

UNWTO TECHNICAL PRODUCT PORTFOLIO



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Taleb Rifai
Secretary-General

Foreword

One of the fundamental pillars of UNWTO's programme of work is the provision of technical assistance to develop and promote the tourism industry as an engine for socio-economic growth and poverty alleviation through the creation of livelihoods.

As a specialized agency of the United Nations, UNWTO provides its technical assistance to Member States in developing their tourism sectors to be competitive while at the same time to promote the creation of sustainable livelihoods, combat poverty, and to preserve and protect cultural and natural heritage. Through the provision of technical assistance, UNWTO is able to channel its vast operational programmes in the field of sustainable tourism development; statistics and tourism satellite account; tourism trends and marketing strategies; destination management; risk and crisis management; international and regional best practices, and cater this expertise to the individual and unique needs of each Member State. The initial range of subjects for technical assistance is presented here in the form of a Product Portfolio.

These technical products have been designed based on years of the Organization's accumulated experience and expertise in implementing tourism development and promotion projects throughout the world. The products reflect the growing needs and concerns of Member States. In the past, most Member States used to limit their technical assistance needs to general tourism master planning. As tourism development expands and matures throughout the world, Members increasingly approach UNWTO for more specialized thematic technical assistance such as tourism marketing, tourism satellite accounting, tourism legislation, quality standards, risk and crisis management, among others. The Product Portfolio will, therefore, be continuously expanded and updated.

Although these products are featured in a standard format, it is pertinent to mention that all products are designed to be flexible to meet the specific needs and requirements of a country thereby enabling UNWTO to channel its wealth of experience and expertise, and cater it to the unique needs of each Member State.

Foreword

It must be added that since the statutes of the UNWTO do not allow for technical cooperation projects to be funded through the regular budget of the Organization, it is necessary to look for external funding sources, especially in the case of developing and least-developed countries, for financing project activities. This is why the budgets indicated in this portfolio are merely indicative in nature. UNWTO is willing to join hands with its Member States to secure funding from bilateral or multilateral sources.

Backed up by more than three decades of experience and expertise in different aspects of the tourism industry around the world, UNWTO's technical assistance is based on the principles of sustainability, neutrality and non-profitability, with focus on ethical practices. The experience of UNWTO brings together knowledge, best practices and case studies from different parts of the world and assists the Member States and others in the long-term development of tourism which is economically viable, financially profitable, environmentally sustainable and socio-culturally acceptable.

I hope that this portfolio will prove useful in providing our Members with a cross-section of the different types of technical support which UNWTO can provide. I would like to take this opportunity to reiterate to our Members that we are here to serve them and that we shall do our utmost to meet their requests for technical assistance and be their partners in achieving the goal of sustainable development of tourism.

Taleb Rifai



**Frédéric
Pierret**

Executive Director

Programme,
Coordination and
Technical Cooperation

Introduction

We are pleased to present the second edition of the UNWTO Technical Product Portfolio which offers a wide range of technical services to our Members. The Portfolio has been enriched by the inclusion of many more high-value products on subjects of contemporary interest and concerns to our Members. Some of the new products which have been included in this edition include products on destination quality performance, tourism and biodiversity, hotel energy solutions, sub-national measurement and analysis of tourism statistics, and a variety of capacity building products focusing on risk and crisis management, application of standards for sustainable tourism, climate change adaptation and mitigation, and regional executive training programmes which are specifically aimed at improving the technical capacity of national tourism administrations (NTAs) and national tourism organizations (NTOs).

The Portfolio is presented under four major heads: Policy Planning and Economic Development; Statistics and Quality Standards; Sustainable Development; and Product Development, Marketing and Promotion. With a view to clearly understanding the nature and scope of each product, information has been provided in a logical sequence commencing with the overall objective, methodology including phasing of implementation (where applicable), duration, indicative budget, and going up to target beneficiaries and tangible outputs/deliverables. Although the products appear in a standard format in the Portfolio, they have been so designed that they have a great degree of flexibility to adapt themselves to the specific requirements of a country.

Since the majority of technical assistance requests come from developing or least-developed countries, it is imperative to locate external funding sources for financing the projects. The UNWTO Secretariat would be extremely happy to join

Introduction

hands with the Members to prepare project proposals for submission to multilateral or bi-lateral donor agencies. The project formulation elements in which UNWTO can specifically assist Members are: current situation analysis, identification of technical assistance needs, framing of objectives, outputs and activities for the project, preparation of detailed work plans/implementation plans, job description of consultants, and budget.

In order for the NTAs/NTOs to be able to sustain the development process themselves on a long-term basis, UNWTO believes that their officials should undergo requisite training with the UNWTO technical consulting team during the entire duration of project implementation. Such an association would ensure transfer of knowledge, technology and experiences, and give these officials new insights into the operation and management of the tourism industry in accordance with international norms and based on the basic principles of sustainable development. Thus, Members are encouraged to place a team of their officials with the UNWTO consulting team as counterparts to be trained during the entire project implementation process.

In order to ensure that all project activities result in high-quality outputs, the UNWTO technical teams follow a stringent review and monitoring mechanism, and take course corrective actions, if required. The implementation process follows a consultative approach whereby views and opinions of all stakeholders are given due consideration.

I wish to assure you that the entire UNWTO team, backed up by years of experience and all-round technical expertise, is at the disposal of our Members in their quest to achieve a highly sustainable tourism sector.

Frédéric Pierret

Policy Planning and Economic Development

“ Prioritization of tourism development and utilization of resources for a common vision. ”

“ Coordination of activities between all stakeholders. ”

“ More professional approaches to tourism operation and management. ”

“ NTAs and local authorities better equipped with long-term development vision and short to medium-term action plan. ”

“ Streamlined tourism institutions and greater public-private sector partnerships at national and local level. ”

“ Tourism as the engine for economic growth. ”

“ Promotion of socio-economic development at grassroot level. ”

“ Spreading economic benefits of tourism to all layers of society, especially to women and youth. ”

Tourism Policy

Objective:

Formulate a tourism policy to guide all tourism development, operations and management so as to meet the Government's immediate and long-term objectives for tourism. The policy, based on the principles of sustainability, is in line with international best practices to ensure the competitiveness of the national tourism industry within a regional and global scenario.

Methodology:

The tourism policy is formulated in six phases through a consultative approach involving all stakeholders.

Phase I:

Preparation of an Issues Paper which encompasses a detailed review and assessment of the current tourism scenario in the country, identifies policy constraints and challenges, and, identifies opportunities and benchmarks for the future growth of the industry. The issues to be addressed include:

- policy and strategy;
- institutional strengthening;
- legislation and regulation;
- product development and diversification;
- marketing and promotion;
- economic impact of tourism and tourism investment;
- tourism infrastructure and superstructure;
- human resource development; and
- socio-cultural and environmental impacts of tourism.



Once the tourism policy is drafted, a national forum is organized to receive feedback from the various stakeholders

Tourism Policy

Methodology:

(Continued)

The Issues Paper is based on review of existing tourism policies, strategies and plans, and is finalized after exhaustive discussions with all stakeholders.

Phase II:

Organization of a series of regional workshops to disseminate the Issues Paper to regional public and private tourism stakeholders to ensure that current and future needs of the tourism industry have been well identified.

Phase III:

Formulation of a draft tourism policy.

Phase IV:

Organization of a National Forum to receive feedback from stakeholders on the draft tourism policy.

Phase V:

Finalization of the tourism policy based on consultative feedback.

Phase VI:

Formulation of an Action Plan to implement the policy recommendations.

Duration:

All phases are implemented under a composite project which can have a duration of 3 - 6 months.

Indicative budget:

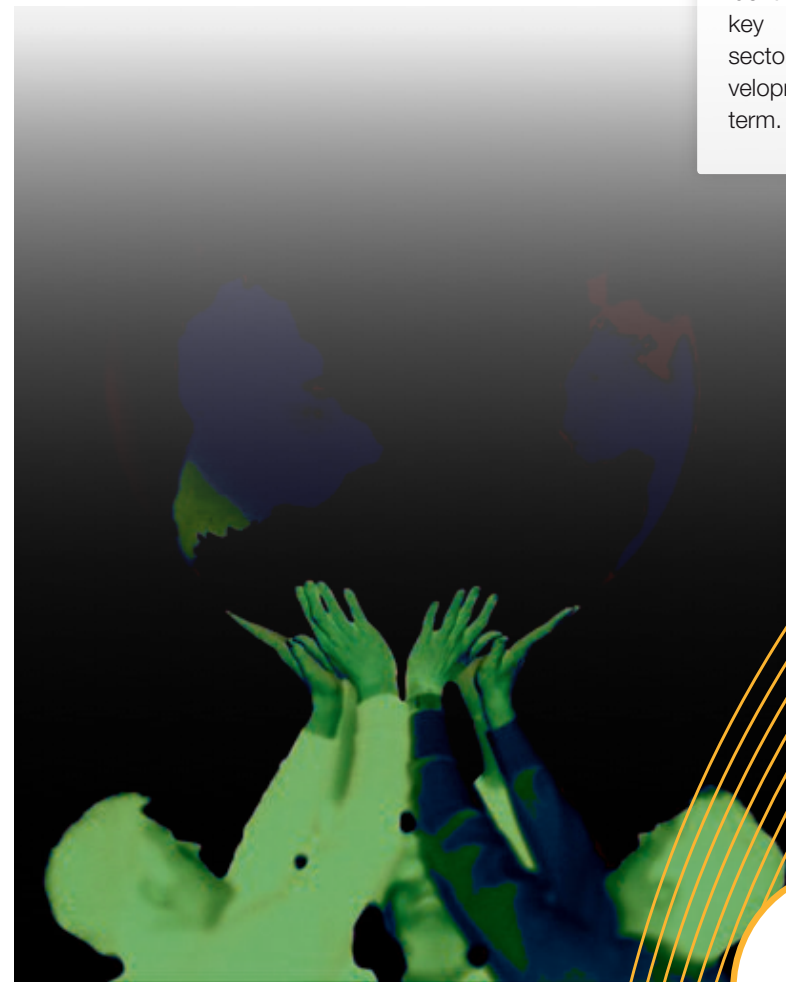
€ 50,000 – 100,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations.

Outputs/deliverables:

A tourism policy which identifies tourism as a key economic growth sector and guides its development over the long-term.



