



# BUSINESS SENSE 101:

FUTURE-PROOFING YOUR BUSINESS

*In partnership with*





## INTRODUCTION

This is the fifth in a series of manuals, designed to help small and medium tourism businesses in Jamaica ensure they are strong, sustainable and 'future-proof'.

This manual aims to help you:

- ✓ Understand why sustainability is important for your business
- ✓ Identify ways in which you can make your business stronger and more sustainable
- ✓ Know how to reduce your business' carbon emissions, water use, waste and impacts on the environment, and create positive benefits for your local economy, staff and community

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## Why is sustainability good for business?

Many tourism businesses are realising that making sustainability a key part of their operations makes really good business sense. It's easy to make a big difference by taking quite simple steps.

Making your business more sustainable can help you to:

- ✓ 'Future-proof' your business and responsibly manage risk;
- ✓ Reduce your operating costs by cutting the amount you spend on, for example, energy, fuel, water and waste disposal;
- ✓ Contribute positively to protecting the natural environment and to wider climate action. For example, the World Bank reports that Jamaica faces very serious threats from hotter temperatures, droughts and floods linked to climate change, and an existential threat due to sea level rise. This could affect holidaymakers' choice to visit as well as the time of year they are comfortable doing so;
- ✓ Respond to tour operator and investor demands – increasingly they will expect you to show how you are addressing your business' impacts and making a positive environmental and social contribution;
- ✓ Meet the requirements of customers, who are increasingly keen to know that their holiday choices don't cause negative impacts in the destinations they visit, and instead that they create positive benefits for the environment and local communities – enriching their holiday experience. For example, TUI's research shows that 87% of holidaymakers want to travel sustainably, with respect to nature and the local community
- ✓ Have a clear framework to take action and track your progress
- ✓ Work with others and get support and share costs where possible



## What should you focus on?

This manual will take you through eight key areas, highlighting the different actions you can take and exploring some case studies from around the world.

The importance of each of these will vary according to your business type and resources, but there will certainly be actions you are able to take in each area.

