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Tourism as a Sustainable Development Strategy: A Systemic Supply Chain Approach



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September 30, 2011



OUTLINE

- VEGA - Volunteers for Economic Growth Alliance
 - Overview
 - Tourism Development Practice
- Presenters:
 - Kristin Lamoureux (George Washington University as part of the SAVE Alliance)
 - Amanda MacArthur (CDC Development Solutions)
- Why Tourism Development?
- Supply Chain Approach
- TEMPO NIGERIA Case Study

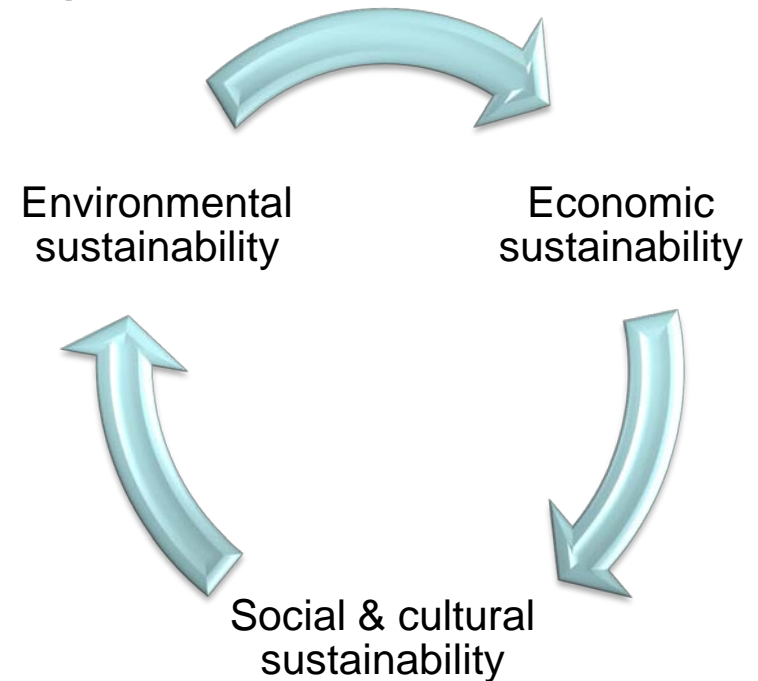
TOURISM & DEVELOPMENT

- Tourism belongs in the development discussion because of its increasingly global impact & reach.
- Done well, tourism is a tool for...
 - Biodiversity conservation
 - Economic growth / diversification
 - Job creation
 - Socio-cultural preservation
 - Poverty alleviation / gender equity
 - Policy improvements
- Done poorly, tourism is potentially very dangerous.

TRADITIONAL VS SUSTAINABLE TOURISM

Traditional tourism often lacks:

- Stakeholder involvement
- Long-term planning
- Enforced regulatory framework
- Linkages with other sectors of the economy





