

Ecotourism Development in Ogasawara: A Preliminary Investigation

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Abstract: This report outlines the birth of Ecotourism in Ogasawara, with a particular focus on the development of nature guide training programs at this location. The information in this report is derived primarily from a series of documents obtained from the Tokyo Metropolitan Government (TMG) office in Ogasawara, the Ogasawara Whale Watching Association (OWA), and from the Hahajima Tourist Association (HTA). These documents were translated and a content analysis performed. This information was supplemented by a series of semi-structured, taped interviews with the persons in charge of nature guide training at each of these organizations: the TMG (Kobayashi, March 2003), the OWA (Mori, March 2003), and the HTA (Sakairi, March 2003; Hiraga, March 2003). The information reported in this paper suggests that Ogasawara is still in the early stages of ecotourism and guiding development at this up-and-coming ecotourism destination.

Keywords: Ecotourism, Guide Training, Development, Ogasawara

Introduction

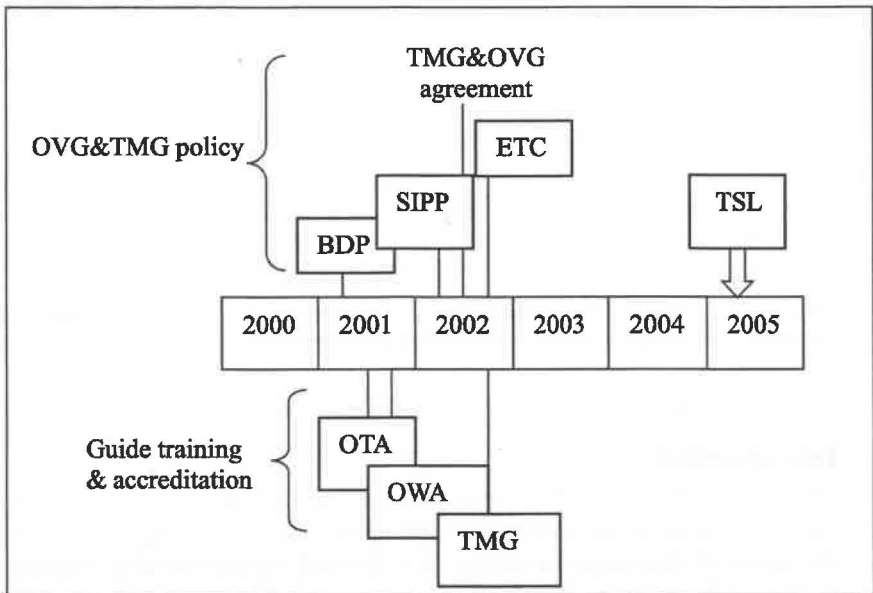
The primary objective of this report is to provide baseline information regarding ecotourism and guide training for other researchers to build upon. It is beyond the scope of this paper to engage in a detailed discussion of ecotourism or nature guide training. Information is presented in a chronological manner in order to help contextualize the process and to make it easier to follow. Important events leading to the development of ecotourism and guide training are presented and briefly discussed. Finally, some concluding remarks are made regarding the state of ecotourism and guiding development at this location.

Context

Ogasawara was established as a National Park in 1972, four years after its reversion to Japan. The total area of the NP is 6,099 ha and consists of roughly thirty islands. The two largest islands, Chichijima and Hahajima, are inhabited. The two islands have a population of roughly 2,000 and 400 respectively. This archipelago lies between 1,000-1,200 kilometers south of Tokyo, 26-28 degrees north latitude, 142-143 degrees east longitude, and is the smallest, subtropical NP in Japan. The primary feature of this park is the vast array of indigenous and endangered plant and animal species¹. The most popular attractions on the islands are diving, swimming with dolphins and whale watching². Currently this destination attracts approximately 18,000 visitors per year, nearly all of whom are Japanese nationals coming from the mainland³.

