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Final Report

THE 12TH UNWTO ASIA/PACIFIC EXECUTIVE TRAINING PROGRAM ON TOURISM
POLICY AND STRATEGY

Tourism and Technology

18th - 22 March, 2018

Kerala, India

12th UNWTO ASIA/PACIFIC EXECUTIVE TRAINING PROGRAM ON TOURISM POLICY AND STRATEGY

Final Report

Prepared by Peter Semone, Anchor Consultant

The 12th Asia/Pacific Executive Training Program on Tourism Policy and Strategy was organised by United Nations World Tourism Organisation (UNWTO) in collaboration with the Ministry of Culture, Sports and Tourism of the Republic of Korea from 18-22 March 2018. The State of Kerala served as the venue and both Ministry of Tourism, Government of India and Kerala Tourism contributed generously to the ultimate success of the event. The training program was attended by 21 tourism sector executives representing 16 UNWTO member states. The Leela Raviz Kovalam Hotel served as a comfortable and professionally operated venue for the entire event.

Day One: 18 March (Sunday)

OPENING CEREMONY:

Due to availability of **H.E. Shri K.J. Alphons Minister of Tourism, Government of India**, the Opening Ceremony of the 12th UNWTO Asia/Pacific Executive Training Programme and Welcome Dinner took place on Sunday 18 March. The event was hosted by Ministry of Tourism, Government of India and remarks and speeches were made by **H.E. Sri Kadakampally Surendran, Minister Tourism, Government of Kerala**; Congratulatory Remarks by **Mr. Yu ByungChae, Director, Tourism Industry Policy Division, Ministry of Culture, Sports and Tourism, Republic of Korea**; **Mr. Xu Jing, Director, Regional Programme for Asia and Pacific, UNWTO**; **H.E. Shri K.J. Alphons**; and **Mrs. Rani George IAS, Secretary, Kerala Tourism**. The Opening Ceremony was hosted by Ministry of Tourism, Government of India and included a vibrant cultural performance and sumptuous buffet dinner.

Day Two: 19 March (Monday)

UNWTO FORUM ON TOURISM AND TECHNOLOGY:

The Forum on Tourism and Technology examined the intersection of tourism and technology and how the latter has impacted the former, from hospitality to transportation to the leisure patterns of travelers themselves. **Mr. Suman Billa, Joint Secretary, Ministry of Tourism, Government of India** and **Mr. Xu Jing** provided opening remarks and **Mr. Peter Semone, President of Destination Human Capital Limited and UNWTO Anchor Consultant**.

In the keynote presentation by **Professor Yoon Ji Hwan, Kyung Hee University**, entitled *The Impact of Technology on the Tourism and Hospitality Industry* an overview of tourism and technology and related impacts was discussed. Professor Yoon explained the progress of tourism technology development and shared successful cases of application of technology in the tourism industry with particular emphasis on Korean good practice. He predicted that future technologies such as AI, AR/VR, IoT, robots, and 5g will change the tourism industry significantly and suggested that AI and big data will improve collection methods and allow better

analysis of travelers' behavior patterns which will allow the tourism industry to provide better personalized traveler experiences in the future. IoT and VR/AR will open the path to new experiences such as smart room, chatbot, and e-concierge services which will significantly enhance the customer journey. IoT and robots will also improve the efficiency of operation by saving energy and labor costs.

The Forum concluded with a one-hour panel discussion in which Mr. Peter Semone led the three panelists, including **Professor Yoon Ji Hwan, Kyung Hee University**; **Ms. Sarah Mathews, Head of Destination Marketing APAC, Trip Advisor**; and **Mr. Hari Nair, Founder and CEO Holiday IQ**, through an enlightening discussion on the following big questions:

- What is smart tourism?
- Can we expect more disruption?
- What is the impact of digital borders?
- Impact of technology on workforce?
- Can technology support sustainability?
- How fast will change take place?
- What can we expect from virtual and augmented reality?

Through discussions, it was emphasized by the panelists and participants that currently there are too many tourism applications and that many are inefficient and ineffective causing confusion and frustration among users. Professor Yoon clarified that the application of technology in tourism activities is not limited to travel applications and that the scope for ICT in tourism is much broader than that. He stressed the importance of having an open-minded approach to technology adaptation and encourage future-oriented thinking. Ms. Mathews emphasized that national tourism organizations across the globe need to re-orient their key performance indicators and better integrate digital functions within their operations. Mr. Nair advocated better facilitation and use of user generated content, which in his view is a key element of destination marketing and promotion. He also defined smart tourism asserting that technology has already been integrated into the lives of visitors, so the role of destinations is to augment tourism experiences through the smart use of technology. The participants were active listeners and provided a variety of thought provoking questions and insights.

