

# Business Development

## INFOSHEET

A tourism business is often a 24 hour-per-day, seven days-per-week commitment. In many regions income flow can be affected by seasonality. This needs to be a major consideration in business planning to ensure survival, particularly in regard to staffing levels.

Tourism is a people business and working with customers is an essential component. All staff, especially front-line staff, must have excellent communication skills, a strong service attitude, an aptitude for working with people and an ability to work under pressure. Cultural awareness is also important as visitors to Australia come from diverse cultural backgrounds.

### Key ingredients for success include:

- good business management skills
- strong customer focus
- effective skills development, staff training and management
- adequate marketing skills
- sufficient capital
- an understanding of the tourism industry
- technological skills and ability to cope with changes in technology
- realistic expectations
- sensitivity to pricing
- succession planning.

### Productive diversity

Productive diversity is about using cultural diversity, language, cultural knowledge and networks to strengthen business performance and harness new marketing opportunities.

Queensland hosts a large number of overseas tourists and students who visit or study in our State. Our exposure to cultural and linguistic diversity is ever increasing. Queensland's many domestic and overseas markets, including those for exported tourism and educational services, are diverse and span multiple cultures and countries.

Using this cultural diversity when dealing with these markets can assist in improving an organisation's capacity to service and maintain a diverse customer base. For example:

- human resource management and customer service – using employees' knowledge and understanding of different cultures and international markets, and their ability to speak different languages, to overcome cultural barriers, deliver tailored customer service and enhance market opportunities
- marketing and product development – using cultural skills, knowledge and innovative ideas to develop and market products in Australia's diverse domestic markets and provide targeted information
- exporting of goods and services – using cultural knowledge, language skills and overseas contacts to enhance competitive advantage, access and maintain overseas markets and boost export.

The Queensland Government has recognised that valuing different cultures adds to Queensland's social and economic wellbeing.

The Productive Diversity Kit provides examples of Queensland businesses, government agencies, bilateral business associations, community organisations and educational institutions that use cultural diversity to enhance their business.

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- Productive diversity
- Business licenses and regulations
- Tourism and fair trading law
- Tourism Services Act
- Risk management
- Accreditation
- Tourism accreditation programs

### REFERENCES

#### Productive diversity

- Productive diversity  
[www.premiers.qld.gov.au](http://www.premiers.qld.gov.au)
- Multicultural Affairs  
Queensland  
Department of the  
Premier and Cabinet,  
Freecall (statewide):  
1800 053 739,  
Tel: 07 3224 5691
- Translating and  
Interpreting Service:  
13 14 50

## REFERENCES

### Business licences and regulations

- Smart State Licence  
[www.sd.qld.gov.au](http://www.sd.qld.gov.au)
- Queensland Visitor Information Centre Signage Policy Resource Kit  
[www.tq.com.au](http://www.tq.com.au)
- Wageline  
[www.wageline.qld.gov.au](http://www.wageline.qld.gov.au)
- Integrated Planning Act  
[www.ipa.qld.gov.au](http://www.ipa.qld.gov.au)
- Queensland Parliamentary Counsel  
[www.legislation.qld.gov.au](http://www.legislation.qld.gov.au)

## Business licences and regulations

There are many regulatory requirements affecting tourism. These range from local government regulations through to general safety issues such as fire and rescue.

Licences and regulations exist to protect the tourism business as much as the community. They enforce safe and responsible practices and ensure compliance with insurance, tax and other obligations.

The Queensland State Development Smart State Licence website: [www.sd.qld.gov.au](http://www.sd.qld.gov.au) provides information about State, local and Commonwealth Government requirements.

### Some licences from local, state and federal authorities that may apply include:

- Administrative Licences
- Workers Compensation
- Workplace Registration.

#### Local council licences

- Accommodation
- Integrated Planning Act 1997 (amendments 2003) [www.ipa.qld.gov.au](http://www.ipa.qld.gov.au)
- Development Permit
- Home-Based Business Code.