Ecotourism Development

The figure below serves to introduce the major ecotourism policy and development events from May 2001 until March 2004.



May 2001 (OVG)

Nature guide training begins: Hahajima Tourist Association

History

Initial interest to create a nature guide system on Hahajima developed after a typhoon hit the island in 1997 stranding two local hikers in Sekimon, a rugged area featuring sheer cliffs and limestone caves, located on the central eastern side of the island. This event made people realize the dangers of exploring such a remote area unaccompanied by an experienced guide. In response to this incident the village government, the local police, the state forest office and the HTA set out to establish a set of rules that would govern the use of Sekimon. The rules required that a guide accompany visitors and prohibited entry to the limestone caves. This raised the issue of how to train nature guides. It was decided that guides should be familiar with nature on Hahajima; encourage tourists to conserve the local fauna and flora in order to preserve the natural scenery; and above all to maintain safety.

¹ National Park Division, Nature Conservation Bureau, MOE, 2002

² Cunningham, 2002:10

³ Ogasawara Data Book, 2003

A guiding system was established in May 2001 through the support of the Ogasawara Village Government (OVG), the Ogasawara Branch of the TMG and the local police department. The *Shinrin Seitaikei Hougochiki Setei Inkai* (the Committee For Designing The Ecosystem Preservation Area) reported that in order to conserve an eco-system, the OVG should play a central role in establishing guiding rules and tour routes. A total of 26 people participated in this nature guide training program, which featured five seminars and ran for a total of ten hours. During the first year that guided tours were offered (April 2001-March 2002), a total of 116 participants took part in 25 guided tours.

The purpose of the HTA guiding system is to provide the local population and tourists with guidelines on proper use, cleanup, and accident prevention in the forests and NP, and to conserve the natural environment on Hahajima. The HTA was the organizer of this guiding system; the OVG was the sponsor; and the OVG general office, the Ogasawara Branch of the TMG and the local police department acted as supporters. Hahajima forest guides are certified by the HTA.

Application Procedure

Any Ogasawara resident who meets the following qualification is eligible to participate in guide training.

Applicants must be one of the following:

- Ministry of Education NP instructor
- Ministry of Education environmental counselor
- Kanto Forest Management Bureau nature conservation manager
- Tokyo Green committee member
- Japan Nature Conservation Society member
- Japan Bird Watching Society member

Applicants must successfully complete the training and seminar sessions in order to become certified forest guides.

Guide Responsibilities

Certified guides will be qualified to do the following on Hahajima:

- Offer guided forest tours
- Offer guidance on the rules of use
- Provide environmental education
- Prevent accidents

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- Keep the forest reserves clean
- Collect information on the natural environment

Guide Training Content

The forest guide-training program included the following training seminars:

- State forest conservation (2 hours)
- Conservation and proper use of NP (2 hours)
- Safety instructions (4 hours)
- Nature on Ogasawara (2 hours)

The training program was held over a period of two days. Participants were charged a nominal fee of ¥500 (\$5US) for the course. Guiding certification is valid for two years. Guides may lose their certification if they fail to uphold the established rules of guiding outlined below.

Guidelines for 'Self-imposed Rules of Sekimon'

- Guides must file a report with the HTA providing a visitor list and tour itinerary. Upon completion of the tour, the number of participating visitors must be reported to the HTA for the sake of record keeping.
- The HTA should limit the number of visitors to fifty per day. Guides should be aware of weather conditions at all times.
- Visitors should remove any mud or seeds from their shoes and clothes. Guides should take into account the reported experience and physical condition of all guided-tour participants. Guides should refrain at all times from allowing visitors to wander off the designated trail.
- In the case of an emergency, the guide should contact the HTA or Village office as soon as possible.
- During the breeding season of the *akagashira-karasubato* (November to February) visitors should refrain from bird watching.
- Visitors should pack out all of their trash.

