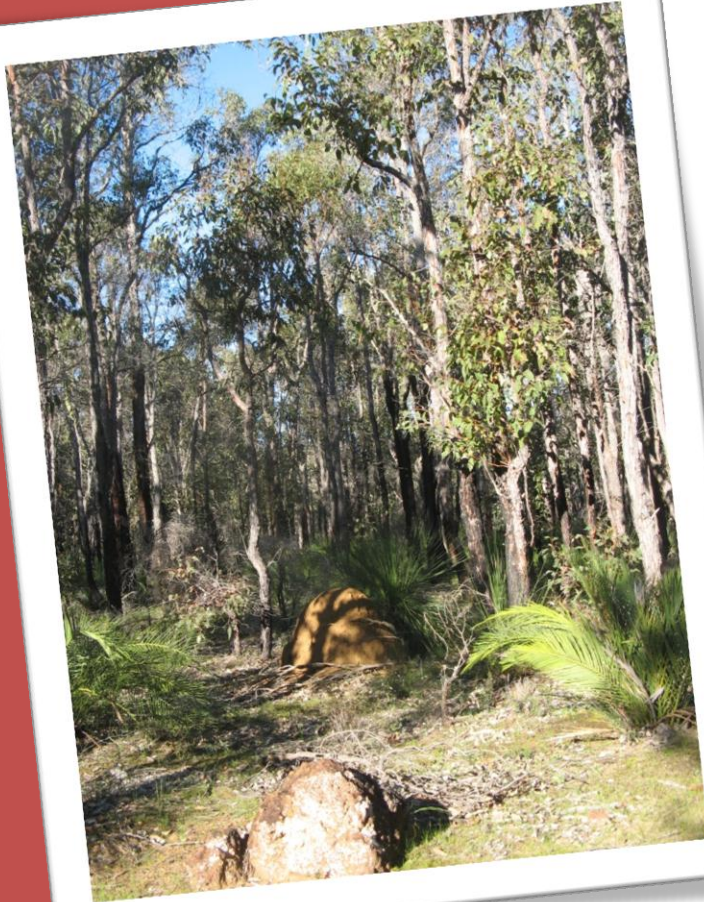


# STRATEGIC DESTINATION MANAGEMENT PLAN

2012 - 2016



Perup - Nature's  
Guesthouse

TOU303  
Tourism Management  
Supervisor: Dave Cooper



Department of  
Environment and Conservation







**PERUP - NATURE'S GUESTHOUSE**  
**ECOTOURISM DESTINATION**  
*Strategic Destination Management Plan 2012-2016*

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Developed for:







...Where nature welcomes you to  
its backyard.





### **OUR VISION**

To provide a unique and sustainable forest experience to visitors of the Perup region in the South West by offering an invaluable eco-education and eco-tourism experience.



## **OUR MISSION**

Perup - Nature's Guesthouse will provide an enriching and satisfying tourism experience through facilities and services that are ecologically, socially and financially sustainable. This will be further achieved by extending and enhancing tourism activities, education and interpretation programs on-site.

These improvements will be complemented by an informed management structure to secure the long - term viability and sustainability of Perup - Nature's Guesthouse, including a comprehensive marketing program, increased community engagement and informed human resource management. In addition, this will ensure a high quality visitor experience, so that this destination can exist as a valuable resource for South West communities long into the future.



*DISCLAIMER*

Implementation of recommendations made by the project team and overall destination management is at the discretion of the DEC and other stakeholders of Perup - Nature's Guesthouse. Destination planning is limited to the progress of each planning stage and its success rate. Implementation of the strategic destination management plan is to be carried out over a five year period that incorporates continual review for each stage of the development process.

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Brush-tailed Possum  
Photo: Elysia Harradine, 2011





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and everyone not acknowledged by name that helped in one form or another;

Thank you.

The Perup Region Strategic Planning Group







# Executive Summary

While Perup - Nature's Guesthouse (PNGH) provides a number of basic facilities and services to visitors, the destination has yet to develop an 'identity'. As a result, PNGH has not yet reached its full potential. The following management plan provides information and strategic recommendations for perusal by PNGH stakeholders. Over the next five years, it is anticipated that the strategies identified in the strategic management plan will encourage an increased environmental awareness in visitors, whilst developing the business into a sustainable eco-tourism destination.

## Destination Goals

1. Increase the financial viability of Perup - Nature's Guesthouse so that it is sustainable, offsetting running costs and assisting in future sustainable development and conservation efforts in the Perup region.
2. Improve and expand the eco-tourism product along with the identity and services of Perup - Nature's Guesthouse through a variety of media.
3. To become an established facility for eco-educational experiences for all interest groups and tourists who visit the Perup - Nature's Guest House.
4. Expanding the tourism product by providing activities that will encourage increased environmental awareness and enrich the nature-based and ecotourism tourism experience.
5. Improve infrastructure, services, technology and access to allow for increased visitation to PNGH whilst remaining environmentally, economically and socio-culturally sustainable.
6. Develop and maintain strong relationships with local and regional businesses, tourism operators and the non-business community, such as schools, interest groups and residents. Engage the local community and develop partnerships with local and regional businesses to expand knowledge of the destination and encourage funding and sponsorship.
7. Ensure sufficient human resources for site planning and management, to ensure a positive experience for visitors.

## Key Strategic Issues

Several key strategic priorities, as identified from the goal set, have been selected to enhance the identity and management of Perup - Nature's Guesthouse over a 5 year period. It is anticipated that the running costs of the facility will be offset as a result of the recommendations being implemented in this plan.

Priority areas include:

- ❖ Financial Viability
- ❖ Marketing
- ❖ Education and Interpretation
- ❖ Attractions and Experiences
- ❖ Facilities, Services and Visitor Management
- ❖ Community Engagement
- ❖ Resource Management



# 1. Introduction

## 1.1 Destination Background

Perup - Nature's Guesthouse is situated within the South West region of Western Australia, 267km south of Perth (See Figure 1) and is managed by the Department of Environment and Conservation (DEC). The region encompasses a number of nature reserves and State Forest, including the Tone-Perup Nature Reserve and Perup Sanctuary; all of which have significant environmental and historic value (Wayne and Moore, 2011). The Guesthouse has the potential to serve as an access point for visitors to experience and learn about the culture and nature of Western Australia's South West.

## 1.2 Historical Context

The initial function of PNGH was to provide a base for conservation research of the flora and fauna in the surrounding Jarrah forest . In the 1980s, nature-based tourism activities were introduced at PNGH. As a result, basic housing was installed to accommodate visitors who participated in conservation activities such as spotlighting, radio tracking, and trapping of fauna species . In addition, two commercial tour operators (CTOs) began visiting PNGH, and schools and universities started to use the site for field- based education activities . The site was redeveloped in 1993 and 2003 to update PNGH's facilities to those seen today.

## 1.3 Current Tourism and Use

PNGH provides the opportunity for guests to experience the Jarrah forest through recreational walking trails, night spotlighting walks and trapping tours . Visitors at the site also have the opportunity to spot a range of wildlife around the facilities. The site has a range of accommodation types, and a classroom which is available for group activities. For a detailed list of the facilities available at PNGH, please refer to Appendix 1.

However, PNGH has low visitation rates, and is no longer used by CTOs. This may be a consequence of

- ❖ The isolation of the destination,
- ❖ Limited available tourist activities,
- ❖ Limited facilities,
- ❖ Little/ no marketing, or
- ❖ Competition from nearby tourist regions.



Photo: Lee Griffith, 2011

# 1. Introduction



## 1.4 Future Direction

Perup - Nature's Guesthouse provides a valuable education service to both the local and wider community, and allows visitors to enjoy and experience the surrounding forest environment. It is also a resource for tourism activity, and promotion of this facility could enhance tourism throughout the South West and the Great Southern region. Managed tourism growth may also be required in order for the Guesthouse to facilitate continued conservation research. Ensuring the viability and sustainability of Nature's Guesthouse into the future will secure a valuable resource for the community and the state. This plan suggests strategic actions in order to remediate current problems that may come between PNGH and long-term viability.



Photo: Elise Pinto, 2011



# 1. Introduction



Figure 1: Location of Perup - Nature's Guesthouse (Adapted from DEC, 2010)





Lake outside Wilderness Lodge  
Photo: Elise Pinto, 2011





# 2. Sustainable Tourism

(Literature Review)

## 2.1 Sustainable Tourism

Tourism was once thought to 'do no damage' to the environment, especially given attitudes implying natural destinations as 'free' resources, available to and used by everyone (Howie, 2003). Through recent years this attitude has changed, and currently acknowledges that tourism activities and development generate both positive and negative impacts on the natural, socio-cultural and economic aspects of a destination (Weaver, 2006). As a result, sustainable destination management and tourism planning approaches have been developed. Not only do these approaches incorporate sustainable development principles, but they also provide a means for implementing effective management strategies for a specific attraction or destination (Weaver, 2006).

The idea of sustainable development was first recognised by the United Nations World Commission on Environment and Development in 1987, with the publication of the Brundtland Report. The report outlined the damages occurring to the world's natural resources as a result of human use, and suggested that these precious environments should be preserved for the benefit of future generations (WCE, 1987). This new focus and direction was aimed at minimising negative human impacts whilst preserving the value of the natural resource (Hunter, 1997). Since its establishment, sustainability concepts have been used in a number of different industries and sectors, including tourism (Gössling, 2009). The introduction of sustainable development initiatives in tourism management and destination planning has not only added value to the tourism industry, but ensured its existence over the long term (Howie, 2003).



Photo: Anette Madsen, 2011



# 2. Sustainable Tourism

(Literature Review)

## 2.2 Tourism Models and Frameworks for Destination Management

To become recognised as an eco-tourism destination, management and planning must identify specific areas in which sustainable development theories should be applied. This report harnesses ideas from several theoretical frameworks including Butler's Destination Lifecycle Model (1980), Getz's Framework (2007), The Marketing Mix (2003) and Miossec's Model for tourism development (2003). These frameworks provide a guideline for managers of PNGH to secure its financial viability and long-term future as an eco-tourism destination.

Butler's Destination Lifecycle model (See Figure 2) (Butler, 1980, p.7) provides a basis for the scope of research in this strategic plan. According to Butler's Model, PNGH is currently undergoing a transitional stage, and is sitting between the Exploration-Involvement phases. This indicates that PNGH is currently in a relatively early phase of potential growth. Thus, before visitation can increase, research must clarify appropriate ways to involve, develop and consolidate positive tourism growth. Specifically, target markets and the physical features required for tourism development must be examined.