#### State licences

- Registration of Motor Vehicle
- Registration as an Employer
- Certificate of Registration of a Registrable Plan
- Queensland Visitor Information Centre Signage Policy Resource Kit – Section F Regulatory Compliance [www.tq.com.au](http://www.tq.com.au)

#### Commonwealth licences

- Registration of a Trade Mark
- Requirements for Fringe Benefits Tax
- Employer requirements – Superannuation Guarantee
- Registration as a Foreign Company
- Goods and Services Tax (GST) Registration.

#### Important State and Commonwealth legislation and regulations

- Fire and Rescue Service Act and Building Fire Safety Regulations 1991
- Liquor Act 1992, Reprinted 2005 (Also note amendments to the Act under the Indigenous Communities Liquor Licences Bill 2002)
- Tourism, Fair Trading and Wine Industry Development (Miscellaneous Provisions) Act 2005 No.14
- Liquor Regulation 2002 – updated 2005
- Wine Industry Act 1994 – updated 2001; Wine Industry Regulation 1995 – reprint 2004
- Tribunal Provisions Amendment Act 2002 – affects the operation of the Liquor Appeals Tribunal
- Electrical Safety Act, Qld 2002 – reprint 2004; Electrical Safety (Codes of Practice) 2002
- Gaming Machine Act 1991 and Regulation, Queensland Responsible Gambling Code of Practice – reprint 2005
- Tourism Services Act 2003 – impacting upon inbound tourism operators and guides; Tourism Services Code of Conduct and Regulation 2003
- Civil Liability Act 2003 – addressing public liability insurance issues; reprint 2004
- Tobacco and other smoking products (prevention of supply to children) Qld Amendment Act 2001
- Fair Trading Act 1989 – reprint 2003; Fair Trading Regulation 2004
- Travel Agents Act 1988 – reprint 2006 and Travellers Accommodation Providers (Liability) Act 2001
- Trade Practices Federal Act (section 53B)
- Workcover Queensland Act 1996
- Workplace Health and Safety Act 1995 – reprint 2005
- Workplace Relations Act 1996
- Property Agents and Motor Dealers Act (2000) – reprint 2004

- Body Corporate and Community Management Act 1997 – reprint 2003
- Industrial Relations Act 1999 (Qld) including probations, unfair dismissals, casual employees, transfers – reprint 2005
- Privacy Act 1998 and the National Privacy Principles
- The Commission for Children and Young People Act 2000 – child welfare – reprint 2005
- Anti-discrimination and Equal Opportunity
- Industrial Awards and Agreements – including classifications, hours of work, rates [www.wageline.qld.gov.au](http://www.wageline.qld.gov.au)

Please also refer to the Tourism Skills Development Guide: Refidex and the relevant sections of Business Management and Policy and Planning.

## Tourism and fair trading law

Due to the high level of customer interaction in the tourism industry, businesses must appreciate the fair trading and consumer protection law implications when dealing with consumers. Breaches of legislation in this area may expose a business to legal liability, in addition to any adverse publicity that may be created.

The Commonwealth Trade Practices Act 1974 and the Queensland Fair Trading Act 1989 contain a number of applicable fair trading laws. Both acts prohibit unfair trading practices with respect to

- misleading or deceptive conduct
- false or misleading representations
- unconscionable conduct.

All businesses, from the sole trader through to the largest corporation, are subject to the restrictions on conduct implicit in the Acts. Any statement of conditions that claim to exclude the provisions of the Acts are not enforceable. The laws against unfair trading practices always apply.

### Misleading or deceptive conduct

The Acts prohibit conduct in the course of trade or commerce which is, or is likely to be, misleading or deceptive. The words 'misleading' and 'deceptive' are given their ordinary meaning (i.e., 'misleading' means to lead astray or to lead into error; and 'deceptive' means causing someone to believe something that is false).

The activities covered by these laws include:

- negotiations with customers, suppliers and competitors
- advertising and selling
- product labelling and packaging
- claiming an association with other organisations.

Misleading or deceptive conduct need not be intentional. If a false impression has been created, or inaccurate or incomplete information provided, the conduct may be classified as misleading or deceptive.

