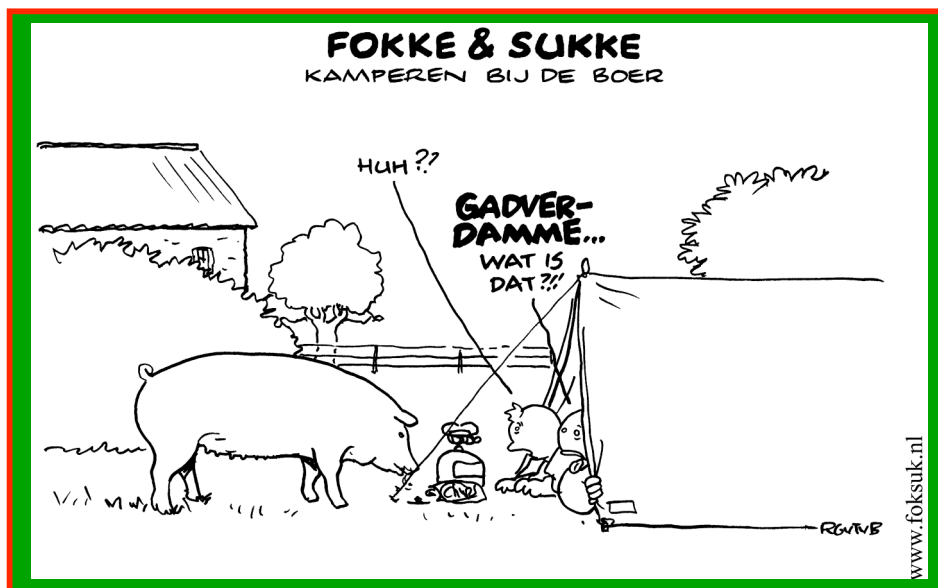


“The promotion of eco and agro tourism in the Netherlands”



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Preface

I have written my final paper for the European Centre for Eco and Agro Tourism (ECEAT). In the beginning it was very difficult to find a subject for this thesis. I was looking for something new and interesting that could motivate and stimulate me in such a way that I would really enjoy it to write my final paper. This 'perfectionism' has cost me a lot of time. I was really pleased when I came into contact with Carolien van der Laan of ECEAT.

While writing this paper, I learned a lot about conventional tourism and its positive and negative impacts, which was very interesting. Moreover, I am also more familiar with rural sustainable tourism. I appreciate the initiatives that many organisations, like ECEAT take to preserve our nature.

After doing desk research, exploring the market and implementing communication theories I can say that it was difficult to come up with recommendations for an organisation with few financial tools. Though, I have worked very hard in order to come up with creative and inexpensive ideas. In future, if ECEAT really wants to improve the awareness among the Dutch for rural sustainable tourism, it is very important to make more investments.

This research could not have been done without the support of certain people. First of all I would like to thank Carolien van der Laan for the opportunity she gave me to write my final paper for ECEAT. I would also like to thank Jaap Raap for his willingness to cooperate in my interview. Furthermore, my gratitude goes out to my supervisor Mrs. Nieuweboer, for the good advice she gave me and the easy-going cooperation.

For the moral support, I would like to thank Trudy Verstegen, Eric Smits, Jens Wieringa and Anna van Schaijk.

Last but not least, I would like to thank all the respondents, who answered the questionnaire, because without them I would not have been able to fulfil my research.

I hope you will enjoy reading this paper.

The Hague, May 25, 2007

Sophie Smits

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Introduction

For this final paper, research will be done for the European Centre for Eco and Agro Tourism (ECEAT). ECEAT is the leading European organization in the field of small-scale sustainable tourism with a special attention to rural areas and organic farming. By promoting this small-scale sustainable tourism, ECEAT tries to protect the valuable nature and culture landscapes.

ECEAT has a network of over 1300 small-scale accommodations and tourist services all over Europe, offering sustainable quality of tourist services and approves their contribution to local communities and protection of the environment.

The organization helps these small-scaled businesses in sustainable tourism to promote their activities to customers. In this way farmers are less dependent on their regular production activities, because the extra money they earn from tourism activities can be used for the improvement of their environmentally friendly activities.

During my research I will focus on ECEAT in the Netherlands. The office of ECEAT is located in Amsterdam and their main activities are as follows:

- *Publishing the 'Groene Vakantiegids'*: this is a guide with about 950 addresses in Europe for green holidays, such as campsites on biological farms. The businesses are small-scaled, which makes it impossible to organise the promotion and PR-activities themselves. For this reason ECEAT publishes the 'Groene Vakantiegids'.
- *Providing and promoting rural sustainable holidays in the Netherlands*: The 'Groene Arrangementen' is a nice example of what ECEAT offers in the Netherlands. With a 'Groen Arrangement' the customer gets in touch with the real, rural life by doing activities such as biking, walking or doing a tour on a biological farm.
- *Improving environmentally friendly activities of the small-scaled businesses*: Examples of environmentally friendly activities are water- and energy saving, stimulating environmentally friendly transport and using sustainable construction materials.
- *Doing research on environmentally friendly farming, tourism and rural development*: ECEAT works together with other green orientated organisations and Non Governmental Organisations. (NGOs)

The popularity of international, rural, sustainable tourism has grown during the last years. However, in Holland ECEAT is still facing problems in generating more enthusiasm for rural sustainable tourism. The 'Groene Arrangementen', for example, are not successful on the Dutch market.

The goal of this thesis is to find out how ECEAT can get the Dutch more enthusiastic about rural sustainable tourism.

For this reason the central question of this thesis will be the following:

"How can ECEAT make more people in the Netherlands enthusiastic for rural sustainable tourism?"

In order to find the answer to this question, we first need to know more about conventional tourism and its impacts. After that, an explanation of sustainable tourism will be given. Moreover, we have to describe the aims, mission, vision and products of ECEAT to see what the connection is between ECEAT and sustainable tourism. Now we know more about the relation between ECEAT and sustainable tourism, we can see how rural sustainable tourism is implemented in the Dutch market. In order to discover how the target group can most effectively be approached, a detailed analysis of the target group of ECEAT will be given. What media do they use? What lifestyle do they have? What are their interests? Finally, it is necessary to know what the Dutch people think of rural sustainable tourism. When we know this, a good communication strategy can be set up that reaches the target group.

In order to find an answer to this question, the following sub-questions have to be answered:

- What are the effects of conventional tourism on the environment?
- How can we describe sustainable tourism?
- What is the relation between sustainable tourism and ECEAT?
- How is rural sustainable tourism implemented in the Dutch tourism market?
- What do the Dutch people think of rural sustainable tourism?
- How can we describe the Dutch target group of ECEAT?
- What communication strategy is used by ECEAT to reach their target group?
- What communication strategy has to be set up to reach the target group?

Research methods

For the *primary research* an interview will be done as well as a questionnaire.

For the *secondary research* different sources will be used, like the Internet, books and articles.

The Internet provides much information on conventional tourism and sustainable tourism. The websites of the 'World Tourism Organisation' (WTO) and the 'United Nations Environment Programme' (UNEP) provide a lot of useful information about (sustainable) tourism.

Desk research will be done to provide appropriate answers to some of the sub-questions of this thesis. There are many interesting books on conventional tourism and sustainable tourism.

ECEAT has its own website, which provides a lot of interesting information about its goals and products. An interview will be done with an employee of ECEAT to collect more detailed information about the organisation, the target group of the organisation and the current communication strategy.

A survey will be held under Dutch people to find out how they think about rural sustainable tourism. The Dutch target group can be divided into two sub-groups:

- People, who are *aware* of sustainable tourism
- People, who are *less or in a different way aware* of sustainable tourism.

Another aim of this survey is to find out which media they use and what their lifestyle is, in order to discover how the target group of ECEAT can be approached.

The results of the survey can be used to give an answer to the last sub-question of this thesis. Finally, personal creativity and brainstorm sessions with ECEAT employees will also help to answer the last sub-question.

Chapter overview

This thesis is divided into five chapters. The first chapter explains conventional tourism and its impacts on the environment. The sub-question *“What are the effects of conventional tourism on the environment?”* will be answered in this chapter.

The second chapter explains more about sustainable tourism. Some definitions of sustainable tourism will be given as well as the principles and visions of sustainable tourism. In this chapter we will give an answer to the sub-question *“How can we describe sustainable tourism?”*.

In the third chapter of this thesis, more information will be given about the organisation ECEAT and its goals and products. Moreover, this chapter provides a clear view on the relationship between ECEAT and sustainable tourism. Because of this the following sub-question will be answered: *“What is the relation between sustainable tourism and ECEAT?”* and *“How is rural sustainable tourism implemented in the Dutch tourism market?”*.

The fourth chapter explains more about the Dutch target group and the communication strategy that ECEAT uses to reach this target group. *“How can we describe the Dutch target group?”* and *“What communication strategy is used by ECEAT to reach their target group?”*. These questions will be answered in chapter four.

As mentioned before, a survey will be held under Dutch people to find out how they think about sustainable tourism. With this questionnaire we can answer the sub-question: *“What do the Dutch people think of rural sustainable tourism?”*.

With the results of this survey, we are also able to give an answer to the last sub-question of this thesis: *“What communication strategy has to be set up to reach the target group?”*. Recommendations, based on the information of the survey about people’s lifestyle and media use, will be given in chapter five.

Chapter 1 The impacts of conventional tourism on the environment

In this first chapter a description of conventional tourism will be given to see what the connection is between conventional tourism and sustainable tourism. We need to explain the development of conventional tourism to see how conventional tourism could contribute to both positive and negative impacts on today's environment and society. When we know the answers to these questions we are able to focus on the development and definition of sustainable tourism. The following sub-question will be answered in this chapter: *What are the effects of conventional tourism on the environment?*

1.1 The development of conventional tourism

According to ex-president Bill Clinton "Travel leads to understanding. It increases the chances for peace, and, therefore, it increases the chances of a better life for all." (as cited in Mill & Morrison, 1998, p. 9)

This explanation above is one out of many reasons for people to travel. Why do people travel? This question is very important, because people's motivation to travel contributed to the growth of tourism. Below, different reasons will be discussed that explain why people travel.

First of all, we can state that the need of travelling started with the need of trade. Decades before the industrialization, people travelled to other countries and regions to develop trade systems.

Secondly, in Greece, the development of travelling was based on pleasure. Greeks travelled to other regions to visit religious festivals, sport events (like the Olympic Games) and important cities. The ancient Egyptians travelled for business and pleasure and the Romans travelled to discover other cultures, cuisines and languages. It is obvious that curiosity was an important reason for people to travel. People started to build roads, distance marks and bridges to make their mobilization easier and more comfortable.

Other reasons for travelling developed during the Renaissance. At that time many pilgrims travelled for religious reasons. Of course the main objective of the medieval pilgrimage was a religious one, but many pilgrims also saw this experience as a kind of holiday. The word 'holiday' is actually based on two words that have their origin from the pilgrimage as well, namely *holy* and *day*. A holy day is a day for religious observances. (Mill & Morrison, 1998, p. 11)

The pilgrimages have also created different tourist aspects that still exist nowadays. For example: buying and bringing back home souvenirs, obtaining credit with foreign banks and making use of different forms of transport. (In medieval times pilgrims went on a wine ship to Santiago De Compostela)

Since the pilgrimages different forms of tourism could develop, because of the industrialisation. During this time, people started to move from rural areas to urban areas with the result that too many people lived in a relatively small area. People got the desire and motivation to 'escape' from these busy areas. Moreover, the development of steam engines made it possible for people to travel on steam ships and steam trains to more quiet areas.

The industrialisation contributed to the development of different forms of tourism, like 'health travel', 'leisure travel' and 'mass travel'. However, tourism was not defined in an official way. Therefore, in 1991, the World Tourism Organisation organised the 'International Conference on Travel and Tourism Statistics'. During that conference the first definition of tourism was developed. The definition of tourism is as follows:

The activities of a person outside his or her usual environment for less than a specified period of time and whose main purpose of travel is other than exercise of an activity remunerated from the place visited. (as cited in Mill & Morrison, 1998, p. 2)

The World Tourism Organisation also classified tourism into different branches, namely:

- Inbound international Tourism, which includes visits to a country by non-residents of that country.
- Outbound international tourism, which includes visits by the residents of a country to other countries.
- Internal tourism, which includes visits by residents of a country within their own country.
- Domestic tourism, which is a combination of internal tourism and outbound tourism.
- National tourism. National tourism is a combination of internal tourism and outbound international tourism.

1.2 The effects of conventional tourism

Nowadays tourism is one of the most important socio-economic sectors in the world. According to 'The World Travel & Tourism Council' (WTTC), tourism is already "the world biggest industry" (as cited in Mill & Morrison, 1998, p. 12) and it becomes even bigger. Moreover, 'The World Tourism Organisation' (WTO) states that there were nearly 593 million tourist arrivals in the world.

During the years, the growth of the tourism industry had both positive and negative impacts on the environment and society. First of all the positive impacts of tourism are discussed and after that the negative impacts of tourism will be described.

- **Positive impacts**

Economic effects

The positive economic effects of tourism can be divided into three categories. First of all there is an increase in foreign exchange earnings when more tourists visit a country. This increase in foreign exchange earnings is good for the local economy of a country. Secondly, there is an increase of employment, because the local economy is growing. Finally, there is increasing income due to the increasing employment.

Socio-cultural effects

A positive consequence of tourism is that cultures meet each other, which normally do not meet. People are confronted with different cultures, ethnic and religious groups, values and lifestyles. When countries realize that its specific culture, values and lifestyles can attract tourists, they can distinguish themselves in a positive way. Moreover, attempts can be made to keep the culture and traditions of a country alive.

Environmental effects

Tourism has many negative impacts on the environment of a country, but it can have positive impacts as well. Tourism started for example with the protection of specific ecosystems through the establishments of national parks. National parks are dependent on the entrance fees of tourists. Finally, tourism made it possible to invest in research for better conservation programs.

- **Negative impacts**

As mentioned before, the growth of international tourism is also proportional to the growth of some serious, negative aspects on the local environment, communities and economies. The different negative effects of tourism will be discussed below.