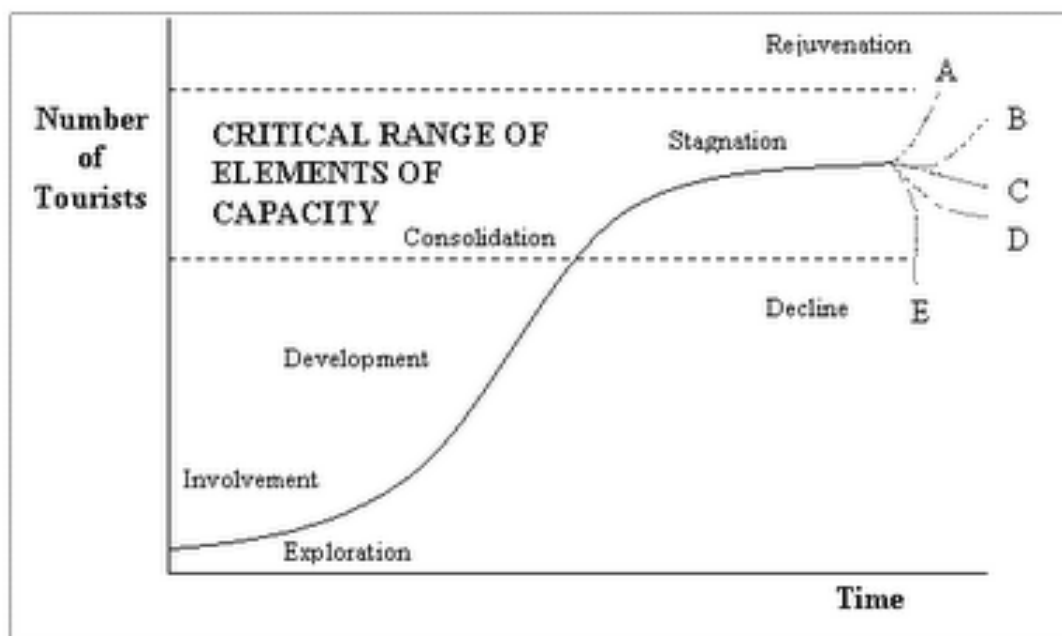


Figure 2: Butlers Destination Lifecycle Model (Source: Butler, 1980 )



# 2. Sustainable Tourism

## (Literature Review)

The Antecedents and Decision Making Process Framework (See Figure 3) (Getz, 2007, p.236) encapsulates the motivations and behaviours behind tourists visiting an event. In relation to the strategic planning and management of PNGH, the term ‘event’ will be replaced with the word ‘destination’. The motives of visitors can be identified by applying Butler’s Lifecycle. As target markets consist of school groups and nature-based visitors, initiatives to increase visitation at PNGH should focus on an early ‘Involvement’ phase.

The Antecedents Framework therefore outlines ways in which these visitors will feel encouraged to visit PNGH. Furthermore, identification of potential markets has also been aided by this framework, as removing barriers and constraints will open the visibility of PNGH to other visitors.

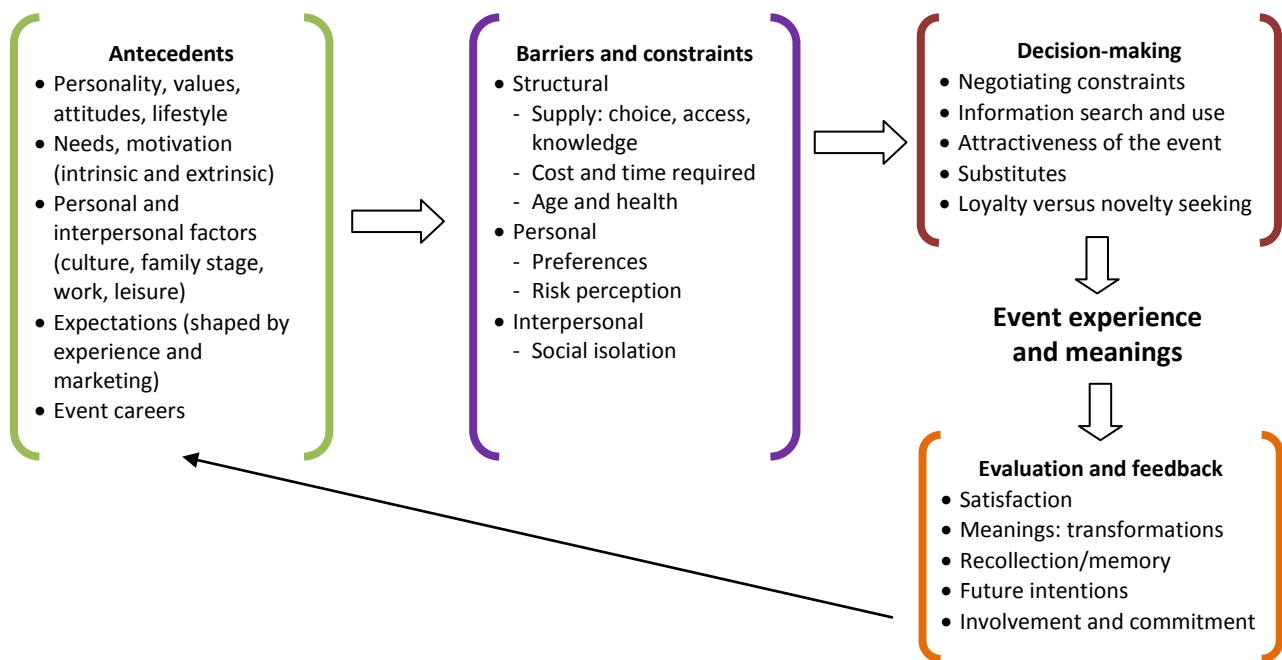


Figure 3: The Antecedents and Decision Making Process Framework (Adapted from Getz, 2007)

The four P’s or the ‘Marketing Mix’ (See Table 1) (Howie, 2003, pp 149-150) consist of the Product, Price, Promotion and Place, which allow for an analysis of current marketing existence. In relation to PNGH, the product is the destination itself; the price is value for money (which can be subjective due to dependence on levels of monetary support). Promotion is the actual marketing process and therefore is vital to the destination management plan, as it cannot be sampled before hand and a range of materials have to be made available. The Place is where the decision to purchase the product is made. By addressing these points, it is possible to create viable marketing strategies for the destination. Authenticity is also important, as it contributes to the creation of an induced image.





# 2. Sustainable Tourism

(Literature Review)

Table 1: The 4 P's (Product, Price, Place and Promotion) of the 'Marketing Mix' in relation to PNGH.

'P'	RELATIONSHIP TO PERUP - NATURE'S GUESTHOUSE
<b>Product</b>	The PNGH unique natural environment. Surrounded by jarrah forests and home to endemic species this is a rare opportunity to experience a native area of the South West
<b>Price</b>	Through various incentives (see other strategies) will it be possible to create a product which is unique and competitive.
<b>Place</b>	Distribution is non-existent as it is nature and educational experiences which is offered.
<b>Promotion</b>	Brochures, internet, information sessions and word of mouth

Miossec's Model (Howie, 2003, p.58) considers business and community involvement, and examines a destination's characteristics (See Figure 4). If managed correctly, business and community involvement could aid positive and sustainable growth in PNGH. This model also indicates the role of transport in tourism, the decision maker's attitudes toward tourism, identification of competition in services and attractions close to the destination, and the involvement of all residents and stakeholders. All these aspects need to be addressed in the management of PNGH.

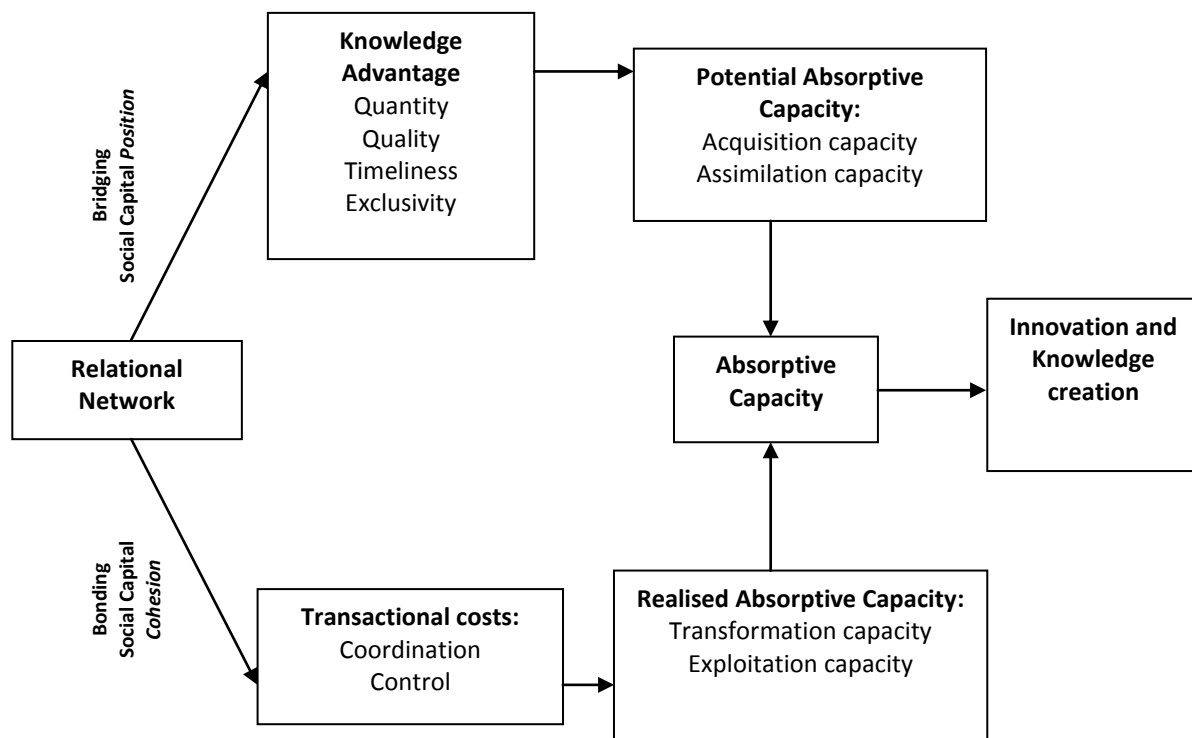


Figure 4: Miossec's Tourism Development Model (Adapted from Howie, 2003)





Nature's Guesthouse backyard  
Photo: Anette Madsen, 2011



# 3. SWOT Analysis of Perup

## Strengths, Weaknesses, Opportunities and Threats



**Table 2: SWOT Analysis**

For SWOT analyses that address the specific components of PNGH, please refer to Appendix 2.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Unique opportunities to see rare and endangered native flora and fauna</li> <li>- Located within a dieback-free jarrah forest</li> <li>- 5 nature trails</li> <li>- Research site for forest management and nature conservation</li> <li>- Pre-existing self contained accommodation</li> <li>- Renewable energy and recycling systems with no dependence on main power grid</li> <li>- Potable water via rainwater collection</li> <li>- Community involvement – volunteering programs</li> <li>- DEC staff supply knowledgeable and accurate information (authenticity of experiences withstands)</li> <li>- Lack of distractions for visitors so they can learn and appreciate the natural surroundings</li> <li>- Established environmental and sustainability values</li> </ul>	<ul style="list-style-type: none"> <li>- Limited access</li> <li>- No public transport</li> <li>- Weak product identity and marketing</li> <li>- Limited advertising strategies</li> <li>- Current energy and water systems are insufficient for increased accommodation use and services</li> <li>- Limited opportunities to see fauna</li> <li>- Limited available activities</li> <li>- Limited services for accommodation: i.e. internet connection, mobile coverage, provision of linen</li> <li>- No nearby medical facilities</li> <li>- Limited disabled access</li> <li>- Leniency in payment rates for local organisations</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Guided walking tours: Day and Night</li> <li>- Further development of accommodation for increased visitation</li> <li>- Provision of unique nature-based and recreational activities and experiences (including cultural and historical)</li> <li>- Corporate use and educational facilitation</li> <li>- Focus on niche tourism markets</li> <li>- Increased and improved marketing</li> <li>- Increased business opportunities with external tour operators and shire partnerships</li> <li>- Research and education partnerships</li> <li>- Aboriginal interpretation and education</li> <li>- Improved renewable energy systems</li> <li>- Provision of interpretative signage</li> <li>- Eco-tourism certification</li> <li>- Upgrading current road access</li> <li>- Incorporation of local attractions and products/services with PNGH</li> </ul>	<ul style="list-style-type: none"> <li>- Natural disasters: fire, flooding, etc</li> <li>- Spread of dieback</li> <li>- Competition with other attractions</li> <li>- Carrying capacity is exceeded</li> <li>- Possible lack of knowledge from personnel taking tours (volunteers) leading to inauthentic experiences</li> <li>- Conflict between stakeholders, tour operators, business owners and local community</li> <li>- Uncontrolled visitor access to restricted zones</li> <li>- Physical impacts to environment, e.g. soil erosion and compaction</li> </ul>



# 4. Strategic Plan

(Recommendations)

## 4.1 Budget Strategy

*Goal:* Increase the financial viability of Perup - Nature’s Guesthouse so that it is sustainable, offsets operational costs and assists in future sustainable development and conservation efforts in the Perup region.