1. Climate action -  
reducing your carbon  
emissions and protecting  
the environment

2. Cutting your water use

3. Providing sustainable  
food and drink

4. Reducing your waste

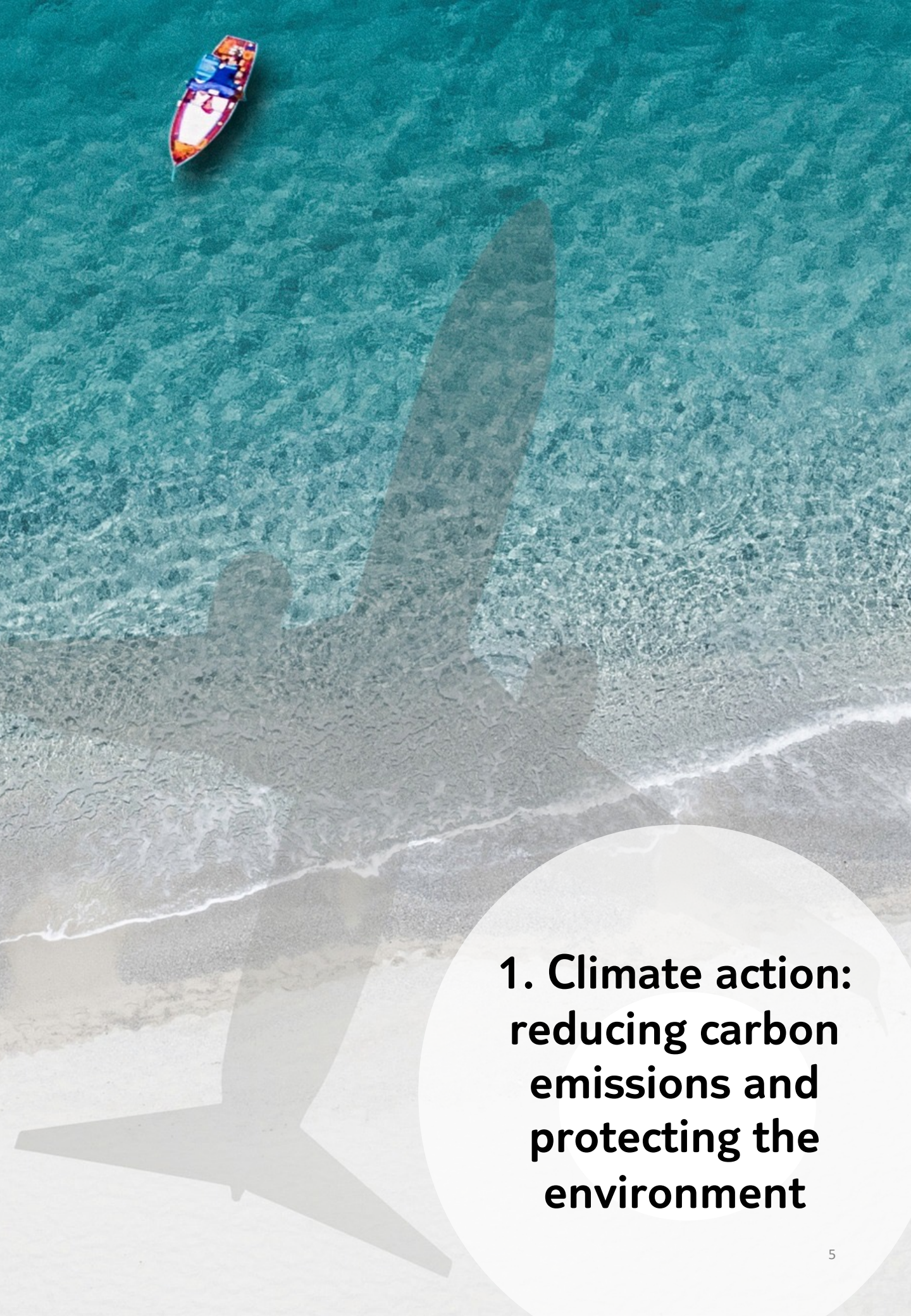
5. Diversifying your  
business

6. Supporting your local  
economy

7. Creating a safe and  
happy place to work

8. Caring for your local  
community

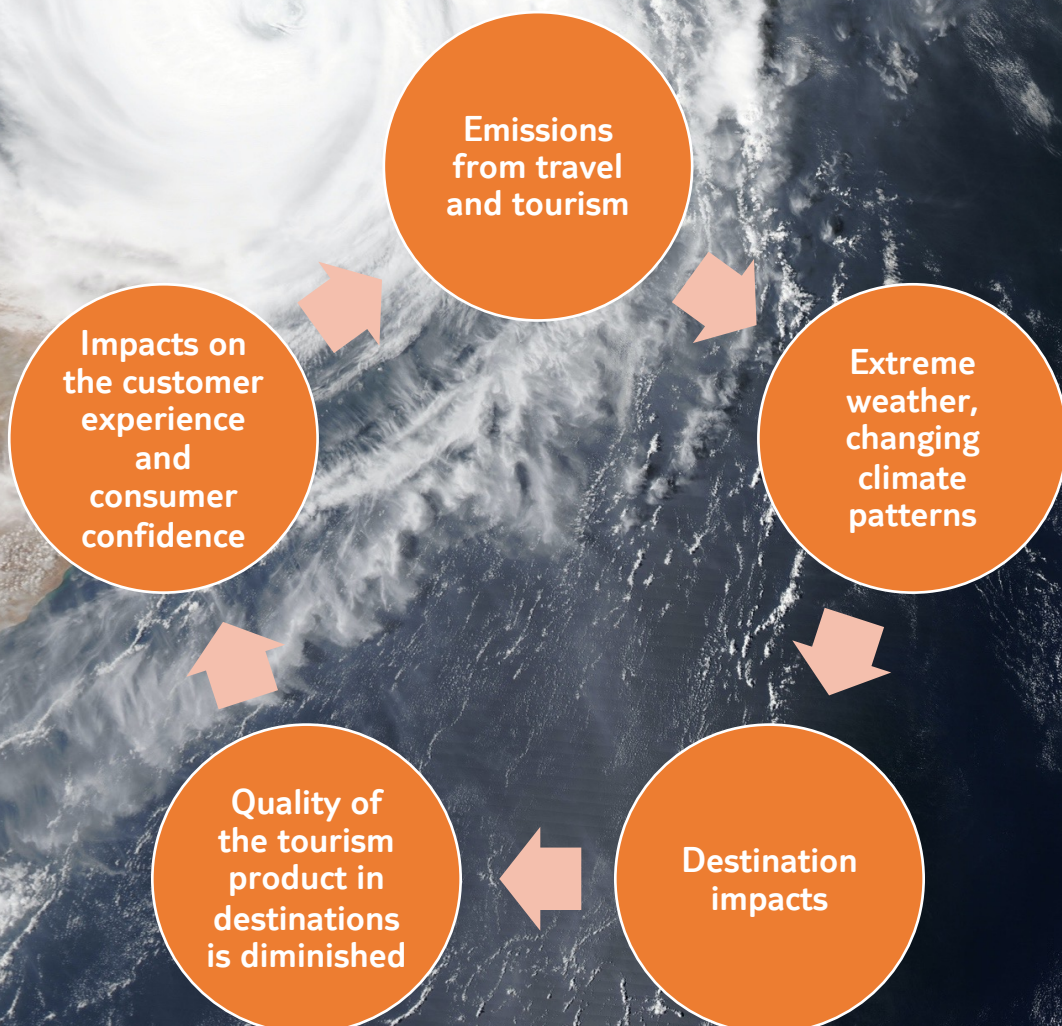




# **1. Climate action: reducing carbon emissions and protecting the environment**



**Tourism both contributes to and is vulnerable to climate change.** Greenhouse gas emissions from travel and tourism constitute 8-11% of global emissions, with CO<sub>2</sub> emissions forecast to increase by 25% by 2030 from 2016 levels if no action is taken. Globally, climate impacts include extreme weather events and changing climate patterns and at destination level, this can result in sea level rises, erosion, impacts on the water supply, coral bleaching, and increased temperatures shortening the visitor season. This all serves to diminish the quality of the tourism product in destinations and ultimately impacts on the customer experience and consumer confidence in choosing the destination for their holiday.





01-12 NOV 2021  
GLASGOW

**COP26**



**Glasgow Declaration**  
Climate Action in Tourism

The Travel Foundation, UNWTO and UNEP were among the founding partners of the **Glasgow Declaration on Climate Action in Tourism**, launched at COP26 in 2021. There are now almost 700 signatories from around the world, including the Caribbean Tourism Organization and the Caribbean Hotel and Tourism Association.

Signatories endorse the global commitment by the tourism industry to **halve emissions by 2030** and reach Net Zero as soon as possible before 2050.

Signatories also individually commit to **publish climate action plans** within 12 months of signing and implementing them accordingly, and to **report publicly on progress at least annually**.

<https://www.oneplanetnetwork.org/programmes/sustainable-tourism/glasgow-declaration>



Climate action can feel daunting and it can sometimes be hard to know where to start. Rest assured that lots of others are also early in their journey, and you're probably already doing more than you think! The most important thing is to make a start from wherever you are right now,, and build from there. The Glasgow Declaration provides five pathways which you can use as a framework for planning climate action and emission reductions.

**Measure:**

*Measure and disclose all travel-and tourism-related emissions*

**Decarbonize:**

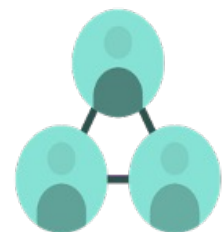
*Set and deliver targets aligned with climate science to accelerate tourism's decarbonization*

**Regenerate:**

*Help visitors and communities experience better balance with nature*



**Collaborate:** *Work together to ensure our plans are as effective and co-ordinated as possible*

**Finance:**

*Ensure resources and capacity are sufficient to meet objectives set out in climate plans*







# Pathway 1: Measure

The first pathway is to measure your business’ energy consumption and emissions, to set a baseline so that you can then take steps to reduce them and track your progress and the savings made. What should you measure? The Greenhouse Gas Protocol categorises emissions into three ‘scopes’:

Scope 1	Scope 2	Scope 3
<b>DIRECT emissions from owned or controlled sources</b>	<b>INDIRECT emissions from the generation of purchased electricity</b>	<b>INDIRECT – all other emissions in your business’ value chain</b>
e.g. on-site gas and fuel consumption, owned vehicles, boats	e.g. in-house laundry, lighting, heating and cooling of premises, kitchen and other appliances	e.g. external laundry services, waste generation/disposal, food/beverage supply and production, staff travel, customer transfers, purchased goods and services, brochures, leased assets





## How should you measure?

If you haven't measured before, we recommend you start with scopes 1 and 2. This will involve:

- Creating a system to record your energy and fuel use on a regular basis – ideally weekly but at least monthly.
- Using meter readings and / or bills and invoices to record your consumption of gas, fuel and purchased electricity, as suggested below.

Be as specific as you can to help you identify the areas of your business with the highest consumption and track progress in those areas. For example, if you have more than one vehicle, record fuel consumption separately per vehicle, and if you have electricity meters in different parts of your premises (e.g. kitchen / office / guest rooms / public spaces, record those figures separately as well.

Type of emission source	Unit	How to measure
Gas (LPG)	kg	Invoice / bills
Fuel	Litre / gallon	Invoice / bills
Electricity	kWh	Meter readings / bills

If / once you're measuring the three areas suggested above, you could move on to include other scope 1 emission sources, such as any on-site power generation. Ultimately, it's also important to include Scope 3 emissions too – these can be difficult to measure as they are outside your direct control, but often form the largest part of a business' carbon impact. You could begin to measure, for example:

- Weight of food purchased/wasted each week
- The proportion of items purchased that are sourced locally
- Distance travelled by staff to work
- Amount of litter collected through local community or beach clean-ups
- Percentage of guests who opt for low-carbon menu options, go on a walking tour that you promote or say they will implement an environmental practice at home after seeing it in your business.

**Example:** As part of its sustainability strategy, Jade Mountain in Saint Lucia (see case study on page 32) regularly measures consumption of:

- Electricity (and associated GHG emissions)
- Water (and energy saved by harvesting and purifying water)
- Gas (LPG)

The business then uses the information to set its reduction targets for the coming year.



