

World Tourism Organization

UNWTO



Affiliate Members Programme

2017 Action Plan



Affiliate Members Programme

2017 Action Plan



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The UNWTO Affiliate Members Programme

The United Nations' relationship with the private sector has progressively expanded over the years, until being recognized today as an essential element for the achievement of United Nations' goals, and in particular, of the Sustainable Development Goals (SDGs). Though the private and public sectors often have differing motivations and interests, they also share many common objectives which, in today's globalised world, can be more effectively tackled through joint collaboration and the establishment of partnerships.

Like other United Nations agencies, the World Tourism Organization (UNWTO), the specialized United Nations agency responsible for the promotion of tourism, has long considered the private sector to be an integral partner in fulfilling its general mandate of promoting sustainable development in tourism. Today, this is particularly relevant in the light of the recent adoption of 2017 as the International Year of Sustainable Tourism for Development by the United Nations (UN) General Assembly.

The UNWTO Affiliate Members Programme serves as the major gateway for alliances and collaboration between the private and public sectors in tourism. Bringing together over 470 companies, educational and research institutions, destinations and NGOs, this interactive platform provides a space for members to engage in dialogues, share information and take further action. Its principal mission is to foster relationships among Affiliate Members and Member States and promote the mission of UNWTO and exchange of knowledge among experts. Most importantly, the Affiliate Members Programme works towards aligning private sector strategies with the UN Goals and offers to its Affiliate Members the opportunity to engage in tourism development.





Introduction to the 2017 Action Plan

The basic framework of the UNWTO Affiliate Members Programme is composed of four fundamental goals:

1. Exchange of expertise
2. Knowledge generation
3. Knowledge dissemination
4. Talent development

To each of these goals corresponds a specific action, to be implemented by UNWTO and its Affiliate Members.

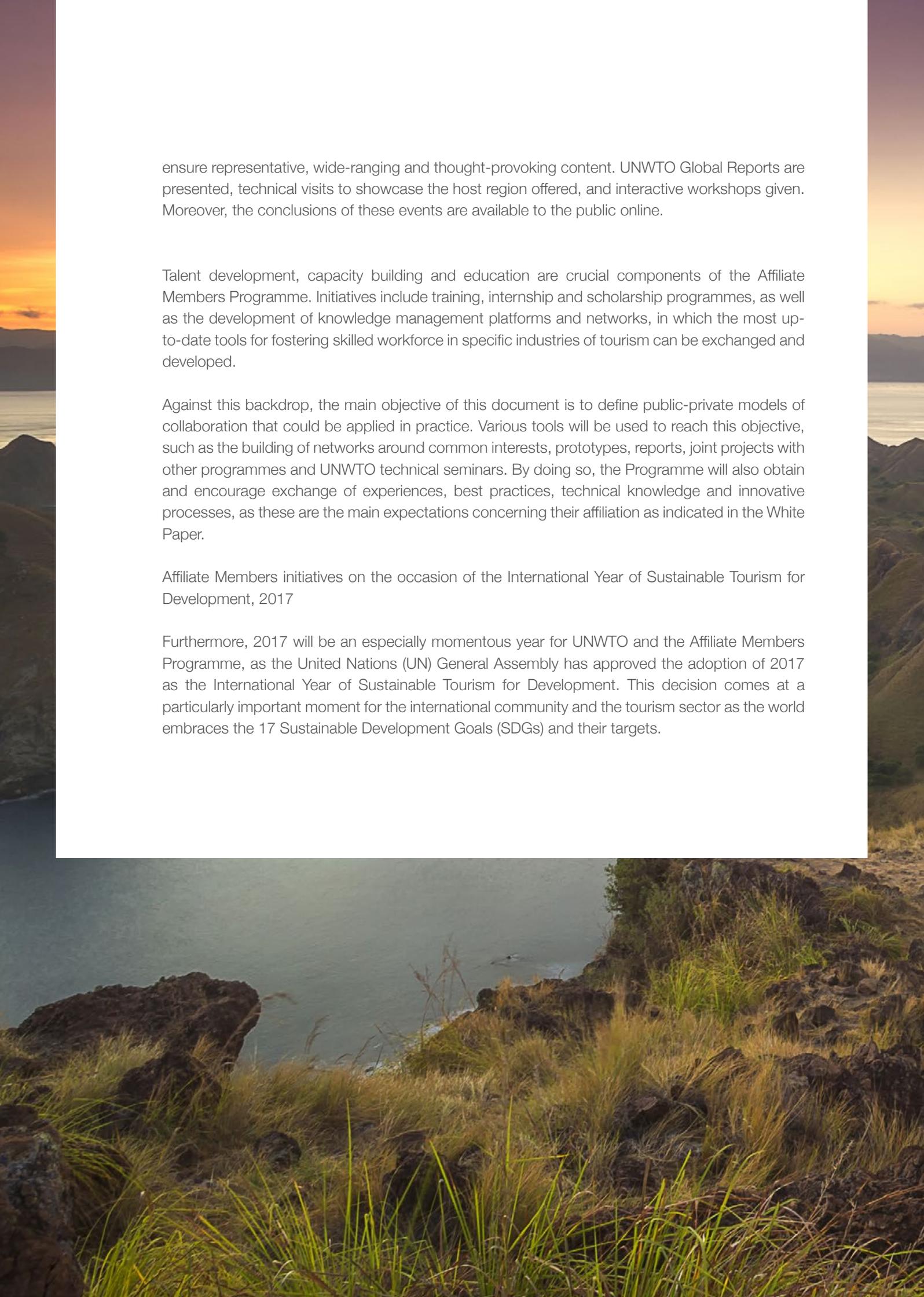
To address the goal of the exchange of expertise, UNWTO creates Networks, in which leading experts can become members of working groups, focusing on various areas of expertise in tourism that bring together members from different backgrounds around a common interest or goal.