Businesses should ensure:

- a factual basis exists for making statements about a product or service
- limitations or qualifications on promotional offers are properly explained
- full price details of products or services are disclosed.

### False or misleading representations

It is unlawful to make a false or misleading representation. Although closely related to misleading and deceptive conduct, this category is directed at verbal or written representations.

A representation can be made verbally, either in person or by telephone. It may be through a television, radio or newspaper advertisement, in a printed brochure or web site or in a contract signed by a consumer.

Statements about future itineraries, schedules of cruises and flights, and bookings of cruises and flights may contain numerous representations about future events and come within the ambit of the Acts.

Representations made by businesses that falsely state that their services are of a particular standard, quality, value or grade constitute an infringement. For example, representations that a hotel is 'four star' or has 'ultra modern facilities', if incorrect, will be an infringement. These kinds of statements may clearly create the wrong impression in the mind of the consumer.

On the other hand, statements such as 'perfect holiday haven' and 'once in a lifetime experience' would not constitute an infringing representation. They are expressions of opinion or non-specific phrases only and are not intended as accurate assertions.

Provided that exaggerated or incorrect statements of fact are not made, an infringement should not occur.

## REFERENCES

### Tourism and fair trading law

For general information on this legislation contact the Queensland Office of Fair Trading (cost of a local call) 1300 658 030

False or misleading representations can result in criminal prosecution. This may happen even though no-one has suffered loss or damage as a result of the representation being made.

Every effort must be made to advise consumers of changes to advertised products and services and outdated promotional material should be withdrawn immediately.

### Unconscionable conduct

Conduct by a business is considered unconscionable when it takes advantage of a weaker party's vulnerability. This position of vulnerability may arise due to ignorance, inexperience, illiteracy, lack of language skills or education, or a lack of explanation where one is necessary. Exploitation of these weaknesses by a stronger party may constitute unconscionable conduct.

Tourism businesses must be careful when dealing with people in vulnerable positions (e.g., overseas tourists with language difficulties) to ensure that these parties understand the nature of commercial dealings and that a full explanation of such dealings is provided.

It is in the best interests of all tourism businesses to ensure compliance with this legislation.

## Tourism Services Act

The *Tourism Services Act 2003* provides greater protection for Queensland's tourism industry by ensuring all tour guides and inbound tour operators operate in an ethical and professional way, and in the best interests of clients.

### Specifically, the Act aims to eliminate unfair practices from the industry such as:

- controlled shopping (restricting the choice of shopping venues, taking control of tourists' passports and wallets, guarding hotel and shop doorways and making defamatory remarks about retailers who do not pay a fee or commission for bringing tourists to their shop)
- misrepresentations
- overcharging for goods and services
- unconscionable conduct (e.g., operators who pressure traders into paying excessive commissions by threatening to influence tour groups to by-pass traders who do not pay a commission).

### Key features of the Act include:

- prohibiting unconscionable conduct by all tour guides and inbound tour operators (whether they are registered or not) when providing services to tourists
- requiring registration of inbound touring businesses operating in Queensland whose overseas sales account for more than 20 per cent of the total number of packages sold during a 12-month period
- ensuring only suitable persons are registered as inbound tour operators
- requiring all inbound tour operators to abide by a Code of Conduct, which includes ensuring the tour guides they employ behave appropriately.

The Act does not apply to those who provide services to tourists on a not-for-profit basis or if the net proceeds gained are applied solely for a community purpose such as charity.

A **tour guide** is defined as an individual who, for reward, personally supplies guiding services to tourists travelling with tours in Queensland. 'For reward' includes payment or other benefits such as accommodation, flights or food, or even if the only personal gain is 'work experience'.

**Guiding services** include accompanying tourists or doing something else for them such as translating, giving tourists' information or advice, or coordinating or leading their activities.

An **inbound tour operator** is defined as a person who alone or with others sells travel packages for people visiting or travelling in Queensland to overseas wholesalers, retailers or corporate buyers, for an inclusive price (it does not matter whether the inbound tour operator has a place of business in Queensland or not).