July 2001 (OVG)

Voluntary Rules for the Conservation and Use of Minamijima established

These rules stipulate the following points:

- Stay on designated trails
- Stay with guide
- Limit your time on the island
- Wipe soil and seeds from your shoes before stepping onto the island

- The daily number of visitors should not exceed one hundred
- To allow for re-vegetation, the island will be off limits three months a year (Nov.- Jan.)

December 2001 (OWA)

Nature guide training begins: Ogasawara Whale Watching Association

The OWA, which has been in operation since 1989, conducts investigations of local ecology, offers lectures on the environmental, and provides guide training. As of March 2003, roughly 150 nature guides have been trained. The OWA promotes ecotourism for the following reasons:

- To make use of natural resources, without abusing them
- To stimulates the local economy
- To establish 'voluntary' rules
- To contribute to conservation of nature and culture

March 2002 (OVG)

The Ogasawara Islands Sightseeing Program ('Blue Diamond Plan')

The Blue Diamond Plan promotes the development of ecotourism in order to achieve the following goals:

- To develop global communications
- To stimulate the economy
- To meet the needs of local residents

June 2002 (OVG)

Ogasawara Ecotourism Commission established

The commission defines its mission through the following objectives:

- To study the promotion of ecotourism
- To promote the concept of ecotourism to local residents
- To expand environmental education
- To establish guide training programs
- To cooperate with the TMG and its nature guide licensing program
- To promote environmental conservation
- To study and promote tourism
- To establish an organization to promote ecotourism

Ecotourism Development in Ogasawara

Representative members of the Ogasawara Ecotourism Commission are shown below:

Ogasawara Tourism Association	2
Hahajima Tourist Association	2
Ogasawara Whale Watching Association	2
Society of Commerce and Industry	2
Industrial Tourism	2

July 2002 (TMG)

Scheme: Nature Conservation and Appropriate Use of Tokyo Administrated Islands

This scheme set out the following goals:

- Designating promotional areas for environmental conservation
- Conducting research to monitor these designated areas
- Establishing rules for appropriate use within these designated areas
- Developing a guide training and certification program
- Insisting on guided tours within these designated areas
- Defining the role of nature guides

The purpose of this scheme was to build an eco-friendly system and to encourage nature conservation and proper use of the Ogasawara Islands, which have an abundance of precious natural resources. The Governor of Tokyo has designated the following areas as natural reserves:

- Habitats populated by indigenous species of animals or plants
- Geologically unique areas
- Scenically attractive areas
- Areas that should be protected from pollution

The designation of nature reserves will follow the following procedure:

- The Governor will designate nature reserves based on research of the local wildlife.
- The Governor will consult with the head of the local government and landowners about the designation of a proposed nature reserve.
- After designating a nature reserve, the Governor will make an announcement to the head of the local government and to the landowners.

- After the Governor has designated a nature reserve, an agreement on the proper use of the area will be made between the Governor and the head of the local government. This agreement will address role-sharing, access and time frame.
- The Governor and local government head will direct users to follow the rules on the proper use of the nature reserve.
- The TMG and local village government will make an effort to conserve the natural environment and to encourage proper of the nature reserve.

July 2002 (TMG & OVG)

Conventional Agreement on the Development of Ecotourism

The TMG and the OVG developed an ecotourism plan for Minamijima and Sekimon (on Hahajima) based on the 'Scheme: Nature Conservation and Appropriate Use of the Tokyo Administrated Islands'. Motivations for protecting these environmentally sensitive areas are shown below:

Minamijima

- soil erosion caused by hikers
- endemic plants being threatened by naturalized plants
- the destruction of lapiaz

Sekimon

- safety

August 2002 (TMG)

Nature guide training begins: Tokyo Metropolitan Government

History

Guide training is based on the fifth item mentioned under the 'Scheme: Nature Conservation and Appropriate Use of Tokyo Administered Islands'. Roughly 6% (or 140) of the residents living on Chichijima for one year or more took part in the first wave of training held in the autumn of 2002. (As of March 2003, 152 people have been trained on Chichijima.)

