Reaching New Heights: Implementing Community Based Tourism in Shaglili, Ecuador

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An Interactive Qualifying Project
Submitted to the Faculty of Worcester Polytechnic Institute

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Abstract

Sustainable community based tourism (CBT) can benefit rural communities while mitigating the possible disadvantages of large-scale tourism by utilizing connections with the residents. We investigated the social, cultural, economic, and environmental factors that influence sustainable CBT specific to the Shaglli parroquia in Azuay, Ecuador. We developed the following objectives to implement CBT:

1. Determining the demographics of potential tourists
2. Determining the capacities and preferences of the residents to adopt a strategy for tourism
3. Implementing tourism logistics
4. Determining an effective marketing strategy

Through observations, surveys, focus groups, and interviews we developed a plan for the implementation of CBT. This plan included two tourist packages in conjunction with an online presence of the community to attract tourists.

Resumen en Español

El Turismo Sostenible Basado en la Comunidad (TBC) puede beneficiar a las comunidades rurales mientras mitigando las posibles desventajas del turismo tradicional por utilizando conexiones con los residentes. Investigamos los factores sociales, culturales, económicos y ambientales que influyen el TBC sostenible especifica de la parroquia de Shaglli en Azuay, Ecuador. Desarrollamos los siguientes objetivos para implementar el TBC:

1. Determinando de la demografía de los turistas potenciales
2. Determinando de las capacidades y preferencias de los residentes para adoptar una estrategia para el turismo
3. Implementar de la logística turística
4. Determinando de una estrategia de comercialización efectiva

A través de observaciones, encuestas, grupos focales y entrevistas desarrollamos un plan para la implementación del TBC. Este plan incluyó dos paquetes turismo en conjunto con una presencia en línea de la comunidad para atraer turistas.
Acknowledgements

This project would not have been possible without the work and support of our sponsors and advisors. We would like to extend our gratitude to Señor Patricio Ochoa for his continued support throughout the implementation of our project, his insight on past tourism initiatives in Shaglì, and his role as the tourism contact. Additionally, we would like to thank Presidente Alcidez Ochoa for his continued support, hospitality, and inclusive discussions with the entire community and us. We are appreciative of Señorita Myra Románo for her advice on tourism initiatives and ideas for implementing more tourist accommodations in Shaglì. Moreover, we extend our gratitude to Padre Lenin Macas for his knowledge on community needs and help in incorporating this into our project. We would also like to thank Señor Rodrigo Rodriguez for his role as a food provider and guide in our tourism project. Additionally, we would like to thank Señora Cilda Cabrera and Piedad Palta for their support of our project. Our team is appreciative of the community of Shaglì for their hospitality, receptiveness to English classes, and feedback during all stages of our project. We would like to thank la Prefectura del Azuay for their support of this project and help in implementing more tourist accommodations in Shaglì, as well as el Departamento Turismo de Santa Isabel for their support of this project and help in implementing more tourist accommodations in Shaglì. Additionally, we would like to thank Profesora Ana Loja for her connection with the community of Shaglì and her support on the University of Cuenca campus throughout the implementation of our project. We are grateful for Profesora Alexandra Shourds and Mrs. Candy Reilly Salazar for their professional advice on English lessons for the community of Shaglì. Moreover, we would like to thank Professor Laureen Elgert for her continued support and expertise throughout the planning and implementation of our project, as well as Professor David DiBiasio for his advice and insight on how to improve our project throughout the planning and implementation of our project. We would also like to thank Professor Gary Pollice for his connection with the community of Shaglì and cultural advice.
Executive Summary

In recent decades, tourism has become one of the fastest growing economic sectors in the world. In 2015, 1.5 trillion dollars were generated internationally from tourism as export earnings. Developing nations have seen an even greater growth in the industry, causing tourism to be associated with economic growth and advancement. Economically, tourism generates income and creates jobs. Socially and culturally, tourism allows for the sharing of cultures between residents and visitors. Lastly, there are environmental benefits. Tourism locations that rely on the environment, such as the Caribbean or the Amazon rainforest, have a vested interest in preserving the environment to ensure that tourists continue to visit. Despite the advantages, tourism also has potential drawbacks including wealth disparities, discontent among the residents, and environmental damage that must be taken into consideration.

A solution to the disadvantages is to utilize the strategy of sustainable community based tourism (CBT). CBT equips the residents of a community with the tools necessary to create and regulate their own plan for tourism. In doing so, optimists suggest that the problems often associated with increased tourism can be avoided. For example, generated wealth will remain within the community and environmental damage can be minimized.

One community that can benefit from CBT is Shaglli in the province of Azuay, Ecuador. Shaglli is a parroquia (parish community) with beautiful landscapes and a unique way of life. However, the parroquia is experiencing a decline in population because there are few jobs available. Shaglli has an opportunity to utilize its natural attractions and culture to attract tourists, and thus generate more jobs. CBT can be implemented in the
parroquia to increase tourism revenue while mitigating the potential disadvantages of large-scale tourism.

For this project, our goal was to investigate the social, cultural, economic, and environmental factors that influence sustainable CBT within the community of Shaglli. Our team developed four specific objectives to reach this goal. First, it was necessary to determine the demographics of tourists and potential clients. With this information, we determined the best method of marketing for the tourists and helped the community prepare for tourist demands. Our second objective was to determine the capacities and preferences of the community to adopt a strategy for tourism. This was important for the success of future applications of tourism within the community. Our investigation continued with the implementation of tourism logistics within Shaglli. This objective was achieved through collaboration with the community, the Prefecture of Azuay, and the Department of Tourism of Santa Isabel. Our final objective was to determine an effective marketing strategy for tourism. Through these objectives, we developed a plan of action that we have implemented throughout our time working with the community of Shaglli.

Our methodology was focused on making observations, collaborating with the community, and creating a tourism plan. We learned about Shaglli and its residents through surveys, focus groups, and informal interviews. Specifically, we gathered information about the community’s economic problems, current tourism industry, preferences, and relevant skills. With this information, we collaborated with the community to address tourism. We placed emphasis on the wants and needs of the community, as they are the most important aspect of successful CBT. Our collaboration resulted in a comprehensive tourism plan that includes advertisements, brochures, an online presence, and two different travel packages.

Our team discovered many assets that the community of Shaglli possesses that are beneficial for the implementation of sustainable CBT. The community possesses an innate enthusiasm for showcasing their natural attractions as well as the delicious foods that they produce. The community members have several long-term preferences to help improve CBT in Shaglli, including learning more English, upholding self-management, and protecting the environment. In order to successfully sustain CBT in the future, the Shaglli community must continue to improve upon their current assets and adapt to accommodate tourist demands.

Destinations in Shaglli such as Carachula and Piedra Movedora provide adventure activities to tourists. Advertising Shaglli as an “adventure tourism” destination online proved to be the optimal marketing strategy. Our survey data and literature review showed that the age demographic that prefers adventure tourism is 13-29. From this
information we determined that the most successful way to market Shaglli to potential tourists would be with an online presence. Our team developed an online marketing campaign for tourism in Shaglli including a new tourism website, a Facebook page, a blog, and presence on several travel forums.

Further research through interviews of travel agencies revealed that there are two different tourists that Shaglli needs to cater to. The first type of tourist is the foreign tourist, specifically from Europe or North America. This tourist prefers to book an all-inclusive trip through a tourism agency. The second type of tourist encompasses the locals and young backpackers. This type of tourist is more concerned with price and would prefer to plan by his or her self. The table below outlines the two different tourism packages that we developed from this information.

**Table 1. CBT Travel Packages for Shaglli**

<table>
<thead>
<tr>
<th></th>
<th>Package 1</th>
<th>Package 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Travel Agencies</strong></td>
<td>&quot;Do it Yourself&quot;</td>
<td></td>
</tr>
<tr>
<td><strong>Price</strong></td>
<td>$50 per person</td>
<td>Guide: $15 per group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Food: $2.50 per person</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportation: $4.20 per person</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>Bus Directly to Shaglli</td>
<td>Public Bus to Santa Isabel and Municipal Transportation to Shaglli</td>
</tr>
<tr>
<td><strong>Length of Trip</strong></td>
<td>2 Days</td>
<td>1 Day</td>
</tr>
<tr>
<td><strong>Advertisements</strong></td>
<td>Brochure</td>
<td>Tourism Website, Facebook Page</td>
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</tbody>
</table>

To test our packages we coordinated a pilot test of Package 1 with eleven students from WPI. Their trip included a private bus directly to Shaglli, a tour of the local dairy farm, a guided hike through Carachula, a community meal, and leisure time spent with the residents of Shaglli. The feedback from students who experienced this package was phenomenal with the rankings of Shaglli averaging at 4.5 stars out of 5. One participant said, “In my visit to Shaglli I experienced an awesome hike, beautiful scenic views and the kindness of the Shaglli community.” This pilot test demonstrates that our travel package targeted at foreign tourists is feasible.

We developed a lasting relationship with the residents not only as tourists, but also as a family throughout our time with the community of Shaglli. The welcoming community and beautiful natural landscapes provide Shaglli with the unique opportunity to attract
tourists from all over the world. The materials that we have designed and developed will assist them with the successful implementation of CBT. With their community currently at a crossroads, the implementation of CBT brings hope to the people of Shaglli for the future success and growth of their small community.
Resumen Ejecutivo

En las últimas décadas, turismo se ha convertido en uno de los sectores económicos de más rápido crecimiento en el mundo. En el año 2015, 1,5 trillones de dólares se generaron internacionalmente a través del turismo como ingresos de exportación. Los países en desarrollo han visto un crecimiento aún mayor en esta industria, haciendo que el turismo asociado vaya conjuntamente con el crecimiento económico y el adelanto. Económicamente, el turismo genera ingresos y crea puestos de trabajo. Social y culturalmente, turismo permite el intercambio de culturas entre residentes y visitantes. Además, hay beneficios ambientales. Lugares turísticos que dependen del medio ambiente, como el Caribe o la selva amazónica, que tienen intereses creados en preservar el medio ambiente para garantizar que los turistas continúen visitando. A pesar de las ventajas, el turismo también tiene posibles inconvenientes, incluye las disparidades de riqueza, descontentos entre los residentes y daños al medio ambiente que deben tenerse en cuenta.

