

Tourism Enterprise Development and Market Linkages

This chapter covers

- The process of facilitating the development and promotion of tourism enterprises that will benefit mountain communities, especially the poor
- The concepts of value chain and business linkages and their uses in sustainable tourism enterprise development
- Facilitating a sustainable mountain tourism enterprise development process in a logical and structural way

Introduction: Enterprise Development in the Tourism Economy

In tourism many of the poorest countries have a comparative advantage over developed countries as they have a wealth of natural and cultural tourism assets – culture, people, art, music, landscape, wildlife, and climate. This can generate employment and income for local communities, as well as contribute to the conservation of nature and culture. Promoting tourism enterprises and developing linkages between formal tourism sector businesses and mountain communities' micro and small tourism enterprises and informal economic activities is the key to generating revenue for mountain communities and minimising economic leakages. This chapter focuses on enterprise development at the tourism cluster level and the linkages between these enterprises and tourism markets (domestic and international).

Services and facilities in the sustainable tourism economy

As a complex service industry (see Chapter 5), tourism is dependent on a wide range of general and specialised services and facilities to fulfil the needs of tourists. A tourism industry chain begins with a tourist, includes travel agencies and tour operators, and ends with suppliers of services such as accommodation, transportation, and excursions.

Tourism enterprises are businesses that offer a range of services and facilities for tourists starting at the beginning of travel, or even before the tourist commences travel, through to the end. Services and facilities are classified as either infrastructure or superstructure.

Infrastructure refers to the basic facilities and services such as transportation and roads, airline services, airports, water supplies, electricity, sewage, hospital and medical services, security services, communication facilities, telephones, and post offices. The government is mostly responsible for the development of infrastructure.

Superstructure refers to those facilities and services that are created by the private sector and communities to support the tourism industry such as different kinds of accommodation, food and beverages, catering services, excursions, transportation services, and various other specialised services that cater to the demands of tourists.

The following services and facilities are considered essential for sustainable mountain tourism:

- Travel agencies, tour operators, and outfitters
- Transportation to and from destinations (air, sea, land), and within the mountain destinations itself (yak, horse, pony)
- Accommodation (hotels, resorts, lodges, home stays, camping)
- Excursions, entertainment, and recreational activities (trekking, rafting, wildlife and bird viewing, horse riding, sports, cultural shows, nature and culture heritage sightseeing, and so on)
- Catering, food, and beverage services (teahouses, restaurants, bars, pubs, and bakeries)
- Information, interpretation, and communication (guidebooks, websites, tour guides, information boards, Internet cafes, telephones, and so forth)
- Other services (portering, shopping, souvenir and gift outlets, money exchanges, banks, security, and medical and mountain rescue services)

The development of mountain tourism enterprises and ancillary local economic activities is highly dependent upon the demand for and promotion of mountain tourism products, attractions, and the place itself, and vice versa. The development and marketing of mountain tourism products and tourism enterprises, therefore, should go together as mountain tourism is a package of tourism attractions or products and tourism enterprises.

Step-by-Step Guide to Sustainable Mountain Tourism Enterprise Development

Mountain tourism value chains

The concept of a value chain is a useful instrument in order to see where and how money is flowing in a tourism economy, and thus where the main opportunities for enterprise development lie. Mountain tourism value chains describe the full range of mountain tourism activities (and the different tourism actors involved) that are required to bring a tourism product or service from conception, through the different phases of production (involving a combination of physical transformation and inputs from various tourism producers), to delivery to the final consumers (tourists). By gaining insight into where tourist expenditure goes, niches of where poor people can earn income from tourism can be identified, providing a sound basis for commercially viable tourism enterprise development. More information about tourism value and supply chains and how they can be used as an enterprise development tool, or more general tool for strategic planning and orientation, can be found in Volume 2 (Tool 16).

Mountain tourism enterprise development through value chains

The development of tourism enterprises in mountain areas can be characterised by the following:

- **Demand-led:** The development and supply of tourism products or services are motivated by choice and demand from tourists;
- **Supply-led:** The development and supply of tourism products or services are motivated by producers who decide to offer tourism products or services seeing the potential for demand; and
- **Induced by environment:** The development and supply of tourism products or services is motivated by government regulation or social pressure to produce mountain tourism products and services.

The development and sustainability of mountain tourism enterprises should be initiated from within the tourism chain itself by strengthening the tourism value chain and can be stimulated by development interventions in the tourism environment. In order to identify opportunities for interventions that develop sustainable mountain tourism enterprises in mountain areas, a thorough analysis of the value chain is the suggested first step before designing any intervention to develop tourism enterprises in mountain areas.

A tourism product and service demand chain and environment analysis helps to identify opportunities and constraints in the tourism value chain(s). It gives direction to the design of strategies to strengthen the tourism value chain(s) focused on the mountain poor. By knowing where the money flows in a tourism economy, commercial viable opportunities can be identified where the poor can gain income from tourism. In order to assess a tourism value chain, it is important to identify tourism actors and factors, and constraints and opportunities.