Additionally, UNWTO also works on promoting Working Groups, which serve as a starting point to bring together Affiliate Members who share interests in specific sectors of tourism and encourage the exchange of expertise. These include Accessible Tourism (at the request of Red Estable) and Scientific Tourism (at the request of Fundación Starlight).

To address the goal of knowledge generation, the UNWTO Affiliate Members Programme has developed a prototype methodology as a framework for public and private sector cooperation on tourism development, sharing knowledge and creating projects that can ethically and sustainably improve a locality's competitiveness. This professional framework, based on transparency, flexibility and rigor, outlines how innovative tourism projects can be developed so as to benefit destinations, businesses and institutions. The prototype methodology provides a roadmap for such processes based on initial research and analysis. It can incorporate a governance model, a catalogue of tourism products to be developed, strategies for market positioning and a brand identity. The prototype methodology entails compliance with the UNWTO Global Code of Ethics for Tourism, so as to maximize the socioeconomic contribution of tourism, while at the same time minimizing its potential negative impacts.

Furthermore, UNWTO publishes global reports in which Member States, Affiliate Members, expert consultants, market research institutes and leading global travel networks actively participate to provide wide-ranging and current data and trends. Knowledge generation is also a direct result of the development of Prototypes.

Knowledge is effectively disseminated through the range of UNWTO conferences and seminars, held throughout the year. At these events, experts, stakeholders and opinion leaders give presentations on their areas of expertise and participants are encouraged to actively participate to



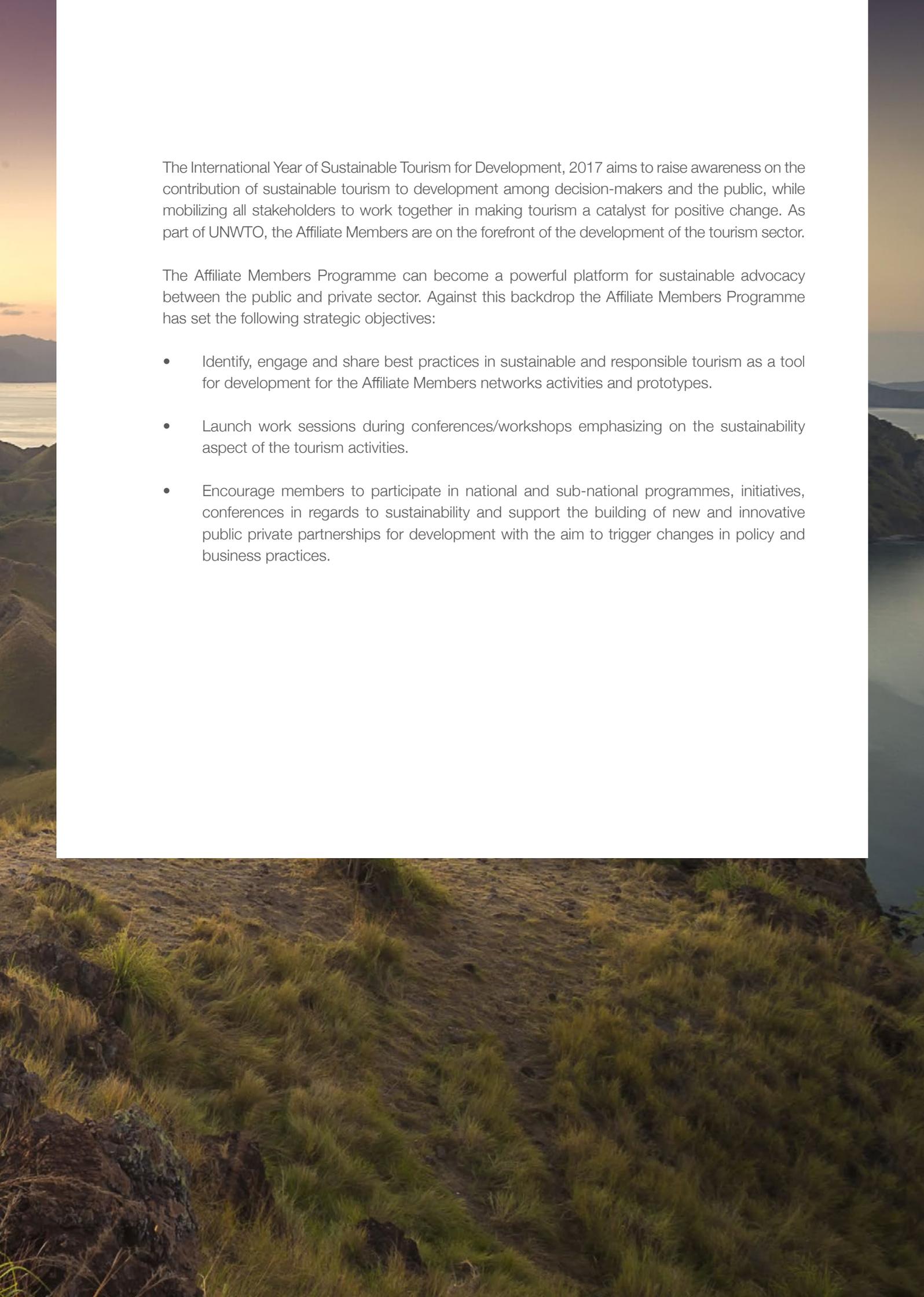
ensure representative, wide-ranging and thought-provoking content. UNWTO Global Reports are presented, technical visits to showcase the host region offered, and interactive workshops given. Moreover, the conclusions of these events are available to the public online.