Una solución a las desventajas es utilizar la estrategia de turismo basado en la comunidad (TBC). TBC equipa a los residentes de una comunidad con las herramientas necesarias para crear y regular su propio plan para turismo. Hacerlo, los optimistas sugieren que se pueden evitar los problemas asociados al incremento de turismo. Por ejemplo, genera restos de riqueza dentro de la comunidad y se puede minimizar el daño ambiental.

Figura 6. Geográfico Mapa de Shaglli con Lugares de Atracción Marcada

Una comunidad que puede beneficiarse del TBC es Shaglli en la provincia de Azuay, Ecuador. Shaglli es una parroquia con hermosos paisajes y un estilo de vida único. Sin
embargo, la parroquia está experimentando una disminución en la población porque hay tan pocos empleos disponibles. Shaglli tiene un opurtunidad a utilizar sus atractivos naturales y cultura para atraer a turistas y así generar más puestos de trabajo. TBC puede ser implementado en la parroquia para aumentar los ingresos del turismo mientras que mitigar las potenciales desventajas de turismo en gran escala.

Para este proyecto, nuestra meta era investigar los factores social, cultural, económico, y ambiental que influyen TBC dentro de la comunidad de Shaglli. Nuestro equipo desarrollado cuatro objetivos específicos para alcanzar esta meta. Primero, era necesario determinar los datos demográficos de turistas y clientes potenciales. Con esta información, nosotros determinado el mejor método de mercado para los turistas y ayudar la comunidad a prepararse para las demandas turísticas. Nuestro segundo objetivo fue determinar las capacidades y preferencias de la comunidad para adoptar una estrategia de turismo. Esto fue importante para el éxito de la futura implementación del turismo dentro de la comunidad. Nuestra investigación continuada con la implementación de la logística turística dentro de Shaglli. Este objetivo se logró a través colaboración con la comunidad, la Prefectura del Azuay, y el Departamento de Turismo de Santa Isabel. Nuestro objetivo final era a determinar una estrategia mercado eficaz para turismo. A través de estos objetivos, hemos desarrollado un plan de acción que hemos implementado a lo largo de nuestro tiempo trabajando con la comunidad de Shaglli.

Nuestra metodología era se centró en hacer observaciones, colaborando con la comunidad y creando un plan de turismo. Aprendimos acerca de Shaglli y sus residentes a través encuestas, grupos focales y entrevistas informales. En concreto, nos reunimos información acerca de problemas económicos de la comunidad, turismo actual, preferencias y habilidades pertinentes. Con esta información, hemos colaborado con la comunidad para abordar el turismo. Hemos puesto énfasis en los deseos y necesidades de la comunidad, como son el aspecto más importante de una TBC exitosa. La colaboración dio lugar a un plan integral de turismo que incluye anuncios, folletos, presencia en internet y dos paquetes de viajes diferentes.

Nuestro equipo descubrió los muchos bienes que posee la comunidad de Shaglli que son beneficiosos para la aplicación del TBC sostenible. La comunidad posee un entusiasmo innato para mostrar los muchos atractivos naturales disponibles y la deliciosa comida que ellos producen. Los miembros de la comunidad tenían varias preferencias para mejorar el TBC, incluyendo aprender más inglés, la autogestión y la protección del medio ambiente. Con el fin de implementar con éxito TBC sostenible en el futuro, la comunidad de Shaglli debe continuar aprendiendo inglés y adaptarse para dar cabida a las demandas turísticas.
Destinos en Shaglli como Carachula y Piedra Movedora ofrecen actividades de aventura a los turistas. Publicidad Shaglli como un "turismo de aventura" destino en línea resultó para ser la estrategia óptima de comercialización. Los datos de nuestra encuesta y la revisión de literatura demostraron que la edad demográfica que prefiere el turismo de aventura es de 13-29. De esta información se determinó que la manera más exitosa de comercializar Shaglli a potenciales turistas sería con presencia en línea. Nuestro equipo desarrolló una campaña de comercialización en línea para turismo en Shaglli incluyendo un nuevo sitio web de turismo, una página de Facebook y un blog.

Investigación a través de entrevistas de agencias de viajes reveló que existen dos tipos diferentes de turistas que se deben atender. El primer tipo de turista es el turista extranjero, específicamente de Europa o América del norte. Este turista prefiere reservar un viaje todo incluido a través de una agencia de turismo. El segundo tipo de turismo comprende nacionales y jóvenes mochileros. Este tipo de turismo está más preocupado con el precio y prefieren hacer tanto como sea posible. De esta información desarrollamos dos paquetes de turismo diferente como se ve en la siguiente tabla.

### Tabla 1. TBC Paquetes de Viajes para Shaglli

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<th>Paquete 2</th>
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<tbody>
<tr>
<td><strong>Agencias de Viajes</strong></td>
<td>&quot;Do it Yourself&quot;</td>
<td></td>
</tr>
<tr>
<td><strong>Precio</strong></td>
<td>$50 cada persona</td>
<td>Guía: $15 cada grupo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comida: $2.50 cada persona</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportación: $4.20 cada persona</td>
</tr>
<tr>
<td><strong>Transportación</strong></td>
<td>Bus Directo a Shaglli</td>
<td>Bus Público a Santa Isabel y Transportación Municipal a Shaglli</td>
</tr>
<tr>
<td><strong>Días de Viaje</strong></td>
<td>2 Días</td>
<td>1 Día</td>
</tr>
<tr>
<td><strong>Anuncios</strong></td>
<td>Folleto</td>
<td>Sitio Web de Turismo, Página Facebook</td>
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</table>

Para probar nuestros paquetes hemos coordinado una prueba piloto de paquete 1 con once estudiantes de WPI. Su viaje incluye un bus privado directamente a Shaglli, un recorrido por la granja lechera, una caminata guiada a través de Carachula, comida comunitaria, y tiempo de ocio con los residentes de Shaglli. Los comentarios de esta prueba fueron fenomenales con los rankings de Shaglli con un promedio de 4,5 estrellas de 5. Uno de los participantes incluso dijo, "En mi visita a Shaglli experimenté una caminata impresionante, hermosas vistas y la amabilidad de la comunidad de Shaglli." Esta prueba piloto demuestra que nuestro paquete de viaje dirigido a turistas
extranjeros es factible y trae esperanza a la gente de Shaglli para éxito en el futuro del turismo en su pequeña comunidad.

Hemos sido capaces de desarrollar una relación con los residentes no solo como turistas sino como una familia durante todo nuestro tiempo con la comunidad de Shaglli. La comunidad acogedora y bellos paisajes naturales proporcionan Shaglli con una oportunidad única para atraer a turistas de todo el mundo. Los materiales que hemos diseñado y desarrollado les ayudará con la implementación exitosa del TBC. Con su comunidad actualmente en una encrucijada, la aplicación del TBC aporta esperanza a la gente de Shaglli del éxito en el futuro y crecimiento de su pequeña comunidad.
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Table 1: CBT Travel Packages for Shaglli

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1. Introduction

The world today is rapidly developing, causing a rise in the populations of cities. This has led to an increased appreciation for the natural beauty of rural areas. At the same time, lack of employment opportunities in these remote areas can make generating an income difficult. As a solution to this, a community that has many natural tourist attractions can consider investing in tourism, which can have economic, environmental and social benefits. Tourism generates revenue directly, through people visiting attractions, but also indirectly, as people tend to spend money on local businesses while traveling. Environmentally, these natural attractions encourage visitors to develop an appreciation for the natural beauty and culture of a community. In terms of social benefits, new jobs are generated in the community and residents can develop important skills, especially the youth. This benefits the residents individually and the community as a whole. Tourism also has potential drawbacks in the form of economic disparities, negative environmental impacts, and community enthusiasm (Akin, 2015).

Sustainable community based tourism (CBT) is a strategy that can be utilized to alleviate the possible disadvantages of implementing tourism in a region while accentuating the positives. Peter Richards, a worker for the CBT Initiative stated, “Villages are not products - they are being empowered by the process.” (Pattullo 2014). Empowerment is dependent on the genuine involvement of community members in developing and defining tourism. CBT equips the residents of a community with the tools necessary to create and regulate their own plan for tourism. In doing so, optimists suggest that the problems often associated with increased tourism can be avoided: revenue can be kept within the community, the environment can be protected and preserved, and the local people can lead the discussion on how they aim to increase tourism. One region that could benefit from CBT is the parroquia (parish community) of Shaglli. Shaglli is one of five parroquias within the cantón (district) of Santa Isabel, Ecuador.

![Map of Shaglli, Ecuador](Gobierno Parroquia 2014)

Figure 1. Map of Shaglli, Ecuador (Gobierno Parroquia 2014)
Shaglli is situated in the Andes Mountains, as shown on the map above. The Shaglli region boasts scenic views and unique attractions, such as Carachula, an area of rock formations also known as the Enchanted Stone City. Meanwhile, younger generations are moving away from the parroquia due to lack of opportunities. This loss of the younger generation is a detriment to the community of Shaglli as their population ages. Shaglli is at a crossroads. Integration of the traditional catholic values of the older generation with recent progress moves to modernize the region. The parish community seeks opportunities to advance its sources of income while preserving its rich traditional culture (Gobierno Parroquia 2014).

The main goal of this project was to investigate the social, cultural, economic, and environmental factors that influence the development of sustainable CBT in the Shaglli community. We used a human centered design approach to accomplish this goal and established four main objectives. First, we needed to determine the demographics of the potential tourists. Understanding the type of visitors that will want to come to Shaglli was vital for creating effective strategies later on. Next, we wanted to determine the capacity of the local residents to adopt a strategy for increasing tourism. This step was necessary to create a plan that was both feasible and desired by the residents of Shaglli. Third, we sought to implement tourism logistics within Shaglli, such as improving English skills and determining transportation methods. Through this we created a written strategy for the residents of Shaglli to increase and sustain CBT after our departure. Finally, we determined an effective marketing strategy for tourists. This included creating a brochure and developing an online presence for the community. This overall plan ensures Shaglli’s continual growth in the tourism industry for years to come.

