

UNWTO Regional Workshop for Africa

Session 3

Product Development, Diversification and Innovation: A Strategic Approach for Developing Sustainable, Quality and Innovative Tourism Products

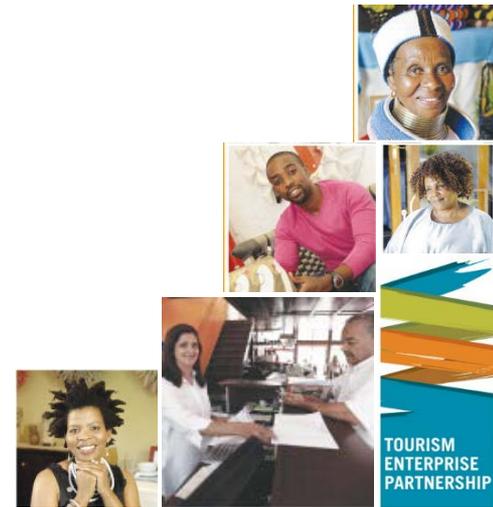
Panel Discussion Moderated

by

Dr Salifou Siddo

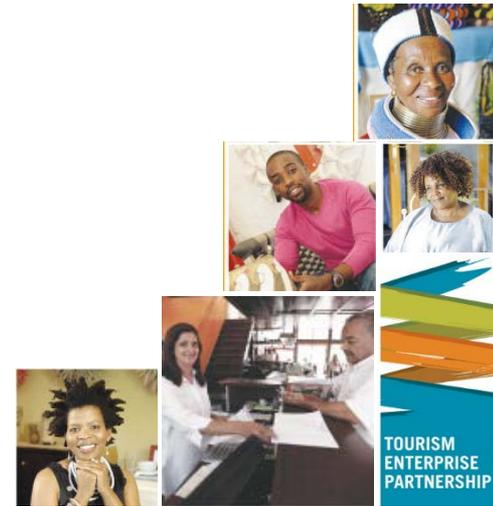
CEO: Tourism Enterprise Partnership

South Africa



Panel Members

- 15:30 – 16:30 Panel / Presentations:
 - H.E. Amb. Humphrey. C. Chibanda. Ambassador of Zambia to France and other countries of extra accreditation including Spain, Embassy of Zambia in France
 - Dr. Geoffrey Manyara. Economics Affairs Officer-TOURISM, Sub-Region Office for Eastern Africa (SRO-EA), United Nations Economic Commission for Africa (ECA)
 - Mr. Solomon Tadesse, Chief Executive Director, Ethiopian Tourism Organization
- 16:30 – 16:45 Debate



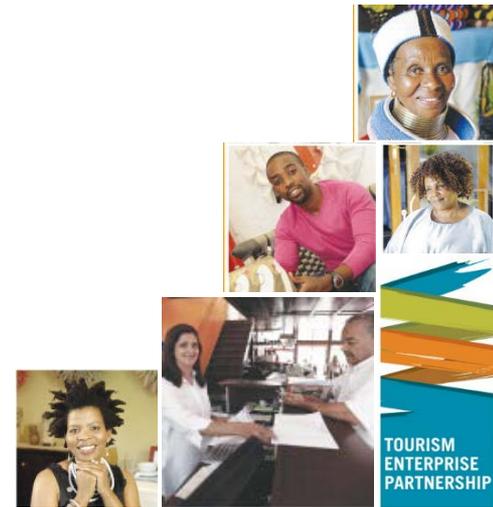
Panel Members

- Each panel member will be given the opportunity to make a 10 minute presentation
- Panel members may focus their presentations on any aspect/s of the topic/theme under consideration
- I may from time to time to ask probing or follow up questions in order to bring clarity and insight into the topic at hand
- We will then afford the audience an opportunity to engage the panel in a question/answer debate
- We will need to conclude at 16:45
- I would now like to give my keynote address which will kick things off and set the scene for our discussions this afternoon.