1. **Identify and assess tourism sector actors and factors:** such as national and international private tour operators, travel agencies, local tour operators, transport service providers, guides and porters, accommodation providers, excursion organisers, authorities that provide permits to mountain areas, other ancillary service providers, local community people, and others. Tourism sub-sector mapping is a useful tool for assessing the tourism value chain.
2. **Identify constraints and opportunities:** assessing how tourists travel through the chain to reach the mountain tourism destination helps to identify constraints and opportunities within the value chain. For example, it is useful to identify whether or not principal actors, such as tour operators, travel agencies, and trekking agencies, have strong backward linkages with local tour operators, communities, guides, transport service providers, accommodation providers, and other excursion organisers; whether there is a linkage between accommodation providers and local farm produce, such as vegetables, fruit, eggs, and meat; and whether there are linkages with cultural groups, local transportation service providers, tourism ancillary enterprises, such as craft and souvenir shops, and so on.

Constraints can be in the area of policy or relate to the environment (favourable or unfavourable) and include things as requirements for tour and trekking permits and visa processes. Other constraints can include, for instance, a lack of basic infrastructure or security. The capacity of local people to provide services and facilities can also be a constraint.

While assessing the value chain from the perspective of mountain tourism, the following questions should be asked:

- Is there the possibility of forward and backward linkages?
- Do principal actors – tour and travel operators – have sufficient information on mountain tourism products, attractions, and destinations?
- Do tour operators have sufficient options when offering tourism products to their clients or tourists?
- Are tour and travel operators interested in mountain tourism products and destinations?
- What is the main interest of the tourists: the destination, excursions, facilities, attractions, and/or activities?
- What facilities and services can be offered to tourists to attract them to mountain tourism destinations?
- What are the existing facilities and services available in the mountain community? Are these facilities sufficient, up to the required standard, or unique? Where can they be improved?
- Where are the gaps in the supply and demand of services and facilities?

Target market analysis

It is the chicken or the egg question: should one start with a target market analysis (demand-led tourism development) or start by developing tourism products (supply-led tourism development) in order to develop tourism in destinations? Looking back on the history of tourism development in the Himalayas, the development of the tourism industry was initially mainly demand-driven. However, at the moment, sustainable mountain tourism development is increasingly supply-driven.

Aggressive marketing has become an essential factor in the promotion of tourism in today's competitive market. A detailed analysis of who the potential tourists or visitors to mountain tourism destinations are is an important first element in any strategy to develop mountain tourism enterprises.

In analysing (potential) target markets, the following elements should be considered.

Which are the target markets?

Mountain tourism implies mainly nature-based tourism, cultural tourism, ethnic and tribal tourism, or village lifestyle tourism. Sometimes the characteristics of target markets of mountain tourism might differ from those of general tourism markets. Box 9.1 identifies the tourism markets for Nepal.

Box 9.1: Identification of Tourism Markets for Nepal

Volume markets:	Bangladesh, India, Sri Lanka
Value markets:	UK, Japan, Netherlands, Germany, France, Spain
Potential markets:	China, Singapore, Malaysia, Thailand, South Korea, Russia
Domestic market:	Kathmandu and other metro residents

Source: NTB 2006

The followings are types of (potential) markets for mountain tourism:

- **High-end** international tourists who are bored with the usual package tours (e.g., tours to Pokhara, Chitwan, and usual trekking routes in Nepal) and seeking new and different destinations
- **Expatriates** living in metropolitan cities looking for holidays outside the city
- **High-end urban families** (domestic tourists) seeking a short holiday trip to villages to get away from the city life and to experience farmhouse lifestyles in a village environment
- **Low-income students and young urban population** who want to experience the rural life in a different environment during their free time
- **Students and researchers** visiting mountain areas for excursions, study, and research on sociology, anthropology, culture, ethnic groups, ecotourism, the environment, natural resources, birds and animals, and flora and fauna
- **International tourists** seeking an additional short or long-haul package
- **Free independent travellers** (FITs) for long-haul tours and trekking

Socioeconomic and demographic characteristics of the target market

As tourism enterprises are highly dependent on the target market's purchasing behaviour and interests, the target market's hobbies, demographic characteristics (such as age, sex, nationality, and sociocultural background), and economic characteristics should be thoroughly analysed.

Assess travel chain

More than half of the information on the target market can be collected through an assessment of the travel chain; information such as where the target market gets its information (e.g., from guidebooks,

websites, or travel agents), whether they come through organised tourism chains (international, national, and local tour operators) or whether they organise the trip themselves, and the mode of transportation required to reach the destination should be thoroughly assessed.

Knowing about tourists' holiday packages

The target market's holiday times, seasons, means of transportation, average length of stay, areas of interest in tourism activities, and possible desired services and products should be identified as much as possible to be able to offer suitable services, activities, and facilities. Marketing tools help to draw tourists to a location. Box 9.2 gives an example of marketing tools used by the NTB to attract tourists to Nepal.