Environmental effects

Uncontrolled conventional tourism is a potential threat to many natural areas around the world. Because of its enormous pressure on an area, tourism can cause soil erosion and natural habitat loss. Moreover tourism can increase pollution and lay more pressure on endangered species. In fact, tourism can cause the same forms of pollution as any other industry. Examples of pollution are: air emissions, noise, solid waste and littering, releases of sewage, oil and chemicals and architectural/visual pollution.

The tourism industry also uses water for hotels, swimming pools and golf courses in areas where the water sources are already scarce. These areas are vulnerable when they have to cope with increasing tourism and increasing water consumption.

Finally, tourism can have a great pressure on local sources like energy, food and other raw materials. Tourists often have high expectations when it comes to heating, hot water and food. Local sources are often exploited to please tourists with high expectations.

Socio-cultural effects

The change or loss of local identity and values is an example of a socio-cultural effect of tourism. This change or loss of local identity and values has to do with several influences, like commodification, standardization and adaptation to tourist demands.

When we speak of *commodification* of a culture it means that local cultures are turned into commodities. The traditional rites, festivals and habits of the local community are used to please the expectations of tourists. When this is happening we can also speak of “reconstructed ethnicity”. (UNEP, 2002, “Negative socio-cultural impacts from tourism”, ¶ 1)

Another influence on the change or loss of local identity and values is *standardization*. We can say that tourists have controversial desires. On the one hand tourists want to discover new habits, languages and cuisines, but on the other hand tourists really stick to familiar facilities when they are on holiday. For example: tourists often look for recognizable facilities in an unfamiliar environment, like well-known fast-food restaurants and hotel chains.

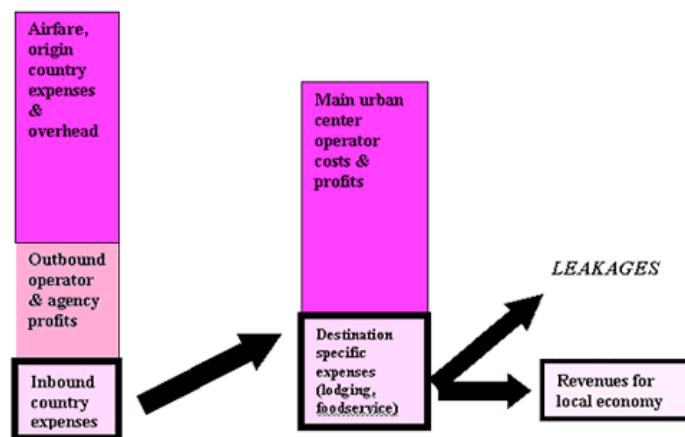
Besides the change or loss of identity and values, the socio-cultural effects includes also many other negative forms of tourism, like sex tourism. In Southeast Asia tourism contributed to the trade of “human flesh”. (Mill & Morrison, 1998, p. 214) This trade of human flesh brings some serious problems, such as the spread of AIDS and child prostitution.

Economic effects

Tourism causes serious, economic problems, such as leakage and enclave tourism. We can also speak of a growing economic dependence of the local community on tourism.

Leakage is a negative, economic effect of tourism. Leakage means that the money a tourist spends during the holiday leaves the host country. This money leaks directly to travel organisations and other tourism organisations in tourists' home countries. The consequence of leakage is that the host country has no or less profits.

In the table below, we can see how leakages develop. Most of the tourist revenues go to the organisations in the country of origin. The tourist revenue that remains locally after taxes, profits and wages is minimum.



(UNEP, 2002, “Negative economic impacts of tourism”, ¶ leakage)

Another effect of tourism is *enclave tourism*. We can speak of enclave tourism when tourists book ‘all-inclusive’ vacation packages. When a tourist books an ‘all-inclusive’ holiday, the local businesses earn less money. The tourist stays on a cruise ship or a resort and they have already paid the accommodation, trips and other activities. This means that they will not spend their money on activities outside the cruise ship or resort, which is disadvantageous for the local economy.

Finally, we can say that tourism causes economic dependence of the local community. In Gambia, for instance, 30% of the workforce depends on tourism compared to 83% in the Maldives, 21% in the Seychelles and 34% in Jamaica. (UNEP, 2002, “Economic impacts of tourism”, para. 14: Economic dependence of the local community on tourism) Over-reliance on tourism brings some significant risks to these developing countries. When there is an economic recession or a natural disaster this can have a devastating effect on the tourism industry of the developing country.

Chapter 2 Sustainable tourism

Chapter one explained more about conventional tourism and its impacts on the environment and society. It is obvious that tourism has both positive and negative impacts on the environment, economy and culture of a country. Sustainable tourism could develop thanks to the impacts of conventional tourism on the environment.

In this chapter, sustainable tourism will be explained. The explanation of *rural sustainable tourism* will be given in chapter three of this thesis. This chapter discusses the definition, development, principles and visions of sustainable tourism. The following sub-question will be answered in this chapter: *How can we describe sustainable tourism?*

2.1 Definition and development of sustainable tourism

To explain the definition and the development of 'sustainable tourism', we first have to understand the term 'sustainable development'.

The World Conservation Strategy in 1980 and the World Commission on Environment and Development in 1987 contributed to the development of the term 'sustainable development'. The Norwegian Prime Minister *Gro Harlem Brundtland* participated in a project 'Our common future' with the World Commission on Environment and Development, which is therefore also known as 'The Brundtland Commission'.

The Brundtland Commission came with the first definition of sustainable development, namely a development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (as cited in Mill & Morrison, 1998, p. 216)

In 1992, the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro developed and described 'sustainable development' in the 'Agenda 21'. The 'Agenda 21' was a global action program of 182 governments. The aim was to secure the sustainable future of the planet.

'Agenda 21' recommends different priorities for environmental actions in tourism. Government departments, national tourism administrations, trade organisations and tourism companies have to keep in mind these priorities to protect the environment. Examples of these priorities are: training, education and public awareness; design of new tourism products with sustainability at their core; waste minimization, reuse and recycling; management of fresh water resources and partnerships for sustainable development. (Mill & Morrison, 1998, p. 217)

Now that the term 'sustainable development' is explained, an explanation of the definition of 'sustainable tourism development' can be given. The definition below is a good example of sustainable tourism development.

Tourism which is developed and maintained in an area (community, environment) in such a manner and at such a scale that it remains viable over an indefinite period and does not degrade or alter the environment (human and physical) in which it prohibits the successful development and well-being of other activities and processes (Mill & Morrison, 1998, p. 284)

We can conclude from the statement above that sustainable tourism is not just concerned with natural and physical environments. It is obvious that sustainable tourism also tries to maintain the cultures and lifestyles of local communities.

As mentioned in the introduction of this chapter, sustainable tourism could only develop thanks to a combination of positive and negative impacts of conventional tourism. The aim was to find a balance between those positive and negative impacts of tourism. The principles of sustainable tourism development were the key to achieve this balance. Without the existence of sustainable tourism development we cannot control the impacts of tourism.

2.2 Principles and visions of sustainable tourism

According to the World Tourism Organisation (WTO) the aim of sustainable tourism is to improve the quality of life of the host community as well as providing a high quality experience to visitors. Moreover, sustainable tourism maintains the quality of the environment on which the host community and the visitor depend. (Mill & Morrison, 1998, p. 282)

The principles of sustainable tourism development refer to the environmental, economic and socio-cultural aspects of conventional tourism. The balance between these three aspects must be safeguarded to guarantee a sustainable development.

The three main principles, based on the environment, economy and culture of an area, are described below:

- *Ecological sustainability*: ensures that tourism development is compatible with the maintenance of essential ecological processes, biological diversity, and biological resources.
- *Social and cultural sustainability*: ensures that tourism development increases people's control over their lives, is compatible with the culture and values of people affected by it, and maintains and strengthens community identity.
- *Economic sustainability*: ensures that tourism development is economically efficient and that resources are managed so that they support future generations. (Mill & Morrison, 1998, pp.216-217; WTO, 2006, "Concepts & Definitions")

The principles mentioned above are good examples of how sustainability can be improved. However, more measures are required to improve and maintain sustainable tourism in the world.

Sustainable tourism development needs the participation of all stakeholders that are involved and strong political leadership. In this way participation and consensus can contribute to a more sustainable development in tourism. Moreover, sustainable tourism can only be achieved when experts monitor the impacts of tourism and explore new measures to react on these impacts.

Finally, sustainable tourism should also create a high level of tourist satisfaction. It is very important that tourists are aware of sustainability issues. When tourists are aware of these issues they are more willing to participate in sustainable tourism.

2.3 Forms of sustainable tourism

There are tourism experts who use the scale of transformation (from low-impact to high-impact developments) when talking about tourism developments. According to these experts a result of high-impact development of tourism is alternative tourism. Ecotourism is a result of low-impact development of tourism. Both forms of sustainable tourism will be described below.

Alternative tourism

Some experts in the tourism industry think that alternative tourism is a result of high-impact tourism developments. Mass tourism and resort tourism are examples of high-impact tourism. With mass tourism and resort tourism thousands of visitors are concentrated in a particular area. There is no or little interaction with local communities and large investments, like hotels, infrastructure and swimming pools are made, which have a negative influence on the local environment.

It is difficult to give a description of alternative tourism, because many experts have different ideas about this type of tourism. Alternative tourism is often defined as not being mass tourism and consists of small or medium companies, created by family or friends, where tourists can interact with local people. Respect for the environment is very important for an alternative tourist.

Ecotourism

Ecotourism is better defined as alternative tourism. Many experts see ecotourism as a result of low-impact tourism developments. Low-impact tourism or 'soft' tourism includes small-scaled tourism developments. Ecotourism is a sub-component of sustainable tourism and its concept or main idea is based on the protection of the nature.

A 'conservation movement' contributed to the development of ecotourism. People tried to conserve natural resources in the world and ecotourism was a logical solution. It started with studies of biologists and the creation of film documentaries. Ecotourism became more official when the first small tourism groups developed, like birdwatchers and naturalists. Organisations came up with definitions and concepts of ecotourism.

The International Ecotourism Society (TIES) came with the first definition of Ecotourism in 1991. The definition is as follows:

Ecotourism is responsible travel to natural areas that conserves the environment and sustains the well-being of local people (as cited in Epler Wood, 2002, p. 9)

In 1996, the IUCN (now called World Conservation Union) gave a more detailed definition of ecotourism. According to the IUCN ecotourism:

is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations (as cited in Epler Wood, 2002, p. 9)

The definitions above give a clear view about the term 'ecotourism' itself. However, the components of ecotourism have to be explained as well, because these components give a more detailed view of ecotourism. Moreover, those components also explain the goals of ecotourism.

Ecotourism:

- Contributes to conservation of biodiversity
- Sustains the well-being of local people
- Includes an interpretation/learning experience
- Involves responsible action on the part of tourists and the tourism industry
- Is delivered primarily to small groups by small scale businesses
- Requires lowest possible consumption of non-renewable resources
- Stresses local participation, ownership and business opportunities, particularly for rural people (Epler Wood 2002, p.10)

Chapter 3 ECEAT

Chapter one and chapter two explained the terms ‘conventional tourism’ and ‘sustainable tourism’. This chapter shows how sustainable tourism is implemented in the Netherlands. Moreover, the relation between sustainable tourism and ECEAT will be described. For this reason, the chapter takes a closer look at the organisation ECEAT. The following sub-questions will be answered in this chapter: *What is the relation between sustainable tourism and ECEAT?* and *How is rural sustainable tourism implemented in the Dutch tourism market?*

3.1 Profile of the organisation

As mentioned in the introduction of this thesis the European Centre for Eco and Agro Tourism (ECEAT) is a leading organization in the field of small-scale sustainable tourism with a special attention to rural areas and organic farming in Europe.

After the establishment of ECEAT in 1993, the organisations first aim was to help farmers in Eastern Europe to prepare their businesses for the arrival of tourists. Those farmers, located in Poland, Czech Republic and Hungary, were trained in hospitality, environmentally friendly management of accommodations and the protection of the nature.

Nowadays ECEAT is active in 24 European countries and more than 10,000 tourists travelled to rural sustainable areas since her establishment. Moreover, ECEAT is a foundation without commercial purposes. Therefore, ECEAT receives subsidies, sponsor gifts and donations from individuals. In the Netherlands, ECEAT has about 1000 donators. (J.Raap/ECEAT, personal interview, April 11, 2007)

The office of ECEAT is located in Amsterdam. It is a relatively small organisation, because only 15 people are working for ECEAT. According to Jaap Raap, who is responsible for the marketing of ECEAT, ECEAT is not a travel agency, but a kind of publisher. ECEAT is not allowed to book holidays, because it is a foundation and its purpose is to improve rural sustainable tourism in the Netherlands. (J.Raap/ECEAT, personal interview, April 11, 2007) Within the organisation there are different departments, like an editorial office, a department for the acquisition of accommodations, a department for quality control of accommodations, a department for the acquisition of donators and a marketing department.

As mentioned above, the main objective of the organisation is to improve rural sustainable tourism in the Netherlands. ECEAT tries to promote and protect an area in such a way that future generations can also enjoy it. (ECEAT, “Info over ECEAT organisatie”, Doelstellingen en onze financiering, ¶ 8) We can state that this main objective of ECEAT originates from the first definition of sustainable development. The already explained definition in chapter two is as follows: sustainable development "meets the needs of the present without compromising the ability of future generations to meet their own needs"(as cited in Mill & Morrison, 1998, p. 216)

The organisation cooperates with farmers to prepare their businesses for the arrival of tourists and to make their businesses environmentally friendly. For this reason, farmers must meet several criteria if they want to join the network of ECEAT. The criteria that ECEAT maintains when selecting accommodations are divided into five parts. Farmers should do the following:

- **Environment:** saving water and energy, detritus separation and restriction, stimulating environmentally friendly transport, using sustainable construction materials
 - **Nature:** protection of biodiversity, maintenance of culture landscapes via landscape development and -management.
 - **Agrarian:** if possible biological, no use of pesticides or hormone fodder and an animal friendly policy.
 - **People:** support the local economy
 - **Culture:** support of local culture, products and activities
- (ECEAT, “Info over ECEAT organisatie”, Aansluiten bij ECEAT?, ¶ 3)

ECEAT also publishes the ‘Groene Vakantiegids’ in cooperation with the ANWB. With the ‘Groene Vakantiegids Europa’, ECEAT and the ANWB would like to contribute to a better rural environment, sustainable use of land and the conservation of valuable cultural and natural landscapes. (ANWB & ECEAT, 2006, p. 8) Moreover, the ‘Groene Vakantiegids’ is also a way to make people more aware of rural sustainable tourism.