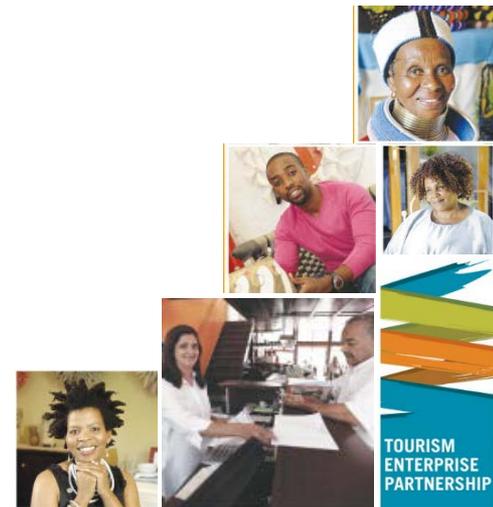
Setting the Scene - Role of Tourism in African Economies

- Tourism is a sector that makes an important contribution to socioeconomic growth in Africa
- Tourism has a multiplier effect due to its complementarity with a wide range of economic sectors – from building and construction, to agriculture and food production, to transport and logistics
- The tourism sector in Africa contributes to GDP, job creation, and foreign exchange
- These points have been reiterated by previous speakers this morning



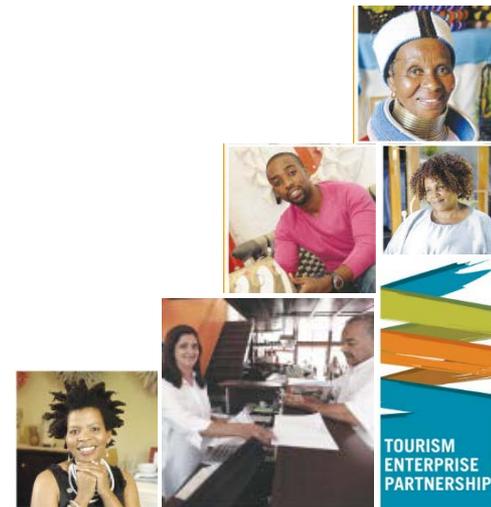
Setting the Scene - Current Performance & Outlook

- UNWTO stats indicate:
- Africa attracted 53 million international visitors in 2015
- Tourism growth: 5.4% average annual growth between 2005 and 2014 (compared to the world: 3.8%).
- Tourism Receipts: 33.2 billion USD (29.9 billion Euros).
- UNWTO projects international tourist arrivals to grow by 2% to 5% in Africa.



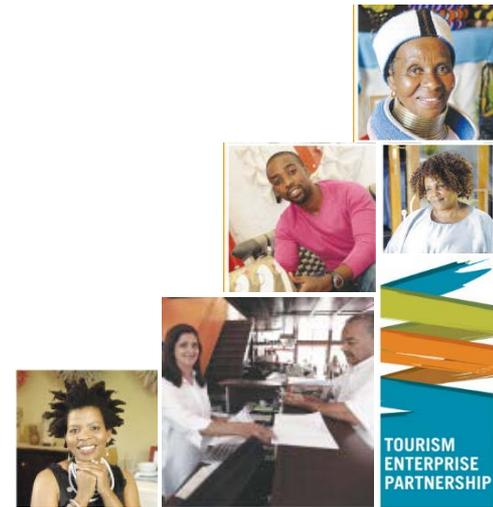
Setting the Scene - Challenges & Problem Statement

- Despite the positive figures and rosy outlook, there are significant challenges confronting African destinations in leveraging their tourism assets, in an efficient way, to gain competitive advantages.
- Challenges include:
 - Weak institutional frameworks
 - Uncoordinated policies
 - Unfriendly regulations
 - Lack of good infrastructure (hotels, roads, connectivity, etc...)
 - Limited airlift/accessibility
 - Limited skills
 - Lack of finance
 - Limited access to source markets
 - Lack of entrepreneurship
 - Safety and security issues
 - Poor marketing
 - Negative perceptions about tourism



Setting the Scene - Challenges & Problem Statement

- So against this background, the question that we need to examine this afternoon is the following:
- How can African tourism destinations go about developing, diversifying, and innovating their tourism products in order to address both global and local challenges and gain a competitive advantage in the global tourism market?
- Phrased differently, what are some of the strategic approaches that African destinations could consider adopting in order to develop innovative and market-responsive tourism products and services?