Box 9.2: Tourism Promotion in Nepal

The Nepal Tourism Board uses a number of tools to attract tourists to Nepal and to stay informed about the market:

- Branding
- Production and distribution of information collateral
- Documentary production and broadcasting
- Participation in international travel trade fairs
- Familiarisation trips for press and members of the travel trade
- Web marketing (www.welcomenepal.com)
- Advertisement
- Informal gathering and networking of stakeholders
- Organising events and festivals
- Promotion through public relations' representatives and Nepalese embassies abroad
- Press releases through media centre
- Encourage promotion through 'word of mouth'
- Sales' missions, road shows, press conferences, tour operator meets

Source: NTB 2006

Market positioning and development of mountain tourism enterprises

Once the market (potential market) is defined, mountain tourism destinations, products, services, and facilities should be customised and developed. For the effective development, implementation, and management of mountain tourism, close collaboration and coordination between the private sector, governments, and local communities are essential. As mountain tourism is a compound product, it demands high levels of commitment, investment, and support services from different actors. The following investments are needed:

- **Government investment** in building roads, trails, and public toilets; providing telecommunications, electricity, drinking water supplies, sewage and sanitation, and tourist information centres; and in maintaining peace and security
- **Private sector and community investment** in the development of enterprises to provide facilities and services to tourists such as food, accommodation, tours, excursions, tourist product shops, tourist information centres, transportation to and from the destination, local transportation, entertainment and recreational activities, tourist information services, guide and porter services, and other services such as money exchanges, banks, medical, and rescue services
- **Institutional support** in the form of regulatory support for visas, trekking fees, trekking permits, standards and licensing requirements for hotels and travel agencies and for other services, education and training institutes, and programmes to develop human resources (guides, planners, managers, field workers), financial institutions to provide capital for investment in mountain tourism, marketing strategies, and promotional programmes to inform target markets about

mountain tourism products; organisational structures like government tourism offices, private sector tourism associations, community-based organisations, and community-based tourism associations are required to provide the above-mentioned support and – if they do not already exist – must be developed.

Figure 9.1 illustrates how these types of investment and support together form the basis for the development of a mountain tourism product or destination.

