PLANNING MODELS

Basic Planning Model – the most basic planning sequence by the British planning pioneer Patrick Geddes

1. Survey – involves data and information gathering
2. Analyze – analysis of data collected and detection of trends that are likely to occur or continue in the future
3. Plan – taking into account the facts and interpretations derived from the first two steps.

Systematic Planning Process (by Brian McLoughlin)

1. Decide to adopt planning
2. Set Goals and Objectives
3. Study Courses of Action
4. Evaluate Courses of Action (Cost-Benefit Analysis)
5. Select Course of Action
6. Monitor Result

The information is then fed back to step #2 and used to modify or adjust the plan. Because of this loop, this can be said that this planning process is a cycle.
Rational Planning Model – most popular planning approach. Also known as Synoptic Planning and Comprehensive Planning, this approach was emulated from the urban planning tradition. This model appears to be an elaborate version of McLoughlin’s model.

1. Identify the problem
2. Identify the goals (or goals)
3. Collect background data
4. Identify guidelines for assessing alternative plan scenarios
5. Identify alternative plan scenarios, including policies and guidelines, to achieve the goal.
6. Assess alternative plan scenarios using the pre-defined assessment guidelines.
7. Select the preferred alternative
8. Implement the plan
9. Monitor, evaluate, and revise the implementation
10. Identify new problems and begin with the process again.

Although this is a step-by-step procedure, it is actually a cycle as denoted by step #10.
TRREC “VICE” Planning Model – New Zealand’s Tourism Recreation Research and Education Center (TRREC) presents a model that emphasizes the interest of Visitors, Industry, Communities and Environment (VICE). In this model, these four major stakeholders are able to provide “inputs” into the local tourism planning framework.

Tourism Planning Process in the National Tourism Development Plan – derived form the section of the Philippines Tourism Development Plan for 2011 to 2016 is as follows:

1. Situation Analysis – analysis of natural and cultural resources, tourism infrastructure, transportation accommodation capacities, tourism administration and governance, trends in tourism arrivals and receipts, and identifies SWOT.

2. Goals, Vision, and Strategies Directions –
   ✓ Goal – to have an environment and socially responsible tourism that delivers a more widely distributed employment and income opportunities.
   ✓ Vision – to be a must-experience destination in Asia.
   ✓ The three main Strategic Decisions – to improve market access and connectivity, develop and market competitive tourist destination and products, and improve institutional governance and human resource capacities.
3. Action Plan/Timeline – detailed listing of specific activities over a five-year period.
4. Cost Estimates/Budget
5. Implementation Mechanism/Destination Management Framework

UNWTO Tourism Planning Model
There are five basic steps in crafting a tourism development plan:
1. Study Preparation
2. Background Research and Documentation
3. Objectives
4. Strategies
5. Report Writing and Presentation

Ecotourism Planning Model – DENR Administrative Order No. 2013-19 states that the Guidelines on Ecotourism Planning and Management in Protected Areas. The Guidelines provide the basic steps in ecotourism planning.
Site Assessment

a. Preliminary Site Evaluation (PSE) – it is assumed that the protected area has already undergone a site evaluation as a requirement for the preparation of the Protected Area Management Plan.

b. Full Site Assessment (FSA)

   Full Site Assessment will involve the following methods:
   1. Review of existing data
   2. Field Work
   3. Interviews of key informants, such as tourist, government workers in the PA, academic and scientific researches, people involved in projects in the area, etc.
   4. Questionnaire and Surveys
   5. Consultative Meetings and Workshops
   6. Preparation of an FSA Report which shall cover natural resources; cultural resources; protected area management; visitor pattern, activities and infrastructure; tourism plans and policies; communities; partnerships; marketing and promotion; and opportunities and threats.
Ecotourism Plan
1. Site profile
2. Tourism Situation
3. Issues and concerns of developing and sustaining ecotourism
4. Ecotourism planning for the site
5. Vision, goals and Objectives
6. Component Strategies:
   a. Zoning – identifies where specific activities will take place.
   b. Visitor site plan and design – consists of a detailed, large-scale map of the specific map where ecotourism activities occur.
   c. Sustainable facilities design – requires that structures and associated activities are “fully integrated and in harmony with the ecosystem and its environmental features.”
   d. Visitor management – to minimize the negative impacts resulting from unrestrained visitor activity and to create and maintain opportunities for visitors to view, experience, learn about, and appreciate their natural and cultural heritage.
   e. Revenue Generation
TOOLS AND DATA REQUIREMENTS FOR TOURISM PLANNING

The main tools that can be used for the situation analysis are published toolkits, websites, government document, statistical reports, and existing plans.

Situation Analysis – this section of tourism plan is carried to establish where the destination stands in terms of:

1. Socio-economic situation
2. Land Use
3. Infrastructure
4. Tourist Attractions
5. Visitors
6. Existing Plans and Programs

Tools for Situation Analysis

- SWOT Analysis – it is a grid used to identify and organize internal and external factors that have potential to affect your destination.
Strengths – these include all things your destination is best in, as well the controllable factors.

Strengths can be developed around aspects of the destination that are:

✓ Unique
✓ Excellent
✓ Authentic
✓ Indigenous
✓ Original
✓ Historic
✓ Have Superlative Characteristics

Strength can be the basis for the destination’s:

✓ Comparative Advantages – is an attribute of the destination that gives it a distinct edge over other places in a particular aspect of tourism.
✓ Competitive Advantages – are what people can do to make use of the competitive advantage or offset a weakness.