Talent development, capacity building and education are crucial components of the Affiliate Members Programme. Initiatives include training, internship and scholarship programmes, as well as the development of knowledge management platforms and networks, in which the most up-to-date tools for fostering skilled workforce in specific industries of tourism can be exchanged and developed.

Against this backdrop, the main objective of this document is to define public-private models of collaboration that could be applied in practice. Various tools will be used to reach this objective, such as the building of networks around common interests, prototypes, reports, joint projects with other programmes and UNWTO technical seminars. By doing so, the Programme will also obtain and encourage exchange of experiences, best practices, technical knowledge and innovative processes, as these are the main expectations concerning their affiliation as indicated in the White Paper.

Affiliate Members initiatives on the occasion of the International Year of Sustainable Tourism for Development, 2017

Furthermore, 2017 will be an especially momentous year for UNWTO and the Affiliate Members Programme, as the United Nations (UN) General Assembly has approved the adoption of 2017 as the International Year of Sustainable Tourism for Development. This decision comes at a particularly important moment for the international community and the tourism sector as the world embraces the 17 Sustainable Development Goals (SDGs) and their targets.



The International Year of Sustainable Tourism for Development, 2017 aims to raise awareness on the contribution of sustainable tourism to development among decision-makers and the public, while mobilizing all stakeholders to work together in making tourism a catalyst for positive change. As part of UNWTO, the Affiliate Members are on the forefront of the development of the tourism sector.

The Affiliate Members Programme can become a powerful platform for sustainable advocacy between the public and private sector. Against this backdrop the Affiliate Members Programme has set the following strategic objectives:

- Identify, engage and share best practices in sustainable and responsible tourism as a tool for development for the Affiliate Members networks activities and prototypes.
- Launch work sessions during conferences/workshops emphasizing on the sustainability aspect of the tourism activities.
- Encourage members to participate in national and sub-national programmes, initiatives, conferences in regards to sustainability and support the building of new and innovative public private partnerships for development with the aim to trigger changes in policy and business practices.



Exchange of Expertise

1.1 Networks

Knowledge Network

The UNWTO Knowledge Network offers a unique platform to stimulate public-private and academic partnerships in creation, dissemination and application of knowledge in tourism, focusing specifically on innovation. In this context, the Knowledge Network is made up of a pool of Affiliate Members with proven record of research activities fostering the actions of UNWTO and its Members on sound knowledge and provides provide solution-based research for Member States, Affiliate Members and UNWTO operational programmes.

Objectives

- Leading a community where researchers, policy makers and practitioners come together to create, share, disseminate and apply knowledge.
- Supporting UNWTO and its Members – both States and Affiliates - by providing solid and sound research and analysis.
- Facilitating public private partnerships with the participation of academia within the UNWTO Members.
- Providing platforms for the exchange of knowledge and best practices among national, regional and international organizations.

Strategic Objectives for 2017

- Enhance the number of the Knowledge Network organizations, especially within under represented regions such as Asia, Africa and Middle East.
- Increase the multilateral activities with the Member States and the Affiliate Members.
- Promote research competencies of the Knowledge Network within the UNWTO regional and operational programmes.
- Attract targeted research and educational organizations to join the Affiliate Members and participate in the Knowledge Network activities.

Current status

81 organizations/institutions (as of April 2016) consist of:

- 43 Europe
- 26 Americas
- 10 Asia and the Pacific
- 1 Middle East
- 1 Africa

Knowledge Network Directory

Responding to the needs and objectives of knowledge dissemination and the advances in tourism research, the Affiliate Members Programme has developed an online directory accessible to UNWTO members (States and Affiliates). Here, any member can access a plethora of information related to knowledge in tourism, and tourism research publications. Its aim is to facilitate the identification of tourism experts and research studies.

Universities: The relevant information (contact details, educational level) of the Knowledge Network Universities is available in the directory including as well tourism studies they offer and areas of academic specialization.

Professors and academics: Within the directory, under the subsection of each university, the detailed information on their professors and academics, their research specialties as well as publications and conference participation is available.

In 2017, the Knowledge Network Directory will continue achieving its main objective of being known as a global directory of researchers, professors, educational institutions and research publications. The Directory will continue facilitating Knowledge Network institutions by providing access to wide array of information provided by its members.

Knowledge Network Action Plan for 2017

1. Research and Publication

- Publication Series 'Innovation in Tourism': 2 volumes
- 2-3 Issue Paper Series
- 1 featured report (innovative topic to be decided)
- Research to support International Year of Sustainable Tourism
- Research to support the Affiliate Members initiatives including prototypes as well as gastronomy, shopping and city tourism networks

2. Events and Meetings

- 3rd UNWTO Knowledge Network Global Forum (2017)
Echoing the successful discussion and declaration adopted at the first and second UNWTO Knowledge Network Global Forum in Algarve, Portugal, 2011 and in Mexico City, Mexico 2014, the third UNWTO Knowledge Network Forum will continue to host important discussions bridging the fields of theory and practice in tourism.
- Possible Knowledge Network Regional Meetings and Conferences at the request of the Member States and the Affiliate Members

UNWTO Awards for Excellence and Innovation in Tourism

The UNWTO Awards for Excellence and Innovation in Tourism distinguish innovative tourism initiatives with outstanding achievements in the following four categories: Public Policy and Governance, Enterprises, Non-Governmental Organizations and Research and Technology.