COUNTRY PRESENTATIONS:

Throughout the remainder of Day Two, each of the participating countries made short presentations detailing national policies and strategies to utilize technology to augment marketing efforts, improve sustainability measures, and spur innovation. The delegates were divided into three groups as follows:

Group One	Group Two	Group Three
Afghanistan China India Iran Republic of Korea	Cambodia Japan Maldives Myanmar Papua New Guinea Viet Nam	Indonesia Malaysia Mongolia Samoa Sri Lanka

On behalf of Afghanistan, **Mr. Mohammad Ramin Ateeq Zada, Director of Tourism of the Ministry of Information and Culture** presented. This was the first time that a representative of Afghanistan participated in the UNWTO Executive Training Program. Mr. Zada emphasised that Afghanistan is full of unique historical and culturally significant tourism attractions and that the government is working towards the growth of the tourism sector. He admitted that the use of technology to promote tourism is still in its nascent stages.

On behalf of People's Republic of China (PRC), **Mr. Bin Wang, Director Assistant of China National Tourism Administration New Delhi Office** presented. He described the rapid development of digital technology in areas ranging from high speed rail to cashless/paperless society where APPS like WeChat and Alipay are ubiquitously used to make payments and share information. The tourism sector in China is booming with 130 million outbound, 139 million inbound and 5 billion domestic tourism movements recorded in 2016. Key policies like the 515 strategy and Tourism+ initiative are moving tourism to a more important position in the overall economy of PRC.

On behalf of India, **Mr. Ram Kumar Vijayan, Assistant Director (Niche Tourism) of Ministry of Tourism, Government of India** presented. He stated that India is an acknowledged global leader in information technology and that the country is blessed with a myriad of tourism products. Currently, there is evidence to suggest that Indians are traveling extensively, especially domestically. Mr. Vijayan also explained that the successful introduction of the India e-visa program has facilitated a spike in international tourism arrivals. He shared several success stories in the area of commuting, OTAs, payments and bookings in which the adoption of new technologies has supported SME development. He asserted that government should act as an enabler and facilitator in the area of tourism and technology.

On behalf of Iran, **Ms. Faezeh Behzadnejad, Head of International Affairs Bureau of Iranian Cultural Heritage, Handicrafts and Tourism Organization (ICHTO)** presented. Ms. Behzadnejad summarized the achievements of Iran in the area of tourism and technology and stated that her country has a fast-growing IT industry. She did express concern that Iran did not have a strategic national plan on tourism and technology and wondered if other countries in Asia and the Pacific do. There is also a concern that due to the economic sanctions placed on Iran there were challenges in developing the local market and there is a high incidence of brain drain. There is massive potential for growth in tourism in Iran and technology will be an important element of success.

On behalf of Republic of Korea, **Mr. Sunghak Cho, International Tourism Division of the Ministry of Culture, Sports and Tourism** presented. His country is advanced in IT and has some of the fastest wi-fi connectivity in the world. Koreans are mobile friendly and eager to engage in smart tourism services both domestically and when traveling abroad. Language is a major challenge for both inbound and outbound tourism. There are also issues related to privacy infringements and the use of personal information that the country is currently grappling with. One example of Korea's smart tourism is an APP that provides audio information service at popular tourist attractions in multiple languages.

On behalf of Cambodia, **Mr. Manit Phyrum, Chief of Bureau International Cooperation and ASEAN of the Ministry of Tourism** presented. He explained that technology has been extremely beneficial to tourism development in Cambodia. However, he expressed concern that sometime social media posts result in the spreading of fake information and the risk that this presents to tourism destinations. Awareness of the impacts of spreading fake news should be disseminated to ensure that people do not naively post defamatory information. He remains

optimistic that tourism will continue to deliver important benefits to his country and help support poverty alleviation and economic development.

On behalf of Japan, **Mr. Masateru Nakamura, Chief Official International Affairs Division, of the Japan Tourism Agency at the Ministry of Land, Infrastructure, Transport and Tourism** presented. Japan is experiencing an unprecedented surge in international tourism arrivals and this is posing new challenges for the country. Demand for private lodging services is at an all-time high and the Japan Tourism Agency along with the Ministry of Health, Labor and Welfare and local governments have established a registration system. Known as the 'Private Residence Lodging Business Act', the system ensures that private lodging services meet basic quality and safety standards and that local hosts are supported in their entrepreneurial efforts.