# Useful measurement tools

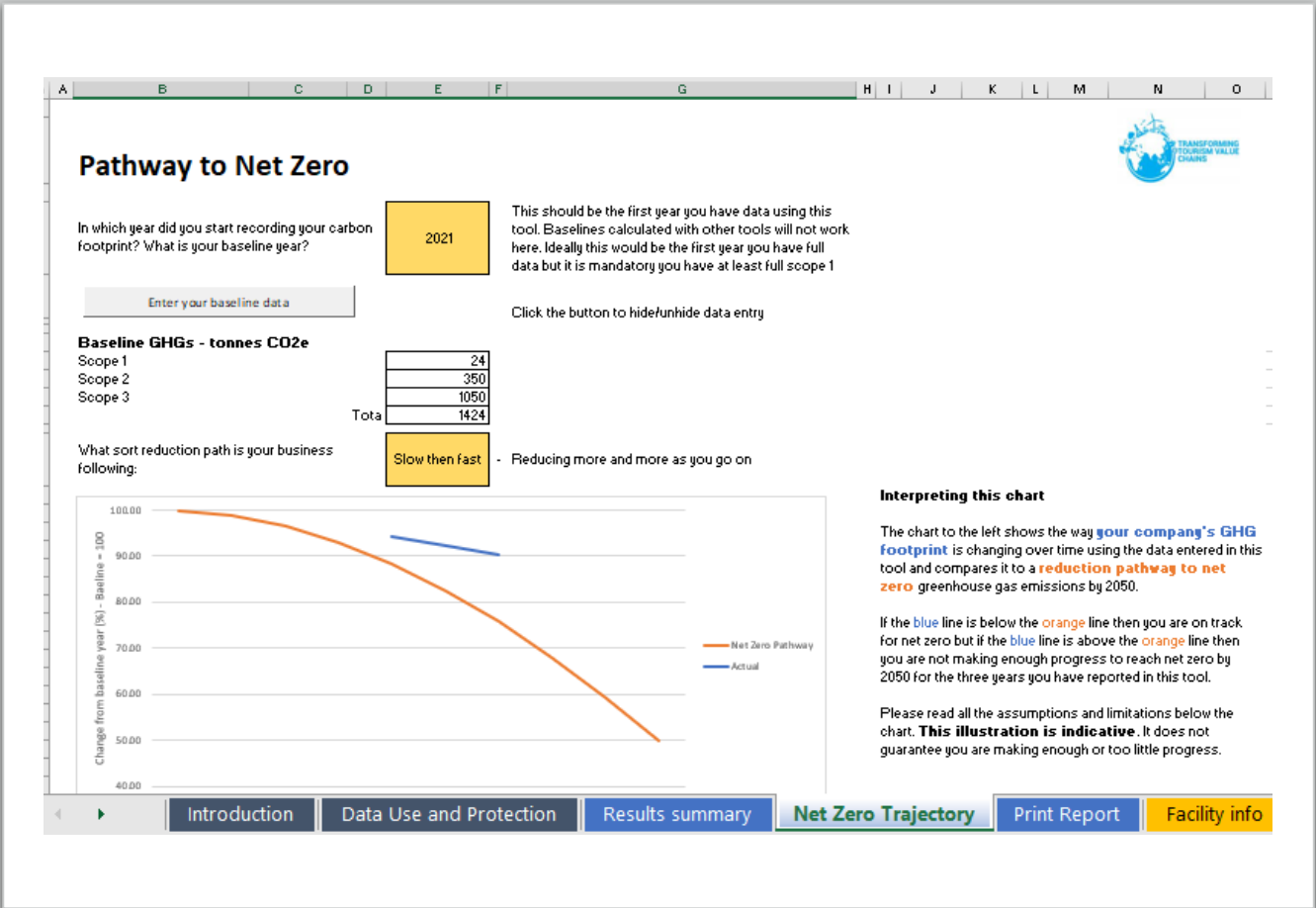
There are many tools available to help you with measurement. A couple are highlighted here:



## The UNEP GHG Emissions and Resource Efficiency Tool for the Tourism Sector

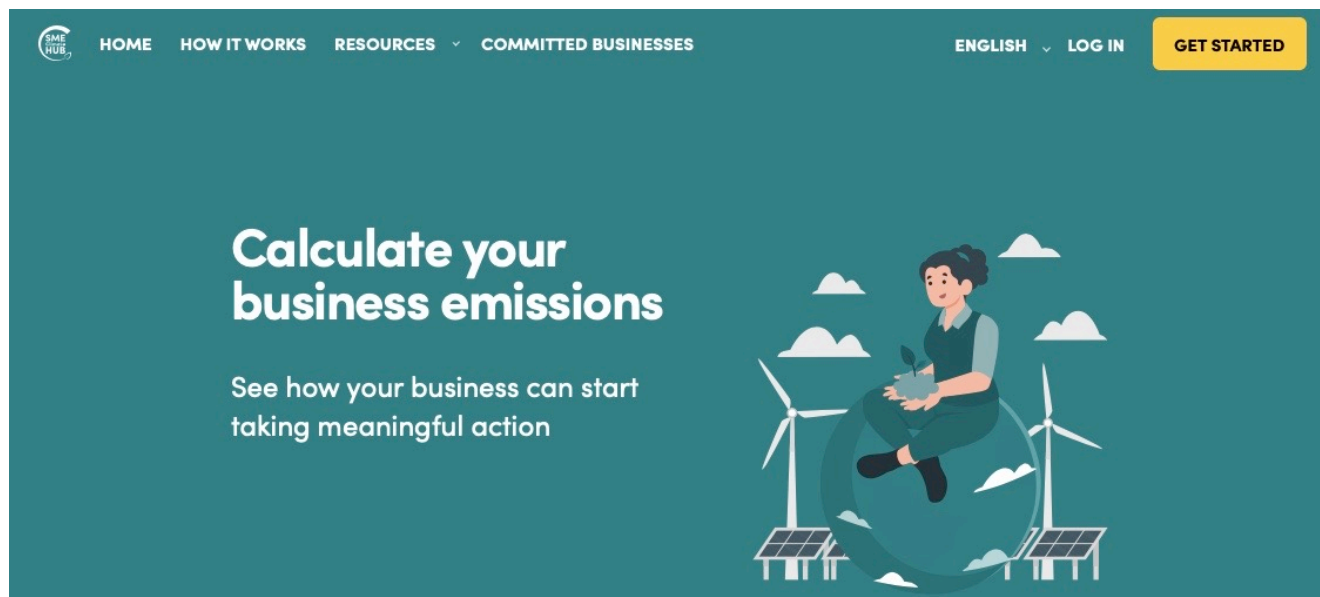
This allows hotels and MICE businesses to collect data about their emissions and resource efficiency and monitor these over time to see the impacts of actions taken.