Product development, diversification and Innovation – Case Studies

- In an attempt to find potential answers to these questions and issues, I went looking for case studies or evaluative research of African destinations that are enjoying a measure of relative success in product development, diversification and innovation, and the strategic approaches used to achieve success.
- One of the remarkable pieces of research that I came across is one commissioned by the World Bank and conducted by University of Johannesburg tourism researcher and STAND Consultant, Dr Anna Spenceley in 2010.
- “Tourism Product Development: Interventions and Best Practices in Sub-Saharan Africa: Part 1: Synthesis”
- I will discuss some, not all, of the strategic approaches she has identified as I do believe that they are relevant to the topic at hand this afternoon.
- I will also discuss our own approach at the Tourism Enterprise Partner in South Africa as an effective strategy for facilitating product development, diversification and innovation



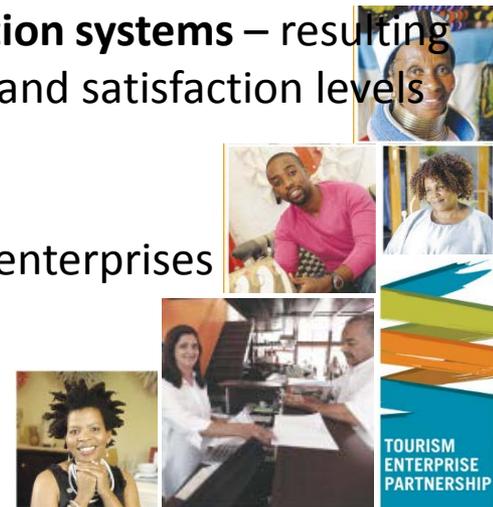
Developing Sustainable, Quality, and Innovative Tourism Products – Case Studies

- Dr Spenceley used case studies of tourism product development in
 - ✓ South Africa,
 - ✓ Namibia,
 - ✓ Tanzania,
 - ✓ Seychelles,
 - ✓ Mali,
 - ✓ Kenya
- Her aim was to identify and describe the innovative and successful interventions that are making the most positive impact in terms of sustainable tourism in these countries
- She focused on three main questions:
 - ✓ Who are the key actors and organizations involved in tourism development in the region?
 - ✓ What are the strategic approaches and areas of focus when it comes to product development?
 - ✓ What are the best practices in the region for tourism development, focusing in particular on nature-based and cultural heritage interventions?



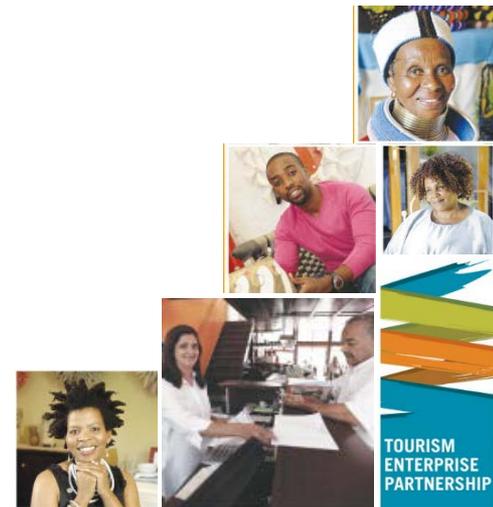
Developing Sustainable, Quality, and Innovative Tourism Products – Typology of Strategic Approaches

- **Public-Private Partnerships or Joint-Venture Partnerships in concessioning models** - Long term leases to enable win-win partnerships between communities (landowners and tourism investors/operators – leading to the development of high end tourism products)
– Commercialisation Programme SANParks – Singita Lebombo, Maluleke Community
- **Development of robust policy frameworks to regulate and provide guidelines for tourism product development** - Examples include implementation of EIAs, implementation of carrying capacity measures and policies to limit environmental damage and other negative impacts in nature conservations areas
– games auctions for South Africa
- **Implementation of quality systems such as grading or accreditation systems** – resulting in a better quality tourism products and better customer service and satisfaction levels
– TGCSA in South Africa
- **Provision of Business Development Services** to support tourism enterprises and product development, diversity and innovation
– Tourism Enterprise Partnership South Africa



Product development, diversification and innovation through enterprise support - the case of South Africa's TEP