The Awards, established in 2003, are the flagship awards for the global tourism sector. They recognize knowledge creation, dissemination and innovative solutions that advance the sector in line with the principles of the UNWTO Global Code of Ethics and the Sustainable Development Goals (SDGs).

The winners of the 13th UNWTO Awards will be unveiled on 18 January 2017 in a gala dinner held in collaboration with the International Tourism Trade Fair (IFEMA/FITUR) in Madrid, Spain.

The UNWTO Awards Forum, held on 16th of January 2017, will highlight the importance of innovation in tourism and showcase the knowledge and achievements of all UNWTO Awards finalists.

In 2016, the ceremony hosted 320 high-level participants from more than 50 countries, including 80 ministers, ambassadors and CEO's and more than 10 sponsors and partners supported the UNWTO Awards including 2 Member States and 4 Affiliate Members. The Affiliate Members Programme serves as the Secretariat for the UNWTO Awards.

Gastronomy Network

The Gastronomy Network is a platform where participants will interact, share and access relevant information. Here, experts, destinations, academics and a wide variety of private sector stakeholders can work together in shaping the future of the Gastronomy Tourism sector. Participants will benefit from an unparalleled platform to create, disseminate and implement resources in playing a prominent role in harnessing the enormous potential of gastronomy to mobilize a variety of sectors and resources. The UNWTO Gastronomy Network was officially launched in September 2015 during the General Assembly held in Medellin, Colombia.

Objectives

- Encourage collaboration between UNWTO and other representative organizations in the field of gastronomy.
- Promote training programmes and research on tourism and gastronomy in collaboration with other institutions.
- Stimulate the awareness of new trends in order to improve the development and management of Gastronomy Tourism, and disseminate experiences of successful initiatives worldwide.
- Establish networking opportunities among UNWTO Members in order to address their needs and pinpoint problems to correctly develop Gastronomy Tourism.
- To foster the concept of innovation in Gastronomy Tourism so as to lay the foundations for sustainable development.
- Draw valid conclusions for the participants to make proposals for the future.

Gastrodiplomacy

UNWTO aims to place future focus on the concept of Gastrodiplomacy. Representing an exciting trend in public diplomacy, Gastrodiplomacy is a reflection of the growing importance of Gastronomy in tourism. There are few potential tourism products that are as deeply or uniquely tied to the culture, history or geography of a destination as their food and wine. Gastronomy is a tangible tie to the respective history of each region, and serves as a medium to share its unique culture.

In the context of gastronomy and tourism, UNWTO strives to understand the emerging trends. Current research indicates that travellers prefer authentic and local experiences, seeking to connect

with culture through cuisine. Gastrodiplomacy functions both at the elite level of official diplomatic relationships and the grassroots level of the broad public. This is an emerging field of study that is receiving increasing attention. Looking to the future, UNWTO aims to utilize this concept to assist in its overarching goals of preserving and enhancing intangible cultural heritage as a driver to foster cultural exchange and sustainable development.

Action Plan for the Gastronomy Network 2017

1. Organization of the 3rd World Forum on Gastronomy Tourism, in collaboration with Basque Culinary Center. (San Sebastian, Spain May 2017)

The 2017 edition of the World Forum on Gastronomy Tourism will return to its origins in San Sebastian, Spain and its surroundings. The Basque Culinary Centre in San Sebastian is the co-organizer of all UNWTO fora on Gastronomy Tourism and the World Forum will be held there every second year.

Like the 1st and 2nd World Fora on Gastronomy Tourism, this forum will provide an opportunity for leading experts in gastronomy tourism to discuss the current situation and challenges in Gastronomy Tourism worldwide. Areas of management, the organisation of events and innovation in channels of communication will be discussed, in order to boost the professional development of the sector.

This forum will be held in the new and unique format, with different events being held in various gastronomy hubs across the Basque Country, showcasing the variation of products offered.

2. Organization of the 4th Meeting of the Gastronomy Network will take place within the framework of the 3rd UNWTO World Forum on Gastronomy Tourism in San Sebastian, Spain in May 2017. Aiming to further strengthen collaboration between UNWTO and other representative organizations in the field of gastronomy, establish new networking opportunities and discuss developments since the last meeting.
3. Official presentation of the 2nd Global Report on Gastronomy Tourism, presented in the context of the 3rd UNWTO World Forum on Gastronomy Tourism in San Sebastian, Spain May 2017
The second edition of Global Report on Gastronomy Tourism will discuss recent trends in gastronomy tourism, in addition to experts' analyses and case studies suggesting best practices.
4. International application of the Wine Tourism Prototype
 - Spain - The prototype currently carried out in Spain, in collaboration with the Forum of Leading Brands of Spanish and five of its wineries (Barbadillo, Felix Solis, Freixenet, Gonzalez Byass, and Osborne). It has the support of the Secretary of State for Tourism of Spain.
 - Argentina – This initiative will replicate in Mendoza, Argentina the methodology implemented in the first UNWTO Wine Tourism Prototype: A Joyful Journey in Spain. The Wine Tourism Prototype will develop the technical design, brand image, product development strategy, communication plan and governance model, to establish a tourism product in Mendoza for visitors to discover Argentina and its culture through its wineries and their surroundings.