Application Procedure

Applicants must be Ogasawara residents eighteen years of age or older who have resided in Ogasawara for at least one year. Guides will be certified by the Governor of Tokyo. Certification may be revoked if applicants falsely report information on the application form or fail to pay the course registration fee.

Guide Responsibilities

There were no specific guidelines offered in the documents that were reviewed. One might assume that these responsibilities would roughly parallel those

established by the HTA, only localized for Minamijima. The 'common rules' outlined later in this paper would seem to reflect the primary responsibilities of nature guides.

Guide Training Content

Training ran for a total of 20 hours at the cost of ¥4,200 (\$42US) per person. Lectures and workshops focused on the following topics:

1. conservation of local nature
2. local nature
3. introduction of ecotourism
4. study of local plant life
5. study of local animal life
6. study of local geology
7. study of local ecology
8. guiding technique (lecture)
9. guiding technique (practice)
10. risk management

Nov. 2002 (TMG)

Sightseeing Industry Promotion Plan ('Action Plan')

This plan promotes the development of ecotourism in order to achieve the following goals:

- To conserve Ogasawara's natural resources
- To allow for (continued) tourism
- To create new sightseeing resources and industries
- To develop educational programs

April 2003 (TMG & OVG)

Rules of proper use of nature reserves in the Tokyo Administered Islands

The purpose of this agreement is for the TMG and the OVG to encourage the proper use of nature reserves in Ogasawara, with particular reference to Minamijima and Sekimon. The rules became effective as of April 1, 2003.

(General Rules)

1. TMG and OVG should cooperate in an effort to ensure that visitors are aware of and follow the rules of proper use. Rules may change over time based on research findings.
2. TMG is in charge of (1) enlightening Tokyo residents and tourists on the importance of nature reserves; (2) training and accrediting nature guides;

- (3) monitoring the training and accreditation system; and (4) enforcing the rules.
3. OVG is in charge of (1) enlightening the village residents and tourists on the importance of proper use of nature reserves; (2) managing the rules; (3) promoting the rules; (4) conducting research by interviewing nature guides; and (5) updating the TMG on the conditions of the nature reserves.
 4. The TMG and OVG will consult with each other periodically.

(Common Rules)

- Follow guide
- Guides should identify themselves by wearing armbands
- Stay within designated areas
- Don't remove plants, animals, wood, rocks or any items
- Don't play a role in transporting foreign species to the island
- Do not feed the animals
- Do not harass the animals
- Do not write graffiti on rocks
- Do not litter—pack out your trash

(Local Rules)

	Minamijima	Hahajima
Area restrictions	off-trail	limestone caves
Time limits	2 hours	none
Visitation limits	100 per day	50 per day
Closure	Nov. through Jan.	Limestone caves
Guided tour limits	15 per guide	5 per guide

Concluding Remarks

What follows are some general comments about each of the main ecotourism or guide training events since May of 2001. This section is intended to raise more questions that it answers and to identify areas for further research.

HTA Forest Guide Training

It is interesting that the first nature guide training program was developed on Hahajima, since it is a smaller island with many fewer visitors. The primary reason for developing the HTA guide training program was to ensure the safety of visitors—and locals, rather than providing an educational experience. Eligibility requirements for guide training are based partly on recognized environmental activity, i.e. membership in an environmental group. Guides are certified to take visitors to Sekimon, one of two areas in Ogasawara designated as special environmental zones. The OVG played a pivotal role in

establishing guide rules and tour routes. The forest guide certification is mutually exclusive with that of the OWA or TMG.

