Waking Tourism Up to an Uncertain Future:
Educating For Lives of Change & Consequence
Anna Pollock, Founder, Conscious Travel

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INTRODUCTION

Background

Passion

Purpose

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Anna Pollock
strategist
educator
change agent
visionary
Why am I here today?

Humanity has a Choice: Breakthrough or Breakdown

- Transform
- Agitate
- Shake Up
- Disrupt
- Inspire
Why are YOU here TODAY?
Everyone’s talking transformation!

The age of transformation:
A retail outlook for 2009 and beyond

Change your world or the world will change you
The future of collaborative government and Web 2.0
vision

to create learning communities (imaginal cells) around the globe of Conscious Hosts who work together to generate above average profits, deliver higher net benefit from tourism to their communities, regenerate cultures and ecosystems while increasing their resilience and stability because .....
FOUR KEY ASSUMPTIONS
The dominant model (*industrial tourism*) no longer works.

A mindset shift is essential.

Change can’t & won’t come from the top.

Change will emerge from action-oriented learning communities.

A mindset shift is essential.
Mass Industrial Tourism Started with Great Promise
But Is Now Producing a Different Reality
Industrial Tourism Grew Up In the Age of the Automobile & Mass Everything

It borrowed its operating model from manufacturing.
Based on Assembly Lines, Specialisation & Hierarchies

Focus: efficiency & productivity - producing more for less
Standardisation, Order, Planning

Economies of Scale - consolidation, vertical integration
About delivering PRODUCTS and PACKAGES based on a mindset of boxes and lines
The Hotel Box
In summary, this is a box that...

Productizes
Standardizes
Homogenizes
Commoditizes
The Tourism Tsunami

- Actual
- Forecasts

- 1.8 bn
- 1.4 bn
- 940 mn

International Tourist Arrivals received (million)

- Africa
- Middle East
- Americas
- Asia and the Pacific
- Europe

Tourism now supports 1 billion international trips a year

It can produce income, economic growth, jobs, foreign exchange, conserve wildlife, preserve cultures...but it doesn’t always

Are we at a tipping point?

Metaphorically speaking, we’re about to experience a tourism tsunami + galeforce winds + earthquake

Will the tourism capsule hold out?
Mass Industrial Tourism Hangs on the Edge

Industrial tourism is producing diminishing returns for nearly everybody.

This graph shows the fate of individual destinations - could it apply to industrial tourism as a whole?

Are we at the inflection point?

If yields decline industrial tourism can only succeed by growing in volume.
Can we handle another 400 million tourists in just 8 years?

How will we handle congestion?

How will we handle waste?

How will we handle emissions?

How will we manage our thirst for water and land?

How will we avoid residents’ backlash?

How will we protect vulnerable people and cultures?

• see: Can Tourism Change its Operating Model?
What the Graph Doesn’t Show

- Volatility
- Net revenues
- Net benefits
- Spending per capita
- DIMINISHING RETURNS
- Value retention in the host community
- Productivity (yield per employee)
- Who benefits?
- Where does the income stick?
THE PERFECT STORM

Tsunami of demand
Climate Change
Energy & Fuel
Material Resource Scarcity
Food scarcity
Water Scarcity
Ecosystem Decline
Disparate Prosperity
Government Debt
Lack of Global Governance
Political Instability
Three Big Change Drivers

- Connectivity

- Biophysical Realities
  - Climate Change
  - Energy
  - Food: Increased demand by 50% by 2030 (FAO)
  - Water: Increased demand by 30% by 2030 (IFPRI)

- Human Values
Business is Getting the Message

“population growth, exploitation of natural resources, climate change and other factors are putting the world on a development trajectory that is not sustainable...if we fail to alter our patterns of production and consumption, things will begin to go badly wrong”
Opportunities Also

“the bold, the visionary and the innovative recognise that what is good for people and the planet will also be good for the long-term bottom line and shareholder value...

• competitive advantage can be carved out of emerging risk.”
• Concur with UN Secretary General that current growth model is a form of “suicide pact”

• Promoting concept of Zeronauts working on Zero Impact; Zero Waste sector by sector
Values Are Shifting

The New Consumer
The NEW Consumer
**New Consumers** still want MORE, but they are defining that differently.