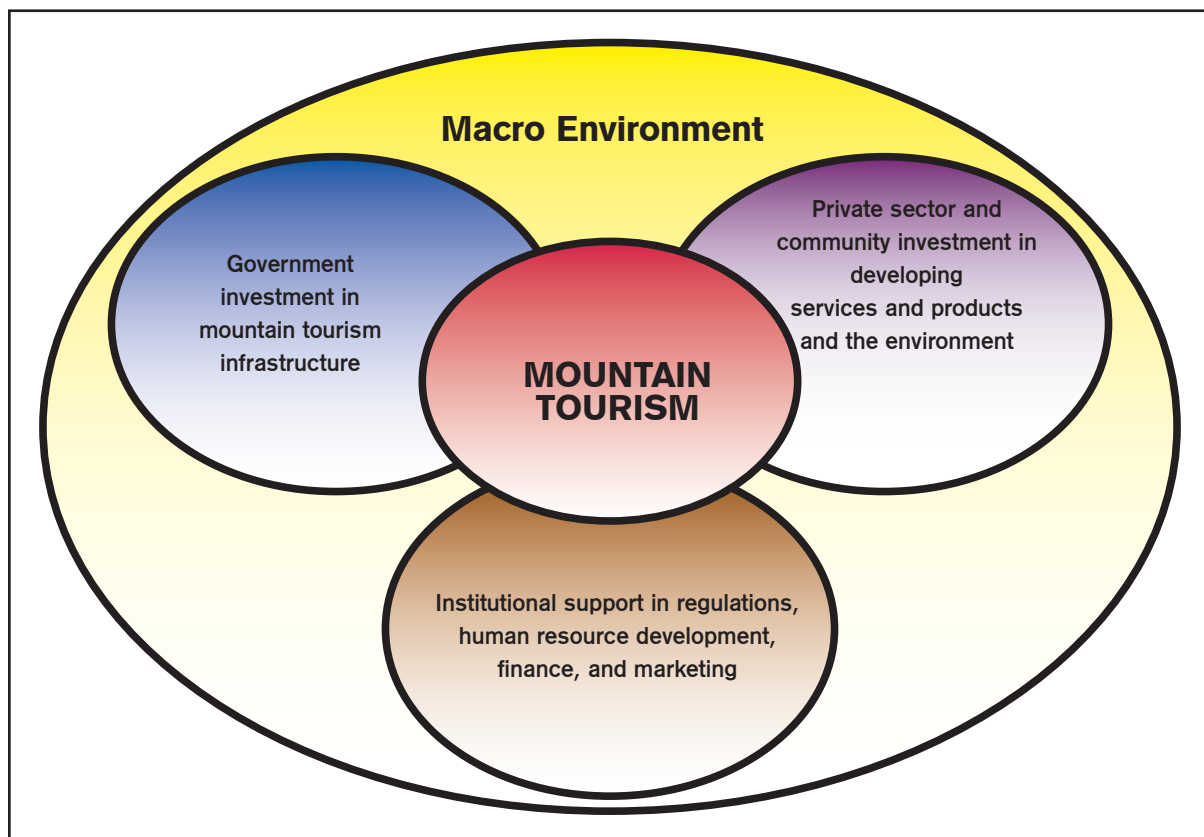


Figure 9.1: Development of a mountain tourism product or destination

When developing tourism enterprises and ancillary businesses, markets can be segmented in order to offer customised services and facilities. Before developing mountain tourism products, there must be clarity about the selling proposition of particular attractions or places or activities, which in turn helps to segment markets and develop services (marketing mix). As demand for mountain tourism products and services varies according to the type of tourist, their socioeconomic and cultural background, and nationality, services and/or products have to be developed and customised in terms of price, facilities, and quality to suit the tourist market. For example, to promote historic tourism in Lumbini, Nepal – the birthplace of Lord Buddha – tourism products and services should be developed and offered to tourists with an interest in history, archaeology, and Buddhism. Based on the main attractions, other chain products and service enterprises should be developed. The more services (choices) offered, the longer the chain of products and services, the higher the level of tourist satisfaction and, hence, the higher the number of business transactions and benefits to the host community. Possible ways of analysing the market for developing mountain tourism include the following:

- Carry out a detailed assessment or rapid assessment of the mountain tourism market
- Collect information through the organised tourism chain (e.g., trekking agencies, tour operators, and travel agencies) on incoming tourists, their interest in tourism attractions, destination management, entertainment activities, length of stay, additional facilities, and demand for services and additional activities

- Conduct periodic discussions and meetings to share information with private tour operators, trekking agencies, guides, and industry associations about the range of mountain tourism products and packages offered by these private organisations (identifying the areas where demand for mountain tourism products can be created and possible additional services added) and to orient them on pro-poor sustainable mountain tourism – not only as their corporate social responsibility, but also as a marketing tool
- Gather information about FITs, backpackers, individual domestic tourists, students, and researchers to create a full picture of tourist demand
- Establish a feedback box at tourist information centres and market centres so that the local community can obtain information on tourist demands and suggestions
- Use media to carry out tourist demand surveys in city centres; this approach is also good for obtaining information about the additional demands of tourists who come through the organised tourism chain, group tourists, and from the young urban population, students, and high-end urban families
- Collection of feedback through emails and other correspondence
- Interaction with guides and porters about the demands of tourists

Looking at the overall tourism market, there is a relatively small niche market for mountain tourism. At the same time there is high growth potential for diversifying other facilities and services: for example, if nature trekking and touring to Dolpa is the main attraction (selling proposition) for nature lovers, the provision of other products (such as cultural tourism, white water rafting, and other activities, excursions, and services) expands the scope of tourism business in the area. A survey example about visitor interests in Lumbini is provided in Box 9.3.

Figure 9.2 shows the supply chain of possible tourism products and service enterprises, particularly in the context of mountain tourism destinations.

Box 9.3: Visitor Interests in Lumbini, Nepal

A visitor survey carried out in the Lumbini area, the birthplace of Lord Buddha, in March-April 2004, shows that more than 74 per cent of visitors were interested in visiting archaeological sites related to Lord Buddha. Visits to a Lord Buddha museum, evening dance and music, and locally-made crafts generated considerable interest. Rickshaw and bicycle tours and guided walks around the Lumbini area were also identified as interesting tourism products.

Developing the scope of mountain tourism in terms of creating economic and livelihood benefits for local, poor communities is the underlying theme of pro-poor sustainable mountain tourism. Hence, building the capacity of local communities to offer a range of services, facilities, and products is essential to maximise the tourism income for the poor and minimise economic leakages at the destination.

Mountain tourism enterprises' marketing mix

The promotion of mountain tourism enterprises depends on the marketing strategy of the mountain tourism industry as a whole. When packaging and offering mountain tourism packages, a thorough analysis of the following principal components of the tourism marketing mix is essential.

Supply side

Products and place: What attractions, major activities, excursions and entertainment, accommodation, other facilities, support services and amenities, such as health and rescue services, and security, are financially more suitable for attracting tourists and for the management of tourism services?