A **travel package** is defined as a prearranged combination of at least two of the following activities, goods or services:

- accommodation, with or without the provision of food
- guiding services
- food other than that provided with accommodation
- tourism activities such as ballooning or rafting trips, bushwalking and fishing
- translation services
- transport, including transport to, from and within Queensland
- visits or introductions to retailers at a travel destination
- visits to tourist attractions at a travel destination including, but not limited to, entry to the attractions, examples of tourist attractions include theme parks, places of entertainment, beaches, and national parks
- other activities, goods or services outlined under a regulation.

## REFERENCES

### Tourism Services Act

- Tourism Services Act 2003 [www.legislation.qld.gov.au](http://www.legislation.qld.gov.au)  
Authorised printed copies for purchase from SDS Publications. Phone 07 3118 8700 or toll free 1800 801 123
- Office of Fair Trading 'Tourism Services Good Business Guide' [www.fairtrading.qld.gov.au](http://www.fairtrading.qld.gov.au) or phone 1300 658 030 (cost of a local call)

### Code of conduct

The Tourism Services (Code of Conduct for Inbound Tour Operators) Regulation 2003 includes a mandatory code of conduct, which applies to all inbound tour operators whether or not they are registered under the Act. However, penalties may apply to an inbound tour operator if a tour guide they employ breaches the following requirements which mainly include:

- clearly displaying tour guide identification, including full name, business address and a recent colour photograph, as well as name and business or trading name
- not stopping a tourist shopping in a retail outlet or gaining access to buying goods or services by an alternative supplier
- not obstructing a person lawfully advertising or giving information to a tourist about travel or other services or a tourist's access to such a person, advertisement or information
- not confiscating or withholding a tourist's money, passport, personal documents or other property
- not making false or misleading representations, using unfair tactics and pressure
- making sure the tour guide is entitled to work or provide the goods or services in Queensland (an appropriate visa)
- employment (or being employed) under the Tour Guides Award – State
- observing obligations under the Workplace Health and Safety Act 1995
- being fluent in a language used by the tourist that is appropriate for providing their goods or services to them.

### Unconscionable conduct

Tour guides and inbound tour operators (whether or not they are registered) must not engage in unconscionable conduct when providing services to tourists.

Unconscionable conduct covers situations where a tour guide or inbound tour operator may have:

- abused their own or a business associate's bargaining strengths (threatening to prevent tourists from attending a trader's premises unless they pay the inbound tour operator or tour guide a commission)
- used undue influence or pressure or unfair tactics (taking tourists' traveller's cheques, credit card or passport so that they may only shop in premises that pay an inbound tour operator or tour guide a commission)
- failed to tell the tourist about intended conduct if it affects their interests and if it represents any apparent risk to them (e.g., failing to tell tour group of the intention to alter their itinerary so that they spend more time in retail outlets)
- failed to tell the tourist about any relationship the inbound tour operator or tour guide has with another entity involved in providing services to them (if in any way the inbound tour operator or tour guides own all or part of it, or receive payment or benefits from taking tourists to a particular trader)
- allowed the tourist's cultural, language or religious characteristics to get in the way of the tourist's ability to protect their own interests, thus allowing them to be taken advantage of
- acted unfairly toward a tourist so that they used only the inbound tour operator or tour guide's services if identical or equivalent services are available
- acted unfairly toward a tourist by leading them to places to purchase goods or services, or using unreasonable tactics to sell these goods or services when the same or similar are available from other service providers, possibly cheaper
- tried to dissuade or actually prevent a tourist from making a free choice about where to eat, shop, stay or visit when it would be reasonable for them to make the choice
- treated tourists inconsistently compared to other tourists in similar circumstances (taking tourists to a separate entrance to a theme park away from the normal entrance so that the tourists cannot see the standard admission prices)
- deceived or misled tourists (e.g., telling them goods from a particular retailer are 'good value' when the inbound tour operator or tour guide know that identical or equivalent goods are available for considerably less from easily accessible alternate outlets, or lying to tourists that certain goods from particular retailers are likely to be confiscated by customs authorities)
- breached the code of conduct or applicable industry and association codes the inbound tour operator or tour guide have agreed to be bound by.

