UNWTO Regional Executive Training Course in Qatar
1st edition 2014

Tourism Strategy

The tourism sector offers significant development and diversification opportunities. It is, therefore, of utmost importance that decision-makers in the National, Regional and Local Tourism Administrations have the capacity, knowledge and skills to develop and implement effective tourism development strategies that will ensure destination competitiveness and sustainability whilst at the same time also benefiting the local communities.

Globally, the drive to develop sustainable and competitive tourism destinations oblige decision-makers to continuously update their knowledge and skills in the area of tourism strategy as it is the main driver that shapes the future of tourism sector development.

In this context, this course has been tailored to effectively combine the study of conceptual elements that form the essential base for the reflection and analysis of key tourism development strategy principles, with a practical and applied vision that can only correspond to a specialized international organization with the prestige and experience of UNWTO.

1- Target Audience

This course is aimed at high level decision-makers in the National, Regional and Local Tourism Administrations who have competences in tourism development strategy formulation, implementation and monitoring.

2- Objectives and Learning Outcomes

The objective of this course is to provide participants with knowledge, skills, tools and a forum for discussion on tourism strategy at destination level.
Upon successful completion of this course, participants will be able to:

- Understand the key elements of a tourism destination
- Understand the key concepts in tourism strategy
- Understand destination competitiveness and sustainability
- Apply a framework for developing a destination development strategy
- Be able to set vision, goals, objectives and core strategies for tourism development
- Utilise the value chain approach for maximising visitor satisfaction
- Develop tourism products reinforcing the destination’s tourism strategy
- Incorporate sustainable practices in tourism strategy
- Monitor tourism development strategy implementation
- Conduct performance evaluation using Key Performance Indicators (KPI)
- Develop systems for tourism development strategy updating

3- Content

Policymakers and managers of Tourism Administrations are confronted with questions such as:

- What strategies can be implemented for the sustainable and competitive development of the tourism sector?
- What elements form a competitive tourism supply?
- What are our competitive advantages? How can we increase the added-value of our tourism products?
- How can the value chain approach be used for optimising the visitor experience?
- How can tourism strategies be monitored and evaluated?

In order to answer these questions, this course has been tailored to effectively combine the study of conceptual elements and the understanding of the processes and practical tools that are necessary for the development, implementation and monitoring of tourism strategy.

Introduction
I.1 Key elements of a tourism destination
I.2 Key concepts in tourism strategy
I.3 Destination competitiveness and sustainability

Module 1. Situational Analysis
1.1 Supply analysis
1.2 Market analysis
1.3 Impact analysis
1.4 Benchmarking
1.5 Gap analysis

**Module 2. Strategic Planning Model**
2.1 Framework for developing a destination development strategy: Vision, goals, objectives and core strategies for tourism development
2.2 Tourism product development reinforcing the tourism destination’s strategies
2.3 Sustainable practices in tourism development
2.4 Value chain approach for optimising visitor experience
2.5 Institutional and organizational arrangements (governance and public-private partnerships)

**Module 3. Tourism Development Strategy Evaluation**
3.1 Tourism development strategy monitoring
3.2 Performance evaluation using Key Performance Indicators (KPI)
3.3 Tourism development strategy updating

The course is to follow the philosophy of the Global Code of Ethics for Tourism.

**4- Methodology and structure**

The theoretical-practical methodology comprises presentations, discussions, debates, group work and practical activities.

The presentations, though mainly theoretical, are brief, conceptual, tool sharing and as interactive as possible, and are combined with discussions and debates; while the practical activities aim at putting in a real situation the content and tools seen during the course.

These activities include (daily) practical tasks, group discussions and a technical visit in an area related to the topic of the course. During this fieldtrip, participants are to conduct fieldwork, interviews, information gathering and other interactive activities with the local community.

The participants are expected to give, at least, two main presentations: one on the outcomes of the fieldwork (the day after the technical visit) and the final one on the final project (on the last day of the course).

Moreover, to make good use of this event, participants will receive (when selected) an introductory booklet with UNWTO publications, articles or other reading material, introducing key issues and concepts needed for the course.

The intention of this approach – the transmission and usage of various tools, the expertise of the facilitators and participants, the discussion forums and the practical group work – is for participants to fully understand the topics of the course.