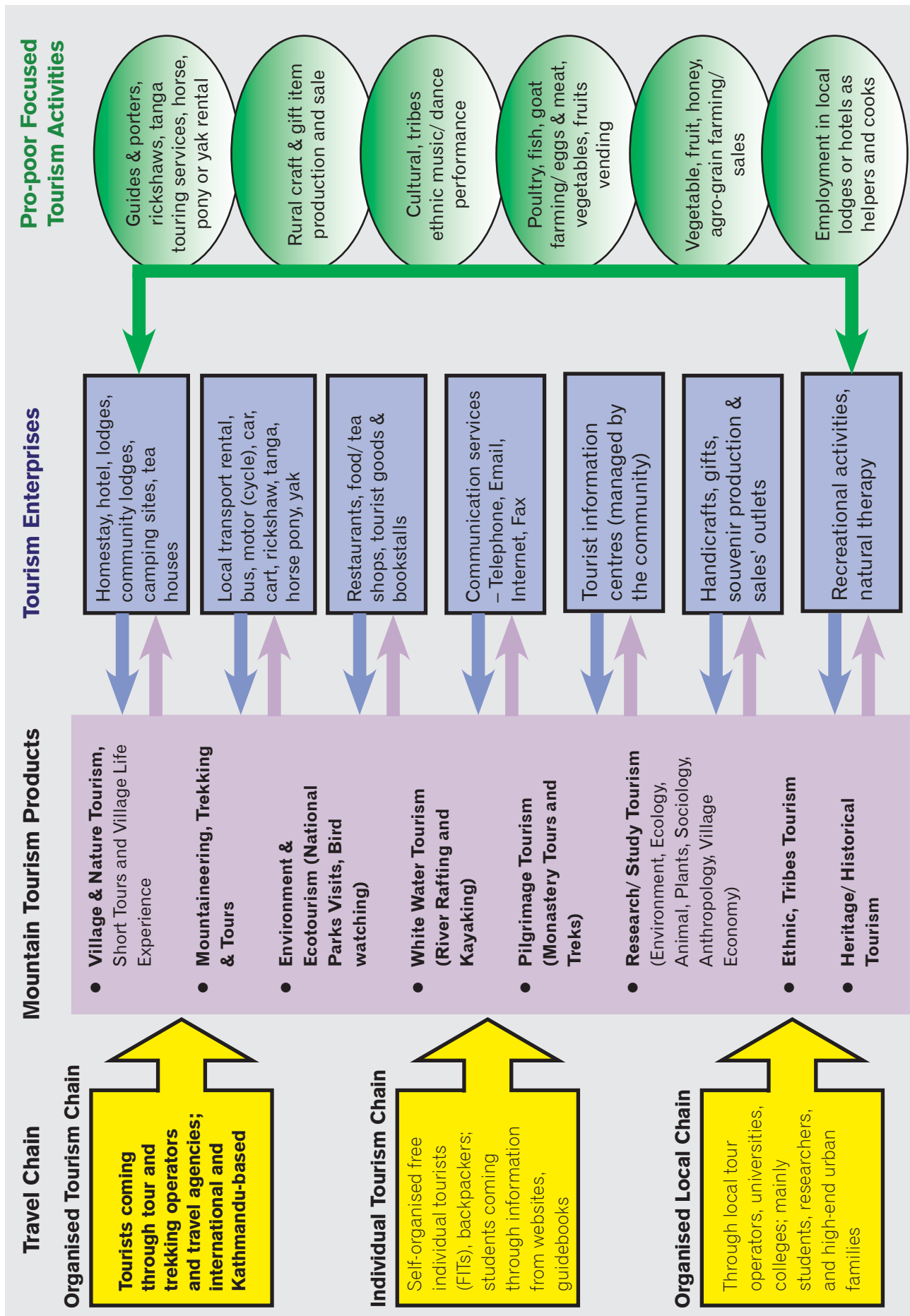


Figure 9.2: Mountain tourism products and services' chain

Place and accessibility: How do the targeted tourists travel to the destinations, i.e., by what means of transportation and service? Are there organised means of transport to mountain destinations?

Pricing: What should be the pricing strategy? Pricing depends on whether high-end or low-end, or domestic or international tourists are targeted. The pricing strategy for mountain tourism services might be influenced by partnership and collaboration with private tour operators.

Creating a moment of truth: Creating memorable events by offering more choice, quality, well-managed services, and warm hospitality is one of the winning strategies of the supply side of the tourism industry.

For the development of mountain tourism products and enterprises, partnership and collaboration with the private sector are highly recommended to ensure the commercial viability of tourism products. The following are different forms of partnerships that can be established:

- **Consortium** can be formed between the private sector and government to develop joint technology and joint services (public-private partnership, see also Chapter 12).
- **Joint venture** can be agreed between the community and private tour operators and travel agencies to bring together resources, skills, marketing information, and a 'corporate entity'.
- **Strategic alliance** can be formed with a long-term agreement between a large tourism company and smaller tourism enterprises in the community to complement services, resources, expertise, skills and for market development. An alliance can be effective in improving the destination, tourism products and services, and for marketing and promotion. For example, an alliance between domestic and international tour operators is an effective tool for international marketing.
- **Collective marketing** is joint promotion by a group of enterprises from the community to maximise the distribution and promote the networks of various partner enterprises (both horizontal and vertical networks).
- **Value chain relationship** is where different enterprises with complementary resources and skills create and promote tourism products or services. This type of relationship exists and is very strong among mountain tourism entrepreneurs, tour operators, and marketing agencies – for example, the commercial chain among tour operators, transport service providers, excursion organisers, and local homestay service providers. Such a relationship not only develops the service but also markets services as well as interdependent enterprises.
- **Organisational networks** and alliances can be used to promote mountain tourism destinations and include government networks and the networks of donors, private enterprises, communities, community enterprises, tourism representative associations, fair trade organisations, local NGOs, and so on.
- **Outsourcing or subcontracting** between large tour operators and the mountain community is another form of business partnership between the private sector and community enterprises. For example, the community can be subcontracted to manage accommodation, food, entertainment activities, and the destination in general.