<https://www.oneplanetnetwork.org/knowledge-centre/resources/resource-efficiency-data-and-performance-monitoring-tool-0>





The **SME Climate Hub's tool** is not tourism-specific, but an easy-to-use tool for small businesses: <https://smeclimatehub.org/start-measuring/>



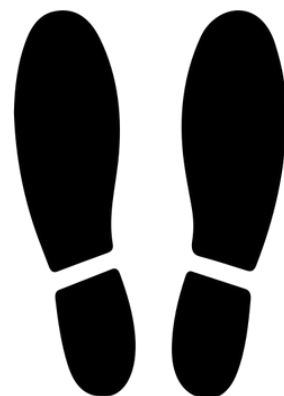
Some tour operators have also shared their methodologies for others to use for their own measurement and calculations:

Much Better Adventures: [Hey Travel Companies, Here's How We worked Out Our Carbon Footprint](#)

Intrepid Travel: [An open-source guide for tour operators to set a science based-target: How to measure and reduce carbon emissions and why offsets are not enough](#) as well as [A 10-Step Quick Start Guide to Decarbonise Your Travel Business](#)

Explore: [Carbon Measuring: Your Questions Answered](#)

The Travel Corporation: [Carbon Calculator: The Travel Corporation's Trip Carbon Calculator Methodology](#)





## Pathway 2: Decarbonize



### Reducing energy and fuel consumption

Reducing your business' energy and fuel consumption reduces carbon emissions, and can also help you cut costs for your business. There are some simple low cost actions that you can take quickly, as well as bigger investments which are more expensive but which will improve your business' efficiency, and reduce costs, over the longer term. There is a range of actions that you can take to reduce consumption, such as:

- **Changes in practice / efficiency measures** (e.g. switch off policies; natural lighting; thermostat control; reduce water use; laundry temperatures; circular waste management practices)
- **Product / service changes** (e.g. eliminating single use plastics; introducing a planet-based menu; local procurement)
- **New equipment and technology** (e.g. energy management system; replacing old / inefficient equipment; lighting and motion sensors and timers; sustainable procurement criteria; renewable energy systems; biogas generation; heat pumps; electric vehicles; bioclimatic building design; water efficient amenities)
- **Behaviour change** (e.g. training for all staff, support, sharing of real time data; guest communications and information to support informed, responsible choices)

**Case study: Animal Farm & Nature Reserve** is a farm and eco-tourism attraction located in Hanover, Jamaica. They provide accommodation and farm tours. Examples of how they utilize solar energy and other resource saving actions include:

- ✓ They operate completely off-the-grid, utilizing solar power for electricity
- ✓ They generate biogas (from animal waste) for cooking and refrigeration
- ✓ They use compost instead of commercial fertilizers.







**Case study: Alikats**, a self catering ski chalet company in the French Alps has adopted a 4-part model:

- Measure: including an estimate from all in-resort transport, accommodation, waste, and food provisions
- Reduce: including creating incentive packages for guests who choose sustainable travel and holiday options; cutting down the eco footprint of their hot tubs by, for example, implementing an opt in/out system; developing a framework to improve traceability and measure the impact of the food purchased; cutting the amount of meat on the menu by 10%; reducing waste and improving recycling supported by guest information; reviewing, upgrading and introducing (where not already in place) energy and water saving products in chalets (light sensors, reduced flow taps / faucets, rechargeable batteries, low-flush systems in toilets); cutting down on the use of napkins and where used ensuring they are compostable; exploring low impact ways to cool the chalets in summer; increasing their fleet of electric vehicles, focusing on sustainable (and local) procurement, working on accessibility for disabled guests and on staff welfare
- Remove: where emissions cannot currently be reduced, investing in carbon reduction projects to absorb or remove carbon dioxide from the atmosphere
- Communicate: focusing on transparency and authenticity; sharing failings and celebrating victories; propelling positive change and not wasting valuable time!

The business sets pledges for the coming year across these four areas.





**Case study: Eternal Landscapes**, a tour operator in Mongolia says: *"Although we're limited by our resources – both money and time – being small gives us the flexibility to forge our own way. We want to be a driver for behavioural change through setting a good example, promoting awareness and offering positive choices, therefore, helping to make our small corner of the travel industry a better place. ... We don't pretend to get everything right. But we are committed to doing all we can to reduce our carbon footprint ..."*

**Case study: Hotel Awa, Chile's** goal is to reduce its use of fossil fuels by 80% by 2030. It has its own photovoltaic plant, energy-efficient lighting and equipment. Guests are encouraged use energy and water carefully and the hotel aims to promote the use of sustainable transportation alternatives. Specific business areas are targeted for reductions, such as materials and waste, food & beverage as well as working with suppliers.



## Ideas for reducing emissions, improving energy efficiency and protecting the environment

### Low cost / short term

- Introduce and/or implement a 'switch off' policy for all lighting and equipment (in kitchens, guest rooms, offices, public spaces) when not in use – even standby mode uses power
- Use natural light and candlelight instead of artificial lighting
- Use energy efficient light bulbs
- Adjust thermostats to reduce energy used
- Ensure washing machines and dishwashers are only run once full
- Reduce laundry temperatures
- Introduce and/or implement a towel/linen replacement policy for hotel guests
- Plan driving routes (deliveries, pick-ups, excursions) for lowest fuel use
- Use the smallest size vehicle possible for group size
- Don't idle engines / keep aircon running whilst stationary
- Introduce a shorter menu and/or with plant based elements or entirely vegetarian
- Compost food waste
- Ensure that no products are offered for sale that are made from endangered plants, wild animals or habitats

### Medium cost / term

- Eliminate single use plastics by sourcing and provide alternatives (e.g. (branded if desired) reusable bottles for guests to use for their trip/stay and/or take home
- Install key card systems for guest rooms
- Ensure any new equipment needed is of maximum energy efficiency
- Install lighting and/or motion sensors

### Higher cost / longer term

- Energy management system
- Renewable energy generation
- Biogas generation
- Heat pumps
- Electric vehicles





## Pathway 3: Regenerate

Jamaica is famed for its natural beauty which is a significant factor in holidaymakers' choice to visit. The same environment however is also fragile and can be vulnerable to negative impacts from travel and tourism, such as erosion, damage to biodiversity and habitats. The third pathway of the Glasgow Declaration focuses on regeneration – by not only protecting the environment but using tourism for positive natural benefit. As a business:

- How can you support the protection and restoration of biodiversity and ecosystems?
- Are there opportunities to partner with local regeneration projects?
- Could you offer staff paid opportunities to participate in regeneration projects?
- How can you engage guests/visitors in biodiversity restoration/protection so that they can form a connection to the unique environment they are visiting and behave appropriately?

Consider the environment, as well as local communities, when planning tours and activities. For example, if you provide a boat tour, think about how you can minimize your contribution to marine and noise pollution. Could you run your tour at quieter times of the day so you are not in the waterway at the same time as other operators and local fishers? A quieter, less congested tour is likely to be more popular with tourists and this may provide a more unique experience which would differentiate your tour from the competition. Equally, you might consider changing your route or visiting less crowded areas. The same strategy can be applied to walking tours.







### Case studies:

**Grootbos, South Africa** protects and regenerates the unique fynbos area in which it is located. The region features 800 plant species, 118 bird species, 29 mammals and 21 amphibians – some of which are under threat of extinction. *“We do not just conserve the environment. We are deeply integrated and supportive within our eco-system, constantly pioneering new paths”*

**Batu Batu Resort, Malaysia** founded and fully funds Tengah Island Conservation (TIC). The group has released over 17,500 critically endangered sea turtle hatchlings, patrols 85 square km daily to prevent poaching and has removed over 23,000 kg of marine debris from local beaches and reefs. They have also cleaned, mapped and surveyed over 1,200,000 m<sup>2</sup> of coral reef as well as initiating an environmental biodiversity programme in local schools.





# Animal welfare

Animal welfare is an important element of environmental responsibility and a crucial consideration for SMTEs. ABTA, the UK's outbound tourism industry body, has produced a series of guidelines to help tourism businesses address the issue of animal welfare. The first of these is available on their website free of charge: [www.abta.com](http://www.abta.com).