5. Organization of the 2nd UNWTO Global Conference on Wine Tourism (Mendoza, Argentina, December 2017) Following the recommendations of the first conference, the 2nd UNWTO Global Conference on Wine Tourism in the renowned winery region of Mendoza, Argentina will aim to provide insight into the shifts in prominent trends in the wine tourism marketplace. Leading global experts in wine and gastronomy tourism will gather once again to discuss global trends, challenges and future prospects in an innovative and dynamic format. The results from the implementation of the UNWTO Wine Prototype in Mendoza will also be presented.
6. Organization of the 5th Meeting of the Gastronomy Network
Taking place within the framework of the 2nd UNWTO Global Conference on Wine Tourism in Mendoza, Argentina in December 2017, following the same structure as the previous meetings.
7. Inclusion of Gastronomy Tourism as a topic in the Talent Development Platform of the UNWTO Knowledge Network

Shopping Tourism Network

The UNWTO Shopping Tourism Network is a forum for reflection in which participants can interact, share and access relevant information. They can also benefit from a platform to generate, disseminate and apply specific knowledge to tap the huge potential of shopping tourism whereby repositioning tourism destinations, both urban and overall. It is made up of Member States and Affiliate Members.

The UNWTO Shopping Tourism Network was officially launched in September 2015 during the General Assembly held in Medellin, Colombia.

Objective

The main objective of the Shopping Tourism Network is to create a platform for participants to collaborate on the analysis of key issues surrounding shopping tourism and the prospects for public-private partnerships, its development in different tourism destinations and the launch of product development projects specifically designed to meet the needs of the shopping tourist.

Action Plan for Shopping Tourism Network 2017

1. 3rd International Conference on Shopping Tourism (date and venue tbc).
2. Support seminars on different topics held in different shopping tourism destinations where shopping tourism is viewed as a key factor, which, in turn, are also main outbound markets in this segment. The corresponding conclusions will be presented at the annual Conference.
3. Preparation of the 2nd Global Report on Shopping Tourism (call for case studies).
4. Conduct the 1st Survey on Shopping Tourism among UNWTO Members.

City Tourism Network

City Tourism Network proposes to serve as the platform for knowledge transfer, development and implementation of innovative initiatives and prototypes, benchmarking and monitoring of city projects with the main purpose of forming transferable and adaptable methods and models which can benefit other cities across the globe. Members of the UNWTO City Tourism Network will benefit from being part of an incomparable cluster of stakeholders from the public and private sectors on regional and national levels to lobby for policies set to stimulate and encourage City Tourism. The Network also

proposes to stimulate the economy while maintaining a positive living space for both locals and tourists alike, raising the bar for City Tourism and the tourism sector in totality.

The UNWTO City Tourism Network will be officially launched in November 2016 during the 5th UNWTO Global Summit on City Tourism in Luxor, Egypt.

Objective

- To give cities a platform to promote their offerings in a world where tourists have a greater cognitive association to cities than individual countries.
- To establish a framework for the creation, transfer and application of urban development models within cities
- To connect with interest groups and form part of a network to create innovative strategies for product and experience development within cities.
- To encourage the mutual benefits of tourism and urban development at of big and emerging cities around the world.
- To be a network for members to collaborate on matters of policy formation, multi-city branding initiatives, multi-modal transportation initiatives and other public-private partnerships which enhance the offerings of City Tourism.
- To promote innovation and encourage ICT and Smart Tourism initiatives such as virtual tourist guide applications augmented reality applications, Wi-Fi ready cities to create an accessible city environment for visitors.

Action Plan for the City Tourism Network 2017

1. Preparation of the 2nd Global Report on Global Benchmarking for City Tourism Measurement: A second publication on key indicators is proposed for 2017, as well as the extension of the initiative to other interested cities during 2016.
2. 6th Global Summit on City Tourism: (date and venue tbc)

This summit provides a platform for sharing current trends regarding urban and tourism development within cities worldwide among tourism stakeholders and other indirect beneficiaries of City Tourism.

Themes Covered:

- City Tourism patterns; positioning city tourism in the global marketplace: Quantitative and qualitative approach.
- Sustainable development and effective management of competitive city destinations as complex and diverse systems of interrelated economic, social and environmental phenomena and networks: “overall quality visitor experience”.
- Advancement towards the concept of ‘Smart Destinations’, those urban destinations which make strategies and actions that include sustainable policies and innovative technological developments a priority.

- Spatial organization and rejuvenation of “tourist cities”: Sustainable cultural tourism in cities as a catalyst for revenue generation for innovative practices in heritage conservation and management.
 - Innovation in city tourism product.
 - Cross-cultural behavior: visitor and the hosts, livable and lovable cities.
 - Adapting to new business models.
3. Application of the City Tourism Prototype in the interested destinations and development of the “Precious Time” Prototype in diverse touristic destinations
 - a. There has been a request from Bogota by way of its Chamber of Commerce
 - b. There has been a request from our Affiliate Members, Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (SEBRAE).
 4. Preparation of the 2nd Global Report on City Tourism (call for case studies).
 5. Launch of the 2nd Survey on City Tourism among UNWTO Members
 6. Preparation of a Handbook on Best Practices in the development of City Tourism.
 7. UNWTO Global Conference on Smart Tourism Destinations, (15-17 February, 2017, Murcia, Spain). This conference aims to address the concept of ‘Smart Tourism Destinations’, as laid out in the Istanbul Declaration on City Tourism. Smart Cities are those urban destinations which make strategies and actions that include sustainable policies and innovative technological developments a priority. The conference will discuss the challenges, best practices and innovation involved in the creation of these Smart Destinations and hear from leaders in the field.

