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### Affiliate Members

#### (a) Report of the Chair of the Affiliate Members

##### I. Introduction

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1. In view of the reforms introduced by the Secretary-General in the structure of the Organization, the Affiliate Members would like to express their satisfaction and appreciation for the Secretary-General's decisions enhancing the integration of the Affiliate Members Programme into the overall Programme of the Organization and welcome this initiative, which is referred to in more detail in part B of this report.

2. This does not only respond to what is stated in the White Paper, but moreover, offers interesting opportunities for leveraging the potential represented by the Affiliate Members of the Organization in building stronger public-private partnerships.

##### II. Analysis

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3. The purpose of this report is to present an analysis of the current situation and the management carried out by the Affiliate Members Programme since the date of the last report, which was presented to the 96th session of the UNWTO Executive Council in August 2013 in Victoria Falls, Zimbabwe, up to the date of the present report (mid-April 2014).

##### A. Affiliate Members Programme: Enhancing public-private sector collaboration

##### 1. Affiliate Members Action Plan

4. The Action Plan pursues an integrated approach to the various issues proposed by the Affiliate Members. The objective is that of defining models of public-private collaboration that can be applied in practice. Governance, technology and quality have been identified as essential components of the process.

5. This goal will be pursued through different tools, such as prototypes, reports, joint projects with other UNWTO programmes and technical seminars. By doing so, the Programme will also achieve the exchange of experience, best practices, know-how and market intelligence, which are recognized by the White Paper to be the main expectations from the Members in terms of their membership.



6. As the mission of the Affiliate Members Programme is that of servicing its members, specific agreements between UNWTO and each member are signed establishing joint collaboration in areas and projects of mutual interest. This also applies to the involvement of each member in the various projects included in the Programme of Work.

(a) The Affiliate Members Programme prototypes

7. The development of prototypes is a strategic tool used in the Programme to achieve these desired outcomes. A prototype is a new model that applies the existing knowledge and diverse input of Affiliate Members working in collaboration (academia, private sector and destinations). It is a living project based on the analysis and research of a tourist destination to discover the insights that drive policies and strategies to reinforce the social and economic role of the tourism industry and to position the destination in the global map: universities provide knowledge and analytical capabilities to gain visibility through the project; companies obtain information to assess business development in the destination or similar destinations; and the destinations collect ideas and proposals to improve their positioning and develop their tourism industries in an innovative and relevant way.

8. Prototypes are used to attain the involvement of a large number of Members working within one project towards the same goal, to test public-private models and produce methodological documents offering recommendations that can be applied in other locations.

(b) Knowledge Network: the research implementation arm of the Affiliate Members Programme

9. A key strategy to foster partnerships that feed into UNWTO's Programme of Work is integrating research and educational institutions with decision makers. The UNWTO Knowledge Network, the research implementation arm of the Affiliate Members Programme, presents a unique space where knowledge generators, policymakers and practitioners proactively participate in sharing and accessing relevant resources to stimulate the creation, dissemination and application of tourism knowledge with a particular focus on innovation. In this framework, the Knowledge Network constitutes a pool of diverse knowledge resources that can serve as a platform to incubate public-private partnerships with participation of the academia.

**2. Initiatives and application of comprehensive tools to achieve the Programme's strategic objectives**

10. Since the previous Executive Council, the Programme has worked to fulfil this innovative approach through the following major initiatives, responding to two of the main areas of work considered to be crucial by our Affiliate Members and steered by a large number of them:

(a) City tourism

11. The "Cities" project was launched by UNWTO in 2012 in collaboration with 21 cities worldwide. Through a system of consultation on key issues carried out through the tourism promotion bodies of different cities, an initial framework was obtained for working with the priority areas of common action, which resulted in the publication of a special report: AM Reports Vol. 6 on City Tourism.

12. This report covered fundamental topics such as the strategic role of tourism in development of cities, the keys to success for its development and the concepts of reference for Smart Cities.

13. It included a joint statement called the "Istanbul Declaration", named after the city where it was presented, signed by the 21 participating cities in addition to the city of Moscow, calling for the

implementation of specific actions to further elaborate on and give greater visibility to seven areas vital to the development of city tourism.

