TOURISM DEVELOPMENT STRATEGY




APPENDIXES

November 2015

Falkland Islands Tourist Board

Falkland Islands
TOURIST BOARD

APPENDIX A: COMPETITIVE DESTINATION ANALYSIS

A.1 GALAPAGOS ISLANDS

The Galapagos Islands are a high-end eco-tourism destination internationally renowned as Charles Darwin's 'living laboratory of evolution' and consequently are on the 'must see' list of most tourists interested in nature. Over the past decades, there has been a dramatic increase in visitor arrivals, from 1,000 a year in the 1960s to 180,000 a year currently, with growth facilitated by the steady increase in flights to the archipelago.

Some Key Pointers and Considerations for the Falklands:

- *There was a delay in arrivals growth following the opening of new airports*
- *Galapagos is a year-round destination (little seasonality) unlike Falklands*
- *It has a carrying capacity issue and also faces environmental dangers from tourism*
- *Cannot be considered a "wilderness" destination*
- *Large marketing budget of $6m+ per annum*

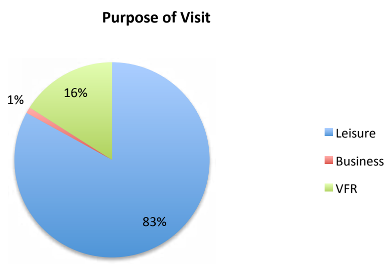
Destination Attributes

Land area (square kilometres)	7,880
Latest population estimates (2012)	26,640
Tourist-resident ratio (2014)	6.8
Tourism as % of GDP	50%

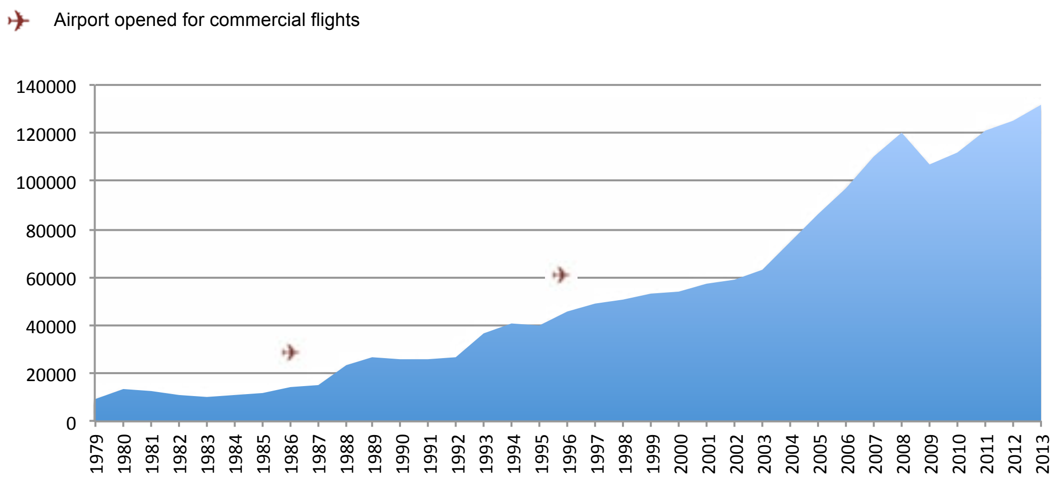
Key Tourism Data

International Tourist Arrivals 2013	***132,119***
Average annual growth 1979-2013	8%
Average length of stay (nights)	6
Average spend per day per visitor	£179

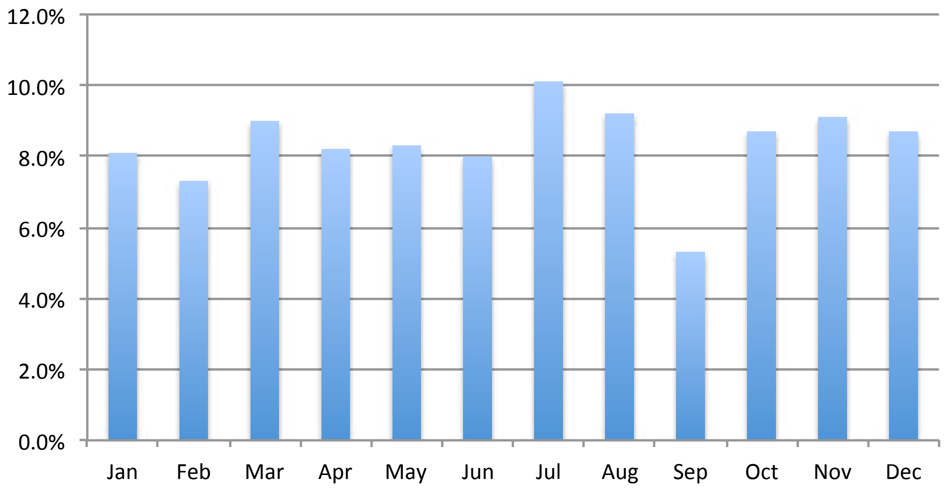
Top 5 Source Markets	**2012**	**2013**
Ecuador	30.8%	35.0%
USA	27.1%	25.0%
UK	4.8%	5.0%
Canada	4.2%	4.0%
Germany	4.8%	4.0%
Rest of World	28.3%	27.0%



Evolution of International Tourist Arrivals 1979-2013

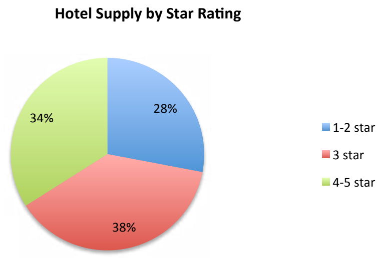


Seasonality of International Arrivals



Hotel Supply and Performance Metrics

	2011	2012
Number of Hotels	89	89
Number of Hotel Rooms	3,473	3,473
Room Occupancy %	48.0%	55.0%
ADR (UK £)	n/a	n/a
RevPAR (UK £)	n/a	n/a



Cruise Ship Industry Indicators

	2011	2012
No of cruise ship arrivals	70	70
No of passenger arrivals	78,447	90,416
No of berths on vessels	1,876	1,876
Average length of stay (days)	5	5
ADR cruise vessels	212	210
Average vessel occupancy	60%	60%

Positioning

- The Galapagos Islands are a high-end eco-tourism destination internationally renowned as Charles Darwin's 'living laboratory of evolution' and consequently are on the 'must see' list for tourists interested in nature and natural heritage.
- Over the past decades, there has been a dramatic increase in visitor arrivals from 1,000 per year during the 1960s to 204,395 international and domestic visitors in 2013, with growth facilitated by the steady increase in flights to the archipelago.

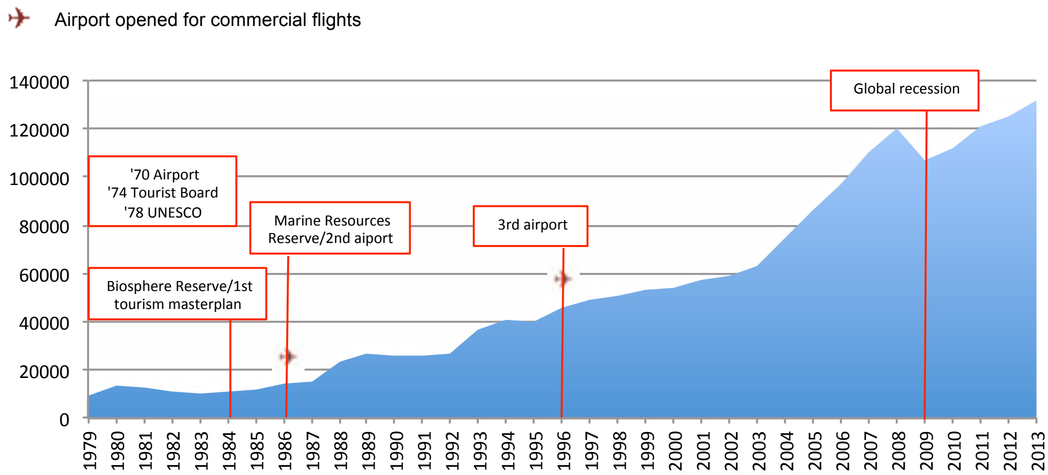
Destination Attributes

- The Galapagos Islands are located around 1,000 kilometres west of the coast of Ecuador. Having never been attached to any mainland, this volcanic island group, which consists of 13 main islands, six minor islands and 42 islets, is home to many unique species of flora and fauna that are not found anywhere else in the world.
- In 1974 the islands were home to less that 5,000 inhabitants. The influx of tourism on the islands, as well as economic turmoil on the mainland during much of the 1980s and 1990s, has led to an increase in immigration from the Ecuadorian mainland and today, the local population stands at around 26,000.
- The economy of the Galapagos is highly dependent upon the tourism industry but fishing also provides an important source of income. Buoyed by tourist dollars, the Galapagos developed as one of the few bright spots in the struggling Ecuadoran economy, especially during the 1990s and early 2000s.

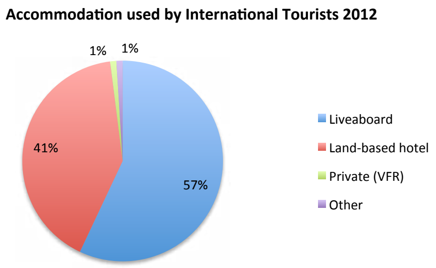
Growth in International Tourist Arrivals

- In 1959, the islands of the Galapagos were declared a National Park. However, it was not until 1969 when the first airport opened, on Baltra Island, and the first cruise ships began to offer tours to the Galapagos that tourism took off and the remote island destination began to attract visitors interested in natural history.
- The industry's growth was modest during the 1970s. Tourists stayed on 'floating hotels', or liveaboards, and were allowed relatively brief visits to designated sites within the National Park, accompanied by knowledgeable, trained guides. Nevertheless, the number of tourist vessels rose from four or five to 40 over an 11-year period. Tourist arrivals grew by an average of 24% a year during the first five years after the airport first opened, reaching 7,091 arrivals by 1973.
- In 1974 the Ecuadorian government set up a tourist board to promote, regulate and provide technical assistance for the development of the Galapagos tourism industry. At the same time, laws were passed to regulate activities in the tourism sector and to provide incentives for tourism investment.
- The next driver for tourism growth came in 1978 when the Galapagos Islands was designated the world's first UNESCO Natural World Heritage Site. This was followed in 1984 by its accreditation as a Biosphere Reserve and the establishment of the Galapagos Marine Resources Reserve in 1986. These declarations helped to bring the Galapagos to the attention of nature enthusiasts around the world.
- Tourist arrivals remained relatively stable during the early 1980s due to a lingering recession in many foreign source markets and the impact of the oil crash (Ecuador's chief export product) on domestic tourism. On average, there were 17,500 per year, of which around two thirds were international tourists.
- Arrivals were further boosted in 1986 when a second airport was opened at San Cristobal and by 1975, there were five times as many tourist arrivals as there had been in 1974. This growth continued through to 2000 when arrivals rose to almost 72,000, an average annual increase of almost 6% between 1987 and 2000.
- The global recession in 2009 saw a fall in international arrivals but these have since recovered reaching a record 132,119 in 2013 and account the majority of arrivals at almost 65%.

Growth in International Tourist Arrivals to the Galapagos Islands since 1979



Hotel Supply and Performance Metrics



- Traditionally, most visitor accommodation in the Galapagos was on liveaboards which placed a limit on the number of available beds and kept costs high. However, the transition to land-based hotels began during the 1970s and continues today.
- An economic rebound in key source markets and the free-market policies favoured by the Ecuadorian government in the mid to late-1980s prompted additional investments in both liveaboards and hotels.
- In 1982, there were 18 basic hotels and pensions in the main towns on the four habited islands of San Cristobal, Santa Cruz, Isabela and Floreana, with a total capacity of 82 rooms. By 1991, this had increased to 26 hotels and pensions with a total of 315 rooms, and by 2006, there were 65 land-based tourist accommodation establishments with 755 rooms.
- Rapid growth of hotels during the 1990s and 2000s meant that land-based hotels now account for 63% of bed capacity with the majority on San Cristobal island, the Galapagos' provincial capital, and Santa Cruz island, its economic hub.
- While most international tourists stay on liveaboards, the boom in land-based hotels is in part supported by the domestic tourist who prefers to remain on land (72%) rather than liveaboard (5%).
- Average occupancy rates for hotels are lower than those on liveaboard ships (55% and 60% respectively in 2012). None of the hotels have more than 33 rooms and most offer between 12 and 16 rooms.
- Hotels are typically more expensive in the Galapagos than on the mainland and while there are budget options, visitors can

expect to pay at least £20 per night. Prices for top-class hotels start at around £150 per person per night.

- Development of new hotels in the Galapagos was put on hold in 2013 as the government sought to standardize environmental and operational standards and many were operating outside of desired standards.

Nationality of Tourist Arrivals

- In 2013, there were 72,276 domestic tourist arrivals and 132,119 international arrivals to the Galapagos. Initially driven by international arrivals, over the last 25 years, domestic tourism has increased and now accounts for 35% of all arrivals.
- Most international visitors are from the US, accounting for one quarter of all arrivals and 40% of all international arrivals. Significant numbers also arrive from the UK, Germany and Canada (5%, 4% and 4% respectively).

Purpose of Visit, Length of Stay and Seasonality

- The majority of arrivals to the Galapagos are leisure tourists (83%) although some of these are likely to be scientists. There is little business tourism (0.8%) but owing to the inward migration of mainland Ecuadorians, VFR tourism accounts for 16.2%.
- In 2012, the average length of stay on the islands was six days. However, international visitors stay longer, between seven and nine days, while domestic tourists spend between four and six days.
- The Galapagos Islands are a year-round destination with a dry period between June and December and a warm season between December and May. Because of its location on the equator, air and water temperatures vary little.
- International arrivals remain fairly even throughout the year, with a small peak during August and July.

Airlines and Routes

- In 1969 TAME Airlines, Ecuador's flag carrier, was the only airline providing direct air services to the Galapagos. Over time, TAME increased frequency and number of flights between the islands and the mainland.
- Most tourists disembark at the main airport on Baltra Island and a smaller share on San Cristobal, the second airport that opened in 1986. A third smaller airport opened in 1996 on Isabela but is only used for inter-island flights.
- The three major airlines operating to the Galapagos Islands are TAME, LAN and Avianca. All operate two morning flights daily from Quito via Guayaquil to Isla Baltra and one or two daily flights to San Cristobal. International visitors can fly into one airport and out of another.

Cruise Tourism

- From one touring ship in 1969 the fleet of tourist vessels had grown to 40 ships by 1981, capable of accommodating 600 passengers. This peaked in 1996 at 90 ships and subsequently decreased to 80 by 2006. Passenger capacity, however, increased from 600 to 1,805 over the same period.
- Initially all tourists stayed on liveaboard ships, immediately transferring to ships upon arrival.
- There is a wide variety of ship options for visitors to choose from when selecting tours. The larger ships carry between 40 and 100 passengers and are dominated by the luxury five-star ships. The luxury market also boasts a number of high-end yachts and catamarans which provide berthing for between 20 and 36 passengers. The remainder of the market, which covers the first class, mid and budget ranges, is provided for by smaller ships, typically accommodating between 10 and 20 passengers.
- Ship tours typically last from three days to two weeks and, depending upon the itinerary, visit between 5 and 11 islands. To minimize the negative impact, the park service has designated 45 approved visitor sites around the archipelago for such ships. Tourists are required to stay on marked pathways at most sites and must be accompanied by a trained nature guide.
- The majority of ships are based in either Santa Cruz (84%) or San Cristobal (16%). The other two inhabited islands have a limited number of boats that provide daytrips.
- According to the Galapagos National Park, occupancy on board the liveaboard ships was about 60% in both 2011 and 2012 with some ships achieving 100% occupancy during July and August.
- The average price paid by liveaboard tourists per night is around £120.
- A number of companies offer crewed yacht charters for periods of four to eight days. Galapagos yachts range from 10-passenger boats to 100-passenger ships; 16 passengers is the most common size. Yachts are categorised according to size and luxury:
    - Luxury Yachts are the most spacious with the best service.
    - First Class Yachts offer good amenities and service for a lower price.
    - Tourist Superior Class Yachts offer great Galapagos experiences with private bathrooms and air conditioning throughout but the cabins and communal spaces are general smaller and more basic.

Competitiveness

- The Galapagos Islands remain one of the most expensive destinations for tourists and for many are a once-in-a-lifetime trip. Nevertheless, the archipelago is competitive due to its unique nature tourism offer that cannot be found anywhere else in the world.
- In recent years, the islands have become more affordable for domestic tourists and those travelling on a smaller budget because of the growth in land-based hotels.

Marketing and Promotion

- Tourism marketing and promotion for the Galapagos Islands is carried out by Ecuador's Ministry of Tourism. There is no separate budget for the Galapagos.
- In 2011, Ecuador's tourism promotion budget was US$20 million of which 50% was allocated to Ecuador's key markets, and in particular, the US. The US market is of increasing importance to the Galapagos as it accounts for one quarter of all international arrivals and is particularly motivated by eco-tourism and nature tourism.
- Ecuador's new tourism campaign, 'All You Need is Ecuador' was launched in 2014 with a second phase commencing in early 2015. The new campaign is part of a US$600 million four-year plan to promote tourism to the country and improve tourism-related infrastructure.

Tourism Planning

- In 1973 the management plan for the Galapagos National Park established a maximum of 12,000 tourists per year to the islands. By 1978 this limit was exceeded and consequently the maximum was reset to 14,700 annual visitors, and upwards again to 25,000 in 1982. This was under the assumption that growth could be controlled by limited the number of ship permits to those already issued. However, whilst retaining their permits, small ships were replaced with larger ships and small fishing boats were purchased for their permits and subsequently transformed into large touring ships. As a consequence, the next maximum of 25,000 was reached in just two years by 1986, along with the opening of the second airport.
- During the 1990s, as the visitor numbers continued to increase, the Galapagos National Park Service amended its growth management tools. The characteristics and carrying capacity of each site were studied to calculate their acceptable rates of use. Ship movements were monitored and itineraries established that stipulated the day and time that each ship could visit specified visitor sites.
- In 1998 Ecuador passed a new 'Special Law for the Galapagos', which introduced limits on new tourism infrastructure as well as preferential treatment for local tourism operators.
- Whilst the government of Ecuador has been instrumental in protecting the Galapagos Islands, there have been lapses in financial support and enforcement of laws and regulations. Pressures from population growth, tourism and fishing increased to such an extent that the Galapagos became a World Heritage Site in Danger in 2007.
- Much work has taken place since then resulting in its removal from the Danger List in 2009. Although tourists are concerned about the islands' conservation, the placement of the Galapagos on the Danger List did not lead to a decline in visitors in 200, although the global economic recession in 2009 did.
- Initiatives that have been introduced to enhance tourists' experiences while protecting the fragile eco-systems of the islands include:
    - Changes to ship itineraries. Tourists are permitted to stay for a maximum of four nights and five days per ship, with a frequency of four landings within any 14-day period.
    - A moratorium on the building of new hotels.
    - Increased park entry fees. These are currently set at US$60 for international tourists and US$20 for domestic visitors, with a 50% discount for children under the age of 12.
- Currently there is no cap on annual visitor numbers to the Galapagos despite pressure from various conservation groups. In lieu of total visitor limits, the key tool remains the carrying capacity per site and rotating visitors between the sites through fixed itineraries.

Lessons for the Falkland Islands

- Four decades of careful tourism planning and development has paid off for the Galapagos. Tourism has become the mainstay of the economy and even with its impacts, has been much more friendly to the fragile resources than alternative economies such as fishing.
- Instead of an inflexible cap on visitor arrivals per year, the government of the Galapagos has managed to continue to grow tourism yet safeguard both the environment and the quality of the visitor experience by introducing carrying capacity limits per site and introducing a carefully managed rotation system for tourists.
- Analysis of visitor satisfaction indicates that current visitors are quite satisfied with the experiences they are receiving. Although capacity is still believed to exceed demand, the eco-system is still under stress and ultimately a cap on visitor arrivals might need to be introduced after all.

A.2 COOK ISLANDS

The Cook Islands are a network of 15 islands in the South Pacific. International tourist arrivals have grown from less than 10,000 to more than 120,000 since the opening of an international airport in 1976. Since 2005, the Cook Islands have sought to differentiate from other Pacific island destinations by focusing on a combination of eco- and ethic-tourism rather than competing head-to-head with Fiji on price in the rest and relaxation resort market.

