Sustainable Tourism Enterprises
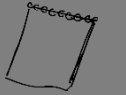# Replicator Workbook Preview

What's it all about?

Do you want to learn from proven business models from eco-inclusive enterprises around the world to tackle some of the key challenges your country is facing?

Various entrepreneurs have already developed innovative business models that turned out to be successful and create relevant social, economic and environmental impacts. Replicating solutions that work can offer a fast and effective way to contribute to sustainable development and improve people's livelihoods.

The Replicator Workbook guides the process

We developed our SEED Replicator Workbooks to guide you through the process of transferring a business model to another geographic location. Our workbooks identify best practices and shed light on conditions under which eco-inclusive enterprises in your sector operate. They include exercises that will guide you to explore your market and adapt business models to your context.

Steps	**Detect** Challenges & Opportunities	**Determine** Customer Needs & Segments	**Discover** Inspiring Success Stories	**Develop** Innovative Business Models
Tools	Business Idea Tool	Customer Segmenting Empathy Map	Business Model Adaptation	Visual Prototyping Lean Enterprise Blueprint

How to use the Replicator Workbook?

In this workbook preview, click on INSIGHTS or TOOLS to discover more
Or simply scroll to the next page

Insights

into success stories & challenges of established eco-inclusive enterprises

In our workbook, we include various READINGS on **proven models of eco-inclusive enterprises** around the globe, complemented by sets of best practices and explanations of conditions under which eco-inclusive enterprises operate. These readings are based on experiences of entrepreneurs active in the field of **Sustainable Tourism Enterprises.**

Tools

to guide you step-by-step as you develop your own eco-inclusive enterprise

Each TOOL provides step-by-step guidance to arrive at key outcomes. The first page of each tool offers a short overview of **when** to use the tool, **what** you do in the tool, **how** the tool is best used and which **key outcomes** are expected. The workbooks explains in detail what to do and which questions to ask yourself at each step while using worksheets for you to document your outputs.
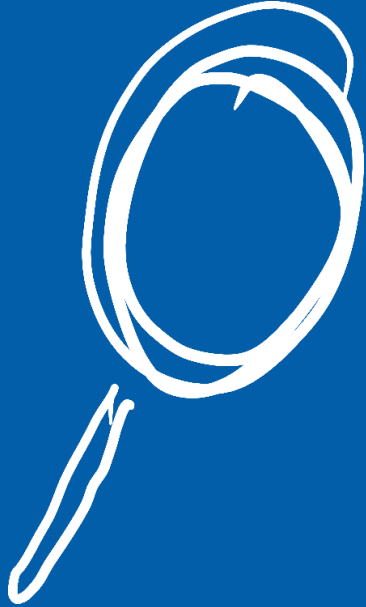
Detect sustainability challenges in your country and brainstorm solutions to tackle them. Learn about the potential of sustainable tourism enterprises and the social, environmental and economic impacts you could achieve.

The Variety of Tourism Enterprises

Exploring opportunities along the tourism value chain…

The tourism value chain includes all services and products that international tourists may require during their vacation[6] and thus offers very diverse business opportunities.

| Travel Organisations | → | Transportation | → | Accommodation | → | Food & Beverage | → | Handicrafts & Souvenirs | → | Leisure, Exkursion & Tours | → | Support Services |

Infrastructure Support →

Because of its very large and diversified supply chain, tourism activities lead to a variety of upstream and downstream effects on other economic activities that are at first sight not associated with the tourism sector.[2] This concerns, for example, infrastructure support such as waste management, supply of renewable energy or construction and support services such as eco-laundries or information centres. These business ideas profit from the proximity to the tourism sector if their products and services are tailored towards the needs of the tourism sector.