Voluntary rules for the conservation of use

Reliance on voluntary rules is common in Japan, where people are expected to recognize the rules and voluntarily comply without overt enforcement or fear of penalty. One potential weakness of such a system is that it requires that citizens recognize the rules and the importance of the rules. This would seem to underline the importance of environmental education. Compliance may encourage compliance, but first people need to be aware of why they are being asked to comply.

OWA Guide Training

This organization has established itself by offering a variety of educational programs along with guide training. The OWA has also been active in conducting research in the area of local ecology. Their main research focus is on tracking and monitoring whales. Similar to the HTA, the OWA is funded by the OVG. One has to wonder why these two OVG affiliated organizations do not offer some sort of combined guiding certification. The guide certification offered is mutually exclusive with that of the HTA or TMG.

OVG Blue Diamond Plan

The BDP was a very expensive plan, drafted by an outside consultancy firm. While this elaborate plan (and the sprightly brochure it produced) contained many ideas, few of them were ever implemented. The creation of this plan, however, seemed to promote further discussion about the development of Ogasawara and may have played a role in positioning the OVG in favor of ecotourism development at this location.

Ogasawara Ecotourism Commission

This is well represented body is trying to promote the model of ecotourism to island residents. This commission is funded by the OVG, who is supposed to represent the interests of the village residents. By various informal accounts, the commission is struggling to realize its objectives but has certainly played a role in promoting the discussion of ecotourism in Ogasawara. One has to wonder if including representation from the TMG would help or hinder the mission of this commission.

Scheme of Nature Conservation and Proper Use

This scheme provides valuable guidelines regarding nature conservation and appropriate use of the Tokyo Islands, which includes Ogasawara. By standardizing these guidelines, it provides a more consistent policy statement from the TMG and should make it easier to implement these guidelines throughout the Tokyo administered islands.

Conventional Agreement on the Development of Ecotourism

This agreement was very important in bringing together the interests and visions of the TMG and OVG by providing a common development goal. Minamijima and Sekimon were identified as fragile environmental zones, where conservation and preservation would be promoted, and outlined the reasons for their selection. Choosing to 'showcase' these two unique environmental areas was well intentioned, yet the issues of use and access remain ongoing challenges.

TMG Nature Guide Training

Though a latecomer in providing guides training, the TMG launched the largest, most comprehensive program. The first wave of training (held in the autumn of 2002) certified 152 nature guides. These guides have been certified to take visitors to Minamijima, one of two areas designated as special environmental zones. One issue that remains a challenge is how to ensure the appropriate number of nature guides required per group, when the number of people going out on boats varies everyday. At present, procuring the required number of guides and abiding by regulations is left up to the tour operators. The nature guide certification is mutually exclusive with that of the HTA or OWA.

TMG Action Plan

The TMG 'Action Plan' came out roughly six months after the OVG 'Blue Diamond Plan'. While there were some similarities between the two plans, the TMG plan stressed conservation, educational programs and development (including the development of outlying islands). The Action Plan, as the name might suggest, was presented as a more concrete, goal-orientated plan that sought tangible results. In spite of the abundance of ideas included in this plan, implementation of this plan has been limited. The Action Plan reflects the emphasis on conservation and nature guide training outlined in the TMG nature guide training program that was launched several months prior to the Action Plan.

Rules of Proper Use of Nature Reserves

This agreement outlines the roles of the TMG and the OVG. The TMG is charged with enlightening visitors about the importance of the nature reserves; providing, certifying and monitoring nature guides; and the enforcement of rules. The OVG is charged with enlightening local residents about the importance of the nature reserves; promoting and managing the rules; assisting in the monitoring of guides by conducting interviews; and reporting to the TMG on the conditions of the nature reserves. Generally speaking, the OVG has been asked to play a supportive role that focuses on local and managerial issues.

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“Small firms can improve their performance through strategic planning, but only if it is based on an understanding of the opportunities and threats in the environment, and of their own strengths and weaknesses which enable them to assess both the short and long-term implications (strategic awareness) of the project”.