14. Based on the conclusions of the 1st Summit, the UNWTO Affiliate Members Programme included among its strategic objectives to address the seven areas of action mentioned in the Istanbul Declaration and, consequently, to implement a specific plan to contribute to its progressive analysis through interaction and the exchange of experiences among companies, destinations and universities worldwide. Specific initiatives resulting from this project include:

(i) The Cities Impact Measurement Project

a. The Cities Impact Measurement Project was initiated to develop a common methodology for measuring the economic impact of tourism on cities.

b. Participants include 9 destination cities participating through tripartite workgroups consisting of a city tourism organization, university and a DMO from each respective city to develop a set of agreed factors/benchmarks/indicators that constitute the economic impacts that cities experience through their involvement with the tourism sector. This approach will assist in the construction of benchmarks that can be used for comparison over time and between cities.

c. The report provides critical arguments to develop a means to monitor the performance of a highly relevant economic sector; and to provide knowledge to be able to make better-informed decisions for most of those stakeholders (tourism practitioners, public institutes and agencies, universities, research centres, industry associations, trade bodies and specialized firms).

(ii) The Madrid Precious Time Prototype

a. Point 6 of the Istanbul Declaration sets forth an objective to “implement innovative strategies to provide the city with new and more specialized products with high added value, addressing niche markets and upgrading the quality of the visitor experience.”

b. Madrid Precious Time addresses this challenge through a case study conducted in collaboration with Affiliate Members from the city of Madrid directed at the creation of the prototype “Madrid Premium”. The project gathers public and private sector partners from diverse areas such as technology, hospitality, arts and culture, handicrafts, retail, design and insurance, working together to create new and innovative products that help position Madrid as a “Premium” destination. This prototype aims to serve as a model for collaborative approaches to the development of new tourism products in city destinations.

c. This initiative also covers other aspects highlighted in the Istanbul Declaration, such as human capital formation, communication, tangible and intangible heritage, new forms of collaboration between the actors involved in the project, the importance of content and the technological component linked to the product.

d. For more information: <http://affiliatemembers.unwto.org/content/madrid-precious-time-collaboration-innovative-city-tourism>

- (iii) City Summits (Organized in collaboration with the Destination Management and Quality Programme)

2nd UNWTO Global Summit on City Tourism: held in Moscow, the Russian Federation, on 19-20 September 2013, and organized in conjunction with the Moscow City Government Committee on Tourism and Hotel Industry, focused on innovative strategies for improving competitiveness and the development of new business models, which provided a platform for the second phase of the UNWTO "Cities" project.

- (iv) Hong Kong Report

a. This report focuses on issues arising from the rapid growth in tourists from the People's Republic of China (PRC) to Hong Kong in the period from 2002 to 2013. Several public and private partners have participated by lending their expertise to provide better, more comprehensive results. Its ultimate objective is to enhance the available foundational research for destination managers to effectively understand and manage flows of emerging outbound markets based on the China – Hong Kong case study.

b. It is the first Knowledge Network Issue Paper Series, which have been developed to strengthen the research component through the Knowledge Network and provide research studies with practical applications.

- (b) Seasonality

15. Seasonality is a major problem for most destinations in the world, which experience significant fluctuations in visitation during the year. Destination managers, marketers, tourism businesses and other stakeholders affected by it need to find innovative and creative ways of overcoming these oscillations, supporting the sustainable development of their destinations. Mitigation of the phenomenon is needed if the tourism industry is to operate in a more conventional and economically successful manner.

16. Given the global relevance of this issue, the UNWTO Affiliate Members Programme seeks to identify successful approaches to overcome this problem which would allow the tourism industry in various settings to operate on a more regular and consistent level.

17. In order to develop innovative, collective solutions to overcoming seasonality, The Programme has launched the Seasonality prototype that will be carried out during one year in Punta del Este to apply these solutions from a public-private partnership perspective.

### 3. Research and publications

18. Three reports have been published since the last Executive Council, one regional report and two additions to the Affiliate Member Report series; with two under way:

(a) The Regional Report on Europe describes the current situation for tourism in UNWTO's European Member States and examines how they are adapting and planning for emerging trends. It discusses varying performance and opinion across different areas of Europe, based largely on a survey conducted among Member States and Affiliate Members.

(b) AM Reports Volume seven: The Global Report on the Meetings Industry explores the scope, impact, and opportunities for economic growth and development of the meetings industry. Highlighting the importance of public-private collaboration and the relevance of implementing

processes of continuous innovation, it includes experiences and success stories by Affiliate Members from around the world.