### *Current Situation:*

The current financial disposition of Perup - Nature’s Guesthouse may not be conducive to long- term viability (Figure 5; Figure 6). This is due to a number of reasons. Low visitor numbers and high outgoing expenditures over past years have led to a decline in available funds and income, and therefore a lack of financial sustainability. Over the years 2008 - 2010, revenue has amounted to less than half of PNGH’s expenses (Gardiner and Norrish, n.d). Seasonal visitation may also challenge financial stability, as some months during 2008 - 2010 received no visitation, especially during January, December and July (Gardiner and Norrish, n.d).

A narrow visitor market consisting mainly of school and special interest groups account for the majority of PNGH’s visitation. However, there is often a leniency towards payment rates for local school groups, which has decreased the chances of financial viability at PNGH quite dramatically. Some visitation exists as opportunistic bookings from tourists, but most of these are made *ad hoc*, and are not predictable. However, there is increasing repeat visitation from local special interest groups who use PNGH for nature-based activities and as a meeting place.

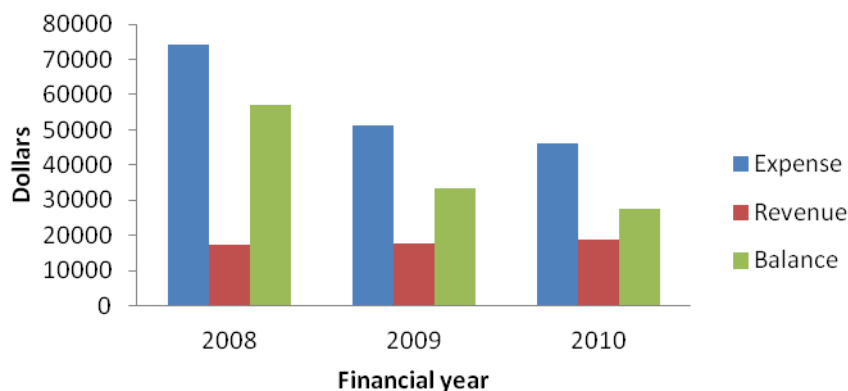


Figure 5: Book-keeping data from PNGH between the financial years of 2008 and 2010 (Source: Gardiner and Norrish, n.d)



# 4. Strategic Plan

## (Recommendations)

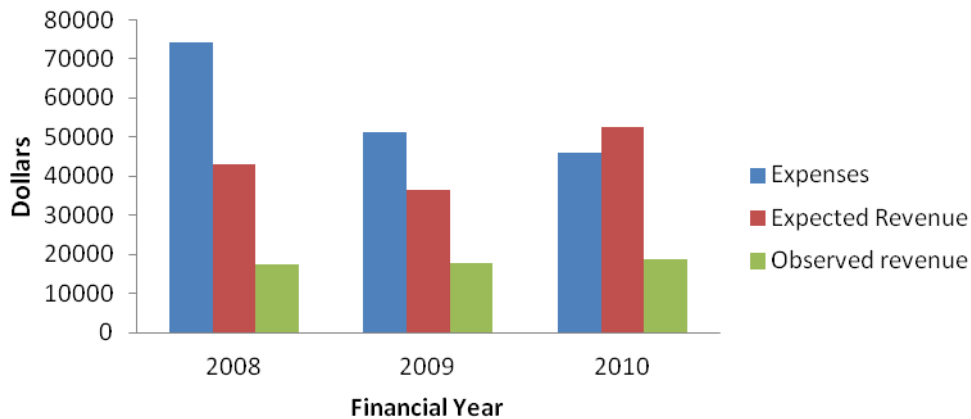


Figure 6: Expenses, expected revenue and observed revenue using book-keeping and visitor data from Perup - Nature's Guesthouse over the years 2008- 2010. Expected revenue was calculated by multiplying each recorded visitor with the accommodation rate associated with their visitor type, as defined in Appendix 6 (price listings for accommodation).

### Future Direction:

In order to secure PNGH as a long-term eco-education resource for the public, financial viability and sustainability must firstly be achieved (Weaver, 2006). This opinion is widely supported throughout sustainable tourism and ecotourism- based literature, in which it is recognised that economic and financial viability is vital to overall sustainability, and can provide direct financial benefits to conservation and resource management (Newsome *et al*, 2002). For this reason and to ensure its contribution to environmental education and ecotourism in the South West indefinitely, the financial viability of PNGH is of the upmost importance. The strategies detailed below aim to offset annual expenses and enable PNGH to become financially self-sufficient by 2014.

Table 3: Key objectives and planning criteria for budget strategy.

OBJECTIVES	SUCCESS CRITERIA (TARGET)	SUGGESTED MONITORING PROTOCOL
Secure funding.	Funding is secured to facilitate development projects over the next 5 years.	Annual monitoring of funding allocations and identification of future funding needs.
Increase revenue.	Equal to or higher than annual expenditure. Revenue is equal to or higher than expenses by 2014.	Annual monitoring of expenditure and revenue.
Further research.	Benefit - Cost Analysis (BCA) of recommendations is undertaken and used to inform decision-making.  The implementation of a monitoring system to measure annual visitation trends and activity use.	Not Applicable.  Regular updating of visitation records, with an annual evaluation period.



# 4. Strategic Plan

## (Recommendations)

Table 4: Grants available to Perup - Nature's Guesthouse.

ORGANISATION	GRANT	LIMIT	PROJECTS COVERED
Dept. Regional Development and Lands, Community Development Division.	Royalties for Regions.	No limit imposed.	Infrastructure development, sustainability initiatives, business expansion that creates jobs and increases tourism in a regional area.
	RFR: Regional Grants Scheme.	No limit imposed.	Projects to expand social and economic opportunities (including employment), and that plan for a sustainable economic and social future.
Tourism WA.	TQUAL	\$100 000	Collaborative community tourism industry development projects.
Lotterywest Commission.	Heritage and Conservation: conserving natural heritage.	\$15 000 per annum. For unincorporated groups, otherwise unlimited.	Activities aiding conservation of natural habitats through planting, protecting, and increasing awareness.
	Heritage and Conservation: Interpreting cultural heritage.	\$15 000 per annum. For unincorporated groups, otherwise unlimited.	Signage for heritage trails, information and education mediums, public education programs.
	Organisational Development.	\$15 000 per annum. For unincorporated groups, otherwise unlimited.	BCAs, economic plans, marketing research, strategic plans, feasibility studies, training and development, establishing best practice.
	Trails.	\$15 000 per annum. For unincorporated groups, otherwise unlimited.	Trail planning, construction, marketing and upgrades, for various types of trail.
Local Government.	Environmental Community Grants Program.	No limit imposed.	Includes biodiversity conservation, sustainable catchment management, fauna rehabilitation, and interpretation and sustainable recreation in natural areas.



# 4. Strategic Plan

(Recommendations)

Table 5: Sponsorship programs available to Perup - Nature's Guesthouse.

ORGANISATION	LIMIT	FEATURES OF SUCCESSFUL PROJECTS
Rio Tinto WA Community Investment.	No limit imposed. Sponsorships over \$5000 require a project proposal.	<ul style="list-style-type: none"> <li>Benefit communities that neighbour Rio Tinto operations in WA.</li> <li>Will enhance Rio Tinto's reputation amongst stakeholders and communities.</li> </ul>
Water Corporation.	None specified.	<ul style="list-style-type: none"> <li>Events and activities that focus on sport, youth, education, the environment, and cultural activities.</li> </ul>
McDonald's.	None specified.	<ul style="list-style-type: none"> <li>Benefit the wider community</li> <li>Promote balanced and active lifestyles for children.</li> <li>'Grassroots' community focus.</li> </ul>
Alcoa.	No limit imposed. Sponsorship includes financial or in-kind support, or volunteering.	<ul style="list-style-type: none"> <li>Clear strategy.</li> <li>Community benefit.</li> <li>Sustainability and environmental focus.</li> </ul>
Peet Limited - WA office.	No limit imposed.	<ul style="list-style-type: none"> <li>Environmental sustainability.</li> <li>Family and community-based activities.</li> </ul>
Satterley Property Group.	4 sponsorship types: Small Equipment Grants up to \$500. Matching grants up to \$2000 Small Event Sponsorship up to \$5000. Large Event Sponsorship up to \$20 000.	<ul style="list-style-type: none"> <li>Environmental sustainability focus.</li> <li>Community based.</li> <li>Education opportunities.</li> <li>Youth development programs.</li> <li>Sport, recreation and health lifestyle.</li> <li>Self-sustaining in the long-term.</li> </ul>
Chevron.	Not specified.	<ul style="list-style-type: none"> <li>Protects the environment and reflect other Chevron values.</li> </ul>



Photo: Elise Pinto, 2011





# 4. Strategic Plan

(Recommendations)

Table 6: Strategies to achieve financial viability.

STRATEGIES	ACTIONS	PRIORITY
		1: 1-6 months; 2: 6 months – 3 years 3: 3 years – 5 years
<b>Secure Funding</b>		
Identify needs for funding.	Identify areas which may benefit from improvement or maintenance and would require extra funding to undertake (this will influence which grants are applied for).	1
Apply for grants.	Refer to Table 4 for grants available to PNGH. Grants are available to support: Sustainable development. Tourism development. Indigenous tourism activities. Community-based conservation. Environmental education/interpretation. Research for economic viability. Trails and other recreational resources.	1-3
Explore sponsorship opportunities from private sources.	There are a large number of corporations that are willing to sponsor projects or organisations that benefit the community and their reputation (Refer to Table 5).	1
Provide opportunity for other contributions.	Provide a donation box on-site for donations to improve services or contribute towards conservation programs.	1
	Initiate an 'adopt a woylie/ numbat/ wallaby' program: Identify an appropriate species to become adoption candidates (e.g. from Perth Zoo). Compile information and photos. Create information pamphlets and web pages. Create a website 'adoption' link on PNGH websites. Install information in guest rooms.	2
<b>Increase revenue from visitation</b>		
Apply a consistent minimum rate per night for schools and other groups.	Meet with local organisations that return regularly e.g. local schools and special interest groups, to discuss a minimum rate, or to negotiate a special price. Update information brochures with new rates.	1-2
Introduce activities that will generate revenue.	See strategic recommendations for tourism activities and education/ interpretation (pp. 32 - 39).	1-3





# 4. Strategic Plan

(Recommendations)

STRATEGIES (CONT'D)	ACTIONS (CONT'D)	PRIORITY (CONT'D)
Even out seasonality effects.	Introduce events and activities over periods of low visitation.  Marketing initiatives (See strategic recommendations for marketing Table 8).	1-3
Increase visitation.	Identify the carrying capacity of PNGH for visitation (e.g. maximum level of monthly visitation).	1
	Promotion through marketing initiatives.	1
Research and Analysis		
Benefit- Cost Analysis (BCA).	Organise for a BCA to consider recommended strategies that may involve a level of financial investment.  Use the outputs from BCA to inform decision making and prioritisation of recommendations.	1-2
Monitoring Systems.	Continue a monitoring system to evaluate annual visitation trends, consistent with records from 2008-2010.	1



Photo: Otters Adrift, 2011



# 4. Strategic Plan

(Recommendations)

## 4.2 Marketing

*Goal:* Improve and expand the eco-tourism product along with the identity and services of Perup - Nature's Guesthouse through a variety of media.

### *Current Situation:*

Butler's Destination Lifecycle Model (See Figure 2) identifies the evolution of a destination in regards to visitor numbers. PNGH is currently in the exploration and development phase, where marketing initiatives are minimal and further action is required (refer to p. 19 for an explanation of the model). It is therefore not surprising that current marketing initiatives for PNGH are restricted to a handful of websites. There is also no signage on surrounding roads and crossings, or in nearby towns, and although there is a degree of local school involvement and community awareness, it is partial and requires rejuvenation. Advertising is also lacking at surrounding visitor centres such as Bridgetown, Manjimup, Boyup Brook and Walpole, where information in regards to PNGH is almost non-existent.

