

Project to enhance the understanding of the factors that explain **Destination Competitiveness**

Progress Report to the UNWTO
Committee on Tourism and
Competitiveness



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“Project to enhance the understanding of the factors that explain Destination Competitiveness - Progress Report to the UNWTO Committee on Tourism and Competitiveness”

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Content

Foreword: Ms. Magali Silva, Minister of Foreign Trade and Tourism of Peru	4
Foreword: Mr. Carlos Vogeler, UNWTO Executive Director of Member Relations	5
Abstract	6
Committee on Tourism and Competitiveness (CTC)	7
Methodology	8
Project: Stages and Activities	10
Project: Stage 1	11
Working Definitions: Factors related to destination appeal, attractor, products and supply	14
Working Definitions; Factors related to governance, management and the market dynamics	20
Illustrative Cases Studies	26
References	60

Dear Reader,

Undoubtedly, competitiveness is one of the cornerstones based on which development policies and strategies are defined. Tourism destinations are not indifferent to it. In May 2013 the World Tourism Organization established the Committee on Tourism and Competitiveness (CTC) and Peru assumed as Chair of this Committee in 2015.

Are we competitive in the tourism sector? What do we understand by competitiveness? Which factors determine the competitiveness of a tourism destination? How to establish tourism competitiveness indicators? Answers can be very comprehensive and, finding out these answers has led us to reflection and dialogue to seek consensus that harmonize concepts, models and definitions about the topic.

This document is the first step to seek agreements that will allow destinations to prepare their own competitiveness indicators and criteria in the future. In this stage we expect to identify and define the top 10 tourism competitiveness factors. Four of them have an approved and agreed definition. In the same vein, we subject the proposal that complement them to the analysis and discussion of the Member States.

We trust that the contribution and participation of everyone will result in the development of the sector.

Magali Silva Velarde-Álvarez
Minister of Foreign Trade and Tourism
Peru

Dear Reader,

UNWTO is very appreciative of the work that Peru has been carrying out since they took over the chairmanship of the Committee on Tourism Competitiveness (CTC).

The leadership of Peru has translated into a specific proposal that has been presented to the committee, which is currently under review by the members of the committee and which is contained in the document.

The definitions indicated in this very document are drafted by Peru. Currently, the UNWTO Secretariat is coordinating the contributions and technical inputs among the various CTC members for re-drafting the definitions.

Once consensus is reached within the CTC, the definitions will be submitted to the UNWTO Executive Council and subsequently to the UNWTO General Assembly to be able to accomplish a UNWTO normative concept/definition.

Carlos Vogeler
UNWTO Executive Director of Member Relations

Abstract

This document showcases the results of a holistic initiative developed by the UNWTO Committee on Tourism and Competitiveness (CTC), which conceptually defines the major competitiveness factors previously drafted and discussed by the Committee¹.

Additionally, at a later stage, the project will develop guidelines which consist of alternative tools to measure the competitiveness factors by leveraging the experience of the Committee Members (Member States and representatives of Associate Members and Affiliate Members). The project proposes to use examples from the Member States to show practical application of the competitiveness factors. Its ultimate goal is to contribute to the public policies on tourism that foster destination competitiveness.

The proposal contributes to the CTC's goal to promote a better understanding of the factors that explain destination competitiveness based on the progress of the CTC to propose a conceptual framework to better understand this issue. On the other hand, it promotes the participation of the Member States through their contribution on case studies which exemplify how destinations around the globe measure tourism competitiveness factors to inform tourism policies.

The following progress report of the Project provides a framework of what has been achieved by the UNWTO Tourism and Competitiveness in defining the factor that affect destination competitiveness.

¹This report has been drafted and published by the Ministry of Foreign Trade and Tourism of Peru. It presents the preliminary results of the project and will be further developed in coordination with the CTC.

UNWTO Committee on Tourism and Competitiveness (CTC)

The CTC was established during the 95th Session of the Executive Council, held in Belgrade, Serbia on May 2013. It replaces the previous Committee on Market and Competitiveness (CMC). Their rules of procedure were approved by the Council in August 2013 in Zimbabwe.

The objectives of the CTC:

- Support the Organization in fulfilling its normative role;
- Provide a dialogue mechanism between the public and private tourism stakeholders and the academia within a coherent framework in strengthening the policies and strategies on tourism competitiveness;
- Build synergies and strategic alignments in the harmonization of the related activities of the Secretariat as well as other collaborating organizations/entities to ensure consistency and consensus in the delivery of the outputs and reinforce the official position of the Organization.