Tourism Development Master Plans and Strategic Development Plans

Objective:

Formulate a long-term development framework for tourism (10-20 years) with emphasis on policy and strategy, planning, institutional strengthening, legislation and regulation, product development and diversification, marketing and promotion, tourism infrastructure and superstructure, economic impact of tourism and tourism investment, human resource development, and socio-cultural and environmental impacts of tourism. It includes a short term (three-year) action plan for priority actions to be undertaken to kick-start sustainable tourism development, and preparation of several demonstration projects for pilot areas.

Methodology:

Three phase approach:

Phase I:

Project formulation mission which analyses the current tourism scenario and prepares a project document (detailed terms of reference) for the formulation of a Tourism Development Master Plan.

Phase II:

Formulation of a Tourism Development Master Plan which focuses on the following sectors:

- transport;
- accommodation;
- tourist activities;
- product development;
- tourism zoning;
- marketing and promotion;
- institutional framework;
- statistics and research;
- legislation and regulation; and
- quality standards of tourism services.

The Plan prioritizes actions for each sector and includes an Action Plan defining roles and responsibilities of various stakeholders, timelines, indicative budgets, monitoring guidelines, and, success criteria.



Tourism Development Master Plans and Strategic Development Plans

Methodology:

(Continued)

Phase III:

Implementation of the Master Plan by providing technical assistance to the Government in implementing the priority recommendations of the Master Plan.

Note: Tourism Development Master Plans can be formulated at a national or local level. Furthermore, they can also be thematic in nature:

- rural tourism;
- community-based tourism;
- mountain tourism;
- coastal tourism;
- ecotourism; and
- spa tourism, etc.

Duration:

4 - 12 months

Indicative budget:

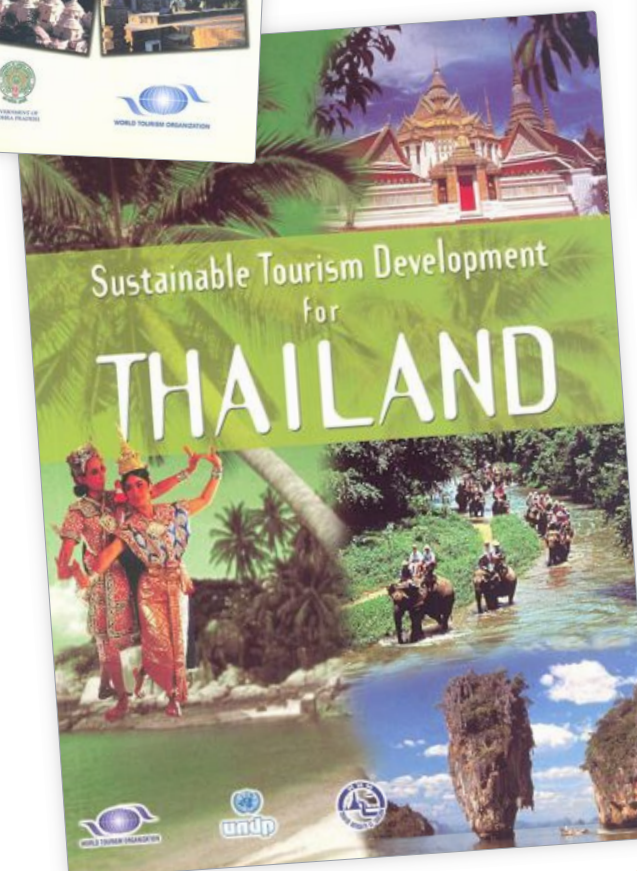
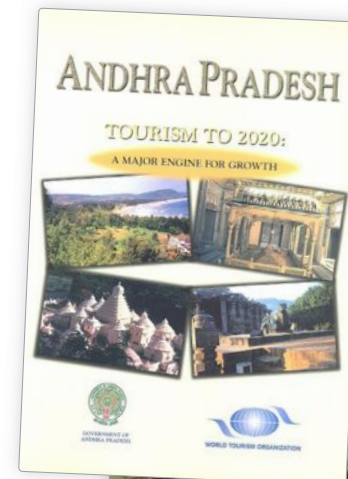
€ 150,000 minimum (budget depends on scope and nature of project).

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations.

Outputs/deliverables:

A Tourism Development Master Plan which provides an organized and structured framework for tourism development and promotion.



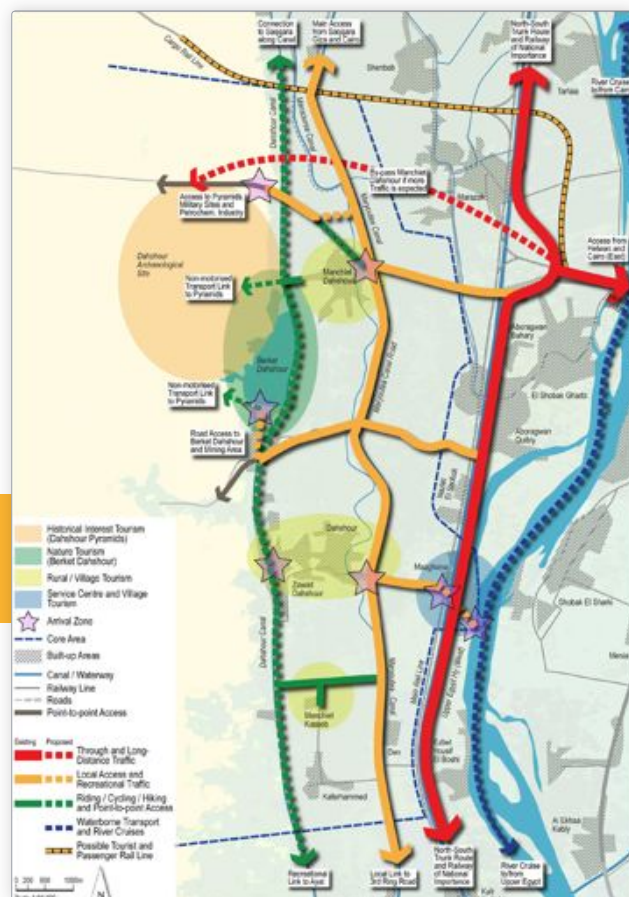
Tourism Physical Planning and Resort Development

Objective:

Provide realistic and practical guidelines for the sustainable development of high quality tourism infrastructure and superstructure with a view to ensuring improved governance and management in the entire planning and development process.

Methodology:

- » Review and analyse the current situation of the tourism industry in terms of analysis of current and future tourism trends to the country; existing and potential tourism products; current capacity of supply of tourism services (accommodation etc.); accessibility and other existing and future infrastructure and utilities in the tourism zones; and existing Government tourism policies, strategies and plans, including policies related to urban planning and environmental management.



An example of a spatial plan defining different tourism zones

Tourism Physical Planning and Resort Development

Methodology:

(Continued)

- » Based on the above and through extensive field surveys, identify and determine tourism zones with their exact delineation and definition of boundaries, and formulate a set of recommendations on the type of tourism development for each zone depending on availability of land of different categories, accessibility, tourism services and future market trends. Identify the overall strengths and weaknesses of each tourism zone.
- » Develop a set of design guidelines for the main elements of each priority zone and illustrate them in terms of type, scale and character of the proposed development including landscaping, traffic and pedestrian environment.
- » Identify a planning and development control system based on the existing institutional set-up and its main stakeholders to support tourism zones structure and development plans allowing planning authorities to exercise and maintain proper control over the type and spread of development, land use, urban design and built environment density, landscaping and landscape restoration, conservation of natural and cultural environments, and enforcement procedures against illegal and unauthorized construction and exploitation of natural resources.
- » Formulate a set of urban planning and facility development guidelines for tourism infrastructure development for the tourism zones.
- » Select 3-5 priority tourism zones of different type and character and formulate area-specific guidelines for these zones based on conceptual structure plans, defining the recommended scale, type and character of the proposed tourism development in the zones and identifying areas for supporting facilities and other land uses.
- » This ensures active involvement and participation of tourism facility planners, owners, operators and local community representatives from the selected tourism zones in the planning process through frequent consultations at the local level.

Duration:

3 - 6 months

Indicative budget:

€ 100,000 - 300,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations, local communities and private sector.

Outputs/deliverables:

Comprehensive general and area-specific development guidelines for tourism zones with specific urban designing, land use planning and infrastructure planning.

Tourism Legislation and Regulation

Objective:

Formulate a tourism policy to guide all tourism development, operations and management so as to meet the Government's immediate and long-term objectives for tourism. The policy, based on the principles of sustainability, is in line with international best practices to ensure the competitiveness of the national tourism industry within a regional and global scenario.

Methodology:

- » Identify the role of legislation in tourism development.
- » Build consensus for tourism legislation through:
 - consistency with National Development Policy;
 - consistency with National Tourism Policy;
 - review existing legal regulations governing tourism development;
 - review existing classification guidelines which affect the quality of existing tourism facilities and services and identify gaps and constraints;
 - identify core legal issues;
 - identify stakeholder groups;
 - identify the range of legal tools available;
 - address issues of enforcement;
 - build in quality assurance and foster professionalism; and
 - facilitate business development.

Tourism Legislation and Regulation

Methodology:

(Continued)

- » Identify the roles and responsibilities of various government agencies, at central and local level, in tourism development.
- » Organize a series of workshops at the regional level with all stakeholders to identify current gaps and constraints in legislation related to tourism planning, development, management and promotion.
- » Based on the above, formulate a draft Tourism Law for the sustainable development, management and regulation of the tourism industry determining the rights and obligations of the Government in terms of protecting natural and cultural resources and tourism development and management; the rights and obligations of the industry suppliers; and the rights and obligations of the consumers.
- » Organize a national conference to disseminate the draft Tourism Law to all stakeholders to obtain their feedback and endorsement.
- » Formulate an implementation plan for the enforcement of the Tourism Law.

Duration:

3 - 6 months

Indicative budget:

€ 75,000 - 100,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations, local communities and private sector.

Outputs/deliverables:

A logical and well-defined legal and regulatory framework for tourism.

Stakeholders review and provide feedback on the draft Tourism Law for Vietnam during a break-out session at a regional workshop

Institutional Strengthening and Public-Private Partnership

Objective:

Identify and clarify the present and future roles of the public and private sector organizations in tourism development of the country, and make improvements on operations of tourism associations and tourism boards.