(c) AM Reports Volume eight: The Global Report on Shopping Tourism highlights the key role cities play in the development of Shopping Tourism, while presenting updated statistical information on the relevant trends.

(d) Reports in Progress: The AM Global Report on Adventure Tourism and the AM Global Report on Hotel Accommodation are currently under way.

19. To strengthen the research component, the Knowledge Network Issues Paper Series have been developed through the Knowledge Network to provide research studies with practical applications. The first Knowledge Network Issue Paper Series, as previously mentioned, analyses the impacts of the rapid growth of Chinese tourists to Hong Kong with the objective of augmenting the foundational research for destination managers to effectively comprehend and manage rapid flows of emerging outbound markets. The development of this study follows the Knowledge Network Working Groups methodology that prioritizes stakeholder collaboration and academic rigour. This collaboration mechanism has the potential to facilitate research for UNWTO Members by forming multidisciplinary teams of research organizations part of the Knowledge Network to produce action based documents and advocate for tourism policy in line with the UNWTO's principles.

#### 4. The Affiliate Members Programme Global Internship Initiative

20. The Affiliate Members Programme is currently developing a pilot project to define the protocol to integrate research and educational institutions with organizations from the private and public sectors through an internship initiative. This will place students from Affiliate Member universities in relevant Affiliate Member organizations.

21. It will also include a "Talent and Human Resource Management in Tourism" partnership with the support of Knowledge Network educational institutions and industry associations to promote young talents and facilitate knowledge sharing. The Partnership will conduct research on talent management, develop internship programs for young talents at UNWTO Member States and Affiliate Members, and recognize accomplishments of outstanding young tourism students.

#### 5. Consolidating the Knowledge Network within the Affiliate Members

22. In 2012, with a view to strengthening its value within the Programme of Work of UNWTO, the UNWTO Management resolved that the Knowledge Network should be structured within the Affiliate Members Programme, and that this integration process is to be completed by the 98th session of the Executive Council. To facilitate this transition, and as a further step to consolidate a stable pool of active members and deepen the bond with Affiliate Members and the UNWTO Themis Foundation, the Knowledge Network has been executing a new member-integration development plan. Besides encouraging affiliation through a proactive communication and marketing campaign, the plan further positions the Knowledge Network as a core think-tank and research implementation arm of UNWTO, supporting its General Programme of Work and 156 Member States.

23. A number of activities were carried out to further consolidate the Knowledge Network within the Affiliate Members Programme, such as the UNWTO Knowledge Network Symposium, organized in collaboration with the School of Hotel and Tourism Management of the Hong Kong Polytechnic University. The Symposium enabled the sharing of best practices in innovative tourism research, education and training to boost the public and private sectors capacity to reinforce the value of

knowledge for future leaders in tourism. For the first time the Symposium was held back to back with the UNWTO.TedQual Seminar to advance a common agenda of supporting innovative research and education for sustainable tourism development. Moreover, the Knowledge Network will be now leading the networking activities of the TedQual Programme, aimed to strengthen the link between high quality in tourism education, research and the private and public sectors.

## 6. Initiatives for promoting innovation in Tourism

24. Through the Knowledge Network, the Affiliate Members programme identifies the importance of innovation in tourism development. This notion is materialized through the following special project:

(a) UNWTO Awards for Excellence and Innovation in Tourism: The UNWTO Awards recognize the pioneers and the prominent leaders in the tourism sector highlighting their innovative achievements as an inspiration for competitive and sustainable tourism development worldwide. For the first time, the tenth edition of the UNWTO Awards was held in the framework of FITUR, Spain's premier tourism trade fair. The Awards Ceremony gathered wide global media coverage and more than 250 tourism industry representatives and officials from more than 50 countries. For the 2013 edition of the UNWTO Awards, 2 individuals were honoured for their outstanding contributions to tourism scholarship and tourism awareness. UNWTO also recognized 13 finalist organizations from 12 countries that have led innovative tourism initiatives in Public Policy and Governance, Enterprises, Non-Governmental Organizations and Research and Technology. The innovations, lessons learned, and challenges of the awardees were showcased in the UNWTO Knowledge Network Symposium the following day.