2. Sustainable Tourism

Around the world, tourism accounts for a substantial part of the economy. This industry is exemplified in nations such as Nicaragua, Kenya, and Ecuador. Tourism in rural locations can create community involvement while maintaining cultural integrity. However, this does not come without potentially negative effects. CBT expands on the positive factors while mitigating the negative factors of large-scale tourism to deliver a community driven cultural experience. The Ecuadorian government has made strides to invest in tourism as a new source of income. Rural areas, such as the parroquia of Shaglli, can benefit from these national efforts that emphasize the environment through CBT.
2.1. Global Tourism

In recent decades, tourism has become one of the fastest growing economic sectors in the world. In 2015, 1.5 trillion dollars were generated internationally from tourism as export earnings. It is also expected that the number of international tourists will increase in the next year by 4.5%, eventually reaching 1.8 billion arrivals by the year 2030 (UNWTO 2016). Developing nations in particular have seen an even greater growth in the industry, and as such tourism has come to be associated with national development and advancement. Furthermore, it has significant social, cultural, and environmental advantages such as job creation and environmental preservation.

Tourism generates revenue for a community both directly and indirectly. An increase in visitors directly creates an increase in jobs, which benefits the community. These residents also have the opportunity to learn a new skill set and advance themselves for further employment. As a result, tourism can decrease the overall level of poverty in an area. In addition to creating more jobs, tourism also drives an expansion in the local infrastructure. Accommodations must be provided with sufficient amenities to encourage the visitors to stay. In some cases, the modernization of rural villages to accommodate tourist preferences has led to a wealth of increased opportunities for the local residents. For example, the introduction of electricity to a rural village is one way that the community can benefit indirectly from investing in tourism (UNWTO 2016).

An often overlooked category of advantages from tourism are the social and cultural factors. One reason why many people decide to travel is so that they may experience a different culture. Tourism, especially in more rural areas, encourages the sharing of local cultures with visitors from all over the world. By making a point of sharing an individual’s culture with tourists the culture is preserved. The residents of these destinations are generally eager to retain their rich histories. Moreover, both the visitor and the resident are able to broaden their worldview by being exposed to people from different walks of life (Pattullo 2014).

Finally, the environment is a factor that needs to be taken into consideration when implementing tourism. Tourism destinations that are known for their unique environments, such as the Caribbean or the Amazon rainforest, have a vested interest in preserving their environments (UNEP 2016). Tourism is generally one of the largest sources of income in these locations. Damage to the environment will result in less tourists and decreased income for the community. Actions to preserve the environment include raising awareness, increasing management of the environment, and enacting regulatory measures to ensure environmental protection. By recognizing the value of unique environments, sections of land can be marked as protected sites, preventing the use of the land for development purposes and preserving the environment (UNEP...
Overall, there are several different pathways in which tourism to an area can contribute to the preservation of the environment.

However, as with any major industry, the implementation and management of tourism into a community must be done appropriately so that disadvantages are minimized. There are several economic drawbacks to be aware of. For example, the beginning stages of implementing tourism in a community often require a large financial investment from necessary improvements in infrastructure and training. This puts economic stress on the residents. Tourism may only bring in seasonal income, leaving the community with diminished sources of income in the off-season. Additionally, there is frequently an uneven distribution of wealth between a local population and a tourist corporation. The income generated from tourism may not benefit the local people to its full potential if large corporations monopolize the industry.

It is also important to consider social factors of tourism. The thoughts, feelings, and concerns of the residents must be taken into consideration, including the concern for privacy. The continuation of their traditional way of life must be preserved. Increases in tourism may be threatening for the host society due to the large increase in visitors, who may view the people more like attractions than a culture to be learned about.

Lastly, tourism may contribute to the pollution of the local environment if not carefully monitored (WTO 2016). The Galapagos Islands in Ecuador are an excellent example of a well-known tourist destination that is home to a unique environment with a diversity of species. However, the islands are being threatened by human damage and climate change (WWF 2011). Restrictions have been put in place to limit the number of tourists visiting the islands to protect the environment from further damage but it is difficult to reverse the damage that tourists have already done to the environment.

CBT is a strategy that can be implemented to help mitigate and decrease potential disadvantages of tourism. CBT that is manageable, financially beneficial, and socially beneficial to the residents with respect to the environmental factors will create that balance. Tourism brings new job opportunities and wealth to communities while also benefitting underrepresented groups such as women and children.

2.2. Community Based Tourism

Sustainable approaches to tourism are becoming increasingly popular among globally minded tourists. The World Tourism Organization defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (WTO 2016). There has been a dramatic shift from large resorts
to CBT destinations over the past five years and CBT has brought positive changes to rural villages (Pattullo 2014). As a result, the community is presented with more job opportunities, both directly (housekeeping or tour guides) and indirectly (agriculture or dining). Through these jobs, members of the community gain skills that can further their career (Akin 2015, Boz 2015).

Many communities around the world including some in Thailand, Sweden, and Russia, are beginning to implement sustainable CBT as a way to bring wealth to smaller communities (Pattullo 2014). As a villager in Koh Yao Noi, Thailand put it, “the sea is normal to us, but interesting to tourists. In the past we didn’t see it as important but taking visitors fishing makes us see things differently” (Pattullo 2014). Using the CBT model outlined by Okazaki shown below, communities such as Koh Yao Noi have been able to create new jobs, keep the wealth local, and share their culture with others.

![Figure 2. A Model of Okazaki’s CBT Conditions and Factors (Okazaki 2008)](image)

Okazaki outlines many factors that contribute to a positive tourism experience. These factors include the effects of local issues on tourism, the image of tourism, public involvement, and the effects of both internal and external factors. As the community involvement increases, the direct benefits of tourism increase proportionally. A more in-depth description of this model can be found in Appendix A.

Another community that has successfully implemented CBT is Marstrand, Sweden. Marstrand is a small coastal city that was facing emigration due to lack of jobs. The community took the factors highlighted in Okazaki’s model into consideration when successfully developing a plan for CBT. It was concluded that having relevant information and connections is important when introducing tourism. Without the
proper approach, there is more room for bias, conflict, and exclusion rather than inclusion (Lindström 2016).

The implementation of CBT in Agua Blanca, Ecuador has provided insight into the importance of keeping sustainable socio-ecological resilience in mind when designing tourism models for rural communities. Maintaining the landscape is crucial because it is one of the main reasons that tourists come to places such as Agua Blanca (Ruiz-Ballesteros 2011). Many of the successes and insights from the implementation of CBT in both Marstrand and Agua Blanca can be applied to existing plans for bringing this type of tourism to Ecuador.

Despite clear advantages in certain locations, CBT has been criticized. A major critique is that one cannot necessarily assume a communal vision. The interests of one person are not always the same as another and these differences could create schisms in the community (Salazar 2012). Additionally, tourism benefits the community unevenly, meaning that not every member of the local community reaps the same level of reward (Boz 2015, Pattullo 2015). However, factors such as associated costs, rising prices, and congestion affect all members of the community, regardless of whether or not they support tourism. Although the community manages the tourism, issues of power tend to arise as local elites create inequalities. Often minorities, including women and children, are left out of the process and forced to perform the more low-paying jobs (Salazar 2012). These observations were made from a long-term study of tourism in Tanzania, specifically in the northern Arusha Region.

2.3. Tourism in Ecuador

Although tourism can be a pivotal section of the national economy, Ecuador does not currently rely on tourism for a majority of its income. According to the World Travel and Tourism Council in 2014, tourism’s total contribution to the GDP was only 5.5% (WTTC 2015). As a whole, the country is making strides to improve their revenue and job opportunities by investing in tourism. The Gobierno Nacional de la Republica del Ecuador has launched programs aimed at increasing revenue from tourism, titled “Invest in Ecuador,” “Tourism Training Program,” and “Integral Tourism Assistance Plan.” These programs follow five pillars: safety, destinations, quality, connectivity, and promotion. The first program is geared towards investors in the tourism agency and is advertised through the promotion of all that Ecuador has to offer for tourists (Ecuador Ministry 2016). The second program is geared towards residents of small communities such as Shaglli and offers online training programs to help them improve the tourism experience in their communities (Gobierno Nacional 2016). Through the third program, the government has created educational materials to educate tourists on the safety of traveling to and within Ecuador (Chestnut 2006). With these programs, the government
would like to see tourism revenue double in 2020 (Gobierno Nacional 2016).

Ecuador and its communities have the opportunity to strengthen their economies and contribute to national aims by implementing CBT. CBT includes a personal experience for the tourist that is managed directly by the community, which appeals to Ecuador’s unique culture and attractions. As a result, the communities can receive the maximum possible benefits while mitigating the disadvantages.

2.4. Tourism in Shaglli

The parroquia of Shaglli is located in the cantón of Santa Isabel, Ecuador. This rural community is home to beautiful landscapes, a rich culture, and a population that has been in the same area for over 150 years. With the world constantly changing, Shaglli has found itself facing challenges that were not present 50 years ago. Many residents of Shaglli live in poverty due to the fact that there are few jobs available. Shaglli has seen a significant decline in its population over the past 30 years. Since 1982 the total population of Shaglli has declined by more than 16% with the total resident population in 2010 being 2,155 (Santa Isabel 2016). This change can be attributed to the emigration of the younger generations from the parroquia in search of new job opportunities. The community of Shaglli is at a crossroads and without a new source of income may continue to decline in population for years to come.

The local governments of Santa Isabel and Shaglli have begun to take steps to integrate CBT as a way to provide jobs and income to its residents. The government of Shaglli has outlined a plan to implement CBT into the community over the next 5 years (Gobierno Parroquia 2014). This plan is based on recent pushes in the national government to increase the amount of tourism in the country as a whole. The Ministerio de Turismo of Ecuador has recently invested in two programs to help both large cities and small communities, such as Shaglli, with the integration of tourism into their daily lives. One program encourages outside investments while the other program targets further development of the skills of community members. By utilizing the benefits that these programs have to offer, Shaglli can begin to participate in the industry of CBT.