Methodology:

Through a series of workshops:

- » Review the existing institutional and organizational structures of the tourism sector: public sector (including central and district level), private sector, and local communities.
- » Review the current status of public-private partnership in tourism development, management and promotion of the country, including an assessment of current tourism organizations, associations and institutions.
- » Provide recommendations on how to develop and adopt tourism development policies and strategies based on a participatory model for decision-making processes involving com-

Institutional Strengthening and Public-Private Partnership

Methodology:

(Continued)

munication and coordination between public and private sectors.

mutual trust as well as to increase the competitiveness of the tourism sector.

- » Raise awareness on the benefits and possibilities of public and private and community partnership in tourism development and provide best practice models which can be implemented in the local situation.
- » Recommend new arrangements for the organization of the tourism sector, both in respect of public and private sectors, designed to deliver a more streamlined and co-ordinated approach based on informed guidance of the sector and effective public-private partnership. If needed, identify an implementing and co-ordinating body including its outline structure, roles and responsibilities and job descriptions for key positions.
- » Recommend improvements to the communication channels between public and private sectors in determining the needs of the industry to stimulate confidence and building of

Duration:

3 months

Indicative budget:

€ 50,000 - 75,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations, local communities and private sector.

Outputs/deliverables:

Improved institutional framework for tourism development in the country and a public-private participatory model for decision and policy-making processes for tourism development, management and promotion.



Tourism development policies and strategies are based on a participatory process involving consultations with the private sector and the local community

Value Chain Analysis and Local Economic Development

Objective:

Investigate the structure and working of the tourism value chain in a destination and the economic value generated, and plan and execute actions to enhance the local economic impact of tourism. In destinations that are concerned about poverty alleviation, specific attention is paid to analysing the amount of income from all transactions in the tourism sector that is received by the poor, and to identifying which particular kinds of transactions are most pro-poor or have the potential to be made more pro-poor. The value chain analysis concludes with an action plan outlining interventions to enhance the local economic impact from tourism in the destination; especially interventions that will secure a significant increase in the flow of income and opportunities to the poor.

Value Chain Analysis and Local Economic Development

Methodology:

Two phase approach:

Phase I:

Value chain analysis mission which investigates the structure of the tourism value chain in the destination and prepares an action plan to enhance the local economic impact from tourism.

Phase II:

Execution of project interventions to enhance the local economic impact from tourism in the destination. A local organization is selected to act as executing agency for the planned interventions, and capacities are built among key stakeholders in the destination to encourage and enable them to work together on enhancing the local economic impact from tourism.

Duration:

Value chain analysis: 2 - 6 weeks.
Local economic development (project execution): 1 - 3 years.

Indicative budget:

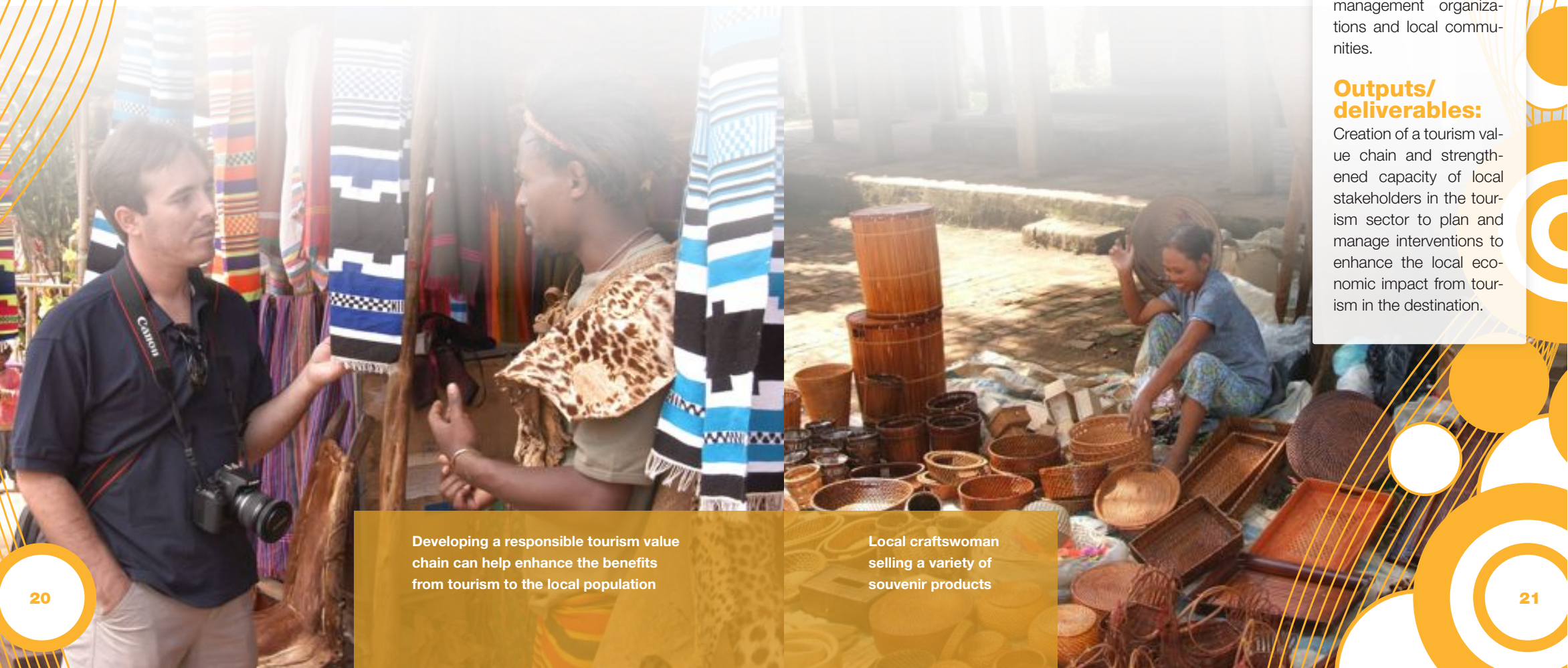
Depending on scope and nature of project (minimum budget value chain analysis: € 10,000; minimum budget local economic development: € 50,000).

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations and local communities.

Outputs/deliverables:

Creation of a tourism value chain and strengthened capacity of local stakeholders in the tourism sector to plan and manage interventions to enhance the local economic impact from tourism in the destination.



Developing a responsible tourism value chain can help enhance the benefits from tourism to the local population

Local craftswoman selling a variety of souvenir products

Manpower Planning for the Tourism Sector

Objective:

Build up highly qualified and well trained human resources in the public and private sectors to develop, manage and serve the industry in a sustainable and competitive manner in accordance with international standards.

Methodology:

Two phase approach:

Phase I:

Review the Government's objectives, policies and strategies with regard to manpower planning and human resource development in the tourism sector (both hospitality and tourism) and evaluate the NTA's capacity to develop and manage tourism in a professional manner (at the central and local levels).

Undertake a qualitative and quantitative evaluation of the existing hospitality and tourism management training programmes/courses both in public and private sector institutions. Review curricular structure with focus on strengths and weaknesses, and, conduct a comparative analysis with well-established international curricular models.

Manpower Planning for the Tourism Sector

Methodology:

(Continued)

Carry out a detailed evaluation of all aspects of hotel operations with particular emphasis on operational standards of various departments like front office, food and beverage service, food production, accommodation management, automation, and all other related services.

Identify operational deficiencies in the entire range of hotel operations and services.

Similar evaluations to be undertaken for other tourist services and facilities, particularly tour operations, travel agencies and tour guides with emphasis on operating standards, staffing, fair trade practices, creativity and innovation.

Phase II:

Based on the evaluation undertaken in Phase I and taking into account tourism trends and forecasts for the country, as well as current qualitative and quantitative employment levels in the industry, prepare a complete manpower development plan for both public and private sectors in tourism. The plan includes curricula for various educational programmes, and, training modules for hospitality skills including train-the-trainer programmes. The plan is supported by an accreditation and quality standardization system.

Duration:

2 - 4 months

Indicative budget:

€ 150,000 minimum (budget depends on scope and nature of project).

Target beneficiaries:

National tourism administration, provincial governments, private sector.

Outputs/deliverables:

Well structured manpower plan; improved capacities for HRD management; strengthened education and training facilities; and establishment of an accreditation and quality standardization system.



Training session during a manpower planning and curricula development project in India



A training course on tourism awareness conducted for provincial tourism officials in Cambodia

Capacity Building Programmes in Tourism Development and Management

Objective:

Provide intensive training in various disciplines of tourism development, management and promotion.

Methodology:

- » Series of intensive courses focused at both the central and provincial levels as well as to local communities on:
 - tourism awareness: the social, economic and environmental impacts of tourism;
 - general management of the sector;
 - tourism development policy and product development;
 - implementation of tourism strategies: building strategic partnerships;
 - tourism marketing and marketing mix;
 - image development and management;
 - human resource development;
 - tourism legislation, regulation and classification schemes;
 - performance management and monitoring, optimization of impacts; and
 - pro-poor tourism policies, strategies and practical approaches to engage local communities and local industries in the tourism development and promotion process; and how to encourage sustainable and equitable employment opportunities through tourism.



The capacity building programmes pay attention to gender equality and strive to contribute to a steady increase in the participation of women in tourism activities

Capacity Building Programmes in Tourism Development and Management

Methodology:

(Continued)

- » The courses are as participatory as possible with interactive working sessions and group exercises. The courses provide international, regional and local case studies and best practices which can be applicable to the local context and participants are also encouraged to bring reports and documentation from their own communities so that they can work on solutions during interactive break-out sessions.