Some Key Pointers and Considerations for the Falklands:

- *Subsidised air links have driven tourist growth, in particular from Australia and USA*
- *Accommodation is mainly small-scale and locally driven*

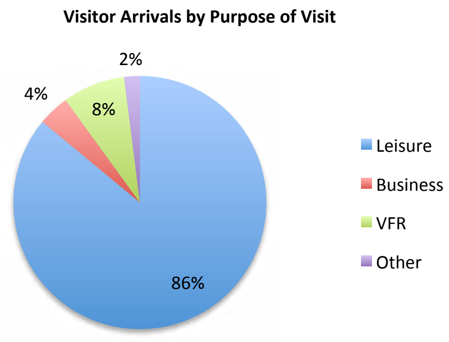
Destination Attributes

Land area (square kilometres)	240
Latest population estimates (2014)	13,600
Tourist-resident ratio (2014)	8.9
Tourism as % of GDP (2013)	60%

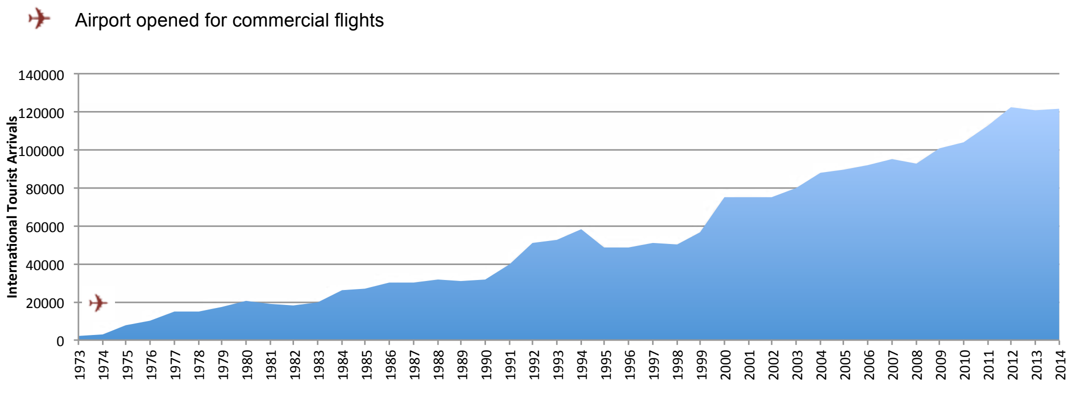
Key Tourism Data

International Tourist Arrivals 2014	***121,458***
Average annual growth 1973-2014	10.3%
Average length of stay (days, 2013)	13
Average spend per day/tourist	UK £108
Key age group	45-59 years

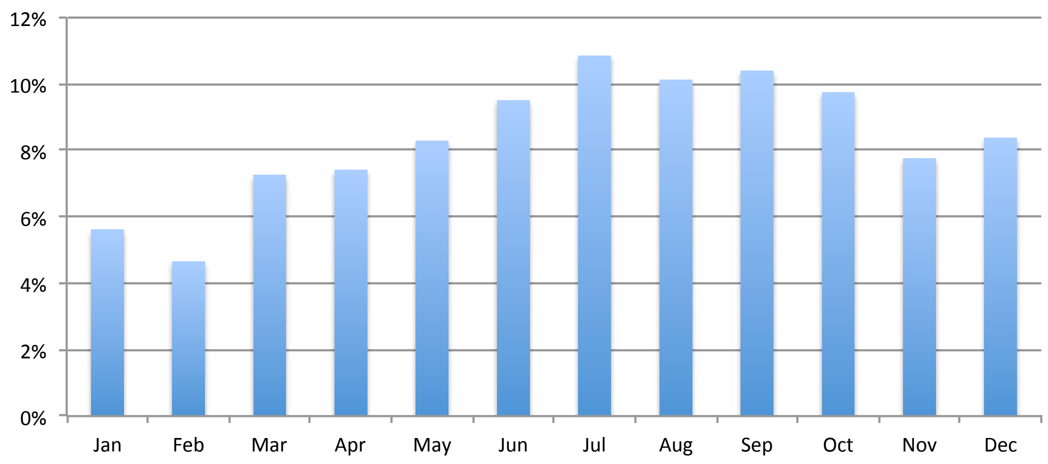
Top 5 Source Markets	**2013**	**2014**
New Zealand	65%	66%
Australia	19%	18%
Europe	8%	8%
USA	4%	4%
Canada	2%	2%
Rest of World	2%	2%



Evolution of International Tourist Arrivals 1973-2014

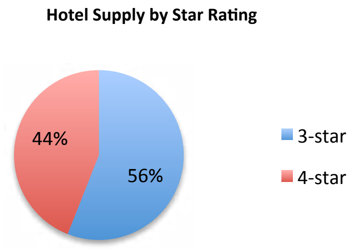


Seasonality of International Arrivals



Hotel Supply and Performance Metrics

	2011	2012
Total Lodging Establishments	46	47
Total Rooms	1,815	1,900
Number of Hotels	15	18
Number of Hotel Rooms	786	872
Room Occupancy %	51.6%	n/a
ADR (UK£)	n/a	n/a
RevPAR (UK3)	n/a	n/a



Cruise Ship Industry Indicators

	2011	2012
No of cruise ship arrivals	33	30
No of passenger arrivals	11,865	10,000
Average length of stay (days)	1	1

Positioning

- Named after Captain Cook who sailed here in 1773, the Cook Islands are a network of 15 volcanic islands and coral atolls in the heart of the South Pacific, located around 3,000 kilometres northeast of Auckland in New Zealand. Tahiti lies 1,160 kilometres to the east while American Samoa is located 1,532 kilometres to the west, and are the islands nearest neighbours.
- The Cook Islands offer mountainous jungle areas and white sandy beaches, fringed by coral reefs. Tourists are drawn to this idyllic setting to swim, snorkel, dive, sail and windsurf, as well as hike and cycle on land.
- There is a focus on a combination of eco- and cultural tourism rather than competing with Fiji on price in the rest and relaxation resort market.

Destination Attributes

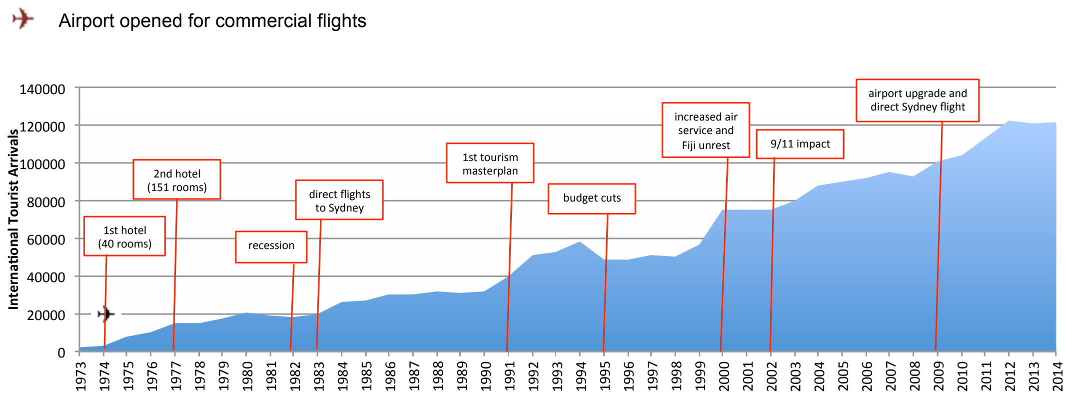
- The Cook Islands are spread over a maritime area of almost 2 million square kilometres but has a combined landmass of just 240 square kilometres. The population is estimated at 13,600 in 2014 of which almost three quarters (72%) live on the main island of Rarotonga.
- The Cook Islands are a former British Protectorate but has been a self-governing state in free association with New Zealand since 1965.
- Large numbers of Cook Islanders have migrated to New Zealand and Australia over the years to seek better employment opportunities. More than 50,000 now live in New Zealand and an estimated 15,000 in Australia.
- Tourism is the leading economic sector, directly responsible for 60% of the Cook Islands GDP and indirectly driving the demand and activity of over 90% of the economy. Other areas of economic activity are agriculture, pearl faming and offshore financial services, as well as the sale of fishing licences to foreign fleets.

- The economic development of the Cook Islands has been hampered by limited cultivable land, the wide geographical spread of the islands, the small population and the long distances from major source markets.
- The Islands are heavily dependent upon New Zealand, which supplies most foreign aid and is its principle trading partner.

Growth in International Tourist Arrivals

- Until the opening of Rarotonga Airport in 1974 (which was built with financial support from the New Zealand Agency for International Development), the number of tourists arriving in the Cook Islands was small. The total number of visitors for the years 1966-1970 came to only 2,016 for the whole five year period.
- Following the introduction of an air service from Auckland to Rarotonga, the number of visitors increased from 1,776 in 1973 to 6,477 in 1974, although early tourist arrivals are thought to include a large number of original Cook Islanders (VFR tourism).
- At that time, the only airline to serve the Cook Islands was Air New Zealand with a weekly service from Auckland, initially operating with a DC8, then from 1982 with a B747 and in 1986 with a B767.
- In the first five years following the opening of the international airport, tourist arrivals increased with a CAGR of 23% per annum, reaching 17,109 in 1979. During the next five years tourist arrivals rose by a more modest CAGR of 8.4%, reaching 25,987 arrivals by 1984. Over the next 10 years, arrivals increased with another 8.4% per annum, reaching 52,868 arrivals in 1993, 20 years after the airport opened.
- One of the drivers of growth was the opening of a direct air service between Rarotonga and Sydney which resulted in an increase of Australian tourists from less than 1,000 in 1982 to more than 5,000 in 1986.
- Since the launch of the Cook Islands' first tourism masterplan in 1991, tourist arrivals have risen by a CAGR of 5.5% per annum, reaching 121,458 in 2014, a slight dip from the record high of 122,384 international arrivals in 2012.
- The only prolonged period of falling tourist arrivals was between 1995 and 1998 when the Cook Islands Government budget was slashed and the tourism budget was also cut.
- The years during which the greatest growth was achieved were:
    - 1992 (+25.1%), in part boosted by the staging of the Pacific Arts Festival in Rarotonga)
    - 1999 (15.0%) and 2000 (31.1%), partly as a result of increased North American arrivals on Canada's 3000's air services, connecting Vancouver with Sydney via Honolulu, Rarotonga and Auckland. Political unrest in Fiji during the spring and summer of 2000 was also a contributing factor, with some tourists opting to travel to the Cook Islands instead.
- Since 2000, the Cook Islands experienced a drop in arrivals in 2009 and growth has been more restrained that in the 1990s.
- In December 2009, Air New Zealand reintroduced a direct weekly service from Sydney and agreed in December 2010 to extend the service from a seasonal schedule to a year-round service through to March 2014. Arrivals from Australia have grown by 12.2% per year as a result.
- The Cook Islands are aiming to achieve 150,000 arrivals by 2016, which equates to a CAGR of 5.2% per annum from 2012.

Growth in International Tourist Arrivals to the Cook Islands since Airport Opening



Hotel Supply and Performance Metrics

- The first hotel that opened in the Cook Islands was the 40-room Trailways Hotel (currently Club Raro) in 1974. The next hotel opened in 1977, the 151-room Rarotongan Resort Hotel, jointly owned by the Cook Islands Government, Air New Zealand and the Cook Islands Tourist Hotel Corporation, and its opening led to a 54% increase in visitor arrivals in the same year.
- After the expansion of accommodation supply on Rarotonga in the 1980s and early 1990s, Cook Island's tourism development policy for the period 1995-2000 was to freeze all development of hotel accommodation in order to ensure balanced and controlled development. Instead, development of small and medium-sized Polynesian resorts was encouraged for the outer islands in an attempt to spread the economic benefits of tourism. Subsequently, Aitutaki has developed into an important secondary centre after Rarotonga.
- In 1971, prior to the opening of the international airport, there were four lodging establishments offering a total of 20 rooms. By the end of 1999, stock had increased to 32 establishments with 777 rooms, and by 2012 this had increased again to 47 establishments offering 1,900 rooms.

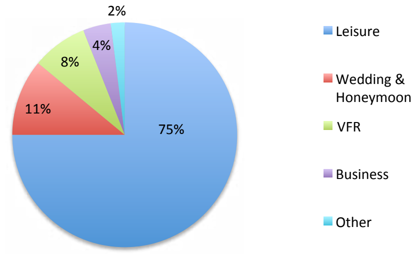
- In 2012, there were 18 hotels and resorts on the Cook Islands of mostly four-star quality. Most are boutique hotels with between 10 and 60 rooms in villas or bungalows. There are two big resort hotels, the Rarotonga Beach Resort (156 rooms) and Edgewater Resort (280 rooms), and due to the Islands' positioning as a luxury destination, there are no one or two-star hotels in the Cook Islands.

Nationality of Tourist Arrivals

- New Zealand is traditionally the Cook Islands' key inbound source market and accounted for more than three fifths of arrivals in 2014. The introduction of low-cost airfares from New Zealand (Pacific Blue) has significantly increased tourist volumes but an increasing reliance on this market has lowered yields across the industry.
- Australia has a smaller share (18% in 2014), as does Europe (8%) and North America (4%). All source markets have remained at the same level since 2013.
- Most European visitors come from the UK although arrivals numbers were affected by the global economic crisis.

Purpose of Visit, Average Length of Stay and Seasonality

- The majority of visitors come to the Cook Islands for leisure purposes (75%) or weddings and honeymoons (11%).
- VFR travel also ranks highly (9%), as a result of Cook Islanders resident overseas.
- Due to the high proportion of VFR travel (Cook Islanders usually stay between two and four weeks) and long-haul flights operating once a week, the average length of stay was 13 days in 2013.
- The European and North American visitors typically stay for one week, and often combine a visit to the Cook Islands with another Pacific destination.



Airlines and Routes

- In 1992, the Cook Islands briefly had its own international airline, Cook Islands International, but it ceased operations in the same year.
- Air New Zealand is now the dominant airline and since 2011 has provided a weekly direct service between Los Angeles and Rarotonga as well as a weekly return service to and from Sydney, services that are underwritten by the Cook Islands Government. The Cook Islands Tourism Corporation supports these routes through integrated marketing in each respective market. In the first year, the LA service carried 28,520 passengers direct to the Cook Islands (25% of all tourist arrivals) and in the second year carried 33,032 passengers (27% of all tourist arrivals).
- Without these underwritten flights, the Cook Islands would only be served by a short-haul route via Auckland to the rest of the world. Air New Zealand operates an average of 10 flights a week between Rarotonga and Auckland, and Virgin Australia operates five flights during the winter schedules and three during the summer schedules, most with onward connections from Auckland to Sydney.
- Air Rarotonga also operates charter flights to French Polynesia, Niue, Samoa and Tonga, while Air Tahiti offers weekly flights between Rarotonga and Papeete (Tahiti).
- International access remains a challenge for the tourism industry and the Islands are now reliant on Air New Zealand as one of three airlines serving the country.

Cruise Tourism

- A variety of cruise ships visit the Cook Islands from the huge MS Westerdam that caters for nearly 2,000 passengers, to smaller vessels such as the MS Europa and the Paul Gauguin, which only travels to the South Pacific.
- The Cook Islands receives around 33 cruise ships each year bringing in between 10,000 and 15,000 international visitors. However, the number of cruise ship arrivals has dropped in recent years due to inaccessibility with 50% of visiting ships unable to ferry passengers to shore due to poor weather. This is being addressed with new jetty and landing area which is also expected to attract private super yachts.

Competitiveness

- The modest size of the Cook Islands' accommodation stock and the nature of its tourism industry (consisting predominantly of small and medium-sized businesses), limits market penetration.
- Despite healthy growth in tourist arrivals since the opening of the international airport in 1974, the Cook Islands remains a minor destination compared to other tourism players within its immediate region, e.g. Fiji and French Polynesia. It does, however, attract sufficient tourists to support its relatively small-scale tourism industry and to provide for 60% of the country's GDP.

- Small island states are generally not covered by the World Economic Forum's Travel and Tourism Competitiveness Index but its 2012 ASEAN Report does recognise the Cook Islands as a world leader in terms of 'openness' as nationals of a record 195 countries and territories can travel to the Cook Islands visa-free.
- The Cook Islands are relatively price-competitive but despite recent hotel renovations, it is mostly limited to four-star properties and therefore cannot compete with the luxury high-end accommodation and signature products offered by international hotel chains in nearby Fiji.

Marketing and Promotion

- The Cook Islands maintain a relatively high market presence by combining the resources of the public and private sector into cooperative marketing opportunities, focussing on limited priority markets and recognising capacity limitations.
- The Cook Islands has recently revamped its tourism branding. The destination marketing strategy underpins the airline strategy and route development by focussing most of its marketing activities on the Australian and North American markets. In addition, it is building the Cook Islands profile in emerging markets such as Asia, South America and the United Arab Emirates.
- To incentivise travel and increase tourist arrivals during the low and shoulder seasons (between December and May), an Event Development Strategy is also in place and the design of a cruise strategy is in the planning stages.
- The Cook Islands have seven overseas marketing representative offices including a representative company in China since July 2013.
- In 2006, the Cook Islands changed its tourism slogan from 'Your Recipe for True Paradise' to 'Live Differently – Visit the Cooks!' in an attempt to devise a new image based on the Polynesian islands' laid-back life and culture.
- In 2015, the Cook Islands are celebrating their 50th Constitution Celebration, 'Te Maeva Nui 2015' with a three month schedule of national events and activities that acknowledge past achievements and milestones that have impacted on the culture, tribes and communities on the islands.

Tourism Planning

- The first tourism masterplan for the Cook Islands was commissioned through the Asian Development Bank in 1988 when a number of strategic developments were expected to occur, including the first five-star hotel which never happened, the launch of an air service to the US and the establishment of a hospitality training and tourism school. The plan set up the destination for strong tourism growth. These developments created an urgent need for the development of clear strategies and implementation mechanisms for tourism development.
- Since the Cook Islands could not provide the scale of human, financial and technical resources to absorb or control mass tourism owing to its small landmass and population, an alternative path of balanced and controlled development was chosen.
- The masterplan was completed in 1991 and targeted:
  - 57,000 tourist arrivals for 1995
  - 69,900 by 2000
  - compared to a base of 33,900 arrivals in 1988.
- The 1995 target was not achieved but by 2000, arrivals had risen to 72,994.

Lessons for the Falkland Islands

- In line with the conventional wisdom of tourism planners in the 1980s and early 1990s, the 1991 Cook Islands Tourism Masterplan focused on a high level of government control and the development of major new hotels.
- However, due to an inability to attract foreign investors, growth in tourism accommodation was eventually achieved through various smaller-scale projects as well as incremental growth of existing establishments. As a result, there is now a higher level of participation by Cook Islanders and the environmental impacts from tourism developments are kept within acceptable limits.

A.3 EASTER ISLAND

Easter Island, also known as Isla de Pascua or Rapa Nui, is a cultural tourism destination renowned for its giant Polynesian stone figures that are scattered amid a barren volcanic landscape. Commercial flights to the world's most isolated permanently inhabited island commenced in the late 1960s, but tourism further flourished since the island's recognition as a UNESCO World Heritage Site in 1995 and is now one of Chile's key tourism destinations.

Some Key Pointers and Considerations for the Falklands:

- *No strong seasonality of tourism*
- *Significant growth in the South American market in recent years*
- *Air links have clearly been the catalysts of growth*

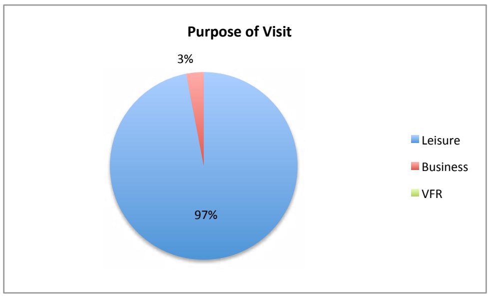
Destination Attributes

Land area (square kilometres)	160
Latest population estimates (2012)	5,761
Tourist-resident ratio (2014)	7.1
Tourism as % of GDP	91%

Key Tourism Data

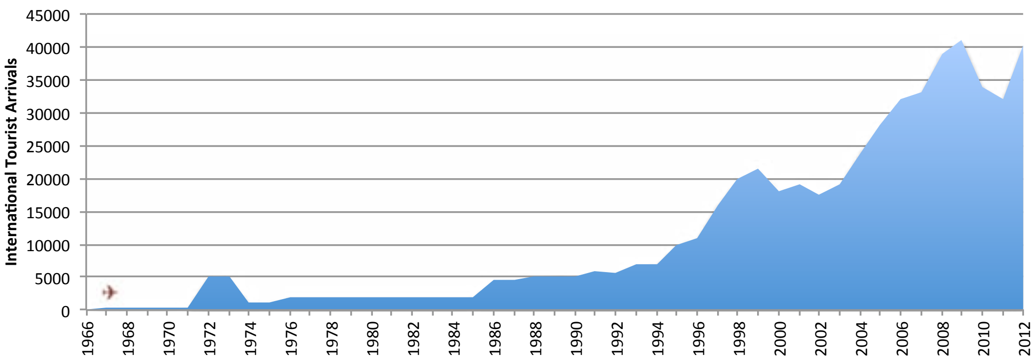
International Tourist Arrivals 2012	***40,213***
Average annual growth 1966-2012	15%
Average length of stay (nights)	4.5
Key age group	25-34 years

Top 5 Source Markets	**2011**	**2012**
Chile	38.6%	39.9%
USA	8.0%	13.8%
France	9.8%	11.7%
Peru	n/a	7.9%
Brazil	2.6%	6.0%
Rest of World	41.0%	20.7%

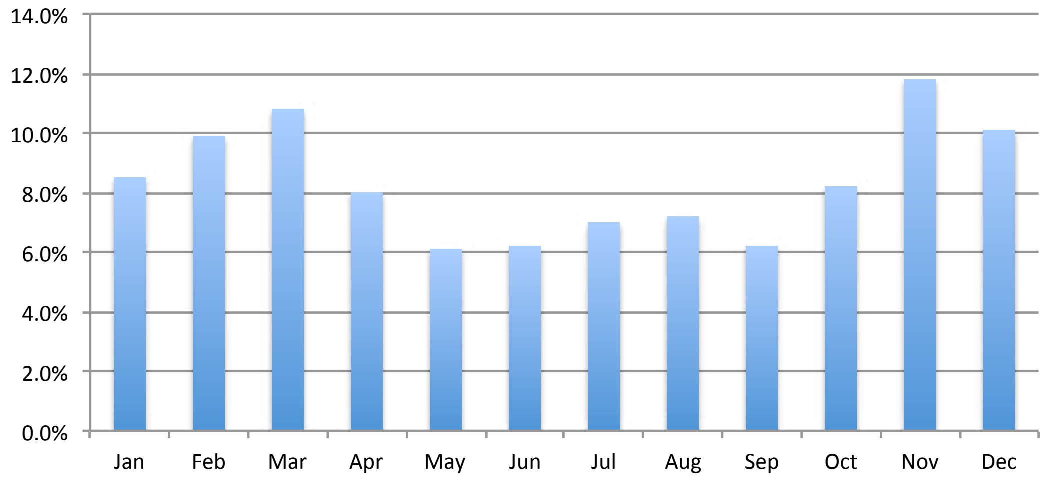


Evolution of International Tourist Arrivals 1966-2012

✈ Airport opened for commercial flights

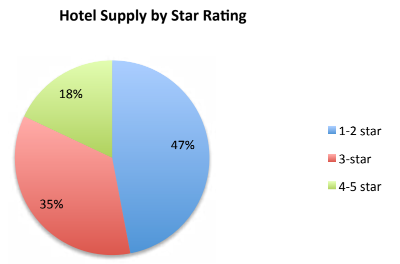


Seasonality of International Arrivals



Hotel Supply and Performance Metrics

	2011	2012
Total Lodging Establishments	n/a	35
Total Rooms	n/a	1,785
Number of Hotels	14	17
Number of Hotel Rooms	n/a	479
Room Occupancy %	n/a	50%
ADR (UK £)	n/a	n/a
RevPAR (UK £)	n/a	n/a



Cruise Ship Industry Indicators

	2011	2012
No of cruise ship arrivals	n/a	n/a
No of passenger arrivals		4,000
Average length of stay (days)	1	1

Positioning

- Easter Island, also known as Isla de Pascua (by Chileans) or Rapa Nui (as called by the native population), is a cultural tourism destination renowned for its giant Polynesian stone figures (Moai) that are scattered amid a barren volcanic landscape.
- Commercial flights commenced in the late 1960s but tourism only really flourished once the island was recognised as a UNESCO World Heritage Site in 1995. It is now one of Chile's key tourism destinations.
- While archaeology/cultural tourism is the main attraction, the island also attracts tourists interested in diving, fishing, surfing, yachting, hiking and other soft adventure activities.