The importance of the CTC:

- Its work strengthens the normative work of the Organization.
- Harmonizes the concepts, models and definitions at the global level.
- Provides a mechanism of dialogue and strategic alignments between the public and private sectors as well as the academia, which has allowed for the identification of the quantitative and qualitative factors for destination competitiveness.
- The Secretariat can develop guidelines that allow destinations to develop their own indicators and criteria for tourism competitiveness.



Methodology

Importance of the Project

It is important to highlight that the proposed action lines are framed under the work of UNWTO's objectives to promote responsible, sustainable and universally accessible tourism. It supports its normative role and its objective to generate market knowledge and to promote competitive and sustainable tourism policies and instruments around the world.

In this sense, the action lines of the project are closely linked with the CTC's mandate as continues its efforts on validating the definitions and factors for destination competitiveness to reinforce UNWTO's work, strengthen its normative role and as an organization, create synergies and alignment strategies for harmonizing their activities.

The project will propose a conceptual framework for understanding the factors of competitiveness at the destination level which will be illustrated by practical case studies and, at a later stage, propose alternatives to measure destination competitiveness.

The project also considers the work previously conducted by the CTC by integrating the committee's proposal on drafting several "position papers" into one comprehensive project to allow for a holistic understanding of the competitiveness factors.

The project will serve as guidelines that will contain measurement alternatives of the majority of the factors, in order to provide each Member State with a basic methodology to clearly understand competitiveness and incorporate this in the public policies.

The objectives of the Project

- Position the "destination competitiveness factors" as a research priority of UNWTO.
- Develop technical UNWTO publications that provide insight into how the destination competitiveness factors can be identified for further analysis and research.
- Identify the major quantitative sources to develop guidelines for measuring competitiveness in tourism destinations.

Key considerations

- The project methodology developed by Peru is based on the prioritization of the factors with the sole purpose of giving dynamism and practicality to the CTC's work. It is important to mention that this prioritization does not necessarily mean that one factor is more important than any other.
- Deliverables for each stage shall be presented to UNWTO Regional Commissions, UNWTO Executive Council and UNWTO General Assembly for endorsement purposes and fulfill the organization normative role.
- The results of each phase of the initiative depend on the active participation of the UNWTO Member States of the CTC. The project also aims at integrating the participation of the UNWTO Affiliate Members, particularly the destination management organizations (DMO's) and the academic institutions in order to increase the legitimacy of the project results.

- The publications shall be distributed electronically, free of charge.
- The project aims at working in collaboration with other international organizations in order to increase the dissemination of the results of CTC and generate strategic alliances.
- After concluding the research sections of the project, it is recommended to produce a publication which integrates all the results of the project. This document shall be presented to the UNWTO General Assembly for endorsement.
- The first stage of the project will be led by Peru who will be responsible for human resources and materials accruing from the implementation stage.
- The CTC Members and the UNWTO Secretariat, shall spend the necessary efforts to present the results of each stage of the project at UNWTO events.

Project: Stages and Activities

The project will have an approximate duration of 3 years divided into 6 stages of one semester each. At the end of each stage, a technical report shall be published to showcase the CTC's work.