To ensure that CBT will be successful in Shaglli, tourists must be aware that it exists. The parroquia of Shaglli is currently underrepresented worldwide and there is not much information available for tourists on both a national and international scale. The government of Shaglli has begun to take steps to solve this issue. One approach that they have taken is enhancing their presence on the Internet and revamping their local government website to display the beautiful waterfalls, landscapes, and culture that Shaglli has to offer (Gobierno Parroquia 2014). By increasing their online presence, the government is hoping to reach more potential tourists than ever before.
Throughout Ecuador, there is a large disparity in the tourism industry: areas such as Baños in Santa Agua rank among the top places to visit in South America while places such as Shaglli are unknown gems hidden deep in the Andes mountains (Saward 2014). While large-scale tourism is effective in locations such as Baños, rural communities such as Shaglli currently lack a tourism plan that works for them. Utilizing the beautiful landscapes and rich culture of the parroquia of Shaglli through the implementation of CBT will help increase job opportunities and reduce poverty within the community. The future implementation of sustainable CBT in Shaglli serves as a model to increase tourism revenue throughout rural communities in Ecuador.

3. Plan of Action

The goal of our project was to investigate the social, cultural, economic, and environmental factors that influence sustainable CBT specific to the Shaglli community. To achieve this goal, we developed objectives framed by a human centered design approach addressing the feasibility, desirability, and viability of the implementation of CBT (IDEO.org 2015). The four objectives were:

1. Determining the demographics of potential tourists/customers
2. Determining the capacities and preferences of the local people to adopt a strategy for tourism
3. Implementing tourism logistics within Shaglli
4. Determining an effective marketing strategy for tourists

In this chapter, we discuss the methodology that was created to gather and analyze data in the interest of supporting the existing tourism efforts of Shaglli. This plan highlights collaboration within the community to provide tourists with an authentic experience that is beneficial to both the tourists and the community.

3.1. Determining the demographics of potential tourists/customers

It was important to determine the type of people who want to travel to Ecuador so that advertisements could be designed to effectively target this demographic. The most effective data sources were the tourism statistics retrieved from internet research and travel agencies, as looking at the past trends of tourists helps to predict future growth. Online research provided a national and global view of tourism, while speaking to locals in Cuenca and Santa Isabel provided information about demographic trends of tourists specific to Ecuador. Additionally, we drafted questions to ask workers at tourism agencies about the demographic trends of their current customers. These questions can be found in Appendix B.
We gathered information about types of attractions that appeal to Shaglli’s tourist demographic to better understand how to effectively market Shaglli as a potential destination. We obtained opinions and feedback from travelers through the use of a survey. The results provided direct insight into reasons why tourists visit Ecuador, and furthermore why tourists choose to visit places similar to Shaglli. The survey was posted on popular social platforms. This allowed for a larger pool of participants and consisted of questions pertaining to one of four themes as described in Appendix C. The actual survey questions that were used can be found in Appendix D.

Key components in directly appealing to the demographics of potential tourists include the length of stay and experience preferences of an average tourist. Understanding these two factors helped us create an optimal tourism experience in Shaglli. To broaden understanding of tourist demographics, data from travel brochures was collected and interviews were conducted with particular attention on excluding as many biases as possible. Possible biases included age, gender, and nationality. However, there were a variety of possible tourist demographics and all possibilities were taken into consideration to discern a desired experience among all travelers.

3.2. Determining the capacities and preferences of the local people to adopt a strategy for tourism

When incorporating a new form of revenue into the local economy, sustainability of infrastructure, jobs, and environment must be taken into consideration. Failure to establish a current understanding of local economy, infrastructure, and environmental status can decrease long-term maintenance of these aspects. Direct communication and collaboration with the residents of Shaglli was vital to understanding the desire within the community for a marketing plan. The economic, local infrastructure, and environmental influences on this plan was only understood by getting first hand opinions from the residents through interviews, focus groups, and observation of current local government training programs. The interview questions were designed to prevent leading the residents to answer in a certain way, as outlined by the International Review Board (IRB). In this way, bias was reduced and genuine opinions were collected without coercion. Interviews were preferred over focus groups to respect the possibility of varying opinions on desired community involvement in CBT. All data from the survey, focus groups, and interviews was collected using ethical practices and kept confidential in a private drive that was only accessible to those in the group. We made certain to ask for permission to use names in our final research project in accordance with IRB guidelines.
3.3 Implementing tourism logistics within Shaglli

One segment of our developed marketing strategy included determining the current resources of the Shaglli community. Understanding available resources allowed us to focus on areas that could be improved to provide the best possible tourist experience. Skills were assessed through informal focus groups, which allowed for fluid, open discussion between residents. Discussion topics included experience with foreigners, knowledge of tour routes, and language competency. Observations were utilized to further determine what resources the community has. An asset mapping technique was used to better collect and analyze the resource data. Resources include the skills of the community members, physical structures, associations within the community, businesses, transportation, and other organizations. By having a clear picture of the resources available, it was easier to determine what the community needed and develop an ongoing plan to address these needs (UCLA 2014).

3.4 Determining an effective marketing strategy for tourists

A critical aspect of investigating factors that influence sustainable CBT in Shaglli involved determining a marketing strategy. Potential attractions were utilized to market Shaglli to tourists. We observed the attractions listed on the government website and toured other attractions based on resident recommendations to create a complete list of attractions (Gobierno de Shaglli, 2016). These attractions, in addition to cultural aspects of the community, were highlighted in an online blog that includes visuals as well as written personal experiences from interacting with the community. This informal marketing strategy allows for the attractions to be combined with an in-depth explanation of the stories and legends that surround each landmark and location. Furthermore, the knowledge gained from observations and experiences in Shaglli contributed to the investigation of the feasibility of sustainable CBT in the parroquia.

3.5 Conclusion

A human-centered design approach that incorporated observation, community collaboration, and the formation of a plan was utilized to investigate factors influencing CBT in Shaglli. Our goal and four objectives were achieved through surveys, interviews, and focus groups. Determining the demographics of tourists while also taking into consideration the capacities of the people of Shaglli allowed us to create a comprehensive marketing plan for CBT in Shaglli.
4. Results and Analysis

Following our plan of action, we began the implementation of a strategy for sustainable CBT in the community of Shaglili. Skills and capacities of the residents beneficial for tourism were first identified through observation, interviews, and discussions. These observations, in combination with the preferences of the community, were taken into consideration when designing this strategy. We developed materials and tools necessary to improve upon the skills of Shaglili residents that can provide better tourism experiences. We began an online advertisement campaign to showcase their unique tourism opportunities and also facilitated partnerships with tourism agencies.

4.1 Shaglili residents possess relevant skills and capacities to successfully implement CBT in their community

An in depth understanding of community assets was vital for identifying gaps in the existing skills and resources as we developed our tourism plan in Shaglili. Each week we were led on hiking tours throughout the parroquia and we observed the extensive knowledge that the community members possess about the numerous hiking trails, locations, and plants and their medicinal properties. *Tipo*, for example, is an herb found throughout the region and is commonly used to treat stomach pain, as explained by our guide. The community members also have an in depth knowledge of the local food, such as the yogurt produced by their dairy and the variation of corn, called *mote*, that is served with most meals. Additionally, hospitality is ingrained into the culture, where guests are welcomed and cared for as part of the community. These are all advantages for the implementation of CBT in Shaglili.
Figure 3. Asset Map of the Shaglli Community

The observed skills were compiled into an asset map to better visualize the community’s capacity for tourism, as seen in Figure 3. Categories for the asset map include institutions, individuals, skills, culture, food, physical space, and transportation. In the physical space category, it was observed that Shaglli has numerous natural attractions and hiking trails that can be utilized for tourism. For accommodations and food, the community has small eateries that contribute to the tourist experience. It was also observed that there are limited transportation options due to the location of the parroquia. These all play a role in the implementation of tourism.

The Shaglli residents have an innate enthusiasm for their community. They are eager to show the unique landscape and culture of their parroquia to visitors. Children are trained at a young age to welcome these visitors in addition to the skills of the community, listed in the asset map. As such, their enthusiasm extends to their willingness to learn and improve, which is essential in providing the best possible tourist experience.

4.2 The preferences of Shaglli residents help determine the plan of action for the implementation of CBT

The preferences of the Shaglli residents indicated what they want to gain from the implementation of CBT in their community as well as what they want to do to create the
most successful tourism industry possible. It was determined that the residents want to showcase Carachula as the main tourist attraction through focus groups with members of the community. The residents of Shaglli also want to involve the municipality by providing rides from Santa Isabel to Shaglli since few buses can drive up the winding roads. Focus groups and interviews also revealed that the community wants to learn English vocabulary and pronunciation to welcome as many foreign tourists to Shaglli as possible. Additionally, we discussed fears that the community members have about implementing tourism. The community wants to implement tourism to create jobs for their own people and hopes to avoid large-scale tourism corporations overtaking their initiatives. They wish for the tourism to be managed by community members and directly benefit the community (Appendix E).

The informal interviews that we conducted also revealed how important the environment is to the people of Shaglli. While on a hike at Sábana, a waterfall near the central community, one of the residents found a discarded cigarette on the ground. It was evident that she was not happy to see that the beautiful landscape was being damaged. After asking her why she reacted so strongly to a small piece of trash on the ground, she responded by saying that the environment is important to her and other members of the community. Through this and other informal interviews, we gauged how important it is to take environmental preservation into consideration when implementing CBT in Shaglli. Harming the environment is an evident fear of some community members.

4.3 The skill sets of the Shaglli residents must be improved to successfully implement CBT

4.3.1 Language

Section 4.1 discussed the skills that the residents already have that are beneficial for tourism, as supported by the asset map (Figure 3). We determined what skills must be improved upon from this information, while keeping in mind the preferences of the community. Through observations and interviews, we deduced that English is an essential skill that must be developed. During a focus group, one of the community members noted, “it is important to learn English because it is used worldwide” (Sr. Patricio Ochoa). With advice from language teachers in both the Cuenca and the United States, we developed a six-week course for the community that included introductory topics such as greetings, proper pronunciation, days, months, and foods. Other topics included tourism specifics; detailed lesson plans can be viewed in Appendix F. An introductory lesson plan, available in Appendix G, was also created for a 5-12 age group and was taught in different communities each week. Shaglli is comprised of several different communities, and teaching throughout the parroquía allowed for the spread of
English beyond the central community.