Now they seek more meaning, more deeply felt connections, more substance, more control and a greater sense of purpose.
It is an undeniable fact: The recession has created not only a universal sense of anxiety and fear, but a greater level of consciousness across all ages and genders. We can’t go back. We have heightened our perception; we are awake, alert, aware—whether we like it or not.
OLD CONSUMERS VS. NEW CONSUMERS

Lowest price
Waiting for solutions
Asks, “What’s in it for me?”
Seeking more stuff

Total value
Creating their own solutions
Asks, “What’s in it for we?”
Seeking meaningful experiences

Trusts marketing messages
on front of the box

Passive recipient of
brand communications

Looks at ingredients
on back of the box

Active co-creators of content,
products and experiences

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The Conscious Consumer Report, 2009, BBMG
DOING GOOD IS GOOD FOR BUSINESS:
2012

• 66% of consumers would prefer to buy products from companies that give back to society

• 62% would prefer to work for such companies

• 59% would prefer to invest in such companies

• 46% would be willing to pay extra for products and services from these companies
Consumers Ahead of Marketers

What proportion of global consumers say they regularly support good causes?

Marketer's perception: 46%
Consumer reality: 60%

Sustainable Brands

[Image: Blackboard with chalk text]
How do these change drivers interact?

- Connectivity
- Biophysical Realities
- Economic Realities
- Changing Values

Panic or paralysis?
Questions leading to more concern!
More concern!
Concerns!
Awareness leads to curiosity

Connectivity
Biophysical Realities
Economic Realities
Changing Values

How do these change drivers interact?
What’s this leading to?

Panic + Innovation Vertigo
Volatility
Rate of Change

Uncertainty
Unclear About the Present Situation and Future Outcomes

Complexity
Multiplicity of Key Decision Factors

Ambiguity
Lack of Clarity About the Meaning of an Event
Companies are Valued Differently Now

- Connectivity + Content
- = Transparency
- = Competition (downward pressure on prices)
- = Need for innovation
- = Need for Talent
- = Importance of Reputation
- = Need for Authenticity

“intangible economy”

Intangibles - brand equity, human capital, intellectual property now make up 60-80% of the market capitalisation of public companies.

Source NASDAQ
The Humanisation of Business

What do the following have in common?

Employees
Suppliers
Investors
Managers
Customers
Community Residents?
What CEO’s Most Focus On

1. Human capital: 71%
2. Customer relationships: 66%
3. Products/services innovation: 52%
4. Brand(s): 43%
5. Business model innovation: 33%
6. Technology: 30%
7. Partnership networks: 28%
8. Data access, data-driven insights: 25%
9. R&D, intellectual property: 22%
10. Price/revenue innovation: 19%
11. Assets (physical, infrastructure): 15%
12. Corporate social responsibility: 13%
13. Access to raw materials: 8%

Engagement, Empowerment & Capacity....
Purpose Must Precede Profit

A strong, strategically coherent and well communicated corporate purpose is associated with up to 17% better financial performance.

IMD/Burson Marsteller Corporate Purpose Impact Study 2010

40% of a company’s reputation is determined by its purpose and 60% by performance.

Burson Marsteller/Penn, Schoen & Berland, 2008

Purpose + Passion = Performance & Profit
Who you are and what you stand for are just as important as what you sell.
RE-THINKING CAPITALISM

- Firms of Endearment
  How World-Class Companies Profit from Passion and Purpose
  Raj Sisodia, Jag Sheth, David B. Wolfe

- Jim Stengel: Grow
  How Ideals, Power Growth, and Profit at the World's Greatest Companies

- The New Capitalist Manifesto
  Building a Disruptively Better Business
  Umair Haque

- Harvard Business Publishing
  Rethinking Capitalism
  An interview with Michael Porter
  Bishop William Lawrence University Professor
  Harvard University

- Screw Business as Usual
  Pioneering entrepreneurs and companies all over the world are already starting a whole new way of doing things.
  Business can be a force for good!
- Whole Foods
- Southwest Airlines
- Zappos
- The Container Store
- Google
- Amazon
- Joie de Vivre
What’s Really Happening?

Trend

Driver

Mindset
What's Really Happening?

Problems cannot be solved with the same level of awareness that created them. Albert Einstein

- see “Changing the Dream - Why Mindsets really, really matter!”
- see: Can Tourism Change its Operating Model?
when our values and beliefs change
so does everything else
change is not just desirable
it’s inevitable
Shifts in Consciousness

Abraham Maslow

Know and Understand

Self-Actualization

Self-esteem

Love & Belonging

Safety

Physiological

Needs

Richard Barrett

Consciousness

1

2

3

4

5

6

7
Shifts in Consciousness - People

Positive Focus / Excessive Focus

- **Service to Humanity and the Planet**
  Devoting your life in self-less service to your purpose and vision

- **Collaborating with Partners**
  Working with others to make a positive difference by actively implementing your purpose and vision

- **Finding Personal Meaning**
  Uncovering your sense of purpose and creating a vision for the future you want to create

- **Personal Growth**
  Understanding your deepest motivations, experiencing responsible freedom by letting go of your fears