Destination Attributes

- Located in the Pacific Ocean at a distance of 3,526 kilometres from the west coast of Chile, Easter Island is one of the most remote inhabited islands in the world. The nearest inhabited islands are the Pitcairn Islands some 1,900 kilometres to the west.
- Easter Island's history tells of a culture that overextended itself and brought about its own ecological suicide, supposedly by chopping down all the trees to make wooden frames to hoist up their Moai, of which there are more than 900 on the island. Without wood to make boats, the Rapa Nui could no longer fish, tribal war broke out and many starved to death.
- When Europeans discovered Easter Island in the 18th century, the local population stood at less that 1,000 inhabitants. In 1888, the island was annexed by Chile and slowly an influx of mainland Chileans started. Today, Easter Island has a local population of 5,761 people and a landmass of 166 square kilometres.

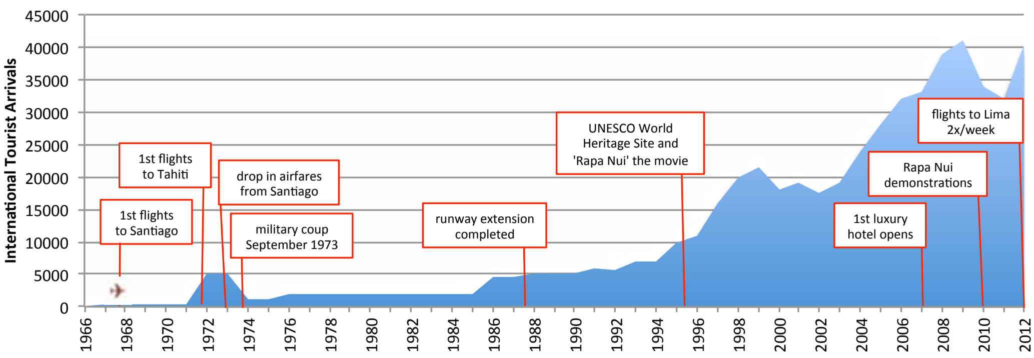
- Some 91% of Easter Island's economy is now dependant upon tourism. With more than 40,000 tourists visiting Easter Island a year, more than seven tourists for each local resident, it is vital to manage the growth of the tourism sector in a balanced and sustainable way.

Growth in International Tourist Arrivals

- During the 1950s, only about 50 to 60 people per year visited Easter Island, all from mainland Chile. At that time, the island was only accessible by the annual supply ship of the Chilean Navy.
- Easter Island's airport was completed in 1965 with financial support from the US as the Chilean government reached an agreement with the US Air Force to allow use of the runway as an emergency landing base for NASA space shuttles.
- Chilean carrier, LAN Airlines, launched its first commercial flights to Easter Island in 1967 when US tour operator Lindblad Expeditions organised 10 full charters through LAN, providing capacity for 44 people per flight. It took 10 hours to travel the route from Santiago de Chile (today it takes five hours), and the aircraft remained on the island for 10 days. These early tourists stayed in tented accommodation under an agreement with the Chilean Hotel Association.
- In 1971, LAN operated direct flights between Easter Island and Tahiti, and as a result of onward connecting flights from Tahiti, Easter Island became accessible to visitors from Australia, New Zealand and Japan.
- In 1972 following Salvador Allende's election as the Chilean President, tourist arrivals to Easter Island increased to 5,123, of which 82% were Chilean, largely as a result of a government decision to subsidise flights to attract domestic tourists who were unable to travel abroad owing to poor exchange rates.
- After the military coup lead by General Augusto Pinochet in 1973, tourist arrivals fell to 1,273 and remained at a low level throughout the 1970s and early 1980s as a result of the Chilean economic crisis.
- However, tourism began to grow again in the mid- to late-1980s, particularly from 1987 after the runway had been extended enabling access for larger aircraft and by the mid-1990s, tourist arrivals had exceeded 10,000 per year.
- Following the designation of the National Park Rapa Nui as a UNESCO World Heritage Site in 1995 and the movie *Rapa Nui*, directed by Kevin Costner in the same year, tourist arrivals saw a marked increase, reaching 21,434 in 1999.
- Arrivals continued to grow throughout the 2000s, reaching 40,123 in 2012 when tourists per capita ratio reached 7:1, one of the highest in the world.
- Setbacks were recorded in 2002 (-8%), 2010 (-16%) and 2011 (-3%), the latter two as a consequence of demonstrations held by the Rapa Nui islanders at various ancestral sites. However, the bounce back in 2012 was aided by the introduction of two additional weekly flights from Lima in Peru.
- The statistics used in this case study are collected by the Easter Island office of SERNATUR, the Chilean National Tourism Service, and reflect the total tourist arrivals staying in tourist accommodation establishments.

Growth in International Tourist Arrivals to Easter Island since Airport Opening

✈ Airport opened for commercial flights



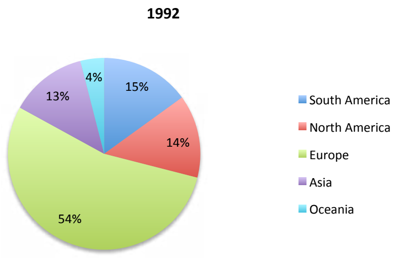
Hotel Supply and Performance Metrics

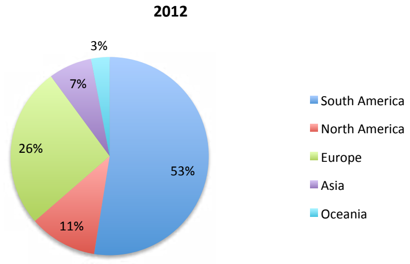
- Despite growth in accommodation supply and increased interest from foreign investors, all properties on Easter Island are required by law to be owned or run in partnership with a native Easter Islander.
- Initially, Easter Island's accommodation offer was very basic, with a few camping tents for tourists. In the early 1970s several residents converted their homes into guest houses to cater for the influx of tourists following the subsidisation of flights and low fares – a return ticket was the equivalent of £10 in 1973 prices. Around the same time, the government-owned Hanga Roa Hotel opened with 120 rooms.
- Today, the majority of lodging on Easter Island is still located in or around the island's only town of Hanga Roa and is provided in simple hotels or family-run guest houses, or 'residenciales'. They are particularly attractive to backpackers due to their relatively low prices, from £45 per night per room.
- In 2007 a move towards more high-end tourism commenced with the opening of the island's only luxury hotel, the 30-room Posada de Mike Rapu. The all-inclusive eco-lodge was established in partnership with Explora, Chile's luxury tour operator, and is located in an isolated region, catering for the luxury market with prices in excess of £675 a night in high season, based on a minimum stay of three nights.

- In 2010 two resort hotels were opened to bridge the gap between economy and luxury:
  - 17-room Altiplanico, part of a Chilean hotel chain
  - 75-room Hangaroa Eco Village & Spa, owned by Chilean hospitality group, Empresas Transoceanica, built on the site of the old Hango Roa Hotel in 2008. (It was this building project that spurred the Rapa Nui demonstrations in 2010.)
- In 2012, there were 35 tourist accommodation units on the island providing 1,785 rooms. However, only 17 of these were classified as hotels and the number of beds totalled 479. The numbers of campsites and private accommodation units are not registered but it is estimated that 85%-90% of visitors stay in hotels and guesthouses.
- There is limited information as to occupancy rates but it is estimated that average annual occupancy for all tourist accommodation is around 50%.

Nationality of Tourist Arrivals

- There have been notable changes to the composition of tourist arrivals to Easter Island over the last 20 years. These highlight the importance of the South American market and there has been exceptionally strong growth from the domestic market which has overshadowed growth from the traditional European source markets.





- Currently, 60% of tourists are foreign and 40% are Chilean nationals. From international source markets, 8.3% are from the US. With the exception of Peru (4.8%), none of the other top markets are from South America.
- The progressive increase of Chilean tourists has important implications. Accounting for 17% of tourist arrivals in 1989, Chilean visitors accounted for 40% by 2012, an annual average growth rate of 15% during the period. By comparison, the annual average growth rate of international visitors during the same period was 8%.
- However, it is worth noting that Chilean visitors spend, on average, 25-30% less than foreign tourists whilst on Easter Island.

Rank	1989	Arrivals '89	% share '89	2012	Arrivals '12	% share '12
1	US	840	16.7%	Chile	16,050	39.9%
2	France	799	15.9%	US	3,333	8.3%
3	Chile	692	13.8%	France	2,820	7.0%
4	Germany	583	11.6%	Peru	1,914	4.8%
5	Italy	351	7.0%	Germany	1,869	4.6%
6	Australia	322	6.4%	Brazil	1,449	3.6%
7	Argentina	119	2.4%	Japan	1,301	3.2%
8	Brazil	131	2.6%	Spain	991	2.5%
9	Spain	104	2.1%	Australia	978	2.4%
10	UK	74	1.5%	China	949	2.4%
	Rest of World	1,001	20.0%	Rest of World	8,559	21.3%
	Total	**5,016**	**100.0%**	**Total**	**40,213**	**100.0%**

Purpose of Visit, Length of Stay and Seasonality

- A survey in 2001 found that the primary motivation for visiting Easter Island is leisure (75%) of which the majority is fuelled by an interest in cultural tourism. The second largest group are interested in archaeology (16%) and scientists (5.7%), while business tourism accounts for 3% of all arrivals.
- Easter Island attracts a young market with 38.5% of all tourist arrivals falling in the 15-34 year old category, 32.9% within the 35-54 category and 24.5% are aged 55+.
- The average length of stay for tourists staying in hotels and guesthouses on the island is 4.5 nights. Cruise passengers typically stay less than a day, for five to six hours.
- Easter Island has an oceanic tropical climate with mild winters and pleasant weather year-round. The hottest months are January and February (average 28^{o}C) and the coolest are July and August (average 18^{o}C).
- The peak tourist season runs from November to March when the prices are highest and accommodation can be hard to find, especially during the Tapati Papa Nui Festival which runs during the first two weeks of February every year. During the low season of June to August, domestic tourist arrivals ensure occupancy levels remain at an acceptable level for local businesses.

Airlines and Routes

- Easter Island's airport, Mataveri, was constructed in 1965 and regular commercial flights commenced in 1967, operated by Chile's national carrier, LAN Airlines. Initially, flights operated once a month, becoming a weekly service to and from the mainland in 1970 along with a weekly flight to Tahiti.
- In 1986 the runway was extended to serve as an emergency landing site for NASA's space shuttles which also enabled wider-bodied aircraft to land, and Concorde.
- In 2011 Mataveri Airport was modernized and from January 2011, LAN commenced direct air services to Lima in Peru, which provided improved air links with North America and Europe. In 2012, the weekly service was increased to two flights a week during the high season, November to March. However, in March 2013, flights to Lima were cancelled and have not yet restarted.
- Today, LAN Airlines remains the only commercial airline to offer direct air services to Easter Island, flying six to seven times a week from Santiago de Chile and once from Tahiti.
- At present the single runway limits operation to a maximum of two flights per day but there are plans to build a taxiway that could double as an emergency runway, thus increasing capacity.

Cruise Tourism

- In spite of not having a suitable harbour, Easter Island is on the cruise routes for a number of lines, although none stay for more than 1 day and most for only a few hours. It is estimated that 4,000 cruise passengers visit Easter Island each year.

Competitiveness

- Easter Island has a unique tourism product with its 900+ Moai which make the island a large open-air museum. Its status as a UNESCO World Heritage Site and nomination in 2007 as one of the 'New Seven Wonders of the World' also add to its appeal.
- However, the competitiveness of the destination is limited by LAN's monopoly on air services with flights only departing from Santiago de Chile or Tahiti and none from the larger demand centres, and an accommodation offer that remains skewed towards small, family-run budget operations which, in many instances, offer poor value for money.

Marketing and Promotion

- Tourism marketing and promotion for Easter Island is funded and managed centrally through SERNATUR. Chile's current tourism promotional budget (around £4 million per year) is very small compared to its neighbours, Argentina and Peru, whose budgets are typically three times as much.
- The most recent campaign and promotional materials are focused towards the emotional aspects of travel whilst also exhibiting the different experiences and landscapes on offer to visitors in Chile.
- Images of the Moai on Easter Island are used on a large number of promotional materials as Easter Island is one of Chile's key attractions.

Tourism Planning

- The development of tourism on Easter Island has largely been unplanned and unregulated. Some good initiatives have been established such as a National Park entry fee for all visitors, US$60 for foreigners, US$20 for Chilean nationals and US$10 for children, and the law requires that all properties on Easter Island to be owned or run in conjunction with a native Easter Islander.
- The current number of tourists staying overnight on the island just exceeds 40,000 per year and the Chilean government has expressed expectations for visitors numbers to reach as many as 200,000 by 2020. These expectations would require huge growth of around 22% per year compared with an actual average annual growth of 9% between 2002 and 2012.
- Local tourism officials, however, estimate the island could handle up to 70,000 to 80,000 annual visitors but only as a best-case scenario if an integrated tourism management plan and environmental regulations are in place.

Lessons for the Falkland Islands

- The challenge for Easter Island in the further development of its tourism industry and maintaining/improving its competitive position lies in finding the balance between environmental preservation of the UNESCO World Heritage Site of Rapa Nui National Park, socio-economic well-being and harmony of its local residents and the economic benefits of a more luxury tourism product.
- Aiming for more upmarket tourism would bring economic benefits but is unlikely to be achieved without further investment from mainland Chile which may lead to further unrest.
- With tourist arrivals from Chile playing an increasingly important role, and with their lower than average spend while on the island, further development of the luxury market may not be required. The authorities will need to facilitate international visitation if they are to successfully expand tourism on the island in a luxury and sustainable manner, including a more open sky policy and encouraging greater competition on air fares and alternative routes.

APPENDIX B: MARKET PROFILES

AUSTRALIA	THE CONSUMER
What motivates the visitor from Australia	• They like to meet the local people • They are happy to stay in all types of accommodation • They like to experience the 'real, traditional life' of the destination, and value authenticity, sincerity and loathe pretentiousness
Leisure and travel trade information	• The trade structure in Australia is made up of travel agents, wholesalers and general sales agents (GSAs) • Australian consumers continue to display a high usage of bricks and mortar retail agencies for purchasing long-haul travel • The Australian travel market is dominated by only a couple of vertically integrated companies • Itineraries for holiday and leisure trips from Australia tend to be fairly complex in nature • Australians strongly agree that it is easy to book foreign holidays on the Internet, and research is increasingly via social media channels.
Other insights	• Australia was less affected by the global recession and outbound tourism grew by 7% in 2013, up from 6% in 2012 and with an annual average of 9% between 2008 and 2013, and the market continues to grow, although less pronounced. • In 2013, the Australian cruise market saw a 20% growth in passenger numbers which is more than double the rate of growth achieved by any other market. • The percentage of Australians intending to take a holiday is at a five-year high (December 2014) with 11% planning a trip abroad, although consumer confidence is falling. • TV shows have emerged as a major driver of sales of holidays, including to overseas destinations. • There has been a surge in the number of passport holders and 49% hold a passport. • The general trend is for Australians to travel less over the course of the year and for shorter periods owing to less time availability (work pressures) and less disposable income (uncertain economic conditions). • Destination choice is variable. The most popular short haul destination is Asia which is growing in popularity owing to LCCs. • Long haul destinations tend to be 'tried and tested' such as the UK and US.
Holiday Information	• Australians get four weeks of paid annual leave.

BRAZIL	**THE CONSUMER**
What motivates the visitor from Brazil	• Brazilian tourists are motivated by contemporary culture and a vibrant city life. • Having fun and laughter, enjoying the beauty of landscape and good value for money is important to the Brazilian tourist.
Leisure and travel trade information	• The trade structure in Brazil is mostly based around travel agencies which sell package or bespoke itineraries and products provided by tour operators to consumers. • The Internet is increasing rapidly as a booking channel for travel. • The highest concentrations of travel trade can be found in Sao Paulo. • January-March is the main planning season. • Personal relationships are key to business success in Brazil. •
Other insights	• The number of outbound tourist trips continued to increase strongly in 2013, growing by 12% to reach 9.1 million trips, well above the Latin American average of 7% for the same year. • Forecast is 14.9 million overseas trips by 2018 • *Leading destination: US (New York and Miami)* • Brazilians are high spenders with shopping a major driver for visits, and they are driving growth in the global luxury tourism industry. • In general, Brazilians are friendly and warm, and are typically more physically and emotionally expressive in relation to traditional European standards, and welcome personal contact and interaction. • Brazilians often bring plenty of luggage for shopping and appreciate spacious hotels and larger than average vehicles. • Foreign languages, including English, are not widely spoken. • The emerging middle class is now able to travel overseas for the first time thanks to a strong currency and easier access to credit.
Holiday Information	• Brazilians typically have 22 days of annual leave from work with major holiday periods in July and January, and the week of Carnival (usually in February).

CANADA	THE CONSUMER
What motivates the visitor from Canada	• Natural beauty of a destination • Fun and laughter, good value for money, enjoying the beauty of the landscape are key motivations for Canadians while travelling • Canadians trust guest reviews as much as personal recommendations when making decisions. • Canadians strongly believe that travel to foreign countries helps broaden understanding of different cultures. • Canadians travel for a variety of reasons ranging from shopping to enjoying the great outdoors by camping.
Leisure and travel trade information	• The trade structure in Canada is similar to that in the UK. • Planning and buying generally takes place in September with brochures launched by November. • Toronto is a key location for doing business with the travel trade.
Other insights	• Canadians are culturally diverse speaking both English and French and are experienced, well-travelled international visitors (over 70% possess a passport). • They are keen to fulfil their desire to explore foreign cultures and seek out warmer climates for rest and relaxation. • Canadians do not appreciate being thought of as American. • Canadians are used to a high standard of living and good quality services. • Canadians are ‘foodies’ and fond of beer.
Holiday Information	• Employees in Canada receive a statutory minimum of 10 days annual leave each year.

CHINA	THE CONSUMER
What motivates the visitor from China	• Enjoying the beauty of the landscape • Feeling connected to nature • Having fun and laughter • *Australia is considered the 'best place' to enjoy all three* • Independent travel is a strong personal statement and widely regarded as 'cool'. Those who are able to travel independently are often web-savvy, speak good English and can afford the time and money. • International travel is quickly gaining popularity amongst China's middle class and the super rich, and carries significant social value as a means for self-actualisation as well as a privileged status badge. • Internet access and Wi-Fi is important.
Leisure and travel trade information	• Travel agents play a vital role in China with major reasons for consumers preferring to use an agent including convenience, language barriers, visa preparation, knowledge gaps and value. • There are around 700+ licensed agents; only about 100 are capable of handling Europe/UK bound trips • If visiting the trade in China it is important to take an interpreter/guide.
Other insights	• Outbound tourism from China has increased massively over the last 15 years in line with the country's expanding economy and rise in disposable incomes. • Growing disposable income amongst more and more Chinese consumers has boosted not only spending power but also confidence. Chinese consumers are increasingly discerning with more exposure to foreign goods and services. • *Popular destinations:* Hong Kong and Japan (shopping, investment); USA and Australia (immigration recce); islands and beaches (total relaxation); Europe (culture, shopping, investment). • France remains the most popular 'dream' destination for Chinese tourists. • Lack of non-stop air services across the Pacific to Latin America is expected to cap growth from China to this part of the world. • It is important to appreciate cultural differences and understand that Chinese visitors desire genuine respect, hospitality and a good understanding of their culture from service providers. • Visitors appreciate 'support' in the form of Chinese language facilities. • 'Career' and 'keeping fit and healthy' are important life priorities for the Chinese.
Holiday Information	• Annual leave of Chinese employees ranges from 5-20 days with lower end applied in government, state-owned enterprises and high-end at joint ventures and foreign companies. However, many Chinese citizens do not take their full entitlement of annual leave, with some 33.1% saying they had never taken annual leave.