Planning will enable an organisation to avoid unrealistic goals and achieve the aims of company within a given period of time. In addition, according to classical writers like Denning (1971), Hussey (1985), Kotler (1994) and Sherman (2000), planning fails because the managers think that long-term planning cannot work—the reason many managers give for thinking that it is not important to plan. Some managers see planning as a costly process to adopt which is time consuming and whose benefits, such as they are, are outweighed by the costs of planning.

Another explanation for resistance towards seriously distant long-term planning is the lack of knowledge about its implications. Owners need to become more aware of their responsibilities to their staff and also their customers, when developing long-term planning systems. An alternative argument is that long-term planning tends to put more pressure on the owners and the workforce. It is said that planning takes up the time of senior management and reduces the power of management, rather than improving the organisation's goals.

Sherman (2000) argued that over the years many successful entrepreneurs have ignored strategic long-term planning processes. One reason for this is that entrepreneurs think strategic long-term planning strategy process is a method based on drawing a line through past and present performance to determine an organisation's future. More over, in last decade strategic thinking has replaced strategic long-term planning as the new watchword to help the firms to deal with the core competencies.

Strategic long term planning also provides a new way of controlling business activities, by providing a realistic model of future goals and helping the organisation to achieve its target in a given period of time. In addition to this, planning helps the organisation to maximise its use of available resources.

Steiner (1979) stated long -term planning is an attitude and a process concerned with the future consequences of current decisions. Formal strategic planning links short, intermediate, and long-range plans. Strategic planning does not attempt to make future decisions or even forecast future events. It need not replace managerial intuition and judgement with massive, detailed sets of plans.

Steiner argued for the importance of strategic planning, providing keen insight into overcoming the barriers and biases associated with planning failures. However, research by Steiner (1979) and others is founded in the critical assumption that planning is important. One of the debates carry's on in the

literature review, is there really a link between long-term planning and performance of the small organisation.

Research Methods

The aim of this project was to explore the planning process and the levels of planning activity within the respondent firms. Research was conducted through interviewing the members of staff from five different small businesses. The sample was extended to include observation of the planning process in these firms. In this pilot phase, the number of businesses surveyed are small, collectively the information that was gathered allowed a clear analysis of written and verbal accounts to make comparison from the research to extract key themes from the data.

The majority of firms in the sample had been under control of the present management for less than five years. Almost two-third had been in business for only two years or less. As can be seen in Table 1, the hot food-takeaway establishments have been acquired recently, in comparison with wholesaling or retailing firms.

Table-1: Sample distribution of business

Function by Number of Years

<i>Number of Years in Business</i>	<i>Retail</i>	<i>Wholesaling</i>	<i>Hot Food</i>
0 - 1 Year	-	-	1
1 - 2 Year	-	-	1
2 - 3 Year	1	-	-
3 - 4 Year	1	-	-
4 - 5 Year	-	1	-

The selected organisations only agreed to co-operate in the study, if the organisation and the respondent remained anonymous. They are not therefore identified within the findings.

The Survey Findings

The scope of planning varies considerably from firm to firm. So too does the manner and extent of planning in relation to any particular activity or function. In two companies, the planning process does not cover any activities and functions, whether formalised or otherwise. Most long-term planning is related to the finance and far less attention is paid to personnel planning and organisation.

It is difficult to make even broad generalisations, because the scope of planning differs, so much from company to company. As already noted these companies put much emphasis on short-term profit planning and various aspects of financial long-term planning, particularly in relation to capital expenditure.

Management attitude and approach to long-term planning

Respondents gave several answers about their present planning systems stating that long-term planning was not essential, or even important to a business, as several owner-managers explain.

“We do not know from day-to-day or from month-to-month what our costs will be.”

“Of course, planning is vital. We look ahead as far as possible in all our various operational areas but we have no set planning guides or any formal co-operation of a planning process”.