On behalf of Maldives, **Mr. Ahmed Abeer Ismail, Assistant Director of Administration of the Ministry of Tourism** presented. The island nation of Maldives is 99% water and 1% land and has a population just shy of half a million people. In an effort to operate sustainably in the era of climate change, the government is encouraging resort developers – through various regulatory and policy initiatives - to go 100% solar. Mr. Ismail expressed his view that his country can improve its adoption of technology to expand the effectiveness of destination marketing and promotion activities.

On behalf of Myanmar, **Mr. Kyaw Kyaw Lwin, Assistant Director Public Relation and Information Department of the Ministry of Hotels and Tourism** presented. Tourism has become a national priority in recent years and Myanmar's outstanding historic, natural and cultural heritage will continue to attract international visitors. The country struggles with human resource issues and there is a general lack of public services, infrastructure and financial systems to allow tourism to expand further. Myanmar has made great progress in tourism policies, strategies and plans with the passing of a number of initiatives during the period 2012 to 2016. Mr. Lwin suggests that his country should work on narrowing the digital divide that currently exists and expanding public private partnerships.

On behalf of Papua New Guinea, **Mrs. Pauline Riman Internet Marketing Officer Marketing Department of the Papua New Guinea Tourism Promotion Authority** presented. Where resources are limited, Mrs. Riman suggests that partnerships and continuous dialogue are key success factors. She explained that increased connectivity and information sharing has increased awareness of the tourism sector in PNG and that online marketing workshops have supported industry marketing efforts. Examples of where the support provided by her organization to the industry have made a difference were cited, including the activities in East New Britain.

On behalf of Viet Nam, **Mr. Tuan Anh Le, Deputy Director International Cooperation Department of the Vietnam National Administration of Tourism** presented. The government of Viet Nam has a progressive orientation in relation to the 4th Industrial Revolution and the country's young population is internet and smartphone savvy. He outlined a model for stakeholder collaboration in relation to tourism and technology in which smart databases can support both public sector administrators and enterprises and improve the tourism experience of visitors. Mr. Tuan Anh suggested that fast and strategic thinking from the higher echelons of government is essential to capture the myriad opportunities.

On behalf of Indonesia, **Mr. Wahyu Dito Galih Indharto Cooperation Officer International Marketing Development of the Ministry of Tourism** presented. He described the ambitious growth plans for his country's tourism sector, including growth in arrivals and dispersion to

destinations beyond Bali, which receives more than 50% of all tourist movements to Indonesia. His Ministry utilizes technology to monitor performance and promote tourism. One example is the mobile positioning data (MPD) methodology for capturing tourism statistics. MPD allows decision makers to understand traveler behaviors in order to develop strategic tourism policy more effectively and efficiently.

On behalf of Malaysia, **Mr. Azman Azra Abdul Rahman of the Ministry of Tourism and Culture** presented. Malaysia has a population of 31.7 million and received just shy of 26 million visitors in 2017 earning the country US\$20 billion. The so-called disruptive digital revolution within the context of the 4th Industrial Revolution is having major impacts on tourism in his country. Big data analytics are being utilized to better understanding tourism spending patterns and behavior in order to influence policy initiatives to support growth. Mr. Rahman share several tourism megatrends that participants must consider in their tourism development plans, such as: growing middle class, technology revolution, digital channel, loyalty, health and lifestyles, potential political tensions and terrorism, and sustainability.

On behalf of Mongolia, **Mr. Gerelsaikhan Tsolmon Officer, Department of Tourism Policy Coordination of the Ministry of Environment and Tourism of Mongolia** presented. He shared the numerous initiatives being undertaken through the National Tourism Development Program, such as: travel facilitation (e-visas), innovative technologies for marketing and promotion and database development. There is also legislation introduced to regulate online travel agents and ensure fair and equitable business practices. The country suffers from a general lack of human resources that are up to speed with the latest technologies and a shortage of funding to invest in online marketing campaigns.

On behalf of Samoa, **Mr. Suifua Afereti Suifua Manager Planning and Development of the Samoa Tourism Authority** presented. Nestled in the Pacific, Samoa offers visitors a glimpse of a living culture and a pristine environment. Tourism is a priority for the government and there is an increasing awareness of Samoa as a tourism destination in important source markets. The island nation is challenged by connectivity, human resources and funding to grow visitor arrival numbers. The Samoa Tourism Authority collaborates closely with local communities, industry and other government departments to support an organic growth to the sector.