ECEAT participates in projects on sustainable land use, protection and tourism as well. They received two times an award for tourism projects on sustainability. The organisation also cooperates with various Dutch organisations in the field of sustainability and sustainable tourism. They work together with 'Stichting Natuurkampeerterreinen' (SNK), 'Nederlands Instituut voor Volksonwikkeling en Natuurwerk' (NIVON), 'Stichting Vrije Recreatie' (SVR) and 'Vereniging van Kampeerboerderijen' (VeKaBo) to gather beautiful bio-destinations, which can be published in the ‘Groene Vakantiegids’.

Moreover, ECEAT is a member of 'Voluntary Initiative for Sustainability in Tourism' (VISIT). VISIT, established in 2004, is an association that tries to achieve sustainability in tourism. Their mission statement is as follows:

To promote and support sustainable tourism development through the representation, promotion and mutual co-operation of international, national and regional certification schemes and other voluntary initiatives for sustainable tourism at an international level. (VISIT, 2007, “Mission Statement”, ¶ 1)

The ‘Green Travel Market’ is another example of an initiative that ECEAT participates in. The ‘Green Travel Market’ is a virtual marketing service for sustainable tourism. Sustainable tourism becomes more widely recognized; there are many sustainable products available. However, only few international and national tour operators are promoting these kind of products. The objective of the ‘Green Travel Market’ is therefore to help tour operators in becoming more aware of sustainable products and how to promote these products to customers.

3.2 Rural sustainable tourism in the Netherlands

The second chapter of this thesis provided a definition of sustainable tourism. However, the central question of this thesis is about 'rural sustainable tourism'.

What is the difference between sustainable tourism and rural sustainable tourism? Actually, this difference is already explained in chapter two, while rural sustainable tourism can be compared with ecotourism. Rural sustainable tourism and ecotourism are forms of sustainable tourism, both with the same objectives. The only difference is the formulation of their names.

ECEAT works within the field of rural sustainable tourism or ecotourism. Their mission is to improve small-scale sustainable tourism on ecological farms. In this way the organisation tries to protect the environment and culture of a local area. (J.Raap/ECEAT, personal interview, April 11, 2007)

ECEAT is not the only organisation in the Netherlands that focuses on rural sustainable tourism. Many travel agencies have special plans and policies to work on the sustainable development of tourism in the Netherlands. Moreover, the Dutch government has an important role in this particular field of tourism as well.

Below some examples of Dutch organisations will be given that participate in the sustainable tourism sector of the Netherlands.

ANVR

The 'Algemene Nederlandse Vereniging van Reisondernemingen' (ANVR) is a branch organisation that represents the interests of organisations in the tourism and travel market. Examples of some well-known members of the ANVR are: Arke, ANWB, Holland International, TUI Nederland NV, Thomas Cook Nederland BV and OAD Reizen. (ANVR informatie 2007, 2007, p. 30)

Every member of the ANVR has to observe some rules and regulations. Moreover, the ANVR made an environmental policy plan. The objective of this plan is that every holiday offered by a member of the ANVR, should meet several environmentally friendly measures. (ANVR informatie 2007, 2007, p.18)

The government

As mentioned before, the government also plays an important role in the sustainable tourism sector. The government makes policy plans, programmes and laws to protect the environment in a sustainable way. 'The action programme on sustainable development', for example, is an initiative of the government. In this action programme, the government explains how sustainable tourism is developing in the Netherlands and how it can be improved. (Min.LNV, Duurzame Daadkracht; Actieprogramma duurzame ontwikkeling, 2003)

Moreover, the former minister of the 'Agriculture, Nature and Food quality' department gave his support to sustainable tourism projects. The former minister invested EUR 220.000 in five projects on sustainable tourism. The aim of those projects is to protect and develop the nature, culture and environment of special areas in the Netherlands.

The five chosen projects are the following:

- A project that stimulates the establishment of 'Netherlands Travel Foundation' by various organisations. This foundation realizes concrete examples of sustainable tourism to make people more aware of sustainable tourism.
- A project that stimulates companies to use the 'milieubarometer', which is an aid for sustainable management.
- A project that promotes the 'Blue Flag', which is a hallmark for beaches and marinas.
- A project that renews the internal environment in water sports, like sustainable materials in marinas
- A project that develops the pilot 'Het buitengebied van Twente een etalage in de stad', which is a website where entrepreneurs can show recreation possibilities close to peoples homes. (Regering, "*Steun aan projecten voor duurzame vakanties*", 2006, ¶ 6)

It is clear that rural sustainable tourism is well implemented in the Dutch tourism market. As mentioned before, ECEAT is not the only organisation that focuses on rural sustainable tourism. Though, ECEAT is the only organisation that focuses on rural sustainable tourism as a main objective. Many members of the ANVR, for example, promote conventional forms of tourism. For them sustainable tourism is a matter of secondary importance. Finally, it is very important that people are more aware of the impacts of tourism. The government stimulates this awareness through research and action programmes.

Chapter 4 The target group in the Netherlands

The third chapter of this thesis explained more about the foundation ECEAT. Now that we know more about ECEAT's mission, activities and position in the Dutch tourism market, we can define the Dutch target group of ECEAT. The following questions will be answered: "How can we describe the Dutch target group?" and "What communication strategy is used by ECEAT to reach their target group?".

4.1 Facts and statistics

First of all, more facts and statistics about tourism in the Netherlands need to be shown in order to give a detailed description of the target group of ECEAT. Some general information about the interests, leisure activities and holidays of the Dutch will be given in this sub-paragraph as well. This information is very important, because it shows how ECEAT can communicate with the target group.

The figure below illustrates the leisure activities of the Dutch population by age in 2005. When we have a closer look to the frequentation of holidays, we can state that at least 41% of the population goes on holiday *more than once* a year and 34% of the population goes on holiday *once* a year. This is important information for ECEAT, because it shows how often the Dutch go on holiday.

Tabel 6.1
Vrijtijdsbesteding door de bevolking naar leeftijd, 2005
Leisure activities of the population by age, 2005

	Totaal	0-14 jaar	15-19 jaar	20-24 jaar	25-34 jaar	35-44 jaar	45-54 jaar	55-64 jaar	65-74 jaar	75 jaar en ouder
% van de bevolking dat doet aan										
<i>Sport</i>										
Lichamelijke sport ¹⁾										
1-4 uur per week	42	65	44	41	46	45	39	34	27	34
5 uur of meer per week	16	23	31	23	13	11	14	14	15	8
<i>Cultuur</i>										
Bezoek aan museum ¹⁾										
12 maal per jaar	1	1	0	1	1	1	1	2	2	1
3-11 maal per jaar	14	16	11	10	11	13	14	18	18	14
<i>Uitgaan</i>										
Cafébezoek										
minstens 1 maal per week	10	0	22	32	14	7	7	6	5	4
1-3 maal per maand	15	3	30	34	27	17	11	4	5	4
<i>Frequentie vakantie</i>										
1 maal per jaar	34	38	40	40	36	37	34	26	26	37
meer dan 1 maal per jaar	41	42	37	34	41	46	42	49	38	32
<i>Mediagebruik</i>										
TV kijken										
20 uur of meer per week	31	15	25	25	28	27	33	43	54	56
10-19 uur per week	38	37	36	37	42	44	39	37	32	28
5- 9 uur per week	18	24	23	21	18	18	17	12	10	9
1- 4 uur per week	10	15	14	14	10	10	10	7	4	5
minder dan 1 uur per week	3	8	2	2	3	2	2	2	1	2

¹⁾ Cijfers hebben betrekking op personen vanaf 4 jaar oud.

CBS: Permanent Onderzoek LeefSituatie.

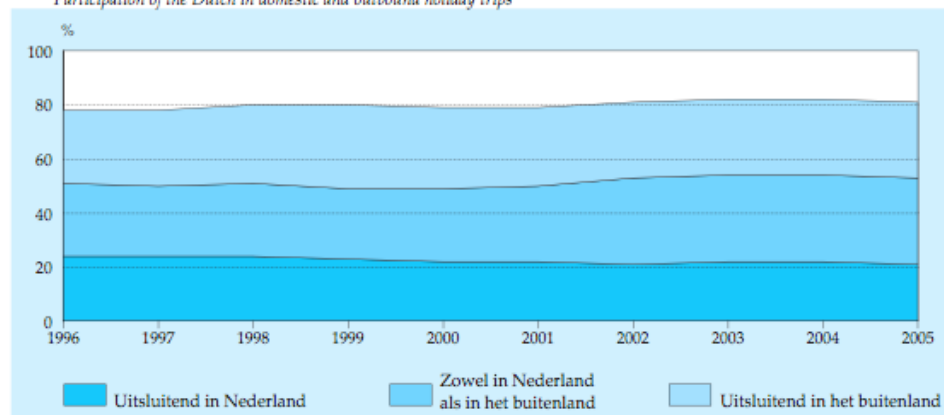
(CBS, 2006, p.91)

Furthermore, it is interesting to see that people in the age of 65 to 74 years and 75 years and older watch the television the most. Respectively, 54% and 56% of these people watch the television 20 hours or more than 20 hours per week. If ECEAT would like to attract those people, it is very logical to do this through the television.

Although the figure above illustrates how often the Dutch went on holiday during 2005, it is interesting to have a more detailed view on the holiday patterns of the Dutch. Which destinations do they like? What is their average length of stay? Are outbound holiday trips more popular than inbound holiday trips? The answers of these questions can be found in the following two figures.

The figure below points out the participation of the Dutch in domestic and outbound holiday trips. There is a small fluctuation during the years, because from 2003 to 2005, for example, less people went on holiday in the Netherlands while more people went to both the Netherlands and other countries.

1.1.2 Deelname van Nederlanders aan vakanties naar bestemming
Participation of the Dutch in domestic and outbound holiday trips



N.B. Trendbreuk in 2002.

Bron: ContinuVakantieOnderzoek.

(CBS, 2006, p. 13)

Tabel 2.1.2
Binnenlandse toeristische vakanties van Nederlanders naar duur
Domestic touristic holiday trips of the Dutch by length of stay

	Eenheid	1998	1999	2000	2001	2002	2003	2004	2005
2-4 dagen	%	45	46	46	44	47	48	47	49
5-8 dagen	%	37	35	36	39	36	36	37	36
9 dagen of meer	%	18	19	19	17	17	15	17	15
Totaal (absoluut=100%)	x mln	11,1	11,1	10,5	11,0	13,6	13,5	13,5	13,1
Gemiddelde vakantieduur	dagen	6,6	6,7	6,8	6,6	6,7	6,3	6,5	6,3

N.B. Trendbreuk in 2002.

(CBS, 2006, p. 21)

The second figure shows domestic touristic holiday trips of the Dutch by length of stay from 1998 to 2005. There is not much fluctuation in the average length of stay. There is even a little decrease in the average length of stay, when the first and last years in the figure are compared. Moreover, short holiday trips (2-4 days) are more popular among the Dutch than long holiday trips. (5-8 days and 9 days and more)

The 'Netherlands Board of Tourism and Conventions' (NBTC) has done research that also observes the popularity of short holidays. According to the NBTC the Dutch tourism market is really dependent on short holiday trips. During the last years there was an economic growth in the Netherlands, which led to the growth of the purchase power of the Dutch. In the future the economy and thus the purchase power and the faith of consumers in services and products will keep growing. The inbound holiday trips of short duration will profit from this growth. However, inbound holiday trips of longer duration have to compete with outbound holiday trips. (NBTC, 2007, pp. 10-11)

As an organisation that focuses on eco and agro tourism within the Netherlands, it is very important for ECEAT to know that tourists prefer to go on holiday outside the Netherlands as well. Moreover, Dutch tourists prefer to make trips of longer duration outside the Netherlands and trips of short duration within the Netherlands.

4.2 The target group of ECEAT

General profile:

The perfect target group or person will have more or less the same characteristics or objectives as ECEAT. The perfect target person or sustainable tourist for ECEAT will be someone who...

- ... loves quiet and natural surroundings
- ... is aware of the environment and wants to protect it
- ... is curious about the rural life and rural (bio) products

'The Ecotourism Society' categorised the ecotourist in Europe in a special profile. According to this organisation an ecotourist is an experienced traveller of middle to elderly age. Moreover, the ecotourist followed a higher education and can be placed in the higher income bracket. (TIES, 2005, Ecotourism Fact Sheet, pp.2-3)

The actual target group of ECEAT can be divided into two sub-groups. First of all ECEAT aims at seniors. Secondly, ECEAT tries to attract a group of parents with young children under the 10 years old. A more detailed description of these target groups will be given below.

Seniors:

This is the eldest target group of ECEAT. Officially, seniors are around 60 years and older, but this target group is very broad. Even people in the age of 50 to 60 can be the aim of ECEAT. Many seniors love quiet and natural surroundings and they like it to make walking and cycling tours.

According to Jaap Raap seniors are often less willing to read and select a destination out of the 'Groene Vakantiegids' themselves. For this reason, ECEAT developed the 'Groene Arrangementen', which can be seen as 'all-inclusive' holiday packages for seniors. ECEAT offers them a variety of 'Groene Arrangementen', like walking arrangements and culinary arrangements. (J.Raap/ECEAT, personal interview, April 11, 2007)

Families:

ECEAT also focuses on families with young children. For almost every child under the 10 years old it is fantastic to be on a farm. They can feed the animals, ride on a horse, play games in the fields and help the farmer in his biological garden. The combination of the beautiful and quiet surroundings and the fact that their children amuse themselves is also very attractive for parents.