- **Self-worth**
  Feeling a positive sense of pride in self and ability to manage your life. **Power, status**

- **Belonging**
  Feeling a personal sense of belonging, feeling loved by self and others. **Being liked, blame**

- **Financial Security & Safety**
  Creating a safe secure environment for self and significant others. **Control, greed**

- **Survival**

- **Relationship**

- **Transformation**

- **Internal Cohesion**

- **Making a difference**

- **Service**
Shifts in Consciousness - Organisations

- Service
- Making a difference
- Internal Cohesion
- Transformation
- Self-esteem
- Relationship
- Survival

Positive Focus / Excessive Focus

**Service To Humanity And The Planet**
Social responsibility, future generations, long-term perspective, ethics, compassion, humility

**Strategic Alliances and Partnerships**
Environmental awareness, community involvement, employee fulfillment, coaching/mentoring

**Building Corporate Community**
Shared values, vision, commitment, integrity, trust, passion, creativity, openness, transparency

**Continuous Renewal and Learning**
Accountability, adaptability, empowerment, teamwork, goals orientation, personal growth

**High Performance**
Systems, processes, quality, best practices, pride in performance. **Bureaucracy, complacency**

**Belonging**
Loyalty, open communication, customer satisfaction, friendship. **Manipulation, blame**

**Financial Stability**
Shareholder value, organisational growth, employee health, safety. **Control, corruption, greed**
Shifts in Consciousness - Nations

Positive Focus / Excessive Focus

<table>
<thead>
<tr>
<th>Level</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Global Sustainability</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Alliances with Other Nations</td>
</tr>
<tr>
<td></td>
<td>Regional Collaboration, Environmental Awareness, Quality Of Life.</td>
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<tr>
<td>5</td>
<td>Strong Cohesive National Identity</td>
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<tr>
<td></td>
<td>Trust, Openness, Transparency, Shared Vision and Values, Fairness.</td>
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<tr>
<td>4</td>
<td>Democratic Processes</td>
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<td>3</td>
<td>Institutional Effectiveness</td>
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<tr>
<td></td>
<td>Rule of Law, National Pride, Governmental Efficiency, Bureaucracy, Elitism, Power</td>
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<tr>
<td>2</td>
<td>Social Stability</td>
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<tr>
<td></td>
<td>Conflict Resolution, Racial Harmony, Rituals. Discrimination, Intolerance</td>
</tr>
<tr>
<td>1</td>
<td>Economic Stability</td>
</tr>
<tr>
<td></td>
<td>Prosperity, Health, Defense, Social Safety Nets. Corruption, Greed, Violence</td>
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- Transformation
- Self-esteem
- Relationship
- Survival
- Service
- Making a difference
- Internal Cohesion
Never doubt that a small group of thoughtful, committed citizens can change the world.
Indeed, it is the only thing that ever has
Margaret Mead

Change Can’t and Won’t Come from the Top; real change is emerging from the grassroots
Change Can’t & Won’t Come from the top
real change comes from below
Tourism is Not an Industrial Process but a Living Network

IT connects the bits & bytes; Travel connects the hearts and minds
Tourism is Human System Embedded in a Biological-Physical System
Tourism Needs

A New Definition and Measure of Success
• better not bigger
• healthier
• more resilient
• benefit a wider range of stakeholders

New Focus - from product to experience of place

New Operating Model

New Approaches
• capacity building
• community based
• collaborative learning

New Skills & Characteristics
• curiosity
• collaborative & communicative
• caring, empathy
• inner first, other second - conscious leadership
• integrity (walk the talk)
Where have we come from?
OLD MODEL
MODEL
Where have we come from?

OLD MODEL

MODEL
Where have we come from?
OLD MODEL
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OLD MODEL

MODEL

OLD LENSES

We live in a material world, a dead universe that operates like a machine.
Humans are superior & have the right to exploit other life forms.
The earth exists as a lumberyard, full of resources, we can extract to make and sell stuff.
It’s a dog eat dog world out there - he who makes the most wins.
To get ahead look out for “number one”. Business is like war.
It’s a race against time - if you don’t get there someone else will.
In the total scheme of things we’re insignificant.
That’s life - it’s harsh; suck it up!
Tourism Through an Industrial Lens

Guests are segments to be targeted and the prize is share of wallet.

Both parties (consumer and provider) attempt to win at the cost of the other. Adversarial

Guests seek to get the best or cheapest deal; producers try to maintain their margin.

Rugged independence + materialism creates a mindset of exploitation - animals, landscapes, plants are resources, then products that can be used to produce profit.

The Industry is fragmented - each provider looks after his piece of the guest experience and larger agencies are divided into functional silos.