We recognize that language skills require significant time and practice to reach a basic level of fluency, which can be difficult with limited time and resources. To encourage continual study of the language after our departure, we provided the community with several English-Spanish lesson books, dictionaries, and children books. We additionally created teaching aids for the town doctor and priest to accommodate tourists (Appendix H). Other materials provided to the community included a menu with pictures to aid tourists on food selections and an English-Spanish list of the medicinal plants found in the region. These plants will likely be described to visitors during visits to regional attractions. The English lessons and materials will provide residents with a basic level of English knowledge that they can continually build upon, however, it is up to the residents to sustain this education. Additionally, we gave the community several flash drives with all materials on them and suggested that the files be saved on a hard drive for backup.

4.3.2 Cultural Differences

In addition to language skills, we determined that there are general cultural differences that the community needs to be aware of to provide a better tourist experience. We developed a suggestions list to educate the community on these topics (Appendix I). For example, food allergies are common in the United States but generally unheard of in Ecuador (A. Shourds 2017). It is important that the Shaglli residents understand the severity of allergies and the need for careful food preparation in case of an allergy. Additionally, amenities such as hand soap and toilet paper should be made available. Finally, we emphasized the importance of clear communication and punctuality. Following a schedule is often important to foreign tourists. As tour guides and hosts, it is necessary that the Shaglli community understands this aspect and follows through with original plans.

4.4 Advertising Shaglli as an “Adventure Tourism” destination online is the optimal marketing strategy

4.4.1 Marketing Adventure Tourism

Through observation and research it was determined that the type of tourism that Shaglli is home to is “Adventure Tourism.” This type of tourism is defined as having “an adventure activity as the main activity of the trip” (Adventure 2013). Personal observations from weekly reflections revealed that hikes in Shaglli such as Carachula and Piedra Movedora are considered Adventure Tourism because of their height and the challenge they present. Points on the Carachula hike reach over 14,000 feet above
sea level with thin paths and potentially dangerous sections. Figure 4 below shows an example of the height and potential danger that *Carachula* presents to its hikers. All safety concerns are alleviated by the extensive knowledge of the local guides.

Once we determined that the hikes in Shaglli would be marketed as adventure CBT to tourists, we established our target tourist demographic. It was found that tourists aged 13-29 are most interested in destinations that hold opportunities for adventure tourism through survey collection and analysis. The tourist preference answers were divided into five different categories including adventure, culture, price, recommendations, and accommodations. All data was normalized according to the Normalizing Protocol for Qualitative Data from the International Journal of Quality, Statistics, and Reliability to eliminate as much bias as possible (Loehnert 2009). A comprehensive analysis of the demographics of our survey respondents can be found in Appendix J. A cross tabulation of tourist age versus those who preferred adventure activities supports the claim that tourists ages 13-29 prefer adventure tourism experiences. The data can be seen in Figure 5 below.

![Carachula Heights](image)

**Figure 4. Carachula Heights**

![Preferences for “Adventure Tourism” Experiences by Age](image)

**Figure 5. Preferences for “Adventure Tourism” Experiences by Age**

This data shows that an online presence of tourist destinations and online marketing through both official websites and social media platforms would have the most impact. To effectively create an online presence for Shaglli, we collaborated with Sr. Patricio
Ochoa to establish a list of the communities and attractions in Shaglli. These lists can be found in Appendix K. Work with Sr. Patricio Ochoa continued, and we created a geographical map with the visual representation of the locations of available attractions. This map can be seen in Figure 6 below.

![Geographical Map of Shaglli with Marked Attraction Locations](image)

**Figure 6. Geographical Map of Shaglli with Marked Attraction Locations**

### 4.4.2 Online Presence

After attraction logistics were determined, we worked with the governments of Shaglli and Santa Isabel to outline a plan for the online presence of Shaglli tourism. This plan included highlighting the experiences that we had as tourists both within the community and at tourist attractions in an online blog. Our blog included descriptions of personal experiences separated into topics by hiking attractions, cultural experiences, and other experiences during our travels to Shaglli. Blog entries were separated into English and Spanish pages and each entry was written in both languages to accommodate a larger audience. A screenshot of the first blog post can be found in Appendix L. Online forums are other important online resources for recording the experiences of tourists. Through research, it was determined that the most effective online forum for tourism for our target audience is TripAdvisor. We created an account for Shaglli Tourism on several travel forums including TripAdvisor, Lonely Planet, and Fodro's Travel forum.

We collaborated with the Shaglli government and the Tourism Department of Santa Isabel to produce other effective online marketing resources. The two most important resources to create included the official tourism website of Shaglli and a Facebook page. From community requests, we helped them redesign their tourism website. We also created a Facebook page to further market tourism in Shaglli on a social media platform.
Since almost all of the tourist attractions included some form of walking or hiking, we developed a hiking guide to describe the length of the hike, approximate altitude, and level of difficulty. This guide was incorporated into all of the online materials that we developed. The format of the hiking guide was determined to be effective after researching other hiking guides developed for similar tourist attractions (Massachusetts 2011). This hiking guide can be found in Appendix O.

To ensure consistency across all marketing efforts, we determined an official spelling of Shaglli in collaboration with the community. Additionally, we designed a logo that was used on all marketing materials. This logo is be shown Figure 7 below.

![Shaglli Logo](image)

**Figure 7. Logo of Shaglli for Marketing Materials**

*4.5 Designing a cost effective and feasible travel package is essential for the success of CBT in Shaglli*

*4.5.1. Tourist Package Investigation*

We investigated potential tourist transportation methods to Shaglli through the use of a survey and interviews with travel agencies. These resources helped us to determine the most effective package to develop for Shaglli tourists. The parameters of what the package would include was determined through analysis of survey data and interviews of travel agencies. Survey data proved that tourists tend to choose tourism destinations according to price, ease of travel, language accommodations, and natural landscapes. Price proved to be the most important factor with 82% of survey respondents choosing this as a factor that they take into consideration when choosing their next travel destination (Appendix J).

The interviews conducted with several tourism agencies in the city of Cuenca focused on firsthand experiences with tourists interested in Adventure Tourism. Arutam Ecotours in Cuenca suggested that overnight tours might suit the package best, since traveling 2-3 hours and hiking at high altitudes can be too tiring for tourists. Hostels in Santa Isabel can potentially play a role in future tourism packages. Other tourism agencies, including Polylepis Tours, suggested that daylong excursions are possible from a central location such as Cuenca. From both resources, we came to the conclusion that tours leaving from
Cuenca would function the best for partnerships. Additionally, tourism agencies can simply sell a pre-determined package without being concerned with logistics, making it easier to partner with tourism agencies in the future.

4.5.2 Complete Tourist Packages

Producing a complete travel package for tourists needed to include price, transportation, a schedule of activities, dining, and sleeping accommodations. Reviews on online forums note that some tourists prefer to plan trips through tourism agencies while others prefer a “do it yourself” option (Trip 2017). The most effective marketing approach was to develop two separate packages for tourists to visit Shaglili, outlined in Table 1 below.

Table 1. CBT Travel Packages for Shaglili

<table>
<thead>
<tr>
<th></th>
<th>Package 1 Travel Agencies</th>
<th>Package 2 &quot;Do it Yourself&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Price</strong></td>
<td>$50 per person</td>
<td>Guide: $15 per group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Food: $2.50 per person</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transportation: $4.20 per person</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>Bus Directly to Shaglili</td>
<td>Public Bus to Santa Isabel and Municipal Transportation to Shaglili</td>
</tr>
<tr>
<td><strong>Length of Trip</strong></td>
<td>2 Days</td>
<td>1 Day</td>
</tr>
<tr>
<td><strong>Advertisements</strong></td>
<td>Brochure</td>
<td>Tourism Website, Facebook Page</td>
</tr>
</tbody>
</table>

The first tourist package includes partnerships with several tourism agencies in the city of Cuenca. A representative from these agencies will call Sr. Patricio Ochoa, the tourism representative for Shaglili, when tourists purchase a package. This package will be advertised in a brochure (Figure 8) that can be found in tourism agencies, on the official tourism website, and the Shaglili Tourism Facebook page. The second tourist package is a “Do it Yourself” option advertised on the official tourism website of Shaglili and the Shaglili Facebook page.
Figure 8. Brochure Developed for Partnership with Tourism Agencies

From taking an Amazon Tour in Baños, we experienced a CBT tour elsewhere in Ecuador. It was beneficial to know the activities of the day ahead of time. We found that the tour, which lasted for 12 hours (4 hours of travel), was doable in one day. We found that the long travel time for this tour did not make it any less enjoyable. This experience gave a different perspective than our interview with Arutam Ecotours. If total travel time is minimized, a one-day trip to Shaglli is feasible. We performed a one-day pilot test with WPI students and received their feedback to gain more information about the length of the tour.

4.5.3 Pilot Test

On Saturday, February 18, 2017 we conducted a pilot test of Package 1 with eleven students from WPI. A private bus took the students from Cuenca directly to Shaglli, where they participated in a tour of the local dairy farm with snacks, a guided hike through Carachula, a community meal, and a community meeting where legends were told to the group about Carachula. The students filled out a survey to gauge their opinions about the experience and how they might improve it. This survey can be found in Appendix P. The feedback showed great promise for the future success of CBT in Shaglli. The median ranking of their experience was 4.5 out of 5 stars and participants noted that their favorite parts of the experience included the views from Carachula, the welcoming community, and the delicious food. One respondent said, “In my visit to Shaglli I experienced an awesome hike, beautiful scenic views and the kindness of the Shaglli community.” However, the survey did reveal some suggestions for the community. These suggestions included keeping small hiking groups for a more personal experience with the guide, as well as suggesting that the residents of Shaglli
speak slower for non-native Spanish speakers (Appendix Q).

4.6 Conclusion

The tourism plan developed for the Shaglli community can adapt to changing demands of tourist desires as well as changes in the tourism industry. Community members were provided information to continue to expand their knowledge about accommodating tourists and improve management and sustainability of their own tourism industry. In addition, future experience with tourists will give the community insight on how to better accommodate tourists and further sustain effective CBT within their community.