FRANCE	THE CONSUMER
What motivates the visitor from France	• The French look for themed holidays and tend to mix 'one week in a seaside resort' with a 'one week trekking' holiday. • 'Memorial tourism' found impetus in 2014 with the centenary of WWI and the 70th anniversary of the Normandy Landings. • Music, dance, cooking – more and more French tourists want to experience local culture by participating in creative activities – *'experiencing' rather than 'seeing'.* • Budget remains the main criteria when the French choose a holiday destination. • However, they also look for quality accommodation, food, excursions and other holiday-related experiences. Consequently, per-trip spending tends to be high. • Participatory tourism is also slowly developing in France, due to a need for more authentic holidays with a reduced budget. • Almost half of French travellers say that the 'natural features' of a destination can entice a repeat visit.
Leisure and travel trade information	• The trade structure is quite complex and fragmented, made up of tour operators and travel agencies (online and offline) with associations and social clubs playing an important role. • November to December and May to September are the main planning periods. • Tour operators are mainly based in Paris. • French tourists prefer to plan and book their own holidays, typically on the Internet. • The French continue booking at the last minute.
Other insights	• French consumers remain concerned about the economy and employment which has a knock-on effect on their spending power. • The trend since 2010 has been an increase in the number of French tourists but a decrease in the amount they spent, and they have reduced the length of their holidays but travel more often throughout the year. • Preferred destinations are European, although the more adventurous are visiting places like China, Thailand and Vietnam. • In France, the top three most discussed travel-related themes by Internet users are all-inclusive packages, cruises and airline companies. • The French are keen to have information provided in their own language when they travel. • They prefer to stay in mid-range accommodation including B&B with ensuite facilities. • Designated smoking areas are appreciated. • Expectation levels for standards and service are high.
Holiday Information	• Employees receive 25 days annual leave as standard.

GERMANY	THE CONSUMER
What motivates the visitor from Germany	• Green destinations are becoming increasingly popular as holiday destinations, and Germans are also increasingly interested in more activity holiday types like walking, cycling and exploring destinations through a touring holiday. • Built heritage sites are important attractions for German visitors. • Germans are keen to get a work-life balance with plenty of time for relaxation. • Walking and hiking are hugely popular activities in Germany and gaining in popularity.
Leisure and travel trade information	• The German travel market is very mature, there are a few big players dominating the market but also a fair number of small specialist operators. • Although in Germany retail agencies are still more important than in other European countries they are now also increasingly facing competition from Internet travel portals. • Large tour operators research their main season programmes between April and June, with off-season/city break operators doing their research in March and April. •
Other insights	• German tourists continued travelling during the economic downturn and the sector has experienced continuous growth. • The German cruise market is still showing strong growth and the number taking an ocean cruise is estimated to have grown 10% in 2014. • Very few German visitors expect their hosts to speak German and most younger Germans speak English. • German visitors are likely to have planned their itinerary in some detail but younger visitors may be more spontaneous. All welcome local recommendations for things to do and see. • German's often try to find accommodation that has 'character'. • According to a study conducted in 12 countries, Germans are the most likely to book a holiday to a destination they have seen on TV.
Holiday Information	• German full-time employees receive 30 days annual leave.

INDIA	**THE CONSUMER**

What motivates the visitor from India	• Enjoying the beauty of landscape
	• Feeling connected to nature
	• Good value for money
	• *Australia and the US are most often considered the 'best place' to get the things that Indians most want from a holiday experience.*
	• Top factors that Indians value when choosing a holiday destination are:
	    o A safe and secure destination
	    o World class beauty and natural environments
	    o A destination that offers value for money
	    o Romantic destination
	    o A family friendly destination

Leisure and travel trade information	• The Indian travel distribution system is highly fragmented and varied across the country. There are a few national retail agencies but most are small, independent businesses. • The travel trade in India remains reactive and last minute. • Online booking is becoming increasingly popular for domestic travel but at present the trade still plays a pivotal role in booking outbound travel. • Brochures are planned and produced in December or January – discussions are best started up to a year in advance.
Other insights	• Outbound tourism recorded a steady performance in 2013 with 9% growth in terms of number of trips compared with 8% in 2012. Growth is expected to continue at a similar rate in the short term. • *Most popular destinations are Thailand, Malaysia, Vietnam and other south east Asian nations, and Middle Eastern destinations of Bahrain, Saudi Arabia and UAE.* • Family plays an extremely important role in Indian life and visitors often want family or interconnecting rooms. • It is not usual for men to shake hands with women. • Many Indians are vegetarian and teetotallers. • They are less likely to use a credit card. • Whilst many speak good English, there are unique uses of phrases. • Telephone contact and face-to-face interaction is appreciated as well as the provision of brochures. • Packaged tours ore generally preferred to multiple destinations accounting for an estimated 70%-80% of packaged trips. • There is an increased demand for off-beat and far-flung places, adventure tourism and theme holidays in places like Africa, Japan and New Zealand. • Cruising is also emerging as a popular holiday option among Indians.
Holiday Information	• The usual annual leave entitlement is 30 days.

<table>
<tr><th>JAPAN</th><th>THE CONSUMER</th></tr>
<tr><td>What motivates the visitor from Japan</td><td>Having fun and laughter
Enjoying the beauty of the landscape
The preoccupations of those interested in travel are motivated by three key points:
Individual lifestyle
Strengthening ties with family and friends
Activity to appeal to intellectual curiosity and hobby
Factors that Japanese value when choosing a holiday destination:
A safe and secure destination
World class beauty and natural environments
Rich history and heritage
Good food, wine, local cuisine and produce
A destination that offers value for money</td></tr>
<tr><td>Leisure and travel trade information</td><td>The Japanese travel industry is specialised and is a customer-focused sector.
The industry is highly regulated with three levels of travel agencies. It is one of the most vertically integrated in the world and the major operators control all levels of the distribution system. This integration is a key feature of the Japanese travel trade.
Many travel agencies have increased their online presence as travel booking via the Internet has become more common.
However, 85% of all long-haul travel is still booked through a traditional ‘high street agent’.
Travel products are geared towards the 65+ age group who have both the money and time to travel abroad.</td></tr>
<tr><td>Other insights</td><td>Top outbound destinations from Japan in 2012: US, China, South Korea, Taiwan, Thailand
Word of mouth factors very highly in the consumer decision-making process.
Leisure travellers generally prefer to stay in 3-star or even higher categories of hotels, with Japanese women (in their 20s and 30s) preferring to stay in greater luxury – 4 or 5-star hotels.
A direct ‘no’ is likely to be avoided in formal situations with Japanese looking to use alternatives.
There is much preference for quick service, breakfast buffets, set-meal lunches and express check-in for groups.
Small touches will be noticed and appreciated.
The majority of Japanese use a credit card.</td></tr>
<tr><td>Holiday Information</td><td>The statutory minimum annual leave is 15 days although the Japanese typically take only half their allocation.</td></tr>
</table>

NETHERLANDS	THE CONSUMER
What motivates the visitor from Netherlands	• The Dutch have always been great travellers to destinations all over the world. • The 'natural features' of a destination can entice more than half those in the Netherlands to make a repeat visit to a destination. 'Nature' is frequently cited as a reason for going on holiday. • The Dutch are known as camping lovers and luxury camping is quickly gaining terrain in the Netherlands. • In general, they are active holidaymakers and like to hike, cycle and do soft outdoor activities.
Leisure and travel trade information	• The Dutch travel trade is made up of tour operators, coach operators and travel agents as well as group travel organisers such as schools, night schools and associations. • Dutch consumers are very independent and Britain is a familiar country to them which means that quite a few consumers book their holidays direct.
Other insights	• There is an overall preference for small-scale (family-run) hotels with character and traditional decoration and furniture, preferable in a nice countryside village. • Dutch consumers start thinking about their holidays as early as December/January, but have a tendency to book very last minute. • Going on a holiday trip is of major importance to the Dutch. However, the Netherlands has been hit by a late recession (2013) which has led to low consumer confidence and rising unemployment. • Consequently, outbound tourism fell significantly in 2013, Dutch tourists spent less abroad and took shorter trips • As a result, the market is dominated by last minute offers and special deals.
Holiday Information	• The Dutch have a minimum of 21 days annual leave per year.

NEW ZEALAND	THE CONSUMER
What motivates the visitor from New Zealand	• Interesting attractions to visit • A destination that offers value for money • A safe and secure destination • Friendly and open citizens, local hospitality • Nature, food and wine, arts and history
Leisure and travel trade information	• Word of mouth is a key preferred source when researching a holiday, either by friends and family or by Internet research. • Booking online is becoming more popular, as is booking directly with airlines in order to avoid booking fees to third party agents.
Other insights	• Foreign travel is a much sought after activity by New Zealanders with almost half the population travelling abroad every year. • However, outbound tourism is growing at a slower rate than its neighbour, Australia, and short haul destinations in Australia and Asia are favoured as cheaper to travel to and lower on-the-ground costs. • Outbound departures increased by 1% during 2013 compared with 4% in 2012. • Long haul destinations are typically 'tried and tested' such as the UK and US, although China and India have also captured the attention of the culture-seeking New Zealander. • Obstacles to long-haul travel include expensive airfares, high cost of living expenses and travelling around.
Holiday Information	• New Zealanders get four weeks of paid annual leave.

SCANDINAVIA	**THE CONSUMER**
What motivates the visitor from Scandinavia (Denmark, Norway, Sweden)	• Zest for warm climates, sun and beaches • Culture seekers with a desire for experiential travel. • *Sweden:* adventurous and well travelled • *Norway:* high spenders, travelling with increased frequency
Leisure and travel trade information	• There has been a decline in the use of travel agents and tour operators in favour of independent online booking and most operators offer their travel products and services online. • *Scandinavians* are among the most advanced users of the Internet and a large cross-section of the population are reliant on the Internet to help them plan and book travel. • *Danes:* rely more on travel agents and tour operators (51%) • *Swedes:* only one third of Swedes use an agent or operator, as they are more confident to make their own travel arrangements. • *Norwegians:* almost three quarters (72%) of Norwegians bought travel and holiday accommodation online for private use in 2012. • *Scandinavians:* are big consumers of package deals and are happy to make online purchases.
Other insights	• Scandinavians have strong travel aspirations and outbound travel has grown strongly between 2007 and 2011 for each nation. • *Sweden* is the most experienced and outbound travel well cultivated. • *Norway* has strong economy with wealthy citizens and is a lucrative market. • *Denmark* is more value-conscious, along with Sweden. • European destinations are the most common choices for outbound travel for all nations. Long haul travel is growing in popularity but is still small in comparison to short- and medium-haul travel. • Long–haul travel is typically to Thailand (from Sweden and increasingly, Norway) and the US (from Sweden and more recently, Denmark).
Holiday Information	• On average, Scandinavians have 25 days paid holiday every year.

UK	THE CONSUMER
What motivates the visitor from UK	• The market for long-haul holidays is driven by all-inclusive holidays, beach holidays and city breaks. • Key market are the under 35s who are most willing to experiment with non-traditional holidays in order to get a 'better deal' and challenge the long-haul package holiday brands. • The high cost of airfares is the biggest barrier to travel beyond Europe. • *Top long-haul destinations for UK residents: US, Tunisia, Mexico, Egypt, UAE, Thailand, India, Canada, South Africa and Australia.*
Leisure and travel trade information	• The long-term shift away from package holidays stalled during the recession, but the shift to independent bookings is set to resume to 2018. • TUI and Thomas Cook continue to dominate the market but there is a continued shift of package operators towards differentiated, exclusive products within the packaged holiday segment.
Other insights	• The penetration of long-haul holidays is high in the UK with some 57% of adults having taken a holiday outside the UK in the last five years. • In 2013, the number of outbound trips made by UK residents reached 56 million, reflecting a rise of 2% on the previous year. This was a return to positive growth after the 1% decline in 2012. • Outgoing tourism expenditure also rose in 2013 by 6%. • In terms of long-haul travel, it is estimated that 6.9 million holidays were taken in 2013, a drop of 19% against 2008, driven by weak economic conditions as well as high jet fuel costs and increases to the rate that Air Passenger Duty (APD) is charged at, the impact of which is magnified for long-haul airfares. • Nevertheless, growth is predicted going forward over the next five years, with volume growth of 14% forecast of 14% to 7.9 million trips by 2018. • Value growth is also expected owing to a lower financial barrier to entry, although will grow at a slower rate than market volume. High airfares remain the biggest barrier although the encroachment of the no-frills airline business model into the long-haul market should increase accessibility. • Although modest growth is forecast in the short to medium term, UK consumers are expected to remain cautious. • As recovery continues, increasing numbers are expected to change their holiday behaviour and take more long breaks abroad.
Holiday Information	• Statutory annual leave for UK residents is 28 days.

USA	THE CONSUMER
What motivates the visitor from USA	• Fun and laughter • Enjoy the beauty of the landscape • Good value for money
Leisure and travel trade information	• The trade structure is dominated by travel agents and tour operators. • The planning cycle depends on the size of the company and business focus – generally allow a lead time of two years for product to appear in a fully escorted tour, with a shorter planning cycle of six months to a year for FIT. • Contracting can happen at any time from November to June.
Other insights	• Since 2012, the US outbound market made positive gains as the economy continued to grow along with consumer confidence. • Important travel markets are Millennials (born between 1980 and 1995), Gen-X (1965-1979) and Boomers (1946-1964). The have a strong 'zest' for visiting new destinations • Set-jetting, or location vacation, has grown massively. Research into film tourism has indicated that eight out of ten people have their interest stimulated in a destination from its presence on the screen. • Experiential travel is also on the rise, a desire to do more than just 'see' and 72% of US travellers would rather spend money on experiences than things, and authentic experiences are important. • Americans like to stay in a 3-star plus property and are used to larger beds and large rooms, plus en-suite facilities without fail.
Holiday Information	• There is no statutory minimum in the US for annual leave. The norm in the US tends to be somewhere between nine and 15 days of paid annual leave.

APPENDIX C: MARKET SEGEMENT PROFILES

DIVING TOURISM

Definition

Diving holidays are tourist trips for which the main purpose is scuba diving, using specialist underwater breathing apparatus, usually an oxygen cylinder and breathing regulator.

Most commercial operators will only take customers diving if they possess a diving qualification; some holidays include training for certification as part of the trip. The four most common diving certificates are as follows:

- Professional Association of Diving Instructors (PADI) – US-based
- British Sub-Aqua Club (BSAC) – UK-based
- National Association of Underwater Instructors (NAUI) – US-based
- Confederation Mondiale des Activities Subaquatiques (CMAS) – Europe-based

The Global Picture

Reliable and consistent data on the worldwide diving industry is sparse, although PADI does produce some statistical information. As the world's leading scuba diver training organization, PADI has issued more than 23 million diver certifications globally since 1967, and averaged over 900,000 diver certifications every year for the last 16 years. It is estimated that PADI-certified divers make up 70% of the total dive market and therefore in 2014 the total estimated number of certified divers worldwide is 32.9 million. Of these, roughly one third, or 10.8 million, can be classified as 'active' divers.

The economic climate took its toll on the diving industry as a whole however, and expensive destination activities such as scuba diving experienced decline in participation of 8.9% between 2007 and 2009.

However, the market appears to be recovering and recent research among dive businesses saw an average of 8.3% growth in the first quarter of 2014 compared with the same period in 2013. Individual industry segments such as retailers and equipment manufacturers reported increases and the dive travel industry (travel sellers, liveaboards and dive operations in resort operations) saw a 9% increase. Further research found that in the US, the scuba diving instruction market is reported to have generated revenues of more than US$422 million, representing growth of 1.6% between 2009 and 2014.

Brief Profile of Consumers

Divers tend to be young, predominantly male, and actively seek out adventure travel holidays. Usually with large disposable incomes, the split between male and female divers according to PADI has remained broadly similar between 2009 and 2014 with one third female, two thirds male, and they have an average age of 29. In the US, 75% of divers are under 50, and the same number are in full-time employment. 25% of active UK divers will take a dive holiday overseas each year, and there are significant numbers who will participate in a diving activity while abroad, some attaining certification whilst there.

The diving community has three distinct categories:

- Active Recreational divers tend to dive in their home country, or locally, and make trips specifically to dive.
- Leisure Divers are occasional divers, typically when abroad on holiday.
- Hardcore Divers are experienced active divers who go abroad, sometimes to remote locations, for the chief purpose of diving.

Main Competing Destinations

The US continues to be the main diving destination worldwide, largely due to the large numbers of American divers and sites, with Florida, California and Hawaii the key destinations. Elsewhere, the Red Sea, the Great Barrier Reef in Australia, the Indian Ocean around the Maldives and the Seychelles, and several sites throughout the South Pacific, continue to be extremely popular.

Consumer polls vary considerably in their views on the best places to dive, and whilst recognising that listings of 'top dive sites' is a subjective exercise, listings do offer interest for market research.

Cold Water Sites

1. Milford Sound, Fjordland, New Zealand
2. Silfra Rift, Iceland
3. The Sunshine Coast, British Columbia, Canada
4. The Scapa Flow Historic Wreck Site, Orkney Islands, UK
5. Antarctic Peninsula, Antarctica
6. Lake Superior, North America
7. Bergen, Norway
8. Bell Island, Newfoundland, Canada
9. Lake Baikal and the White Sea, Russia
10. Sites in the US including Thunder Bay National Marine Sanctuary (Michigan), Passamaquoddy Bay (Maine), Channel Islands (California)

Warm Water Sites

1. Wreck of the Madeirense, Porto Santo, Madeira
2. USS Kittiwake, Cayman Islands
3. Surin and Similan Islands, Thailand
4. Shark Reef and Yolanda Reef, Ras Mohammed, Egypt
5. Shark Arena, New Providence, Bahamas
6. Cozumel, Mexico
7. The Sisters and London Bridge, Tobago

8. Palm Beach County, Florida, USA
9. Rangiroa, Polynesia
10. Sites in the South Pacific including the Bismarck Sea (Papau New Guinea), Rangiroa (Polynesia), Bikini Atoll (Marshall Islands)

Potential for Growth

Market research into the scuba diving instruction market in the US forecasts steady growth for the next five years to 2019, with modest revenue growth and stable demand, buoyed by rising employment and travel rates. As the industry's main customers are younger professionals, the market is highly sensitive to employment rates, disposable incomes for holidays and subsequent expenditure on expensive activities including diving.

For diving operators, diving is a lucrative commercial activity given that only a select few divers can afford their own equipment and rely on commercial dive shops to rent all the gear. Even if consumers do own all their own equipment, there is still a requirement to fill their tanks.

Nevertheless, budget travellers and families continue to be important in the dive travel market, particularly in light of spontaneous decisions to 'give diving a go' while on holiday, which might in turn spark a life-long interest in the sport. In addition, the singles market offers potential, as diving always requires a 'buddy', which is a good way of meeting new people. The ageing population of 50+ year-olds offers significant potential owing to their active lifestyles.

Potential for the Falkland Islands

Wreck diving has considerable appeal among the diving community, both those wrecks that are accessible for the leisure market and those that are in deeper waters or more difficult to access for the experienced, hardcore diver. Following the 1982 Falklands War, there are a number of dive sites that could be marketed to the community although investment to support an increase in diving activity would be required (dive shops, equipment, training and bottles).

However, a number of local issues may affect the development of the activity such as the strong winds which may prevent diving, lack of close offshore dive sites and subsequent ocean swell close to the shore which can make diving difficult. Diving from boats is one solution and increases access to dive sites further offshore, although this is more expensive.

Selected Tour Operators

Caradonna Worldwide Dive Adventures (US) www.caradonna.com
Dive Quest (UK) www.divequest-diving-holidays.co.uk
Dive Worldwide (UK) www.diveworldwide.com
Original Diving (UK) www.originaldiving.com
Planet Dive Holidays (UK) www.planetdiveholidays.com
Regal Diving (UK) www.regal-diving.co.uk
Scuba Travel (UK) www.scubatravel.com
Scott Dunn (UK) www.scottdunn.com
Sportif Dive (UK) www.sportifdive.co.uk

Key Points for Marketing and Distribution

Publications

Advanced Diver Magazine www.advanceddivermagazine.com.
Quarterly publication dedicated to divers from advance openwater to technical explorer.

Diver Magazine (Canada) www.divermag.com

Dive Magazine (UK) www.divemagazine.co.uk.
Free magazine; the fastest growing scuba diving magazine in the world.

Dive Training Magazine www.dtmag.com.
Diving's education-based magazine for new divers, their instructors and those who own and operate dive centres.

Divernet (UK) www.divernet.com.
The online presence of the UK's Diver Magazine. Major source of scuba diving information for UK and European divers.

Scuba Diving Magazine (US) www.scubadiving.com.
One-stop resource for information on how to scuba dive, scuba gear, dive travel, dive photos, videos, training.

Scuba Magazine www.scubamagazine.co.uk.
Official magazine of the UK's biggest diving club, BSAC.

Sport Diver www.sportdiver.co.uk.
Official Publication of PADI Diving Society in the UK and an online resource for all aspects of scuba diving in the UK and worldwide.

Sport Diver www.sportdiver.com.
Official Publication of the PADI Diving Society in the US.

Tanked Up Magazine www.tankedupmagazine.co.uk.

Social Networks

Dive Buddy www.divebuddy.com.
An extensive social network for divers.

Scuba.com www.scuba.com/me.
A diving social network community

Scuba Board www.scubaboard.com.
The world's largest community dedicated to scuba diving. Features a diving network forum with more than 200,000 divers who dive regularly.

Trade and Consumer

DEMA Show 2015: 4-7 November 2015, Florida, USA www.demashow.com
DEMA (www.dema.org) is the Diving Equipment and Marketing Association for the diving industry, its mission being to promote sustainable growth in safe recreational diving while protecting the underwater environment.