Duration:

1 - 3 months
(depending on the number of courses)

Indicative budget:

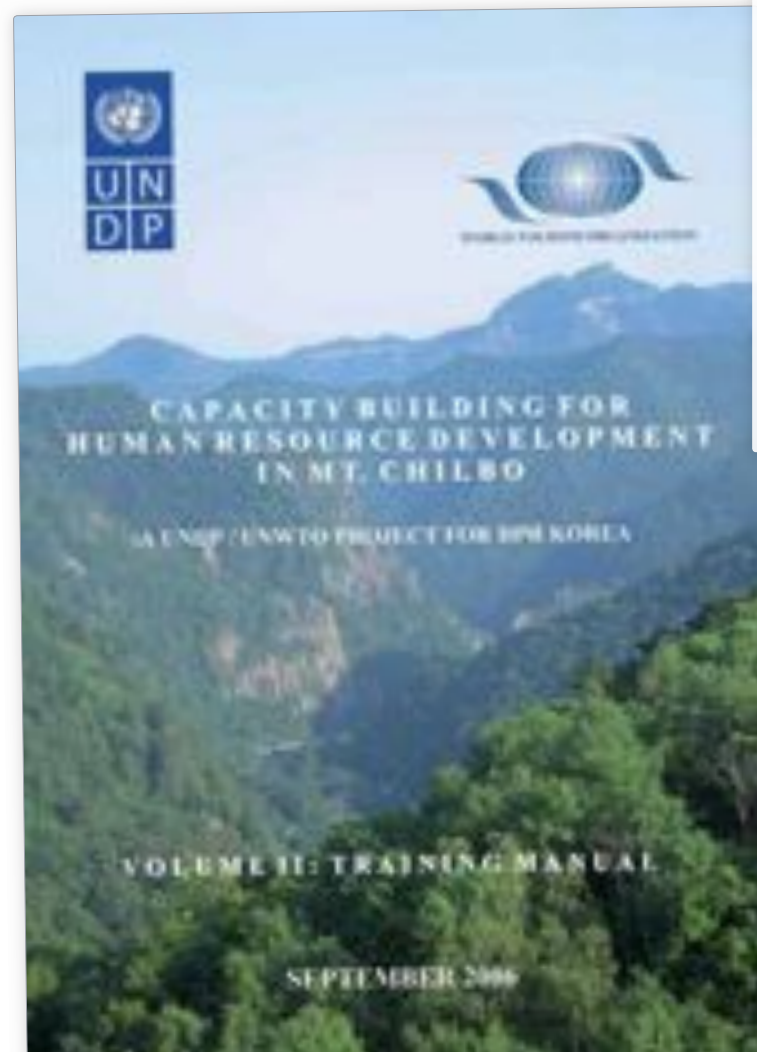
Average budget:
€ 15,000 per course.

Target beneficiaries:

National tourism administration, provincial governments, local communities.

Outputs/deliverables:

Improved capacities of government officials at the national and local level and local community members to develop, manage and promote tourism.



A training manual was one of the outputs of the project on capacity building for human resource development in Mt. Chilbo, DPR Korea

Capacity Building Workshops on Risk and Crisis Management and Recovery Techniques

Objective:

Develop and strengthen the overall capacity to systematically develop crisis management systems for the tourism sector and to effectively use recovery techniques at the regional and national levels.

Methodology:

Workshop on Risk and Crisis Management

This workshop addresses the core issues of a systematic approach to manage risks and crises, including the necessary organizational structures, ac-

countabilities, policies and procedures. In an interactive but also didactic way, international and national experts present findings and coach the participants through all necessary steps that efficient risk and crisis management requires.

Capacity Building Workshops on Risk and Crisis Management and Recovery Techniques

Methodology:

(Continued)

Workshop on Recovery Techniques

This workshop addresses the strategies and available instruments for the recovery of tourism destinations.

It discusses and trains intensively the advantages and suitability of different recovery strategies and the wide array of possible techniques and instruments.

Duration:

2 - 3 days per workshop.

Indicative budget:

€ 10,000 - 20,000 per workshop.

Target beneficiaries:

National tourism administrations, national tourism organizations, civil protection authorities, officials from Ministries of interior-, foreign affairs, as well as the health- and private sector.

Outputs/deliverables:

Support tourism crisis management efforts at national level, and capacity building.



Risk and crisis management capacity building workshop in Oman



Short term product variations / recovery techniques workshop in Egypt

Advanced Capacity Building Workshops on Risk and Crisis Management

Objective:

Provide in-depth knowledge and up-to-date techniques in thematic areas in order to strengthen the tourism sectors' capacity at the national and regional level.



Advanced Capacity Building Workshops on Risk and Crisis Management

Methodology:

These workshops deepen the understanding in the following specific thematic areas:

- emergency planning for tourism;
- tourism risk analysis, early warning and mapping;
- crisis coordination at the national and international level;
- set-up and management of crisis centre;
- crisis communications (traditional and new media);
- tourism and mobility & safety; and
- tourism and health risks.

In an interactive but also didactic way, international and national experts train the participants and share current techniques and best practices from the international level.

Duration:

2 days per theme / workshop.

Indicative budget:

€ 15,000 - 20,000 per workshop.

Target beneficiaries:

National tourism administrations, national tourism organizations, civil protection authorities, officials from Ministries of interior-, foreign affairs, as well as the health- and private sector.

Outputs/deliverables:

Prepare for and support risk and crisis management efforts at national level, and capacity building.

Crisis communications (traditional and new media) workshop in Germany

Asia/Pacific Executive Training Programme

Objective:

Study current tourism policies of each Member State and evaluate strengths and weaknesses; provide insights and broaden Member State policy options as well as opportunities on tourism policy making; formulate a more integrated tourism policy or model which can be utilized internationally by other Member States.

Methodology:

UNWTO co-organizes with the National Tourism Administration of the Host Country.

Asia/Pacific Executive Training Programme

Methodology:

(Continued)

This training programme is designed to specifically focus on a more practical than theoretical implementation of tourism policy. Prior to discussing the possible options, a basic understanding of each Member State's policies needs to be addressed. The level of government officials participating in the programme

should be Senior Tourism Directors (from the central Government organizations) or above. Each country should dispatch only one official to the programme, while it's possible to send more than one if the additional officials are self-financing for air tickets and accommodations.

Duration:

3 days workshop, plus 1 day technical tour.

Indicative budget:

The Ministry of Culture, Sports, and Tourism of Republic of Korea sponsors this training programme, while the host country would share some local costs.

Target beneficiaries:

National tourism administrations in the Asia / Pacific region.

Outputs/deliverables:

Tourism officials' understanding of the important role that tourism can play; "know-how" (how to manage rapid but sustainable and responsible tourism growth); and insights and broader policy options as well as opportunities on tourism policy making are provided.



A session of the Asia Pacific executive training programme, conducted in Brunei Darussalam

Statistics and Quality Standards

“ Tourism statistics is the backbone to any research for marketing, tourism strategy and public policy. ”

“ TSA encourages greater recognition of the significance of tourism to a national economy. ”

“ Standards ensure quality, comparability and competitiveness with other destinations. ”

“ Quality standards promote healthy competition with the private sector. ”

Statistical Strengthening and Development of a Tourism Satellite Account (TSA)

Objective:

Facilitate the understanding of the full social and economic dimension of tourism in terms of demand (international and domestic arrivals, characteristics of their visits, and their consumption of goods and services) and supply (characteristics of local industries involved in tourism and details of their production and use of labour and capital), thereby guiding tourism policy and planning while providing a useful lobbying tool to National Tourism Administrations to advocate the cause of tourism.

Methodology:

Two phase approach:

Phase I:

Evaluation Mission to undertake a detailed assessment of the current status of collection and analysis of tourism-related statistics on the demand and supply side, identify gaps and

constraints as well as make recommendations for inter-institutional collaboration for tourism-related statistics and economic data (national tourism administration, national statistical office, central bank and immigration authorities).

Statistical Strengthening and Development of a Tourism Satellite Account (TSA)

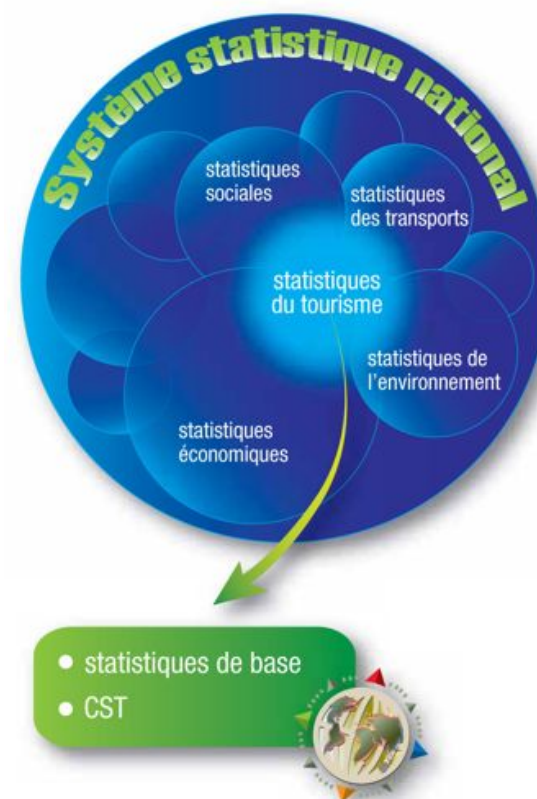
Methodology:

(Continued)

Phase II:

Long-term project focusing on either strengthening the entire system of tourism statistics including capacity

building and/or developing an experimental TSA depending on recommendations of the Evaluation Mission.



Duration:

Phase I: 10 days.
Phase II: 1 - 3 years.

Indicative budget:

Phase I:
€ 10,000 - 15,000
Phase II: Budget depends on duration and scope of project.

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations.

Outputs/deliverables:

A regular, competitive and reliable source of tourism statistics and related economic and social data (including information on employment generated by tourism). Capacities built among staff of NTA, National Statistical Office, Central Bank and Immigration Authorities to collect and process tourism-related statistics.

Sub-national Tourism Measurement and Analysis Assistance

Objective:

Provide guidance on developing tourism policy oriented measurement and analysis projects at sub-national levels, in a way that is consistent with the United Nations International Recommendation for Tourism Statistics 2008 (IRTS 2008) and Tourism Satellite Account: Recommended Methodological Framework (TSA: RMF 2008). By adapting these international recommendations - primarily valid for the national level - to the sub-national level, such project guidance focuses on the key topics of examining flows of visitors, the relationship between tourism and territory, and economic contributions.

Methodology:

Focusing on the above topics and in mutual agreement with the contracting party, technical assistance

may consist of either or all of the following options (which may involve one or more expert missions):

Sub-national Tourism Measurement and Analysis Assistance

Methodology:

(Continued)

Option 1: Assistance in project formulation

Consists of one or more of the following, mostly cumulative, services:

- exploring needs and first assessment;
- evaluation of (parts of) previous project(s);
- general project plan: basic core of guiding specifications;
- tailored project plan: adaptation of the general project plan to a given situation/territory; and
- drafting of a project's call for tender.