5. Conclusions and Recommendations

There is great potential for the successful implementation of sustainable CBT within the community of Shaglli. By utilizing their natural resources, current skills, and extensive knowledge, the residents of Shaglli can successfully manage and sustain tourism within their parroquia in the future. This implementation will provide many job opportunities that can benefit the community economically in the areas of transportation, guiding tours, and preparing meals. The community also has the opportunity to self-manage tourism while protecting the environment.

To enact CBT, we utilized observations, surveys, interviews, and focus groups. We were able to examine the skill sets and resources of the residents from these initiatives and discover what can be improved upon. We incorporated the opinions and preferences of the community members into the resulting materials, including English lessons. Additionally, we conducted research about successful tourism marketing. From this, we developed a comprehensive tourism plan that includes advertisements, brochures, an online presence, and two different travel packages. One of these packages was tested with students from WPI in order to determine its appeal to foreign tourists.

During our last visit to Shaglli we conducted a feedback focus group in order to gauge the feelings and feedback from the community about our project. Overall, we learned that the community feels as though our work brought renewed hope for the future of Shaglli. Our English lessons and materials, advertising efforts, and pilot test have all helped to make the implementation of CBT in Shaglli possible. More feedback from the community can be found in Appendix R.

Based on our own experiences and feedback from the pilot test, it is apparent that the community of Shaglli is well on their way to successfully implementing CBT. One of the greatest strengths of the community is the hospitality that they express to visitors. This welcoming attitude will contribute immensely to the future success of tourism.
Additionally, tourists feel safe when being guided by residents in the area because of their extensive knowledge of hiking trails and plant life. Further expanding their tourism industry, the residents possess a strong desire to learn English and are making strides toward greater language competence, which will greatly assist in their communication with foreigners. While Shaglli has had early success with CBT, they must continue to improve upon what is already in place for further success. We developed several recommendations for the expansion and sustainability of CBT:

- **Transportation**: From Cuenca, there are currently many buses that travel to Santa Isabel, but few that travel directly to Shaglli. Due to this, the municipality needs to provide reliable transportation to tourists from Santa Isabel to give visitors another travel option if they decide the “do it yourself” package.

- **Tour Guides**: Tour guides should speak slowly to foreign tourists who do not speak Spanish as their first language to make it easier for them to understand all aspects of their experience in Carachula or other attractions. They should also make sure that the tourists know exactly when the hike and lunch are and stick to that schedule as punctuality is extremely important to successful tourism. Shaglli must always be on time and keep to a set schedule so that tourists know exactly what to expect.

- **Safety**: The main attraction at Shaglli, Carachula, is a hike that features high altitudes and steep climbs. An inexperienced hiker without guidance would potentially have safety concerns. The tour guides of Shaglli will need to effectively determine the hiking skill levels of tourists to ensure that they are provided the correct level of guidance when hiking. Throughout the hike, they must provide assistance to those who need it and ask tourists if they need time to recover often to ensure a safe hike. Keeping tourists in small groups can help alleviate some safety concerns. Any injuries that occur on any of Shaglli’s hikes would be detrimental to their tourism industry. A plan of action in the event of hiking emergencies must be put in place, and tour guides must be trained on mountain safety and have adequate communication with the closest trauma center.

- **Communication with Travel Agencies**: Shaglli must maintain strong communication with travel agencies and those who book tours. Reliability is essential, and being able to handle booking tour groups would be beneficial.

- **Materials**: Keep a backup of all files on the computer. Copyrighting online materials should be considered to ensure that only the residents of Shaglli can use these materials for tourism. A community member should be responsible for printing more brochures and distributing to travel agencies as needed.

- **Environmental Preservation**: Remembering environmental preservation at all of the tourism destinations in Shaglli at all times is crucial. Sometimes, foreign tourists do not respect the environment as much as the residents do. Due to this, signage should be considered to remind visitors not to leave trash behind.
• **Future Considerations:** In order to preserve the community feel, we recommend that the community of Shaglili does not pave the roads, as a major infrastructure improvement may allow large-scale tourism corporations to enter Shaglili. This recommendation comes from our experience in other locations that began as CBT locations and are now large-scale tourist destinations. Also competition between villages within Shaglili should be avoided as much as possible. This competition would taint the inclusive small community charm that Shaglili currently has. Additionally, to further accommodate foreign tourists, the community should continue to learn English and uphold their online presence.

With these factors taken into consideration along with the residents’ innate enthusiasm, the community will be able to sustain CBT in the future. Available jobs will increase and provide younger generations with the means necessary to live in Shaglili, allowing their community to survive. The promise of successful implementation of CBT provides renewed hope to the residents for the future of their community.
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Appendix A. Okazaki CBT

The first of Okazaki’s factors is the effect of local issues on the tourism industry. Data has shown that negative attitudes about tourism from residents results in hostile behavior toward tourists. Through the Okazaki CBT model, it is highly encouraged that tourism environments should be created in harmony with the social climate of the area in a way that the local community understands the benefits of tourism. The second contributing factor is the image of tourism. To create a successful CBT system, the assets of the local community must be taken into account, including the natural landscapes, special festivals, and facilities. Through the Okazaki model, it is recommended to work with the community to enhance what is already available instead of creating new attractions. The third contributing factor is public involvement. Through the Okazaki model, community involvement is the centerpiece of creating a successful and self-sustainable CBT destination. By encouraging community involvement in the tourism industry, the protection of the environment and the local culture are easily preserved. The final contributing factor identified is the effect of both internal and external factors on the tourism industry. External factors include competition, tourist opinions, and safety concerns. When using the Okazaki model, it is highly encouraged to take all factors into account to create a successful CBT community. It also encourages that the socioeconomic wellbeing of the community be a main focus when developing a tourism plan. By following the plan outlined by Okazaki, communities in need of more income can enhance their community through the implementation of CBT (Okazaki 2008).
Appendix B. Questions for Tourism Agencies

1.) Do you currently work with tour packages in other rural communities?
2.) What is the schedule for visiting these small communities?
3.) What is the usual price for these packages?
4.) Do you have suggestions for developing a tourism package?
5.) Would you be willing to sell a tourism package for Shaglli?
Appendix C. Tourism Demographics Survey Themes

The first theme of this survey is *length of stay*. These questions will ask about the average length of stay of a tourist. The second theme is *attractions*. The questions will determine what parts of Shaglli appeal most to tourists when choosing a destination. Questions in the third category, *experience preference*, will determine what kinds of attractions tourists are most drawn to. It will also verify if our chosen demographic is interested in a CBT experience. Participants will be asked to rank a list of attractions based on their appeal. The final theme is *demographics*. These questions will help gather demographic data of tourists including their travel habits (whether they travel alone, how often they travel, etc.). Through this information, we will develop the best plan of action for the integration of CBT in Shaglli.
Appendix D. Tourism Demographics Survey

Este sondeo es para ayudar con una mejoría en los aspectos de turismo en Ecuador. Sus opiniones son muy importantes para la industria de turismo en lugares diferentes del Ecuador, especialmente en lo que es respecto en las comunidades rurales. Las preguntas en este sondeo son en español y inglés para su comodidad. Gracias por su tiempo. | This survey is being used to help with the improvements of tourism attractions in Ecuador. Your opinions are important for the industry of tourism in all places of Ecuador, especially in regards to establishing new accommodations in rural communities. The questions in this survey are in both Spanish and English for your convenience. Thank you for your time.

Los Hábitos de Viajes|Travel Habits
1. ¿Cuántos días pasa usted aquí? | How long did you stay here?
   1. 1 día | day
   2. 2 días | days
   3. 3 días | days
   4. 4 días | days
   5. Más de 4 días | More than 4 days

Las Atracciones|Attractions
1. Por favor, clasifique los siguientes atracciones de sus encantos (1- el mejor, 7- el peor). | Please rank the following attractions as they appeal to you (1 – lowest interest, 7 – highest interest):
   __ Las Caminatas | Hikes
   __ Las Cascadas | Waterfalls
   __ Las Ciudades de Piedra | Stone Cities
   __ Las Vistas de Paisaje | Landscape Views
   __ Los Festivales de Comunidades | Community Festivals
   __ Las Tradiciones de Comunidades | Community Traditions
   __ Los Oportunidades de Compras | Shopping Opportunities

Preferencias de Experiencia|Experience Preferences
1. La hora de elegir un destino para sus viajes, ¿qué aspectos son más importantes para usted? (Circule las que apliquen) | When choosing a destination for your travels, what aspects are most important to you? (Circle all that apply)
   a. Acomodaciones de Idioma | Language Accommodations
   b. Los Paisajes Naturales | Natural Landscapes
   c. Tradiciones de Comunidad | Community Traditions
   d. La Comida | Food Accommodations
   e. Experiencias del Senderismo | Hiking Experiences
   f. Lugares de Las Compras | Shopping Locations
<table>
<thead>
<tr>
<th>Location Temperature and Climate</th>
<th>Temperature and Climate</th>
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</thead>
<tbody>
<tr>
<td>Ease of Travel</td>
<td>Ease of Travel</td>
</tr>
<tr>
<td>Festivals</td>
<td>Festivals</td>
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<tr>
<td>Outdoor Activities</td>
<td>Outdoor Activities</td>
</tr>
<tr>
<td>Experiencing New Cultures</td>
<td>Experiencing New Cultures</td>
</tr>
<tr>
<td>Night Life</td>
<td>Night Life</td>
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<td>Architecture</td>
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<tr>
<td>Friendliness of Residents</td>
<td>Friendliness of Residents</td>
</tr>
<tr>
<td>Reviews from Other Travelers</td>
<td>Reviews from Other Travelers</td>
</tr>
</tbody>
</table>

Demografías | Demographics  
1. ¿Cuántos años tienes? | What is your age?  
   a. Menos de 12 | Under 12  
   b. 13-18  
   c. 19-29  
   d. 30-39  
   e. 40-49  
   f. 50-59  
   g. Más de 60 | 60 and Over  

2. ¿Cuál es tu género? | What is your gender?  
   a. Masculino | Male  
   b. Femenino | Female  
   c. Género no binarias | Non-binary/third gender  
   d. Prefiero no responder | Prefer not to answer  