### How the law will be enforced

Office of Fair Trading inspectors will act on complaints from retailers and tourists as well as conduct regular random spot checks of tour guides and inbound tour operators.

This information is not a comprehensive statement of the Act and independent legal advice should be sought regarding specific circumstances.

In all cases, where there is any variation between the wording above and the wording in the Act, the wording of the Act carries the most importance.

## REFERENCES

### Risk management

- Queensland Government Community Door [www.qld.gov.au/ngo](http://www.qld.gov.au/ngo)
- Standards Australia Risk Management portal [www.riskmanagement.com.au](http://www.riskmanagement.com.au)
- Healthy Island Resorts [www.health.qld.gov.au/HealthyIslandResorts](http://www.health.qld.gov.au/HealthyIslandResorts)
- Tourism Risk Management [www.apec.org](http://www.apec.org)
- Risk Management for small businesses training modules [www.crctourism.com.au](http://www.crctourism.com.au)

## Risk management

**A risk** is the chance of something adverse happening. Risk arises out of uncertainty. It is measured in terms of the likelihood of it happening and the consequences if it does happen.

Ignoring the risks that apply to business activities or planned events could affect:

- the health and safety of employees, customers, volunteers and participants
- reputation, credibility and status
- public and customer confidence in an organisation
- financial position
- plant, equipment and the environment.

**Risk management** is a series of well-defined steps leading to a greater insight into the risks faced by a business. It involves weighing up the return expected from taking a risk and the cost of preventing the adverse consequences of taking the risk. Adopting effective risk management techniques may improve safety, quality and business performance. A systematic approach to managing risk is regarded as good management practice. It is as much about identifying opportunities as it is about avoiding losses.

Cost increases and decreased availability of public liability insurance have made risk management imperative. Across the tourism industry, there is a multitude of opportunities for 'risks' to turn into 'disaster or an upheaval event'. A diverse range of businesses – from accommodation establishments to bungee jumping operators – benefit from implementing good risk management practices.

Risk management is particularly important in nature-based and adventure tourism operations, and requires careful consideration in how it is planned for and dealt with. The concept of 'duty of care' presupposes businesses exercise due diligence in carrying out hazard assessment, risk management planning and emergency response.

Further information on risk management and resources to assist include:

- Standards Australia Risk Management Portal provides information on Risk Management Products and Guides
- Tourism Risk Management: An Authoritative Guide to Managing Crises in Tourism (APEC Publication)
- The Queensland Government Community Door, interactive tools and case studies to address risk management
- Healthy Islands Resorts, a website for tourist facilities to effectively manage public health risks, and personal health and wellbeing considerations whilst living and/or working at a tourist resort or facility
- Risk management for small businesses training modules provides practical knowledge, understanding and skills for small businesses to implement effective risk and crisis management.

## Accreditation

Tourism accreditation is a voluntary process designed to establish and continually improve industry standards for conducting tourism businesses. Accreditation helps all tourism businesses improve the way they operate. An accredited tourism operator is committed to quality business practices and professionalism in all aspects of the enterprise. Accreditation is ongoing, with an emphasis on business planning, operating systems and performance measurement. Accreditation is voluntary because the demands of a constantly changing marketplace can best be met through agreed industry standards rather than government imposed regulations.

Accreditation programs are usually managed by industry associations. Operators must achieve the standards outlined in their relevant program to become accredited and show that their business practices ensure their services and products are of a consistent quality and meet or exceed the expectations of their customers.

The Queensland Government, through Tourism Queensland, supports, encourages and acknowledges industry-led tourism accreditation.

### Benefits of accreditation for tourism businesses include:

- customer assurance of continued quality – improved customer relationships
- business improvement – quality management involves documentation of operational and management procedures, improved business knowledge, competence, sustainability, management and predictability
- competitive advantage – increased market share, profitability
- official promotion on site, in publicity materials, in government sponsored programs and tourism publications
- improved staff relationships, training and communications.

The whole tourism industry benefits from accreditation because it provides travel retailers and wholesalers with an assurance of professional service. This commitment to quality means a quality experience for the visitor and subsequent repeat visitation.