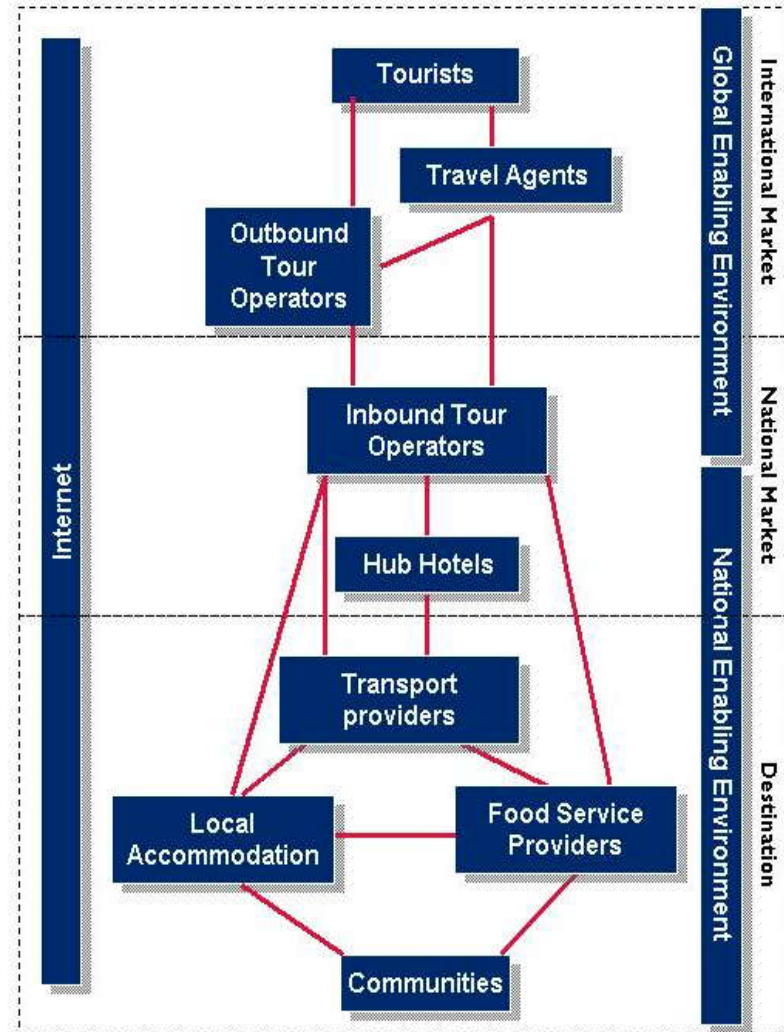
SUSTAINABLE TOURISM DEVELOPMENT – A SYSTEMS APPROACH

- **Sustainable Tourism Development**
 - Focus on the visitor experience as the foundation of a system (or value chain) which connects travelers to destinations committed to genuine hospitality, environmental quality, authenticity, social inclusiveness and appropriate cost.
- **Tourism System (Value Chain) Includes:**
 - Tourists, hotels, travel agents, outbound tour operators, inbound tour operators, destination management organizations, food service providers, alternative lodging, natural and cultural attractions, transportation, support services, etc...

WHAT DOES A TOURISM SYSTEM LOOK LIKE?

Tourism System – a Value Chain

TOURISM INDUSTRY VALUE CHAIN



THE VISITOR EXPERIENCE VALUE CHAIN CONCEPT (VEVC)

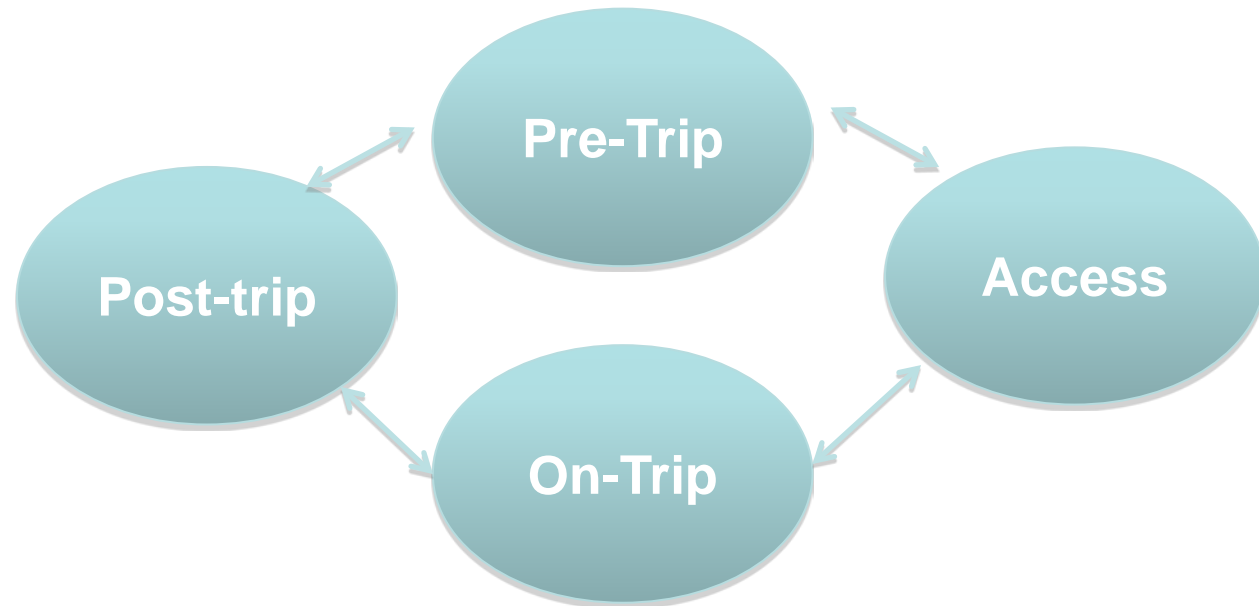
Four phases of Visitor Experience Value Chain:

1. Pre-trip Experience
(Planning and Selection merged)

2. Access to Destination Experience

3. On Trip Experience

4. The Post Trip Experience



Services that Make up the Visitor Experience Value Chain

Trip Experiences: when tourists are at the destination, the local stakeholders have a critical role to play.



