



## FAQ - Tourism 360

### Why tourism?

With worldwide tourism numbers expected to grow steadily (visits have doubled every 11 years worldwide [a stunning 6.5 % compound growth rate since 1950] while one in 10 jobs worldwide is tourism-related), and the explosive growth of niche tourism industries like medical, sustainable, and culinary tourism, communities that do not plan strategically, collaboratively and innovatively are likely to be left behind.

### What is Tourism 360?

Tourism 360 is several things. It is a:

1. free 75 page assessment and resource guide for communities
2. workshop and training process that offers top-notch training and accreditation so that practitioners can properly assess tourism resources, plan and take appropriate action
3. CIEL-facilitated assessment and planning process. Like a Leadership 360, CIEL combines a unique and valuable community self-assessment with our expert assessment of your community's tourism resources to produce a dynamic and engaging assessment, planning and action process.

*"Working with CIEL was one of the best most rewarding processes I've ever been involved in professionally." -*

Grant Myers – Provincial Development Officer, CEDEC, Quebec, CANADA

### Who is the Tourism 360 Guide for?

This guide has been written so that you can better understand your community's tourism situation and find great strategies and resources to make yourself better. Whether you're just starting out in developing your community's tourism potential or running a sophisticated destination marketing organization (DMO), there's something here for you. If you are a tourism operator, you can think of your business as a community and use this guide to assess your organization.

### What aspects of tourism does the 360 focus on?

The Tourism 360 guide is written to help you better diagnose what you are doing well and perhaps, not so well, in six critical areas: web-site, social media, branding, creating tourism experiences, sustainable tourism and community vitality. Communities that are doing well in tourism are often doing well in these six areas.

### How is the Tourism 360 Guide organized?

The guide offers an easy-to-use format we've used in our popular [Starting Strong: Rural Community Economic Development \(CED\) Guide](#) that helps communities decide where to start in the overwhelming field of economic development. Like *Starting Strong, Tourism 360*:

- introduces each of the six important tourism concepts,
- has a survey and scoring guide that allows you to quickly see how well you're doing on a particular concept,
- provides strategies for improvement, and
- links you to the best resources (appendices) that we've come across.

*"Mike and his tools and processes are wonderful to work with. He knows communities. The depth of CIEL's tools bring credibility, rigour and confidence to the process."*

- Antoinette Danaher,  
Uncommon Solutions PL,  
Victoria, Australia

### I am a tourism operator. Can I use the Tourism 360 Guide?

*Tourism 360* is intended for use by local tourism planning groups. But the process and material can also be adapted for individual tourism operators who want to evaluate their operations and educate themselves.

### Besides the free 360 guide, what other services does CIEL provide related to the Tourism 360?

If you want more, the Centre for Innovative and Entrepreneurial Leadership (CIEL – [www.theCIEL.com](http://www.theCIEL.com)) offers:

- in-community *Tourism 360* facilitation to help communities assess their potential and guide them in jump-starting action and developing a doable action plan
- workshops, training and certification of communities (or experienced community facilitators) to carry out the *Tourism 360* process themselves.

### What about Tourism 360 workshops?

CIEL offers everything from keynotes to 3 hour to full day interactive and dynamic workshops on Tourism 360. CIEL's Mike Stolte has presented at dozens on national and international conferences on a wide-variety of topics related to community and economic development. He has facilitated national workshops, conferences and think-tanks as well as with the Organisation for Economic Cooperation and Development (OECD). Workshops can be tailored to meet the needs of the particular audience whether tourism operators, elected officials or tourism/economic development professionals.

*"Mike Stolte is the most fascinating economist ever"*

- Shelagh Rogers - CBC  
Radio Host

### How does the Tourism 360 training and certification work?

CIEL offers an intensive 2-day training on Tourism 360. Once certified, trainers become internationally certified and are able to facilitate Tourism 360 anywhere. Normally, this process is coupled with a CIEL-facilitated in-community Tourism 360 facilitation so that trainees can observe the Tourism 360 process firsthand. CIEL can accommodate up to 15 trainees at one time.

*"The CIEL training surpassed my expectations and was well worth the time invested by all."*

- Jim Colmer, Eng., former General  
Motors Executive & President of  
James Colmer Consultation Inc.,  
Quebec, CANADA

### How does CIEL's Tourism 360 facilitated in-community assessment and planning work?

*Tourism 360* in-community assessment and planning work follows a four-step process conducted over a two to three month period:

#### **1. Visit by a "secret tourist"**

Our tourism consultants will analyse your community's tourism marketing materials and pay an anonymous visit to your town. CIEL will assess your community's tourist-friendliness from the point of view of a tourist.

## **2. Community assessment meeting**

CIEL will then meet with your tourism planning group—this could be a Chamber of Commerce, a municipal government committee, or another group formed to develop tourism. Tourism operators and members of the public with an interest in tourism will also be invited. At that meeting, CIEL will ask everyone to fill out the *Tourism 360* questionnaire and will form several focus groups to discuss targeted tourism issues. We will also recommend getting additional people to fill out the survey online.

People attending the meeting will receive a copy of this manual.

## **3. Analysis and recommendations**

Over the next few weeks, CIEL will analyse the surveys (allowing for an invaluable comparison with other communities we have worked with), the focus group results and the observations of the “secret tourist” visit, and write an easy-to-read report pulling out key themes, with a short-list of short-term (good for immediate action) and long-term recommendations (essential for strategic tourism and economic development planning). But the process does not stop there. We don’t want the report to sit on the proverbial shelf.

*"CIEL's insight into what makes communities tick and their ability to translate those insights into real world tools, strategies and actions are worth a look."*

- Michael Buda, Senior Policy Analyst, Federation of Canadian Municipalities (FCM)

## **4. Kick-start to action**

At a second meeting of the tourism group and the public, the recommendations will be put into action. In a process CIEL has developed and fine-tuned working with dozens of communities in Canada, the US and Australia, CIEL will harness the passion and energy of the community. CIEL’s *“Reality Check”* will be performed on chosen priority (immediate) actions chosen through this process, enhancing the chance of success.

CIEL will also assist in the formulation of a doable strategic action plan that can guide the community over the coming years.

CIEL will periodically check in with the organizing group over the next year, offering advice and/or direction.

## **What is the Centre for Innovative & Entrepreneurial Leadership (CIEL – [www.theCIEL.com](http://www.theCIEL.com))?**

CIEL is an organization that has developed innovative, yet practical, tools and processes for communities and organizations. Our [Communities ‘Life Cycle’ Matrix](#) has been used in more than 15 countries. Our [Business Vitality Initiative \(BVI\)](#) and [Community Vitality Initiative \(CVI\)](#) have a 90%+ success rate in helping communities bridge the gap between study and action.

## **What if I want more information on the 360, workshops, training or having CIEL facilitate the process in the community?**

Please e-mail us at [info@theCIEL.com](mailto:info@theCIEL.com) or call Mike Stolte at 250-352-9192 (toll free in North America at 1-888-352-9192).

*"CIEL has developed very professional tools and approaches that truly meet community needs. They have a lot of depth."*

- Mary Ward, Human Systems, Oregon, USA