Working Groups

UNWTO supports Working Groups for those Affiliate Members who wish to exchange expertise with others in segments of Tourism in which they have mutual interest. Working Groups serve as a crucial starting point for knowledge exchange and generation, from which further initiatives can be developed. UNWTO Affiliate Member Red Estable has requested a Working Group around Accessible Tourism. UNWTO Affiliate Member Fundación Starlight has requested a working group around Scientific Tourism.

2



Knowledge Generation

2.1. Prototypes

The Affiliate Members Programme has developed a prototype methodology to establish a formal framework where the public and private sectors can collaborate in the sharing of knowledge and development of projects that enhance competitiveness within an ethical and sustainable environment. This professional framework based on transparency, flexibility and rigor establishes the guidelines for the development of innovative tourism projects that will benefit destinations, companies and institutions. Its goals are to find solutions to address common challenges in the field of tourism and the generation of new tourism products that help increase the competitiveness of destinations.

In this line, the Prototype Methodology designs a roadmap based on initial research and analysis, incorporating the possibility of governance models, product development, tourism territorial intelligence and communication strategies, marketing and brand identity.

The Prototype Methodology is based on collaboration between UNWTO Affiliate Members and government institutions on different levels. It assists the private sector and its destination in finding solutions to specific challenges through the development of public-private initiatives. These initiatives aim at fostering job creation and economic/social growth.

For this purpose a working committee is formed between participants who wish to partake, in order to exchange views, opinions and relevant information to build the ideal project.

The Prototypes are used to attain the involvement of numerous Members, collaborating in a project pursuing a common goal. This involvement will feature the testing of new models of public-private partnership and product development. The methodological documents developed from its application will offer recommendations that are transferable across various destinations. All members work synergistically and transparently under the umbrella of UNWTO so that an innovative concept can be applied across the board in the respective destination. This initiative also covers aspects such as the training and development of human capital, tangible and intangible heritage, new forms of collaboration between the actors involved in the project, the importance of content and the technological component associated with the product.

All projects resulting from this methodology require the fulfillment of UNWTO Global Code of Ethics to maximize the socio economic contribution of tourism, and at the same time minimize the negative impacts.

Overcoming Seasonality: 365 Prototype

The purpose of the prototype is the design and enhancement of specialized products and services that will attract visitors year-round. These products are linked to the unique values of the destination, incorporating cultural, artistic, historical, heritage, gastronomy, wellness, sports and training elements



as well as those typical of rural areas and livestock in the region as an example of public-private partnership which involves Affiliate Members, relevant stakeholders and various levels of government.

Precious Time: A City Tourism Prototype

The UNWTO Madrid Precious Time prototype is led by the UNWTO Affiliate Members, a part of UNWTO membership that gathers companies, academia and destinations, and is thus the perfect framework to test new approaches in tourism collaboration and innovation.

This project represents a practical learning exercise and produces a model that can be replicated in other cities and continuously improved in terms of implementation and innovation; a model that creates higher added value for cities' tourists and greater and more sustainable benefits for local communities. Madrid Precious Time was born back in 2012, when 22 cities came together in Istanbul to identify the challenges facing city tourism today.

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 would help position Madrid as a 'Premium' destination. This prototype aims to serve as a template for collaborative approaches to the development of new tourism products in city destinations.

The UNWTO Madrid Precious Time prototype was launched at ITB 2014 showcasing how the public and private sector from areas including hospitality, technology, handicrafts, retail and insurance can work together to create new and innovative tourism products. The next edition of Precious Time will be implemented in Bogotá, Colombia.

Gastronomy Prototypes

Joyful Journey: A Wine Tourism Prototype

The Affiliate Member Programme of UNWTO, together with Affiliate Member Foro de Marcas Renombradas Españolas (FMRE), have joined forces to develop a tourism prototype aiming to provide an innovative way to promote Spain and its culture through FMRE's member wineries, to meet the demands of emerging consumer profiles. UNWTO has also developed the prototype's technical design, brand image, product development strategy, communication plan and governance model. This project can be adapted for application in other destinations that meet the standards established in the prototype.

The exercise in product development identified the existing correlative relationship of the wineries and their surroundings. This includes their influences on local and regional history, socio-economics and culture. This relationship created the framework for a product to experience Spain through its wineries and the environment in which they have developed.

The study was presented at the 1st UNWTO Global Conference of Wine Tourism, in the Kakheti Region, Georgia (7-9 September 2016).

The methodology implemented in the 1st UNWTO Wine Tourism Prototype, Joyful Journey in Spain will be replicated in Mendoza, Argentina starting in January 2017.'



Knowledge Generation

2.2. Upcoming Affiliate Member Reports

The Affiliate Member publications address topics of interest from the perspective of public-private partnerships in a practical manner. Based on a compilation of Affiliate Members case studies and real-life examples, they can serve as models for many destinations and companies. Thus far, the following expressions of interest have been received.