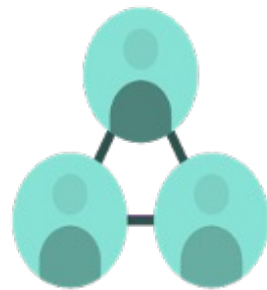
ABTA says: *"In many tourism destinations around the world, opportunities to view or interact with animals are commonly offered and very popular with many holidaymakers. These experiences can be enjoyable, educational and support conservation. However, where experiences are not carefully managed they can jeopardise animal welfare and your holiday experience. While animal welfare is a complex area given the different requirements for different species. Attractions are undoubtedly popular with customers, they want to be assured of good animal welfare standards. While animal attractions are undoubtedly popular with customers, they want to be assured of good animal welfare standards. In ABTA's 2019 Holiday Habits research two-thirds (66%) of people said that they have concerns about the wider impacts of tourism and how animals are treated"*

If you offer an attraction or tour involving interaction with animals or wildlife, make sure that you're familiar with the standards with which you'll need to comply.



## Pathway 4: Collaborate

Climate action presents a real opportunity to collaborate rather than compete. We're all facing the same big challenge and together we really can maximize our impact, as well as make savings collectively. It's therefore a good idea to actively seek out others in your destination, through your professional associations, your suppliers and others, to share ideas and identify concrete initiatives to work on together. For example, you could:



- Create local partnerships
- Coordinate deliveries of e.g. fresh produce with other local businesses, to cut down on transport emissions
- Think about ways to work with other local businesses to collect and recycle waste
- Investigate whether bigger investments could be pooled. For example, could you explore with neighbouring properties whether you could share a solar power installation?
- Work together to support local nature regeneration projects and communities



### Case study: The Sydney Sustainable Destination Partnership

was created to support the city's ambitious 2030 goals including a reduction in emissions of 70% from a 2006 baseline, zero waste by 2030 and net zero emissions by 2050. The hotel sector recognized their contribution to this and joined forces to develop a plan of action. Its projects focus on big issues that can best be tackled if taken on by everyone (e.g. food waste, single use items, waste management, water efficiency, renewable energy, and sustainable procurement).

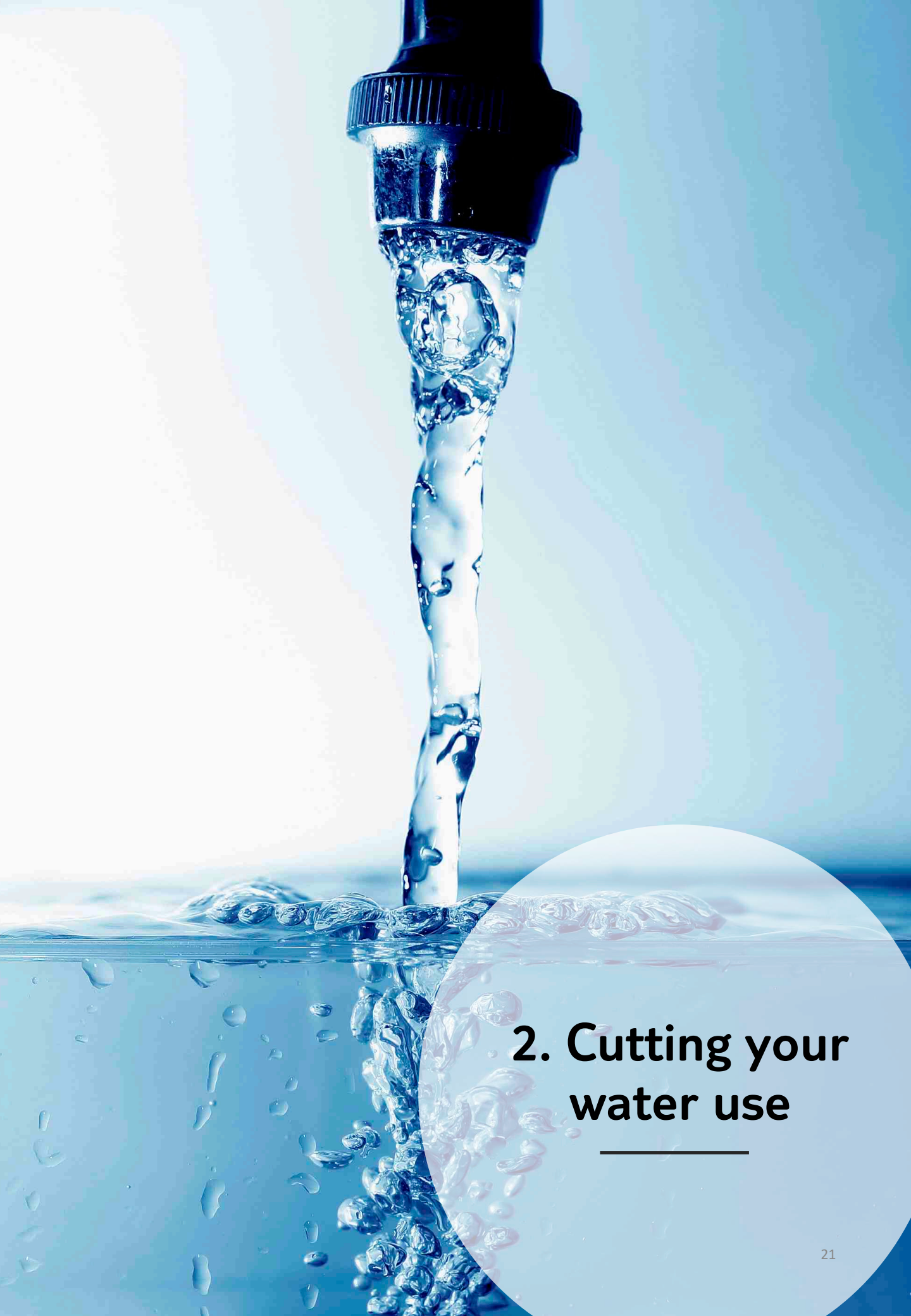
## Pathway 5: Finance

The final pathway involves making sure that the finance and resources are in place to ensure your climate action plan can be implemented. This can be internal, for example through internal investment or by using customer donations to fund action or external through accessing funding and financing opportunities – including collectively with others.



**Case study: Soneva** introduced a 2% environmental levy on their guests' room rate in 2008. The funds raised support the Soneva Foundation, which invests in a range of projects generating a positive environmental, social and economic impact.