## Tourism accreditation programs

| Program  | Administrator  | Core areas  | Application fee ♦   | Cost ♦  |
|--|--|---|---|---|
| <b>Australian Duty Free Association Accreditation Scheme</b> | Australian Duty Free Association<br>Tel: 02 8338 8300<br>www.adfa.com.au   | <ul style="list-style-type: none"> <li>customer service</li> <li>merchandise standards training</li> <li>complaint resolution</li> </ul>  | \$800   | \$800   |
| <b>Caterers Gold Licence Accreditation Scheme</b>            | Restaurant and Catering Queensland<br>Tel: 07 3360 8888<br>www.rcq.org.au  | <ul style="list-style-type: none"> <li>commercial kitchen</li> <li>insurances</li> <li>relevant training and experience in hospitality industry</li> </ul>  | \$275 (member)<br>\$825 (non-member)<br>\$44 per additional registered trading name (to maximum of \$440)<br>\$44 per additional kitchen site (to maximum of \$440) | Costs of complying with scheme standards  |
| <b>Caravan Parks Accreditation Program</b>                   | Caravan, RV and Accommodation Industry of Australia Ltd<br>Tel: 07 3262 6566<br>www.welovethiscountry.net.au                     | <ul style="list-style-type: none"> <li>business planning</li> <li>occupational health and safety</li> <li>environmental management</li> <li>human resources</li> <li>marketing situation analysis</li> <li>customer management</li> </ul>   | \$290 initial accreditation (1 year)  | Ongoing costs of complying with scheme standards (\$290 annually)                           |
| <b>Nature and Ecotourism Accreditation Program</b>           | Ecotourism Association of Australia<br>Tel: 07 3229 5550<br>Fax: 07 3229 5255<br>mail@ecotourism.org.au<br>www.ecotourism.org.au | Identifies genuine nature-based tourism activities and experiences. Products include tours, attractions and accommodation. Three levels of certification: Nature Tourism, Ecotourism and Advanced Ecotourism  | Application document: \$85<br>Application fees once every three years (see Table 1 below)   | Annual renewal fees (see Table 1 below)   |
| <b>EcoGuide Certification Program</b>                        | Ecotourism Australia<br>Tel: 07 3229 5550<br>www.ecotourism.org.au/guide.cfm   | A program for guides involved in ecotourism covering: skills, knowledge, attitude, actions  | Application: \$45<br>Assessment fee: \$125  | Annual renewal fee (includes individual membership of Ecotourism Australia) \$165           |
| <b>Savannah Guides</b>                                       | Savannah Guides Ltd<br>Tel: 07 4062 1057<br>www.savannah-guides.com.au   | Site Interpreter/Roving Interpreter   | \$65  | \$100   |
|  |  | Savannah Guide  | Nil   | \$195   |
|  |  | Special Member  | \$65  | \$100   |
|  |  | Savannah Guides Site  | \$275   | \$480   |
|  |  | Savannah Guides Operator  | \$275   | \$480   |
|  |  | Savannah Guide Station  | nil   | \$650   |
| <b>Green Globe</b>   | EC3 Global<br>Tel: 07 3211 4726<br>www.greenglobe21.com  | A global environmental certification program for the travel and tourism industry. Sectors can include: airlines, airports, caravan parks, car hire, convention centre, cruise boat, exhibition halls, golf courses, hotels, marinas, railways, restaurants, tour operators, vineyards, and destinations | Cost of onsite independent assessment   | Annual renewal fees are calculated according to the number of employees (see Table 2 below) |
| <b>Queensland Visitor Information Centre Signage Policy</b>  | Tourism Queensland<br>Tel: 07 3535 5480<br>www.tq.com.au/vics  | <ul style="list-style-type: none"> <li>business and management</li> <li>business hours</li> <li>centre facilities</li> <li>staff and training</li> <li>networking</li> <li>information and displays signage and identification</li> </ul>   | \$50 once off application fee   | Costs involved with maintaining policy standards  |
| <b>Meetings Scheme *</b>                                     | Meetings and Events Australia<br>Tel: 07 3286 4977 – MIA Qld<br>www.meetingsevents.com.au  | <ul style="list-style-type: none"> <li>Accreditation &amp; recognition programs</li> <li>Accredited Meetings Manager (AMM)</li> <li>Accredited In-house Meetings Manager (AIMM)</li> <li>Associate Fellow of MEA (AFMEA)</li> </ul>   | AMM: \$300 inc gst<br>AIMM: \$300 inc gst<br>AFMEA: \$150 inc gst   | No additional fee if application is successful  |

◆ The costs listed are indicative only. Contact the accreditation program provider for current cost schedules.