The only disadvantage is that at a certain age children will not like it anymore to go to a farm with their parents. Therefore, ECEAT only attracts families with young children. (J.Raap/ECEAT, personal interview, April 11, 2007)

4.3 The current communication with the target groups

As mentioned before, ECEAT has two different target groups. For this reason ECEAT had to choose for different communication tools to reach both target groups. The 'Groene Arrangementen', for example, are developed for seniors. ECEAT informs seniors about the 'Groene Arrangementen' on a special website and through advertisements and flyers. Furthermore, ECEAT has a website where both target groups can find information about the organisation and the rural sustainable holidays that ECEAT offers.

The 'Groene Vakantiegids' is also a communication tool used by the organisation to inform and attract (potential) customers. The advantage of this communication tool is that ECEAT cooperates with the ANWB to publish it. The ANWB has a good reputation and a good distribution network, because it is a large organisation in the Netherlands. ECEAT is a foundation and does not have much financial tools at her disposal, which makes it difficult to develop and use different communication tools. However, ECEAT can reach more customers when she cooperates with the ANWB.

According to Jaap Raap, ECEAT wants to create as much awareness as possible among the Dutch population. They already worked on that by publishing the 'Groene Vakantiegids' with the ANWB. Moreover, ECEAT also focuses on advertising in Dutch journals and magazines and once a year the organisation publishes an "ECEAT magazine". At the moment, ECEAT is in a 'professionalisation battle', because more awareness is required. This means that the organisation has to work on her professionalism by continuing to make new or renewed products and services. An organisation is professional when she has a good reputation and enough financial tools that help to achieve and preserve this reputation. (J.Raap/ECEAT, personal interview, April 11, 2007)

Unfortunately, in reality it appears to be very difficult to create more awareness. Are the Dutch receptive for ecotourism? Has ECEAT enough capacities to make those people enthusiastic for the idea of ecotourism? Those questions show the difficulties that ECEAT is facing when she tries to reach more people. Possible solutions or recommendations for this problem will be given in the last chapter of this thesis.

Finally, mouth-to-mouth publicity is a very important communication tool for ECEAT. When people come into contact with ecotourism for the first time, they have to experience what

ecotourism is about. Afterwards, people are often very enthusiastic about this kind of tourism. In fact, they are in such a way enthusiastic that they make publicity for ECEAT to their friends and family. (J.Raap/ECEAT, personal interview, April 11, 2007)

Chapter 5 The communication strategy

The previous chapters explained more about conventional tourism, the development of sustainable tourism, the foundation ECEAT and her target groups. In this last chapter recommendations will be given, based on an explanation of the results of the survey.

With the results of the survey the following sub-question can be answered:

“What do the Dutch people think of rural sustainable tourism?”. The answer to the last sub-question *“What communication strategy has to be set up to reach the target group?”* will form the advice for ECEAT.

5.1 The results of the questionnaire

The objective of the survey

A survey was held among different groups in order to find out what the Dutch think of rural sustainable tourism. Another objective of the survey was to discover if there is a difference between *‘people, who are already aware of rural sustainable tourism’* and *‘people, who are less or in a different way aware of rural sustainable tourism’*. In this way we can see if it is possible to approach people, who are less aware or in a different way aware of rural sustainable tourism.

The survey was held in different places in order to find out how these two different groups think about rural sustainable tourism. In total 90 respondents of various ages were asked to cooperate.

The first group (people, who are aware) of 30 respondents was approached in stores like the ANWB, De Tuinen and Bever outdoor. These locations have been chosen because they focus on people, who love it to be in the nature. These so-called 'nature lovers', have several characteristics in common. The ANWB provides their customers more information about its services and products. The ANWB has a variety of natural campsites in the Netherlands and in other countries. With these products the ANWB attracts very active tourists, who prefer primitive holidays, like backpackers. Also families with children, who prefer quiet and beautiful campsites are attracted by the products and services of the ANWB. Bever outdoor focuses on selling products that can be used while staying in the nature, like tents and inflatable mattresses. The target group of Bever is very active as well. Those people love it to make cycling or walking tours and Bever offers them the appropriate equipment, like guides, small tents and bicycle caddies. The target group of De Tuinen is a specific public that is interested in biological and healthy food. Those people occupy themselves each day with biological food and healthy lifestyles. 'Nature lovers', who visit these three stores, are often aware of the negative effects of tourism, because they are interested in nature. Moreover, it is their own nature to protect the areas and surroundings they love. For this reason, many of those people are already aware of rural sustainable tourism.

The second group (people, who are less or in a different way aware) of 30 respondents was approached in the more general stores, like Intersport, Albert Heijn and Verwijns. These stores can be placed in opposite of the ANWB, De Tuinen and Bever outdoor, because they attract a more general public. Albert Heijn, for example, focuses on a broader public than De Tuinen.

Although Albert Heijn offers its customers a variety of biological products, it cannot be compared with De Tuinen. De Tuinen approaches a more specific public that is interested in biological and healthy food, because the only products they offer are biological products. The assortment of Albert Heijn, on the contrary, also contains normal (not biological) products. Therefore, Albert Heijn approaches a more general public than a nature nutrition store, like De Tuinen. The bookstore Verwijs was chosen, because in comparison to the ANWB it seemed that Verwijs attracts a more general public. Verwijs does not focus that much on holidays and recreation as the ANWB. If the public of the more specific stores and the more general stores are compared, it is very likely that the public of Intersport (only specialised on sport), Albert Heijn (general supermarket) and Verwijs (bookstore) is not familiar with rural sustainable tourism. For those people it is not of primarily interest to be concerned about the nature.

A third group of 30 respondents was asked on the street to cooperate as well. This third group of people chosen at random can be seen as a sample.

Dependent on what people have answered, they are divided in four different groups, namely:

Group A: aware and active

Group B: aware, but not active

Group C: different or less aware, but interested

Group D: different or less aware and not interested

The people of group D can be excluded, because they are not aware and not interested in rural sustainable tourism at all. An advantage is that the people of group A and group B are already aware of rural sustainable tourism. The challenge here is to keep those people interested in rural sustainable tourism. The people of group C were never aware of rural sustainable tourism before, but would like to participate. Therefore, it is very important to inform and stimulate this 'new' group for rural sustainable tourism with special attention.

The results

The more detailed results of each question can be found in the appendices. The answers of the first five questions of the questionnaire provide general details about the respondents. The respondents had to answer the following questions:

- What is your age?
- What is your gender?
- What is your highest education?
- What is your daily occupation?
- What is your home situation?

It turned out that the age of the respondents differs in almost every store. At Bever outdoor, for example, 40% of the respondents was between 41 and 50 years old and 30% between 51 and 60 years old. At the ANWB, 40% of the respondents was between 31 and 40 years old.

In almost every store, there were more female respondents than male respondents. Male respondents were only in majority at Bever outdoor and Verwijs. At De Tuinen at least 90% of the respondents was female and at Albert Heijn at least 80% of the respondents was female. An explanation for the majority of female respondents could be the fact that shopping is more a 'task' done by females than by males. According to a research of the 'Centraal Bureau voor de Statistiek', 50% of the Dutch women between 18 and 52 do the shopping alone. (CBS, 2003, *Moeder, Huisvrouw en een Baan*) Though, if it is necessary, ECEAT can approach those women in shops.

Many respondents indicated that HBO was their highest education. At Bever 50% of the respondents finished HBO compared to 70% of the respondents at De Tuinen. At the ANWB store in The Hague, on the contrary, at least 70% of the respondents finished university. The respondents at Verwijs indicated both HBO (50%) and university (50%) and 30% of the respondents at Intersport finished MBO. Many respondents (60%) at Albert Heijn have finished a different kind of education, like secondary school. These high percentages of the first group (Bever, De Tuinen, ANWB) confirm the explanation of Jaap Raap that many ECEAT members are well educated. (J.Raap/ECEAT, personal interview, April 11, 2007) Moreover, 'The Ecotourism Society' categorised the ecotourist as a person, who finished higher education and can be placed in the higher income bracket. (TIES, 2005, Ecotourism Fact Sheet, pp.2-3) This means that ECEAT can continue with approaching well educated Dutch. However, people, who finished a lower education should not be excluded.

There are many similarities in respondents' daily occupations as well. Almost every respondent is working as an employee. At Bever outdoor 78% of the respondents indicated to be an employee compared to 60% at De Tuinen, 60% at the ANWB, 50% at Intersport and 50% of the third group of 30 respondents. Respectively 50% and 40% of the respondents at Albert Heijn and Verwijs are retired.

The fifth question was about people's home situation. It turned out that many respondents were single or with a partner. Respondents with a partner and young children were only represented at Bever outdoor (46%) and the ANWB (40%).

- Question 6: If you have to choose between the three holiday accommodations below, to which one would you like to spend your money?
 - 1: A luxurious accommodation
 - 2: A rather simple accommodation
 - 3: A quiet, environmentally friendly accommodation

Respondents gave different answers to this question. The details can be found in the appendices. People of the first group (people, who are aware) tend to prefer the rather simple or quiet, environmentally friendly accommodation. The second group (people, who are less or in a different way aware) rather prefers the luxurious accommodation.

- Question 7: Do you know what rural sustainable tourism is about?
Yes/No

Many respondents answered "yes" to this question, though there is a difference between the first group (Bever, De Tuinen, ANWB) and the second group (Intersport, AH, Verwijs). In total 70% of the respondents of the first group answered "yes" compared to 43.3% of the respondents of the second group.

As expected the first group is more aware of rural sustainable tourism than the second group. Especially, respondents in the ANWB-store are very aware of rural sustainable tourism, because 90% answered “yes” to this question. The thirty respondents, who were asked on the street, are also familiar with the definition of rural sustainable tourism.

- Question 8: Have you ever participated in rural sustainable tourism?
Yes/No

Respondents, who answered “yes” to this question can be categorised into group A (aware and active). Respondents, who answered “No” belong to the B-group (aware, but not active). Especially, respondents at ‘Bever’ were very active. At least 80% of the respondents at Bever outdoor can be categorised into group A. On the contrary, it is remarkable that only 33% of the respondents of the ANWB belong to group A (aware and active). As mentioned before, ECEAT cooperates with the ANWB and one would expect that more customers of the ANWB are aware of rural sustainable tourism because of this cooperation.

- Question 9: (if not familiar with rural sustainable tourism) Would you like to participate in rural sustainable tourism?
Yes/No

** While reading the results of question 9, it should be taken into account that many respondents could have given a social appropriate answer.*

The respondents, who answered “yes” to this question can be categorised into group C. (different or less aware, but interested) The D-group (different or less aware and not interested) consists of respondents, who answered “No” to this question. At almost every store more than a half of the respondents is not interested in rural sustainable tourism. However, 75% of the respondents at Verwijs answered “yes” to this question. Finally, 60% of the respondents on the street can be categorised into group C.

- Question 10: Why wouldn’t you participate in rural sustainable tourism?
1: it is boring
2: it is too expensive
3: I never thought about it
4: differently, namely...

At almost every store, except Intersport, respondents have chosen for the fourth answer: “differently, namely”. Respondents have given the following arguments:

“My family does not like this kind of tourism”;
“I like it to have many people around me and this is not the case with rural sustainable tourism”;
“I don’t believe that rural sustainable tourism makes sense”;
“They don’t promote it good enough”;
“ I prefer a combination of answer one and answer three”;
“Rural sustainable tourism is too primitive for me”;
“This kind of tourism limits choices and possibilities”;
“I don’t go on holiday”.

As mentioned before, respondents at Intersport have chosen for a different answer, namely answer one. At least, 75% of the respondents at Intersport think that rural sustainable tourism is boring.

- Question 11: Why would you participate in rural sustainable tourism?
 - 1: it is better for the environment
 - 2: it is very nice for my children
 - 3: because of the quiet and beautiful surroundings
 - 4: differently, namely...

Repeatedly, respondents have chosen for the fourth answer of this question. The arguments are written below.

“I prefer a combination of answer one and answer three”;
“I prefer a combination of answer one, two and three”;
“I love plants and nature!”;
“I don’t want to disturb the environment”;
“When I was a child, me and my family participated in rural sustainable tourism, so I am already familiar with this kind of tourism”.

- Question 12: Have you ever heard of the foundation ECEAT? (European Centre for Eco and Agro Tourism)
Yes/No

It turned out that respondents of the first group (Bever, De Tuinen and the ANWB) are more familiar with ECEAT than respondents of the second group (Intersport, Albert Heijn and Verwijs). However, 13% of the respondents at Verwijs was familiar with ECEAT. Moreover, 12% of the respondents on the street answered “yes” to this question as well.

- Question 13: How did you get in contact with ECEAT?
 - 1: through family, friends etc...
 - 2: through the Internet
 - 3: through the ANWB
 - 4: differently, namely...

Respondents, who were familiar with ECEAT came into contact with ECEAT through family and friends (answer one) as well as through the internet (answer two).

- Question 14: In which way would you like to be approached by an organisation that focuses on rural sustainable tourism?
 - 1: Via audiovisual media (TV, radio)
 - 2: Via written media (Internet, Magazines, Journals)
 - 3: Via fairs
 - 4: Differently, namely...

The majority of respondents wish to be approached via written media. Sometimes, a respondent chose for an approach via audiovisual media.

More desk research has been done to specify the media use of the two target groups (seniors and families: A, B and C) of ECEAT. The SCP (Sociaal en Cultureel Planbureau) has done research after the different media that the Dutch use. (F.Huysmans, 2006, Tijdsbesteding/Hoe lang en hoe vaak/Media)

Television

According to this research and the statistics shown in chapter four, seniors watch the television the most. In 2005, seniors watch the television for 16.2 hours per week. Families, on the contrary watch the television for respectively 9.5 hours per week. According to ECEAT communicating with the target group through television will be very expensive and therefore not manageable. (J.Raap/ECEAT, personal interview, April 11, 2007) Moreover, respondents of the survey indicated to prefer an approach through written media. For these reasons, Television will be excluded from the media strategy. However, in future it can be interesting for ECEAT to explore the possibilities of advertising on educative channels, like discovery channel or animal planet. Those channels can be very positive and enthusiastic about ECEAT's activities and objectives to protect the environment. As mentioned before, ECEAT receives subsidies from the European Union that can be used for these purposes as well.