Stage 1: Definition of the 10 priority factors

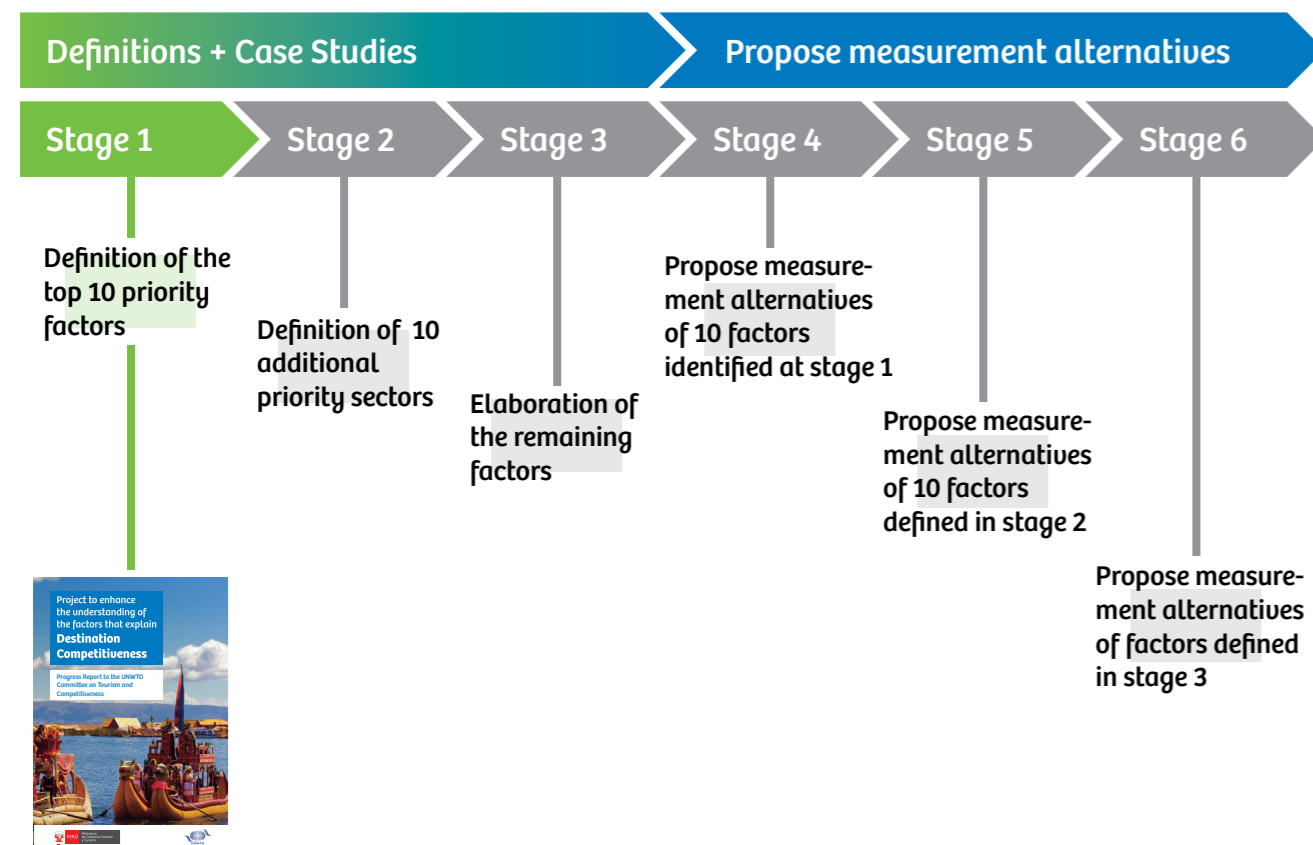
Stage 2: Definition of 10 additional priority sectors

Stage 3: Elaboration of the remaining factors

Stage 4: Propose measurement alternatives of 10 factors identified at stage 1

Stage 5: Propose measurement alternatives of 10 factors defined in stage 2

Stage 6: Propose measurement alternatives of factors defined in stage 3



Project: Stage 1

Peru, as Chair of the UNWTO Committee on Tourism and Competitiveness (CTC) is leading the Stage 1 of the Project which help to understand the factors that affect destination competitiveness, this holistic initiative aims to conceptually define the major competitiveness factors previously drafted and discussed by the Committee.

During the period 2013 – 2015, the CTC has drafted a list of 32 of quantitative and qualitative factors for destination competitiveness. The work accomplished by the CTC has allowed to have seven (07) harmonized definitions including: Tourism

Destination, Destination Management Organization, Tourism Product, Tourism Value Chain, Quality of a Tourism Destination, Innovation in Tourism and finally the Competitiveness of a Tourism Destination. These definitions have been submitted to the 103rd Executive Council for endorsement.

This first stage continues to develop and validates the definitions for each factor and analyzes them through case studies. In this sense, Peru proposed an initial conceptual definition of the factors of destination competitiveness previously drafted by the CTC.

List of quantitative and qualitative factors for destination competitiveness

Factors related to destination appeal, attractors, products and supply		Factors related to governance, management and the market dynamics	
1.	Location and accessibility/ connectivity	1.	Sustainable tourism policy and regulations
2.	Natural resources	2.	Strategic planning
3.	Cultural resources (tangible, intangible)	3.	Public Private Partnership + vertical cooperation i.e. national-regional-local levels
4.	Public and private amenities	4.	Governance structure
5.	Infrastructure	5.	Safety and security
6.	Quality	6.	Hygiene and health facilities
7.	Local community awareness, hospitality	7.	Investment and entrepreneurship policy

Factors related to destination appeal, attractors, products and supply	Factors related to governance, management and the market dynamics
8. Authenticity	8. Promotion strategies and tools
9. Ethical and responsible tourism products and services	9. Economic impact
10. Image	10. Entry visa facilitation
11. Brand	11. Labour productivity in tourism services and human resources development
12. Positioning in the domestic market	12. Budget allocated to support the tourism sector
13. Positioning in the international market	13. Volume of accommodation facilities + related and supportive facilities
14. Innovative products and services	14. Demand trends and patterns (number of visitors, length of stay, tourism revenues, tourism expenditure, seasonality, etc.)
15. Price competitiveness	15. Use of information technologies
16. Others	16. Knowledge management and research
	17. Capacity for innovation in tourism
	18. Others

On the basis of this initial tentative list of factors, the CTC Member States were requested to prioritize the relevant factors for “destination appeal”, “attractors” and “products and supply” and the factors related to “governance”, “management” and the “market dynamics”. This process helped to select the top 10 factors (5 from the supply side and 5 from the demand side) that are part of this first publication.

