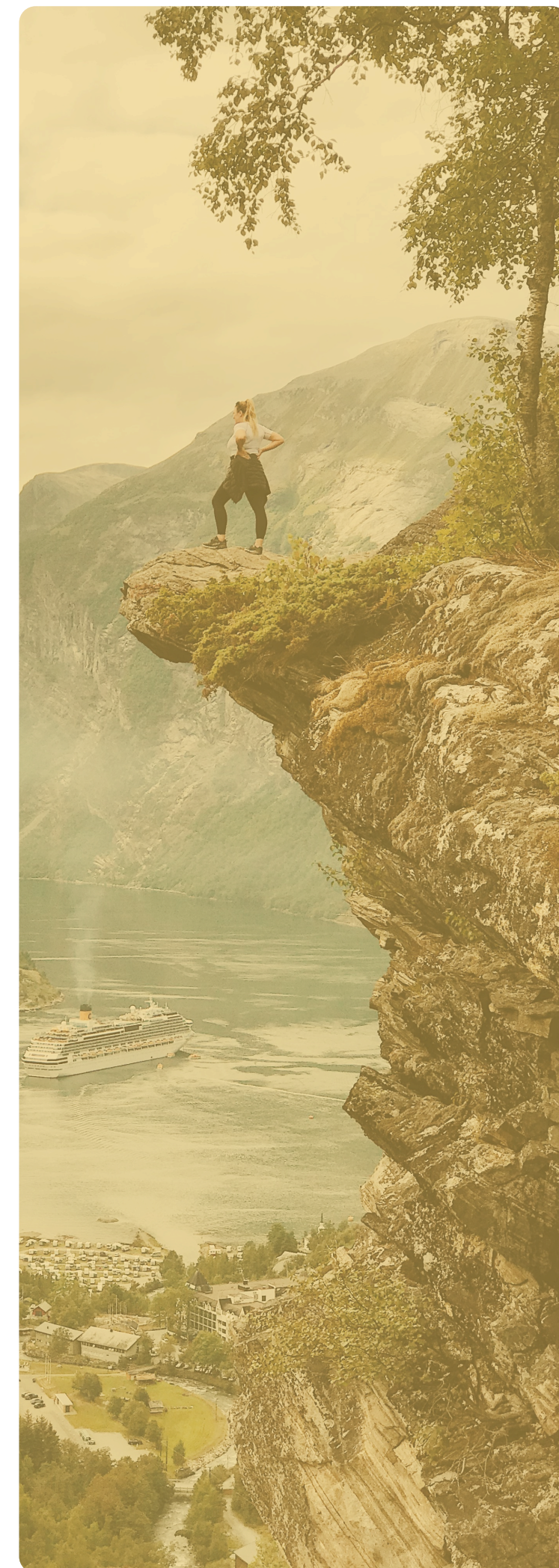
Chapter Two

The Concept of Sustainability and the Plan to Achieve Sustainable Tourism and Hospitality



Learning Outcomes

1. Understand the concept of sustainability and the plan to achieve sustainable tourism and hospitality
2. Explain the concept of sustainability in tourism and hospitality development
3. Describe the different stages of planning for sustainable tourism and hospitality organisations
4. Analyse the factors that may prevent the development of sustainable tourism and hospitality and how these are managed



The 3 Central Pillars of Sustainable Development

1. Environmental Sustainability (Planet)

- Focuses on minimising a company's negative environmental impact

2. Societal Sustainability (People)

- Ensures tourism development supports local communities, respects cultural traditions, and enhances the well-being of residents.
- **Social sustainability** involves considering the interests of employees, customers, and communities

3. Economic Sustainability (Profit)

- Ensures tourism provides long-term economic benefits without damaging the destination.
- **Economic sustainability** - conducting business ethically, maintaining transparency, and contributing to growth while being profitable.
- The triple bottom line (TBL) is a sustainability framework that measures a business's success in **three key areas: profit, people, and the planet** (see Figure 1).