Internet

The Internet is becoming more and more popular among the Dutch. However, seniors spend only 0.8 hours per week on the Internet. Seniors use the Internet for different reasons, for example: reading online news, games, surfing and finding information. People between 20 - 34 and 35 - 49 years old spend 2.9 and 2.3 hours per week on the Internet. Parents with young children can be found among these groups. People of group A will use the Internet to find information about (rural) sustainable holidays. Those people will use specific, Dutch search terms, like 'groene vakantie' and 'ecotoerisme'. Appropriate websites, where a lot of information can be found about ecotourism and rural sustainable tourism are for example: www.ecotoerisme.startpagina.nl and www.plattelandstoerisme.startpagina.nl. However, for people of group B and C it is less self-evident to use specific search terms on rural sustainable tourism, because this is not what comes up first in their minds. For this reason, ECEAT should be represented in the more general, recreative search terms as well. Examples of more general, Dutch search terms are: 'weekendje weg' and 'op pad in eigen land'.

Radio

The radio is less popular among the Dutch than television and Internet. The Dutch listen to the radio for half an hour per week. The radio is more popular among seniors, because the average of listening hours of seniors is one hour per week. Families only listen for 0.3 hour per week to the radio. Radio programmes and broadcasting services like: "Vroege Vogels" (VARA) focus on people of group A. The more general broadcasting services, like "Sky Radio" and "3FM" attract people of group B and C.

Written media

Seniors spend at least 7.6 hours per week on reading written media. Families spend fewer hours on reading written media. Examples of magazines for seniors of group A are "PLUS Magazine" and "Zin". Magazines that focus on families or members of families (women, children, men) are "Kampioen", "Op Pad", "Reizen", "Landleven", "Grasduinen", "De kleine aarde" and for children "Wakou/Wapiti". Those magazines have the same target group, namely 'nature lovers', who are also active in protecting the nature (Group A). People of group C read more general magazines like Lifestyle magazines, Cooking magazines, Auto magazines and Computer magazines.

Conclusion questionnaire

From the results of the questionnaire can be concluded that many people are familiar with rural sustainable tourism. The average of (aware and active) respondents of the first group (Bever, De Tuinen, ANWB) is 54.3% against an average of 40% of the second group (Intersport, Albert Heijn, Verwijs). The average of the third group (respondents on the street) is 41%. As mentioned before, it is remarkable that only 33% of the respondents at the ANWB is aware and active. Therefore, a recommendation should be developed that improves the promotion of ECEAT at the ANWB.

Furthermore, it turned out that many respondents at Verwijs (bookstore) and respondents on the street are interested in rural sustainable tourism. (Group C) The average of the first group (Bever, De Tuinen, ANWB) is 42% against an average of 56% of the second group (Intersport, Albert Heijn, Verwijs). The average of the third group is 60%; therefore it is a good idea to approach this 'new' group. However, ECEAT is a small-scaled foundation and focuses primarily on people of group A and B, because those people are already aware of rural sustainable tourism. Nevertheless, recommendations will be given for group C, because ECEAT should not isolate these people. Moreover, the objective of this thesis was to create more awareness and enthusiasm among the Dutch. (also group C)

Although recommendations for group C are given, it should be taken into account that it is more difficult to approach this group. As mentioned before, people of group C are less aware of rural sustainable tourism. Therefore, it is necessary to approach this group gradual and not in an 'aggressive' way. Moreover, ECEAT has not the appropriate budget to approach group C in an 'aggressive' or 'explosive' way. Finally, ECEAT should evaluate the results after one or two years in order to discover if the communication tools for group C were effective.

The survey also reveals people's motivation for not participating or participating in rural sustainable tourism. Respondents, who were not interested in rural sustainable tourism, thought that this kind of tourism is boring or they never thought about the possibility of rural sustainable tourism before. The main motivation that has been given by respondents for participating in rural sustainable tourism was a combination of protecting the environment and staying in a quiet and beautiful surrounding.

Furthermore, the survey showed that only a few respondents were familiar with ECEAT. Those respondents came into contact with the organisation through family and friends or by accident when surfing on the Internet. Again, this explains that mouth-to-mouth publicity is very important for ECEAT. Moreover, ECEAT should work on its communication on the internet, because respondents only found ECEAT by accident. As mentioned before, ECEAT can only achieve more awareness on the Internet, when the organisation is better represented in the more general search terms.

Finally, it turned out that the respondent of group B would participate in rural sustainable tourism, because it is better for the environment. Moreover, the typical group B respondent wishes to be approached through written media. The typical group C respondent gave as argument for participating in rural sustainable tourism that he or she loves quiet and beautiful surroundings. Furthermore, the respondent of group C was not familiar with ECEAT and the respondent wished an approach through written media. This information makes clear that the respondent of group B and also C thinks about the environment. However, ECEAT should stimulate them to turn their thoughts about the environment into action.

5.2 The media/communication strategy

The communication objectives

The communication objectives have to be Specific Measurable Achievable Realistic and Time specific (SMART) in order to achieve a successful communication strategy.

Specific

The most important aim of ECEAT's new media strategy will be raising more awareness and enthusiasm for rural sustainable tourism among their target groups: seniors and families. Those two groups can be categorised into group A, B and C. According to the results of question 14 of the survey, both target groups desire an approach via written media. Furthermore, desk research on the media use of the Dutch indicated that the Internet is very popular as well.

Measurable and achievable

In total, 46.3% of the 90 respondents can be categorised into group A (aware and active), which means that the other 53.7% consists of people, who are only aware of rural sustainable tourism (group B). Moreover, 50.6% of the 90 respondents can be categorised into group C and 49.4% of the 90 respondents belongs to group D.

An immense increase of awareness is not desirable, because those percentages are already high for a small-scaled foundation, like ECEAT. The aim should be to achieve a balance between group A (46.3%) and group B (53.7%). This means that group A has to grow with a percentage of 3.8% and the percentage of group B has to decrease with 3.8%. This goal can be achieved in six months when ECEAT develops a project group. After discussing and developing the recommendations different tasks must be divided within this project group. First of all, the project group has to approach and stimulate cooperation with people and organisations that are mentioned in the recommendations. After that, the project group needs to develop promotion material and work on the execution of the recommendations.

It is achievable for ECEAT to increase the percentage of group C, because this group will be approached in a progressive way. The percentage of group C can be raised from 50.6% to 55%. In this way the percentage of group D will decrease from 49.4% to 45%. ECEAT should evaluate the results after one or two years in order to discover if the communication tools for group C were effective.

Realistic

As mentioned before, ECEAT does not have many financial tools at her disposal. Nevertheless, the objectives are realistic, because it is not necessary for ECEAT to use expensive communication tools, like the television. Respondents of the survey have indicated to prefer an approach via written media, which can be very inexpensive when free publicity is used. This means that ECEAT has to approach well-known persons and make them enthusiastic for cooperation. Editors will be more willing to publish news when well-known people are involved.

Time-specific

It is logical to start with the implementation of different communication tools during winter, because after summer and in late season people are not thinking about holidays. Starting a campaign will be more logical when the Christmas holidays in December have passed, because from that time the Dutch have to schedule their holidays at work. However, the preparations for the different communication tools, like campaigns, preparing promotion material and actions can start in September.

Budget

As mentioned before, ECEAT is a foundation that has not much financial tools at her disposal. Moreover, the organisation has to cope with a lack of capacities. At the moment, the activities and manpower of the organisation are divided into different units, like: unit 'data control', unit 'sales', unit 'arrangements' and unit 'facilities'. Every unit has an own financial plan. The unit 'facilities', for example, generates its income from the other units to do the bookkeeping, improve the website and to fulfil secretarial activities. (Beleidsplan ECEAT NL, 2006-2007, p. 5)

Nevertheless, the organisation has to make more investments in for example publicity campaigns if she wants to raise more awareness among the Dutch. ECEAT's low budget and lack of capacities will be taken into account in the recommendations.

Recommendations

➤ **A more active acquisition of accommodations**

At the moment ECEAT is already working on a more active acquisition of accommodations. Earlier, farmers informed each other through 'mouth-to-mouth' communication about the existence of ECEAT. Nowadays, ECEAT cooperates with organisations like NOVIB to acquire more accommodations. (J.Raap/ECEAT, personal interview, April 11, 2007) However, it is important to come up with exact, creative and inexpensive ideas to attract farmers and accommodation keepers to join ECEAT's network. For example through the using of well-known Dutch farmers. A few months ago the Dutch television channel KRO broadcasted the programme: "Boer zoekt vrouw". One of the Dutch farmers, who was looking for a partner in this programme, was an ecological farmer in Friesland, named: "Jochem". ECEAT should approach and motivate Jochem to cooperate with them to create interesting news (through an interview for example). If Jochem is enthusiastic about ECEAT's concept, editorial boards of farmer's literature are more willing to publish a free article about ECEAT's activities, because this will be interesting for other farmers as well. Examples of farmer's literature are: "Ekoland" and "BOOM blad". One employee of ECEAT should approach farmer Jochem as soon as possible, because farmers need to be informed about ECEAT in late season. When an enthusiastic farmer joins the network in late season there will be enough time to prepare his business for visitors in summer.

➤ **Approach editorial boards of magazines that are used by people of group A (aware and active) and group B (aware but not active)**

If ECEAT wants to create more awareness among the Dutch of group A and B, it is necessary to stimulate the Dutch media to write about ECEAT's existence and activities. As ECEAT does not have much financial tools at her disposal, free publicity is a good solution. Nowadays, more and more tourists, especially seniors, prefer arranged programmes during their holidays. ECEAT should approach magazines like "Zin" and "PLUS Magazine" that focus on active seniors. The organisation can invite a journalist of these magazines for a test that makes him or her experience how a holiday with ECEAT looks like. The result can be that the journalist writes a positive review about the organisation. One employee of ECEAT should focus on the contact with these editorial boards in late season and do an active follow up (execution of the test) after the busy Christmas holidays in order to make this recommendation to a success.

➤ **Establish an 'Ambassador programme'**

As mentioned before, mouth-to-mouth publicity is very important for ECEAT. Satisfied tourists, who went on an 'ECEAT holiday' will motivate

their families and friends with their enthusiastic stories. If the organisation uses these satisfied tourists as ‘ambassadors’, they can represent ECEAT in other sections of society. A small award can be given to those ‘ambassadors’ in order to stimulate them to represent the organisation. If they ensure, for example, that a new person submits an application at ECEAT, they receive a biological food packet, a T-shirt or a small discount on a holiday. Another example of a reward can be the “step counter”. This is a device that counts each step a person makes. Originally it was used in the sport and physical world, but at the moment step counters are becoming more popular in daily life as well. This “step counter” is an appropriate gift for the ‘ECEAT tourist’, who likes to walk in the nature.

➤ **Trend watching**

As ECEAT operates in the tourist world, the organisation should watch emerging trends in the tourism market closely in order to satisfy the needs of the Dutch. According to the Netherlands Board of Tourism and Conventions (NBTC) short, inbound holidays are more popular among the Dutch than long, inbound holidays. (NBTC, 2007, pp. 10-11) A follow up for ECEAT can be the promotion of the “Groene Arrangementen”. This relatively new product will fulfil the needs of the Dutch, because an “arrangement” can be seen as a short, inbound holiday. Again, one employee of ECEAT should unravel new trends during the year in order to anticipate on the changing needs of the Dutch tourist.

➤ **Distribution of information material at visitor centres of natural areas to approach group A (aware and active) and group B (aware but not active)**

Every protected nature area in the Netherlands has an own visitor centre, where visitors can learn more about the history of that particular area. For children this ‘learning’ can be in the form of educational games. As those natural areas, like the “Biesbosch” attract many ‘nature lovers’ of group A and B, it will be very interesting for ECEAT to promote in these centres. In this case, flyers and brochures can provide visitors clear information about the organisation and her activities. It is not the intention to approach group C, because those people will not visit these centres as much as people of group A and B.

Students should do the flyering, because they are inexpensive workers. Finally, the best time of the year to implement this recommendation will be during spring, because of the nice weather people make more trips to natural areas.

➤ **A more active cooperation with the ANWB to approach group A, B and C**

The survey showed that visitors of the ANWB are aware of rural sustainable tourism, but not really active. As ECEAT is cooperating with the ANWB to publish the “Groene Vakantiegids”, more visitors of the ANWB should be both aware of- and active in rural sustainable tourism. In cooperation with the ANWB, ECEAT can place televisions or screens in five different ANWB stores in order to influence people’s emotions and behaviour. On Saturday’s in spring short films will show visitors of the ANWB how a holiday with ECEAT looks like. Saturdays in spring are chosen, because during these days and during the spring season many people will visit the ANWB to prepare their holidays.

According to the survey 40% of the respondents is between 31 and 40 years old. Moreover, 40% of the respondents at the ANWB indicated to have children. It will be very attracting for children, who visit the ANWB with their parents, when they see sweet young animals, like foals, lambs and chickens. Furthermore, an educative computer game about rural sustainable tourism and ECEAT can be developed. Many children, but also adults like it to test their own knowledge about different subjects. Moreover, visitors can play the game while they are waiting in queue to talk with an employee of the ANWB. ECEAT can also approach group C, because of the large number of members of the ANWB. At the beginning of 2007, the ANWB has more than 3.5 million members. (ANWB, 2007, *Jaarverslag 2006*) Finally, it will be efficient and inexpensive to approach students of the Art Academy in order to make the short film and computer game.

➤ **Cooperation with the NS and the government to approach groups A and B**

Many people use public transports to go to their work, home, families and friends. However, the Dutch government and the European Union are still facing problems in getting more people off the road and in the trains. (KPVV, 2007, *Verkeer en vervoer binnen Europa*) The European Union and the Dutch government can support ECEAT and the NS with the promotion of the action that is mentioned below.

The NS offers their customers daytrips like the “NS Lentetour”, that gives people the opportunity to travel one day in the weekend wherever they want to go. People, who are aware of the environment, are often public transport users and it attracts them when something extra is offered. For example: it will be more interesting for ‘nature lovers’ (group A and B) to buy the NS Lentetour, when ECEAT offers them a discount on a holiday in the nature. In fact, travellers will conceive this as a reward for their choice of public transport. This is an advantage for the NS as well, because more people will probably buy their “NS Lentetour”. Moreover, the NS does not have to make large investments, because the European Union and the Dutch government will support this action. Another advantage is that the NS can improve her environmentally friendly imago.