Partnerships and collaboration between or among the private sector, community, and public sector are beneficial in many ways. Such partnerships give communities access to capital, investment, and risk sharing opportunities; improve services and products; increase access to skills and knowledge in tourism business planning, management, and operation; increase access to new markets; and enhance market credibility. For specific information on partnerships and multi-stakeholder collaboration in sustainable mountain tourism see Chapter 7.

Demand side

People: What types of tourists are visiting or have the potential to visit (international tourists through organised channels, FITs, domestic tourists)? What is the purpose of their visit (holiday, adventure, study, or research), their demographic and socioeconomic characteristics, their purchasing behaviour, and interests? What other services are required to satisfy their needs?

Promotion: How can the targeted tourists be informed about mountain tourism products – through websites, private tour operators, travel agencies, guidebooks, advertisements in the media and in magazines, yellow pages, or exhibitions? Various studies show that eco-environment and wildlife tourism, mountaineering and trekking tourism, nature sightseeing tourism, and cultural and historical heritage tourism are the major mountain tourism products in high demand. This is also substantiated by a visitor survey in the TRPAP area carried out by TRPAP in 2003. This study showed that for the majority of international tourists the sources of information are guidebooks, family and friends, websites, newspapers and magazines, and national and international travel agents.

Aggressive promotion can create demand for mountain tourism. An example of branding from Nepal is given in Box 9.4. At the same time well-packaged diversified products and services should also be offered.

Box 9.4: Branding Nepal – Once Is Not Enough



In 2006, the Nepal Tourism Board developed and launched their new brand “**Unleash Yourself**” **Naturally Nepal – Once Is Not Enough**. Naturally Nepal is a simple expression that repackages the brand ‘Nepal’ in a positive light. ‘Once is not enough’ not only captures the sentiment of tourists when leaving, but also serves as a decision-making tool that enables the Nepali tourism industry, individually and collectively, to focus on customer retention rather than acquisition. It also reflects the composition of tourists to Nepal where nearly 40 per cent are repeat visitors. It says that Nepal’s abundant beauty and diversity take multiple visits to enjoy: it is a multi-faceted destination that gives tourists many reasons to return.

The re-launching of brand Nepal has been done for five business reasons:

- More compelling – to repackage the diverse, existing products on offer
- More tourists – to increase the number of tourists visiting Nepal
- More money – to increase revenue to the nation
- More focus – to align the NTB’s stakeholders and the Nepali tourism industry with a common future
- More consistency – to define branding guidelines and investment vehicles to build a low-cost international consumer brand in the very competitive tourism industry

Over the next 10 years, Nepal as a brand will be promoted as “the next-generation mountain destination for weekend breaks, adventure holidays, and lifetime experiences” for people who live in cosmopolitan cities and travel internationally. The new Nepal brand is expected to be instrumental in addressing the needs of all existing and emerging tourists in Nepal’s target markets. A series of campaign activities tied to the branding process should keep Nepal competitive.

Source: NTB 2006

Various market studies show that in today's global market, Internet promotion and strategic alliances with international tour operators are an effective way of promoting tourism. Recommended approaches for marketing mountain tourism destinations include the following for instance:

- **Themed marketing campaigns** with joint initiatives by public and private sector
- **Branding of mountain tourism** products and destinations in collaboration with private travel agencies
- Bringing mountain tourism products or enterprises to large-scale tour operators through tourism **packages** (forward linkages or packaging)
- **Collaboration and partnerships** in the management and operation of community tourism enterprises
- **Sub-contracting** of community or mountain-based tourism enterprises by established tour operators and trekking agencies (see also Volume 2, Tool 20)
- The creation of **franchises** for credible accommodation and food services in mountain areas
- **Backward linkages** with ancillary enterprises such as health and meditation services, natural therapy services, and herbal beauty clinics
- **Aggressive media promotion and Internet promotion**
- **Guidebooks** on mountain tourism destinations
- Establish **web links** between sites for mountain tourism destinations and mountain tourism enterprises such as home stays, lodges, and guide services and larger tour operators' websites
- **Sensitise** private sector tour operators and tourism-related businesses to the issues and principles of responsible tourism, pro-poor sustainable mountain tourism, and fair trade in tourism (promoting corporate social responsibilities)
- **Promote partnerships between tourism e-marketing agencies and local community enterprises** (for example, the case of world hotel-link.com in Vietnam)
- **Print and e-media advertising** targeting segmented markets such as advertising in fashion magazines, TV commercials, and so on

The marketing mix of mountain tourism products in the Tourism for Rural Poverty Alleviation Programme (TRPAP) can be considered as an example (see Box 9.5).