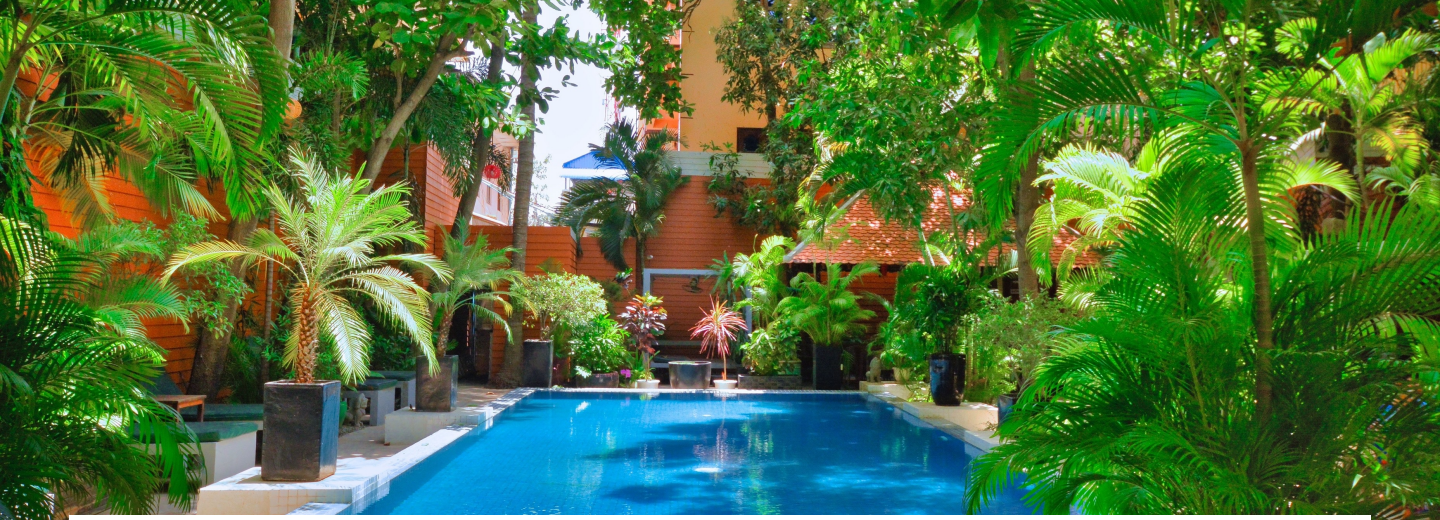




## 2. Cutting your water use

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Tourism and hospitality are water-intensive activities. Tourists and the businesses that serve them generally use significantly more water than local residents in destinations worldwide, which – coupled with the impacts of climate change - potentially threatens the quality and quantity of local water supplies and can contribute to shortages.

Tourism uses water resources for a range of services, from laundry and dishwashing to swimming pools and golf courses. All these amenities and facilities for visitors attract them, but we can be responsible in the way we use water and take steps to conserve it without diminishing the quality of the customer experience.



To effectively reduce the water used by your business (and the resulting costs), the first step is again to measure the amounts you are currently consuming. Do this by taking regular meter readings – at least monthly, ideally weekly. If you have water meters in more than one location on your property, record and monitor them separately as this will help you pinpoint those areas of the business that are particularly water-intensive. It will also enable you to quickly identify and fix any problems or leaks.





Many water-saving measures are quite low-cost and simple to implement. For example:

- **Installing water saving devices** – such as tap / faucet aerators in customer restrooms and bathrooms, low flow shower heads and 'hippos' in the cistern – all of which are not expensive but can save on water use and cut costs, without affecting the quality of the customer experience. If refurbishing, install showers rather than tubs.
- **Conducting regular maintenance** – leaks can account for a significant part of total indoor water consumption. To minimise water loss, conduct regular checks, train staff to identify and report leaks immediately and ensure prompt maintenance
- **Implementing efficiency measures** – e.g. running appliances such as dishwashers and washing machines only when they are full; using less water by e.g. mopping floors instead of using a hose, thawing frozen food in a fridge instead of under running water
- **Using grey water** and/or collected rain water for e.g. garden irrigation. If you do water plants or gardens on your property, ensure that this is done during cooler times of the day so that more water is soaked up by the plants rather than being evaporated by the sun!
- **Involving guests** – e.g. using signage to customers to let them know that your business is taking steps to reduce water use and to ask them to be mindful in their use of water to support this aim. Ensure staff are aware of the system and implement it – for example, if guests are asked to put their towels on the floor if they would like them changed, ensure that staff don't just change them anyway!



**Case study: RIU hotels:** Water use and management measures include:

- Double flush push buttons on toilets.
- Mixing-valve taps / faucets in showers that improve temperature regulation.
- Efficient showers and toilets with flow reducers and timers.
- Replacement of bathtubs with showers in hotels.
- Use of typical local plants except for areas next to the pool.
- Drip and sprinkler irrigation, with pressure limiters.
- Moisture detectors.
- Irrigation when there is less sun to avoid evaporation.
- Progressive implementation of a double circuit to reuse soapy water in toilets and for irrigation.



### 3. Providing sustainable food and drink

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Providing sustainable food and drink is important, and will benefit your business, for a number of reasons:

- Reducing carbon emissions: Globally, our current food system produces over a third of greenhouse gas emissions. Up to 10% of these emissions are caused by
- food waste alone – caused by a combination of poor agricultural practices, food waste in transport or storage and food waste on plates in restaurants and hotels. Menu choices also make a difference, with meat a high-carbon choice;
- Health: we are increasingly aware of the impact of what we eat on our health, and your guests will be keen to know they're eating fresh, healthy produce
- Customer demand: one of the joys of travel is to experience new tastes, and sense the culture and heritage of the place we are visiting through its food and drink;
- Local economy: Eating local food also of course supports local producers and strengthens the economy.



Again, measuring is useful here. For example, monitor your food purchase invoices and keep a record of where they are sourced. Also, think about where you source your food? Are there opportunities to source more from local suppliers? Locally-sourced food will appeal to customers and will reduce your business' carbon footprint.







### Case studies:

Jamaican businesses **Far Out Fish Hut** and **Culture Market** source the products used in their menus from local fishermen and farmers. Zimbali Retreats (located in Westmoreland) offer farm-to-table dining from items produced on their farm lands.

The **Cyprus Breakfast** brand was designed to celebrate and promote local gastronomic culture and heritage and support local communities and small producers, by the participating hotels incorporating seasonal, local and traditional Cypriot dishes into their breakfast menus.







### Case study: Lionfish on the menu

This Travel Foundation project in Saint Lucia aimed to reduce lionfish numbers by creating a demand for it as a local delicacy, encouraging and training fishers to catch, prepare and sell it, whilst improving their livelihoods. Sales volumes rose by 250% with a 57% increase in hotels and restaurants purchasing it and local residents also increasing their consumption.

### Ideas for providing sustainable food and drink

- Source locally whenever possible
- Use fresh, seasonal ingredients
- Keep menus short to minimize waste and maximize freshness
- Highlight local choices on your menu
- Control portion sizes to minimize waste
- Avoid buffet service where possible, to reduce waste
- Offer locally produced rather than imported drinks
- Incorporate stops at local restaurants and food stalls into excursion itineraries and on local walking maps / trails
- Tell your customers the stories of Jamaican food and drink – what's traditional, popular among local people, food for celebrations and so on. Tell them (e.g. on your menu or even a map on the wall) where the food is sourced and the stories of the people who produced it





## 4. Reducing your waste

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Waste cause pollution and harm human health, as well as threatening wildlife and habitats, especially in the ocean. It can also can reduce the attractiveness of the destination, creating a poor impression among holidaymakers and resulting in negative reviews.

To take action as a s business, again the important first step is to create a simple system to measure your waste. For example, you could measure waste by weight or simply by the number of bags of waste produced per day/week/month.



This will help you identify the areas of your business that are creating most waste, and make a plan of action. See the table on the next page for some ideas to get started.



**Case study: Amity Tours, Chile**  
Part of the business' Climate Action Plan includes a goal to reduce its measured waste by at least 50% by the next season. It is being innovative in this process by including guests and making it part of the experience – for example through its 'Zero Waste Gourmet Picnic', left. The company is also working with others on creating the first zero waste destination in Chile.