“Obviously, we need to plan. However, we have no time to plan the activities. This is something that senior management should do”.

“We should have a planning framework, but with maximum flexibility and should plan about one year ahead”.

These are some typical comments received from the managers and supervisors. The majority of staff believed that some form of long-term planning was necessary. In addition, most staff stressed that planning was the responsibility of senior management and not of operational staff.

Difficulties Faced by the Companies

The staff and the management with regards to the difficulties faced by the companies made several incisive comments about advance planning process. Selections of these comments were made by the staff and management on planning difficulties, as explained by respondents:

“We have recognised for some little time now that one of our main problems is that we have not established precise objectives for the future.”

“We are trying to plan as accurately as we can. It will take a few years to plan as efficiently and comprehensively as other pizza companies.”

Taking these comments into account, we can see that these organisations are lacking true direction and surviving on a daily basis in a manner that could eventually see the demise of the business. Plans evidently need to be made and objectives set if success is to come.

Management showing greater interest towards long term planning

The findings obtained through interviewing and observation indicate that management is now taking a greater interest in the planning function than ever before. In particular, growing importance is being attached to some form of long-term planning process. The management is slowly introducing changes. Indicating that they are in the process of introducing long-term plans for the future.

The extent to which the planning methods have been developed and formalised to date is hard to say. As no concrete evidence has been obtained from management. The owners have built from the majority of businesses next to nothing and it can be said that the planning framework has been developed to suit individual personalities.

The scope of planning methods varies considerably from company to company, as does the style and extent of planning in relation to a particular function or activity. In one company, not all activities and functions were covered by the planning process formalised or otherwise. Most of the long term plans related to the financial side of the business, far less attention being paid to production, marketing and personnel areas.

The planning process changes from one organisation to another so that it is difficult to make even broad generalisations about the reasons for these companies failing to plan successfully for the long term. As already noted, the companies concerned put most emphasis on short-term profit planning and various aspects of financial long-term planning, particularly in relation to annual expenditure.

Experience of respondents of short-term and long-term policies

Most members of staff interpreted "Short-term" policies as those used by the company over a one-week period, and long-term policies as the annual budget. The majority of them believed that long-term planning could be associated with anything from one-month to one year.

This finding indicates that the companies have no formal co-ordination or integration between long-term and short-term planning. The scope of the planning process was generally found to be somewhat limited. In addition, the present planning processes were not completely co-ordinated by senior management, either formally or informally.

There seems little doubt that the senior management appreciated the status and importance attached to a planning process. In contrast, the author believes that all staff considers themselves "**Masters of their own art**", none of them

pay any attention to a long-term planning system. As explained by one respondent:

“We have no major problems with our methods of planning. It would perhaps be useful for the company to keep records of various decisions, which are made at informal and formal meetings. This is more of a minor than a major problem”.

This was the opinion of one respondent, who felt no regrets with regards to the lack of a formalised long-term planning system, but none the less recognised that it was important for the company to introduce a long-term planning system, in order to survive in the given market.

Present position of formalised long-term plans

Table 2 indicates the extent to which long-term planning has been formalised in various major areas of activity by the five organisations who have some measure of organised and co-ordinated planning. Attention is drawn to the fact that the table emphasises the present position of formalised long-term planning. As already mentioned above these companies spend a considerable amount of time on planning the financial activities of the organisation. For example, it can be seen that these companies spend only minimal time on marketing, production, and personnel activities. However, this does not mean that marketing, production and personnel activities are completely neglected by the organisations. In a few companies it does receive quite considerable attention.

For example, in one company, the senior management sets long-term and short-term financial goals. They are particularly interested in achieving a higher return on the investment of the company as a whole rather than meeting improved marketing, personnel or production activities.