Dive Show: Birmingham UK – 24-25 October 2015 www.diveshows.co.uk

Sport Diver Awards 2015 www.sportdiver.co.uk
Reader nomination awards by text or email in several categories including Best Tour Operator, Best Liveaboard and Best Overseas Dive Centre.

Additional Information

Dive Listings

Dive Listings www.divelistings.com.
Scuba diving directory.

Dive Site Directory www.divesitedirectory.co.uk

Dive Spots www.divespots.com.
Scuba diving sites and GPS destinations; an online source of information from divers to divers.

Scuba Travel www.scubatravel.co.uk.
The scuba travel guide to diving around the world. Includes a listing of the best 100 dive sites in the world.

Wanna Dive www.wannadive.net
A world dive site atlas made by divers for divers.

International Diving Organisations

BSAC www.bsac.com
CMAS www.cmas.org
NAUI www.naui.org
PADI www.padi.com

Other Organisations

Divers Alert Network (DAN) www.diversalertnetwork.org
International DAN (IDAN) is comprised of independent DAN organisations based around the world that provide expert emergency medical and referral services to regional diving communities.

HIKING TOURISM

Definition

Hiking refers to the outdoor activity of walking in beautiful, natural environments. Hiking trips differ from walking tours largely in terms of terrain as hiking tends to involve walking over varying elevations on tracks or trails through hills, forests, national parks and wilderness regions.

Lengths of hikes differ widely from a couple of hours to several hours or a whole day, sometimes at night, and may include overnight stays in basic accommodation en route. Although similar, hiking is typically less demanding than trekking which usually encompass long journeys by foot that take several days, typically in remote mountainous regions such as the Andes or the Himalayas.

The Global Picture

Due to the varying definitions of hiking, trekking and walking and the considerable overlap between the three, there are no readily available statistics regarding the market size. However, outdoor pursuits including hiking and walking are attracting growing numbers of participants globally, particularly as healthy, active lifestyles are increasingly pursued by an ageing population. In the UK, VisitScotland's online survey among UK consumers in 2013 found that 24% enjoy walks in the countryside, a figure that rises to 88% while on holiday. The survey found that the value of walking tourism in Scotland in 2012 was worth £174 million, or 6% of total tourism in Scotland.

In the US, research conduced in 2013 by the Outdoor Foundation found that 12% of Americans take part in hiking activities, and they each take of average 18 hiking trips every year, while the Canadian Tourism Commission found that 25% of Canadians have taken a day hike in the previous two years. In addition, numbers of hikers have steadily increased over the past decade, from 29.9 million Americans in 2006 to 34.5 million in 2012, an increase of 15%. It is estimated that 2-3 million visitors hike a section of the Appalachian Trail each year, mostly on day hikes.

Hiking is an important segment within the broad scope of adventure tourism, one of tourism's biggest niche markets, and as global tourism industry grows and discerning travellers seek new experiences and destinations, the adventure market continues to expand. Recent research among the top international outbound travel regions of Europe, North America and Latin America estimated the value of the outbound travel market to be US$263 billion in 2012.

Brief Profile of Consumers

Hikers account for significant proportion of adventure tourists within the segment and cover a wide age range since hiking is a common activity within an adventure holiday, even if it is not the primary reason for the trip. Hikers can be typically segmented into broad categories which closely mirror the adventure tourist:

- The younger hiker, aged 18-30 who have smaller budgets but extensive time and who are most like to embark on short hikes, or spontaneous hikes, as one part of a broader adventure holiday.
- The young middle-aged hiker aged 31-45 year who are more likely to take a hiking holiday and have more disposable income but less time.
- The Baby Boomer hiker, born between 1946 and 1964, a segment that is increasingly active as they age, and have both time and money to indulge new activities.
- In line with the ageing global population, the over-50s are a growing group and are discerning and typically affluent.

The hiker profile can also be segmented according to ‘hiking specialism’:

- Leisure hikers, both young and older, are the largest segment, and typically opt for less strenuous hikes and are more likely to include other activities such as cultural activities and relaxing beach breaks.
- Hiking enthusiasts are the most active and are more likely to take a purely hiking holiday to more remote or difficult locations, preferring to be physically and mentally challenged. Here, the segment is smaller and participants crossover with trekkers.

Main Competing Destinations

Worldwide there are a vast number of notable destinations that offer a huge range of hiking opportunities. However, destinations with large areas of wilderness, forest, mountain or desert are the most typical for hiking adventures and countries with a strong adventure tourism offer that have some similarities with the wildernesses found in the Falklands include Iceland, New Zealand, Norway, Canada and Greenland.

Naturally the world’s best-loved hiking trails vary in terms of difficulty and accessibility and examples of popular trails include:

- Australia – Maria Island, Tasmania
- Canada – Hiking trails in the Canadian Rockies from Banff, Lake Louise and Jasper
- Chile – Torres del Paine Circuit in Patagonia
- Croatia – Premuzic Trail
- England – Pennine Way
- Iceland – Laugavegurinn (Hot Spring Route)
- Ireland – Kerry Way Trail

- New Zealand – Milford Track
- New Zealand – Mount Ngauruhoe,
- Norway – Besseggen Trail
- Peru – Inca Trail
- Scotland – West Highland Way
- Slovenia – Slovenian Mountain Trail
- Spain – El Camino del Rey (St James Way)
- Sweden – King's Trail, Kungsleden
- Switzerland – Bernese Overland Trails
- USA – Appalachian Mountain Trail
- Wales – Pembrokeshire Coast Path

Potential for Growth

Hiking is common on most adventure trips and is often undertaken alongside another activities whilst on an adventure holiday.

Adventure tourism (in general) is experiencing unprecedented growth, and the most current valuation of US$263 billion outlined above constitutes an estimated average yearly increase of 65% from 2009 to 2012. The increase in participation in soft adventure activities is driving this growth and from a regional perspective, much of the growth in adventure travellers came from Europe and South America also witnessed growth. Adventure tourism trends are also expanding into a broader range of activities including motorised sports, sand boarding and stand-up paddling, all of which co-exist well alongside more traditional activities such as hiking.

Many established tour companies now incorporate hiking tours within their holiday portfolios and specialist walking and hiking tour operators occupy a key segment of the tour operator market.

However, adventure tourism is a diverse and fragmented industry and, as services are typically provided by locally-owned, small and medium sized businesses, it has important local impacts. Such impacts can be both positive and negative and subject to environmental and social factors. As such, the opportunities for local soft adventure tourism development in the Falklands can be deemed significant, though not without risk.

Potential for the Falkland Islands

The Falklands Islands has a good hiking tourism offer for the more fit and agile walkers, and the opportunity for the islands lies with twinning hiking with other soft adventure activities including bird watching, fishing, photography, 4x4 tours and camping. Creating specific trails to points of interest such as panoramic views or wildlife sites will help enhance the current offer, along with designated camping sites.

However, as this group of tourist is also motivated by responsible tourism it will be key that providers are able to maintain the 'remote and pristine' environment and can offer eco-accommodation.

Selected Tour Operators

There are a large number of specialist operators that offer hiking, trekking and walking holidays, which exist alongside mainstream travel companies which also offer walking holidays. Most operate to global destinations.

Discover the World www.discover-the-world.co.uk/walking-hiking-holidays
Exodus www.exodus.co.uk/walking-holidays
Explore www.explore.co.uk/walking-and-trekking-tours
HF Holidays www.hfholidays.co.uk/activities/walking
Ramblers Worldwide Holidays www.rambersholidays.co.uk
Rei Adventures www.rei.com
Responsible Travel www.responsibletravel.com/holidays/walking
The Wayfarers www.thewayfarers.com
Walks Worldwide www.walksworldwide.com
World Walks www.worldwalks.com

Key Points for Marketing and Distribution

Print Media

Backpacker Magazine www.backpacker.com (US)
Country Walking www.livefortheoutdoors.com
Outside Magazine www.outsideonline.com (US)
The Great Outdoors www.tgomagazine.co.uk
Trail Magazine www.livefortheoutdoors.com
Trailgroove www.trailgroove.com (US)
Trek and Mountain www.trekandmountain.com
Walk, Magazine of the Ramblers www.ramblers.org.uk
Women's Adventure Magazine www.womensadventuremagazine.com

Guides and Directories

Ciceron www.cicerone.co.uk
Publisher of guides exploring the hills, mountains and countryside of Britain, Europe and the world

Social Networks, Forums and Travel Groups

Every Trail www.everytrail.com
Features guides and opportunities for users to share trips, connect with other travellers and find trails.

TrailGroove www.trailgroove.com
Online media experience for the backpacking, hiking and outdoor community and features forum and blog sections.

In addition there are a number of mobile apps for trails and guides which include:

- AllTrails
- MapMyHike GPS Hiking
- Every Trail

- Trail Tracker GPS
- Terra Map

Relevant Organisations

American Hiking Society (AHS) www.americanhiking.org
National organisation that promotes and protects foot trails, their surrounding natural areas and the hiking experience.

British Mountaineering Council (BMC) www.thebmc.co.uk
The representative body that exists to protect the freedoms and promote the interests of climbers, hill walkers and mountaineers.

The Ramblers Association www.ramblers.org.uk
Britain's walking charity that works to protect and expand the places people walk and promote walking for health and pleasure.

CONFLICT TOURISM

Definition

Conflict tourism, sometimes called Battlefield tourism or Veteran tourism, is defined as trips taken to sites of battles, wars, conflicts, or places associated with these. Generally, the market can be segmented according to three key types:

- Visits to sites of conflict that have occurred during living memory, typically in the last 100 years. Participants are often veterans of wars or conflicts themselves.
- Tourism to battlefields before living memory, typically before WWI.
- War tourism to regions where there is current conflict, the newest sub-segment of the niche.

The Global Picture

Conflict tourism is a very niche segment within the tourism sector, but is currently thriving and continually evolving and today includes visits to past battlefields as well as regions currently experiencing conflict. Consequently, there are many operators offering tours to sites of war, and most are seeking new destinations to expand their portfolios.

Statistics regarding numbers of persons travelling for the purpose of conflict tourism are limited but the niche is generally included within the adventure tourism market, a sector that is experiencing significant global growth. Typically, the conflict tourism market can be usefully segregated into two:

- Battlefield tourists: those who travel for the main purpose of conflict tourism, such as veterans who specifically visit battlefield destinations as part of commemorations or to revisit personal experiences.

- Sponteneous battlefield tourists: those visitors who participate in conflict tourism as part of other trips. This segment is considerably larger, and numbers typically ebb and flow in line with anniversaries or commemorations as they occur. For instance in 2014, the UK's best-known museums, art galleries, parks and gardens experienced a 6% rise in visitor numbers as millions went to see exhibitions and events that commemorated the centenary of the First World War, including the poppies outside the Tower of London, while the Imperial War Museum and its First World War galleries recorded a 153% increase on the previous year in just six months.

Brief Profile of Consumers

Conflict tourism consumers are difficult to categorise as they encompass a huge range of tourist that include veterans themselves along with a larger number general, adventure tourists who visit a battlefield site as part of a wider trip.

Broadly, veterans tend to be older with an average age of 45+, although their accompanying family members may not be. In addition, conflict tourists tend to be well-educated with a keen interest in history, and have a desire to find out more about how notable conflicts have shaped their lives.

Among those with a keen interest in battles and wars, they can be usefully segmented to include the following:

- The Enthusiast – less interested in why men went to war and more interested in what they drove and how the battle developed.
- The Patriot – emotionally engaged by sacrifice, heroism and duty, may have close relatives or friends involved in conflicts.
- The Student – often have a specialist focus in their chosen area of study.

Key source markets are the UK, mainland Europe, the US and Canada.

Main Competing Destinations

Given the world's long history of wars over centuries, there are many destinations that cater for the conflict tourist's interest that include past conflicts and regions that remain unstable today.

- WWI and WWII sites in Europe: France, Belgium, Netherlands, Germany, Poland, Turkey
- WWI and WWII sites beyond Europe: Tunisia, Morocco, Libya, Egypt, North East India, Pakistan, Singapore, Thailand, Myanmar (Burma), Japan
- Former Yugoslavia, in particular Bosnia
- Vietnam, typically driven by the US market
- Cambodia, mainly 'the Killing Fields'
- Older battlefield destinations such as Agincourt, Crecy and Waterloo (France); American Civil War destinations, e.g. Gettysburg (US); Boer and Zulu wars in Kwazulu-Natal (South Africa)

Potential for Growth

Notable anniversaries continue to feed the public interest, including the recent centenary of the beginning of the First World War in 2014; the 70th anniversary of VE Day in May 2015; and the upcoming 100th anniversary of the ANZAC landings at Gallipoli on the 6th August 2015. In June 2015, the bicentenary of the 1815 Battle of Waterloo received extensive media coverage, leading to increased visitor numbers to the area to enjoy re-enactments of a historically important battle.

However, as time goes by and veterans of major conflicts and battles are reduced in number, it is expected that conflict tourism will develop in new areas, providing opportunities for different styles of tour that aim to help participants to gain a deeper understanding of the complex situations that are typical in regions in conflict. There is an increasing demand for trips that offer an intellectual challenge as well and beautiful sights, and direct access to reality.

Potential for the Falkland Islands

The 1982 invasion of the Falkland Islands remains an important event in British military history, and the number of sites, wrecks and memorials on the Falklands provide opportunities or conflict tourism activities. However, interpretation is a key issue in order to make many of the battle sites interesting.

Selected Tour Operators

Adventure Life www.adventure-life.com
American company specialising in adventure travel worldwide, including a Falklands Battlefield tour.

Battlefield Tours (by Leger Holidays) www.visitbattlefields.co.uk
The UK's leading battlefield tour operator, travelling to most of the major conflict destinations in WWI and WWII, the US and South Africa. The Falklands is not currently included in its portfolio of tours.

Holts Tours www.holts.co.uk
A division of Leger Holidays, tours segmented by WWI, WWII, Revolution and Empire Tours and Across the Centuries.

Martin Randall Travel www.martinrandall.com
Offers cultural tours led by experts, including battlefield tours under a 'history' theme to a range of worldwide destinations.

The Cultural Experience www.theculturalexperience.com
Offers a wide range of battlefield tours ranging from medieval to WWII and the Falklands.

Key Points for Marketing and Distribution

Publications circulated within the Army, RAF and Navy to servicemen and women are useful places for marketing conflict tours. Others on the general market include:

Armchair General Magazine www.armchairgeneral.com
Britain at War Magazine www.britainatwar.com
History Extra www.historyextra.com (The official website of the BBC History Magazine)
History of War Magazine www.imagine-publishing.co.uk
Military History Monthly www.military-history.org

FISHING

Definition

Fishing, or angling, is the sport of catching fish for recreational purposes. It can take place in the sea (saltwater fishing) or on bodies of water inland, such as rivers and lakes (freshwater fishing). Therefore, fishing tourism refers to trips whereby the main purpose is to catch fish. Recreational fishing is also referred to as sport fishing.

Freshwater fishing is the most popular type of fishing, largely due to easier access to freshwater lakes, rivers and ponds. Typical species of fish caught include carp, pike, barbell, perch, bass and zander, and certain types of game fish such as trout and salmon.

There are three main genres of angling – coarse, game and sea. Coarse angling is freshwater fishing of species other than salmon and trout, while game pertains to the fishing of game fish including salmon and trout. Sea fishing is broadly fishing for species that live in the sea.

The Global Picture

As a participatory sport, fishing has considerable appeal worldwide and has some recognition as the top 'gateway' activity, spurring involvement in other outdoor interests, and more than 75% of angling enthusiasts also participate in multiple outdoor interests such as walking, hiking, camping and golf.

Key source markets around the world are known to be the UK, North America, Europe and Australia. In the ***UK,*** fishing is one of the largest active participation sports and around 9% of the population in England and Wales (equivalent to 4.2 million people) are estimated to fish on an annual basis. The sport is ranked as the 6th highest monthly participation sport and is also reputed to have the 3rd 'most satisfied participants' in all sports. In Scotland, participation in the sport was recorded at 3% of adults aged 16+ and 3% of children aged between 8-15, numbers that have remained fairly constant since 1987.

Supporting the growth of angling in the UK, participation rates rose considerably between 2000 and 2010 as the number of rod licences issued by the Environment Agency rose from 1.09 million to 1.4 million, an increase of 35%. Research conducted amongst angling organisations in 2012 by the Angling Trust found that 85.8% were actively promoting the sport to new anglers while 77.6% were also working to increase the frequency of existing anglers, with particular success amongst the older age groups in both cases.

Fishing is one of the most popular outdoor recreational activities in the ***United States***, and in 2014, more than 50 million Americans took part in at least one fishing trip during the year Freshwater fishing was the most popular genre for 82.0%, and

US anglers spent US$41.8 billion on trips, equipment, licences and other items. Of that, US$32.2 billion (36%) was trip-related.

In ***Canada***, fishing is the fifth most common outdoor activity among Canadian Pleasure Travellers, and around 4.3 million Canadians; almost one fifth of the population (17.6%) go fishing while on holiday. Freshwater fishing is more common than other types and among those who fished on trips, almost one half (48.6%) reported that fishing was the main reason for taking at least one trip.

Across ***Europe***, the European Anglers Alliance (EAA) estimates that expenditure on recreational fishing in the region exceeds €25 billion annually, and that there are more than 25 million anglers, of whom 15 million fish in fresh waters.

Brief Profile of Consumers

Worldwide, anglers are predominantly male (70%) and have an average age of 35-44 years. They tend to have a higher than average disposable income and are more likely to be educated to degree level and beyond.

Most anglers in the ***UK*** are male (80%) and over 40% are aged 55+. Of these, most are 'frequent' anglers with 62% fishing 10 or more times every year.

To go fishing as a child is a very common experience in the ***US*****,** with 83% of Americans indicating that they had fished as a child. Men make up the majority of regular anglers in the US (73%) with age demographics fairly evenly spread between the ages of 25 and 64 (77%). Sports anglers, or those who are prepared to travel further to catch iconic species, are more likely to spend more than traditional recreational anglers and visit remote places to bag the fish.

Canadian anglers are also predominantly male (61.2%) and well-represented among the 18-54 age group. They are particularly interested in other outdoor activities such as hunting and wilderness activities and are most likely to go camping while on trips, seeking remote areas and solitude to wind down from everyday stresses.

Main Competing Destinations

Universally, anglers seek quality fishing destinations with buoyant fish populations, quiet and peaceful locations and beautiful scenery and there are numerous fishing destinations on all continents. With many miles of rivers and countless lakes around the world that offer superb fishing opportunities, examples of wilderness and remote destinations for freshwater fishing that are comparable with the Falkland Islands include:

1. Ireland – Limestone lakes in Corrib and Corra, unique to Ireland, produce extra large trout.
2. Norway – Mountain plateaux in northern Norway; Tana and Gaula Rivers for

freshwater salmon; lakes of Mjosa and Randsfjorden.
3. Scotland – Salmon fishing on the iconic rivers of Spey and Tweed.
4. Slovenia – Known for its marble trout in its rivers, referred to as 'the Pride of Slovenia'.
5. Chile – the Tierra del Fuego is home to some of the world's best sea-run brown trout angling.
6. Russia – the Umba River on the Kola Peninsula supports Atlantic salmon and there are believed to be up to five salmon runs every year.
7. Iceland – clear rivers team with salmon, trout and arctic char.
8. Canada – several remote locations are sought after fishing destinations including Great Slave Lake in the upper Northwest Territories and Tree River in the far northern Nunavut Province, famed for arctic char.
9. US, Alaska – guided fishing for rainbow trout, arctic char and Pacific salmon, with opportunities for beginners.
10. US and Canada – 'fly-out' fishing opportunities to remote destinations that are hard to reach.

Potential for Growth

With substantial numbers of anglers throughout North America and Europe and a trend to increasing participation, it is clear that there is potential for growth in destinations with a good fishing offer, especially freshwater locations which attract the biggest numbers of participants. As a niche market activity, there are many specialist operators which focus on specific types of fishing, species or destination, which is a clear indicator that the market is buoyant.

Potential for the Falkland Islands

The Falkland Islands have several important fishing sites (Port Howard, Little Chartres, Hill Cove, Port San Carlos and Stanley), some in unique wilderness settings. In addition, the islands have a long fishing season, albeit the months of September, October, March and April perceived as the best fishing months. With a well-established brown trout population which almost guarantees a catch, there is much to tempt a growing British fishing community and the UK is one of the leading participant source markets in the world.

Much of the motivation for leisure visitors to the Falklands is the experience of different aspects of its wilderness including nature and wildlife. The offer of a 'fishing experience' to inexperienced visitors who have never or rarely tried fishing before could develop the market. Facilities to support this such as training, access to fishing sites, rod hire and other equipment hire or sales would require investment which in turn would lead to increased revenue and help extend tourism beyond the traditional high season.

Selected Tour Operators

There are very few tour operators currently offering fishing trips to the Falkland Islands; most trips are arranged locally for anglers who bring their own equipment.

UK
Go Fishing Worldwide www.gofishingworldwide.co.uk Offers one trip of eight nights and five days fishing.

Specialist Fishing Tour Operators that do not currently offer the Falklands:
Sportquest Holidays (UK) www.sportquest.com (formerly Angling Direct Holidays). Offers other remote fishing destinations including Christmas Island.
Kings Angling Holidays (UK) www.kingsanglingholidays.co.uk. Travels to fishing destinations including Greenland, Iceland and Norway.
Roxtons (UK) www.roxtons.com Fishing trips to remote destinations in Russia, Iceland, Norway, Scotland and Iceland

Key Points for Marketing and Distribution

Angling Publications

American Angler www.americanangler.com
Fly Fisherman Magazine www.flyfisherman.com
Go Fishing www.gofishing.co.uk
The Flyfisher Magazine www.flyfisher-magazine.com (July 2014 issue has a Falkland Islands fishing feature.)
Total Flyfisher Magazine www.totalflyfisher.com

Social Networks

Anglers Profile www.anglersprofile.com
A social networking site featuring video, photos and angler profiles plus a forum and blog.