➤ **Distribution and promotion at bookstores and libraries to approach group A, B and C**

The survey that has been done for this thesis also showed that a bookstore like Verwijs could be an interesting store for ECEAT to cooperate with. Many visitors of Verwijs, were not really aware of rural sustainable tourism. However, after explaining what rural sustainable tourism is about, it turned out that at least 75% of the respondents is interested in this kind of tourism. (group C) ECEAT should approach students for the job of flyering, because students can always use a job and they are inexpensive employees. Those students have to fulfil their job in an appropriate and visible suit. This can be for example an adorable animal suit (little chicken) in order to approach every visitor, who enters the bookstore.

Again, this recommendation should be implemented in early season, because during this season people are orientating for their holidays. Furthermore, ECEAT can reach people of group A and B in libraries through the distribution of flyers and posters. Libraries have notice boards where flyers and posters can be placed for free.

➤ **Promotion at local markets (Braderieën) to approach group A, B and C**

It is very effective and inexpensive for ECEAT to participate at local markets, because the strength of a local market is the face-to-face communication with visitors. It is easier to influence people's thoughts and emotions and finally these influences will change people's attitude towards ECEAT and rural sustainable tourism. ECEAT can invite a few farmers of their network to the market, where visitors can experience what a rural sustainable holiday is like through the stories of farmers and the tasting of local products, like fresh bread and cheese. Children, who visit the local market with their parents can stroke and play with young animals and mini tractors that farmers bring with them. For farmers this participation has a great advantage as well, because they can sell their own biological products. One employee of ECEAT should focus on the execution of this recommendation. It is important to participate on a local market during spring, because of the weather conditions.

Conclusion

In order to give an appropriate answer to the central question, we first have to summarize what has been discussed in this thesis.

A description of conventional tourism was given in order to discover how sustainable tourism could develop. As mentioned before, conventional tourism brought some positive impacts on the economy, society and environment of a particular country or area. However, conventional tourism caused some serious negative impacts on the economy, society and environment as well.

Sustainable tourism could develop thanks to these positive and negative impacts of conventional tourism. The main idea behind sustainable tourism is to protect and preserve a particular area in such a way that future generations can also enjoy it. A sub-component of sustainable tourism is for example Ecotourism. The main objective of ecotourism or rural sustainable tourism is to protect the nature.

The European Centre for Eco and Agro Tourism (ECEAT) is a foundation that works within the field of ecotourism. Their objective is to improve rural sustainable tourism in the Netherlands. However, ECEAT is facing difficulties in creating more awareness for rural sustainable tourism among the Dutch. For this reason, the following central question was formulated in the introduction of this thesis:

“How can ECEAT make more people in the Netherlands enthusiastic for rural sustainable tourism?”

A survey has been done in different stores and between different groups of the Dutch population in order to find an answer to this central question. It turned out that many respondents were aware of rural sustainable tourism, but not very active. Respondents in the ANWB-store, for example, were really aware of this type of tourism, but only 33% of the respondents were active in this field.

Furthermore, it turned out that a lot of respondents were not aware of rural sustainable tourism before. However, those respondents were interested in this type of tourism after hearing the explanation. With these findings it was possible to give recommendations that also form the answer of the central question.

If ECEAT desires to make more people in the Netherlands enthusiastic for rural sustainable tourism, as claimed in the central question, the organisation should implement the recommendations that are given in chapter five of this thesis.

The recommendations were as follows:

- **A more active acquisition of accommodations**
- **Approach editorial boards of magazines that are used by people of group A (aware and active) and group B (aware but not active)**
- **Establish an ‘Ambassador programme’**
- **Trend watching**

- **Distribution of information material at visitor centres of natural areas to approach group A (aware and active) and group B (aware but not active)**

- **A more active cooperation with the ANWB to approach group A, B and C**
- **Cooperation with the NS to approach groups A and B**
- **Distribution and promotion at bookstores and libraries to approach group A, B and C**
- **Promotion at local markets (Braderieën) to approach group A, B and C**

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Appendices

Appendix I	Interview Jaap Raap
Appendix II	Questionnaire
Appendix III	Results survey
Appendix IV	Beleidsplan ECEAT

Appendix I

Interview Jaap Raap

Interview Jaap Raap, marketing medewerker ECEAT

Marktpositie & doelgroep

ECEAT werkt vanuit een stichtingverband en kent geen commerciële belangen. Met andere woorden: ECEAT is een stichting zonder winstoogmerk.

- 1. Kan men zeggen dat de marktpositie van ECEAT hierdoor altijd marginaal zal zijn? Zo ja, hoe kan ECEAT dan als stichting haar zakelijke professionaliteit behouden?**

Het is inderdaad waar dat ECEAT een stichting is, maar dat betekent niet automatisch dat we geen commercieel belang hebben. Een stichting mag geld verdienen, maar de voorwaarde is dat het geld wat verdiend wordt in het belang of in de missie van het bedrijf wordt teruggestoken. Het is voor een stichting belangrijk om haar concept te gelde te maken. ECEAT's positie zal niet zozeer marginaal blijven, omdat een organisatie geld mag verdienen en daardoor zal zij haar zakelijke professionaliteit een gestalte kunnen geven.

ECEAT is in een fase waarin die professionaliseringsslag nog gemaakt moet worden. Daarom werkt ze ook steeds met vernieuwde- of nieuwe producten die steeds uitgewerkt en geprofessionaliseerd moeten worden.

Doordat ECEAT zich heel specifiek richt op eco- en agrotourisme bereikt ze vooral die bevolkingslagen die al bewust met de natuur omgaan.

- 2. Zou juist een stichting als ECEAT niet alles op alles moeten zetten om een zo breed mogelijk maatschappelijk bewustzijn te creëren voor duurzaam toerisme?**

Ja dat proberen we dus ook. Het is uiteraard zo dat mensen die vanuit betrokkenheid van milieu- en natuurvraagstukken makkelijker bij ECEAT terecht zullen komen. Dat hebben wij natuurlijk ook geconstateerd en vandaar dat wij bijvoorbeeld onze gidsen publiceren met een veel groter en bekender bedrijf als de ANWB. De ANWB heeft een veel groter bereik en een veel beter marketing en distributienetwerk. Hierdoor kan ECEAT ook mensen bereiken die zichzelf moeilijker kan bereiken, omdat ECEAT toch met wat meer beperkte middelen te maken heeft.

Het is dus ook een noodzaak voor ECEAT om een zo breed mogelijk bewustzijn te creëren, omdat de ECEAT ook het liefst wat ruimer in de financiële middelen wil komen te zitten om vervolgens dat ook weer terug te kunnen steken in haar doelstelling.

- 3. Zo ja, wat doet ECEAT dan om alle bevolkingslagen te interesseren voor duurzaam toerisme? Zo nee, laat ECEAT dan niet een essentiële doelgroep liggen?**

ECEAT probeert op verschillende manieren een zo breed mogelijk deel van de bevolking te bereiken. We publiceren dus samen met de ANWB de Groene Vakantiegids, we hebben een eigen website en in elk medium kan men ons in principe tegenkomen. ECEAT is niet gebonden aan een specifiek medium. Het is natuurlijk wel zo dat ECEAT van nature geneigd is om in media te adverteren die al aansluiten bij natuur en milieu. Het is niet zo dat ECEAT een groot landelijk blad zoals de Telegraaf mijdt, omdat zij daar niks te zoeken heeft. Nee, toerisme is gaat over 16 miljoen mensen, dus heel Nederland.

ECEAT probeert dus zeker wel een zo breed mogelijke doelgroep te bereiken alleen de vraag is: Lukt dat ook? Zijn die mensen ontvankelijk voor dat idee? Heeft ECEAT voldoende capaciteiten om die mensen rijp te maken voor dat idee? Dit is een belangrijk punt en daar wrikt het klaarblijkelijk nog.

4. Richt ECEAT zich bewust op een beperkt deel van de totale recreatiemarkt om mogelijke negatieve effecten van massatoerisme te weren in dit kwetsbare cultuurgood?

Andere formulering: Hier hebben we het eigenlijk net al over gehad. Het is niet zo dat ECEAT zich bewust op die beperkte groep richt, omdat er nou eenmaal mensen zijn die al bewuster omgaan met de natuur. Het is ook de bedoeling om “anders bewuste” mensen te bereiken, maar zit daar ook niet iets bij van massa toerisme weren?

Het is inderdaad een beetje een spagaat waarin ECEAT komt te zitten. ECEAT staat voor kleinschalig toerisme, dus als ze een heel breed publiek aanspreekt en het publiek zou hierop reageren, dus ingaan op het aanbod, dan krijg je inderdaad dat hele ‘drommen’ toeristen naar die accommodaties gaan. Dat is dus niet de bedoeling maar het kan wel een bijeffect zijn. Wat je vervolgens natuurlijk moet doen is de andere kant van de markt benaderen en zeggen: “Luister accommodatiehouders wij hebben hier een concept dat werkt fantastisch en u voldoet wel aan onze doelstelling. Zou u ook niet mee willen doen?” Hierdoor krijgt ECEAT een veel breder aanbod van toeristische activiteiten en kan ze dus ook aan spreading gaan doen.

In de Benelux heeft ECEAT 275 adressen. Wil men aan voldoende spreading gaan denken dan zou men dat moeten verdubbelen. Als er veel toeristen zijn die het leuk vinden om naar dat soort accommodaties te gaan, dan heeft dit een goede invloed op het bedrijfje van de accommodatiehouder. Vervolgens vertelt de accommodatiehouder weer over ECEAT aan andere ecologische boeren, dus er is dan sprake van mond op mond reclame. Via spontane aanmeldingen komen de meeste accommodaties binnen. Nu merken we wel dat we wat actiever moeten gaan werven, omdat anders de druk op de accommodaties te groot gaat worden.

Conclusie: ECEAT heeft het altijd veel van mond tot mond reclame moeten hebben, maar ze moet in het vervolg meer zelf gaan doen om accommodaties te werven.

5. Op welke wijze draagt ECEAT bij aan de educatieve ontwikkeling van de consument in de toeristenbranche?

ECEAT probeert bij te dragen aan de educatieve ontwikkeling van de consument door het publiceren van gidsen of het plaatsen van advertenties waarin haar missie tot uiting komt. ECEAT staat tussen het brede publiek en de accommodaties in, maar ze is geen reisbureau. We zijn uitgeverij van gidsen, we houden websites bij en zorgen voor de publiciteit richting de accommodatiehouder. ECEAT's missie is het bevorderen van kleinschalig, verantwoord toerisme op eco-boerderijen met het oog op cultuurbehoud, efficiënt landgebruik en een zo laag mogelijke belasting van de natuur. Bovendien willen we vooral ook de consument bijbrengen hoe belangrijk dit is.

Doorvraag: en dat doet u dus vooral via het publiceren van de gids, website en andere media. Ik denk dat ECEAT niet echt gebruik maakt van de TV, maar juist meer van de schriftelijke media?

Het is meer geschreven media die we gebruiken en het is ook een indirecte boodschap die we proberen te brengen. Wij zijn niet een organisatie die tegen de mensen zegt: "dit is verantwoord, dit zou u moeten doen". ECEAT gaat er vanuit dat mensen het ter plekke beleven. Wij bieden ze een gids aan die de accommodaties omschrijft en laat zien dat het leuk is om te verblijven op accommodaties die rust, natuur en ruimte bieden. Toeristen kunnen meewerken op de boerderij en voor jonge kinderen is het ook leuk. Mensen realiseren zich vaak pas achteraf hoe het concept van duurzaamheid werkt. Ze gaan vaak eerst met zo'n gidsje op vakantie, komen terug, hebben het leuk gehad en doneren vervolgens.

Doorvraag: Merkt u bij mensen die een leuke tijd hebben gehad, dat ze als ze terug zijn ook andere mensen (zoals familie, kennissen en vrienden) enthousiasmeren?

Ja. Mond tot mond reclame is heel belangrijk voor ECEAT. Onze financiële middelen zijn niet zo groot dus is het moeilijk om een publiciteitsslag te maken. Daarom is mond-op-mond reclame van levensbelang voor ECEAT.

6. Hoe participeert ECEAT in de ontwikkeling van politiek draagvlak en besluitvorming op het gebied van duurzaam toerisme in relatie tot de visie die ze uitdragen?

ECEAT participeert niet direct in deze ontwikkeling. We zijn een NGO dus we zouden ons daar wel mee kunnen en mogen bemoeien, maar we hebben gekozen voor een andere aanpak. Die aanpak is toch primair gericht op publiek. ECEAT heeft geen politieke functie, ze wil geen invloed uitoefenen of sturen. Wij proberen een concept in de markt te brengen met de verwachting dat we mensen stimuleren en bewuster laten worden voor duurzaam toerisme. ECEAT richt zich vooral op publieksvoorlichting.

Toekomst belangen

“Als ECEAT succesvol opereert en meer bewustzijn bij de recreant genereert dan zal ECEAT zichzelf binnen 5 jaar op kunnen heffen.”

7. Verwacht u dat deze stelling gaat uitkomen?

Ook al genereert ze genoeg bewustzijn, ECEAT zou zichzelf niet op moeten heffen. Je moet er dan gewoon voor zorgen dat je met iets nieuws komt. Wij zijn een stichting en hebben ook producten, dus het gaat niet alleen om bewustwording.

8. Welke ‘financiële injectie’ heeft ECEAT nodig om haar bestaansrecht en de ontwikkeling van duurzaam toerisme te kunnen waarborgen?

Daar kan ik niet echt een precies antwoord op geven.

Doorvraag: Hoeveel donateurs doneren er jaarlijks?

Het doneren is vrijblijvend maar we willen natuurlijk een bepaalde stabiliteit hebben, daarom vragen we een vast bedrag van onze donateurs. ECEAT heeft zo’n 1000 donateurs, dat levert per jaar ongeveer 15.000 euro op. In principe is dat voldoende om het donateurbestand te onderhouden.

ECEAT gebruikt dit geld ook om nieuwe producten en activiteiten te ontwikkelen voor in de toekomst. Verder probeert ECEAT aan de hand van donaties ook wel bepaalde marges verruimen. Zo was er vroeger een nieuwsbrief die nu digitaal geworden is. Omdat het nu digitaal is kost het geen geld meer en het is minder vervuilend. De donatiebijdrage blijft gelijk dus dan verruim je de marges en dat geld kun je besteden aan andere dingen.