2nd UNWTO Global Report on Gastronomy Tourism

The second edition of Global Report on Gastronomy Tourism will discuss recent trends, in addition to experts' analyses, the challenges in developing gastronomy and tourism, best practices, and training in gastronomy and tourism discussed in detail. This report will also present case studies from around the world to support the major focus areas.

2nd UNWTO Global Report on Shopping Tourism

Following the first report, the second edition will aim to provide up-to-date information exploring the importance of shopping tourism as a driver of economic development, its emergence as a main motivation for travel, its increasing significance as part of the overall tourism offer and the keys for its success, both from the destination's perspective as from the needs from the shopping tourist. The publication will include experiences and success stories by Affiliate Members from around the world, who we deeply thank for their contributions to the study.

UNWTO and Madison MK Global Report on Visitor Experience Management

The major objectives of this report include the conceptualization of the term 'visitor experience' in the context of tourism and establish key recommendations for destinations to gain strategic top positioning in the minds of potential visitors. Other objectives include the investigation into the implications of effective visitor experience management and the design and implementation of a system of measurement that would permit the continual improvement of services offered.

A compilation of successful case studies will allow the means to improvement to be emphasized, leading to an increase in the retention and loyalty of tourists as well as the generated economic return.

JTTA , Gurnavi Inc and UNWTO joint research report on Gastronomy tourism in Japan

Aimed to be created in 2016-2017, the research will mainly focus on finding the best practices which contribute to revitalization of the local communities in Japan through Gastronomy Tourism. These best practices will help to combat future challenges such as dangers to the agriculture and fishery sectors and population decrease.

UNWTO and OSTELEA Global Report on Sports Tourism

Sport and tourism both have the power in the 21st century to mobilize millions of people all over the world. The two sectors complement each other and share common goals such as forging understanding and closer relations between peoples of different cultures and lifestyles; and contributing to the promotion of peace among nations. Together, tourism and sport also represent a powerful economic driving force with enormous potential to generate a very wide-range of economic returns. In light of this, UNWTO and OSTELEA School of Tourism and Hospitality aim to produce a report to highlight the relationship between tourism and sports and their joint contribution to sustainable socio-economic global development.



Knowledge Generation

2.3. Upcoming Knowledge Network Reports

Innovation in Tourism: Bridging Theory and Practice

The UNWTO Knowledge Network Publication on 'Innovation in Tourism' is a global report highlighting innovation in various aspects of the tourism sector in terms of product and service development, governance models, technology advances through best research papers selected from the 2nd UNWTO Knowledge Network Global Forum and updated with the recent trends and data.

Talent Development and Human Resource Management in Tourism

The Global Report Talent Development and Human Resource Management in Tourism is designed to reflect the importance of developing and managing talents in the tourism sector. It presents a research-based paper investigating tourism education and labour issues in a practical way and provide recommendations for decision makers. The report is the result of the UNWTO Forum on Talent Development in Tourism: Investing in Youth, Sep 2015, Medellín, Colombia and the UNWTO Conference on Talent Development and Education in Tourism, Dec 2015, Bilbao, Spain.

Issue Paper Series: Talent Development and Tourism Competitiveness (Cenfotur)

The Talent Development and Tourism Competitiveness (Cenfotur) research issue paper will aim to analyze the tourism employment and its relationship with the tourism competitiveness in the main tourism destinations of Peru.

Issue Paper Series: Bilbao Next: Innovation in tourism experiences in city tourism

Bilbao Next: Innovation in tourism experiences in city tourism will be research based on the case study of Bilbao as an emerging city tourism destination, focused on alternative tourism experiences and providing practical recommendations for similar destinations on the design and evaluation of tourism experiences and expanding the destination management spectrum. It is supported by the City tourism network, an Affiliate Members initiative.



A background image of a rural landscape featuring a wooden barn, green fields, and a road. The image is partially obscured by white text boxes.

Knowledge Dissemination

3.1. Initiatives for knowledge exchange

An Affiliate Members Programme initiative for knowledge exchange and best practices amongst Members. It consists of workshops organized at UNWTO Headquarters by Affiliates Members with an expertise in a certain area. Here, they will have the opportunity to share their knowledge with other interested Members. We look forward to receiving the requests of those interested.