Option 2: Assistance in project execution

Involves the implementation of (parts of) a project and/or its monitoring and evaluation.

Duration:

- Option 1:
1 week - 1 month
- Option 2:
3 months - 1 year

Indicative budget:

- Option 1:
€ 10,000 - 20,000
- Option 2:
Budget depends on the duration and scope of the project.

Target beneficiaries:

National tourism administration, provincial and local governments or agencies, destination management organizations.

Outputs/ deliverables:

Reliable and fundamentally impartial definition and execution of projects that are increasingly relevant for designing evidence-based tourism policy at the sub-national level. Capacity built among target beneficiaries on tourism measurement and analysis at the sub-national level.



Snapshots of a heat
map for visitor flow
analysis

Quality Standards in Tourism Services

Objective:

Improve the overall quality of products and services within the tourism industry (all tourism-related accommodation, restaurants, tour guides, tour operators, and other tourism-related service providers); raise the levels of demand nationally, regionally and internationally; promote competitiveness within the industry; and, provide valuable and reliable information on quality standards for the tourist and the travel industry.

Methodology:

Overall strategy: evaluate the current tourism quality standards situation through initial negotiations with government officials and other key stakeholders of the national tourism industry; identify customers' needs and expectations (stakeholders, environment, direction, facilities, resources, overall objectives, challenges); introduce available UNWTO quality products and services (modules); and, provide technical assistance as indicated in the modules below.

Module 1: Review of Existing Criteria for Tourism-Related Accommodation

- Review existing criteria for various facilities and services and evaluate these according to local, regional and global best practices and competitive environment;
- Identify gaps and constraints; and
- Make appropriate recommendations on modifying and/or upgrading the existing criteria.

Module 2: Establish- ment and Formulation of New Criteria

- Identify for which facilities/services/sectors criteria need to be established;
- Formulate criteria in line with national/regional needs and considering international industry practices and competitive environment;
- Prepare initial criteria drafts;
- Introduce criteria drafts to industry stakeholders; and
- Prepare final criteria and support the approval process.

Module 3: Implementation and Assessment of Criteria

- Establish assessment responsibilities and procedures (pre-post administration, on-site procedures, result reporting);
- Plan assessment/inspection tours;
- Accompany national assessors/inspector visits on site; and
- Guide assessment findings and result definitions.

Quality Standards in Tourism Services

Methodology:

(Continued)

Module 4: Capacity Building of National Criteria Assessors/Inspectors

- Evaluate assessor/inspector capacities, knowledge and expertise levels;
- Identify gaps and constraints;
- Make appropriate recommendations for most suitable capacity building methods (on-site, off-site);
- Introduce "UNWTO assessor certification" after successful attendance of respective capacity building sessions and/or on-site progress;
- Compile and provide assessment supporting tools (knowledge and reference manual, photo library); and
- Develop "Train the Trainer" programme.

Module 5: Communication of Criteria

- Criteria launch press conference;
- Industry workshops for key tourism stakeholders (accommodation sector, owners, investors, tour operators, transportation companies, tourism related service partners); and
- Presentations to high schools, hotel and catering schools.

Module 6: Criteria and Quality Control (Mystery Guest)

- Familiarization of criteria;
- Define controlling tools and methods (checklists, documentation, reports, use of technology, etc.);
- Agree and establish control procedures (reservation, cost coverage); and
- Plan time lines and execution.

Duration:

Module 1:	1 month
Module 2:	3 months
Module 3:	6 - 12 months
Modules 4 - 6:	12 - 18 months

All modules can be undertaken as one composite project which spans 12 - 18 months depending on the nature and scope of the project.

Indicative budget:

Module 1:	€ 15,000
Module 2:	€ 40,000
Module 3:	Budget depends on duration and scope of the module
Modules 4 - 6:	Budget depends on duration and scope of the module.

Target beneficiaries:

National tourism administration, provincial governments, private sector.

Outputs/ deliverables:

Bank and Immigration Authorities to collect and process tourism-related statistics.

Practical Guidelines for Destination Quality Performance

Objective:

Provide practical tools for the Destination Management Organizations (DMOs) at regional and local level in their efforts to improve the quality of the visitor's experience all through the supply chain. Quality performance is of crucial importance for tourism destinations in order to deliver value-added services, to build or rejuvenate their brand name and enhance customer loyalty and satisfaction.

Methodology:

The methodology will include:

Pillar I:

Analytical review of the conceptual framework and parameters for Tourism Destination Quality (TDQ).

Pillar II:

Identification and analysis of methods and techniques for quality improvement, in particular related to:

- quality management systems; and
- PDCA concept (Plan, Do, Check, Act) and monitoring performance.

Practical Guidelines for Destination Quality Performance

Methodology:

(Continued)

Pillar III:

Development of a toolbox for destination quality which will provide specific guidance for:

- planning and implementation of TDQ;
- measuring quality performance of TDQ; and
- raising the awareness of visitors, host communities and tourism professionals regarding destination quality.

Pillar IV:

Highlight successful stories and good examples on destination quality at regional/provincial and local level.

Duration:

6 - 8 months

Indicative budget:

€ 30,000

Target beneficiaries:

Destination management organizations; regional development agencies; regional, provincial and municipal authorities; tourism industry representatives; and academic institutions.

Outputs/deliverables:

Practical guidelines for destination quality (methodological approach).

Capacity Building Programmes in Hospitality Skills and Tourism Business Development

Objective:

Provide intensive training to local communities/ private sector in various aspects of development and management of tourism businesses, and hospitality skills to provide them with better opportunities to seek employment in the tourism sector.

Methodology:

- » Series of intensive courses focused on:
 - business opportunities from tourism;
 - how to run a small business (café, handicraft shop, homestay);
 - business regulations and standards that apply to tourism businesses;
 - financing of tourism businesses including micro-credit;
 - tour guiding and interpretation;
 - language skills;
 - professional grooming;
 - all aspects of hotel management; and
 - tourist safety and security.

Capacity Building Programmes in Hospitality Skills and Tourism Business Development

Methodology:

(Continued)

- » The courses are as participatory as possible with interactive working sessions and group exercises. The courses provide international, regional and local case studies and best practices which can be applicable to the local context.

Duration:

1 - 3 months
(depending on the number of courses)

Indicative budget:

Average budget:
€ 15,000 per course.

Target beneficiaries:

Local communities / private sector.

Outputs/ deliverables:

Improved capacities of private sector and local community members in tourism businesses and hospitality skills to promote their participation in the tourism industry.

Training session on hospitality services conducted for local women in Madagascar

Sustainable Development

“ Sustainable development of tourism ensures cultural integrity and social cohesion of communities, while protecting the quality of the environment and providing value experience for visitors. ”

“ Developing tourism that is economically efficient and ensuring the resources are managed so that they can support future generations. ”

“ Integration of sustainability and quality criteria into national, regional and local tourism policies, development plans and strategies, through the application of policy tools, instruments and measures. ”

“ Understanding of the relationship between climate change and tourism, and promote the formulation and implementation of adaptation and mitigation policies and measures. ”

“ Guidance, international harmonization and recognition of best practices and measures intervening in the quality of tourism activities, services, products and destinations conforming to the objectives of sustainable development. ”

Capacity Building Programmes on Application of Indicators for Sustainable Tourism

Objective:

Based on a decade-long experience in this field, provide training on sustainable tourism and indicators to relevant public administrations and the tourism private sector at central, regional and local levels.

Methodology:

» Using a participatory approach:

- Identify tourism trends and sustainability;
- Review and analysis of sustainable tourism policies and tools: principles and practice;
- Engage national and local stakeholders;
- Coordination of a stakeholder workshop to introduce key concepts, validate findings and agree on planning framework and indicators;
- Introduction to the application of sustainable tourism indicators;
- Presentation of UNWTO methodology and experiences from different destinations;
- Discuss the role of indicators in planning and management processes, with specific applications for destinations;

Capacity Building Programmes on Application of Indicators for Sustainable Tourism

Methodology:

(Continued)

- Situation analysis and identification of key objectives and issues of sustainable tourism in the case study area;
- Formulate draft indicators; and
- Define an action and monitoring plan for destination management.

Duration:

3 - 5 days

Indicative budget:

€ 15,000 - 20,000 per workshop.

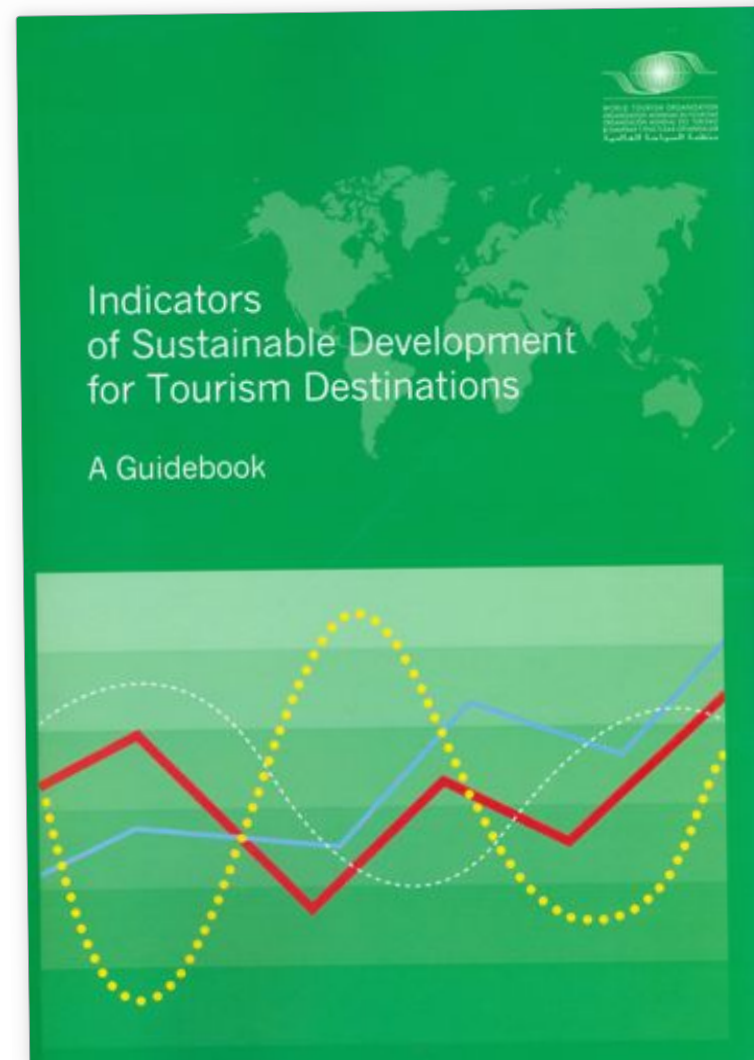
Target beneficiaries:

National tourism administration, provincial governments, private sector and other tourism stakeholders (e.g. parks authorities, conservation organizations).