Doorvraag: Welke andere producten en activiteiten ontwikkelt ECEAT?

Dit is moeilijk te zeggen, want de donateurbijdrage is een generieke inkomst. We zullen nooit tegen donateurs zeggen, want dat kunnen we ook niet waarmaken, waar hun bijdrage terecht komt. Tenzij er sprake is van een hele specifieke actie gericht aan de donateurs. De bijdrage is generiek en kan dus ook in de huur van het gebouw zitten.

9. Accommodatiehouders kunnen met de ondersteuning van ECEAT hun financiële belangen zien groeien. Hoe voorkomt ECEAT dat accommodatiehouders, die gegrepen worden door hun succes, zich keren tegen het concept van duurzaam toerisme?

Dit is nog nooit voorgekomen. De boeren moeten voldoen aan bepaalde duurzaamheidscriteria om lid te mogen worden van ECEAT. Bovendien doen boeren dit vaak uit eigen overweging of idealisme. Het concept van duurzaamheid hanteren vele boeren vaak al voordat ze bij ECEAT komen en daarom zullen ze dat ook zeker in stand houden. Het is een behoorlijk trouw publiek.

Ik kan me wel voorstellen dat accommodatiehouders meer invloed of zeggenschap willen hebben op ECEAT, door in het bestuur van ECEAT te zitten en op die manier meer invloed te hebben op de (marketing) strategie van de organisatie.

Communicatiestrategie & budget

10. ECEAT publiceert de groene vakantieids en heeft een eigen website. Bent u tevreden over de mate waarop deze communicatiemiddelen tot nu toe gefunctioneerd hebben?

Mijn persoonlijke mening is dat ik vind dat op dit moment de website en de gids elkaar in de weg staan. De gids bevat dezelfde informatie als de website, maar de website is vrij te bezoeken en de gids kost geld. Dus in die zin is het een concurrerend product. We snijden onszelf een beetje in de vingers. Ik zou op internet informatie zetten die niet gelijk is aan dat wat in de gids staat, maar wat voor mensen wel werkt als een 'lokkertje' om de gids te kopen.

Doorvraag: Zijn er ook nog andere zaken op communicatie gebied waar ECEAT mee bezig is?

ECEAT moet natuurlijk ook naar haar doelgroep kijken. Ze bereikt een wat ouder publiek: senioren en ook wel gezinnen met jonge kinderen. Dit zijn dus twee groepen die je niet op dezelfde manier kunt benaderen. Vervolgens hebben wij bedacht dat die oudere doelgroep bij ECEAT een gids koopt, maar er op een gegeven moment niet meer op zit te wachten om zo'n gids in te kijken. Daarom is ECEAT gekomen met kant en klare vakanties. (De arrangementen) Op deze manier is ECEAT bezig om binnen het concept toe te spitsen en aan productdifferentiatie te doen om te kijken of er een bepaalde markt voor is. Het zijn diversificaties (aftakkingen) van het oorspronkelijke product.

11. Welke strategie hanteert ECEAT om het donateurbestand gezond te houden?

De strategie is behoorlijk in ontwikkeling. Ongeveer 10 jaar geleden, zijn we begonnen aan het opschonen van het donateurbestand. Daarna is er gewerkt aan de 'maintenance' van het bestand. Het bestand moet regelmatig en stabiel zijn, daarom moet ECEAT inspelen op de verwachting van mensen dat ze op gezette tijden benaderd worden en producten kunnen verwachten. Dit bevordert over het algemeen ook het 'geefgedrag' van mensen. Vervolgens is het de bedoeling dat je als organisatie gaat nadenken over vernieuwingen, zoals producten digitaal aanbieden.

12. Passen 'commerciële' geldstromen ook binnen de totaalvisie van ECEAT?

Ja, maar deze commerciële doelstellingen moeten dan wel teruggestoken worden in ECEAT's doelstelling.

13. Zo ja, kan ECEAT met een groter budget meer van haar doelstellingen realiseren en mag de klant daar aan mee betalen?

Het is zo dat de klant die naar een camping, huisje of kamer gaat, geld betaalt waar ECEAT niks van terug ziet. Het is puur een inkomst voor de accommodatiehouder en die bepaalt dus ook zelf zijn prijs.

Wij onderscheiden ons hier ook mee en zeggen vaak tegen onze klanten:

“Wij verdienen niets aan uw reis, al het geld dat u betaalt komt ten goede aan de accommodatiehouder en de lokale gemeenschap om die in stand te houden”

Het gaat om het behoud van cultuur en natuur en de lokale bevolking moet dat doen.

De spil voor ECEAT is de specifieke accommodatiehouder. Een voorbeeld:

De aangesloten accommodatiehouder heeft alleen suikerproducten. Hij wil een maaltijd maken voor zijn klanten en heeft zuivelproducten nodig. Daarom gaat hij naar zijn buurman, die ook een ecologische boerderij heeft, en koopt hij kaas. Op deze manier houdt de aangesloten boer de boerderij naast hem in stand met de inkomsten van zijn gasten.

14. Hoe werft ECEAT nieuwe accommodatiehouders en gebieden?

ECEAT moet het vooral hebben van mond-tot-mond reclame. In het verleden sloten boeren zich uit zichzelf aan bij ECEAT, maar het is ook belangrijk dat ECEAT hier zelf actiever in gaat worden. Daarom leggen we ook contacten met organisaties als het NOVIB en de vereniging van natuurcampings in Nederland.

15. Welke groene arrangementen lopen wel goed en welke niet? Waar heeft dat mee te maken? (Heeft dat te maken met de bereikbaarheid(ov), andere te combineren bezienswaardigheden (musea, pretparken etc)

We weten niet hoeveel er geboekt wordt, want we mogen niet zelf de vakanties boeken. Omdat we geen reisbureau zijn geven we deze functie uit handen aan een internetboekingsbureau en helaas krijgen we geen goed beeld over de exacte boekingscijfers. De inkomsten zullen niet veel zijn, want er is enorme concurrentie en marginaliteit. Bovendien heeft het tijd nodig om deze arrangementen onder de aandacht te brengen en we steken er niet heel veel financiële middelen in.

ECEAT werkt vaak anders. ‘De arrangementen’ is een project waarvoor we van provinciale overheden subsidie hebben gekregen. Deze subsidies maken het ontwikkelen en adverteren (op bv. www.recreatief.nl) van de arrangementen mogelijk. Het is de bedoeling dat de accommodatiehouder het verder zelf regelt, omdat ECEAT niet veel meer kan doen aan de publiciteit in verband met beperkte financiële middelen.

Appendix II

Questionnaire

Algemene gegevens

1. Wat is uw leeftijd?

- ☐ < 20 ☐ 31-40 ☐ 51-60
☐ 21-30 ☐ 41-50 ☐ > 60

2. Wat is uw geslacht?

- ☐ man
☐ vrouw

3. Wat is uw hoogst afgeronde opleiding?

- ☐ middelbaar beroepsonderwijs (MBO)
☐ hoger beroeps onderwijs (HBO)
☐ universitair onderwijs
☐ anders, nl...

4. Wat is uw dagelijkse bezigheid?

- ☐ student
☐ werknemer
☐ werkgever
☐ met pensioen
☐ anders, nl...

5. Waaruit bestaat uw huishouden?

- ☐ ik ben alleenstaand
☐ ik leef samen met mijn partner
☐ ik heb een partner en jonge kinderen (*onder de 10 jaar*)
☐ anders, nl...

6. Als u moest kiezen tussen de onderste drie vakantie accommodaties, waar geeft u dan het liefste uw geld aan uit? (*omcirkel de vakantie accommodatie van uw keuze*)

- 1 een luxe accommodatie in een vakantiepark, appartement of hotel met extra's (zoals zwembad, tennisbaan, disco, excursies)
2 een redelijk eenvoudige accommodatie zoals een camping waar water aanwezig is (bijvoorbeeld een meer, zwembad of rivier)
3 een rustige, milieu bewuste accommodatie in de natuur (bijvoorbeeld een boerencamping, natuurexcursie etc)

Duurzaam toerisme

7. Weet u wat duurzaam toerisme inhoudt?

- ☐ ja, ga verder naar **vraag 8**
☐ nee, ga verder naar **vraag 9**

8. Heeft u wel eens gebruik gemaakt van duurzame vormen van toerisme? (*denk aan kamperen op de boerderij, bezoeken van natuurexcursies kortom: milieuvriendelijke recreatievormen*)

- ☐ ja, ga verder naar **vraag 11**

☐ nee, ga verder naar **vraag 9**

“Duurzaam Toerisme” is een vorm van toerisme waarbij er op een sympathieke wijze wordt omgegaan met het milieu, de economie en cultuur van een gebied. Het doel is om negatieve effecten van toerisme op milieu, economie en cultuur te beperken. Een vorm van duurzaam toerisme is bijvoorbeeld ‘ecotoerisme’, waarbij men op een milieuvriendelijke manier recreëert. (eco-boerderij of een natuurexcursie)

9. Zou u wel aan duurzaam toerisme willen doen?

☐ ja, ga verder naar **vraag 11**

☐ nee, ga verder naar **vraag 10**

10. Waarom zou u niet aan duurzaam toerisme willen doen?

☐ het lijkt me saai

☐ ik vind het te duur

☐ ik heb er eigenlijk nog nooit van gehoord/over nagedacht

☐ anders, nl..

Voor u houdt de enquête hier op. Bedankt voor uw medewerking!

11. Waarom zou u gebruik maken/waarom maakt u gebruik van duurzaam toerisme?

☐ omdat het beter is voor het milieu

☐ omdat het vooral voor mijn kinderen leuk is

☐ vanwege de rust en de onaangestaste omgeving

☐ anders, nl..

12. Heeft u wel eens van de stichting ECEAT (Europees Centrum voor Eco en Agro Toerisme) gehoord?

☐ ja, ga verder naar **vraag 13**

☐ nee, ga verder naar **vraag 14**

13. Hoe bent u bekend geraakt met ECEAT?

☐ ik heb via via over het bestaan van ECEAT gehoord

☐ ik heb ECEAT na een zoektocht op het internet gevonden

☐ via de ANWB

☐ anders, nl..

14. Op welke manier zou u benaderd willen worden door een organisatie die zich met duurzaam toerisme bezig houdt?

☐ via audiovisuele media (zoals: tv en radio)

☐ via geschreven media (zoals: tijdschriften, kranten, internet)

☐ via (vakantie)beurzen

☐ anders, nl..

Appendix III

Results survey

Appendix IV

Beleidsplan ECEAT

Beleidsplan ECEAT NL 2006-2007

Versie februari 2006

Doel: ECEAT activiteiten van ECEAT Nederland continueren die binnen de algemene ECEAT doelstellingen vallen, synergie vinden tussen verschillende nuttige ECEAT activiteiten die in het Amsterdamse kantoor plaatsvinden.

Kern van de aanpak is zg ECEAT business units te formeren die met eigen doelgroepen werken en voor een groot deel zelfstandig inkomen kunnen genereren. Deze units dragen een bepaald percentage van hun omzet of salariskosten af (extern of intern) aan een "faciliterende unit" die diensten aanbiedt die voor alle units gewenst zijn, zoals netwerkdiensten en boekhouden. Deze aanpak wordt al voor ECEAT Projects uitgewerkt en kan uitgebreid worden voor bepaalde units binnen ECEAT Nederland. Tijdens deze periode wordt er een taakgroep opgericht die de centrale unit subsidie-onafhankelijk moet maken, zodat, mocht in de toekomst loonsubsidies komen te vervallen, het bestaan van ECEAT in Nederland niet direct in gevaar komt. De huidige scheiding in twee stichtingen blijft voorlopig gehandhaafd. Voorgesteld wordt om de respectievelijke besturen open te stellen voor elkaar, in de vorm van een dubbellidmaatschap of toevoordersopenstelling.

De voorgestelde units zijn in ECEAT Nederland:

Unit "databaseheer"

In deze unit worden de accommodaties benaderd om lid te worden van het ECEAT netwerk, hiervoor krijgen ze een (zelf) assessment. Gegevens van accommodaties worden up to date gehouden in de filemaker database. Deze gegevens worden gepubliceerd op het internet, vooralsnog gratis, maar mogelijk achter een betaalscherm. Verder worden de gegevens verkocht aan andere netwerken bijvoorbeeld, groen internet of andere ECEAT partners. Extra inkomsten worden gegenereerd door mee te werken aan innoverende projecten waarvoor subsidie wordt aangevraagd.

Unit "verkoop"

In deze unit wordt een donateursbeleid en verkoopbeleid gevoerd. Twee keer per jaar komt een Nederlandstalig ECEAT magazine uit, met een katern voor ECEAT projecten. Een keer per jaar wordt campagne gevoerd om nieuwe donateurs te werven. De unit voert een pro-actief vrijwilligersbeleid. Er worden adverteerders geacquireerd voor het magazine en ook voor ev gidsen. Extra inkomsten worden gegenereerd door subsidies aan te vragen voor speciale campagnes die meer bewustzijn creëren voor onze doelstellingen.

Subunit "Arrangementen"

Arrangementen worden ontwikkeld en verkocht ism NIVON, ANWB en andere organisaties mbv de arrangementendatabase. Deze afdeling kan ev onder hoede van gidsenverkoop komen ivm met voordelen van gemeenschappelijke marketing en ev subsidie-inkomsten. De unit "databaseheer" kan worden ingehuurd om arrangementen te ontwikkelen en bij de projectformulering betrokken te zijn.

Unit "Facilitair"

Deze unit verzorgt administratieve diensten aan alle andere units in de "ECEAT groep", en krijgt hier een vergoeding voor gebaseerd op een percentage van het totale salaris wat in een unit wordt omgezet.