Businesses along the tourism value chain that have high potential to create social, economic and ecological impacts can be located in the four main tourism sub-chains:

Accommodation	Food & Beverage	Handicrafts & Souvenirs	Leisure, Exkursion & Tours
Establishing tourist accommodations such as • Apartments • Guesthouse • Youth Hostels requires high upfront-investments. To reduce capital requirement, backpacker and low-budget tourists should be selected as target groups as they usually don't seek for luxury accommodations and are more interested to explore the simple way of life.	• Bars & Restaurants & Kiosks • Food Shops • Food Souvenirs need to be tailored towards the special requests of international tourists and be located nearby tourist attractions. Strong partnerships and proximity to other local tourism enterprises open up the possibility to provide catering for combined travel packages e.g. one-day hiking trips.	• Handicraft Shops • Handicraft Workshops • Handicraft Production Tourism-related handicraft sales are very promising as the average tourist spends US$ 20-80 on handicraft souvenirs in countries of the Global South.[6] This sub-chain furthermore offers a great potential for strong involvement of low-income communities.	• Tourist Guides Organisations • Independent Tourist Guides • Tourist facilities offer activities ranging from nature and wildlife tours, art and craft courses to cooking classes and sport activities. The offer of such activities depends heavily on the locally available cultural assets e.g. archaeology, communities, tourism attractions and natural assets e.g. lakes, mountains, species of flora and fauna.

The Variety of Tourism Enterprises

Participate in an upcoming Replicator Workshop to discover **more about sustainable tourism enterprises!**

Discover proven business models and adapt them to your local market. Identify key business model features.

The Orginators: Gamewatchers Safaris & Porini Camps Ltd

Gamewatchers Safaris & Porini Camps Ltd is a Kenyan safari operator that owns and operates environmentally-friendly eco-camps that have been established in exclusive wildlife conservancies. The aim of the enterprise is protection and conservation of wildlife and natural habitat by establishing wildlife conservancies on land owned by local communities. For this purpose the enterprise works closely with local communities and helps them deriving benefits from conserving wildlife habitat by paying for the lease of land. Community members are furthermore being actively involved in eco-tourism activities and earn a sustainable income through employment in the conservancies and small eco-camps.

Value Proposition: Gamewatchers Safaris & Porini Camps offers its clients a unique and authentic safari experience away from the mass-market crowds with tourists staying in small low-density eco-camps within the wildlife conservancy. Therefore, the enterprise follows a strict triple-bottom line approach by ensuring that income generated by eco-tourism activities benefits local communities, the surrounding ecosystem and the company itself.

Key facts

Founded in: 1989

Country of headquarters: Kenya

Operates in: Selenkay and Ol'Kinyei Conservancy, Ol Pejeta Conservancy, Olare-Motorogi and Naboisho Conservancy

Employee size (2016): 229

Website: www.porini.com

The Orginators: ICOSEED

Successful examples of eco-inclusive enterprises

ICOSEED (Integrated Community Organization for Sustainable Empowerment and Education for Development) buys banana stems, a by-product of harvesting, from farmers, processes it into balls of fibre and uses them to make marketable products. These products - purses, table mats and other accessories – target tourists, middle-class and business women. ICOSEED contributes to strengthen the local handcraft and tourism sector and encourages tourists to buy more locally produced souvenirs rather than imported items. ICOSEED is a winner of the 2017 SAG-SEED Award.

Value Proposition: ICOSEED produces long lasting, fashionable and affordable green products made from banana fiber like hand bags, clutch purses, table matts, wall hangings, bed side matts and carpets. The products are made of 85% decomposable material and are thus very environmental-friendly.

Key facts

Founded in: 2014

Country of headquarters: Kenya

Operates in: Kutus, Central Kenya

Employee size (2017): 17

Revenue (2016): K.Sh. 1.846 Million

Website: www.icoseedkenya.org

Participate in an upcoming Replicator Workshop to discover **more exemplary eco-inclusive enterprises!**

Determine your target customer and the benefits you want to create for your stakeholders. Map out why your solution is unique and why your customers will love it!

Your Customer Tool

When?

To refine your business idea, you need to identify your potential customers. Therefore, this tool is best applied in the elaboration process of your business idea.

What?

Customers stand in the centre of any business. Even the best idea is worthless if no one buys the product. Most enterprises serve different groups of customers (customer segments) that share certain characteristics. Identifying the different segments in the first step helps you to learn more about each of them. Once you have stepped into your customers' shoes, you can target your product and marketing activities better.