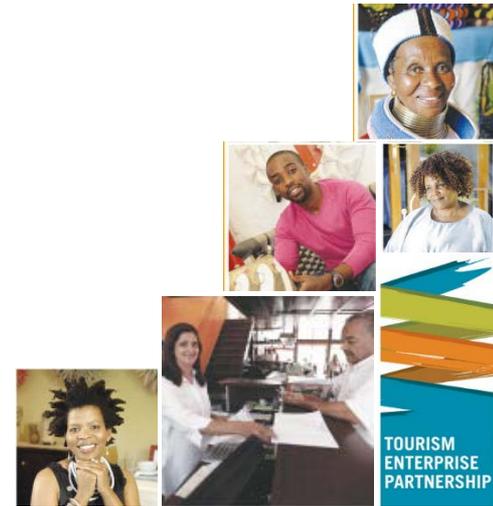
- Non Profit Company
- Flagship public private partnership
- One of the longest standing and most successful enterprise development partners for small tourism businesses in South Africa
- Our mandate is to facilitate the growth, development and sustainability of small tourism businesses
- We offer a number of interventions that provide hands-on, step-by-step support and guidance to small tourism businesses



The TEP Approach

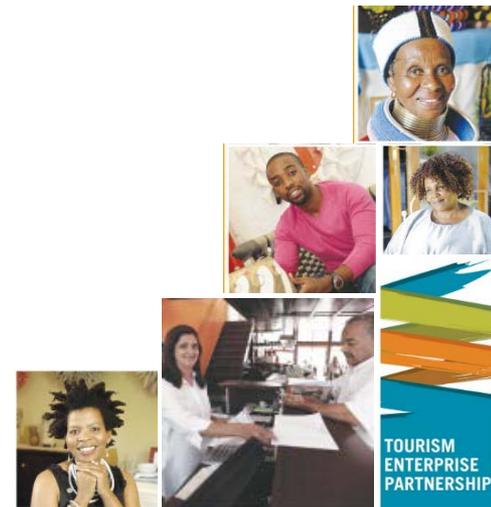
TEP's approach to product development, diversification and innovation focuses on tourism SMMEs and can be summarised as follows:

- Access to information - Wikitourism
- Access to skills and advice – Skills development and training programmes
- Access to finance – Ikwezi Tourism Facility
- Access to Market – South African Treasures & ESDS
- Small today, big tomorrow



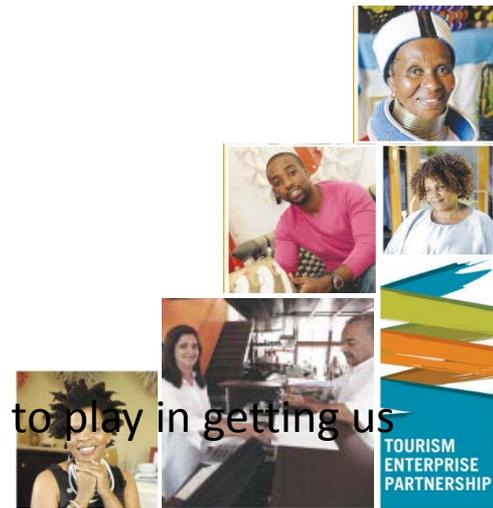
TEP's Cumulative Impact Since Inception in 2000

- More than R550m invested in tourism SMME development
- Contributed to the generation of over R7 billion in turnover
- Supported the creation of 83 000 jobs
- Trained over 25,000 SMME operators and employees
- Mentored over 450 tourism SMMEs
- Client base of over 4 000 SMMEs spread across all sectors of the tourism industry



In Conclusion

- Africa is the last frontier
- Africa Rising theory is best illustrated in the continent's increasing stature as a tourist destination
- African destinations must work hard to develop innovative and demand driven new product offerings - avoid the label of being known as a one product destination
- Adopt legislation that allows for effective and coordinated tourism product development
- Create a conducive framework that allows for private sector participation
- Promote sustainable and inclusive growth principles,
- Develop domestic tourism
- Demand creates sustainability, jobs, prosperity and wealth
- Multilateral organizations such as UNWTO have a critical role to play in getting us there.