Angler Social www.anglersocial.com
A social networking site dedicated to sport and recreational anglers with a goal of creating a web community for those who love to fish. Current statistics state 4,070 members with 601 fish shared in 1216 albums.

Fishbrain www.fishbrain.com
Created as a social network for anglers by Swedish entrepreneurs in 2013, the Fishbrain database has amassed names and images of more than 43,000 types of bait and logged 75,000 catches with 95% of data uploaded via the mobile app rather than the website. Users are predominantly from North America, Sweden and Australia.

Shows and Fairs

The Big One (UK)
www.fishfacepromotions.co.uk
Farnborough, Hampshire – 19-20 March 2016. Annual visitor numbers in excess of 17,000.

Organisations and Associations

Recreational fishing is supported by many hundreds of regional associations and other specialist fishing organisations spread throughout North America and the UK. Notable national organisations include:

American Sportfishing Association www.asafishing.org

Fly Fishing Canada www.flyfishingcanada.net

International Federation of Fly Fishers www.fedflyfishers.org
Publishers its own magazine, Flyfisher.

International Fly Fishing Association (IFFA) www.iffa.org.uk

Take Me Fishing www.takemefishing.org
Site of the Recreational Boating and Fishing Foundation (RBFF) whose mission is to increase participation in recreational angling and boating and thereby increase public awareness and appreciation of the need to protect, conserve and restore aquatic natural resources.

The Angling Trust www.anglingtrust.net
A single organisation representing all game, coarse and sea anglers and angling in England.

YACHTING TOURISM

Definition

Yachting tourism, or sailing tourism, refers to any holiday where the main purpose of the trip is to sail, or learn how to sail. Yachting tourism has two broad categories that are defined by the type of boat used.

- The first is a yacht that can also be used for overnight accommodation. Yachts are usually single-decked and are propelled by either sail or motor and range in size and level of luxury.
- The second category is a dinghy that is smaller, does not have sleeping berths and therefore requires overnight accommodation on land.

Yacht sailing holidays tend to be either bareboat charters (self-sail) where the boat is hired without a crew, or crewed charters, and can be sailed on any route to any chosen destination. Flotilla holidays are the other option when all the boats in the flotilla follow a pre-planned route. Flotilla holidays tend to be crewed.

The Global Picture

While a niche market, yachting is a significant global business. It is estimated that around 10 million sailing holidays are taken each year. In the US, sailors take around 2.5 million trips every year while in the UK, 2.9 million adults participate in a boating activity of some kind.

Across Europe the market is sizeable and it is estimated that some 17 million people participate in boating activities. Of those, 24% own a boat (which equates to 4.1 million) with a further 30% (5.1 million) who have access to a boat.

In Scotland, sailing tourism is estimated to be worth £101 million to the economy and it is predicted to grow an extra £44 million (45%) by 2020. Sailing programmes have attracted investment from Scottish and EU partners in order to promote sailing further in the region and improve infrastructure for sailors.

Brief Profile of Consumers

Sailing tends to be an expensive pursuit so sailing visitors are typically affluent with a high disposable income. The more challenging and remote the destination, the more costly the trip and the wealthier the participant is likely to be.

Male sailors dominate the yachting market for skilled mariners, although female participation is increasing. Overall, the 55+ age group is most likely to sail (64%), with a large proportion retired or approaching retirement and this segment is growing, affluent and time-rich. However, the 45-54 age group accounts for over a quarter (26%). As dingy sailing requires little or no experience, the sailing holiday can be accessible to a wide range of consumers including families.

Research into the UK sailing tourist found that 50% of sailing groups were families and friends, 37% were couples and only 9.5% of parties included children under the age of 16. Repeat visits are high amongst sailing tourists with 73% of tourists visiting the same harbour or marina more than once.

Flotilla holidays are showing particular strength in the family market and growth over the next few years is expected.

Main Competing Destinations

The main appeal of sailing is being surrounded by beautiful landscapes and scenery, sailing in excellent waters and with the support of good land-based facilities which include the availability of fresh water, accommodation, restaurants and shopping facilities, and entertainment such as package day trips.

The leading destinations for sailing tourism are the well-developed marinas and sailing routes in the Caribbean and Mediterranean seas which offer ideal combinations of favourable weather and well-established facilities to support the sailing tourist. However, there is a growing appeal for more challenging sailing destinations to other more remote islands and locations:

- South Atlantic: South Shetlands, South Orkneys, South Georgia, Tristan da Cunha, Ascension, Antarctic Peninsula, Cape Horn
- North Atlantic: Greenland
- Mid Atlantic: Madeira, Canary Islands, Cape Verde, Azores, St Helena, Ascension Island
- Scotland: St Kilda, Shiants, Rum, Eigg, Canna, Orkneys, Shetlands
- England and Wales: Channel Islands, Isles of Scilly, Skomer, the Farne Islands
- Europe: Baltic Sea

Potential for Growth

Sailing holidays have seen consistent growth over the last five years and, as a segment within the adventure tourism market, growth is forecast to continue. In 2012, bareboat charters booked out of the North American market were reported to have risen by 4% on the previous year. Flotilla holidays in particular are growing strongly which can be attributed to the strength of the affluent ageing population and interest from the family market.

Around the world, Europe (in particular, the Mediterranean and Scotland) and the US (the Caribbean) are among the world's leading destinations for yachting where the waters lend themselves particularly well to sailing tourism. In Europe, a number of new marinas are being developed in order to cater for the growing superyacht market, and boat ownership is also growing.

Sailing tourism is in many ways similar to the self-catering sector, the only difference being that sailors do not always base themselves at one single location. With mobile accommodation, expenditure can be spread out over several stops and often concentrated in rural areas. *This is particularly relevant for remote destinations where there are few development options.*

Potential for the Falkland Islands

Marina development, supporting businesses such as accommodation, food and drink outlets, on land attractions.

Selected Tour Operators

The tour operator market for sailing holidays is a reasonably crowded one, comprised of specialist organisations offering sailing holidays, yacht charter companies and general operators offering sailing holidays within their own portfolios. Skilled yachtsmen who own their own vessels will generally organise their own trips.

Charterworld www.charterworld.com
Classic Sailing www.classic-sailing.co.uk
Euroboat Charter www.euroboatcharter.com
Nautilus Yachting www.nautilusyachting.com
Pelagic www.pelagic.co.uk
The Moorings www.moorings.co.uk

Key Points for Marketing and Distribution

Sailing enthusiasts are avid readers of weekly or monthly sailing magazines and are also technologically savvy. Further, they are keen to pick up recommendations online through networking with other sailing enthusiasts.

Print and Online Media

Sail Magazine www.sailmagazine.com
Sailing Magazine www.sailingmagazine.net
Sailing Today www.sailingtoday.co.uk
Sailing World www.sailingworld.com
Yachting Magazine www.yachtingmagazines.com
Yachting Monthly www.yachtingmonthly.com
Yachts and Yachting www.yachtsandyachting.co.uk and www.yachtsandyachting.com

Guides and Directories

Cruising World www.cruisingworld.com
Features a charter directory of sailboat charter companies and charter brokers, destinations and education in the sailing market.

Social Networks, Forums and Travel Groups

Quantam Sailing www.quantamsailing.co.uk
SailBlogs www.sailblogs.com
Sailing Networks www.sailingnetworks.com

SailNet www.sailnet.com
Yachtpals www.yachtpals.com

Major Yachting Events

Large yachting events come in two forms: regattas and races, and trade fairs and consumer shows.

Races

35th America's Cup 2017, Bermuda, US
www.americascup.com

Aberdeen Asset Management Cowes Week 2015, UK – 8-15 August
www.cowes.co.uk

Rolex Fastnet Race 2015, UK – 16 August
www.fastnet.rorc.org

Volvo Ocean Race 2017-2018, Gothenburg, Sweden
www.volvooceanrace.com

Vendee Globe 2016
www.vendeeglobe.org

Shows

London Boat Show, 8-17 January 2016
www.londonboatshow.com

Southampton Boat Show, 11-20 September 2015
www.southamptonboatshow.com

Relevant Organisations

American Sailing Association (ASA) www.asa.com

International Association of Cape Horners www.capehorners.org

International Sailing Federation (ISAF) www.sailing.com and www.isaf.com

Royal Yachting Association www.rya.org.uk
The UK representative body for all forms of sailing, windsurfing, motor boating, sports boating, personal watercraft and powerboat racing, from beginnings to internationally competitive levels. The key functions of the RYA in tourism is to build the yachting tourism client base by governance of training courses and provide a marketing platform through racing. There were 102,774 members as at 31 March 2014, and the association issued around 220,000 RYA certificates during 2014. In addition, there are more than 2,500 recognised RYA Training Centres worldwide with more than 500 of these outside the UK in 50 different countries.

Sail America www.sailamerica.com
The trade association for the US sailing industry.

EXTREME ADVENTURE TOURISM

Definition

As a sub-sector of Adventure Tourism, one of the largest and fastest growing tourism niche markets, Extreme Adventure Tourism can be defined as holidays during which the main purpose is to participate in an extreme physical activity that is enjoyed outdoors. The very nature of extreme sporting activities means that they are often undertaken in remote, isolated places and consequently, there is a crossover with Wilderness Tourism.

Extreme adventure trips are also known as 'hard adventure', which usually require a marked level of skill, may demand specialist equipment and incorporate more significant risk. While much current travel to the Falkland Islands would be classified as 'soft adventure', hard adventure activities are often based on their soft adventure counterparts and could therefore be developed along the following lines:

- Coasteering
- Kayaking
- Cold Water Surfing
- Climbing
- Orienteering

Extreme adventure typically attracts far fewer participants and activities than its soft adventure counterpart, although it is reasonably common that both soft and hard adventure activities may be combined on one trip.

The Global Picture

Adventure tourism is one of the biggest tourism niche markets and as global tourism grows and tourists seek new experiences and destinations, the adventure market continues to expand. Recent research among the top international outbound travel regions of Europe, North America and Latin America estimated the value of the outbound adventure travel market to be US$263 billion in 2012. In addition, the percentage of international travellers from the Americas and Europe classified as adventure travellers rose from 26.3% in 2009 to 37.2% in 2012.

Average spend per trip (excluding airfare and equipment) has also increased from US$593 in 2009 to US$947 in 2012, a yearly increase of almost 20%, and per trip expenditure increased for both soft and hard adventure trips and across all regions.

Growth in expenditure on hard adventures was also reported across all three regions and was particularly high in South America where spend increased by 85%. In

Europe growth was reported to have been 28% while in North America it was 25%.

The average length of a hard adventure trip is also on the rise and increased from seven days in 2009 to nine days in 2012.

Brief Profile of Consumers

Adventure travellers are predominantly male (57%) and are more likely to be single (48%) than married (43%), possibly due to the fact that adventure travellers are younger, with an average age of 36.

Consumers are typically well educated – 37% are educated to degree level and a further 11% have a professional qualification – and are affluent with an average income of US$46,800. In addition, this group are environmentally and culturally aware consumers, drawn to adventure travel in part due to its focus on responsible and sustainable development.

Main Competing Destinations

Worldwide there are a vast number of notable destinations that offer a huge range of adventure activities that also cater for the extreme adventurer. However, some countries are more closely associated with adventure tourism than others and tend to be the ones with large areas of wilderness, forest, mountain or desert. There are many remote islands and destinations in which 'water' and 'wilderness' plays a key part in the adventure tourism offer and examples include:

Coasteering:
- UK: Pembrokeshire Coast, Wales; Orkney Isles and Outer Hebrides, Scotland; Devon and Cornwall, England

Kayaking:
- Alaska: Glacier Bay; Kenai Fjords National Park
- Canada: Johnstone Bay, BC; Desolation Sound
- Chile: Andean Fjords, Patagonia
- Greenland: Sermilik Fjord
- Iceland: Isafjordur
- New Zealand: Abel Tasman National Park
- Norway: Sognefjord; Svalbard
- UK: Wales; Scotland; Devon and Cornwall, England

Cold Water Surfing:
- Alaska: Yakutat Peninsula
- Antarctica
- Chile: Pichilemu
- Iceland: Reykjavik
- Ireland: Bundoran
- Norway: Lofoten Islands
- Russia: Kamchatka Peninsula

- Scotland: Thurso

Climbing/Orienteering:

- Alaska: Denali National Park
- Arctic: Greenland, Iceland, Norway, Sweden, Finland
- Canada: Canadian Arctic (Yukon, Northwest Territories, Barren Lands, Ellesmere)
- Chile: Patagonia, Torres del Paine
- Russia: Kamchatka
- UK: Knoydart Peninsula and West Highland Way, Scotland

Potential for Growth

The tour operator market in the adventure tourism segment is vast and expanding as many established tour companies now incorporate adventure tours within their holiday portfolios. In addition, a wide range of specialist adventure tour operators now occupies a key segment of the tour operator market. Extreme tourism is typically catered for by specialist tour companies, which either offer one activity to a limited number of destinations or a small range of activities that may be related and combined during one trip.

Coasteering, defined as the sport of exploring a rocky coastline by climbing, jumping and swimming, is a relatively new but increasingly popular activity within the segment and originated on the rugged Welsh coastline. It is now also practiced relatively widely around the UK, which is well known for its rocky coastline, and it is estimated there are around 120,000 coasteering trips taken every year in the UK. Although there is no governing body and standards have yet to be formally established, the International Coasteering Association (ICA) was founded by a leading UK adventure tour operator, EBO Adventure, and provides a number of training courses for operators and instructors.

All adventure tourism business are typically committed to responsible and sustainable tourism that benefits both local communities and the environment, which is an increasingly important feature of adventure tourism. However, the segment is fragmented and diverse and, as services are usually provided by locally owned, small and medium sized businesses, it has important local impacts. Such impacts can be both positive and negative and subject to environmental and social factors. As such, the opportunities for local extreme adventure tourism development in the Falklands can be deemed significant, though not without risk.

Potential for the Falkland Islands

The Falklands is a classic adventure wilderness destination – remote, wild, difficult to access and home to a wide range of unique wildlife that is typically Antarctic in profile. Adventure travellers, including hard adventurers, rank areas of natural beauty as the most important factor in the selection of a destination. This clearly demonstrates the potential the Falkland Islands offers on account of its stunning landscape alongside the current limited range of adventure activities that could be further developed to offer a more accessible product. Coasteering, kayaking, cold-water surfing, climbing and orienteering that involves survival/leadership skills all offer potential for development, subject to the provision of appropriate training, equipment rental, supporting services and facilities.

However, as this group of tourists is also motivated by responsible tourism it will be important that providers are able to maintain the 'remote and pristine' environment, and potentially offer eco-accommodation.

Selected Tour Operators

The tour operator market for adventure holidays is significant. Many specialist operators exist alongside mainstream travel companies that offer a range of adventure trips alongside other themed holidays.

Black Feather www.blackfeather.com
A good example of a local, award winning wilderness adventure tour operator based in Canada that provides kayaking, canoeing and hiking trips in some of the remotest parts of Canada and Greenland.

EBO Adventure www.eboadventure.co.uk
Established in 2003, EBO has a strong reputation as one of the leading outdoor activity and military adventure training companies in the world. Operates a range of outdoor activity centres in the UK, and professional outdoor instructor training courses and expeditions. Extreme sports covered include surfing, coasteering, scuba diving, kayaking, kitesurfing, rock climbing, hillwalking and survival.

Explore www.exploreworldwide.com
Explore has been operating small group adventures since 1981 and promotes 450 adventures in more than 120 countries, including the Falklands and Antarctica. It offers a wide range of activities and experiences, and is committed to responsible travel.

Journey to Latin America www.journeylatinamerica.co.uk
Offers combination wilderness holidays to the Falklands that include either Chile or Antarctica and South Georgia.

Rainbow Tours www.rainbowtours.co.uk
Offers tailor-made holidays to the Falklands and Antarctica, a combination of 'adventure' and 'wildlife' to the world's most 'most pristine wilderness' on earth.

Responsible Travel www.responsibletravel.com
Travel directory of tours that are promoted as responsible. Holidays are themed and include both extreme adventure and wilderness as categories. Trip examples to wilderness destinations include Patagonia in Chile, Tasmania in Australia, and Scotland, and extreme adventure tours range from rafting in Chile, diving in the Antarctic, self drive in Iceland to an expedition in Greenland. Trips to the Falklands are included within portfolios.

Intrepid Travel www.intrepidtravel.com
Intrepid was founded in 1989 and now takes more than 100,000 adventure travellers to worldwide destinations every year. The company has 1,000 staff all over the world and offers over 800 trips across every continent.

PEAK Adventure Travel Group www.peakadventuretravel.com
The world's largest adventure travel company, PEAK is a collection of global specialist tour operators and destination management companies. Collectively, PEAK takes more than 350,000 clients from 50 different source markets to worldwide destinations every year. With a turnover of more than US$400 million, the company's shareholders are TUI Travel PLC and the founders of Intrepid Travel. Tour operator brands include Intrepid, Adventure Center, Exodus, Peregrine Adventures, Sawadee and The Adventure Company, which all travel to Antarctica.

Key Points for Marketing and Distribution

Print Media
There is a wide range of adventure and travel magazines that appeals to the adventure tourist for either destination inspiration or adventure activity planning. Newspaper travel supplements are also a useful research source for travellers. Many run features on the next 'must visit' destination and all have advertising sections.

Magazines:

Europe
Adventure Travel Magazine (UK) www.adventuretravelmagazine.co.uk
Conde Nast Traveller (UK) www.cntraveller.com
Geo Travel Magazine (Germany) www.geo.de
Lonely Planet Magazine www.lonelyplanet.com/magazine
Sidetracked Adventure Travel Magazine (UK) www.sidetracked.com
Travel Pro (Netherlands) www.travelpro.nl
Wanderlust (UK) www.wanderlust.co.uk

North America
Adventure – National Geographic (US) www.adventure.nationalgeographic.com
Adventure World Magazine (US) www.adventureworldmagazine.com
Afar – The Experiential Travel Guide (US) www.afar.com
Conde Nast Traveler (US) www.cntraveler.com
inTravel Magazine (US) www.inntravelmag.com
Outpost Magazine (Canada) www.outpostmagazine.com
Outside (US) www.outsideonline.com
Travel + Leisure (US) www.travelandleisure.com

Newspapers and Travel Supplements:

Europe
De Volkskrant (Netherlands) www.volkskrant.nl
Frankfurter Allgemeine Zeitung (Germany) www.faz.net
Sunday Times (UK) www.thesundaytimes.co.uk/sto/travel
Telegraph Travel Section (UK) www.telegraph.co.uk/travel
Times Travel Section (UK) www.thetimes.co.uk/tto/travel

North America
National Post Travel Section (Canada)
https://life.nationalpost.com/category/life/travel
New York Times Travel Section (US) www.nytimes.com/pages/travel/index.html
The Globe and Mail Travel Section (Canada) www.theglobeandmail.com/life/travel/
Washington Post Travel Section (US) www.washingtonpost.com/lifestyle/travel

Guides and Directories:

Adrenaline Pages www.adrenalinepages.com
Adventure Travel www.adventure.travel
Managed by the Adventure Travel Trade Association, the Adventure Travel Guide features adventure destinations, activities and tour operators in one place.

The Adventure Travel Directory www.the-adventure-travel-directory.com
MPORA Pure Action Sports www.mpora.com

Relevant Sporting Publications

Extreme Sports magazine www.extremesportsx.com
Sea Kayaker Magazine www.seakaykermag.com
Surfer Magazine www.surfermag.com
Surfing Magazine www.surfingmagazine.com
TrailGroove Magazine www.trailgroove.com
Trek & Mountain www.trekandmountain.com
Trek World www.trekworld.com
Wavelength www.wavelengthmag.com

Social Networks, Forums and Travel Groups

As a group, adventure travellers are keen to share experiences and meet up with like-minded travellers on their adventure trip. Facebook, MySpace and Twitter are the social networking sites most used by the adventure tourist and several operators and guides such as Lonely Planet's Thorn Tree and G Adventures operate chat forums on their own websites. There is also evidence of an increasing number of online travel groups that exist to bring like-minded travellers together for trips or for social gatherings to share experiences and plan new trips.

BootsnAll www.bootsnall.com
One-stop 'indie' travel guide and travellers forum, aimed at independent travellers.

The Global Expeditions Club www.globalexpeditionsclub.com
An international adventure travel club for travellers interested in adventure travel, group tours and making friends. Club members decide on group tours and itineraries based on what their members are saying.

Tripku www.tripku.com
Tool for travellers to find other adventurers to create their next adventures together.

Adventure Shows and Fairs

Adventure Sports Fair (Brazil)
www.adventurefair.com.br
Sao Paulo – May 2016 (tbc), Sao Paulo

Adventure Travel Show (UK)
www.adventureshow.com
London – 23-24 January 2016

Adventure Travel World Summit (ATWS)
www.adventuretravel.biz

Anchorage, Alaska – 19-22 September 2016. ATTA's annual summit held in different locations each year.

Destinations – The Holiday and Travel Show (UK)
www.destinationsshow.com
Manchester – 21-24 January 2016
London – 4-7 February 2016

Outdoor Adventure Show (Canada)
www.outdooradventureshow.ca
Toronto – 19-21 February 2016
Vancouver – 12-13 March 2016
Calgary – 21-22 March 2015
Montreal 2-3 April 2016

Telegraph Outdoor Adventure & Travel Show (UK)
www.telegraphoutdoorshow.co.uk
London – 11-14 February 2016

Travel & Adventure Shows: Adventure Expos (US)
www.adventureexpo.com
San Diego – 16-17 January 2016
Chicago – 23-24 January 2016
Dallas – 30-31 January 2016
Washington DC – 20-21 February 2016
Los Angeles – 27-28 February 2016
San Francisco – 5-6 March 2016
Philadelphia – 19-20 March 2016

Relevant Organisations and Indexes

Adventure Travel Trade Association (ATTA)
www.adventuretravel.biz
More than 750 global members, supporting and benefitting the creation of sustainable adventure travel markets with a focus on people, the planet and profit. Provides a network of organisations and undertakes varied research to support tour operators, service partners and media partners worldwide. ATTA hosts an annual summit, the Adventure Travel World Summit.

