SUMMARY / CONCLUSIONS

KEYS TO SUCCESS IN QUALITY PRODUCT DEVELOPMENT IN TOURISM DESTINATIONS
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KEYS TO SUCCESS IN QUALITY PRODUCT DEVELOPMENT IN TOURISM DESTINATIONS

Presentations & Discussions:

- Provided a global insight into the positioning of African destinations along with the new dynamics and trends in the overall marketplace tried to set a shared vision and dialogue for adapting to change;
- Highlighted the need to develop and deliver quality, ethical and attractive tourism products and services to enhance competitiveness;
- Explored the ways of how innovation can stimulate new products, niche markets;
- Gave an overview of various challenges and constraints and discussed the strategic approaches to cope with sustainability issues while maximizing the benefits for the local destinations;
- Illustrated good cases on possible areas of co-operation and partnership at different levels of governance and among the stakeholders;
- Illustrated success stories of communicating the product and ......
THEMATIC STRUCTURE

1. Setting the Scene:
   • A Quantitative and Qualitative Approach to Tourism in Africa - (1 keynote and 4 panelists)

2. Principles of Product Development in Africa - (1 keynote and 4 panelists)

3. Product Development, Diversification and Innovation:
   • A Strategic Approach for Developing Sustainable, Quality and Innovative Products - (1 keynote and 4 panelists)

4. Effective Policy and Governance Instruments
   • Success Stories on Institutional Frameworks and Partnerships for Product Development - (1 keynote and 3 panelists)
MORE THAN 200 PARTICIPANTS FROM 17 COUNTRIES
African destinations: **53.4 million international arrivals** in 2015
- North Africa: 18 million
- Sub-Saharan Africa: 35.4 million

Annual growth in arrivals between 2005 and 2015:
- 4.4% ↑

African destinations **earnings from tourism**
- 33.2 billion USD (29.9 billion Euros)

January-April 2016:
- 7% increase ↑
QUANTATIVE FRAMEWORK

- South Africa: 16% ↗ (first 4 months)
- Kenya: 13% ↗
- Cabo Verde: 19% ↗
- Mauritius: 10% ↗
- Seychelles: 9% ↗
- Madagascar: 7% ↗
- Tunisia: 19% ↗
- Morocco: 1% ↘
- May-August 2006: More optimistic outlook

- Ethiopia: 770,000 arrivals in 2014 (13.1% ↗ compared to 2013)
TOURISM DESTINATION:
A physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (co-location) of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism. A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness.

TOURISM PRODUCT:
A combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific centre of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels and it has a life-cycle.
QUALITY OF A TOURISM DESTINATION:
The result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities and services. It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment. Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.

INNOVATION IN TOURISM:
The introduction of a new or improved component which intends to bring tangible and intangible benefits to tourism stakeholders and the local community, improves the value of the tourism experience and the core competencies of the tourism sector and hence enhances tourism competitiveness and/or sustainability. Innovation in tourism may cover potential areas, such as tourism destinations, tourism products, technology, processes, organizations and business models, skills, architecture, services, tools and/or practices for management, marketing, communication, operation, quality assurance and pricing.
TOURISM VALUE CHAIN:
The sequence of primary and support activities which are strategically fundamental for the performance of the tourism sector. Linked processes such as policy making and integrated planning, product development and packaging, promotion and marketing, distribution and sales and destination operations and services are the key primary activities of the tourism value chain. Support activities involve transport and infrastructure, human resource development, technology and systems development and other complementary goods and services which may not be related to core tourism businesses but have high impact on the value of tourism.