On behalf of Sri Lanka, **Mr. Anton Dilesh De Costa Assistant Director Resort Management of the Sri Lanka Tourism Development Authority** presented. The island of Sri Lanka has experience robust tourism growth in recent years following long years of political turmoil. The country boasts 1,330 kilometers of coast line, 500,000 acres of tea estates, eight UNESCO Heritage Sites and stunning cultural and natural beauty. Technology has been employed in a variety of areas, including: KIOSK machines, e-visas, online shopping, and the sharing economy. Mr. De Costa also shared a video that highlighted the new tourism attractions under construction and slated for launch in the coming year.

In short, key messages emerging from the country presentations and ensuing discussions include:

- Most member state tourism authorities are ill prepared to fully embrace the trend towards digitalization of tourism that is taking place;
- Success stories in digital marketing and promotion must include the community;
- Government's role in technology and tourism should be as an enabler and facilitator;

- There are challenges in relation to language (it's not only about English) that are creating digital barriers;
- Most government tourism authorities lack a strategic plan for tourism and technology in their country that is fully inclusive of different government departments, academia, the private sector and civil society;
- Smart tourism needs strong public private partnerships (PPP) to succeed;
- Tourism authorities need to restructure their organization plans to better embrace the digital economy across functional roles and to position leadership where key decisions are required; and
- Human resources are ill prepared for the growth of the digital ecosystem across the tourism value chain.

To conclude Day Two, a wonderful beachside dinner was hosted by Kerala Tourism at the Leela Raviz Kovalam Hotel with delegates actively interacting amongst one another.

Day Three 20 March (Tuesday)

SESSION 1:

This session, entitled *Good Practices in Destination Management and Operations through the Application of Transformative Technological Solutions* examined examples of tourism and hospitality companies that have been successful in adopting emerging technological developments resulting in new business models. The role of government organizations to encourage and manage tourism growth using technology was also addressed with the example of a digital plan for Busan. Professor Yoon Ji Hwan presented a keynote entitled *Understanding and Managing Technological Change: A Major Role for Tourism Companies and Industry Organizations*, where he discussed how customer behavior has changed; the importance of content to finding customers vs. customers finding content; word of mouth and social media are now more powerful than advertising; and the 4th industrial revolution (4IR) which is all about linking physical networks and where digital Darwinism is the new norm.

Following Professor Yoon's presentation, Mr. Peter Semone led a robust discussion and debate on topics raised. Participants engaged in a brainstorm exercise to identify barriers to merging tourism and technology in UNWTO Member States in Asia and the Pacific. The quick-fire thoughts included:

- Lack of private sector engagement due to weakness in capacity and vision;
- Lack of technology infrastructure to support digital growth;
- Lack of continuity in leadership to support the implementation of a digital strategy;
- No understanding of benefits of tourism among government and civil society;
- Lack of structure to embrace digital in organizational structure of national tourism organizations;
- Digital borders, such as blocking of social media sites or other obstructions to free internet usage;
- Language challenges in accuracy and messaging;
- Outdated laws and regulations that do not fully embrace the disruptions caused by technology along the tourism value chain;
- Lack of acknowledgement and awareness by leaders of the digital revolution and its impact on travel and tourism;

- Lack of financial and human resources;
- A general fear of uncertainty and denial of the 4IR;
- Not using technology to improve economic impact assessments of tourism;
- Lack of cooperation and communication among stakeholders within government and among private sector actors; and
- Misunderstandings and political infighting causing delays and misguided initiatives.

SESSION 2:

This session, entitled *Tourism and Technology: Challenges and Opportunities* **Mr. Hari Nair, Founder and CEO, HolidayIQ** explained how technology is disrupting traditional ways of doing business and the travel and tourism value chain. He argued that these disruptions are also providing new opportunities and spurring unprecedented innovation and entrepreneurship and pointed out that technology is leveling the playing field for small and medium sized enterprises (SMEs), improving inclusiveness, and empowering local communities.