Adventure Tourism Development Index (ATDI)
www.adventureindex.travel
Produced by the ATTA, the ATDI is a ranking of adventure tourism potential for countries around the world based on the principles of sustainable adventure tourism, and are ranked according to the 10 Pillars of Adventure Tourism Market Competitiveness.

International Coasteering Association (ICA)
www.coasteering.org
An international association that represents commercial coasteering providers and guides, established to increase the safety, environmental and developmental aspects of coasteering. Provides a practical coasteering guide training programme that will enable work as a coasteering guide throughout the world. Qualifications include ICA Lead Coasteering Guide and ICA Training for Providers. UK-based.

International Sea Kayak Guide Association (ISKGA)
www.iskga.com
An international sea kayaking association representing the needs of the commercial sea kayak guide, promoting professional training for sea kayakers wishing to explore the oceans and coastlines of the world.

International Surfing Association
www.isasurf.org

World Surf League
www.worldsurfleague.com

PHOTOGRAPHIC TOURISM

Definition

While most people take photographs whilst on holiday, photographic tourism refers to a specific niche segment within the specialist learning holiday sector whereby participants undertake some level of skills enhancement whilst on holiday.

Photography holidays are specifically tailored for photographers, either professional or amateur, and are usually conducted in small groups, accompanied by a professional or qualified photography leader who may provide workshops and seminars during the trip. While learning holidays often combine two or more skills, typically photography is the predominant skill on a photography trip.

The Global Picture

The specialist learning holiday market is fragmented with many small tour operators and specialist agencies, some of which focus on one activity, but increasingly offer a combination of two or more, such as photography and cookery. Many specialist niche operators have fewer than 1,000 annual customers and it was reported that 10 million people in the UK learned a new skill while on holiday over the last two years. The increase in popularity of TV shows such as *Masterchef* and the *Great British Bake Off* has helped fuel the increase in learning a new skill while on holiday, with around 60% year-on-year growth in travel to Europe and beyond to learn a new language or cook, try surfing, improve photography skills, and other activities.

This growth is spilling over into the corporate market as many business leaders are also taking learning holidays to acquire new or different skills that help develop creative thought processes and increase entrepreneurial abilities. In ABTA's 2015 Travel Trends 'Holidays Working Harder' was listed second in the overall ranking, the first time that the industry body has recognised the desire to learn a new skill 'out of hours' as an important consumer trend. It is believed this trend is springing from holidaymakers looking to maximise their expenditure and leisure time as the search for value is increasingly the new norm within the holiday sector.

According to the founder of GoLearnTo, a London-based travel operator that specialises in learning holidays, the global market is worth £167 million, and is estimated to be the fastest growing trend in travel.

Brief Profile of Consumers

Professional and amateur photographers tend to be well educated and affluent, predominantly from the AB socio-economic group. Many are professionals at the top of their tree. Rising levels of education are likely to create new generations of travellers with a learning outlook, and growth in the AB segment also bodes well for the specialist learning holiday market.

Consumer age has traditionally been 65+ and predominantly male. However, the rise in digital photography, which has made photography more accessible, has seen an increase in the number of younger consumers around the age of 40, and an increase in female participation.

Main Competing Destinations

Photography knows no boundaries and there is no shortage of subjects or destinations worldwide. Destination choice is likely to be a personal decision based on itineraries offered, range of subjects presented and other activities included. Inevitably there will be considerable overlap of subjects in any one destination, and 'top ten' lists of best places to go are unlimited and highly subjective.

Competing destinations with the Falkland Islands could include:

- Alaska, USA: Denali National Park is a pristine wilderness with Arctic tundra and is also a wildlife-rich area.

- Iceland: its raw, rugged landscapes and outstanding light conditions are a significant draw for photographers. There is also the opportunity for aerial photography via small aircraft flights.

- The Galapagos Islands, Ecuador: especially popular with nature lovers, photography trips are typically combined with sailing and cruising.

- Norway: the 'midnight sun' around the Svalbard archipelago provides numerous photographic opportunities of the land of rock, ice, snow and sea, along with polar bears, walruses and huge bird colonies. Offshore, the Lofoten Islands offer a wild natural beauty with a rugged landscape of mountains, coastline and fishing villages, and 'golden hours' of long mornings and evenings.

- Scottish Highlands, Scotland: considered one of the world's 'dream locations' for photography with classic mountain landscapes, sea lochs, beaches, waterfalls and woodland.

- Outer Hebrides, Scotland: island-hopping on the 130-mile archipelago provides a visual feast for photographers with dynamic landscapes and constantly shifting light, isolated lighthouse, seals and birds.

Potential for Growth

Photography holidays have been identified as one of the fastest growing segments in the specialist learning market, driven by the huge expansion of accessible digital photography. Such specific skills-learning enables people who work long hours in today's 'work hard' culture to indulge personal interests without distractions and liberate untapped aspects of their character.

Consumer research has indicated a strong growth potential for holidays involving a new skill, such as photography, with 24% stating they would like to learn a new skill on holiday. There is also potential for widening the core demographic of 'harder learning' to involve more women, older travellers and singles of mixed ages.

It is likely this market will widen to encourage new groups to take part – such as families and cultural tourists – opening up windows of opportunity for companies with specialist credentials.

Selected Tour Operators

Frui www.frui.co.uk
Relatively new to market (5 years), a specialist tour operator offering holidays and courses with expert tuition in subjects ranging from photography, cooking and painting. Photography courses are segmented according to ability, and destinations are global including remote locations such as Mongolia.

GoLearnTo www.golearnto.com
A one-stop shop portal promoting a range of learning courses over several specialist subjects in 35 countries worldwide. Photography holidays are offered alongside cookery, walking, languages, surfing and yoga, to destinations throughout the world including South America. Common photography destinations include Spain and France, and there are a number of trips that combine photography with surf courses (Costa Rica).

Light and Land www.lightandland.co.uk
With more than 17 years' experience, Land and Land has lead more than 500 tours around the world and focuses its trips on landscape photography. It has a loyal customer base with 93% of customers booking more than once and over 200 clients travelling more than four times with the company. All levels of skill are catered for in a range of short and long-haul trips to worldwide destinations.

National Geographic Expeditions www.nationalgeographicexpeditions.com
Photography is one segment of a range of expeditions offered by National Geographic Expeditions, and they travel to all continents and cover a wide range of subjects. Opportunities to improve skills are offered through Photo Workshops, Expeditions, Adventures and Seminar.

Responsible Travel (UK) www.responsibletravel.com
A large range of photography holidays are promoted through Responsible Travel's directory of holidays to destinations worldwide, capturing wildlife, natural phenomena and culture.

Vidados www.vidados.com
A new marketplace launched by GoLearnTo that helps connect independent holiday providers that don't have online booking facilities or websites to an audience of travellers who are keen to learn a new skill while on holiday.

Wild Photography Holidays www.wildphotographyholidays.com
Specialises in small-group photographic tours and workshops offering individual tuition in all aspects of the photographic process. Destinations including Iceland, India, Bhutan, Norway and Spain.

Key Points for Marketing and Distribution

In addition to the traditional travel magazines such as Conde Nast Traveller, Wanderlust and Lonely Planet magazine, which are important points for marketing and distribution, digital media is a key distribution channel for travel photographers.

Travel Photography Publications

Digital Nomad Travel Magazine www.digitalnomadtravelmag.com
Outdoor Photographer www.outdoorphotographer.com
Outpost Magazine www.outpostmagazine.com
Photo Travel Review Magazine www.phototravelreview.com
Take Better Travel Photos www.wanderlust.co.uk/misc/take-better-travel-photos
Travel Photographers Magazine www.travelphotographersmagazine.com

Specialist Photography Magazines

Amateur Photographer www.amateurphotographer.co.uk
Digital Photographer www.dphotographer.co.uk
Digital SLR Photography www.digitalslrphoto.com
Digital Photo Magazine www.dpmag.com
ePHOTOzine www.ephotozine.com
Creative Lens www.creativelens.net
Photography Monthly www.photographymonthly.com
Practical Photography and Digital Photo www.photoanswers.co.uk
Professional Photographer www.professionalphotograper.co.uk

Social Networking

Nature Photographers Network www.naturephotographers.net
Online nature photography resource dedicated to the art and technique of nature, wildlife and landscape photography.

Travel Photographers Network (TPN) www.travelphotographers.net
Leading travel photography community on the internet sharing information, skills and tips on travel destinations, equipment, software and on so. Features sections on critiquing photographs, articles and chat forums. Site is free to use but a paid-for subscription membership provides additional benefits.

Consumer

Wanderlust Photo of the Year
www.travelphotocompetition.wanderlust.co.uk
Annual readers' competition for both amateur and professional photographers.

National Geographic Traveller Photo Contest 2013
www.travel.nationalgeographic.com/travel/traveler-magazine/photo-contest/2015/
Annual competition with categories in Travel Portraits, Outdoor Scenes, Sense of Space and Spontaneous Moments.

The Big Photo Show
www.thebigphotoshow.com
Online community for enthusiasts with an annual event in different US locations, in 2015 to be held in Pasadena.

Trade

The Photography Show, 19-22 March 2016, Birmingham, UK
www.photographyshow.com
Europe's largest annual imaging show featuring 200 exhibitors and several product launches.

Photokina, 20-25 September 2016, Cologne, Germany
www.photokina.com
Imaging show held every two years aimed at professional and amateur photographers.

Relevant Organisations and Indexes

Association of Photographers
www.the-aop.org
Formed in 1968, the Association of Photographers is prestigious membership organisation of professional photographers, assistants, students and agents, including affiliated colleges and companies. Holds annual awards for both professional and amateur photographers – The AOP Photographers Awards and the AOP Open.

International Center of Photography
www.icp.org
A leading institution dedicated to the practice and understanding of photography through exhibitions, educational programmes and community outreach.

PMA – The Worldwide Community of Imaging Associations
www.pmai.org
PMA was established in 1924 as a professional trade association with members in more than 100 countries who actively contribute to the imaging industry.

Royal Photographic Society
www.rps.org
An educational charity promoting the art and science of photography. Provides a number of Distinctions that are internationally recognised, and organises event and exhibitions.

APPENDIX D: TOUR OPERATOR INTERVIEWS

CRUISE HOLIDAYS
1. **ANTARRPLY** – Ute Hohn Bowen, Owner/Director, ute.antarpply@gmail.com, www.antarrply.com, 07795 630084
• **New cruise ship berth by Jetty Centre**. This would be a positive development for many companies but not a game-changer. • **Potential for further growth in expedition ship tourism**. To attract more cruise vessels to operate out of the Falklands, they need to make water and provisioning cheaper. • **Potential for cruise ship offering 7 day cruises around the Falklands**. Not relevant (Antarrply has its own ship).
Further information given: • More Argentine clients might be interested in tours just to see the Falklands War sites. • More competitive prices for water, fuel and provisioning would attract more cruise ships. • The respondent didn't feel that clients would want to visit outside October-February. • The one flight a week access to the Falkland Islands is its single biggest barrier to bringing more clients there. Some people only want to come for 2 days, so are put off coming altogether. • Oil prices have come down considerably worldwide, but prices for gas oil in the region of Falkland Islands/Argentina have not come down – it is very expensive to take a ship to the Falklands.
2. **QUARK EXPEDITIONS –** Karl Kannstadter, Product Director, Karl.Kannstadter@QuarkExpeditions.com, www.quarkexpeditions.com, 00 1 416 6458254
• **New cruise ship berth by Jetty Centre**. This would be very welcome as even with a small ship, it takes many journeys in Zodiacs to transfer passengers. It would be 'great fun' for clients to be able to board and reboard as they wish, for sightseeing. • **Potential for further growth in expedition ship tourism**. Another small port at another point on the Falklands, such as San Carlos, would benefit expedition ship tourism there. • **Potential for cruise ship offering 7 day cruises around the Falklands.** The respondent felt that there is potential for a stand-alone cruise around the Falklands, without having to start out at Ushuaia. He is planning a tour involving a 3 to 4 night mooring at Port Stanley for the 2016/7 brochure, which would include an 11 night circumnavigation in the tour.
Further information given: • 70% of Quark's clients visit Antarctica only, because they are restricted by time and money, but many would like to visit the Falklands too if it was easier to get to/flights more frequent. • Quark did make some 'creative' enquiries into chartering an airline to fly to the Falklands, but was put off by some views that Argentina might make this very difficult. • The respondent said he is 'keen to do more in the region'. • Quark is planning a tour involving a 3 to 4 night mooring at Port Stanley for

the 2016/7 brochure, which would include an 11 night circumnavigation in the tour (2 tours each with maximum of 12 passengers).

- The respondent commented that one of the differences between the Arctic and the Antarctic is that in the Arctic clients can visit Inuit people and have some interaction with a living culture, whereas in the Antarctic they can't ... unless they go to the Falkland Islands, where there is a 'historical/cultural component' and the living culture is an attraction.
- 'The draw is there in the Falklands, it's just the logistical issues!'

3. **ANTARCTICA BOUND** – Simon Rowland, Managing Director, www.antarpply.com, simon@holidayflight.co.uk

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main difficulties are the lack of reliability of MoD flights to the Falklands (the Punta Arenas flights are too long and expensive) – the fact that the flights are not confirmed until just a few days before the flight is due to leave. Also the other problem is lack of suitable accommodation.
- **What could be done to remove these barriers?** The Falklands needs to build more sustainable accommodation, 'extending slowly and to a limit', with buildings that are equally quaint and appealing to adventurous tourists. A particularly good site would be Carcass Island, where there is scope for a lodge on the other side of the island from the existing one. Also, twice weekly flights from Sao Paulo would bring in much greater numbers of tourists [the respondent said he had heard this might be a plan and it would be 'an amazing addition'.]
- **What could encourage them to push the Falklands more/make it easier to sell?** In addition to twice weekly flights, the season could be extended a little, for extreme activities (see point below), to include September/October and March/April – especially as even in season the Falklands can have '4 seasons in one day'. However, there is a limit to how out of season people will travel.
- **What does the Falkland Islands offer other than birdlife?** Adventure activities such as scuba diving and kayaking could be developed

Further information given:

- The respondent commented that people going on wildlife trips are not 'short of money' or have at least saved up and want a really special holiday, so saving money on activities and accommodation at the expense of quality would not appeal to his clients.
- The Falklands has got potential for further growth in expedition ship tourism if the choice of jumping off points can be increased, i.e. including Brazil.
- Antarctica Bound only operates expedition cruises, and so would not be interested in the building of a berth by the Jetty Centre – it would take away from the quaintness of the trip, and clients are used to getting on and off the expedition vessels whilst moored out in the harbours.

BIRDING HOLIDAYS
1. **AVIAN ADVENTURES** – Gerry Griffiths, Managing Director, avianadventures@btinternet.com, www.avianadventures.com, 01384 372013
• **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main difficulty is the expense. Not only are the flights expensive, but Avian Adventures sends one leader per 6 clients, so that is an extra expense. • **What could be done to remove these barriers?** Some of the accommodation could be updated, but mostly it is fine. • **What could encourage them to push the Falklands more/make it easier to sell?** The respondent thinks he will add Falklands War talks as an extra for birders, who are interested in the War as well. He suggests adding little extras for people to see – such as talks by residents on aspects of life there, or of the history of the Falklands. • **What does the Falkland Islands offer other than birdlife?** Photographic opportunities and War tours.
Further information given: • Avian Adventures has a number of repeat bookers, including one couple who have been with them to the Falklands three times and have booked again for next year. • Bookings are going well: (12 in 2014, 5 for 2015, 6 for 2016 already). • The respondent didn't think tours outside the Nov-Feb season would work well enough to be worthwhile. • See respondent's Tour Report (Appendix A).
2. **ORNITHOLIDAYS** – Nigel Jones, Managing Director, info@ornitholidays.co.uk, www.ornitholidays.co.uk, 01794 519445
• **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main problem selling the Falkland Islands is access, in particular the RAF flights. Ornitholidays has currently stopped running holidays to the Falklands because the RAF flights kept changing dates of flights and also would not release the dates of flights early enough. The respondent said they would very much like to start running holidays there again, and are looking at LAN flights now. • **What could be done to remove these barriers?** Making access more reliable, easier and cheaper would be the single best thing to increase tourism to the Falklands. • **What could encourage them to push the Falklands more/make it easier to sell?** Domestic flights are subsidised by the tourists to make them cheaper for the residents – if this was no longer the case, it would make flights cheaper for tourism and so tourism would increase. • **What does the Falkland Islands offer other than birdlife?** Birders only come for the birding (and photography).

WALKING HOLIDAYS
1. **RAMBLERS WORLDWIDE –** David Kay, Product Manager, davidk@ramblersholidays.co.uk, www.ramblersholidays.co.uk, 01707 386705
• **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The season is not very long, and 'No one in their right mind would go walking in Scotland in January/February', just as they wouldn't go to the Falklands on holiday far outside the November-February season. • **What could be done to remove these barriers?** Ramblers Worldwide takes 2 groups of 15 a year (at best) to the Falklands, in the shoulder season to ensure there is enough accommodation for the groups. If there were more accommodation, with greater capacity, Ramblers Worldwide would consider taking another group. • **What could encourage them to push the Falklands more/make it easier to sell? What does the Falkland Islands offer other than birdlife?** The respondent noted that on their first tour, the guide happened to be an internationally recognised birding guide but feedback at the end of the tour indicated that there was too much birdlife! This tour operator's clients wanted to see at least a day's worth of 'war tourism'. The problem currently with the war tourism in the Falklands is that while it is naturally all quite spread out, it is difficult to get to especially in a short amount of time, and is not that different to sites seen in France.
Further information given: • The walkers like the Falklands for 1) The wildlife 2) The war interest 3) The beaches which are crystal clear and clean sand. • The respondent did not feel diving or canoeing would be of an interest to his clients. • As 'breeding patterns of wildlife aren't going to change, whatever we do', there would be little benefit in extending the season too much.

BATTLEFIELD TOUR HOLIDAYS
1. **LEGER HOLIDAYS** – Mathew Bramall, Battlefields Planning Team, mathew.bramall@leger.co.uk, www.visitbattlefields.co.uk, 01306 873571
• **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main barriers are the distance, transportation issues and expense. • **What could be done to remove these barriers?** The respondent didn't have any suggestions as to what could be done to remove these barriers – except to make flights cheaper. • **What could encourage them to push the Falklands more/make it easier to sell?** In the past, Leger Holidays (which now runs Holts Battlefield Tours but keeping it as a separate identity) ran tours to the Falklands with flights via Chile, in small numbers (6 or 7 people per tour) but now they have no tours there. It is possible they might offer them in 2017. • **What does the Falkland Islands offer other than birdlife?** Visitors on battlefield tours who are travelling as far as the Falklands would expect to see other attractions, such as birdlife, (whereas those who are travelling in Europe only go to see battlefield sights). So if tours are offered by the company in the future, they should include wildlife/birdlife.
Further information given: • The respondent had not been to the Falkland Islands himself. • Leger Holidays' clients are largely from the UK, with a minority from outside the UK. • Mathew Bramall commented that the FITB stand at the WTM was 'excellent'.
GENERAL TOURS/HOLIDAYS
1. **BAILEY ROBINSON**, Richard Laker, Product Manager, Richard.Laker@baileyrobinson.com, www.baileyrobinson.com, 01488 689700
• **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main barrier is that the Falklands has some degree of similarity with other destinations, which are marketed harder. • **What could be done to remove these barriers?** The Falklands could be marketed as a side trip to Chile. • **What could encourage them to push the Falklands more/make it easier to sell?** The respondent commented 'The onus is on the FITB to market the Falklands to us", to educate and inform through events such as 'Learning Breakfasts' etc. • **What does the Falkland Islands offer other than birdlife?** Wildlife, which is great for wildlife tour operators, but not enough of an attraction on its own for Bailey Robinson's clients.
Further information given: • Bailey Robinson sells the Falklands as part of South America, not as a British Territory • The respondent said he has 2000 Linkedin connections who look at their posts and blogs on South America – perhaps the FITB should be there (i.e. active in Linkedin. • The respondent would only send clients to destinations in the optimum months in terms of weather, sights, wildlife etc. and not outside those months. • Richard Laker would consider a familiarisation trip, but it is difficult to 'escape'

his work.

- Antarctica is selling less currently, as well as the Falklands.
- The Galapagos markets strongly, and Bailey Robinson does regular business there ... the link is obvious.
- Recently, the respondent has offered the Falklands in their brochures, but has not had enquiries.

2. **VELOSO TOURS,** Paolo Veloso, Managing Director, paolo@veloso.com, www.voloso.com, 020 87620616

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main barrier is that a week is too long for most tourists to spend in Falklands as it is such a small destination.
- Also, the breakdown of costs for a tour to the Falklands is not transparent, so it is difficult to 'tweak' it to suit clients' needs.
- **What could be done to remove these barriers?** If the Falklands could operate its own airline from Chile, or even better from Brazil, many more people would visit.
- Also, for many destinations when creating an itinerary for clients (often on the phone directly, so they can give a quote straight away) it is possible to see immediately how much each element of the itinerary costs – the Falklands doesn't have this facility, so the tour operator has to make an email enquiry which might mean that two days go by before they can get back to the client – by which time the client may have gone to a different tour operator/chosen a different destination. It is 'not snappy enough'.
- **What could encourage them to push the Falklands more/make it easier to sell?** Brazil is a huge market (200m population of which many have a disposable income) and they don't have mountains or snow – they often travel to Bariloche in Argentina for these. So if there were flights to Brazil, a huge market for the Falklands could open up.
- **What does the Falkland Islands offer other than birdlife?** It is the environment that the respondent's clients would visit the Falklands for – they would not be interested in diving/canoeing/in-depth battlefields tours.