Outputs/deliverables:

Improved capacities on indicators application of government officials at the national and local level, and of the tourism private sector.

It can also be the first step toward the establishment of a sustainable tourism observatory (see pages 48 and 49).



A UNWTO guidebook on indicators of sustainable development for tourism destinations

Observatories of Sustainable Tourism

Objective:

Establish an observatory for a defined destination, through the use of a systematic application of monitoring, evaluation (sustainable tourism indicators) and information management techniques, as key tools for the formulation and implementation of sustainable tourism policies, strategies, plans and management processes.

Observatories of Sustainable Tourism

Methodology:

Phase I:

Capacity building programmes on application of indicators for sustainable tourism (see pages 46 and 47).

Phase II:

Implementation mechanism through a monitoring centre¹.

Main tasks:

- Establishing, managing and monitoring the observatory;
- Communicating the outcomes of monitoring activities through annual reporting;
- Follow-up on technical backstopping; and
- Follow-up on corrective actions taken.

Duration:

Initial phase: 3 - 6 months (formal planning and theoretical framework).
Second phase: minimum 3 - 5 years (establishing, managing and monitoring the observatory).

Indicative budget:

€ 30,000 (estimated annual operation costs).

Target beneficiaries:

This is an initiative addressed to national and local tourism authorities.

Outputs/deliverables:

Improved capacities for information management and monitoring in support of decision and policy making, and ultimately a more sustainable tourism destination.

The observatory on sustainable tourism in Zhangjiajie, China

1. A monitoring centre for UNWTO Sustainable observatories has been established at Sun Yat-sen University, which will take charge of monitoring activities of existing and future observatories in China and, if conditions are met, also in the Asia-Pacific region.

Capacity Building Programmes on Climate Change Adaptation and Mitigation

Objective:

Strengthen the capacity of the tourism sector on adaptation to climate change and application of mitigation measures in order to respond to the challenges that global warming and its related impacts pose to the tourism sector.

Methodology:

Series of workshops and practical seminars, particularly for developing countries and small island states, but also for vulnerable regions (e.g. the Mediterranean) which include:

- Detailed and comprehensive review of research on current and future predicted impacts of climate change on global tourism;
- Identification of the particularities of tourism as highly climate-sensitive economic sector;
- Analysis of the impacts of climate change at destinations;
- Review of potential options for adaptation and mitigation of the tourism sector to climate change, including on key emissions abatement options for transportation (car, air and water transport) and on mitigation measures for the accommodation sector;
- Identification of adaptation and mitigation techniques, tools and processes options for mitigation and adaptation suitable to a particular destination; and
- Recommendations for establishing an Action Plan that ensures that tourism growth is compatible with new patterns of energy consumption and new scenarios of low carbon economies.

Capacity Building Programmes on Climate Change Adaptation and Mitigation

Methodology:

(Continued)

- Analysis of the impacts of climate change at destinations;
- Review of potential options for adaptation and mitigation of the tourism sector to climate change, including on key emissions abatement options for transportation (car, air and water transport) and on mitigation measures for the accommodation sector;
- Identification of adaptation and mitigation techniques, tools and processes options for mitigation and adaptation suitable to a particular destination; and
- Recommendations for establishing an Action Plan that ensures that tourism growth is compatible with new patterns of energy consumption and new scenarios of low carbon economies.

Duration:

3 days

Indicative budget:

€ 15,000 - 20,000 per workshop.

Target beneficiaries:

National and regional tourism authorities, private sector, other stakeholders (e.g. environment authorities, academia).

Outputs/deliverables:

Improved capacities of public and private sector stakeholders in their efforts of integrating mitigation and adaptation of climate change into their broader institutional, policy and/or national goals, and programs in a practical manner.

Analysis of the impacts of climate change is an integral part of the capacity building programme

Capacity Building Programmes on Tourism Management at Heritage Sites

Objective:

Provide training to relevant public administrations and the tourism private sector at different levels, conducive to the development of policy and operational guidelines to handle tourists' congestion at cultural and natural heritage sites, as well as to improve the ability of the tourism sector to develop and present their destinations and heritage sites in a more comprehensive manner.

Methodology:

Holding of a workshop building on the past experience of cooperation between UNWTO, UNESCO and ICOMOS to support the management of tourism at World Heritage Cultural

Sites; and two UNWTO publications, on congestion management and communicating heritage, provide the knowledge background.

Capacity Building Programmes on Tourism Management at Heritage Sites

Methodology:

(Continued)

- Tourism trends and congestion management;
- Sustainable tourism policies and tools: principles and practice;
- Review of key concepts on congestion management;
- Impacts and challenges of tourism congestion;
- Actions for control of tourism congestion;
- Integrated approach to congestion management;
- Recommendations for setting management objectives;
- Introduction of key concepts of heritage communication;
- Current trends within tourism and heritage;
- Connecting tourists with heritage; and
- Delivering heritage communication within the tourism experience.

Duration:

3 days

Indicative budget:

€ 15,000 - 20,000 per workshop.

Target beneficiaries:

National tourism authorities, private sector and public bodies.

Outputs/deliverables:

Improved capacities of national tourism authorities, private sector and public bodies responsible for cultural and natural heritage.

Tourist crowd at the Acropolis in Athens, Greece

Biodiversity and Tourism: Development and Implementation of Local Participatory Tourism Management Plans for Sustainable Use and Conservation of Biodiversity

Objective:

Generate knowledge about the potential of local biological diversity for tourism and tourism products. Develop and implement local plans, using participatory approach methods, which valorise biodiversity as a major capital for tourism development; define the options how tourism can contribute to safeguarding and maintaining the local biological diversity; define the options for the improvement of local livelihoods through the sustainable use of biodiversity; harmonize tourism planning with local, national and regional legislation and frameworks, in particular on biodiversity conservation.

Methodology:

1. Assess feasibility
2. Establish an expert team
3. Meeting with stakeholders and identification of local tour operators
4. Local community involvement and participation initiation (including implementation of a Community Involvement Plan)
5. Baseline information
 - Baseline data collection;
 - Data evaluation and assessment;
 - Gap analysis; and
 - Database formation.



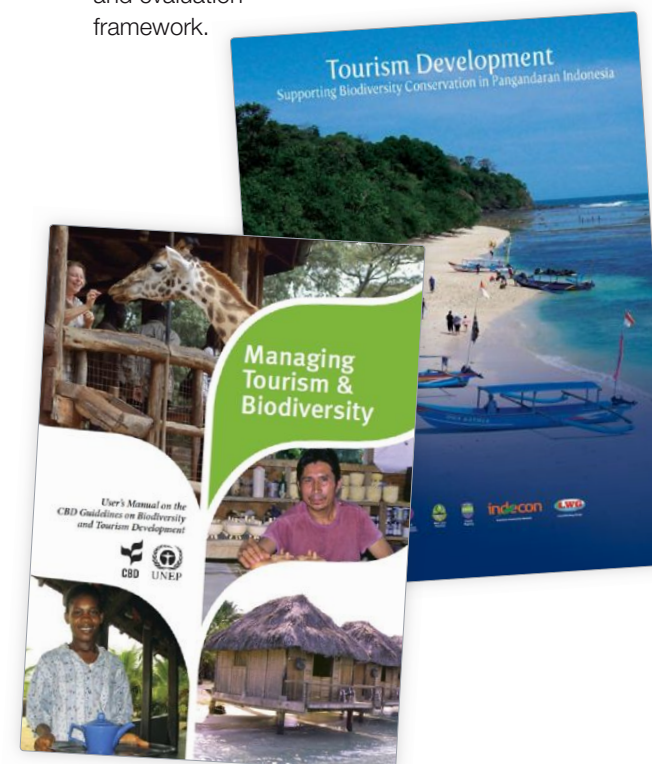
Tourism management plan workshop in Phang Nga Province, Thailand

Biodiversity and Tourism: Development and Implementation of Local Participatory Tourism Management Plans for Sustainable Use and Conservation of Biodiversity

Methodology:

(Continued)

6. Elaboration of Tourism Management Plan (TMP)
 - Baseline information (area description);
 - Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT);
 - Goals, Visions and Objectives;
 - Baseline information (economic, social, natural environment);
 - Approval of TMP; and
 - Establish monitoring and evaluation framework.
7. Capacity building process
 - Consultation of TMP with the local communities, governmental authorities, stakeholders and tour operators
8. Coordinate the TMP with other projects



Top: Tourism development plan for Pangandaran, Indonesia
Bottom: User's manual on the CBD guidelines on biodiversity and tourism development

Duration:

Depending on available information and cooperation structures:
1 - 3 years.

Indicative budget:

€ 50,000 - 300,000

Target beneficiaries:

Local communities, local/international tour operators, destination management organizations, provincial government, national tourism administrations.

Outputs/deliverables:

- The TMP document;
- SWOT analysis;
- Baseline study on the natural environment, social and economic structure;
- Community Involvement Plan;
- Monitoring and evaluation system for control of success and adaptation measures; and
- Knowledge on biodiversity and tourism generated.

Development of Biodiversity-based Tourism Products

Objective:

Create sustainable tourism products that increase the socio-economic welfare of the local community and destination, as well as being in line with the principles of sustainable use and conservation of biological diversity (using the ‘Guidelines of Biological Diversity and Tourism Development’ of the Convention on Biological Diversity, CBD).

Methodology:

1. Fact finding mission (feasibility study)

2. Baseline study
 - Natural and cultural assets data collection;
 - Tourism infrastructure analysis;
 - SWOT analysis;
 - Gap analysis; and
 - Database creation.

3. Local community consultation, stakeholders and local tour operators identification

4. Product matching
 - Market potential (current and future market trends;
 - Local community capacity and potentials; and
 - Tourism product potential.