\* MIAA accreditation confers a particular status on the individual and provides recognition of the individual's personal achievements in the industry. There are two accreditation systems working in the meetings industry. The first is a general industry accreditation known as "AMIAA" or Accredited Member of the Meetings Industry Association of Australia. An individual awarded this status is entitled to use the post-nominal AMIAA. This accreditation is open to all members in the industry and AMIAA members are found in all fields of the industry ranging from conference organisers through to venue staff, audio-visual or production personnel, tour operators and so on. All have been working in the industry for a minimum of three years and have successfully met a broad range of criteria including continuous training and confidential assessment by referees. The process of accreditation is ongoing. Members need to resubmit for accreditation every three years. Members can apply for accreditation at any time of the year and the admissions board will meet regularly to review applications. A second form of accreditation was introduced in 1997. It is specifically tailored for professional conference organisers and meeting planners working within organisations such as associations, corporations or government bodies. This specialised accreditation is called "AMM" or Accredited Meetings Manager. Applicants must meet the minimum criteria required by the AMIAA system, plus successfully complete an assessment test to determine an acceptable level of skill in the major aspects of meetings management. An interview is another requirement before the application is deemed successful. Members can hold both AMIAA and AMM accreditation.

**TABLE 1 Nature and Ecotourism Accreditation Program Fee Structure (as at May 2008)**

| Annual fees are charged on a pro-rata basis to correspond with the standardised renewal date in December |                  |                        |                   |              |               |        |
|--|------------------|------------------------|-------------------|--------------|---------------|--------|
| Annual Turnover  | \$0 to \$100,000 | \$100,000 to \$250,000 | \$250,000 to \$1m | \$1m to \$5m | \$5m to \$10m | >\$10m |
| Application Fee  | \$280            | \$280                  | \$340             | \$440        | \$530         | \$730  |
| Annual fee Pro rata period 1 year  | \$320            | \$320                  | \$510             | \$740        | \$895         | \$995  |
| Annual fee Pro rata period ¾ year  | \$240            | \$240                  | \$384             | \$555        | \$672         | \$747  |
| Annual fee Pro rata period ½ year  | \$160            | \$160                  | \$255             | \$370        | \$448         | \$498  |
| Annual fee Pro rata period ¼ year  | \$78             | \$78                   | \$128             | \$185        | \$224         | \$249  |

**TABLE 2 Green Globe Accreditation Program Annual Renewal Fee Structure (as at May 2008)**

| Annual Registration Fee  | Single Sector          | Multi Sector           |
|--|------------------------|------------------------|
| Fee for Micro Organisation (1-9 Full Time Employees or equivalent or Contractors)              | AUD \$750 (ex. GST)*   | AUD \$950 (ex. GST)*   |
| Fee for Small Organisation (10-49 Full Time Employees or equivalent or Contractors)            | AUD \$1,000 (ex. GST)* | AUD \$1,200 (ex. GST)* |
| Fee for Large, Single Site Organisation (50+ Full Time Employees or equivalent or Contractors) | AUD \$2,200 (ex. GST)* | AUD \$2,400 (ex. GST)* |

## REFERENCES

### Tourism accreditation programs

- Smart State Licence [www.sd.qld.gov.au](http://www.sd.qld.gov.au)
- Queensland Visitor Information Centre Signage Policy Resource Kit [www.tq.com.au/vics](http://www.tq.com.au/vics)
- Queensland Tourism Industry Directory [www.tq.com.au/qtid](http://www.tq.com.au/qtid)