Further information given:

- Veloso Tours has no one 'coming out of the blue' asking to do tours to the Falklands.
- The Falkland Islands Tourism Board does 'pretty good marketing' though 'people forget the Falklands is there'.
- Most people would combine a trip to the Falklands with Chile.
- Veloso Tours is including a half page on the Falklands in its 2016 brochure.
- The respondent didn't feel his clients would visit outside the main tourist season.

3. **JOURNEY LATIN AMERICA,** Conrad Mludzinski, Sales, info@journeylatinamerica.co.uk, www.journeylatinamerica.co.uk, 020 3553 7103

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The cost is the main barrier, people are 'shocked' when they are quoted prices for a tour, but the respondent said that even if he can get the land based costs down, the flights are always going to be a huge element and there is nothing that can be done about those. However, Journey Latin America does operate tours to the Falklands (in combination with S Georgia/Antarctica and Chile).
- **What could be done to remove these barriers?** If alternative flights were

available, more people might come.

- **What could encourage them to push the Falklands more/make it easier to sell?** Diving might be a possibility – the respondent had recently visited the Falklands and heard of good diving potential, but no decompression chambers there is the main problem. He felt that the crystal clear water and wrecks might be a 'pull' but that this would be a 'niche market within a niche market'.
- **What does the Falkland Islands offer other than birdlife?** The respondent felt that the military aspect of the Falklands could be 'a draw' but not for his clients, who mostly want to see nature and wildlife. He believes that most people who visit the battle sites of the Falklands do so to 'pay their respects'. However, he thought that with the right marketing, some tour operators might be able to sell more history tours.

Further information given:

- Clients on cruises who just stop at Port Stanley only don't experience the Falkland Islands as it really is – they are just ticking off another destination visited. 'Port Stanley is about as far removed from what the Falkland Islands really is, as it could be', so though the respondent was aware that the Falklands Islands Tourism Board is encouraging large cruise ships to come into Port Stanley, he doesn't feel that visitors will get the proper feel of the islands that way.
- The clients that Journey Latin America takes to the destination go to see what such a remote place is like, not to stop at a port.
- The bleak weather would make selling tours outside the peak season very difficult.
- Journey Latin America mostly sells the Falkland Islands in combination with Chile, and to clients who love 'the great outdoors' and walking and who are fascinated by remote places. However, the respondent didn't feel outside Nov-Feb would be a possibility even though these are hardy travellers.

4. **STEPPES TRAVEL,** Sue Brimwood, Latin America Manager, enquiry@steppestravel.co.uk, www.steppestravel.co.uk, 01258 787573

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The cost and the time taken to get there are the main barriers: 'It is not the easiest or cheapest place to get to', but the respondent commented that the remoteness and difficulty getting to the Falklands is part of its charm.
- **What could be done to remove these barriers?** Steppes Travel is getting more enquiries from people wanting to start and end expedition cruises from the Falklands. This will bring in more business for the Falklands.
- **What could encourage them to push the Falklands more/make it easier to sell?** More accommodation would be useful, though the respondent feels that this should be in the style of the existing accommodation: adding two or three rooms onto an existing homestead, not building new hotels. The majority of the accommodation now is old farmsteads, and this 'quirky' accommodation has an appeal for most of their clients.
  What does the Falkland Islands offer other than birdlife? Military history tours, diving and canoeing are possibilities; also Steppes Travel is getting more enquiries from people wanting just to voyage right around the Falklands from a small expedition ship.

Further information given:

- Big anniversaries are a possibility for creating out of season tours.

- Steppes Travel takes about 10 clients a year to the Falklands currently, mostly on expedition cruises including South Georgia and Antarctica.
- The respondent's view on a berth alongside the pier is that if many large cruise ships visited the Falklands, it would put their clients off going.
- The clients that Steppes Travel takes to the Falklands do not find getting on and off ships, whether by tender or otherwise, a problem.

5. **AQUA-FIRMA,** Ralph Pernell, Product Manager, enquiries@aqua-firma.co.uk, www.aqua-firma.co.uk, 01428 621012.

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main barriers are communications with the two in-bound two operators. It takes time to get a response sometimes, so enquiries are held up.

  Also, flights are a barrier – not the fact that they are only once a week, but that you really have to fly from Chile. A mid-Atlantic point such as St Helena/Ascension Island would open up tourism to the Falklands enormously.
- **What could be done to remove these barriers** Faster communications with the Falkland Islands inbound tour operators, and improving flight time flexibility and routes would make a big difference.
- **What could encourage them to push the Falklands more/make it easier to sell?** The respondent felt that possibly people with a military background or interest who might want to visit the Falklands would also be interested in diving or canoeing. Aqua-Firma does a lot of diving trips, but said that it would have 'to be something special to make it a key driver'.
- **What do the Falkland Islands offer other than birdlife?** Most of Aqua-Firma's clients would find a week a good amount of time to see everything on the Falklands, as they would get a lot more out of their visit than in just two or three days. The wildlife in general is what people will go for.

Further information given:

- The respondent commented that the draw for the Falklands is partly done by South America – 'South America will do some of the drawing itself'.
- The Falklands is for travellers who are 'in the know' but will almost certainly be visiting somewhere else too.
- Clients travelling with Aqua-Firma's small expedition ships do not require berthing alongside quays, they will have to be used to getting on and off tenders; the respondent felt that it would not be worth the Falkland Island's investment building a new berth as cruise ships don't bring in enough income and would put off some people wanting to visit the Islands.

6. **RAINBOW TOURS,** Amanda Sweeney, Product Manager, info@rainbowtours.co.uk, www.rainbowtours.co.uk, 020 76661250.

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main problem is accessibility. If there was an extra flight, maybe mid-week, many more clients would want to go there. A few years ago, when there were 'rumblings' of worse relations between the UK and Argentina, many clients stopped wanting to go to the Falklands as they wanted no animosity but wanted to visit Patagonia, and so chose that over the Falklands.
- **What could be done to remove these barriers?** One more flight per week from Punta Arenas would make a major difference. Rainbow Tours sends no clients on flights with the RAF, as these are too unreliable.
- **What could encourage them to push the Falklands more/make it easier**

to sell? The respondent felt that the wildlife is the main 'pull' and more marketing is needed to make people aware of the Falklands and its wildlife.
- **What does the Falkland Islands offer other than birdlife?** Young people see the Falklands as a 'remote outpost' and this has an appeal in itself, so the destination should be marketed as a historical and very different destination that is worth travelling a long way to see.

Further information given:
- The respondent commented that they try to sell many of their tours for lower prices out of season, but particularly for expensive, big trips such as to the Falklands/South Georgia/Patagonia/Antarctic, people just don't want to take any risks, so there is little take-up of such offers.
- The respondent asked some younger colleagues, whilst on the telephone being interviewed, what they thought about the Falklands, and they replied that they didn't know anything about the Falklands War but regarded the Falklands as a place that is British, historically, and has 'great wildlife'.
- Older clients of Rainbow Tours are often concerned about visiting the Falklands with regard to British relations with Argentina. There is some anxiety that they don't want to have any negative response from visiting the Falklands.

OVERSEAS OPERATORS

1. **RUPPERTBRASIL,** Robert Werner, Product Manager www.ruppertbrasil.de, robert-werner@t-online.de, 00 49 89 71034191

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main difficulties are the remoteness and the once a week flights. Having said that the Falklands are considered 'quite exotic' and the remoteness is 'not a disadvantage to everyone'.
- **What could be done to remove these barriers?** Increased marketing with more links on websites and social media marketing.
- **What could encourage them to push the Falklands more/make it easier to sell?** The Falklands is one of the 'three great wildlife destinations in South America' (Galapagos and the Pantanal being the other two) and should be marketed as such – it doesn't always need a huge budget, but can be achieved through links with associations, other organisations' websites etc. The respondent recommends Latein Amerika, (www.lateinamerika.org) as a German based but multilingual association promoting South America.
- **What does the Falkland Islands offer other than birdlife?** The birdlife and the loneliness of the destination are the only attractions. The German traveller goes to see the penguins and possibly the orcas, but not much else, not even the sealions.

Further information given:
- The German market is NOT interested in the battlefields or the historic side of the Falklands – the respondent has found that from experience.
- Germans do not know about the Falklands, in general.
- The German visitors to the Falklands go for the penguins – they should be marketed more strongly as penguins in their natural habitat.
- The Falklands would lose its cachet if it were less expensive and more accessible.
- All holidays to the Falklands run by RuppertBrasil are arranged in combination with other destinations (Chile, Antarctica on expedition cruises etc).

- The respondent recommended the UK based South America specialist Senderos (www.senderos.co.uk - Gareth Lyon and Simon Hayes) which RuppertBrasil works with – the respondent advocates partnerships in tour operations.
- RuppertBrasil only makes two or three bookings per year, usually in couples, for 'people who like to something really special' and 'want to take the Falkland Islands as they are', not to change them.

2. **ADVENTURE LIFE,** Mary Curry, Product Manager, www.adventure-life.com, mary.c@adventure-life.com, 00 1 406 540 1901

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main difficulty is very much the problem of getting prompt information right away from the Falkland Islands. US customers want answers to their questions about tours very quickly, but suppliers in the Falklands can take a 'ridiculously long time getting back' to Adventure Life: not even 24 hours but sometimes weeks! Saunders Island is one of the worst – 'they never seem to check e mails' - and, whereas there is much potential for more visitors going there, the lack of information causes clients to lose interest.

  The other main barrier to sending more clients to the Falklands is the access and the fact that flights are weekly.

- **What could be done to remove these barriers?** Communications must be improved considerably within the Falklands and from the Falklands. Ideally, also, a mid-week flight preferably from the USA would create enormous opportunities for sales.
- **What could encourage them to push the Falklands more/make it easier to sell?** The Falklands are considered in the USA as an after-thought, to add on to a trip to South Georgia and Antarctica – 'It's hard to compete with the wildlife of South Georgia and the adventurousness of visiting Antarctica', so promoting the Falklands so that it has a higher profile would be necessary to make it more easy to sell.
- **What does the Falkland Islands offer other than birdlife?** It is the penguins, and particularly the King Penguins, that people want to see – they are a 'huge draw'. The respondent's clients are often 'wildlife collectors' (ie they want to tick them off a list of wildlife they have seen), so the uniqueness of King Penguins should be promoted. Other than birdlife, the development of additional activities such as kayaking or diving could be successful, but the respondent felt that such multi-sport activities appeal to a younger sector many of whom might not be able to afford a trip to the Falklands.

Further information given:

- Accommodation is a 'huge problem' in the Falkland Islands, especially Saunders Island: there should be more availability and better accommodation but still in the character of the place.
- The respondent believes that developing any location where King Penguins are found, and creating similar accommodation to Saunders Island in these locations, would provide greater opportunities for selling more trips.
- The American market is not at all interested in the historic/battlefields aspects of the Falklands.
- Adventure-Life's clients who book trips on expedition ships to Antarctica, S Georgia and the Falklands, or who book trips including the Falklands and Chile, are happy to spend a lot of money; so high cost is not the problem with

sending more visitors to the Falklands.

3. **LADATCO TOURS,** Michele Shelburne, President, www.ladatco.com, mds@ladatco.com, 00 1 305 405 840

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main barrier is awareness. Those who do know of the Falklands, see it as a stop on an expedition to Antarctica, or in combination with Patagonia. 'Only serious and well travelled wildlife enthusiasts know much about the Falklands'.

  The respondent has had no clients visit the Falklands since the 2008 economic downturn, until this year when she has one client undertaking a major independent trip including the Falklands. She believes all the sales she did have in the past have been achieved through her company's recommendation of the Falklands, not through the initiative of the clients themselves.

  What could be done to remove these barriers? Some barriers can be broken down by promoting the Falklands as 'The Galapagos of the South Atlantic' (a slogan which the respondent has seen somewhere, and likes), and ensuring that this destination is defined as family friendly and with 'wildlife magical'.

- **What could encourage them to push the Falklands more/make it easier to sell?** For Ladatco specifically, the answer is to allow them to select 5 or 6 of their top travel agents and take them on an educational trip with everything paid for – because these travel agents are much sought-after by destinations, they are 'makers and shakers'.

- **What does the Falkland Islands offer other than birdlife?** Penguins, which everyone loves ... and also the cultural aspect of a very special way of life which is often overlooked. The respondent commented 'While a lot has happened in the 17 years since I was there, I think many aspects remain unchanged – the independent way of life in camp, the "on demand" FIGAS air service, the kids coming into Stanley boarding schools until they go to England for higher education, the harvesting of and use of peat for fire ... so many differences in lifestyle mandated by the place on earth – a hugely fascinating subject if presented correctly.'

Further information given:

- The respondent pointed out that the Galapagos, whilst once for diehard wildlife enthusiasts, is now a mainstream destination for two types of traveller – the wildlife lover and the cruiser. She felt that the same positioning could possibly be achieved by the Falkland Islands. Wildlife enthusiasts go on expeditions and are 'explorers and protectors of mother earth with like-minded wildlife/destination focused travellers.
- The respondent further commented that 'even with a well defined and associative style of travel concept, selling the Falklands requires being proactive, and the right agents are generally the 'right agents precisely because they are proactive in recommending destinations – but this level of agent has to be pampered with lots of attention, preparation and the right handling. They know the difference between the luxury of the right experience and the luxury of a facility – and they are the ones who define luxury as "the experience delivered with Wow".'

- The Falklands would find it very hard indeed to market trips outside the main season, because of the association with Antarctica expeditions – people think of the climate/seasons of the two destinations as one.
- Activities such as canoeing and diving could be an add-on to the main attraction – the wildlife – but not stand-alone activities.
- A suggestion was made by the respondent that Evacuation Insurance is an off-putting prospect for potential clients and that, instead, a tax could be levied in some other form to cover this.

4. **ANDER LICHT REIZEN** Arno Luft, Managing Director, www.anderlicht.nl, arno.luft@anderlicht.nl, 00 31 24 3609000

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main difficulty is accommodation – or the lack of enough accommodation. The cost of flights is a more minor issue.
- **What could be done to remove these barriers?** Creating more accommodation in more locations in the Falklands would mean that tour operators such as Ander Licht Reizen could make more bookings – often clients postpone their trip because there is no accommodation available, and then frequently they don't come back to book, because they have found another holiday elsewhere. Clients like Volunteer Point where they stay in a cottage, but there is simply not enough accommodation. Sea Lion Island and Saunders Island also need more beds. Clients of Ander Licht Reizen often are keen to stay two weeks or even three, but there is not enough accommodation as they tour round the islands.
- **What could encourage them to push the Falklands more/make it easier to sell?** The respondent commented that foreign tour operators like himself would be spurred into selling the Falklands more if a proper commission structure was set up by the ITT. They are not able to make a 'proper margin', despite wanting to sell more trips to the Falklands as 'clients always come back happy'.
- **What does the Falkland Islands offer other than birdlife?** The wildlife in general is the main attraction, as well as the remoteness. Introducing other activities would not be a draw for the respondent's clients, who are not generally very active anyway – with the exception of some clients who book the expeditions to the Antarctic. Younger travellers can go to Chile or Patagonia for activities such as diving/canoeing – and younger travellers do not tend to visit the Falkland Islands because of the cost.

Further information given:

- Infrequent flights are not an issue for most of the respondent's clients, who are happy to visit for at least a week.
- The season is limited by the weather and the wildlife, but it might be possible to sell some trips just outside the season, as clients like the remoteness and quiet of the Falklands.
- The respondent commented that he is a great 'fan of the Falklands'.
- Regarding the lack of commission structure for tour operators, Arno Luft said 'if you give people the opportunity to make money, they will get more tourists.'

5. **TERRA INCOGNITA TOURS,** Ged Caddick, www.ecotours.com, ged@ecotours.com, 00 1 855 326 8687

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The main problem is that it is 'impossible to get lodging'. The respondent commented that he could book tours to the Falklands up four times over if there were more accommodation. He suspects that 'inbound operators lock everything up with British operators', leaving no accommodation for others like himself. He commented that the few islands that do have lodgings are booked up even 18 months ahead. Also, though he requests accommodation, he might not hear anything back for 3 months, and then finds it is booked.

Flights are not so much of a problem – none of the respondent's clients want to visit for less than a week anyway, though they do not want to stay in Stanley for a week.

- **What could be done to remove these barriers?** The respondent finds that the FITB is not very well organised, and not quick to respond – if this can be resolved, many more bookings from the USA would result.

  More lodging where there are bottlenecks such as Carcass Island and Sealion Island would be a great boost. The respondent commented 'I would love to see half a dozen more lodgings, each with 10-12 rooms'. Clients just want clean, dry comfortable' places to stay. Saunders Island's standards are 'unacceptable'.

- **What could encourage them to push the Falklands more/make it easier to sell?** The Falklands is 'one of the best wildlife experiences left on earth', but it is not being sold properly, and there does not appear to be much motivation at the destination. More speedy communication and better quality accommodation with more lodgings, would improve the sales enormously. There is no marketing of the Falkland Islands in the USA.

- **What does the Falkland Islands offer other than birdlife?** Americans have little interest in the historic/battlefield aspect of the Falklands, the wildlife is the main focus, though boat trips around the island especially to see marine mammals, could be an added attraction.

Further information given:

- The respondent did not believe extending the season outside November-March would be feasible as it is the wildlife that clients want to see.
- He commented that visiting Saunders Island feels like being on a TV episode of 'Survivor' (not in a good way). One family owns everything and nothing is improved upon. The buildings leak, there are animal carcasses and machinery left lying around, it is self-catering.
- Ged Caddick also feels that the FITB has a 'complete obsession' with working with cruise ships, which is a short-sighted view as cruise passengers only visit for one day and don't see the true Falklands. He feels that the Falklands is underselling itself by charging very little for cruise passengers to come ashore.

6. **CHEESEMAN'S ECOLOGY SAFARIS** Gina Barton, General Manager, www.cheesemans.com, gina@cheesemans.com, 00 1 (408) 741 5330

- **Main difficulties/barriers faced when selling Falkland Islands (if not sending clients, why?)** The company operates expedition cruises, so lack of accommodation (which is a problem) is only significant when clients book the week-long extension that Cheesemans offers in the Falklands. However, as they generally organise trips two years in advance, they can usually obtain the accommodation they need.

Gina Barton remarked on frequent changes of staff in the Falklands as a destination, generally. • **What could be done to remove these barriers?** It will be crucial to balance developing tourism with maintaining the unique experience of visiting the Falkland Islands. To make it more popular might also make it less interesting to visit because the wildlife might be scared away, and the quaintness of the destination might disappear. Adding more small scale accommodation would be a bonus, but definitely not big hotels. • **What could encourage them to push the Falklands more/make it easier to sell?** The cultural aspects of life in the Falklands are of interest to some of the respondent's clients, but not all. Creating walking holidays might be of interest, but weekly flights limit a high proportion of people. • **What does the Falkland Islands offer other than birdlife?** Walking is the other big attraction of the Falklands – it could possibly be of interest to backpackers, if flight frequency is improved.
Further information given: • The respondent commented that their holidays which include the Falkland Islands are generally less full than they used to be. • Some of Cheeseman's clients, who visit the Falklands as part of a voyage, might be interested in more activities during their visit if these were offered – such as walking and photographic trips.

APPENDIX E: FALKLAND ISLANDS STAKEHOLDERS CONSULTED

Name	Organisation
Mike Rendell	Bleaker Island
Hattie Kilmartin	Bluff Cove
Rob and Lorraine McGill	Carcass Island
Alan and Lorraine	Darwin Lodge
Phil Middleton	Falkland Collectibles
Andrea Clausen	Falkland Island Tours and Travel
Roger Spink	Falkland Islands Company
Kevin Ironside	Falkland Islands Company
Jenny Luxton	Falkland Islands Holidays
Neil Judd	Falkland Landholdings
Ester Bertram	Falklands Conservation
Richard Cockwell	Falklands Museum
Martin Slater	FIDC
Michael Betts	FIDC
Nick Rendell	FIG – Environmental Planning
Vicki Jackson	FIG – Policy Unit
Emma Edwards	FIG – Training Centre
Keith Padgett	FIG Chief Executive
Morgan Goss	FIGAS
Matt Bassford	Head of Central Services
Sally Ellis	International Tours and Travel
Mike Summer	Legislative Assembly
Michael Poole	Legislative Assembly
Gavin Short	Legislative Assembly
Jan Cheek	Legislative Assembly
Phyl Rendell	Legislative Assembly
Carl Stroud	Malvina House Hotel
Riki Evans	Pebble Island Lodge
David Roberts	Pelagic Expeditions
Critta Lee	Port Howard
Peter and Ann Robertson	Port Stephens
John and Michelle Jones	Racepoint Farm
Danny and Joy Donelly	Roy Cove
David and Suzan Pole-Evans	Saunders Island
Mickey Reeves	Sea Lion Island Lodge
Marlene Short	Shortys Motel
Richard McKee	South Georgia Government
Robert Rowlands	Stanley Services Limited
Sammy Marsh	Sulivan Shipping
John Pollard	Sulivan Shipping
Leon Wong	Tax Office
Alex Olmedo	Waterfront Hotel
Martin and Jane Beaton	Weddell Island
Caroline Villegas	Workboat Services
Stuart Wallace	Workboat Services
Bob and Janet McLeod	Yacht Club