Development of Biodiversity-based Tourism Products

Methodology:

(Continued)

5. Identify and select target market

6. Design the biodiversity tourism package (including business and investment plans)

7. Develop marketing strategy with:
 - local community;
 - tour operators; and
 - other stakeholders.

8. Marketing campaign for the biodiversity product

9. Biodiversity product launch

10. Establish system of monitoring and evaluation of product

Duration:

Depending on available information: 1 - 3 months.

Indicative budget:

€ 10,000 - 30,000 per product for expert work (exclusive travel costs for fact finding mission and other travel).

Target beneficiaries:

Core stakeholders of local communities, local tour operators, destination management organizations, national tourism administrations, provincial governments, private sector.

Outputs/deliverables:

A sustainable tourism product that is distinctive and competitive; one which takes into account the conservation of biodiversity, encourages sound economic development in line with the guidelines of the CBD, preserves the local culture, traditions, and local community ways of life.



Various tourism products in the Phang Nga Province, Thailand



Pangandaran tourism product brochures

Training and Capacity Building on Tourism and Biodiversity

Objective:

Transfer of knowledge to target groups working in tourism and biodiversity management. The acquired skills will provide the target groups with a better understanding of the interdependence between tourism and biodiversity and how to implement biodiversity-based tourism products. Instruments and mechanisms which are necessary at local level for self-organizing participatory tourism will be part of the training.

Methodology:

Workshop approach:

The knowledge transfer will be achieved by using thematic, interactive workshops. The transfer focuses on the following user groups:

- staff of administrations;
- hotel staff, tourist information points;
- local tour guides; and
- local community hosts.

Training and Capacity Building on Tourism and Biodiversity

Methodology:

(Continued)

1. Training local entrepreneurs
 - Capacity building and knowledge transfer for local businesses involved directly or indirectly in the tourism industry
2. Training of governmental administrations at national level on interlinking the thematic fields of tourism and biodiversity
3. Awareness raising of tourism issues within the local community
 - An approach based on raising awareness and support for tourism and biodiversity among the local communities. This encourages local community participation during product development.
4. Community workshops
 - Courses that provide local communities with knowledge on tourism at the international, national, and local levels. These include courses such as language skills, communication styles and conflict resolution.

Duration:

Courses will be tailored according to target group and site specific needs. Duration can vary between 2 and 6 days.

Indicative budget:

Approximately € 20,000

Target beneficiaries:

Local communities, tour operators, national tourism and conservation organizations/agencies, territorial governments, destination management organizations, the private sector.

Outputs/deliverables:

- Knowledge generated and utilized about tourism and biodiversity;
- Training methodology and material disseminated; and
- Effectiveness of training and improvement of training measures monitored.



Biodiversity based tourism product development workshop at UNWTO headquarters, Madrid



Training and capacity building workshop in Poland

Hotel Energy Solutions (HES), an innovative energy efficiency toolkit for hotels

Objective:

Provide an easy to use and online mitigation toolkit to help hotels reduce their carbon footprint and operations costs, thus increasing business profits.

Methodology:

The HES e-toolkit offers the best solutions to enhance and optimize energy performance, calculate the necessary initial investment and the return on that investment, and finally, it compares the results with similar properties. It helps users develop a strategy for reducing energy consumption, energy bills and the environmental impact as well as assisting destinations to be more competitive and sustainable.

It is a UNWTO-initiated project, supported by the European Agency for Competitiveness and Innovation under the Intelligent Energy Europe programme. The project has been implemented in partnership with the United Nations Environment Programme (UNEP), the International Hotel & Restaurant Association (IH&RA), the European Renewable Energy Council (EREC) and the French Environment and Energy Management Agency (ADEME).



HOTEL
ENERGY
SOLUTIONS

Hotel Energy Solutions (HES), an innovative energy efficiency toolkit for hotels

Methodology:

(Continued)

It provides:

- free of charge use of a series of tools and materials to help small and medium-sized hotels to plan for and invest in energy efficient and renewable energy technologies (in English only); and
- communication tools (video 3D images and e-brochure) to sensitize guests on the importance of energy savings.

Adaptation of the existing software is possible based on specific requirements, i.e.:

1. Language adaptation;
2. Capacity building workshop; and
3. Regional adaptation (i.e. climate, destination type) and resources (i.e. water, waste).



For more information visit: www.hotelenergysolutions.net

Duration:

1. Language adaptation: 3 - 5 months
2. Capacity building workshop: 2 weeks
3. Preliminary regional adaptation study: 6 - 12 months

Indicative budget:

Original software value is of € 1.2 million.

1. Language adaptation € 70,000.
2. Capacity Building Workshop € 8,000.
3. Preliminary regional adaptation study € 12,000 - 15,000.

Further adaptation budget depends on scope and nature of tasks required.

Target beneficiaries:

Small and medium-sized hotels across the European Union; hotels, tourism associations, destination management organizations, national tourism administration, and local communities globally.

Outputs/deliverables:

The HES mitigation software will empower and guide accommodation establishments to better understand their energy consumption and show how to improve their energy management - how to increase energy efficiency and cut your operational costs. It can assist destinations for new policies and incentives for the operational sector.

Product Development, Marketing and Promotion

“ Image branding.”

“ Product development
and diversification.”

“ Bringing out the uniqueness
of each tourism resource.”

“ Greater competitiveness.”

“ Targeted marketing
for established and potential
market segments.”

“ Development of
niche-tourism.”

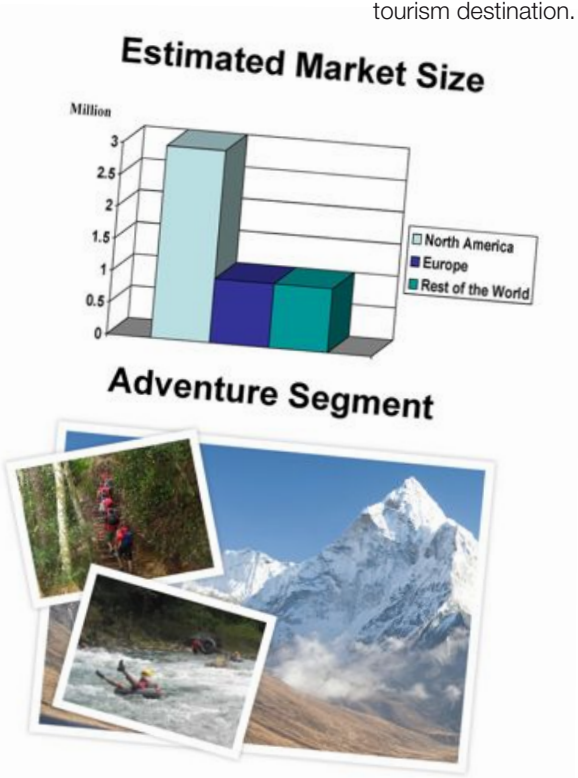
Marketing and Promotion Plan

Objective:

Formulate a detailed marketing and promotional plan for the sector taking into account the quality and quantity of tourism products, the diversity of domestic, regional and international source markets, image and positioning, branding, quality and distribution of promotional materials (including e-marketing) and institutional mechanisms for marketing and promotion including public-private partnership.

Methodology:

- » Review and assess the current quality and standard of the country's tourism product, both existing and potential, in terms of its diversity (natural, cultural, recreational).
- » Analyse past and present tourist patterns to the country and conduct several visitor surveys at key locations and assess the current domestic, regional and international image of the country as a tourism destination.



Estimation of market size, market segmentation and branding are key elements in the formulation of a marketing plan

Marketing and Promotion Plan

Methodology:

(Continued)

- » Develop profiles of the short, medium and long term prospective source markets and segments within those markets that can be attracted to the country. Set arrivals and accommodation requirements targets by five year periods by type, category and segment from international and domestic source markets.
- » Review the existing institutional framework for marketing the country as a tourism destination, and identify and recommend organizational changes required to ensure the effective implementation of the marketing strategy involving strong public-private partnership.
- » Prepare a medium and long-term marketing strategy including recommendations for destination branding and identification of the financial and technical resources required to implement the strategy.
- » Evaluate and assess the current marketing and promotional programmes in the country including promotional materials produced, their distribution channels, as well as electronic marketing techniques.
- » The overall marketing strategy will include a detailed short-term marketing and promotional programme for the first five years, outlining activities, targets and cost estimates on a yearly basis.

Duration:

1 - 3 months

Indicative budget:

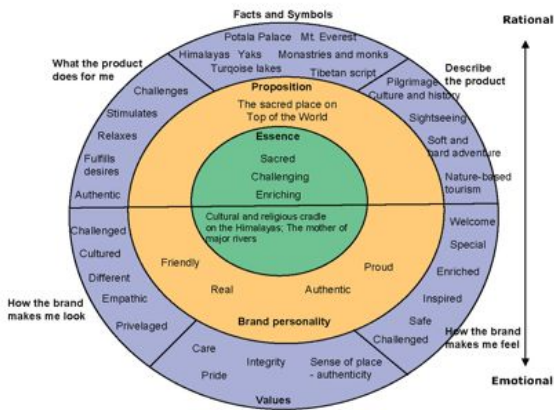
€ 75,000 - 100,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations, local communities and private sector.

Outputs/ deliverables:

Strategic positioning of the country as a tourism destination and identification of tourist patterns and priority source markets and segments.



Capacity Building Workshop on Tourism Marketing Planning

Objective:

Improve the skills in the field of tourism marketing management (planning and evaluation) in the areas of strategic marketing planning; operational marketing; e-marketing; and evaluation of promotional activities.

Methodology:

Sessions will be conducted at two levels: a technical framework and a group discussion/debate.

Capacity Building Workshop on Tourism Marketing Planning

Methodology:

(Continued)

Topics covered:

- Developing a marketing strategy: from market research to the evaluation of marketing activities;
- The definition of marketing objectives;
- Market research: the starting point;
- Market segmentation: a consumer-led tourism strategy;
- Product development: a market oriented strategy or how to match markets / segments and products;
- Positioning and branding: how to differentiate a destination in a crowded marketplace;
- Operational Marketing: how to use the marketing tools in the most efficient manner;
- E-marketing: how to build a successful e-marketing strategy; and
- Measuring results: evaluating of NTO marketing activities and stakeholders accounting.

Duration:

3 days

Indicative budget:

€ 10,000 - 15, 000 (depending on the scope of the seminar).