Disconnect from nature - it’s the economy, stupid! Lack of appreciation of limits or consequences.

The tourism industry resist paying for the ecosystem services it has enjoyed for free in the past.
surely there has to be a better way?
Where might we be going forward?

NEW LENSES

Revelations from Physics and Cosmology

The universe is not dead but alive, dynamic and constantly evolving.

There’s no disputing - the universe is not made up of objects but packets of energy that are entangled.

Everything is connected and there’s no such thing as objectivity.

96% of what makes up the universe is invisible - it cannot be sensed.
Where might we be going forward?

NEW LENSES

Revelations from Biology and Neuroscience

Competition only one way of operating associated with immature ecosystems

Advances in neuroscience showing how plastic our brains are

Our thinking and intentions can change outcomes

99% of us have yet to realise and express our true power and potential
Where might we be going forward?

NEW LENSES

New Thinking in the Social Sciences

Even economists, capitalists, accountants are questioning what we should measure and focus on

Business is now recognising there are limits to what the earth can absorb and ecosystem services should be paid for

Profits are more likely to occur and sustained if making them isn’t our primary focus.
Welcome Signs of Change

TRAVEL FOREVER
GLOBAL SUSTAINABLE TOURISM COUNCIL

The Geotourism Challenge
CELEBRATING PLACES | CHANGING LIVES

FAIR TRADE IN TOURISM
SOUTH AFRICA

Responsible Tourism

Tourism Concern
Campaigning for ethical and fairly traded tourism

2012 Awards
Responsible Tourism Initiative
tourism.wildasia.org
something new is emerging
blaze a trail and leave breadcrumbs or markers
NEW MODEL

Plenty enough, sufficiency implicit a sense of limits adequate - don’t need more implies that multiple stakeholders benefit focus on quality not quantity “wellth” and happiness vs wealth
NEW MODEL
MODEL

People

encounters
relationship
trust
transactions only occur if trust is present
NEW MODEL

MODEL

each place is unique
unique places sustain value
Personality of Place
Living Presence - essence, spirit, soul
Indigenous people understand places are sacred
The land is sacred;
it belongs to the countless numbers who are
dead, the few who are living, and the
multitudes of those yet to be born.

Penan, Sarawak, Malaysia
NEW MODEL
MODEL

what’s the higher purpose of the business?

why should employees bring their whole selves to work?

people seeking meaning

conscious travellers seeking to be changed

Higher purpose ignites Passion
NEW MODEL
MODEL

power shifted to guest
challenge is to attract
to be magnetic you have to be clear about who you are and send out strong signals
you need to master social technologies and media in order to sustain relationships and build trust
NEW MODEL
MODEL

Protection

Hosts must become proactive champions & custodians

Compliance and CSR programs not enough

“Licence to Operate” will depend on minimal (preferable zero) footprint
NEW MODEL
MODEL

help guests learn the art of living
rediscover what it means to be a human being not a human doing
learn to savour & satiate the senses
increase length of stay and spend
something new is emerging
How Do We Midwife This Birth?

A Mindset

A Movement

A creative e-learning program

There is no single blueprint on a shelf; no instantly available “how to manual” It’s up to you-us to create them
Four Key Elements

• People
• Program
• Platform
• Participation & Support
peer to peer collaboration

- curiosity
- self-direction
- commitment to collaborate
- capacity to experiment
- willingness to invest a year
- desire to build a better model
12 Step Transformation Program

1. Where are We Now? Where Do We Wish To Go?

2. Mindset

3. Values & Purpose

4. Power of Place

5. Culture/Personality

6. Ideal Customer

7. Ideal Employee

8. Stewardship

9. Experience Design

10. Social Marketing

11. Community Outreach

12. Global Outreach

Conscious Host

core 12 step program
Four Key Elements

- peer to peer collaboration
- Community of Conscious Hosts
- offline support & coaching
- online platform
- 12 Step Transformation Program
Roles & Responsibilities

Conscious Travel will supply resources

Participants will determine priorities, projects, methods and outcomes

No imposition from external authorities

The scope, scale and originality of solutions will be owned by participants
Accountability & Results

Participants will design and track a set of Key Performance Indicators for their own business and together the group will set them for community-based projects.

Focus to be on:

- yield
- net benefits to all stakeholders
- resilience
- reduced volatility
Imagine......
a network of host communities
each exploring how to deliver
net benefits from tourism,
a good living for people,
and transformative
experiences for guests
each in
their own way?
In the same way that cells combine to form different organs of the body, so will the collective output of these cells combine to create a new organic, ecological form of tourism -

one that is

*environmentally sustainable, socially just and spiritually fulfilling*
Do please send comments and feedback to:

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