Algemene opmerkingen

1. De gidsen zijn geen kernactiviteit maar worden als "project" ontwikkeld en aangeboden op initiatief van de units die hierin willen investeren.
2. De units zijn vrij, worden zelfs aangemoedigd, om behalve ECEAT te "vermarkten", ook hun kernactiviteiten aan te bieden aan andere netwerken. Dit geldt in het speciaal voor het databasebeheer.
3. De units werken zoveel mogelijk zelfstandig maar worden begeleid, en indien noodzakelijk aangestuurd, door een management team, bestaande uit een lid van het dagelijks bestuur, een vertegenwoordiger van de werknemers en een afgevaardigde van ECEAT Projects.
4. Er zal een speciale taakgroep worden gevormd met vertegenwoordigers uit alle units, die de reorganisatie gaat leiden met als doel ECEAT te continueren voor een deel onafhankelijk van gesubsidieerde banen.

Projecten 2006

Publicatie accommodaties internet (Engels en Nederlands),

Dit is voorlopig een project van ECEAT Projects, waarbij ECEAT NL wordt ingehuurd. Vanaf 2007 kan ECEAT NL het beheer overnemen, en een bijdrage van de accommodatiehouders gaan vragen voor de internetadvertentie. De genoemde Taakgroep moet vaststellen hoe de geldstromen precies moeten gaan lopen. Gedacht wordt aan een basislidmaatschap ECEAT, waarbij een accommodatie het recht krijgt zich een ECEAT accommodatie te noemen op basis van het kwaliteitssysteem. Deze accommodaties worden "als lid" op de ECEAT website gezet in een lijst met een verkorte vermelding (naam, adres, type accommodatie, duurzaamheidsspecialisatie). (kosten bijv. 50 euro per jaar). Vervolgens is er het "marketingbasispakket" (internetvermelding en een gids voor de Nederlandse markt) (+100 euro) en zijn er extra marketingmogelijkheden zoals extra gidsen, boekingen en arrangementen. Bij de andere mogelijkheid, het "betaalscherm", worden ook bijdragen van de internetconsumenten gevraagd. Voordeel is dat dit het donateursbeleid een extra dimensie geeft. Betalende klanten worden in feite "donateurs", waarbij een aanzienlijk klantenbestand kan worden opgebouwd. Nadeel is de administratieve rompslomp waarbij aan twee kanten ipv een kant geld moet rollen. Verder wordt het complex als andere ECEAT landen de accommodaties wel gratis op internet (willen) zetten.

Coordinator: Kyra, Naut

Beneluxgids

Aan het eind van dit jaar moet het Beneluxgids project zijn afgerond. Hierbij wordt SNK en NIVON wederom gevraagd accommodaties aan te leveren voor een gemeenschappelijke gids. Ook Ecolabel Luxembourg en Gistes Panda Wallonie worden gevraagd (tenminste hun accommodaties).

Coordinator: **Christel**, Kyra

Invoering kwaliteitssysteem

Dit jaar moet ook het Nederlands kwaliteitssysteem af zijn en de accommodaties moeten worden ingelicht en nieuwe accommodaties worden gecontroleerd.

Coordinator: Christel, **Menno**

Speciale campagne

Fondsen worden benaderd om ECEAT subsidie te geven voor een duidelijk afgebakend project wat ECEAT helpt om extra publiciteit te genereren.

Coordinator: Jaap, **Menno**

Core-funding

Bestudeerd wordt hoe ECEAT in de toekomst corefunding kan ontvangen via stichting Doen.

Coordinator: Jaap, **Menno**

Taakgroep "reorganisatie 2008"

De Taakgroep heeft als doel om de kerntaken van ECEAT NL (databaseer en verkoop) zodanig efficient te laten verlopen dat hier geen subsidies meer voor nodig zijn. De gedachte hierachter is dat er dan zekerheid is geschapen dat de "ECEAT-moter" blijft lopen, en dat subsidies worden gebruikt om onze doelgroepen bewust te maken van de ECEAT filosofie (=duurzame plattelandsontwikkeling).

Hierbij wordt gedacht aan het oprichten van een nieuwe Unit waarin alle gesubsidieerde banen zitten en die de algemene doelstelling nastreven met middelen als trainingen van accommodaties (implementeren kwaliteitssysteem) en publiekscampagnes. De bestaande units databaseer en verkoop worden bemensd door reguliere arbeidskrachten. De hierboven beschreven campagnes en core-fundingprojecten worden dan onder deze unit ondergebracht, evenals het donateursbeleid. In het gedachte-experiment "sluitend budget 2008" is deze oplossing alleen mogelijk is als het databaseer door een persoon en de verkoop door een part-timer wordt gedaan. Dit geldt dan als leidraad voor de toekomstige ontwikkeling. Alle gesubsidieerde banen samen in die nieuwe unit moeten dan nog wel hun overhead opbrengen, waarvoor jaarlijks subsidie voor gevonden moet worden.

Coordinator: **Naut**, Christel, Jaap

Europagids 2007 en andere gidsen

In de loop van het jaar moet duidelijk worden hoe de Europagids 2007 eruit moet zien. Geadacht kan worden dat het redactieteam ECEAT unieke informatie gaat verzamelen in thema's zoals de speciale boerderijdierrassen, slow food. In 2007 kan er ook worden afgewogen om eenvoudige gidsen in eigen beheer te maken, in het kader van campagnes, of voor speciale kleine doelgroepen. Hierbij kan het kwaliteitssysteem helpen om selecties te maken.

Coordinator: **Christel**, Kyra

Arrangementen

Dit zijn twee projecten getrokken door ECEAT Projects hoewel officieel van ECEAT NL. ECEAT NL zal hierbij om assistentie worden gevraagd.

Coördinatie: **Kyra, Carolien**

Taakomschrijving binnen de units in 2006

Managementteam “ECEAT Group” en taakgroep “reorganisatie”

Christel

Nieuwe medewerker “verkoop”

Menno

Naut

Kyra

Databeheer

Christel

Folkert

Jan

Alice

Arrangementen

Jaap

Kyra

Carolien

Verkoop

Nieuwe medewerker

Jaap

Ollie

Facilitair

John

Jaap

Ollie

Peter

Zie bijlage “Functieomschrijvingen.

Financieel plan 2006

Unit Databaheer

1. Ledenbehoud en Acquisitie nieuwe leden: dit wordt een belangrijke taak, wat veel telefoonwerk zal gaan vergen. Uitgaand van een nieuwe Europagids, kan er iets worden geboden. Omhoog tot 350.
2. Het lidmaatschapsgeld moet gemiddeld omhoog: er moeten meer leden komen die zowel internet als advertentiegeld betalen. Omhoog tot gemiddeld 100 euro.
3. Er moeten meer royalties uitonderhandeld worden op de ANWB gids.
4. Databeheer zal worden ingehuurd om arrangementen te ontwikkelen. Verwacht wordt hieraan 30 betaalde dagen te besteden.
5. Er wordt een begin gemaakt met het aanbieden van verzamelde gegevens van accommodaties aan derden. Databeheer zal bijv trachten een opdracht van VISIT binnen te halen voor het updaten van een aantal accommodaties. Hiervoor wordt 25 euro per accommodatie gevraagd.
6. Het werk wat deze afdeling gestopt heeft in de ontwikkeling van reeds gepubliceerde gidsen wordt gekapitaliseerd door een deel van de verkoopprijs (4 a 5 euro) van de gidsen uit de voorraad terug te sluizen naar Databeheer.
7. Verwacht wordt voor 2006 en later dat ID posities blijven voor een deel van het personeel of overgaan naar een nieuwe regeling. Voor de 3.8 ID baan die deze afdeling zijn toebedeeld wordt dus inkomsten verwacht.

Unit Verkoop

Donateursopbrengsten zijn redelijk stabiel gebleven in de afgelopen jaren. Verwacht wordt in 2006 wederom een gemiddelde bijdrage van 20 euro per donateur. Een voorwaarde is wel een vernieuwend medium.

De begroting gaat er verder van uit dat de onderhandelingen met de ANWB succesvol verlopen. Er zal een gezamenlijke editie verschijnen van een Benelux-gids en een Europa-gids (evt. in delen). Dat betekent ook dat de distributie in de particuliere markt veel sterker zal leunen op de ANWB-verkoopkanalen. Als bovendien een samenwerkingsverband wordt aangegaan met strategische partners die hun accommodaties ook in een dergelijke gids willen plaatsen, levert dat automatisch nog meer distributiekkanalen op. De **NIVON**-accommodaties staan al vermeld tegen een commercieel tarief. De **SNK** kampeerterreinen, **Milieubarometer** accommodaties, **LKC landgoederen** en **ANWB Vrijbuitens** kampeerterreinen completeren mogelijkerwijs dit aanbod. De verkoopfunctie van de afdeling klantenservice zal in versneld tempo kunnen en ook worden afgebouwd. In de aantallen is daarmee rekening gehouden. Een substantieel deel van de bijstelling van de oorspronkelijke begroting is gebaseerd op het naar beneden toe bijstellen van de verkoopcijfers.

Eenzelfde redenering geldt dan natuurlijk ook voor de (interne) inkoop van gidsen: de oorspronkelijke afdeling klantenservice zou zich in de toekomst natuurlijk wel kunnen blijven richten op de wederverkoop van producten die via de reguliere kanalen moeilijker verkoopbaar blijken, maar die voor een select publiek wel interessant blijven (te denken valt bv. aan de recent aan het assortiment toegevoegde gids van Bulgarije). Dat vereist echter in de internationale organisatie van ECEAT wel enige daadkracht: er zijn nog steeds veel Oost-Europese landen die geen accommodatiebestand leveren. Uiteraard is deze discussie verder

nog wel in grote mate afhankelijk van de inhoud van die toekomstige Europa-gids. Anderzijds valt ook niet te verwachten dat de nu ontbrekende landen tegen die tijd wel met een aanbod komen (ook al zijn ze dat statutair wellicht verplicht).

Omdat de verkoop en verzending van gidsen vanaf de ECEAT-locatie derhalve drastisch zal afnemen, zullen ook de verzendkosten (vanoudsher een van onze grootste onkostenposten) snel dalen. De inschatting die ik heb gemaakt is wellicht nog aan de ruime kant. Het restant kan toegevoegd worden aan versterking van de publiciteit. De gehanteerde rekenmethodiek is jarenlang door Wim van Schie zo toegepast om het relatieve gewicht van klantenservice in de administratie tot uitdrukking te brengen.

Onder overige publiciteitsmaterialen wordt verstaan het laten opmaken van ECEAT-advertenties en de plaatsing daarvan in (geschreven of digitale) mediabronnen en flyers. De uitingen van de projectgroep arrangementen is daar niet ingecalculeerd. Er is momenteel geen (uitzicht) op een aanbod, en derhalve is er nog geen aantoonbare noodzaak om publiciteitsmaterialen te (laten) ontwikkelen. Daarbij is het natuurlijk de vraag in hoeverre zij daarvoor op hun projectbegroting middelen hebben gereserveerd.

De rol van internet en de versterking van de donateursorganisatie komt als toekomstig perspectief in beeld. Die twee kunnen goed samengaan als tegen een concurrerend tarief (met de gidsen van de ANWB en het restant van de gidsen in eigen beheer) een adressendatabase via internet raadpleegbaar is. Deze afdeling verdeelt dan, op basis van betalingsgegevens, de toegangssleutel (accesscodes) tot die database: die klant is daarmee donateur van ECEAT voor de duur van in ieder geval een jaar.

Deze groep is benaderbaar voor acties, publiciteit en donateurswerving: tegen een reguliere donateursbijdrage ontvangen zij bv. ook ECEAT Magazine. Die groep wordt structureel en actief benaderd, terwijl de zg. internetdonateurs ofwel na een jaar zomaar weer verdwijnen (groep heeft inherent dezelfde verversingsgraad als we gewend waren met de verkoop van gidsen) danwel wordt hun donateurschap stilzwijgend verlengd via een automatische afschrijving van de bijdrage om toegang te blijven krijgen tot die database. Bijgevolg kan ook een diepte-investering voor ECEAT Magazine gestalte krijgen. Het is immers niet ondenkbaar dat dit het enige product is dat in de toekomst nog geheel in eigen beheer wordt gemaakt. Het blad moet dan echter wel een stuk interessanter en veelzijdiger worden.

Een belangrijke toegevoegde waarde van het blad is wellicht gelegen in de primeur om er accommodaties mee te presenteren (als zij bijvoorbeeld niet op internet willen, maar wel moeten wachten op een nieuwe gids). De accommodatie'grazers' kunnen zich of abonneren op ECEAT Magazine of donateur worden van ECEAT. Het streven is om ECEAT Magazine tot 4 keer per jaar te laten verschijnen met een variabel aanbod aan nieuwe accommodaties. Ook arrangementen kunnen in ECEAT Magazine worden ondergebracht als deel van de publiciteit. Een dergelijk periodiek is per editie goedkoper om te maken, juist omdat er meer edities verschijnen (ik kan dan gunstiger prijsafspraken bedingen), terwijl de bijdrage/abonnementsgelden juist verder omhoog kunnen. De marges op donateurs/abbonementhouders

via ECEAT Magazine/Internet kunnen op die manier worden gemaximaliseerd.

Kortingskaart voor donateurs: dit idee is nog helemaal niet uitgewerkt, maar is voor de echte ECEAT-donateurs wellicht een belangrijke onderscheidingsbron en uiteraard een fantastisch publiciteitsmiddel.

Unit Facilitair

De inkomsten van "facilitair" komen uit een afdrachtspercentage uit de verschillende units. De volgende diensten worden aangeboden:

1. Boekhouden. Dit wordt uitgesplitst in organisatie en projectboekhouden. Voor het laatste wordt een (intern) uurtarief gerekend.
 2. Netwerkbeheer. Dit wordt uitgesplitst in netwerkbeheer en overige helpdeskactiviteiten. Voor het laatste wordt een (intern) uurtarief gerekend.
 3. Secretarieel. Dit wordt uitgesplitst in organisatiegebonden en projectgebonden activiteiten. Voor het laatste wordt een (intern) uurtarief gerekend.
 4. Website onderhoud:
 5. Redactie: Deze dienst is geheel aan een uurtarief gekoppeld.
- Indien posten als huur, telefoon en stichtings- en kantoorkosten gelijkelijk verdeeld worden over de units, dan betekent dit een overhead van ongeveer 25% op de brutosalariskosten van het personeel.

ECEAT group Amsterdam

Resources (in 1000 euro)