Target beneficiaries:

Marketing professionals and managers with responsibilities in the field of tourism marketing, as well as those who work in different types of institutions such as:

- national tourism organizations;
- national tourism administrations;
- destinations management organizations;
- tourism companies from all sectors; and
- business associations of tourism activities.

Outputs/deliverables:

At the end of the seminar each group presents an outline of a marketing plan (detailed information/guidelines provided for that purpose to all participants at the beginning of the workshop).

A capacity building workshop on tourism marketing activities in the Caribbean

Product Development and Diversification

Objective:

Increase the competitiveness of the country's tourism industry by evaluating the scope and diversity of existing and potential tourism resources; providing guidelines for their conversion into quality tourism products based on research of current and future market trends; and, addressing the national and regional challenges of product similarity and lack of product diversity with the ultimate aim of increasing tourist arrivals (including repeat visitors), increasing their length of stay and thereby, spreading the economic benefits of tourism to all parts of the country.

Methodology:

- » Review and assess the current quality and standard of the country's tourism product, both existing and potential, in terms of its diversity (natural, cultural, recreational, conference facilities) and produce a SWOT analysis for quality and diversity of tourism resources and products for each province/district of the country to determine geographical spread of tourism activities. The SWOT analysis also includes an overview of supply of tourism services (accommodation, access, etc.)

Product Development and Diversification

Methodology:

(Continued)

- » Analyse current and future market trends to the country and undertake visitor surveys at important locations to determine the characteristics of visitors and their tourism-related activities.
- » Formulate recommendations for the short, medium and long-term tourism product development based on diversification of types of products, more geographical spread throughout the country, and, increased length of stay of tourists. The recommendations address issues related to lack of coordination and implementation, lack of innovation, land tenure, and limited community involvement.
- » Based on the above, prioritize the initial areas of tourism development potential based on their relative market potential, level of constraints facing tourism development, and, the degree of social need (poverty alleviation through tourism).

Duration:

2 - 4 months

Indicative budget:

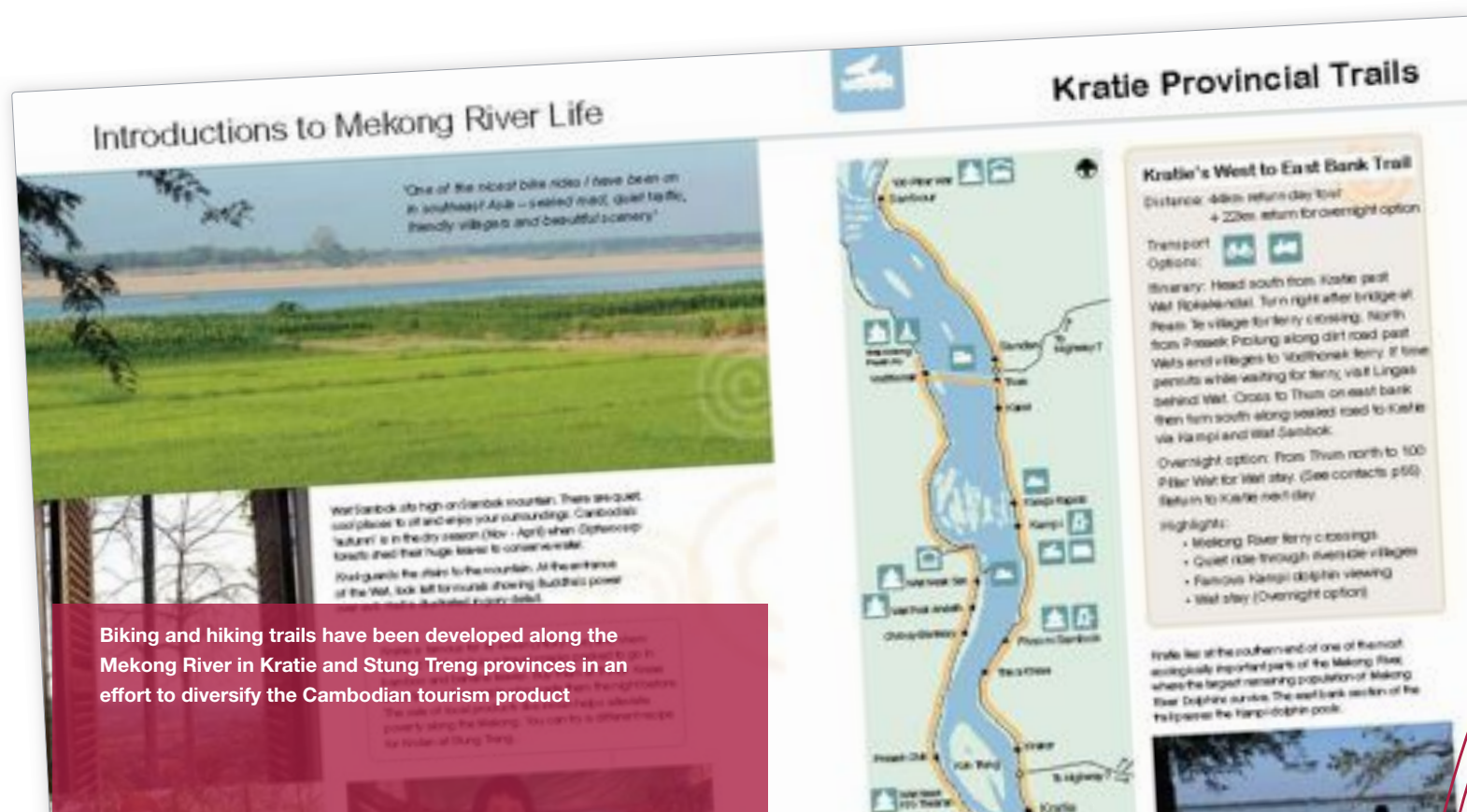
€ 50,000 - 70,000

Target beneficiaries:

National tourism administration, provincial governments, destination management organizations, local communities and private sector.

Outputs/deliverables:

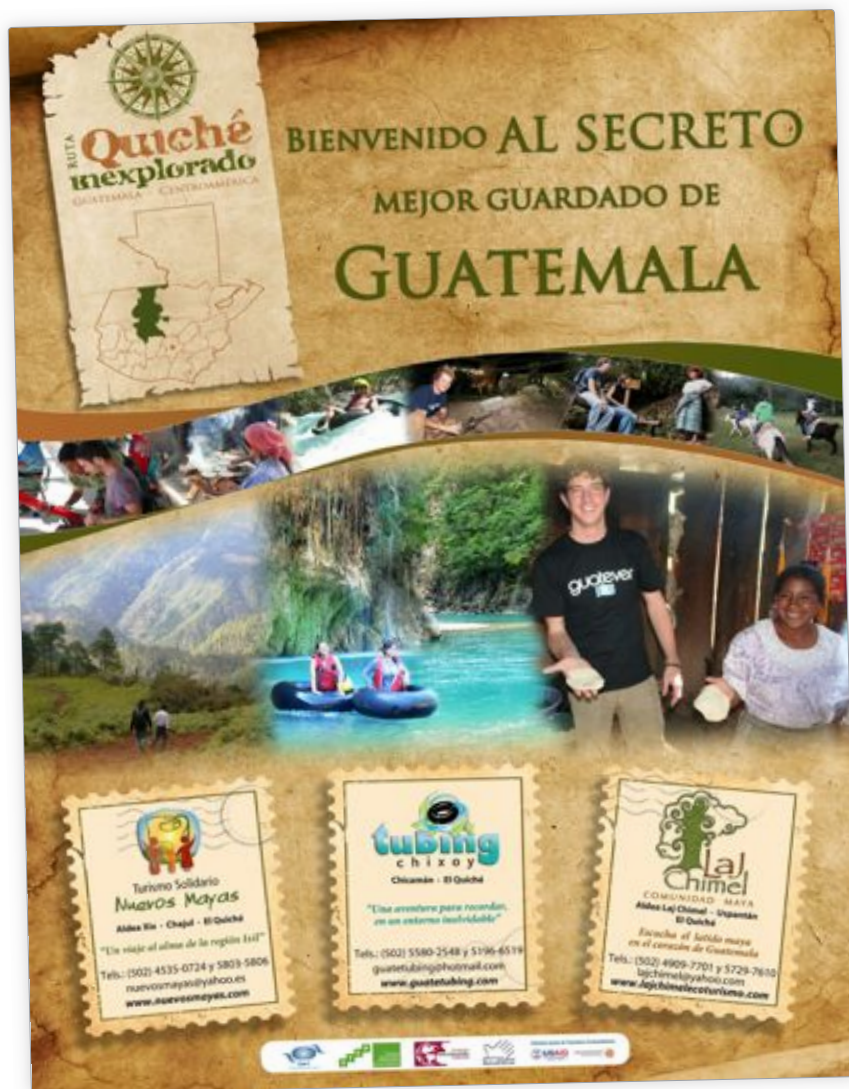
Potential products identified to facilitate diversification.



Tourism Product Development Seminar

Objective:

Provide participants with the fundamentals and principles of tourism product development and steps involved in the tourism product development process (based on the European Travel Commission and UNWTO Handbook on Tourism Product Development).



The route "Quiché Inexplorado" in Guatemala: product development in a destination context

Tourism Product Development Seminar

Methodology:

1. Presentations by tourism experts and NTO/NTA representatives
2. Best practice case studies
3. Expert panel discussions

Topics covered:

- Fundamentals and principles of tourism development;
- Steps in the tourism product process;
- Tourism product development - model approach and variations;
- Innovation and product development;
- Product development in a destination context; and
- Case studies.

Duration:

2 days

Indicative budget:

€ 10,000 - 15, 000 (depending on the scope of the seminar).

Target beneficiaries:

National tourism administration, governmental bodies, local government, private sector/business association, non-governmental organizations, university/research institute, local destination management organizations.

Outputs/deliverables:

New ideas on product development; possibility to see and compare the approach and solutions of others to the same topic; and networking opportunities.

How to contact us

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- ...obtain clarifications
- ...propose improvements to our range of products, or
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WORLD TOURISM ORGANIZATION (UNWTO)
Attn: Executive Director for Programme, Coordination and Technical Cooperation
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The World Tourism Organization, a United Nations specialized agency, is the leading international organization with the decisive and central role in promoting the development of responsible, sustainable and universally accessible tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. Its membership includes 154 countries, 7 territories, 2 permanent observers and over 400 Affiliate Members.

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