Weaknesses – these are internal factors that are under your control but need improvement.
 Opportunities – these are external factors that can enhance the viability of destination.
 Threats – these are uncontrollable factors that could place your destination at risk.

Aside from the SWOT Analysis, you may also use:

- PEST (political, economic, socio-cultural, technological) – a tool for analyzing the macro-environmental forces that affect tourism in the destination.
- Butler’s Tourism Area Life Cycle (TALC) – can help identify the stage of the life cycle a destination is in.
- Ansoff Matrix – a tool for analyzing whether a destination is facing a challenge of market development, product development, or both.
- Boston Consulting Group (BCG) Growth-Share Matrix – a portfolio planning model for categorizing products into star, problem child, cash cow or dog, with implication on whether to harvest, maintain, or divest the product.
- VRIO Model – a tool that analyzes tourism resources in terms of their Value, Rarity, Inimitability and being Organized.
Evaluation Tool for Tourism Attraction and Sites
The major criteria for evaluating attractions with DOT-JICA scoring range of 4 (excellent), 3 (good), 2 (fair), and 1 (poor)

<table>
<thead>
<tr>
<th>Major Criteria</th>
<th>Sub Criteria</th>
<th>Scoring Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourist Appeal</td>
<td>Uniqueness</td>
<td>4: One of a kind&lt;br&gt;3: 2 to 3 similarities&lt;br&gt;2: 4 to 5 similarities&lt;br&gt;1: 6 or more attractions</td>
</tr>
<tr>
<td></td>
<td>Historical Value</td>
<td>4: 100 years or more&lt;br&gt;3: 50 to 99 years&lt;br&gt;2: 11 to 49 years&lt;br&gt;1: 10 years or less</td>
</tr>
<tr>
<td></td>
<td>Socio-cultural Value</td>
<td>4: very important&lt;br&gt;3: important&lt;br&gt;2: less important&lt;br&gt;1: no importance</td>
</tr>
<tr>
<td>Major Criteria</td>
<td>Sub Criteria</td>
<td>Scoring Range</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Tourist Appeal</td>
<td>Natural Aesthetic</td>
<td>4: all natural excellent&lt;br&gt;3: 1 to 2 enhanced structure&lt;br&gt;2: 3 to 4 enhanced structure&lt;br&gt;1: 5 or more enhanced structure</td>
</tr>
<tr>
<td></td>
<td>Presence of Visitor Traffic</td>
<td>4: 100,000 or more per annum&lt;br&gt;3: 50k to 99,999 per annum&lt;br&gt;2: 1k to 49,999 per annum&lt;br&gt;1: no record</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Distance</td>
<td>4: 0 to 10km&lt;br&gt;3: 11km to 20km&lt;br&gt;2: 21km to 30km&lt;br&gt;1: 31km and above</td>
</tr>
<tr>
<td></td>
<td>Travel Time</td>
<td>4: within 1 hour&lt;br&gt;3: more than 1hr to 2hrs&lt;br&gt;2: more than 2hrs to 3hrs&lt;br&gt;1: more than 3hrs</td>
</tr>
<tr>
<td>Major Criteria</td>
<td>Sub Criteria</td>
<td>Scoring Range</td>
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<tr>
<td>------------------------</td>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Type of Road</td>
<td>4: paved (asphalt or concrete)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3: all weather (no potholes)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2: all weather (with potholes)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1: no road</td>
</tr>
<tr>
<td></td>
<td>Means of Transportation</td>
<td>4: anytime</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3: scheduled</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2: by chance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1: none</td>
</tr>
<tr>
<td>Activities and Products</td>
<td></td>
<td>4: with 4 or more tourism activities or products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3: with 3 tourism activities or product</td>
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<tr>
<td></td>
<td></td>
<td>2: with 2 tourism activities or product</td>
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<tr>
<td></td>
<td></td>
<td>1: with 1 tourism activities or product</td>
</tr>
<tr>
<td>Facilities and Services</td>
<td></td>
<td>4: with 6 or more tourism facilities and services</td>
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<tr>
<td></td>
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<td>3: with 4 to 5 tourism facilities and services</td>
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<tr>
<td></td>
<td></td>
<td>2: with 2 to 3 tourism facilities and services</td>
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<tr>
<td></td>
<td></td>
<td>1: with at least 1 tourism facilities and services</td>
</tr>
</tbody>
</table>
Evaluating Criteria for Designating Tourism Development Areas

For the purpose of designing a TDA, the facilities located in the places will be evaluated on the basis of:

✓ Transportation
✓ Tourism Service Facilities
✓ Accommodation Establishment (AE)
✓ Infrastructure

The required data for this evaluation are:

1. Inventory of tourism attraction
2. Number of rooms by type of AE
3. Development plan of LGU
4. Maps showing location, network or service areas of infrastructure
Target Setting Methods
The local tourism plan indicates future targets for:

a. Tourist arrivals - can be based on average growth rate during the past seven years
b. Number of rooms
c. Number of jobs generated – are based on the assumption that in general terms, 3 to 5 people are employed directly and indirectly for every room of an accommodation establishments.
Components of Tourism Master Plan
A tourism master development plan may contain the following elements:

1. Gender and Development
2. Product Development
3. Infrastructure Development Plan
4. Site Plan (facilities)
5. Marketing Plan
6. Human Resource Development Plan
7. Investment Plan

Each section must contain its own situation analysis, statement of objectives, strategies, action plan and budget.
STUDY QUESTIONS:
1. What are the different models of planning?
2. How does Ecotourism planning differ from the mainstream tourism planning?