## B. Integration of the Affiliate Members Programme into the UNWTO General Programme of Work

25. The Integration of the Affiliate Members Programme into the UNWTO General Programme of Work addresses the action required in Paragraph 98 of the White Paper which states the essential role that the Affiliate Members Programme can undertake: "in order to strengthen the Organization and the position of Affiliate Members, nongovernmental members need to be taken care of in a much more regionalized approach by the Regional Commissions, be an essential part of their activities and, from these platforms, be more integrated into UNWTO General Programme of Work."

26. This process is currently proceeding under the specific mandate of the Secretary-General with specific actions for enhancing the integration of the Affiliate Members Programme in the UNWTO General Programme of Work. The Member Relations Committee, chaired by the Secretary-General and coordinated by the Director – Executive Secretary of Member Relations, has been recently created to verify perfect coordination between the various Regional Programmes and the Affiliate Members Programme. Initiatives are currently underway through the following channels:

(a) Presence in the Regional Commissions

(i) An official document has been developed to be presented at all Regional Commissions.

(b) Meeting at the Executive Council

(i) Following the 98<sup>th</sup> Executive Council, the Affiliate Members Programme will be organizing its first back-to-back seminar on Public-Private Partnerships. This first event will focus on the role of Tangible and Intangible Heritage in Shaping Innovative Tourism

Products and aims to enhance the integration of the Affiliate Members in the general activities of the organization.

(ii) The seminar's topic has been chosen given the location of the event in Santiago de Compostela, Spain, and as per the request of the DMO of the hosting city, an Affiliate Member of the UNWTO.

### C. General situation of the Affiliate Members

27. The situation is reflected in Annex I.

### III. Actions to be taken by the Executive Council

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28. The Executive Council is requested:

(a) To acknowledge the satisfaction expressed by the Affiliate Members for the reforms undertaken;

(b) To support the projects proposed in the Action Plan to strengthen the interaction, synergies and exchange of experience and best practices among members, such as the Madrid Precious Time Prototype and the City Impact Measurement Project, which have the participation of over 25 Affiliate Members in every case;

(c) To encourage the signing of specific Memorandums of Understanding offering explicit individual value tailored to each member;

(d) To recognize the important role of research and educational institutions and encourage their proactive integration and participation through the Knowledge Network into the overall UNWTO Programme of Work;

(e) To encourage the establishment of a clear and specific protocol for the Affiliate Member Programme's participation and proactive participation in UNWTO's activities;

(f) To recognize the effort to improve the geographic and sectorial representation of the new members; and

(g) To encourage Member States in helping identify potential Affiliate Members from their countries that could be contacted by the Secretariat, particularly from countries that do not have any company, organization, academia or destination management organization as an Affiliate Member.

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**Annex I. General situation of the Affiliate Members**

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- (a) The number of Affiliate Members is currently 414.
- (b) The total geographic distribution of the Affiliate Members is as follows:
  - (i) Africa: 24
  - (ii) Americas: 87
  - (iii) Asia-Pacific: 37
  - (iv) Europe and Central Asia: 239
  - (v) Middle East: 27
- (c) The Affiliate Members represent the following areas:
  - (i) University and Research Programs: 99
  - (ii) Professional Associations: 44
  - (iii) National, Regional, Local, City Promotion Boards: 50
  - (iv) Tourism Business Management & Consultancy: 30
  - (v) Destination Management Organizations: 25
  - (vi) Hotels / Accommodation: 21
  - (vii) Trade Fairs & Exhibition Management: 25
  - (viii) Travel Agencies & Tour Operators: 41
  - (ix) Air, Rail & Road Transport: 13
  - (x) Research Social, Economic and Cultural Impacts of Tourism: 14
  - (xi) Mass Media: 5
  - (xii) Other activities: 47
- (d) 78 research and innovation institutions are part of the Knowledge Network.
- (e) At the last Executive Council of August 2013, 11 Affiliate Members joined the Organization. These new Members come from 10 countries and 4 regions.
- (f) At the date of this report, 38 new entities have applied for affiliate membership in UNWTO. From these, we estimate at this point that 24 will be ready to be submitted for admission during this session.
- (g) A large number of the new members provide a broader coverage in terms of geographic and sectorial representation:
  - (i) 3 of the new members are from Africa, 3 from Asia-Pacific, 10 from Americas and 17 from Europe and Central Asia;
  - (ii) 16 are private companies, 3 public-private entities, 8 academic & research institutions and 1 non-governmental foundation.