

Citing & Referencing SAMPLE 1

Strategic planning is very important for effective tourism and hospitality management. Planning enables destinations to differentiate themselves successfully from others to enhance their competitiveness and extend their tourism product life cycle **(Hall, 2008)**. From the broader perspective of sustainability, planning is essential to minimise the negative impacts of tourism on destinations, communities and environments **(Hall, 2008; Manson, 2003; Ruhanen, 2010)**. It is therefore important that appropriate strategic planning processes are in place at all required levels in tourism management to achieve these planning objectives. **Robertson (2000, p.7) stresses that** planning is both a decision- and policy-making process that involves ‘bargaining, negotiating, compromise, coercion, values, choice and politics’. These processes must be directed towards the future through setting goals and objectives **(Gunn, 2002; Hall, 2000; Inskip 1991)**. **Gunn (2002) identifies** four goals that should be achieved through effective tourism planning: enhanced visitor satisfaction, improved economy and business success, sustainable resource use and community and area integration and argues that planning that fails to achieve all four goals can only be considered partially successful.

Author + date in brackets at the end – the writer chooses this format because the information is seen as background information that is unlikely to be contested. This citation format is commonly used to present factual information

The use of multiple sources in brackets at the end of the sentence show that

- there is broad agreement across the literature about the importance of strategic planning
- the writer has read broadly and identified shared perspectives in the literature

Where the source occurs at the beginning of the sentence as part of the sentence, the writer is drawing attention to the individual contribution made by a writer – its commonly used to build analysis – it gives us a comprehensive picture of what people have written in relation to a particular issue or aspect of an issue.