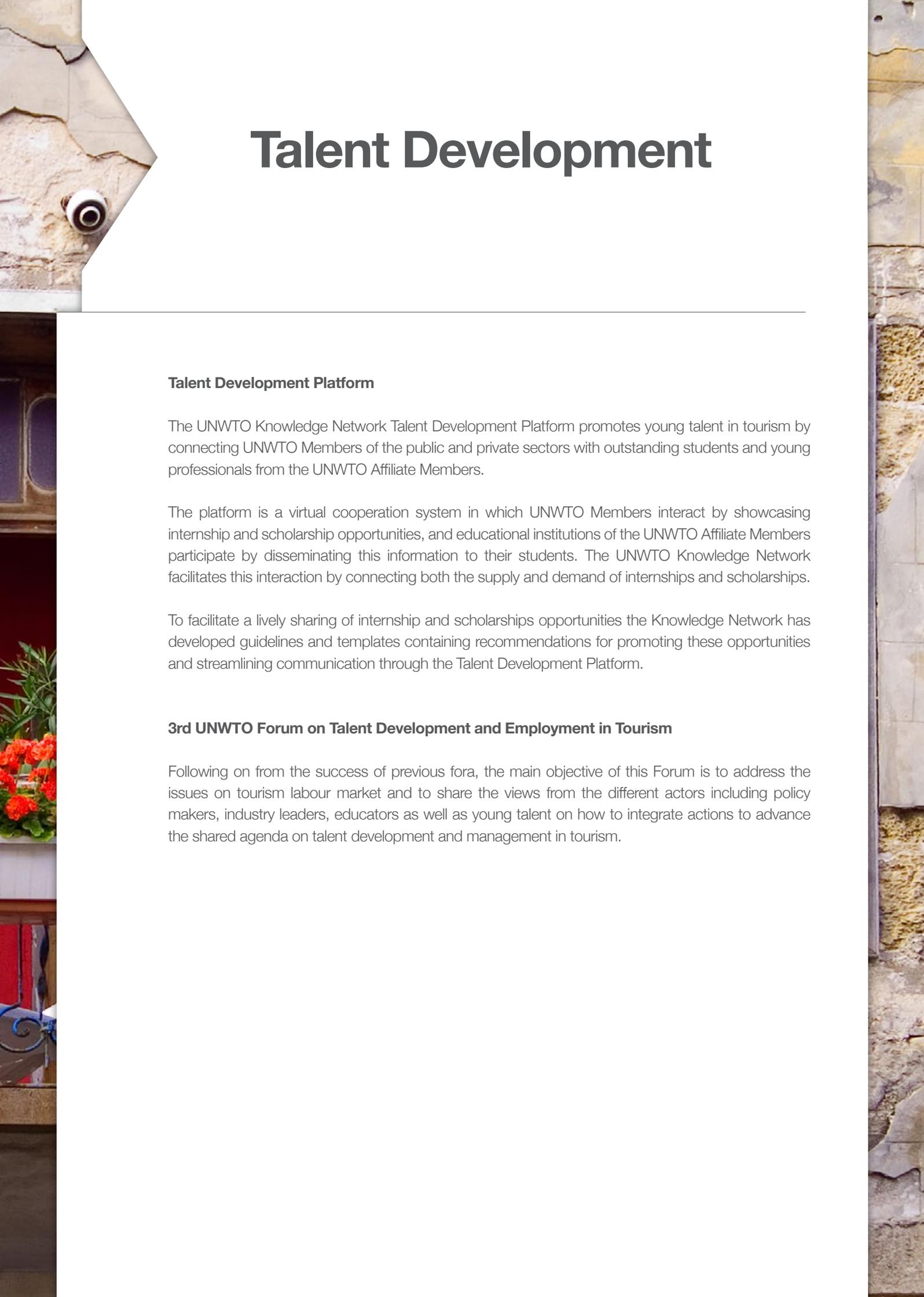
3.2. Open-house days at UNWTO

To take place periodically throughout the year offering Members the opportunity to visit UNWTO headquarters in order to become better acquainted with individual departments. We look forward to receiving the requests of those interested.

3.3 Training Courses & Webinars, HQ, Madrid

4





Talent Development

Talent Development Platform

The UNWTO Knowledge Network Talent Development Platform promotes young talent in tourism by connecting UNWTO Members of the public and private sectors with outstanding students and young professionals from the UNWTO Affiliate Members.

The platform is a virtual cooperation system in which UNWTO Members interact by showcasing internship and scholarship opportunities, and educational institutions of the UNWTO Affiliate Members participate by disseminating this information to their students. The UNWTO Knowledge Network facilitates this interaction by connecting both the supply and demand of internships and scholarships.

To facilitate a lively sharing of internship and scholarships opportunities the Knowledge Network has developed guidelines and templates containing recommendations for promoting these opportunities and streamlining communication through the Talent Development Platform.

3rd UNWTO Forum on Talent Development and Employment in Tourism

Following on from the success of previous fora, the main objective of this Forum is to address the issues on tourism labour market and to share the views from the different actors including policy makers, industry leaders, educators as well as young talent on how to integrate actions to advance the shared agenda on talent development and management in tourism.

5





2017 Calendar of Events

Statutory meetings

44th Meeting of the Board of the Affiliate Members, Fitur, Madrid, January 2017

45th Meeting of the Board of the Affiliate Members, (within the framework of the 22nd UNWTO General Assembly in China in October 2017)

39th Plenary Session of the Affiliate Members, (within the framework of the 22nd General Assembly, China, October 2017)

Events

13th UNWTO Awards Forum, Madrid, Spain, 16 January 2017

13th UNWTO Awards Ceremony and Gala Dinner, Fitur, Madrid, 18 January 2017

44th Meeting of the Board of the Affiliate Members, Fitur, Madrid, January 2017

UNWTO Global Conference on Smart Tourism Destinations, Murcia, Spain, 15-17 February 2017

3rd UNWTO World Forum on Gastronomy Tourism, San Sebastian, Spain, May 2017

45th Meeting of the Board of the Affiliate Members, (within the framework of the 22nd UNWTO General Assembly in China in October 2017)

39th Plenary Session of the Affiliate Members on the occasion of the 22nd UNWTO General Assembly in China in October 2017

2nd UNWTO Global Conference on Wine Tourism, Mendoza, Argentina, November 2017

3rd UNWTO International Conference on Shopping Tourism, Guanajuato, Mexico, December 2017 (tbc)





UNWTO

Affiliate Members

Enhancing public-private sector collaboration
in tourism

The UNWTO Affiliate Members offer:

- A wide range of opportunities for public-private collaboration
- An international platform to interact with governments from all over the world
- A framework to connect interest groups
- An opportunity to be part of the UN work
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For questions or to join the UNWTO Affiliate Members Programme please contact us at:
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