3. ¿Cuál es su idioma principal? | What is your primary language?  
   a. Inglés | English  
   b. Español | Spanish  
   c. Otro | Other ____________________  

4. ¿Cuándo Usted viaja, generalmente viaja solo? | When traveling, do you usually travel alone?  
   a. Sí | Yes  
   b. No  

5. Si contesto no | If answered no:  
   a. ¿Cuántas otras personas generalmente viajan con usted? | How many other people do you usually travel with?  
      i. 1-2  
      ii. 3-4
iii. 5-6
iv. 7-8
v. Más de 8 | More than 8

b. ¿Suelen viajar con hijos menores de 18 años? | Do you usually travel with children under the age of 18?
   i. Sí | Yes
   ii. No
   iii. Prefiero no responder | Prefer not to answer
Appendix E. Shaglli Community Focus Group Notes

Date: January 17, 2017  
Place: Center Parroquia of Shaglli Meeting Hall  
Number of People: 17 Community Members  
Notable Speakers:  
● Presidente Ochoa  
● Patricio Ochoa  
● The Medic  
● Padre Lenin  
● Sra. Ochoa  
Notes:  
● The community wants relationship with the municipal for tourism  
● They want Carachula as main attraction  
● The wish to use attractions that already exist  
● It is harder to get older people on board. They have more fears about tourism  
● Economy and cultural factors are to be taken into consideration  
● Chimborazo can serve as a plan of what they don’t want to happen  
  o Ruined tight knit community  
  o Too much competition now  
● They don’t have extreme sports so we need to consider a natural approach to advertisement  
● Young people are leaving Shaglli to earn money for their families  
● Shaglli only has older people and young children living there  
● They like the idea of demographics  
● “Our situation is real and we need something like tourism and advice from other for help” –Padre Lenin  
● Economy is small in Shaglli  
● They want to learn English to welcome English speakers
Appendix F. English Lesson Plans

Week 1
- Adults: Greetings, Counting, Pronouns
- Teenagers: Greetings, Counting, Pronouns
- Children: Greetings, Counting, Colors, Animals

Week 2
- Adults: Review, Food, Time, Money, Days, Months
- Teenagers: Review, Food, Time, Money, Days, Months
- Children: Food, Songs, Children’s stories in English

Week 3
- Adults: Review, Weather, Body Parts, Directions,
- Teenagers: Review, Pronouns, The Verb To Be, Body Parts
- Children: Commands, Sports, Clothing, Animals

Week 4
- Adults: Review, Pronouns, Vowels, Commands, Emotions
- Teenagers: Review, Basic Sentence Construction, Regular Present Tense Verbs
- Children: Commands, Sports, Animals

Week 5
- Adults: Review, Culture Lesson, Sentence Construction
- Teens: Review, Culture Lesson, Sentence Construction
- Children: Games, Body Parts, Children’s Books in English

Week 6
- Adults: Review Sentence Structure from Classroom Books
- Teens: Review Sentence Structure from Classroom Books
- Children: Read Children’s Books in English
Appendix G. Introductory English Lesson Plan for Classrooms

Greetings
  o Good morning!
  o Good afternoon!
  o Good night!
  o How are you?
  o I am good.
  o Hello, my name is...

English Alphabet Pronunciation
  o Vowels
    o Differences between English Alphabet and Spanish Alphabet

English Numbers Pronunciation

The Parts of the Body
  o Head, Shoulders, Knees, and Toes

Days of the Week
  o What day is today?

Months of the Years
  o When is your birthday?
  o What month is this month?

Common Animals
  o What is your favorite animal?
  o My favorite animal is...

Common Foods
  o What is your favorite food?
  o My favorite food is...

Colors
  o What is your favorite color?
  o My favorite color is...
Appendix H. English Teaching Aids

Medic Teaching Aid

Enfermedad - Chief Complaint
- ¿Cómo se siente? - How do you feel?
- ¿Qué le molesta? - What’s bothering you?
- ¿Qué problemas tiene usted? – What problems do you have?
- ¿Qué le pasa? - What’s going on?
- ¿En qué puedo ayudar? – How can I help you?
- ¿Qué le trae por aquí? - What brings you here?

Comienzo de Enfermedad – Onset of Illness
- ¿Hace cuánto tiene ___? - How long have you had ___?
- ¿Cuándo empezó? - When did it start?
- ¿Desde cuándo? - Since when?
- ¿Lo ha tenido antes? - Have you had this before?
- ¿Es la primera vez? - Is this the first time?
- ¿Le ha pasado antes? - Has it happened before?
- ¿A qué hora del día tiene ____? - What time of day do you have ___?
- ¿Qué está haciendo cuando le viene el dolor? - What are you doing when you get the pain?
- ¿Tiene relación al comer? - Does it have anything to do with eating?
- ¿Tiene relación a hacer esfuerzos? - Does it have anything to do with exertion?

Localización - Location
- ¿Dónde le duele? – Where does it hurt?
- ¿Dónde está el dolor exactamente? - Where is the pain, exactly?
- Muéstreme dónde le duele. – Show me where it hurts
- Señale con 1 dedo en donde más le duele. – Use one finger to show me where it hurts the most

Duración - Duration
- ¿Cuánto tiempo le dura?- How long does it last?
- ¿El dolor va y viene? – Does the pain come and go?
- ¿Es constante? - Is it constant?
- ¿Qué cree que le esta causando el problema? - What do you think is causing the problem?

Naturaleza - Nature of Pain
- ¿Como es el dolor? - How is the pain?
- Del uno al diez, uno siendo el mínimo dolor, diez siendo el máximo dolor, Cuánto le duele? - On a scale from one to 10, one being no pain, ten being maximum pain, what number is your pain?
- ¿Tipo agudo?- sharp?
• ¿Tipo sordo? - dull?
• ¿Tipo ardor? - burning?
• ¿Tipo punzante? - stabbing?
• ¿Tipo presión? - pressure?
• ¿Tipo aplastante? - crushing?
• ¿Tipo cólico? - cramping?

Agravación - Aggravation
• ¿Hay algo que alivie los síntomas o que los empeore? - Does anything make the symptoms better or worse?
• ¿Qué alivia el dolor? - What makes it better?
• ¿Qué lo empeora? - what makes it worse?
• ¿Ha tomado algún medicamento? - Have you taken any medication?
  o ¿Lo ayuda? - did it help?

Síntomas – Symptoms
• ¿Tiene algún otro síntoma? - Do you have any other symptoms?
• ¿Hay algo más que le molesta? - Is there anything else bothering you?

Partes del Cuerpo - Parts of the Body
• la cabeza - head
• el hombre - shoulder
• el brazo - arm
• el codo - elbow
• la mano - hand
• los dedos – fingers (hands) or toes (feet)
• la rodilla - knee (nee)
• la pierna - leg
• la boca - mouth
• la nariz - nose
• las orejas – ears
• los ojos – eyes
• la frente – forehead
• el pelo – hair
• los músculos – muscles
• los huesos – bones
• la barbilla – chin
• el estómago – stomach
• la garganta – throat
<table>
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<th>Spanish</th>
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<th>Use (English)</th>
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<td>Violeta</td>
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<td>For Asthma-Like Symptoms</td>
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<td>Stomach Aches</td>
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<td>Toronjil</td>
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<td>Manzanilla</td>
<td>Colicos</td>
<td>Stomach Cramps</td>
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<tr>
<td>Sauco</td>
<td>Para resfrios</td>
<td>Used for colds</td>
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<tr>
<td>Hortiga</td>
<td>Para los calambres del frío</td>
<td>Used for cramps from the cold</td>
</tr>
<tr>
<td>Escancel</td>
<td>Para el tabardillo</td>
<td>Used for fevers</td>
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<td>La orejadel burro</td>
<td>Para el bronquio</td>
<td>For Asthma-Like Symptoms</td>
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<tr>
<td>Ruda</td>
<td>Mal humor</td>
<td>Bad Health</td>
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<tr>
<td>El ataco</td>
<td>Para el dolor de barriga en la menstruación</td>
<td>Used for menstrual cramps</td>
</tr>
<tr>
<td>Mortino</td>
<td>Para la gripe</td>
<td>Used for the flu</td>
</tr>
<tr>
<td>La menta</td>
<td>Las malas digestiones</td>
<td>Used for bad digestion</td>
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<tr>
<td>El llanten</td>
<td>Para el cancer</td>
<td>Used for cancer</td>
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<tr>
<td>La carne humana</td>
<td>Para el cancer</td>
<td>Used for cancer</td>
</tr>
<tr>
<td>La mazhua</td>
<td>Para el cancer</td>
<td>Used for cancer</td>
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<tr>
<td>Hierba buna</td>
<td>Para el empacho</td>
<td>Used for indigestion</td>
</tr>
<tr>
<td>El cedron</td>
<td>Agua aromatica</td>
<td>Used for Aromatic Tea</td>
</tr>
<tr>
<td>La lengua de vaca</td>
<td>Para el gastritis</td>
<td>Used for gastrointestinal issue</td>
</tr>
</tbody>
</table>
Comidas y Bebidas Típicas en Sajalí
Typical Food and Drink in Sajalí

Bebidas

- Jugo de Manzana
  Apple juice
- Jugo de Naranja
  Orange juice
- Jugo de Papaya
  Papaya juice
- Jugo de Melón
  Melon juice
- Chocolate
  Hot chocolate

Comidas

- Arroz con Pollo
  Rice with Chicken
- Arroz con Carne
  Rice with Beef
- Empanadas (Queso, Carne, Pollo)
  Empanadas (Cheese, Beef, Chicken)
- Sopa con Papas
  Potato Soup
- Queso Fresco con Pescado
  Fresh Cheese with Fish
- Yogur
  Yogurt
Appendix I. Suggestions List

**Suggestions for Accommodating Tourists in Shaglli:**

1. Hand soap is commonly an expected accommodation for foreigners. Having this in all bathrooms is important.
2. Toilet paper should be available in all bathrooms and can be sold outside of the bathroom for 5 cents if desired.
3. Put a sign in all bathrooms that reads: Don’t throw the toilet paper in the toilet. This is not a common practice outside of South America.
4. The wastebasket used in the bathroom should be cleaned every day because Europeans and North Americans can get offended if the bathroom garbage is too full.
5. Always ask visitors about any food allergies – Food allergies are common in places like the United States and Europe. Sometimes they can be deadly, so ensure that you are always aware whether or not a visitor has an allergy.
Appendix J. Survey Results and Respondent Demographics