Mr. Nair discussed the importance of encouraging user generated content (UGC) in the form of video reviews, photo reviews and text reviews and explained that more than just brilliant photographs is required to tell a compelling story. At the core of tourism marketing and promotion is communicating a destination's DNA. He emphasized that It's not enough to simply have content and gave the example of HolidayIQ, which focuses on three specific areas when developing their product, including: marketing, technology and insights. In the case of insights, it is about allowing one to know who their customers are and what they want. He provided the example of Indians who like to stay in AirBNB if overseas, but not when traveling domestically. This is because when overseas Indian travelers wish to cook at least one Indian meal a day, whereas when they are traveling in India they know that their native cuisine is readily available. Mr. Nair advocated finding inspiration from UGC rather than from commissioned writers and clarified that engagement is about how many likes, shares and comments and not views. It is also critical to understand that people have very limited attention spans and that digital content needs to capture the viewer's attention in one second and that another second will be allowed to hold their attention.

In short, Mr. Nair explained that photos of a destination cannot be a standalone strategy for gaining consumer attention and that UGC is the most compelling form of digital media. Where possible, content should be curated to work on social media and that more informational content can be displayed once attention has been grabbed. He also encouraged people to nurture the technology of persuasion by targeting consumers according to traveler and personality types. Some people, such as the 'no regret persona' wants to know that nothing will go wrong during their holiday and therefore are accustomed to carefully planning, whereas 'social led persona' go somewhere because their friends/social media have influenced them to go. This delved into another realm which is the technology of personalization, yet another emerging trend in digital.

Following an active question and answer session, participants were divided into their three groups and asked to develop a content plan for one of the countries represented in their respective groups and respond to the following questions:

- What is the offering of the chosen country that you are going to present?
- What is the content that you will use to present to people?
- What is the method that you are going to use to communicate to your audience?

Group one selected China, group two Maldives and group three Samoa. The ideas evoked in the rapid-fire presentations and ensuing discussion were insightful and verification that the participants grasped the content of Mr. Nair’s presentation.

An informal dinner was held at the Leela Raviz Kovalam Hotel in which participants were asked to dress in local traditional sarongs and saris.

Day Four: 21 March (Wednesday)

SESSION 3:

This session, entitled *Successful Solutions in the Melding of Tourism and Technology* provided an overview of good practices and solutions from both the private and public sector that have been successful in enhancing the visitor’s experience and driving destination marketing results.

Ms. Sarah Mathews, Head of Destination Marketing APAC, TripAdvisor and Chairperson of the Pacific Asia Travel Association (PATA) made a passionate two-hour keynote presentation in which she emphasized that technology is not what is going to happen in the future, but rather what is happening now. Her message was meant to dispel a number of myths about technology, and encourage an appreciation that digital is complicated, requires an experienced and focused team and can be extremely impactful.

She discussed the evolution of her company TripAdvisor and presented a variety of thought provoking ideas and tools that national tourism administrations can adopt to improve their digital marketing performance. Ms. Mathews stated that the two best practice national tourism organizations in Asia and the Pacific are New Zealand and Australia both of which have mastered the curation and dissemination of user generated content. She encouraged governments to understand that their mission is to bring travellers to their destination, develop tourism products, support industry and stakeholders; and strive for tourism to impact on economic growth. These actions should be monitored through metric goals including economic results, awareness and arrivals. And tools for accomplishing these goals include structural re-organizations to better focus on current trends and technology by utilizing insights and data to achieve broad audience awareness.

Ms. Mathews also discussed the six-step travel process and affiliated customer needs, starting with dreaming and ending with sharing as outlined in the below figure:

Stage	Customer Needs
Dream	Destinations that fit his/her lifestyle, travel history, family circumstance, budget, social needs
Search	Choice, price transparency and flexibility to mix and match, social media recommendations. Search requires both web search and deep links into apps that contain relevant data
Shop	Tools that aggregate contextualized content, provide accurate price comparisons and minimize the hours it takes today to shop for travel
Buy	Accept multiple forms of currency, change/cancellation/refund rules, travel insurance, medical emergency repatriation and in destination activity bookings
Experience	Parking, gate and security line information, airport merchant offers, in destination information, transportation, Uber, things to do and see, in destination booking, places to eat and party.
Share	Dialogs and postings on social media

TripAdvisor divides the journey into four stages including: defining the destination, researching and booking key elements, pre-trip planning, on-trip, and dreaming of the next trip. There are three key elements of the traveller path to purchase, including inspiration, shopping and decision.

AT the conclusion of her presentation and following an enthusiastic question and answer period, Ms. Mathews provided a group activity to apply to the technical tour for the following day with Group A focused on Product Development; Group B on Content Production; and Group C on Content Distribution team. For each of these areas, the objective was to develop set key performance indicators, establish objectives and a schedule, and identify a result to achieve.