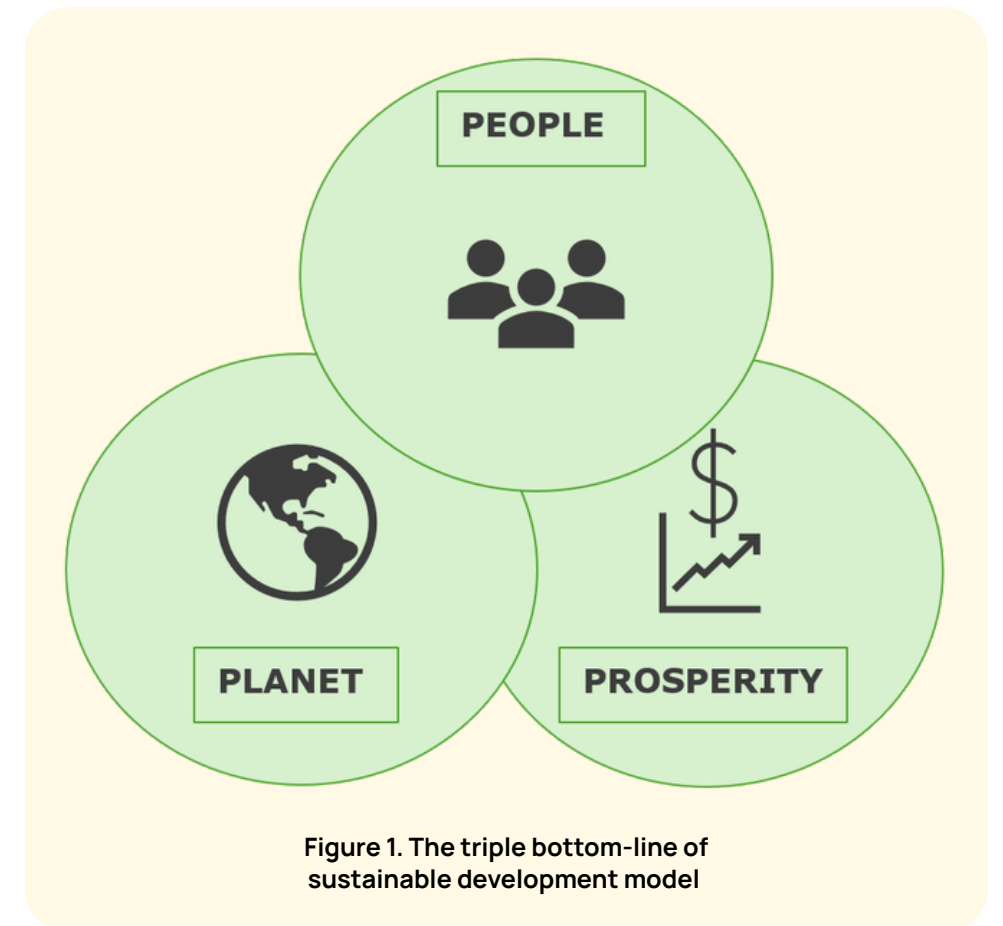
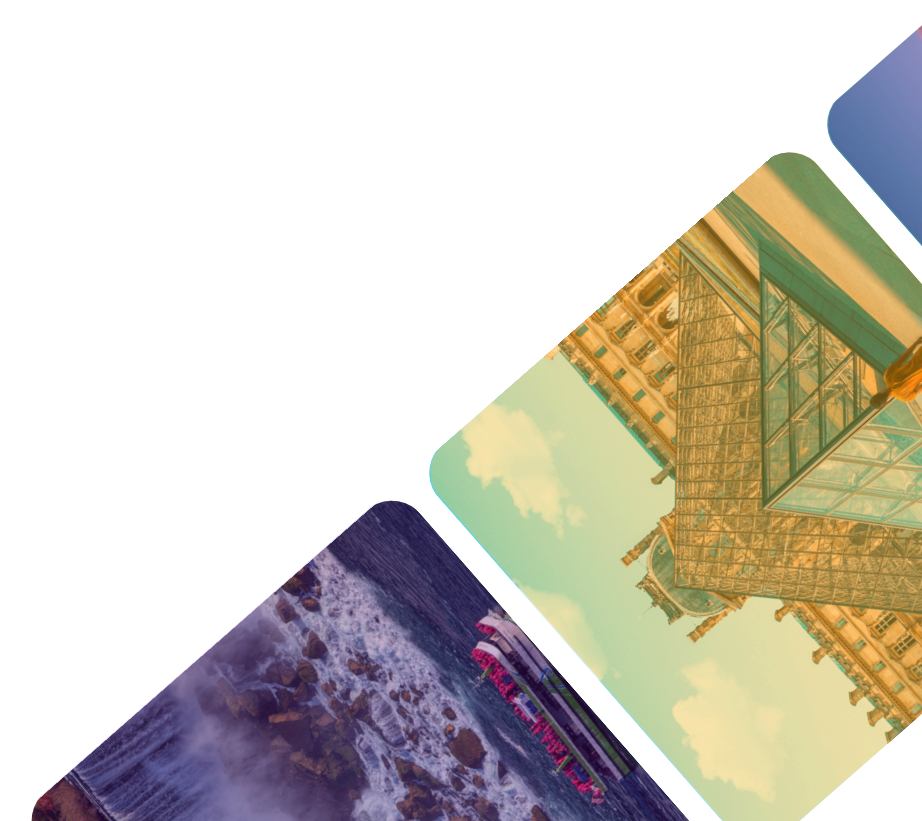