Total Respondents: 199

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<th>Tourist Preferences</th>
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<td>Price</td>
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<td>Ease of Travel</td>
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<td>New Cultures</td>
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<td>Food</td>
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<td>Resident Hospitality</td>
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</tr>
<tr>
<td>Community Traditions</td>
<td>16%</td>
</tr>
<tr>
<td>Places to Shop</td>
<td>15%</td>
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</tbody>
</table>

The Importance of Price When Choosing a Destination

- 25% Important
- 74% Net Important
Appendix K. List of Attractions and List of Communities

List of Communities within the *Parroquia* of Shaglli
1. Cebadas
2. Aurin
3. Pichilcay
4. Nasari
5. Puculcay
6. Hornillos
7. Huertas
8. Santa Rosa
9. Buena Esperanza
10. Buena Vista
11. Chalaxi
12. Cuevas
13. Pedernales
14. Santa Teresa
15. Tuntun
16. Centro Parroquial
17. Ayacana
18. Sarama Alto
19. Sarama Centro
20. Sarama Bajo
21. Sarama Loma
22. Libertad
Official List of Attractions

Lugares Turísticos:

1. Carachula
2. Lagunas
   a. Represa
   b. Corazón
   c. Charunhuisi
3. Piedra Movedora
4. Piedra Condor
5. Sábana (Bello de Novia)
6. Parroquial Centro
7. Piedra de Mesarrumi
8. Piedras Picotes
9. Senderos de las orquideas
10. Caballos
11. Otros lagunas
12. Calbagata
13. Plantas medicinales y ancestrales
14. Culture
15. Food
   a. Mote
   b. Choco
   c. Empanadas
   d. Sopa
   e. Mapanagua
Appendix L. First Blog Post

La vida sobre las nubes

Dive into the mountains of the region of the province of Aosta, the Alps, at the summit of the mountain. This will be a unique experience of beautiful views, snow-covered peaks, and the excitement of being in the heart of nature. The mountain landscapes will be breathtaking, offering panoramic views of the surrounding peaks and valleys. You will have the chance to explore the pristine natural environment, and experience the tranquility and beauty of nature.

Life Above the Clouds

Soar through the clouds above the mountain peaks, enjoying the breathtaking views of the surrounding landscape. This adventure will be a once-in-a-lifetime experience, offering unforgettable views of the majestic mountains and the stunning scenery. Take in the beauty of the mountains, and feel the rush of excitement as you soar through the clouds. You will have the opportunity to capture incredible photographs of your adventure, and create memories that will last a lifetime.

Below, you can see a selection of images from both adventures, showcasing the stunning views and the excitement of being in the heart of nature.
Appendix M. Shaglli Tourism Website (Site Map)

www.ShaglliTourism.wordpress.com
Appendix N. Shaglì Tourism Facebook Page

www.Facebook.com/Shaglì.Tourism/
Appendix O. Hiking Guide

Suggested Day Hikes

**Mt. Fuji (Kawaguchiko)***

**This hike includes the various levels of difficulty, time lengths, and attractions found within the periphery of Fuji. These hikes should be guided by a local guide or at all times.**

- **Kawaguchiko:*** Located at the foot of the mountain, this hike offers stunning views and a chance to experience the natural beauty of the area. It's a great introduction to hiking in Japan. The hike starts at the foot of the mountain and takes about 2-3 hours to complete.

**Things to bring:**
- **Extra layers:** Even when the sun is out, it can get chilly on the mountain side from wind. What looks like a warm day, the temperatures can drop as much as 20 degrees Fahrenheit! It is always a good idea to have two or three layers, including a windbreaker, a light sweater, and a warm jacket. Make sure to have a hat, sunglasses, and sunscreen.
- **A water bottle and plenty of water:** The mountain hikes can be long and strenuous. Bring enough water and snacks to keep you energized. Make sure to drink plenty of water.
- **A map and compass:** It is always a good idea to have a map and compass, especially when hiking in unfamiliar terrain. You can also download a GPS app to track your route.
- **A first aid kit:** It is always a good idea to bring a first aid kit. This can include bandages, antiseptic wipes, and pain relievers.
- **A camera:** There are many beautiful views along the hike. Bring a camera to capture these moments.

**Camping:**
- If you plan to camp, make sure to check the regulations of the mountain park. Some areas may have restrictions on camping.
- **A tent and sleeping bag:** You will need a tent and sleeping bag for camping. Make sure to check the weather forecast and bring appropriate clothing.
- **A stove and cooking supplies:** You will need a stove and cooking supplies if you plan to cook your own meals.

**Mountains and it is possible for loose and other hazards to accumulate the water supply.**

**Raincoat or umbrella:** The weather can change almost instantaneously, without warning. It is especially during the rainy seasons (June-September, early April). During the rainy season, it is wise to carry an umbrella or rain coat. This will keep you dry and comfortable.

**Carry on, enjoy, and all are welcome.** The mountain hike is the perfect way to enjoy the great outdoors. The mountain hike can be challenging, but the views are worth it. Make sure to take your time and enjoy the journey. **Camping is allowed.**
6 Tres Lagunas
Distance: 0.5 miles
Time: 1 hour
Difficulty: easy
Ability: moderate

Hike down to these three lakes from the road, and hike around them to see their unique shapes. Take a photo in front of “Laguna chiquita” (Plaza de Juan de Zurita). Enjoy a picnic with your best pals and take a leisurely walk.

7 Piedra de Monarumí
Distance: 0.5 miles
Time: 1 hour
Difficulty: easy
Ability: moderate

Hike up a small incline until you reach this magnificent rock formation. From here, you can see the village below and enjoy the beautiful view of the surrounding landscape.

8 Piedras Picotes
Distance: 0.5 miles
Time: 1 hour
Difficulty: easy
Ability: moderate

Take a quick break to turn around and appreciate the views of the surrounding area. The village of Humaca can be seen at the bottom of the hill, and the mountains in the distance are stunning.

9 Huertas
Distance: 0.5 miles
Time: 1 hour
Difficulty: easy
Ability: moderate

As you hike, consider the views of the village and the surrounding mountains. The village of Huertas is a great place to relax and enjoy the beauty of the natural environment.

Safety: The area is safe for hiking, but make sure to follow the signs and stay on the designated trails. The road to the village is narrow, and drivers should be cautious.

Food and Drink: There are several small restaurants in the village that serve local cuisine, or you can bring your own snacks.

Weather: The weather can be unpredictable, so it's always a good idea to check the forecast before you go. The area is known for its sunny days and cool nights.

Transportation: The village can be reached by car or by public transportation. There are several buses that run daily.

If you have any questions or need assistance, feel free to ask. Have a great hike!
Appendix P. Pilot Test Feedback Survey

This survey is being used to evaluate the tourism experience of Carachula and the Shaglli community. Your answers are crucial to creating an effective tourism package for Shaglli. Thank you for your time.

1) How many stars would you give your experience in Shaglli?
   a. 1
   b. 2
   c. 3
   d. 4
   e. 5

2) What do you think is an appropriate price for the day (including transportation, food, and a hike)?
   a. $5 per person
   b. $10 per person
   c. $15 per person
   d. $20 per person
   e. More than $20 per person

3) Would you prefer to do an excursion like this in one day or two days for a higher price (the second day would involve another activity)?
   a. One day
   b. Two days for a higher price and another activity
   c. No opinion

4) Which hike did you take?
   a. Easy
   b. Challenging

5) How would you rank the hike that you took?
   a. Easy
   b. Moderate
   c. Strenuous
   d. Aggressive

6) Is there anything that you would change about your experience?
   a. Fill in

7) If you could sum up your experience in a sentence, what would it be?
   a. Fill in

8) If you could recommend anything to someone who was coming to Shaglli to complete the same adventure you did, what (if any) advice would you give them that was not given to you?
   a. Fill in

9) How many times a year do you usually hike?
   a. Once a year
   b. Once a month
   c. Once a week
   d. More than once a week

10) How often do you usually work out?
    a. Never
b. Once a week  
c. Twice a week  
d. Three times a week  
e. More than three times a week  

11) Please indicate your gender  
a. Male  
b. Female
Appendix Q. Pilot Test Survey Results

Total Survey Respondents: 11

Favorite Parts:
- Delicious Food
- Carachula views
- Welcoming Community

Summary of the Day:
- In my visit to Shaglli I experienced an awesome hike, beautiful scenic views and the kindness of the Shaglli community.
- Visit to a beautiful rural community in the mountains with a scenic hike.
- Shaglli is a lovely town with great natural scenery and welcoming people.
The guides and team made everything easy so we could spend time really enjoying the area and the community comfortably.

Beautiful views that were fairly easy to reach with knowledgeable guides.

Breathtaking.

A great way to experience the pastimes of a rural community for a day.

It was fun and the people were nice and welcoming.

When I come back to Ecuador, I will be going to Shaglili to hike again.

A wonderful hike with an amazing view and having great food.

Shaglili was a great time and beautiful.

Recommendations:

- Add one more thing (I know we wanted to dance or play a soccer game but didn’t have enough time).
- Keeping guides with their small groups because some parts of the hike could not be completed easily without the aid of a guide.
- Keep smaller groups – a lot of people on the rocks was worrisome at times.
Appendix R. Project Feedback Focus Group

Date: February 18, 2017
Place: Carachula Cabana
Number of Attendees: 45
Notable Speakers: Presidente Alcides Ochoa, Sr. Patricio Ochoa, Teachers

Notes:

- Lots of thanks
- Teacher: They learned a lot from us as we learned from them. They used to have fears about the future of Shagllì but now they feel more secure. She made great friends with us and views us as family. This project was needed for further insight and assistance.
- English Feedback:
  - The lessons were good, learned many new English words
  - The books that we left were easy to learn and learn pronunciation
  - It has become easier to have a basic conversation and understand what English speakers are saying when they talk