## Ideas for reducing waste

As a business, take steps to cut down on your waste production and responsibly dispose of any waste that cannot be avoided. Remember the '3 Rs':



**REDUCE**



**REUSE**



**RECYCLE**

### **Reduce:**

- Buy in bulk as much as possible to reduce packaging
- Avoid providing items like butter, condiments and other food items in single portion packages if you can provide a hygienic alternative
- Avoid single use plastic or disposable items
- Use refillable amenity dispensers in guest bathrooms instead of individual single use bottles
- Avoid printing whenever possible and where essential, use both sides of the paper
- Reduce food waste by running a short menu and controlling portion size. Establish procedures to monitor how much food is wasted so that you can adjust the amount of food that is prepared for breakfast and for buffet meals if food wastage is high. This will result in immediate cost savings for your business. Buffets can result in more waste than providing individual servings

### **Reuse:**

- Choose returnable bottles
- Buy produce in returnable crates/containers and prioritize suppliers who offer this
- Encourage guests to bring their own reusable water bottles (or offer them for sale / provide them as part of a package) and provide free filtered water stations
- Serve food and drink in reusable receptacles such as china and glass or more natural products such as coconut or calabash
- Use cloth bags/baskets for linens and laundry and canvas bags for garden / outdoor waste
- Only use bin liners when absolutely necessary and only replace when soiled
- Use refillable printer and copier cartridges
- Use rechargeable batteries for torches, radios and so on
- Use cloth rather than paper napkins / towels

### **Recycle:**

- Recycle paper and cardboard, glass, plastic, metals (aluminium, steel, copper, brass), used cooking oil, used motor oil
- Place recycle bins throughout your premises for use by staff and customers
- How do you dispose of waste during your tour or on your premises? Make sure you provide enough opportunities for customers to get rid of rubbish responsibly e.g. provide rubbish bins/bags on buses and in boats and let guests know about these through signage or through tour guides. Provide separate bins for items that can be recycled locally
- Compost waste from your kitchen and /or garden





**Case study: Feynan Ecolodge, Jordan** is taking a variety of steps to reduce its carbon emissions and environmental impact as well as to create benefits for local people and communities:

- 100% of the lodge's electricity is generated using photovoltaic (solar) panels on the roof, with electricity stored in batteries
- Low energy electric lighting is used only in the kitchen, washrooms and offices
- The lodge is lit at night by candles made on site by local community members – creating a special ambience while also reducing emissions and costs. Leather furniture items around the lodge are also produced onsite by community members – all providing additional local income
- Leftover food and waste from toilets and kitchen sinks is converted to biogas and treated water used for irrigation
- A solar water heating system above guest rooms is not only low energy but also saves water as it is almost instantly hot rather than guests needing to run the taps / faucets until hot water ran through the system from the central boiler
- Up to 90 evenings a year, jift (waste from olive pressing) is burned for heating
- Biodegradable waste is converted to fertilizer with an on-site composter
- Water sourced from local strong water is served in clay jars purchased from a women's cooperative. Reusable water bottles are available for guests to take on hikes and excursions, with a complementary filling station at the lodge
- Tap / faucet aerators in rooms limit water flow and water use in the kitchen is strictly controlled. Laundry is air dried
- Energy efficient appliances are installed and meters help track energy use
- The lodge serves an entirely vegetarian menu, with food deliveries once a week to reduce fuel emissions and with most food supplies sourced from the local village and bread supplied by a local Bedouin woman
- The lodge employs all of its staff from the local communities. Feynan directly benefits around 80 families from the local community (400 people) through, for example, local drivers being paid to provide guest shuttle services; a shop showcasing and selling local community produced artisan crafts and artwork and Bedouin cultural experiences offering guests insight into the Bedouin traditional way of living with the fee going directly to the family who hosted the experience.



**Case study: Jade Mountain, Saint Lucia** The resort takes action across all areas of its operations, for example:

- **Water management:** An historic reservoir has been restored to collect rain and river water, which is treated at an onsite plant to use for fresh water. Water consumption is regularly monitored and recorded daily to help the business instantly identify any leaks or unusual spikes in consumption. Water-saving practices include using treated grey water reuse for irrigation; a towel and sheet reuse program; rainwater collection and reuse; not washing down large areas and composting beach toilets. Low flush toilets are installed throughout the resort, and all shower heads are low flow. Water from the pool is vacuumed in a closed system returning the clean filtered water back to the pool.
- **Energy saving:** Only natural lighting is used during the day and externally, yellow lighting ensures wildlife, including hatching turtles, are not disturbed. Many of the accommodations are built to take advantage of natural air flow making instead of air conditioning. Energy used for waste water pumping is minimized by using gravity flow.
- **Transportation:** Fish and farm produce are sourced within the community or from the resort's own farm, which minimizes fuel use for transportation and delivery. Tour routes are designed to minimize driving distances; owned, rented and leased vehicles are fuel efficient and regularly serviced and maintained
- **Waste:** a strong emphasis is placed on the three R's, by for example reducing packaging and paper usage; bulk dispensers for toiletries in public areas and soap, shampoo, and personal care products ends are put into use in staff areas and are biodegradable. Old towels are sewn into small hand towels to extend their life. Items are reused and recycled and organic waste is composted.
- **Guest interaction and participation:** Guests are given information about resort's sustainability program as well as the culture, history, and ecology of the local region, including local environmental protection efforts and social and cultural activities. They are given the opportunity to partake in an activity such as reef cleaning, beach cleaning and tree planting, and encouraged to participate in the resort's charity program.





## 5. Diversifying your business

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Recent years have strongly demonstrated the need for business resilience. Coupled with the challenges of climate change, it's really important not to put all your eggs in one basket if at all possible. This could include:

- Running your tourism business alongside another source of household income
- Adapting to climate impacts by developing new products and services
- Providing reasons for guests to stay longer, reducing the carbon intensity of their visit
- Appealing to the domestic market as an alternative source of revenue, tapping into growing demand for home grown experiences and reducing carbon impacts through avoiding international flights.



**Case study: Nonsuch Falls** is a nature attraction located outside Port Antonio – the site of the tallest waterfall in Jamaica. They offer tours and other activities that showcase the natural environment in which they are located. They have been able to diversify their market and appeal to the domestic market through the addition of new products and activities that appeal to both international and domestic tourists. The latest offering includes the introduction of a campsite that enables patrons to experience sleeping outdoors in tents in the natural surroundings (Camping Pon Di Falls) and activities such as axe throwing. The offer has been so successful that they have already needed to expand the camping area.







## 6. Supporting your local economy

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## How can you support your local economy – and other small and medium businesses?

Buying locally is crucial, enabling local individuals, businesses and communities to get the maximum benefit from tourism. It can help to make your business different and special and improve quality as well as make the experience memorable for your customers.

- Buy local wherever possible. The potential is endless: local suppliers can provide food, drink, crafts, artwork, souvenirs, soft furnishings, linens and other materials, handmade soaps, staff uniforms, equipment, kitchen utensils and more
- Source locally by researching skills, products and any cooperatives
- Mentor local suppliers so they understand your needs and quickly become part of your regular supply chain
- Include traditional dishes and drinks on the menu
- Guests love authenticity; you can host a souvenir market, invite craft demonstrations or allow permanent showcases on your property
- Promote local culture with themed evenings and traditional entertainment
- Provide opportunities for employment, training and career development for local community members
- Incorporate as many local businesses and suppliers into excursion itineraries as possible – including attractions, activity providers, travel halts, food and drink providers, fruit and juice stalls
- Get to know other local businesses, include them in guest information (e.g. on your menu, room information, website or information board) and actively recommend them to your customers. For example, if you own a villa, hotel or B&B, make a list of great local attractions, bars, restaurants and other places of interest for your guests to visit. If you run an attraction, work with others to develop “day out” packages to offer to local accommodation providers, perhaps with a discount for their guests – or recommend a great local place to eat to those who visit you.