How?

Sit down to think about which customer groups you would like to serve. Once you have identified the customer segments, it's time to go out and speak with your potential customers to gain a better understanding of their needs.

Steps?

Step 1 Identify Customer Segments

Step 2 Understand Your Customers

Key outcomes

- Get to know potential customer segments for your product
- Set the basis to build a customer-centric business model

Your Customer Tool

Step 1 — Identify Customer Segments

The first step is to divide the large pool of potential customers into customer segments. Customer segments are groups of customers who share certain characteristics or behave in a similar way.

➡ What will influence the preferences of potential customers towards your product or service?

➡ Will individual buyers have different expectations and needs from small stores? What about government institutions, NGOs or businesses?

➡ Will grandchildren have different expectations and needs than their grandparents for example? What about men and women, people with different religions, incomes, education levels or professions?

➡ Will people in rural areas have different expectations and needs from urban citizens? What about people in City X and City Y?

➡ Will people who have different knowledge about your product or service have different purchasing and usage patterns? Buy it more or less often, use it more or less often or use it in different ways?

Complete the information you gathered in the *Your Customer Segments* WORKSHEET on the following page. We have left space for up to five customer segments; you should identify at least two.

Step 2 — Understand Your Customers

• Out of the customer segments you identified in Step 1, select the ones that appear most important for you, for example because of their size, because they are most likely to buy your product or because they are the easiest ones for you to reach.

• For each of your key customer segments complete the WORKSHEET *Your Empathy Map*.

• The *Empathy Maps* ask you to step into your customers' shoes: What does he/she think, say, see, do, feel, and hear? You can answer the questions in discussions with your team, through internet research, interviewing or observing potential customers etc.

• It's easier to answer the questions if you imagine one representative person of each segment, and add their name and age in the middle of the *Empathy Map*, in addition to the title of the customer segment.

You will find relevant key questions for your EMPATHY MAP on the next page!

Your Customer

➡ **What does she/he think?**

- What matters most to her/him? What moves her/him? What are her/his dreams? Which may be her/his worries?

➡ **What does she/he say?**

- What does she/he tell others? What is his/her attitude? Does she/he influence others?

➡ **What does she/he see?**

- What kind of products/services does your customer see in the market? What attempt is being made to influence her/him?

➡ **What does she/he do?**

- What is she/he constantly trying to improve? What activities does she/he cherish doing? How does she/he spend their time?

➡ **How does she/he feel?**

- What does she/he experience in relation to your product or service domain? This experience can be negative or positive.

➡ **What does she/he hear?**

- What do friends say? What do her/his influencers say? What media channels influence her/his opinions on products and services?

- Keeping the following questions in mind will prove useful during the refinement process of your business idea:

➡ How can you fulfill the needs of your customers, and provide them with more benefits?

➡ Should the product or service be targeted towards different market segments?

➡ Is there anything else you still want to learn about your customers?

Your Customer

Step 1

Customer Segments				
Title	Local tourists	Foreign tourists	Hotels, Tourism companies		
Description	Local visitors	Visitors from abroad	Local businesses with services for tourism		

Your Customer

Step 2

What does she/he **think**?

Can I be a more responsible tourist?

What can I explore in this region?

What does she/he **say**?

I am seeking authentic experiences

I would like to learn & experience local life

What does she/he **see**?

Interesting local flora & fauna

Expensive tourism options

What does she/he **hear**?

Tips & advice from informal sources

Experiences from other travellers

Who is he/she?

Foreign tourists

What does she/he **do?**

Enjoys travelling

Middle-class traveller

What does she/he **feel**?

Excited to explore new adventures

Curious

How did you learn about your customer?

Asking family members, friends, relatives and interviewing other locals.

Participate in an upcoming Replicator Workshop to discover **more business planning tools!**

Let's replicate the success of **eco-inclusive enterprises** together!

Learn more about the SEED Replicator and how to apply to an upcoming workshop near you:

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