### *Future Direction:*

Over the next five years, it is expected that the visibility of PNGH will expand and provide for a niche tourism market where self-guided tourists and a range of educational and other special interest groups can enjoy an eco and nature-based tourism experience.

Several initiatives may be implemented to improve overall marketing and visibility of PNGH. These include the breakdown of barriers as indicated by the Antecedents Framework (See Figure 3). This would require extensive internet advertising, the construction of more prevalent road signage, as well as brochure distribution to local visitor centres and attractions. Marketing for school groups and tertiary students would also need to become more focused given the percentage of students which have previously visited PNGH in the last two-three years (See Figure 7). While the main focus group will remain school and special interest groups, with increased marketing efforts it is expected that numbers of self-guided tourists will substantially increase.

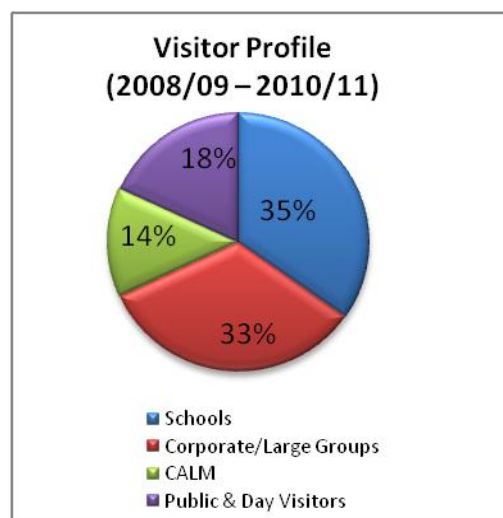


Figure 7: Comparison of visitor types to PNGH in the last 3 years. (Adapted from Gardiner and Norrish, 2010)



# 4. Strategic Plan

(Recommendations)

**Table 7: Key objectives and planning criteria for marketing.**

OBJECTIVES	SUCCESS CRITERIA (TARGET)	SUGGESTED MONITORING PROTOCOL
Increased local awareness.	All visitor centres and destinations containing information on PNGH, which is utilised by tourists.	Visitor surveys, check with visitor centres and local destinations annually.
Public access to information.	The majority of visitors (70%) hearing about PNGH from online sources and half (50%) using online booking systems.	Visitor surveys.
Increased road-side visibility.	Visitors finding their way to PNGH easily. Some clientele 'dropping' past after observing signs.	Visitor surveys.

**Table 8: Strategies for successful marketing.**

STRATEGIES	ACTIONS	PRIORITY 1: 1-6 months; 2: 6 months – 3 years 3: 3 years – 5 years
Create a website for PNGH.	Create and maintain a specific website for PNGH where potential visitors can read all about attractions and unique environment. Offer internet bookings for convenience to all visitors.	1,2
Produce a brochure.	Secure involvement with tourist centres in Manjimup, Nannup, Busselton, Collie, Bunbury and Albany.	1
	Partnerships with surrounding local business and wineries e.g. Ferngrove and Alkoomi Wineries to promote PNGH.	2
Internet Advertisements and Destination Guide of the South West.	Advertise in conjunction with other tourist websites and schemes e.g. the Destination Guide of the South West.	2
Signage on nearby roads.	Increase signage on surrounding roads in order to create awareness and prevent confusion when trying to visit PNGH.	2
Increase school visitation.	Distribution of brochures and creation of tab on website specifically for schools, educational groups and educational organisations.	1
	Providing information sessions for teachers, coordinators and students so that they obtain a 'feel' for PNGH before visiting.	2



# 4. Strategic Plan

(Recommendations)

## 4.3 Education and Interpretation

*Goal:* To become an established eco-educational facility, and provide interpretative experiences for all interest groups and tourists who visit Perup - Nature's Guesthouse.

### *Current Situation:*

Perup - Nature's Guesthouse provides all the basic facilities to cater for small and large groups, including a range of accommodation, facilities and teaching areas (See Appendix 1). Currently, the main visitation groups are schools, community groups and self-guided eco-tourists (Gardiner and Norrish, n.d). Although school groups have been the centre of focus for PNGH, there is currently a lack of comprehensive educational programs and activities on offer. Interpretation is also limited to the information provided to visitors before the walking trails commence.

### *Future Direction:*

Over the past few years, a number of tertiary students and corporate groups have visited PNGH. These markets may therefore be considered a potential growth area. PNGH should thus attempt to maintain relationships with school groups, and pursue tertiary students, as PNGH is an ideal facility for practical coursework or post-graduate research. Programs which are established for older school students could also be adapted to provide for corporate groups as well, in the form of staff training and education. Similarly, PNGH provides suitable facilities for corporate groups wishing to go on an overnight excursion for team-building exercises, training days, or conferences.

The strategies recommended aim to establish and maintain informative, interesting and challenging eco-education programs in which sustainability concepts are promoted and a sense of environmental responsibility is fostered (DEC, 2011). For the self-guided tourists, erection of interpretation panels around the area and especially around the walk trails may enable the tourists to engage and enhance the knowledge of the unique flora and fauna of PNGH. Well made sited panels can also be highly effective, as illustrated by Scottish Natural Heritage (See Appendix 3). Additionally, these strategies are linked to strategies for Marketing, Activities and Community Engagement.

Following the implementation of marketing strategies and further educational programs, it should become substantially easier to attract regular school visits from years 1-12. These programs are also intended to facilitate long-term relationships with a number of educational institutions, encouraging annual revisitation. For an example of a successful eco-education program in another DEC - operated educational facility, please refer to Appendix 4. These examples could be used and adapted to Perup - Nature's Guesthouse.



Photo: Save Warrup, 2010





# 4. Strategic Plan

## (Recommendations)

**Table 9: Key objectives and planning criteria for education and interpretation.**

OBJECTIVES	SUCCESS CRITERIA (TARGET)	SUGGESTED MONITORING PROTOCOL
Increase eco-education programmes.	Implementation with DEC's Eco-education programs by 2013.	Continuously. Surveys to be filled out by teachers and students after visit.
Increase eco-education visitation.	Increase in eco-education visitation by 15% by 2016.	See above protocol.
Implement interpretative panels for self-education.	Interpretative panels on all walks by 2014.	Continuously. Have voluntary questionnaires visitors can fill out at the end of visit.

**Table 10: Strategies to achieve education and interpretation.**

STRATEGIES	ACTIONS	PRIORITY
		1: 1-6 months 2: 6 months-3 years 3: 3-5 years
Create classroom activities appropriate for school years.	Activities focusing on the flora and fauna will be produced in conjunction with Department of Education in order to gain basic knowledge of PNGH.	1
Create teaching packs for classroom activities prior to visit.	In conjunction with above strategy, Department of Education will also generate a teaching pack which will enhance teachers' knowledge of PNGH prior to visit.	1
Develop informative and educational on-site day/overnight educational programs for early childhood.	In order to get most out of PNGH it is imperative that appropriate educational programs are in place. Thus it will become an interactive learning experience which will create a bond with the natural environment.	2
Develop programs for primary schools (early to mid childhood).	(Cont. from previous strategy) Department of Education along with Department of Environment and Conservation have developed eco-educational programs for other areas in W.A (See Appendix 4). Through cooperation with this established collaboration of departments it is possible to establish appropriate eco-educational programs for all school ages at PNGH.	2
Develop interactive programs for secondary school groups.	See above strategy.	2
Develop educational programs to enhance the knowledge of the indigenous culture in the area.	Through hiring and working with local indigenous persons it is possible to create educational programs unique to PNGH.	2
Develop evaluation protocols	Produce feedback sheets to be filled out by students, teachers, corporate groups and self-guided tourists which are to be on a voluntary basis for the continuous improvement of PNGH.	2



# 4. Strategic Plan

(Recommendations)

## 4.4 Activities and Experiences

*Goal:* To expand the tourism product by providing activities that will encourage increased environmental awareness and enrich the nature-based tourism experience.

*Current Situation:*

Surrounding nature reserves such as Tone-Perup Nature Reserve, Great Kingston National Park, and Unicup Nature Reserve (See Appendix 5) indicate the potential for providing a range of recreational activities. Currently, these reserves mainly cater for bushwalking. New recreational activities are being considered at this time for the future, such as horse-riding and bike trails.

CTO use of PNGH has declined in the past, from 12 overnight visits in 1999 to none in 2010. Most likely, this is a direct result of competition with other more popular tourist destinations, for example Pemberton or Walpole. Ideologically this is not a concern for DEC, as the guesthouse's primary objective is to provide eco- education for local communities, and to facilitate environmental research. There may be a need in the future to encourage tourism use of PNGH, to provide a supplementary income which may also take the pressure off local schools as the main provider of revenue at Perup.

Currently, Perup - Nature's Guesthouse offers a limited range of tourist activities. These include:

- ❖ 5 themed walking trails (See Appendix 6)
- ❖ Self- guided spotlighting tours
- ❖ Guided spotlighting tours, and
- ❖ Trapping tours (available to schools and special interest groups)

A price list for these activities can be found in Appendix 7.



Photo: The Hot Rock, 2010



# 4. Strategic Plan

(Recommendations)

## *Future Direction:*

To encourage visitors to Perup for one night or more, it may be beneficial to increase the opportunities for tourists to partake in nature-based activities. Although the establishment of activities will incur initial financial and time costs, a two-phase plan has been proposed in an attempt to reduce these cost and energy outputs. The phases are as follows:

1) The implementation of new activities, events and partnerships that will attract visitors (and increase revenue) while limiting cost and energy outputs. The estimated timeframe for Phase 1 is 1-2 years. These activities include:

- ❖ Interpretative, themed trails
- ❖ Geo-caching
- ❖ National Park Passport Stamps
- ❖ Orienteering
- ❖ Art workshops
- ❖ Things to do in Perup – Pamphlet
- ❖ Increasing the use of PNGH by CTOs

2) Activities associated with a higher implementation cost would be introduced at approximately 3-5 years, once additional funding has been secured. These activities include:

- ❖ Push Bike Trails
- ❖ Indigenous Tours and Cooking Classes
- ❖ Guided Tours
- ❖ Bird watching
- ❖ Blindfold Course
- ❖ Woylie Rehabilitation Centre



Photo: Sabrina Trocini, 2011



# 4. Strategic Plan

## (Recommendations)

**Table 11: Description of Proposed Tourism Activities.**

ACTIVITY	DESCRIPTION
Interpretative Trails.	The trails currently in use would be adapted to educate visitors on different aspects of the natural environment. The trails would take on themes and provide written interpretation (signage). Other activities such as rubbing plates (image impressions) and touching stations (samples of native vegetation and other materials), would provide a hand on experience for inspection by visitors at their own leisure.
Geo-caching.	This is a low-cost, low-impact activity, in which players use a Global Positioning System (GPS) to locate hidden treasures (caches). These cases are often hidden in areas that are culturally, historically or naturally significant. Once found, a player will fill out the logbook, and may swap the treasure items, usually inexpensive trinkets.
National Park Passport Stamps.	Stamps would be placed at points within the park or across a number of parks in the Perup region, in which visitors then attempt to visit as many places as they can to collect a series of stamps in their 'passports'.
Orienteering.	Orienteering requires navigation through areas to particular checkpoints, with the aid of only a map and a compass. Although this activity can be done recreationally, it is also a competitive sport. In the future, PNGH may provide a base for orienteering competitions.
Art Workshops.	Workshops would provide a medium (photography, art or craft) that encourages visitors to appreciate the natural aspects of the Perup Sanctuary. Artist-in-residence programs could also be provided, in which an artist would attend and teach their own workshop for a selected period, usually 1-2 weeks.
Things to do in Perup – Pamphlet.	This pamphlet would outline the experiences and activities available to tourists visiting the Perup Region. Partnerships between other businesses would ensure that PNGH would also be promoted.
Push-bike Trails.	Push-bikes would be hired to visitors as an alternate way of experiencing the natural area. Specific trails would need to be provided, in conjunction with horse riding trails.
Indigenous Tours and Cooking Classes.	Indigenous tours would involve the knowledge and require participation of local indigenous people to provide information on the local environment as well as the Aboriginal culture. The cooking classes would demonstrate the use of traditional recipes, ingredients and methods.
Bird Watching Hide.	A camouflaged bird watching hide would provide avid bird watchers with a place where they can observe the bird life at PNGH. The provision of information sheets and binoculars would also encourage interested parties to participate in this activity.
Blindfold course.	In this activity, visitors are encouraged to disconnect their sense of sight, by wearing a blindfold, to enhance other senses. At specific points along a rope (indicated by a symbol carved into a wooden post), the visitor is required to stop and smell, listen, touch objects, or navigate obstacles.
Woylie rehabilitation and Interpretation Centre.	Woylie joeys dropped from the pouch during trapping exercises are often not viable for release. Subsequently, they may go to wildlife parks, or contribute to breeding programs. An on-site rehabilitation centre for Woylies at PNGH would contribute to the environmental education of guests visiting PNGH.