SUSTAINABLE TOURISM CHALLENGES

- Empower local organizations for the sustainable management of resources
- Eliminate negative impacts
- Participatory planning
- Local involvement and benefits
- Collect and manage statistics and reliable information
- Foster investment climate
- Enforce transparent regulatory framework
- Cooperation between public-private and civil society

CDS TEMPO – TOURISM EMPLOYMENT & OPPORTUNITY PROGRAM

CDS TEMPO strives to:

- Build B2B and Public-Private Partnerships to strengthen the tourism sector in emerging markets
- Build linkages throughout the entire tourism value chain
- Build the capacity of SMEs and larger tourism stakeholders to access new markets

TEMPO's ultimate goal is to build a destination's tourism sector - leading to **jobs creation and **economic growth** for local and regional communities**

TEMPO'S METHODOLOGY

TEMPO's approach is customized for each destination's needs – the following six interventions are typical TEMPO interventions:

- Destination Analysis
- Stakeholder Engagement
- DMO Development
- TEMPO Technology
- Capacity Building
 - Tourism Businesses
 - Tourism Suppliers
- Marketing & Promotion

DESTINATION ANALYSIS AND STAKEHOLDER ENGAGEMENT



- Asset Audit
- Stakeholder Committees

DMO DEVELOPMENT & TEMPO TECHNOLOGY

- Establish (or build capacity of existing) private sector led public-private Destination Management Organization (DMO)
 - Leadership structure
 - Organizational management
 - Legal and financial structure
- Build DMO's ability to use technology to promote and sell tourism in the destination
 - Web-portal
 - Content development & collection training
 - Booking and payment solutions
 - E-marketing training

CAPACITY BUILDING

- Lead Capacity Building Interventions and Activities for Tourism Businesses and Tourism Suppliers

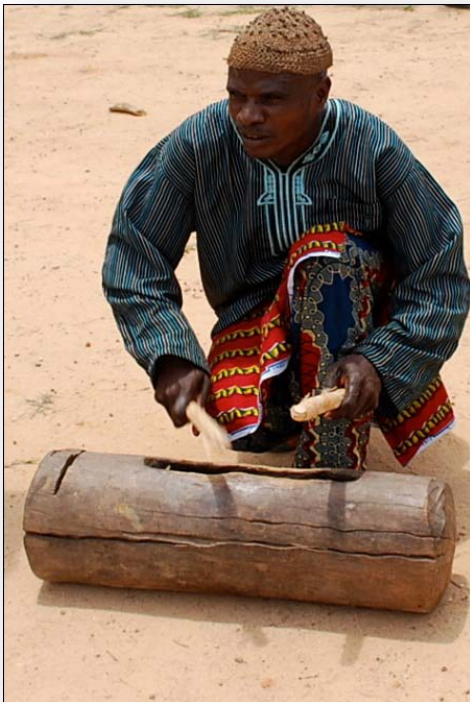
- Access to Technology
- Access to Finance
- Business Development
- Workforce Development
- Local Sourcing



- **Business Innovation Grants**
- **Train the Trainer for Service Quality**
- **Employee Customer Service Incentive**

MARKETING & PROMOTION

- Training in Marketing & Promotion
- Provide “live testing” of products and services created / enhanced through activities
- Show stakeholders how collaboration can increase visitors and visitor spending



- **Ambassador Promotion Program**
- **Social Influencers FAM Trips**

CROSS RIVER STATE NIGERIA

Building the Value Chain

- Trained and provided technical assistance to Tourism Businesses (hotels, restaurants, tour operators)
- Trained and provided technical assistance to Tourism Suppliers (handicrafts, entertainers, farmers)
- Public Sector & Private Sector were brought together to launch the Ambassador Promotions program which required all stakeholders to collaborate
- Public Sector engagement is critical for influencing policy that affects other sectors supplying tourism such as construction, transportation, and agriculture

CROSS RIVER STATE NIGERIA

Results & Lessons Learned

- 1,200 visitors surveyed
- Over 480 hospitality assets audited, graded, and included in a tourism products registry
- 147 business providers identified for local sourcing by tourism sector
- 207 service workers and managers trained in service quality performance
- 1,195 committee stakeholder strategic planning contact hours
- 211,911 CRQ website hits at 77 hits per visit
- 67 businesses engaged in CRQ promotion
- \$435,000 in Business Grants awarded to ten small businesses



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Microlinks and the Breakfast Seminar series are products of Knowledge-Driven Microenterprise Development Project (KDMD), funded by USAID's Microenterprise Development office.