Figure 1. The triple bottom-line of sustainable development model

Why Sustainability Matters in Tourism and Hospitality

- Protects attractions for future generations
- Enhances visitor experience and satisfaction
- Supports local economies and communities
- Reduces environmental degradation and climate impacts
- Strengthens destination competitiveness
- Improves global reputation and responsible branding



Stages of Planning for Sustainable Tourism and Hospitality Organisations

1. Situation Analysis (Understanding the Current Context)

- Analysing current visitor trends, resource use, and environmental impacts.
- PESTLE, SWOT, stakeholder consultation

2. Setting Sustainable Goals and Objectives

- Provide direction and measurable targets aligned with sustainable development principles.

3. Developing Strategies and Action Plans

- Organisations create practical strategies to achieve their sustainability goals.

4. Implementation of Sustainable Practices

- The strategies and plans are put into practice across the organisation.

5. Monitoring and Evaluation

- After implementation, organisations track progress and assess the effectiveness of their sustainability strategies.

6. Review and Continuous Improvement

- Sustainability planning is an ongoing process. Based on monitoring results, organisations review their strategies and make changes.



Why These Stages Matter

- Reduce negative environmental impacts
- Improve operational efficiency
- Build strong community relationships
- Enhance destination resilience
- Deliver meaningful and responsible visitor experiences
- Improve competitive advantage through sustainability branding

Barriers to Sustainable Development

	What prevents sustainability?	How this is managed:
1. Economic & Financial Barriers	High costs of sustainable technologies, limited funding, short-term profit focus, reliance on mass tourism.	Grants, incentives, public-private partnerships, sustainability certification schemes, diversification of tourism products.
2. Lack of Awareness, Skills & Education	Staff, communities, and visitors may not understand sustainability or know how to implement it.	Training programmes, staff development, visitor education, industry workshops, sustainability guidelines.
3. Weak Governance & Regulation	Poor enforcement, weak environmental laws, corruption, conflicting policies, lack of political will.	Stronger regulations, zoning, licensing, transparent governance, support from international bodies (e.g., UN Tourism, UNESCO).
4. Social & Community Challenges	Exclusion from decisions, unequal benefit distribution, cultural disruption, resistance to change.	Community-based tourism (CBT), revenue-sharing, cultural preservation initiatives, stakeholder consultation.
5. Environmental Pressures	Overuse of resources, pollution, habitat loss, climate change impacts.	Carrying capacity limits, EIAs (Environmental Impact Assessments), green infrastructure, climate adaptation strategies.
6. Lack of Integrated Planning	Fragmented decision-making, poor coordination across planning levels, competing interests.	Integrated destination planning, collaboration platforms, multi-level planning (international-national-regional-local).
7. Visitor Behaviour & Demand	Demand for cheap travel, convenience, mass tourism, seasonal peaks.	Responsible visitor campaigns, incentives for eco-friendly behaviour, spreading visitor demand, capacity management.

Class Activity

Act. 1

Why is effective planning important for overcoming barriers to sustainable tourism development?

Act. 2

Which barrier do you think is the most difficult to manage, and why? Use an example from your chosen destination to support your answer.