# 4. Strategic Plan

## (Recommendations)

Table 12: Key objectives and planning criteria for activities and experiences.

OBJECTIVES	SUCCESS CRITERIA (TARGET)	SUGGESTED MONITORING PROTOCOL
2-phase process.	In each phase, introduce a further 2 activities. Expenses do not exceed revenue by more than 10%.	In each phase, at least 2 new activities are introduced. Book-keeping of activities and costs, annual evaluation.
Increase use by CTOs.	2 CTOs organize regular bookings by the end of second year, consistent with Perup's carrying capacity.	Annual evaluation.
Offering activities to enrich the nature-based experience of all visitors.	All new activities are used or booked regularly (once/ twice per fortnight).	Visitor feedback surveys, annual evaluation of bookings and income from activities.

Table 13: Strategies to achieve activities and experiences.

STRATEGIES	ACTION	PRIORITY 1: 1-6 months 2: 6 months-3 years 3: 3-5 years
Phase 1: Expanding available activities		
Interpretative trails.	Design and create interpretive signs for each trail. Ideas for trail themes are: <ul style="list-style-type: none"> <li>Nocturnal mammals.</li> <li>Termites and fungi (microorganisms): drivers of the bush.</li> <li>Frogs- identifying calls.</li> <li>The flora or the Jarrah Forest.</li> </ul>	2
	Place signs along the walks currently available, using natural props such as trees of interest and Woylie diggings.	2
Geo-caching.	Place caches in areas near PNGH, and enter GPS details onto the Geo-caching website ( <a href="http://www.geocaching.com">www.geocaching.com</a> ) and associated Perup websites.	1
	Purchase 2 GPS devices to loan visitors without a GPS who want to try geo-caching while at PNGH.	1
	Return to cache positions at semi-regular intervals to maintain caches.	2
National Park Passport Stamps.	Place stamps in natural areas surrounding PNGH and provide a map (passport) that tourists purchase to locate and collect stamps.	1



# 4. Strategic Plan

(Recommendations)

STRATEGIES (CONT'D)	ACTION (CONT'D)	PRIORITY (CONT'D) 1: 1-6 months 2: 6 months-3 years 3: 3-5 years
Orienteering.	Meet with local orienteering organisations to plan an annual event at Perup. Things to consider: <ul style="list-style-type: none"> <li>• Date (could be used to even out seasonality effects).</li> <li>• Entrance fees.</li> </ul>	1
	Work in conjunction with interested organisations to choose an orienteering route through nearby forest areas.	1
Art Workshops.	Meet with schools, local community art groups or organisations (e.g. TAFE) to suggest PNGH as a weekend workshop site. This can also be used to even out seasonality effects.	1
<b>Increase use of PNGH by Commercial Tour Operators</b>		
Increased CTO use.	Identify optimal level of CTO use- e.g. 2 nights per fortnight.  Meet with nearby CTOs to propose organised tours through Perup. Suggestion: tours associated with backpacker accommodation in Margaret River and Busselton, Go West Tours, Donnelly River Cruises, Pemberton Discovery Tours, and Birding South West.	1,2
<b>Phase 2: Expanding available activities</b>		
Increased activities in forest areas.	The opportunity for bike riding is recommended, especially if horse-riding becomes permitted, as both activities have common impacts and can be dealt with collectively.	1
Bush tucker tour and cooking class.	The kitchen located within the large living area could provide a great environment for a cooking class. The opportunity is available to combine this with indigenous tours, and finish with a demonstration of indigenous cooking.	3



# 4. Strategic Plan

(Recommendations)

STRATEGIES (CONT'D)	ACTION (CONT'D)	PRIORITY (CONT'D) 1: 1-6 months 2: 6 months-3 years 3: 3-5 years
Guided Tours.	Tours may be cultural (indigenous, bush tucker) or nature-based, and run at intervals compatible with PNGH (twice a week in heavy seasons/ once a fortnight in low seasons).  Alternatively, tours may be provided by CTOs.	3
Nature-based workshops.	Workshops could occur 4 weekends per year, and could cover bird-watching, flora of south-western forests, etc. A guest speaker and tour guide may be involved.	1,2
Blindfolded tours/ obstacle course.	Choose an area not far from PNGH buildings, and construct a rope fence along a trail.	3
On-site Woylie rehabilitation centre.	Construct rehabilitation centre and provide interpretation covering breeding programs, possibly in conjunction with Perth Zoo and other conservation organisations. Design of the centre could also restrict human proximity to animals, and charge an entry fee (suggestion is \$20 per adult).	3



Photo: Rob Simson, 2005





# 4. Strategic Plan

(Recommendations)

## 4.5 Facilities, Services and Visitor Management

*Goal:* Improve infrastructure, services, technology and access to allow for increased visitation to PNGH which is environmentally, economically and socio-culturally sustainable.



Figure 8: Current Solar Array  
(Photo: Elise Pinto, 2011)

### *Current Situation*

Perup - Nature's Guesthouse provides all rudimentary services that visitors require for short stays – accommodation, cooking facilities, power supply and ablution facilities. Running independent off the main power grid, PNGH is self-energy efficient, using a 4.2kWh and 1.6 kWh solar panel array (See Figure 8) in association with a 1kWh wind turbine and 12.5kVA diesel generator (Murdoch RISE, n.d). Hot water is supplied via solar heating. While the system can accommodate current visitation numbers, any future increases will cause stress on the system, requiring another upgrade or alternative source of power due to its age.

Perup - Nature's Guesthouse uses rainwater as a potable water source (See Figure 9) with supplementary water supplied from wetlands on-site for bathroom use, which is used in many other tourism destinations (Kelly and Williams, 2007). Visitors are encouraged to use water wisely with signs located water points, indicating that rainwater is used and limited in supply. Similarly, existing waste management strategies require visitors to take their rubbish with them when they leave, as there are no waste removal services to the facility. DEC encourages visitors to minimise waste, and separate it from recyclable material.



Figure 9: Current Rainwater Tank  
(Photo: Elise Pinto, 2011)

Visitor capacity is an important concept at PNGH, due to the ecologically- significant surroundings and limits to energy and water supply. At present, a visitor carrying capacity, or maximum level of visitation, has not been identified for the destination.

### *Future Direction*

With an updated renewable energy system, Perup - Nature's Guesthouse will have a sufficient energy supply to meet the demand of increased visitation. Interpretation and education of these services may also help visitors to understand and appreciate sustainable technology, which they may adapt to their own homes. A carrying capacity for visitation whether it is monthly or annually, will also ensure that the environmental values of DEC are sustained, and that energy requirements do not exceed the levels provided on- site.



# 4. Strategic Plan

(Recommendations)

**Table 14: Key objectives and planning criteria for facilities, services and visitor management.**

OBJECTIVES	SUCCESS CRITERIA (TARGET)	SUGGESTED MONITORING PROTOCOL
Develop and improve infrastructure for visitor satisfaction and safety.	Infrastructure accommodates visitor needs and wants.	Not required.
Sustainable energy and water systems.	Diesel generator is not needed for additional power supply. Half dependency on on-site lake for supplementary water supply.	Automated or manual recording of supply and demand for energy and inflow and outflow of water.
Sustainable waste management practice.	Not applicable.	Visitor feedback.
Visitor Impact Management.	Visitors have the ability to contact staff if they require it whilst out on the trails. Carrying capacity of natural environment is not exceeded.	Visitor feedback of service. Environmental Impact Assessment.

**Table 15: Strategies for facilities, services and visitor management.**

STRATEGIES	ACTIONS	PRIORITY 1: 1-6months; 2: 6months– 3years; 3: 3years-5 years
<b>Develop and improve infrastructure for visitor satisfaction and safety</b>		
Contract third party to operate a café selling locally produced/sourced food and handicrafts.	Open project up to tenders and shift all operational and logistical responsibility to third party contractor. Liaise with local community to source products and handicrafts.	1
Construct bird hide to attract bird watchers.	Conduct feasibility study in conjunction with activity objectives (p. 37) to determine potential financial returns from construction of a bird hide.	2
Upgrade trails for better safety and clarity.	Identify signage that lacks clarity and rectify. Define trail and make it safe and accessible for different age groups. Investigate possibility of disabled access to part of the trails.	1
Seal access roads from Bridgetown and surrounding areas.	Liaise with Mainroads/Department of Transport to consider sealing access Gommers-Kingston Rd and adjoining roads from Yornup and Bridgetown (See Appendix 8).	1
Place more signage across the surrounding region.	In conjunction with marketing objectives (p. 31), strategically place more branded signage at key visibility points across the region to advertise and direct visitors to the site.	1



# 4. Strategic Plan

(Recommendations)

STRATEGIES (CONT'D)	ACTIONS (CONT'D)	PRIORITY (CONT'D) 1: 1-6months; 2: 6months– 3years; 3: 3years-5 years
Install assistance locators on trails (if in need, visitors push button that alerts site caretaker of location).	Consider feasibility of this approach in contributing towards overall objectives and goals.	2-3
<b>Sustainable water and energy systems</b>		
Assess and monitor demand, and supply of energy needs.	Conduct an analysis of energy supply and demand every quarter for performance review. Monitor trends in visitation.	1
	Technology appraisal for any additional upgrades and replacements.	3
Install water efficient toilets.	Bathroom services appraisal for either installing composting toilets or toilets where the wash basin is combined with the flushing mechanism of the toilet (Kelly and Williams, 2007).	3
Timed showers and monitored temperature.	Use a portable timer (5mins) for education for tourists or install coin slots for 5 minute showers.	2
	Ensure temperature of solar hot water system is set to its most efficient setting (usually 60 degrees and above).	1
Introduce waste-water recycling system (grey-water).	Investigate viability of grey-water system.	3
<b>Sustainable waste management practice</b>		
Increase accessibility and ease of waste disposal following increased visitation.	Viability assessment of waste collection and disposal by an external waste disposal operator.	1
<b>Visitor Impact Management</b>		
Identify carrying capacity.	Organise for staff or a third party to identify the maximum level of visitation agreed on by DEC, based on environmental tolerance for change and renewable energy provisions.	1-2



Photos: Elise Pinto, 2011





Forest  
Photo: Elise Pinto, 2011





# 4. Strategic Plan

## (Recommendations)

### 4.6 Community Engagement

*Goal:* Develop and maintain strong relationships with local and regional businesses, tourism operators and the non-business community, such as schools, interest groups and residents. Engage the local community and develop partnerships with local and regional businesses to expand knowledge of the destination and encourage funding and sponsorship.