In order to ensure the commercial viability of a mountain tourism enterprise, community tourism enterprises need to be linked to the international or domestic market. Brokers can facilitate this process of commercial linkage. They can provide access to markets, commercial skills, finance, branding, packaging, start-up payment and investment, and help with corporate identity. The different types of brokers and the roles they play in the facilitation of this process are depicted in Figure 9.3.

Apart from brokers, different business services can support the development of tourism enterprises. In Figure 9.4, some of the main supporting services are summarised. More information on business development services can be found in Volume 2 (Tool 19).

Box 9.5: Marketing Mix for Tourism Products in TRPAP

Mountain tourism: concepts and products

- Village and nature tourism (Rasuwa, Taplejung, Chitwan)
- Eco and wildlife tourism (Chitwan, Rasuwa)
- Mountaineering and trekking tourism (Solokhumbu, Kanchanjungha Taplejung, Rasuwa Langtang, Dolpa)
- Historical, archaeological heritage tourism (Lumbini, Chitwan Chepang tribes)
- Pilgrimage tourism (Rupandehi, Taplejung)
- Ethnic and cultural tourism
- Research and study tourism
- White water tourism, e.g., kayaking, rafting (Dolpa, Chitwan)
- Sports' tourism e.g., bungee jumping, mountain biking, elephant polo, paragliding (Chitwan)

Place, products/services, creating a moment of truth, activities, accessibility, accommodation, and amenities

- Package tours and excursions through agencies, operators, and guides (unorganised and organised)
- Short package tours and trekking
- Homestays and accommodation
- Mountain biking and rickshaw tours
- Trail trekking, eco-trekking, and camping
- Guided village walks and interactions with villagers
- Ethnic cultural performances
- Water excursions, e.g., rafting, kayaking, hot springs, and fishing
- Wildlife, e.g., jungle tours and bird watching
- Flora and fauna tours
- Meditation and natural therapies, health camps, and relaxation
- Village lifestyle tours, e.g., farmhouse holiday packages

People and pricing strategies

- High and medium pricing strategy for international tourists from organised chains
- Medium and low pricing strategy for domestic tourists, e.g., urban tourists, students, and researchers
- Medium and low pricing strategy for FITs

Promotion

- Business linkages with tour operators, trekking agencies and guides, hotels and cafes, e-marketing agencies, and web links with tour operators (see also Tool 19, Volume 2)
- Orientation to tour and trekking guide groups on mountain tourism products and services
- Publication and dissemination of brochures, leaflets, and audiovisual shows to private tour operators, colleges, tourist information centres, diplomatic agencies, embassies located in Nepal, associations such as TAAN, NATA, TURGAN, HAN*, craft shops in market centres, restaurants, and cafes
- Advertisements in Yellow Pages, Nepal Traveller, local and international magazines, and on TV
- Guidebooks, websites, and direct mailing to organisations and individuals

* TAAN: Trekking Agents Association of Nepal; NATA: Nepal Association of Travel Agents; TURGAN: Tourist Guide Association of Nepal; HAN: Hotel Association of Nepal