Chapter Three

Analyse the Issues that Impact the Planning and Development of Sustainable Tourism and Hospitality



Learning Outcomes

1. Analyse the issues that impact the planning and development of sustainable tourism and hospitality
2. Analyse the effects of balancing supply and demand in travel and tourism and hospitality industries
3. Assess the conflicts of interests involved in developing tourist destinations and the methods used to resolve these conflicts
4. Explain ethical issues in the context of tourism and hospitality management.



Effects of Balancing Supply & Demand

	Balanced	Not Balanced
1. Effects on Environmental Sustainability	Reduced environmental pressure on natural resources	Overcrowding at attractions leading to erosion, habitat destruction, and waste
2. Effects on Economic Sustainability	Efficient use of accommodation and transport capacity	Off-season underuse leading to business closures and job losses
3. Effects on Social and Community Wellbeing	Improved relationships between residents and tourism businesses	Improved relationships between residents and tourism businesses
4. Effects on Visitor Experience	More meaningful, enjoyable, and authentic experiences	Attraction damage impacting visitor experience

Class Activity

List **two examples** where demand exceeds supply or supply exceeds demand in your chosen destination or organisation.

Write **one sentence** explaining why each example creates a problem.

TIP: Consider: overcrowding, staff shortages, seasonal peaks, limited accommodation, low-season empty capacity, lack of transport services.

Strategies to Balance Supply and Demand

- Capacity limits
- Seasonal pricing and promotions
- Diversifying attractions
- Infrastructure improvements
- Marketing strategies targeting off-peak periods
- Investment in staff training
- Sustainability certification



Conflicts of Interest in Destination Development

	The Conflict	Examples	Resolution
1. Economic vs Environmental Interests	Large-scale tourism developments (e.g. resorts, airports) can cause habitat loss, pollution, and overuse of natural resources.	Coastal hotel developments damaging coral reefs.	Environmental Impact Assessments (EIAs) before approving developments.
2. Government Interests vs Local Community Needs	Local communities may experience displacement, loss of land, cultural disruption, increased living costs, or limited benefit-sharing.	Cultural erosion as communities adapt to tourist preferences.	Revenue-sharing agreements ensuring profits support local schools, healthcare, and infrastructure.
3. Tourist Expectations vs Destination Sustainability	Overconsumption by visitors can place strain on local water supplies, energy use, and waste systems.	Visitors wanting unrestricted access to fragile natural or cultural sites.	Eco-certification for hotels and attractions encouraging sustainable operations.
4. Private Sector Profit vs Public Interest	Investors may push for rapid development with limited regard for sustainability.	Theme parks and resorts exceeding local infrastructure capacity.	Partnerships between government and industry to align profit with sustainability goals.
5. Cultural Preservation vs Commercialisation	Commercialising culture for tourists may lead to loss of authenticity or exploitation of cultural practices.	Traditional ceremonies being altered for tourist entertainment.	UNESCO cultural preservation programmes.

Class Activity

1. Identify a Conflict

Write one example of a conflict of interest in your chosen destination. (**Examples:** tourism vs environment, government vs community, tourists vs residents.)

2. Describe the impact.

In 2–3 sentences, explain how this conflict affects:

- the destination
- the local community
- sustainability

3. Suggest a Solution

Suggest one method that could help resolve the conflict (**e.g.**, zoning, community-based tourism, EIAs, visitor caps, revenue-sharing).

Write 1–2 sentences explaining why this method would be effective.

Class Activity

Watch the YouTube video:



Title: Ethical tourism

Duration: 16.21 mins

1. Ethical Treatment of Local Communities

- Tourism can bring jobs and income, but also displacement and cultural disruption.

2. Environmental Ethics

- Tourism can put pressure on natural environments

3. Fair Labour and Staff Welfare

- Hospitality jobs often involve low pay and long hours.

4. Guest Rights and Safety

- Transparency, strong safety procedures, and fair treatment are essential.

5. Cultural Respect

- Tourism can preserve or exploit cultural heritage.

6. Animal Welfare

- Unethical practices with animal encounters

7. Ethical Marketing and Tourist Responsibility

- Destinations must market themselves honestly and encourage tourists to behave responsibly.