*Current Situation:*

Currently little community engagement exists at PNGH outside cooperation with local schools, and there is a significant lack of cooperation with and awareness amongst local businesses regarding PNGH.

*Future Direction:*

The Perup region offers great potential for a community engagement strategy to be implemented, increasing the marketing leverage of PNGH, as well as allowing other businesses to benefit from PNGH's expected success. Developing and maintaining engaging relationships with the surrounding community requires significant work to build up momentum, and then ongoing effort in order to sustain relationships (Fitch, 2009). Greater awareness and understanding of what activities and services offered by PNGH, as well as increased uptake of these activities and services by the local community will heighten awareness and enhance community engagement.

**Table 16: Key objectives and planning criteria for community engagement.**

Objectives	Success criteria (Target)	Suggested Monitoring Protocol
Develop relationships with schools.	Provide schools with a tactile learning experience year-round.	Quantitative analysis of school involvement supplemented by qualitative feedback.
Develop supplementary onsite services.	Work with local producers to ensure economic "trickle-down" effects to local businesses.	Measureable accounting practices will allow community producers to receive negotiated cuts of profit from total revenue.
Secure promotion by local visitor centres.	Visitor centre employees present PNGH in positive light.	Guest surveys ascertaining where/how they heard about the site; monitor allocated space and location of promotional materials in visitor centres.
Develop partnerships with local organisations.	Allow for guests to enjoy the services/products that both organisations offer.	Quarterly review of contractual obligations.



Photo: Elise Pinto, 2011



# 4. Strategic Plan

## (Recommendations)

Table 17: Strategies to achieve community engagement.

STRATEGIES	ACTIONS	PRIORITY 1: 1-6months; 2: 6months– 3years; 3: 3years-5 years
<b>Develop relationships with schools</b>		
On-site day/overnight programs.	Work with schools to develop a cost-effective program that complements their curriculum while not compromising the economic viability of PNGH.	2
Holiday camps.	Build on previous strategy to offer camps over school holiday periods.	2
Animal adoption program for classes, students and parents.	Promote program to schools and parents, tie into overnight programs and accommodation offers for further leverage (in conjunction with animal adoption as covered in the budget strategy section, pg 28).	2
School visits with an animal, or eco talks.	Develop an eco-education program consisting of monthly presentations by DEC staff in classrooms – based on flora/fauna of the Perup region.	2
<b>Develop supplementary onsite services</b>		
Contract third party to operate a café selling locally produced/sourced food and handicrafts.	Open project to tenders to operate as separate business entity. If suitable contractor is found, they are to source goods from producers in the community and develop relevant contractual relations, as well as determining what financial returns local producers will receive.	1
<b>Secure promotion by local visitor centres</b>		
Provide visitor centre employees with a first-hand experience.	Bring visitor centre employees to the site to experience what PNGH has to offer.	1
Maintain communications with visitor centres.	Monthly updates, as well as face to face interaction.	2
<b>Develop partnerships with local organisations</b>		
Enter into promotional agreement with wineries and restaurants.	Display site promotional material at wineries, and cross-promote wineries at site as a day-attraction.	1
Include Perup on regional tour itineraries.	Approach regional and tour operators regarding including Perup on day trips and multi-day itineraries.	1
Manjimup Chamber of Commerce and Industry.	Develop relationships with key members of MCCI, such as wineries, restaurants and other tourist attractions, to strengthen PNGH's regional network and profile amongst fellow organisations.	1





# 4. Strategic Plan

## (Recommendations)

### 4.7 Human Resources

*Goal:* Ensure sufficient human resources for site planning and management to ensure a positive experience for visitors.

#### *Current Situation:*

One full time staff member is currently employed on site, and works 30 hours per fortnight maintaining the site and, if requested, conducting activities such as guided spot light tours. The people who carry out trapping activities are outsourced, trained professionals.

#### *Future Direction:*

Although hiring and training staff will initially incur a financial setback, it will add to long term financial benefits and result in a reliable working staff base. Human resources in the fields of hospitality and the running of nature-based activities will attract more visitors, increase the income of PNGH and contribute to an overall enjoyable experience, which will essentially motivate visitors to visit again (Howie, 2003, p. 147). It would thus be beneficial to hire an additional caretaker so that two staff members would be present onsite. These caretakers would have to be competent in supervising and hosting activities and education programs. The proposed café will have to be outsourced by an external company who will sell prepared food along with local arts and crafts. This will provide a beneficial relationship for both in terms of promotional purposes and the benefit of having hospitality services available when required without hiring permanent staff.

While initiatives may be employed to ensure the process of attracting, hiring and retaining of staff is effective, the change between employees must also be managed. Waddell *et al* (2007, pp. 24-27) argues that current and potential employees need to be given the opportunity to acquire and strengthen existing knowledge, experience and capabilities. This should be provided in the form of training programs which will build confidence in employee self-efficacy levels and in turn result in productive job performance (Wood *et al*, 2010, p. 125).

**Table 18: Key objectives and planning criteria for human resources.**

Objectives	Success criteria (Target)	Suggested Monitoring Protocol
Retain and attract staff	Offer attractive wage premium Provide payment for: -Food -Accommodation -Travel costs -Health insurance	Annually assess staff turnover and successes in retention
Hospitality Service	Outsourced externally	Not Applicable
Activities/Tour guides/Trapping	Hiring appropriate staff Involvement of existing staff	Quarterly training programs or meetings to keep on track with current requirements and feedback from staff



# 4. Strategic Plan

(Recommendations)

Table 19: Strategies to achieve human resource management.

STRATEGIES	ACTIONS	PRIORITY
		1: 1-6 months 2: 6 months- 3 years 3: 3-5 years
Decision making process for hiring of new staff.	Involve: Current employees, Volunteers, Friends of Perup, and The Perup Wildlife Trust, To establish a process and criteria for the hiring of new staff.	1-3
Hiring new staff.	Attracting appropriate staff via newspaper, internet and local radio for: <ul style="list-style-type: none"> <li>• Running activities, and</li> <li>• Running a café.</li> </ul>	1 3
Training programs.	Providing appropriate training for knowledge base, hospitality services and site activities for current and new staff. Community/stakeholder/volunteer involvement to offer deeper understanding of the area.	1 3
Compensation/ staff retention/ remuneration.	Employ initiatives to retain staff by providing: Accommodation Fuel Food Extra remuneration (wage premium)	1-3



Photo: Elysia Harradine, 2010



# 5. Timeframe for Strategy Implementation

Topic	Action	2012				2013				2014				2015				2016			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Budget Strategy	Identify areas in need of funding																				
	Research and apply for grants and/or sponsorship																				
	Identify other contributors for funding and/or have a donation box																				
	Initiate the adoption program																				
	Organise BCA report for recommendations																				
	Annual evaluation of revenue + expenses																				
Marketing	Create a website for PNGH																				
	Produce a brochure																				
	Internet advertising and destination guide																				
	Signage on nearby roads																				
	Distribute information packs to schools																				
	Have information session for teachers																				
Education and Interpretation	Create classroom activities for appropriate year group																				
	Prepare teaching packs																				
	Educational programs on-site for all age groups																				
	Interactive programs for secondary schools																				
	Cultural Indigenous education program																				
	Develop after-visit factsheet																				
Expanding Tourism Activities	Interpretive trails																				
	Set up geo-caching																				
	National Park Passport Stamp																				
	Orienteering																				
	Art workshops																				
	Creating 'Things to do in Perup' activity list																				
	Meetings with CTO operators																				
	Increased activities in nearby forest																				
	Bush tucker tour and cooking class (unless CTO- operated)																				
	Guided tours (unless CTO- operated)																				
	Nature-based workshop																				
	Facilities and Services	Blindfolded tours/obstacle course																			
On-site woylie rehabilitation centre																					
Annual evaluation of activity use																					
Construction of a bird hide																					
Upgrade trails and signage																					
Installation of assistance locators (x3) for visitor safety																					
Place more signage for direction																					
Analysis of energy demand and supply																					
Bathroom services appraisal for installation of water efficient toilet																					
Installation of shower timers or coin operation for showers																					
Community Engagement	Grey-water system appraisal																				
	Viability assessment of waste collection and disposal																				
	Identify carrying capacity																				
	On-site day/overnight programs and holiday camps																				
	Animal adoption program for classes																				
	School visits with an animal																				
	Bring visitor centre staff to site for tour and activities																				
Human Resources	Maintain communication with visitor centres																				
	Enter into promotional agreements with surrounding attractions																				
	Become involved with Manjimup Chamber of Commerce and Industry																				
Human Resources	Hire new staff																				
	Training programs																				

Figure 10: Timeframe for implementation of strategies





Tree Bark remains  
Photo: Anette Madsen, 2011





## 6. Conclusion

Perup - Nature's Guesthouse provides a tranquil and unique experience for visitors in a truly extraordinary environment. However, due to lack of focused management, limited tourism product, and lack of marketing, the Perup - Nature's Guesthouse is currently running at an annual loss. This plan recognises that PNGH has the potential to successfully generate revenue, yet remain an ecologically and socially sustainable establishment. To achieve this, it has been acknowledged that strategic changes to the following areas need to be addressed:

- ❖ Financial Viability
- ❖ Marketing
- ❖ Education and Interpretation
- ❖ Tourism Activities
- ❖ Facilities and Services
- ❖ Community Engagement
- ❖ Human Resources

While various approaches outline possible future development and management opportunities, the suggested recommendations also attempt to uphold sustainability concepts and values. It is therefore possible for PNGH to establish itself in the wider community as an eco-educational and conservation institution through the implementation of various tourism and community activities as well as eco-educational programs. The implementation of the management plan will be successful if all recommendations are attended to as several strategies are interlinked to other key areas and reliable to the overall achievements. Thus, to achieve a well-balanced and sustainable facility it is recommended that this 5-year management plan be applied.

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# Glossary



## *List of Definitions*

**Ecotourism** – “Ecotourism is ecologically sustainable tourism that fosters environmental and cultural understanding, appreciation and conservation” – as defined by the Ecotourism Association of Australia (2006)

**Nature-based tourism** – Tourism that features ‘nature’ – as defined by Tourism Western Australia (2006)

**Self-efficacy** – refers to a person’s belief that they can perform adequately in a situation (Wood *et al*, 2010, p. 105)

**Sustainable development** – “*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” – as defined by the Brundtland Report (WCE, 1987)

**Triple bottom line**- A sustainable development concept that requires a holistic approach to planning that acknowledges the environmental, social and economic aspects and impacts in an area. (Dwyer, 2005)

**SWOT analysis**: An analysis which identifies the strengths, weaknesses, opportunities and threats of a destination or activity.

## *Acronyms*

CTO – Commercial Tour Operators

DEC – Department of Environment and Conservation

PNGH – Perup - Nature’s Guesthouse

RISE – Research Institute of Sustainable Energy

TQUAL – Tourism Quality Projects





# Appendices

## Appendix 1: Site Inventory

### Accommodation:

1. **Homestead and Bunkhouse:** The homestead consists of a large kitchen and living area with 3 bedrooms and 2 bathrooms, with disabled access. The building overlooks a natural wetland, surrounded by natural forest. Neighbouring the homestead is the bunkhouse, which consists of 7 bedrooms and 2 bathrooms, and can sleep up to 28 people. Hot water for both buildings run on solar energy, and buildings are constructed from local materials, including rammed earth, plantation pine, and jarrah.
2. **Cottages:** These are booked by families or small groups, and contain a kitchen, living area, 2 bedrooms and 1 bathroom. 2 Cottages are available at PNGH.
3. **Workers Quarters:** Workers Quarters consists of a self-contained 3 bedroom cottage, supplied for researchers or to accommodate visitor overflow in large group situations.