Be creative in the way you support other local businesses, to build success together.





**Case study: The TUI Collection** portfolio of excursions are designed to be unique, authentic and responsible, benefiting local communities and minimizing environmental impact. Each excursion must be exclusive to TUI and meet specific criteria for sustainability: for example, suppliers must manage their environmental impacts, include visits to protected areas or cultural attractions on their excursions where possible, offer local cuisine and the opportunity to buy local products. Furthermore, fair employment practices, the protection of children and animal welfare guidelines must be ensured.

## Ripple Score

**Case study: G Adventures** devised its Ripple Score programme to measure how much of the money spent on tours in a destination stays in the local community. Covering all aspects including accommodation, transport, guiding and food, each trip is given a score out of 100. The higher the score, the greater the percentage of destination spend is with locally-owned businesses. Across over 640 trips audited, G Adventures' average score is 93% - in other words, 93% of the money the company spends in destination to operate its tours goes to local businesses and services.

**Case study: The Jamaica Conservation Development Trust** manage the Blue and John Crow Mountains National Park, and operate the recreation areas of Holywell and Portland Gap Peak and the trails. They have been engaged with the communities around the national park to help them benefit from tourism, by working with them to identify what is available in the communities and helping them to develop curated packages for cross-marketing. They also sell community-produced items in their gift shop.





**Case study: The Taste of Fethiye** project connected small, local suppliers to large hotel chains. The Taste of Fethiye logo allowed hotels to verify the local origins of the produce and promote it to customers, organise food nights and encouraged customers to explore for themselves. Farmers increased their revenue by 24%. The project's success has been built upon by a more recent initiative, Flavours from the Fields, working with producers of food products such as olive oil, honey. The project works with local cooperatives to help ensure consistency of supply and with businesses on their procurement practices to enable them to work with small businesses.

**Case study: Anin Namibia** employs local women who create hand embroidered bed and table linen and home décor products for hospitality and private clients. Visitors who see the linen used in their lodges can purchase items to take home.







7. Creating a  
safe and happy  
place to work

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Differentiate your business by creating a great environment to work in. Well-rewarded and motivated staff always deliver a great service and customer experience. Good working practices help recruit and retain high quality people, increase productivity and reduce recruitment and training costs.

### **Suggested actions:**

- Check your salary scales are in line with market rates
- Offer opportunities to develop new skills, e.g. language courses, mentoring schemes, paid volunteering
- Provide staff benefits e.g. free laundry, meals, transport
- Involve staff in business decisions and invite their comments regarding improvements
- Do you have any systems in place to incentivize and reward staff? You could think about linking this to your sustainability goals. For example, you could reward staff that take the time to communicate specific environmental policies to guests or you could nominate staff on a rolling basis to act as a sustainability monitor or plastic reduction champion.
- Encourage seasonal staff to return, e.g. year-round contracts
- Offer untypical benefits e.g. flexible hours, job sharing, pensions, medical insurance
- Conduct exit interviews with departing staff to identify any patterns that can be addressed

Small tourism businesses in Jamaica have been using the training and guidance they have received through the Big Up Small Business programme to help their staff develop new skills and confidence. For example, Nonsuch Falls have utilized the tools provided by the BUSB project to train their staff and equip them with the knowledge necessary to provide excellent customer service. This has paid off as seen by the positive online reviews they are receiving and has translated into a happy place to work for the staff



Don't forget to use our other free resources for tourism businesses – covering markets and products; health, safety and security, pricing, routes to market, customer service and online marketing: <https://www.bigupsmallbusiness.org/all-resources/ready-for-recovery-resources/>





## 8. Caring for your local community

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Local communities can bear the brunt of any negative impacts that tourism may cause. On the other hand, communities that see benefits from tourism will offer a warm welcome to visitors and provide authentic and memorable experiences for them that give something back to the local community. In addition to employing local staff and identifying opportunities for training and upskilling local people to facilitate future employment opportunities, can you find ways of forging additional links with your local community. What could you do? Here are a few ideas:

- Could you host a local community area or beach clean?
- Could you donate funds to local conservation groups or community charities - direct from your business or by offering opportunities for your customers to give?
- How about donating excess food that would have gone to waste to local charities, schools, or homeless shelters?
- Can you provide space for local artists to display and sell their work in your business? Tourists love buying souvenirs and the more local the products are, the better!
- Consider offering training and apprenticeship opportunities to members of your local community, especially young people and marginalized groups
- Consider offering opportunities for local community members to enjoy your facilities during the low season or quiet days of the week.

*Example: the Rastafari Indigenous Village in St James opens up opportunities for members of the community to participate and benefit from the business.*



**Case study: Trench Town Ceramics & Art Centre** is a social enterprise in Trench Town, Kingston. They produce ceramic products retailed around Jamaica, offer tours of the facility, conduct workshops and have a gift shop. Their community development outreach programme is heavily involved in fostering children and young people with an interest in art and ceramics creation. By engaging the community's youths, teaching them skills and providing an outlet for them to be productive, the business is using art to create a positive future for them. Clay used to produce items is also sourced locally in the same community.



Most importantly, work with the local community in the places where your business is located or where you take visitors. Identify any ways in which they may suffer negative consequences from tourism and ask them about any concerns they have – such as overcrowding, pollution or invasion of their private spaces. Work out ways to address these issues and make it a positive experience instead. For example, if you are creating, organising or leading tours, consult local communities firstly about whether they would like to receive visitors (ensuring they fully understand what that will entail) and if they do, work with them to develop the experience together.

Ensure that all excursions visiting local communities provide a tangible benefit to them, shared equitably (e.g. financial contributions, economic development opportunities). Ensure also that daily life is not intruded upon or interrupted by the presence of visitors. Safeguard children - for example, avoid visits to schools and ensure that children are not missing school to engage with tourists whether formally by working in businesses or informally. Ensure guides are supported to reinforce to visitors messages about appropriate behaviour when visiting local communities.



**Case study: Reality Tours and Travel** is a small tour operator based in Mumbai and Delhi, India. The company aims to give guests an authentic and educational experience, but also regularly conduct interviews with representatives of the local communities who live where the tours visit, to ensure that their tours are not generating negative social impacts on them – and then act on the results to ensure those communities' wishes are respected.

80% of the tour profits and 100% of merchandise profits fund the company's NGO, Reality Gives, which runs and supports a variety of education, skills, arts and sport programmes. (Source: Travindy)



## Talk about what you're doing

Finally, don't forget to tell your customers, tour operators, local media and others about the stories of the positive impacts your business is having locally and the steps you are taking to future proof it and protect the natural environment. You could do this by:

- Regularly sharing stories on social media about new initiatives, or updates on how your business is supporting local communities and the environment
- Including information on your website and updating it regularly, so that customers and potential clients (e.g. tour operators) can easily see your focus and achievements
- Consider gaining a sustainability accreditation for your business and list any codes of conduct or sustainability schemes that you are signed up to
- Include information in your customer communications – for example, in your in-room guest information, on your menu or tour itinerary - Most customers will also welcome information about how they can help and opportunities to get involved, such as beach cleans, or donation schemes for local charities.
- Consider adding an option for your customers to make a voluntary donation to a local community or environmental initiative





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