Session 4:

Following lunch, the group reconvened for the closing session, which commenced with a detailed presentation by Peter Semone on conclusions, recommendations and lessons learned.

Mr. Semone's comments were followed by closing remarks from **Mr. Balakiran, Director, Department of Tourism, State Government of Kerala** and **Mr. Harry Hwang, Deputy Director, Regional Programme for Asia and the Pacific, UNWTO**. Mr. Balakiran expressed his delight at the interesting content of the programme and welcomed delegates to return to Kerala and experience its charms. Mr. Hwang thanked the many individuals and organizations that made the 12th Asia/Pacific Executive Training Program on Tourism Policy and Strategy and congratulated the delegates and individually presented them with Training Programme Certificates to acknowledge their participation.

The day concluded with a Farewell Dinner, hosted by Government of Kerala and held at Leela Raviz Kovalam Hotel.

Day Five: 22 March (Thursday)

On the final day of the 12th Asia/Pacific Executive Training Program on Tourism Policy and Strategy, the Government of Kerala organized a technical tour to the backwaters of Kerala. The trip included a four-hour return journey by bus and a two-hour houseboat ride. An impressive traditional Sadhya lunch was served at the Raviz Hotel in Astamudi displaying the culinary treasures of Kerala. Enroute a cashew factory was visited where participants learned about this important export business. The backwaters visit by houseboat provided a glimpse of local village life and participants were treated to a village visit where they witnessed locals making rope out of coconut fiber and saw the impressive Chinese fishing nets. During the return trip on the houseboat, a group discussion was led by Mr. Semone to discuss the questions raised by Sarah Mathews and discuss observations of the technical tour among the local hosts. The technical tour was well attended and a highlight of the last day. Upon return to the Leela Raviz Kovalam Hotel, participants enjoyed dinner at leisure and bid their last goodbyes to new friends.

FINAL RECOMMENDATIONS AND CONCLUSIONS:

Based on an amalgamation of the various presentations and interactions that occurred during the 12th UNWTO Executive Training Program, the Anchor Consultant suggests the following actions for future consideration and reference in order to improve the universal performance of UNWTO member states in the context of tourism and technology policies, strategies and initiatives.

- Address future human resource challenges particularly in the area of smart tourism, which is a relatively new field for which there is still a limited supply of experts who can maintain the integrity and effectiveness of a myriad social media platforms. The

numerous negative aspects of social media, such as the dispersal of incorrect product/destination information through user-based content and comments, requires a whole new set of active and passive communications skills. It is also important that national tourism organisations (NTO's) have a robust social media response to overcome negative media that may occur in the event of a disaster or other crisis.

- The further development of handbooks and guidelines to assist NTOs in adapting to the digital economy in relation to destination marketing, organisational structures, job descriptions for digital jobs, and awareness raising. Good practice examples can be shared among members states.
- The UNWTO should find ways to provide digital training for its Member States. This could be done in the form of regional seminars and knowledge sharing via electronic mediums, perhaps in partnership with organisations such as TripAdvisor and other travel and technology providers.
- The UNWTO should, seek ways to expand the usage of insights and data acquired through digital technology to develop better tools for measuring tourism impacts. This can be done in conjunction with the theories established in the creation of tourism satellite accounting.
- Some of the country presentations were rushed and it seems as though it would be worth considering either allowing more time for country presentations or changing the format into more of a debate/panel discussion so that each country can fully present their current situation and gain more personalized advice and suggestions from the participants, who can share their experiences with the experts.

Overall, it can be surmised that the 12th UNWTO Executive Training Program provided evidence that Member States are still interested and in need of support and assistance in the area of tourism and technology, particularly as it relates to destination marketing and promotion.

Annex I:

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Annex II:

Participant Guidelines

The country presentations during the 12th UNWTO Executive Training Programme followed the same format below and were limited to five slides.

SLIDE 1: Introduction of country and presenter

Name of Country/ Name of Presenter

SLIDE 2: A SWOT Analysis of your country's Strategic Intent on Tourism and Technology

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

SLIDE 3: Stakeholder Roles and Responsibilities in your Country on Tourism and Technology

Name of Stakeholder Roles and Responsibilities

Government

Private Sector

Industry Associations

Civil Societies

International Organisations

SLIDE 4: Highlights of Key Regulatory and Policy Initiatives, Strategies, Programmes and Success Stories in your Country on Tourism and Technology

SLIDE 5: Benefits, Lessons Learned and Recommendations