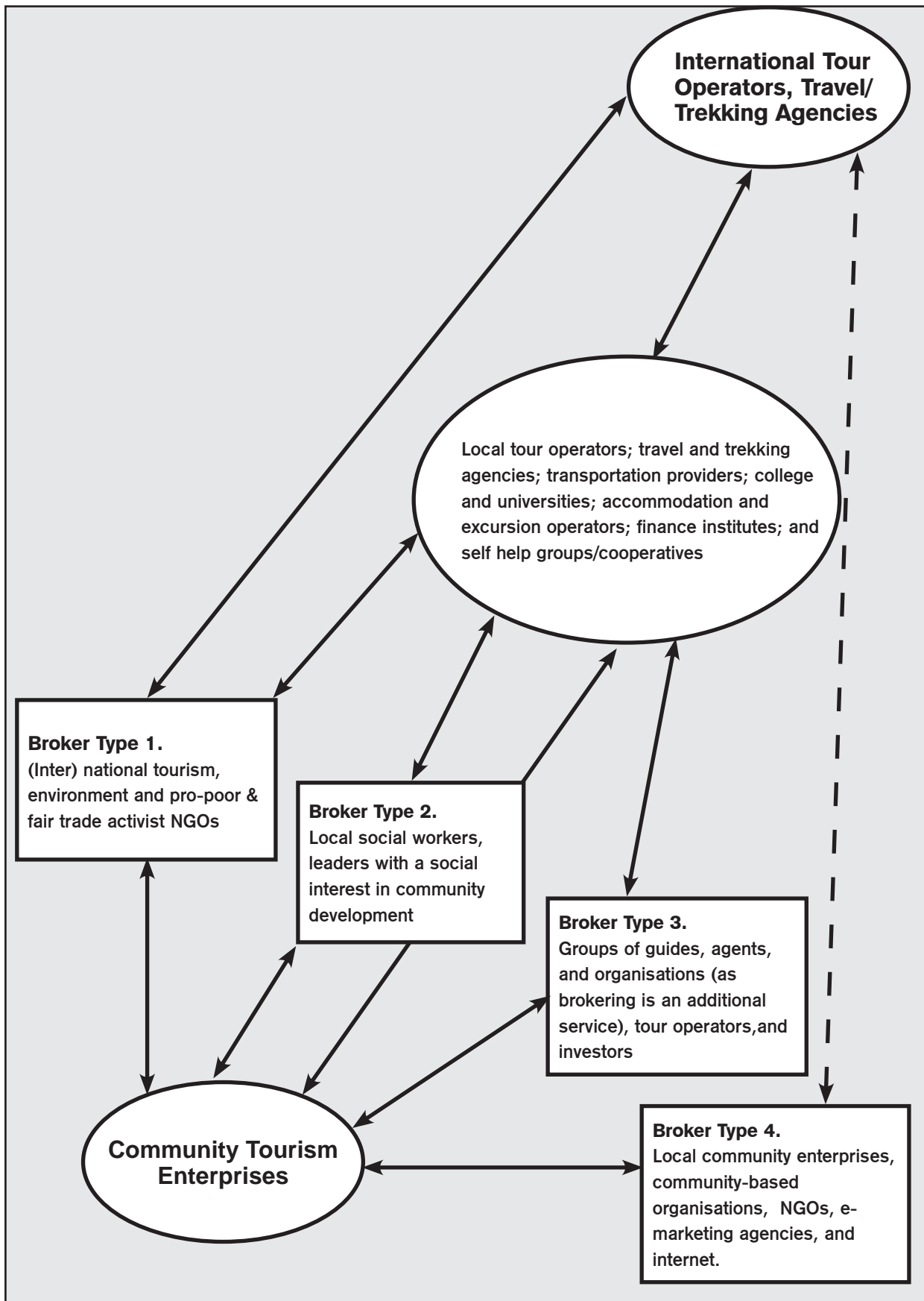


Figure 9.3: Developing commercial linkages between community tourism enterprises and private operators and service organisations

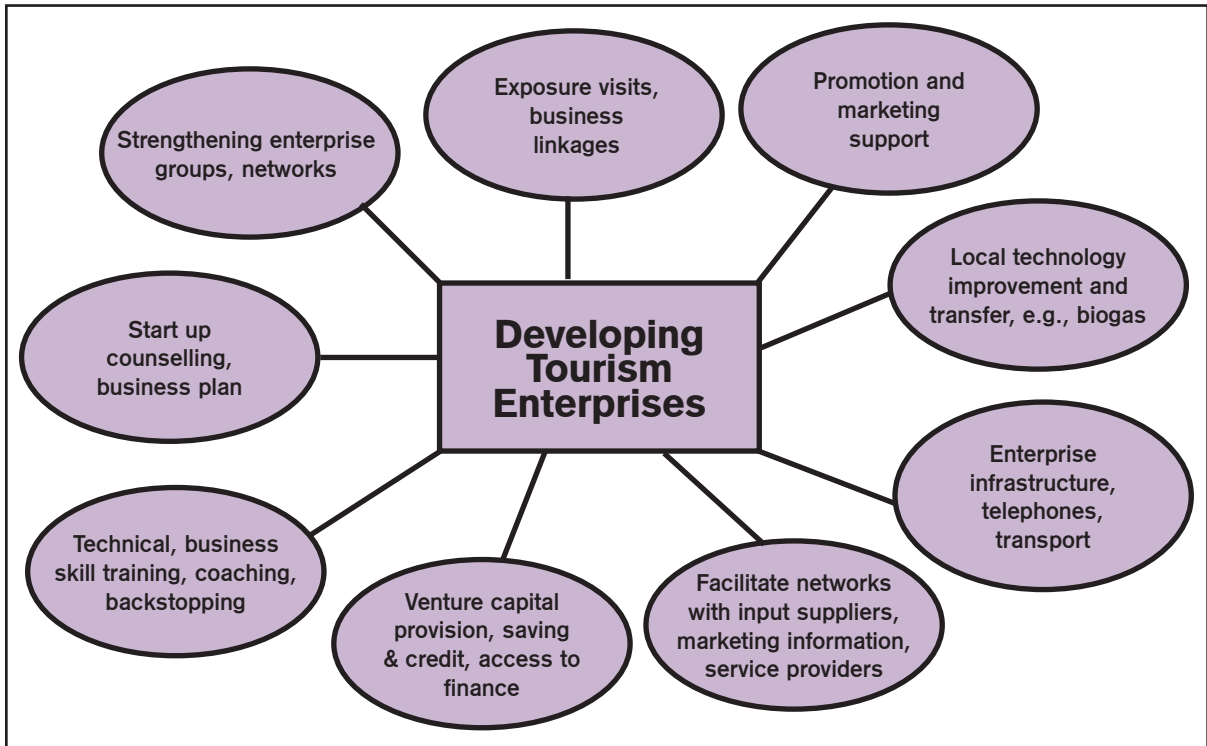


Figure 9.4: Business services that support developing tourism enterprises