TOURISM ENTERPRISE PARTNERSHIP

Panel Presentations



Successfully developing entrepreneurs for over a decade



Ambassador Chibanda

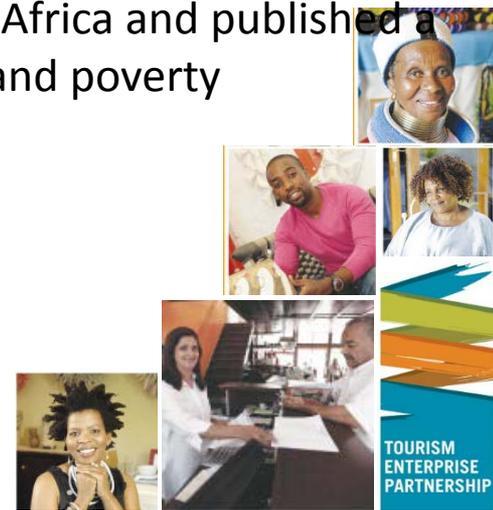
- His Excellency Humphrey Chilumbe Chibanda is Zambia's Ambassador to the Republic of France and Permanent Delegation to UNESCO. Ambassador Chibanda was appointed to his position by His Excellency Mr. Edgar Chagwa Lungu President of the Republic of Zambia on 4th May, 2015.
- Prior to his appointment Ambassador Chibanda served as Acting Chief of Protocol in the Ministry of Foreign Affairs from December 2012 to May 2015. As Acting Chief of Protocol Ambassador Chibanda performed all duties of the Chief of Protocol that included Liaising with all Ambassadors and diplomats accredited to Zambia, all matters relating to diplomats immunities, preparation of programs for state visits, working closely with the office of the Republican President on all matters of protocol.
- Organising, monitoring and supervising all state functions that involved foreign dignitaries. Handled all programs related to presentation of credentials by Ambassadors and High commissioners accredited to Zambia.
- From December 2011 to December 2012 Ambassador Chibanda served as Deputy Chief of Protocol in the Ministry of Foreign Affairs.
- Welcome Ambassador Chibanda



TOURISM
ENTERPRISE
PARTNERSHIP

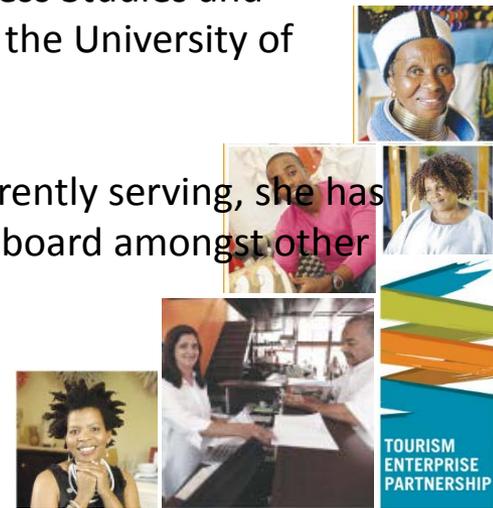
Dr Geoffrey Manyara

- Dr. Geoffrey Manyara – United Nations Economic Commission for Africa
- Dr. Geoffrey Manyara is currently working as an Economics Affairs Officer (tourism) for United Nations Economic Commission for Africa at the Sub-Regional Office for Eastern Africa having previously worked as the Senior Regional Tourism adviser for same organisation.
- Dr. Manyara's main interests are on tourism planning, policy formulation, management, and sustainable tourism development with special emphasis on Sub-Saharan Africa.
- Dr. Manyara has played a key role in the formulation of both regional and national sustainable tourism development instruments across Eastern Africa and published a number of papers on tourism, socio-economic development and poverty alleviation.
- Welcome Dr. Manyara



Sherin Naiken

- Mrs. Sherin Naiken – Chief Executive Officer, Seychelles Tourism Board, Seychelles
- Prior to joining the Seychelles Tourism Board, Ms. Naiken was formerly the Principal Secretary at the Department of Tourism within the Ministry of Tourism and Culture.
- She has also headed the Seychelles Investment Board for four years whereby she has been instrumental in broadening the marketing arm of the board and raised the Seychelles' profile internationally as an investment destination.
- Previous position she also occupied before rising to an executive position includes Director of Investment Promotion at the Ministry of National Development, where amongst her many duties, she carried out research on market trends and promote investment opportunities.
- Ms Naiken holds a Bachelor of Arts joint Degree with Honors in Business Studies and Economics, from Manchester University and an M.Sc. in Finance with the University of London.
- During her tenure at the Tourism Board, position which she is still currently serving, she has been instrumental in developing the digital marketing strategy of the board amongst other achievements.



Mr. Solomon Tadesse

- Mr. Solomon Tadesse is the Chief Executive Director, Ethiopian Tourism Organization, based in Addis Ababa