The Results Round Key Issues

Table-2: Scope of formalised planning processes

Finance	Considerable
Marketing	Moderate
Production	Minimal
Personnel	<i>Not at all</i>

Obviously, some small businesses are family-run businesses that do not aspire to become large organisations. As the Leeds Metropolitan University study shows (2000) nine out of ten small firms are best described as ‘life-style entrepreneurs’. The life-style entrepreneur’s aim is to survive the economic

climate on a day-to-day basis rather than trying to develop into a larger company or planning for the future. Planning is seen as something that is linked to economic objectives and many of these firms are unlikely to recognise the value of planning.

The planning techniques present in unambitious small businesses are concerned with the more immediate future, and do not involve new objectives for the long term. Their planning and control systems are not highly formalised and documented procedures. Not only are the procedures and documentation very informal, in addition, the company lacks formal objectives and set guidelines that would indicate to staff precisely where they are heading. Management also appears to lack the ability of co-ordinating planning at staff level.

The evidence which has been collected suggests the following reasons why these organisations are failing to achieve the expected classical planning system:

- Conflict between hands-on management and owners who have removed the entire decision-making process, leaving the organisation's thinking in a disjointed state.
- Lack of commitment to the planning system. In addition, at the present management are too busy with short-term concerns and considerations.
- Management is failing to develop and implement sound strategies, as the overall planning framework used is poorly designed.
- Plans based on faulty assumptions are leading to invalid results.
- Lack of clear delegation from management to staff causes problems for the staff who are to implement the plans.
- Unpredictable and rapid changes—in internal structure and increasing sales of food—cause planning problems for these companies.
- Problems with the organisation's hierarchy; no clear identification of who does what.
- Lack of business knowledge from owners, leading to mis-management of the organisation.

Improving Planning in the Future

As with so many aspects of planning it is difficult to obtain a completely clear picture with regard to the development of planning methods in the future. In order to improve the present planning system management must adopt the following important points to achieve effective and efficient long term planning system.

The findings indicate that the companies do not make the long term planning process an essential tool of management techniques in relation to survival. In addition, the formalised planning method that is being used by the company is focused almost entirely on the financial side of the business. It is difficult to sum up whether the company does want to achieve long term planning in the future or prefers the present management technique of planning. All organisations appear reasonably satisfied that their methods of planning have been successful. In two companies management considers that the company's record and progress reflect the success and planning. In this respect one company's owner said:

“Whether we succeed or not depends mainly on factors of the company's control. It doesn't matter whether company plans or not”.

However, almost every survey company illustrated the success of its planning methods various according to development and marketing of new products.

Conclusion

Despite the small sample of companies surveyed, there is no clear link or pattern between the quality of the planning process and those enterprises which obtained the most successful results during the last few years. It would also be a mistake to attempt to draw conclusions about the extent to which planning existed in the small business sector.

The survey suggested that there is a general consensus of opinion amongst staff that the senior management and owners had insufficient time to devote too long-term planning priorities. Few managers believed that long-term planning is necessary. There may be general awareness of the concept and genuine interest in various aspects but one can conclude that, worthwhile long-term planning is definitely not widely practised by the types of firm examined in this study.

The findings of the study indicate that even though long-term planning in a formal sense is unlikely to exist in small firms. The owner-managers of successful firms are well aware that for the success of the business it is important to adopt the planning methods in place to meet the new challenges for the future.

The owners of small businesses appreciate that they cannot progress without planning in the future and that change is important. Their existing methods may have been reasonably successful, but they will not necessarily be adequate in the future.

They are beginning to think in terms of a long-term planning philosophy. Hospitality organisations need a planning framework of overall objectives, within which more realistic and efficient objectives can be developed.

The Fear of Long-term Planning in Small Hospitality

To sum up, it can be said regardless of size or type of business that, to survive in any given market, long-term planning is a vital tool in the long run for any business to meet its goals.

This study was only a pilot, as 5 companies do not reflect fully the small business sector. Nevertheless, only an in-depth study can help us to explore and develop this pilot study in a larger study.

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