COMPETITIVENESS OF A TOURISM DESTINATION:
The ability of the destination to use its natural, cultural, human, man-made and capital resources efficiently to develop and deliver quality, innovative, ethical and attractive tourism products and services in order to achieve a sustainable growth within its overall vision and strategic goals, increases the added value of the tourism sector, improves and diversifies its market components and optimizes its attractiveness and benefits both for visitors and the local community in a sustainable perspective.
KEY PRINCIPLES IN TOURISM PRODUCT DEVELOPMENT (TPD)

TPD must be:
- An integral part of overall tourism development strategic planning
- Authentic and responsible (natural and socio-cultural environment)
- Differentiated from competitors,
- Of a sufficient scale to make economic contribution to the destination,
- In line with market trends, needs and interests, (specific products for clearly identified segments)

Central, regional and local authorities must:
- Identify and disseminate information about opportunities,
- Plan and designate tourism development areas,
- Facilitate incentives and support the private sector,
Important steps:

- Continuous consultation, coordination and collaboration with all the stakeholders, public, private and local community.
- Long term vision, mid-term strategy and planning, short-term action plans,
- Separate TPD zones depending on the strengths of each region,
- Consider TPD as a set of experiences for the visitor based on themes or location,
- Achieve the highest quality standards,
- Achieve a blend of i) a major/flagship hub, ii) clusters and circuits of attractions and activities.
1. SETTING THE SCENE: A QUANTITATIVE AND QUALITATIVE APPROACH TO TOURISM IN AFRICA

Key Note: Joseph Rwanshote

Highlighted points:

Challenges:
- Inadequate and incomplete connectivity, poor transport links, expensive air transport, lack of adequate infrastructure
- Inadequate IT facilities, high cost of internet access
- High cost of energy – discourage investment
- Political instability and poor governance
- Inadequately harmonized legal and policy frameworks for regional cooperation and interconnectivity
- Visa/entrance formality issues
1. SETTING THE SCENE: A QUANTITATIVE AND QUALITATIVE APPROACH TO TOURISM IN AFRICA

Key Note: Joseph Rwanshote

Highlighted points:

- Opportunities:
  - Vast natural / cultural resources for tourism and support industries
  - Young work force and potential for growth
  - Opportunities for investment and new businesses
  - Trans-national projects and allocated funds
  - Growing potential for domestic tourism
  - Growing potential for niche markets and innovative products
1. SETTING THE SCENE: A QUANTITATIVE AND QUALITATIVE APPROACH TO TOURISM IN AFRICA

**Presentations:**

- Air transport, connectivity and adequate infrastructure are the keys for tourism development,
- The success of Ethiopian Airlines (since 1946) helped the overall travel and tourism (especially business) in the continent of Africa. Expansion cost efficient operations, international recognition and partnership, improvement of quality and consumer confidence.
- The positive relation vision and a shared between the tourism policy and the civil aviation policy is very important for the performance of both sectors.
- The accommodation sector (hospitality industry) is the key player in the destination supply chain.
- It is very important to clearly identify and differentiate the prerequisites and the needs of the “meetings industry” and the “leisure customer.” Avoid “one fits all” approach.
1. SETTING THE SCENE: A QUANTITATIVE AND QUALITATIVE APPROACH TO TOURISM IN AFRICA

- **Presentations:**

- The public sector must aim at achieving the potential by facilitating access, connectivity, visa/entrance procedures, infrastructure, safety and security, public health and provide incentives for the private sector to invest and operate in convenient conditions.
- The public sector must consider the qualitative approach to maximize the benefits for the local community along with its ultimate objective of maximizing figures.
- Local community must be involved and incorporated in the planning process.
- Hotels are important, nonetheless it is not the product. New thinking is necessary. Embark on the “experience” rather than the accommodation itself.
- International hotel investors and operators play the leading role to advocate and encourage local investments.
- Quality is a decisive component of decision making. It must be considered at destination level and not be restricted to product or service.
2. PRINCIPLES OF PRODUCT DEVELOPMENT IN AFRICA

Key Note: Rick Taylor/ Collette Taylor

Highlighted points:

- Global paradigm shift in the 3rd millennium: Fast, Urban, Tribal, Universal, Radical, Ethical
- Fast economic development in African countries is the optimistic perspective for tourism development,
- Product development fundamentals in Africa mainly challenge issues such as: air transport policies, efficient and sustainable deployment of natural and cultural resources, infrastructure and service providers, entrance facilities,
- Product must be affordable: value for money is the key motivation for the customer,
- Research, intelligence, analysis of reliable data and the use of data in strategic thinking is essential before product development. Learn to measure and do monitor.
- Adapt to change, evaluate your existing product portfolio and current markets and then rejuvenate or re-engineer the existing products for new markets or develop new products to be in line with market trends.
2. PRINCIPLES OF PRODUCT DEVELOPMENT IN AFRICA

Key Note: Rick Taylor

Highlighted points:

- The meetings industry is a huge potential for ROI in Africa, its economic impact is very positive, it also has a multiplying effect in terms of improving demand.
- Institutional arrangements (Convention B’s) must be put in place for better performance of the Meetings Industry.
2. PRINCIPLES OF PRODUCT DEVELOPMENT IN AFRICA

Presentations:

- Prioritize “sustainable tourism” in the political agenda, tourism for development and economic growth (South Africa, Morocco)
- It is important to understand where your destination fits and position itself in the marketplace. (e.g. Rwanda – eco-tourism and meetings industry)
- Challenges: overdependence on a single product, image, professional skills, SME support systems, regulatory framework, connectivity ..
- Successful strategy: Focus on quality visitor experience, product diversification, upgrading regulations, public private partnerships, capacity building, financial support for sustainable investment (e.g. case of Morocco)
- Identifying the opportunities to develop community based tourism products for the empowerment of local people. (South Africa)
2. PRINCIPLES OF PRODUCT DEVELOPMENT IN AFRICA

Presentations:

- Key elements of product development incorporate a long-term thinking, a shared vision and involvement of the stakeholders,
- The product is the whole customer experience and the visitor has a major role in it,
- Market research and reliable statistical data is significant,
- Domestic tourism products are important
- New tourism products must be communicated to the target markets in the promotion process through digital media, press, TV etc.
- Skills development initiatives must be carried out in partnership with the private sector.
- Leadership in tourism development and management will encourage stakeholders improve performance and competitiveness.
Key Note: Salifou Siddo

Highlighted points:

- Innovative and market driven initiatives make a high impact for a sustainable and successful tourism development,
- Public private partnerships and concession models in some countries have shown successful initiatives and high-end tourism products
- A clear and applicable legislative framework and a set of relevant regulations are necessary to mitigate the negative environmental impacts and to assure quality products
- SME support systems provide adequate conditions and incentives for business development and growth (access to information, market, skills, finance, etc.)
- Domestic tourism must be supported (economic, social, cultural reasons: destination and customer wise) (TEP case)
- Quality assurance must be reinforced institutionally and be supported by certification schemes, this applies to measuring carrying capacity and other issues.

3. PRODUCT DEVELOPMENT, DIVERSIFICATION AND INNOVATION
A Strategic Approach for Developing Sustainable, Quality and Innovative Tourism Products
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A Strategic Approach for Developing Sustainable, Quality and Innovative Tourism Products

Presentations:

- There is need to adopt an innovative and integrated quality management approach to destination management that would contribute to improving the image of the destination, enhances the legislative frameworks and minimizes operational challenges faced by the sector. (Zambia)
- Environmental impact assessment for tourism should be carried out to know the present degradation of environment,
- Impact of tourism to the local community should be carried to assess the vulnerability of the surrounding community,
- Destinations need to invest in research.
- National parks should be well monitored as they have already caused serious problems to the natural environment as well as to tourism.
- “Product brand” is a competitive advantage for the destination, its image and positioning.
3. PRODUCT DEVELOPMENT, DIVERSIFICATION AND INNOVATION

A Strategic Approach for Developing Sustainable, Quality and Innovative Tourism Products

Presentations:

- The emphasis must be laid on “uniqueness”. Reliance only on “nature-based tourism” is a challenge. (UNECA)
- Re-thinking is essential to improve the competitiveness of African destinations; e.g. re-orientation of target markets - (UNECA). Diversify the market and address the needs of the African customer. Reinforce domestic tourism.
- Develop “city tourism” and “city destinations”.
- Prioritization of tourism in the national political agenda is clearly reflected in the institutional structure (Ethiopia). PPPs must be clearly addressed in the framework.
- Multicultural characteristics must be addressed as an attraction and be promoted (Ethiopia)
4. EFFECTIVE POLICY AND GOVERNANCE INSTRUMENTS
Success Stories on Institutional Frameworks and Partnerships for Product Development

Key Note: Mike Fabricius
Highlighed points:

➢ Aspects to put in place before effective tourism product development:
   A strong destination value chain supported by planning, human resources, strategy for sustainable deployment / management of resources, business and investment conditions, institutional structure and arrangements and policy.

➢ The government / public sector has a crucial role in product development:
   (different levels of involvement):
   Main investor & operator
   Investor – operated by the private sector
   Resource developer, private investment catalyst,
   Facilitator of private investment, provider of suitable environment for business
Key Note: Mike Fabricius

Highlighted points:

- Key drivers of destination performance: The government’s role:
  - **Cases: Mauritius**: incentive scheme for integrated resort development, encourage foreign capital flow
  - **Egypt-Red Sea**: integrated resort development and management through incentive packages: land use and ownership, tax exemptions, repatriation of profits etc.
  - **Paradors of Spain**: Government owned and operated accommodation (historical buildings)

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Presentations:

- Effective tourism governance structures which encompasses all the related stakeholders is an opportunity for the competitiveness and performance of a destination (e.g., Gambia),
- It is important to identify the policies and the overall priorities to meet the market requirements before developing the tourism product. The key words are differentiation (from coastal tourism products to eco-tourism, cruise and river, culture, adventure, local arts, etc.) authenticity, quality, connectivity.
- Multilateral integration (sectoral interdependence) needs to be addressed in the structure of institutions at every level (Ethiopia) and stakeholder approach (Gambia)
- The legal framework must be consistent with the governance model
- PPPs are essential in strategic planning and governance action
- Cultural heritage management needs a coordination with tourism.
- Private sector must be institutionalized as NGOs (e.g., associations)
4. EFFECTIVE POLICY AND GOVERNANCE INSTRUMENTS
Success Stories on Institutional Frameworks and Partnerships for Product Development

Presentations:

- Education institutions: quality assurance for tourism education and training (Gambia, Kenya)
- “Tourism Act”: A successful case (Kenya) for tourism governance (strategic planning, quality management, marketing, developing financing instruments, research, consumer protection, safety and security mechanisms, skills development (vocational training).
RECOMMENDATIONS

- ASSESS YOUR CURRENT SITUATION AND YOUR POTENTIAL (through research and reliable data)
- PLAN, IMPLEMENT AND ACT (POLICIES, STRATEGIES) INVOLVE YOUR PEOPLE IN THE PROCESS
- EMBARK ON SUSTAINABLE PRODUCT AND MANAGEMENT PRACTICES - OPPORTUNITIES FOR LOCALS
- ADAPT TO CHANGE & TO NEW PARADIGMS - INNOVATE
- FOCUS ON QUALITY, AUTHENTICITY & PROFESSIONALISM
RECOMMENDATIONS

- IMPROVE YOUR GOVERNANCE STRUCTURE, LEGISLATION, PUBLIC/PRIVATE PARTNERSHIPS AND NETWORKS
- RE-ORIENT YOUR MARKETS, DIVERSIFY THE PRODUCT AND BUILD ON YOUR IMAGE
- INVEST IN INNOVATION AND TECHNOLOGY
- FACILITATE TRAVEL
- THINK GLOBALLY, ACT LOCALLY AND COMPETE WITH ATTITUDE
THANK YOU
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