Table 20: Visitor numbers and accommodation types at the guesthouse

Accommodation Type	Number Accommodation Types	Number People Catered	Number of Beds	Features
Cottage	1	7 pax	1 double bed 1 double bunk 1 bunk bed (3 person capacity)	Kitchenette Bathroom Toilet Solar Hot Water System
Bunkhouse/ Dormatory	1	28 pax	9 bunk beds 4 trundle beds 5 single beds	Male/Female Bathrooms Solar Hot Water System
Wilderness Lodge	1	9 pax	2 double bed 3 single bed 1 double bunk	Ensuite Disabled access bathroom Fireplace Solar Hot Water System

### Energy and water:

PNGH operates off the power grid, sustained by renewable energy sources such as solar and wind. Natural gas is used for cooking and as a backup source for hot water. For very large groups a generator is often used to supplement energy requirements.

### Other Facilities:

1. **Classroom:** Also a functional laboratory, the classroom is situated beside the homestead, and facilitates large group activities and functions.
2. **Barbeque and Picnic Area:** This area extends from the homestead building, consisting of picnic-style tables and a large barbeque.

### On-site Recreation:

1. **Walking Trails:** 4 trails of varying length take visitors through different habitats of the jarrah forest. All ages and fitness levels are accommodated.
2. **Spotlighting:** Self-guided night spotlight walk along one of the 4 trails, torch provided.

# Appendices

## Appendix 2: SWOT Analyses



**Table 20: SWOT Analysis of Destination Marketing and Business Enterprise**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Unique 'Wilderness' experience offered</li> <li>- See WA's State Fauna Emblem (iconic species)</li> <li>- Ecologically sustainable and aesthetically designed accommodation and Infrastructure</li> <li>- Offers relaxation and escape from city and suburbia</li> <li>- Mention of attraction in list of activities to do in Boyup Brook Visitor Centre Hand-out</li> </ul>	<ul style="list-style-type: none"> <li>- Remote location</li> <li>- Accessibility</li> <li>- Current product identity and promotion is weak</li> <li>- Limited advertising strategies for target market/s</li> <li>- No clear marketing niche</li> <li>- Value as a corporate showcase not recognized</li> <li>- Risk of destination being Sold Off</li> <li>- Primarily a night experience</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Stronger online presence</li> <li>- Use of destination as a 'detour/passing through' destination/attraction</li> <li>- Develop partnerships with outside region operators</li> <li>- Promotion Days/Weekends</li> <li>- Focus on niche tourism markets</li> <li>- Develop new activities and experiences</li> <li>- Aboriginal involvement/interpretation</li> <li>- Increase public awareness of DEC roles</li> <li>- Encourage local community involvement with operations and management</li> <li>- Fundraising Campaigns</li> </ul>	<ul style="list-style-type: none"> <li>- Ability to cater for opportunities and deliver the experience marketed</li> <li>- Changes in priority and loss of support from destination managers and other stakeholders</li> <li>- Leasing of facilities to other than DEC</li> <li>- Greater Warren-Blackwood Region (outside tourism attraction and destinations with more appeal)</li> </ul>



Photo: Elise Pinto, 2011



# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 21: SWOT Analysis for Attractions, Tours and Activities**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Ecologically sustainable and aesthetically designed accommodation and infrastructure</li> <li>- Offers relaxation and escape from city and suburbia</li> <li>- 5 walking trails</li> <li>- 52,000 ha of forest</li> <li>- See one or more of the 27 species of native mammals found in this reserve</li> </ul>	<ul style="list-style-type: none"> <li>- Mostly a night experience</li> <li>- Limited activities to do during day</li> <li>- Limited time/opportunities to see most fauna</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Utilisation of Perth Tour Operators</li> <li>- Information/education systems for visitors : provide interpretative panels for flora and interesting facts of wildlife and other areas</li> <li>- Incorporate indigenous interpretation of nature and their environment, culture and history</li> <li>- Recreational activities – i.e. canoeing on lake</li> </ul>	<ul style="list-style-type: none"> <li>- Weather conditions for night experiences not always ideal for visitors or wildlife to be visible</li> <li>- Wildlife parks with all “sought after” Aussie animals in one place (e.g. Whiteman Park)</li> <li>- Greater Warren-Blackwood region (outside tourist destinations within)</li> <li>- Visitor numbers exceed carrying capacity</li> <li>- Degradation of natural area through development, and thus tourist experience</li> <li>- Disruption on wildlife from visitors</li> <li>- Impacts on environment from visitors</li> <li>- Uncontrolled visitor access to restricted zones/areas</li> </ul>



Photo: Anette Madsen, 2011





# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 22: SWOT Analysis of Economic Viability**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Independent of grid power and therefore costs of electricity are negligible</li> </ul>	<ul style="list-style-type: none"> <li>- Expensive to service the facility and provide staff due to distance from Manjimup and other town sites</li> <li>- Ratio of government funding versus donations received</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Possibility of offsetting running costs of centre with improved destination management and implementation of recommendations provided</li> <li>- Donation Box</li> <li>- Creating a business that is economically viable to run</li> <li>- Ability to pay both full-time/casual staff</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of profit and inability to recover expenses</li> <li>- Unlikelihood of returning profit (DEC, 2007)</li> </ul>



Photo: Elysia Harradine, 2011



# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 23: SWOT Analysis of Facilities and Services**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Renewable energy supplies</li> <li>- No-dependence on electrical power grid</li> <li>- Telstra services for landline</li> <li>- Sanitary disposal services</li> <li>- Rainwater collection and use</li> <li>- Supplement water source – on-site lake</li> <li>- On-site accommodation facilities</li> <li>- Per Christensen Classroom</li> <li>- Walking trails</li> <li>- Guided night walks with caretaker</li> <li>- Solar hot water systems</li> <li>- Recycling systems</li> <li>- Take rubbish with you (also possible weakness)</li> </ul>	<ul style="list-style-type: none"> <li>- No internet connection for visitors</li> <li>- No technological interpretation and information sources for visitors – environmental/historical</li> <li>- No indigenous interpretation</li> <li>- Mobile coverage</li> <li>- Nearby medical facilities</li> <li>- Lack of disabled access</li> <li>- Provision of linen and other basic needs i.e. towels, soap and clothes washing services</li> <li>- Increased demand of energy not supported by current energy system supplies</li> <li>- Limited choice of activities</li> <li>- Limited opportunities to see fauna</li> <li>- No security (locks) on bunkhouse rooms for separate groups staying</li> <li>- Separate group bookings not yet possible – few individual groups able to stay</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Provision of internet, computer, interpretation</li> <li>- Communicate with Telstra for mobile coverage</li> <li>- On-site medical facilitation or services to next available medical facility</li> <li>- Upgrade renewable energy systems to be more energy efficient and supply increased demand</li> <li>- Develop on-site database to monitor tourism and research data</li> <li>- Increased range of activities and tourism facilities</li> <li>- Upgrade road access and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of visitation for viability on installing/supplying such services for visitors</li> <li>- Possible lack of knowledge and correct information from guides and staff/volunteers</li> <li>- Seasonal changes and effects</li> <li>- Visitor numbers exceeding carrying capacity</li> <li>- Limits of acceptable change reached and exceeded</li> <li>- Health and safety issues</li> </ul>

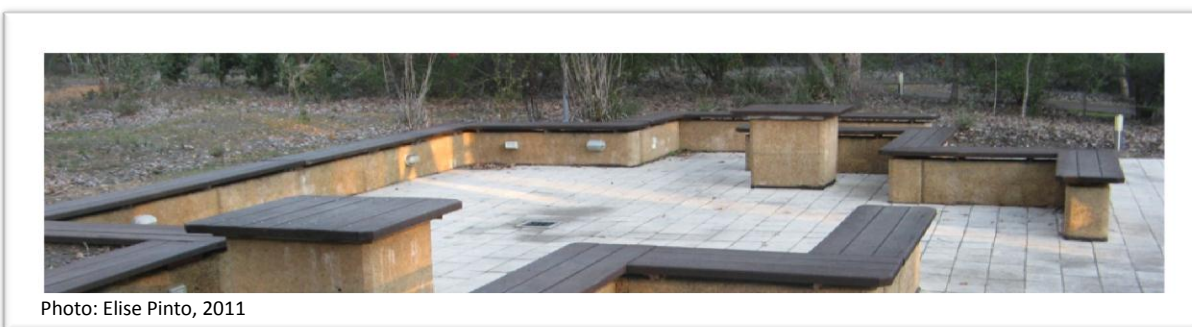


Photo: Elise Pinto, 2011



# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 24: SWOT Analysis of Corporate and Educational Value**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Per Christensen Classroom with internet access</li> <li>- On-site Accommodation</li> <li>- Wilderness, values of conserving the environment</li> <li>- Renewable Energy and Sustainable Development practices</li> <li>- Lack of distractions – perfect for training purposes</li> <li>- Almost any land use or conservation issue has relevance to area (DEC, 2007)</li> <li>- Conservation efforts of flora and fauna</li> <li>- Research site for conservation and forest management</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of identity and appeal for value</li> <li>- Lack of interest from school groups to visit (DEC, 2007)</li> <li>- Distance from schools/universities</li> <li>- Possible costs for experience</li> <li>- No current internet services for visitors in accommodation buildings</li> <li>- No computers provided for visitor use</li> <li>- Communication services limited</li> <li>- Low occupancy by school groups and visitors in general (DEC, 2007)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Become THE centre for ecological research and studies in the southwest of WA</li> <li>- Research Partnerships with universities</li> <li>- Post-graduate use for research and data collection</li> <li>- Primary and Secondary School Programs</li> <li>- Partnership with the Department of Education</li> <li>- Provision of internet and computer services</li> <li>- Catering services for corporate use and other profit organizations (DEC, 2007)</li> <li>- Provision of computers depending on demand</li> <li>- Upgrades to facility depending on promotion and use</li> <li>- Educational focus and commercial operators work together (DEC, 2007)</li> <li>- Feedback programs</li> <li>- Ability to incorporate educational activities with collection of valuable monitoring data for the area (DEC, 2007)</li> </ul>	<ul style="list-style-type: none"> <li>- Outside region educational experiences and resource allocation to schools</li> <li>- Continued lack of interest to visit centre by both educational and corporate entities</li> <li>- Ability to cater for experience and provide/deliver opportunities and the experience</li> <li>- Ability to meet all sustainability criteria in the triple bottom line (environment, socio-cultural, and economic contexts)</li> </ul>





# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 25: SWOT Analysis of Industry and Community Involvement**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Friends of Perup Non-profit Organisation</li> <li>- Volunteer base</li> <li>- DEC involvement and management</li> <li>- Unique experience/destination</li> <li>- Educational and research values</li> <li>- Established environmental and sustainability values</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of identity</li> <li>- Funding for projects</li> <li>- Isolation from surrounding region</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Encourage more community involvement</li> <li>- Partnerships with surrounding property owners</li> <li>- Protection Program for flora and fauna with monitoring</li> <li>- Restoration and maintenance groups</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of been sold off (DEC, 2007)</li> <li>- Reluctance of working together</li> </ul>



Photo: Elise Pinto, 2011



# Appendices

## Appendix 2: SWOT Analyses (cont'd)

**Table 26: SWOT Analysis of Human Resources (Staffing and Volunteers)**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Government support (though possibly underprovided)</li> <li>- Existing personnel experience – ability to train new potential development staff</li> <li>- DEC staff – knowledgeable and accurate information suppliers (Authenticity of experience withstands)</li> <li>- Guides for night tour and trapping experiences</li> </ul>	<ul style="list-style-type: none"> <li>- Possible bureaucratic control by government</li> <li>- On-site/nearby accommodation for staff</li> <li>- Distance from ‘nearby’ towns for volunteers and staffing</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Work experience programs</li> <li>- Volunteer campaigning</li> <li>- Canteen/café staff</li> <li>- Training of current staff and volunteers</li> <li>- Gift Shop Staff</li> <li>- Site monitoring staff</li> <li>- Maintenance staff</li> <li>- Recruitment of staff and volunteers online</li> <li>- Online training programs</li> <li>- Cleaning Staff</li> </ul>	<ul style="list-style-type: none"> <li>- Possible over dependence on volunteers</li> <li>- Possibly too much responsibility laid on caretaker</li> <li>- Health and Safety issues</li> <li>- Change in management may cause tension amongst staff and volunteers</li> <li>- Lack of ecotourism training</li> </ul>



Photo: Elysia Harradine, 2011



# Appendices

## Appendix 3: Interpretation Panels

Scottish Natural Heritage examples of good interpretation panels.





# Appendices

## Appendix 4: DEC Educational Programs

Department of Environment and Conservation Eco-education programs 2011. An example of successful eco-education programs in DEC operated facilities.





# Appendices

## Appendix 5: Surrounding Region Attractions

### Surrounding State forest and Nature Reserves

1. **Greater Kingston National Park (unofficial name):** Includes Heartlea picnic area, visitor information and lookout.
2. **Tone-Perup Nature Reserve:** PNGH and surrounding bushland.
3. **Unicup Nature Reserve:** Includes Lake Unicup, opportunities for bird-watching, walk trail, boardwalk, picnic area and toilets.
4. **Lake Muir National Park (unofficial name):** Includes Lake Muir, toilets, information facilities, lookout and picnic area



Figure 12: Lake Unicup  
(Photo: Anette Madsen, 2011)

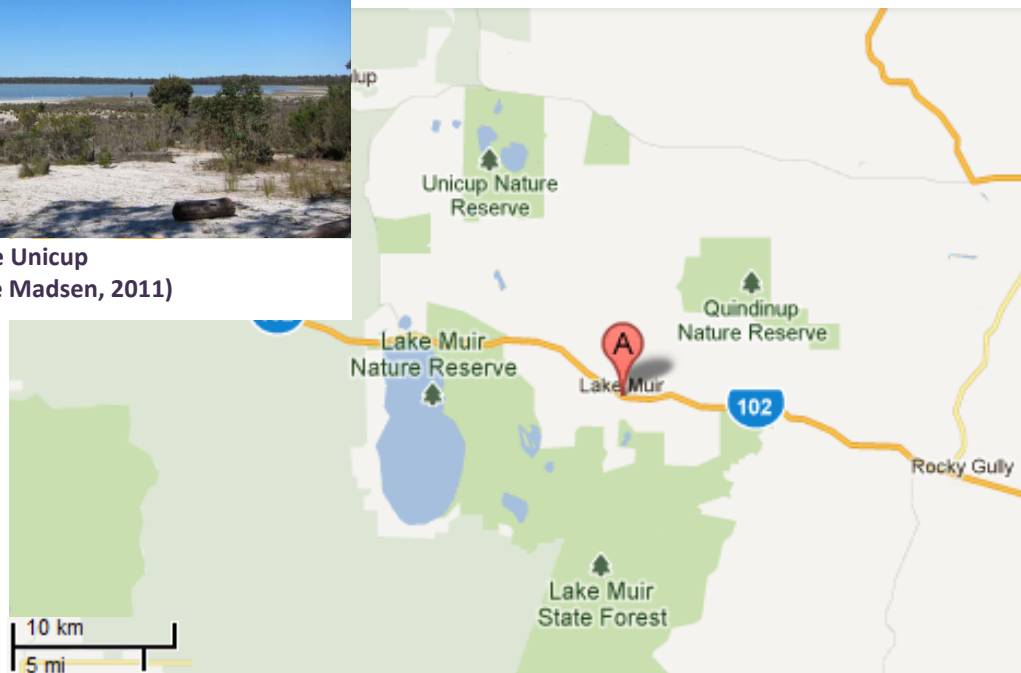


Figure 11: Lake Muir and Lake Unicup  
(Note: Scale is approximate)

(Source: Google Maps, 2011)



Figure 13: Lake Muir  
(Photo: Derani Sullivan, 2010)





# Appendices

## Appendix 6: Current themed walk-trails

### Perup Ecology Centre, Guest House and Trails



Figure 14: Aerial view map of Perup - Nature's Guesthouse current walk trails (Source: Google - Imagery, 2011)

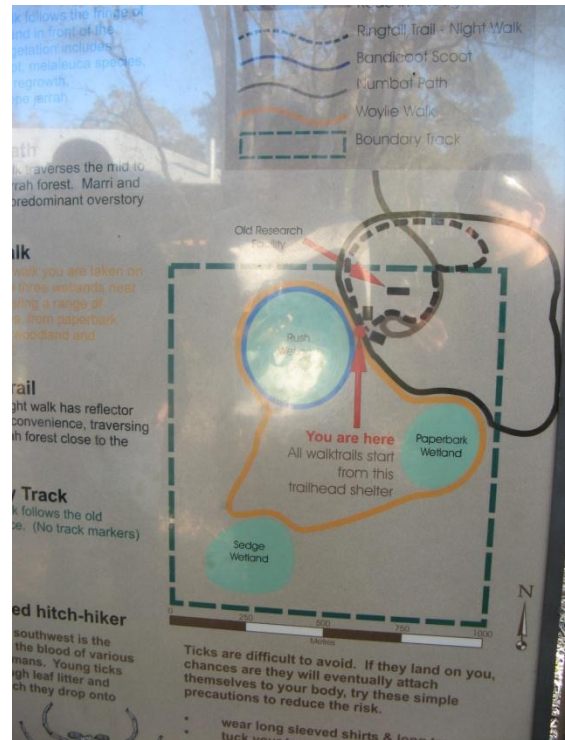


Figure 15: Walk-trail information Sign at start of all trails (Photo: Elise Pinto, 2011)

#### Woylie Walk

On this walk you are taken on a journey to three wetlands near the facility, covering a range of vegetation types from paperbark swamps, open woodland and re-growth forest.

#### Boundary Walk

This 4km walk follows the old boundary fence.

#### Ringtail night walk

This 1.2 km night walk has reflector signs, traversing mid-slope Jarrah forest close to the facilities.

#### Bandicoot Scoot

This 1.2 km walk follows the fringe of the sedge wetlands in front of the facility.

#### Numbat Path

This 2.1 km walk traverses the mid to upper slope jarrah forest.

(Source: Google - Imagery, 2011)



# Appendices

## Appendix 7: Pricing structure for facilities

### *Pricing Structure as of the 30<sup>th</sup> January 2009*

#### *ACCOMODATION*

Cottage: (can sleep up to 7 people)		\$80.00 per night
Scientist Cottage: (can sleep up to 7 people)		\$80.00 per night
Lodge and Bunkhouse:	DEC Staff and Volunteers	\$20.00 per night
	General Public	\$20.00 per night
	Community groups, non-profit organisations	\$20.00 per night
	Tour Operators	\$20.00 per night
	University/Tafe Groups (over 18yrs old)	\$20.00 per night
	School Children (under 18yrs old)	\$15.00 per night
	School Adults (teachers, parents etc)	\$15.00 per night
	Children (under 18 years old)	\$15.00 per night

However if a group only contains minimal numbers of people, eg: 2 or 3, the minimum amounts are to be applied.

Lodge and Bunkhouse:	Minimum of \$150.00 per night for both or	\$75.00 for one or the other
Caravans: (2 max at any one time)	\$10.00 per person per night	
Classroom: (payable for day use only, not if staying night)	\$40.00 for up to 4 hours	\$60 for the day

#### *ACTIVITIES*

Activity Prices are to be used as a **GUIDE ONLY** at this stage. Confirmation will still follow the same principle of Bev organising once established via shared calendar and price confirmed.

Self guided Spotlighting including Presentation	\$25.00
Guided spotlighting including presentation (not promoted)	\$50.00
Trapping with ranger	\$250.00
Ranger Talk	\$150.00
Package - including talk, trapping and spotlighting	\$400.00

(Source: DEC, 2010)

# Appendices

## Appendix 8: Map of unsealed roads

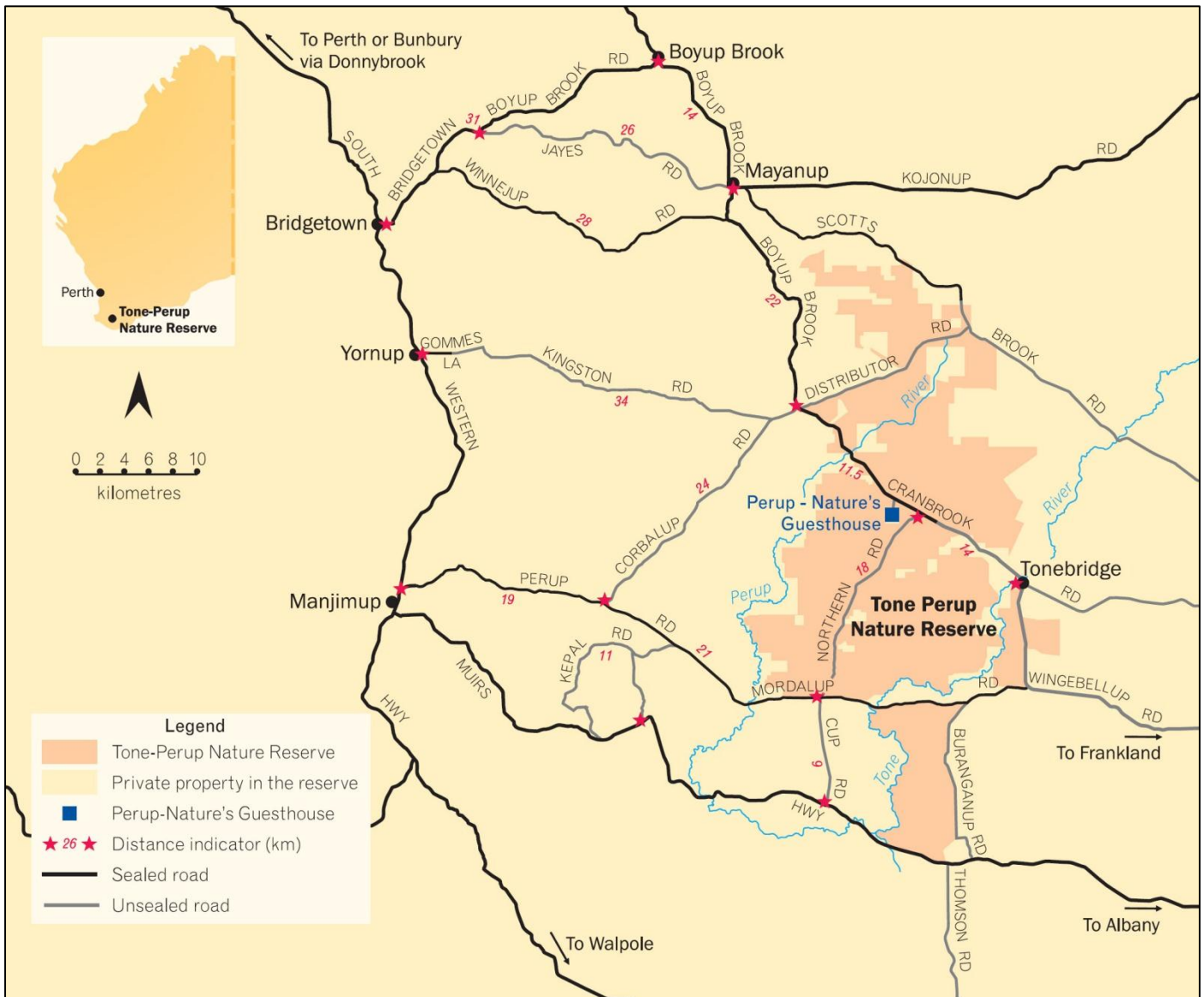


Figure 13: Map showing sealed and unsealed roads which access Perup - Nature's Guesthouse. (Source: DEC, 2011)

This map indicates all access roads to Perup – Nature's Guesthouse and the town sites of which they pass through. For increased access to the destination, it is recommended for that roads starting from Yornup and Manjimup are sealed.





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