It is important to note that Member States requested to include 02 additional destination competitiveness factors: Accessibility for all and Political and economic stability.

CTC Member States were requested to send their feedback on the initial definitions of each of the 10 factors selected. Then, Peru integrated these contributions to the initial definitions and submitted a revised list for further review by the CTC.

This project includes case studies to show practical application of the destination competitiveness factors. Its ultimate goal is to contribute to the development of public policies on tourism that foster destination competitiveness.

TOP 10 Priority Factors	Factors related to destination appeal, attractors, products and supply	1. Cultural resources (tangible, intangible)
		2. Quality
		3. Brand
		4. Geographical location and connectivity
		5. Price competitiveness
	Factors related to governance, management and the market dynamics	1. Sustainable tourism policy and regulations
		2. Capacity for innovation in tourism
		3. Safety and security
		4. Public Private Partnership + vertical cooperation i.e. national-regional-local levels
		5. Strategic planning



Pacaya Samiria National Reserve - Loreto, Peru
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Cultural resources (tangible, intangible)

Definition

Culture may be defined to be the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, fundamental rights of the human being, value systems, traditions and beliefs. Cultural resources are resources related to culture which may be defined as goods, objects and places which have been elaborated or transformed by human activity and knowledge which reflect the progressive development of a destination and its population.

Cultural resources have the potential to become major attractions for tourists who enjoy learning about the places they visit and experiencing a different way of living. Tangible cultural resources include those from ancient times (e.g., archaeological and historic sites) and those from more recent times (e.g. monuments and museums). Intangible cultural resources include traditional expressions (e.g., festivities, gastronomy, legends). As in the case of natural resources, cultural resources also need to be well-managed in order to accomplish long-term positive impacts from tourism development.

**Working Definitions:
Factors related to
destination appeal,
attractor, products
and supply**

Quality

Definition

The Quality of a Tourism Destination is the result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities

and services. It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment.

Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.

Brand

Background

Destination branding has been a very popular topic among destination marketers and academic scholars since the 1990s. Nowadays, this topic is considered within the concepts of 'place branding' and even 'country branding' and these broader perspectives are helping to further deepen it understanding and applications.

The application of branding techniques to destinations tend to focus on the selection of key attributes. Thus, destination branding is a powerful part of the marketing mix and one of the major tools used to differentiate a country's or city's tourism offering from their competitor's.

Significant amounts of money are spent to promote a destination and much of this expenditure is invested on branding. However, the evaluation of its effectiveness can be very complex and costly.

Definition

A brand includes different graphic elements (e.g., a name, a logo, a symbol, a word mark) that highlight the unique competitive identity and personality of each tourism destination. Destination brands are formally developed and promoted within visitors and potential visitors by the tourism organizations and their stakeholders through different marketing tools. The main purpose of a destination brand is to identify and distinguish destination on the tourism market and to achieve the desirable image of the tourism destination. Therefore, destination image is a product of destination branding process. It initially conveys the promise of a memorable travel experience. Over time, it can create an identification bond between tourists and destinations, reinforcing the recollection of pleasurable memories about the destination experience.



Geographical Location and connectivity

Background

The availability of efficient and accessible transportation is fundamental for developing international tourism.

Tourism accessibility and connectivity are concepts that have largely been studied as variables that affect visitor demand, destination image perception, economic benefits of tourism and overall destination competitiveness.

Definition

Geographical location is the place or space where the destination is located or established. The location of a destination is related to a geographical position that can be referred through a geographic coordinate system that determines the location of a place on the earth's surface.

Connectivity is defined as the ramification or structure based on the number of air, ground and maritime routes within a national territory and in nearby urban systems, as well as its worldwide connections. Domestic connectivity within cities and to the main tourist attractions is crucial in the development of destinations; this includes air, ground and sea transportation and their routes.

Connectivity is based on the distance from the permanent residence area (usual environment) or "source region" of visitors, and available external transportation and communications, which enable visitors to reach the geographical location of a tourism destination.



Pacaya Samiria National Reserve, Loreto - Peru
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Price competitiveness

Background

Pricing is an important aspect of the destination's competition with other destinations. Lower costs related to travel in a country increase its attractiveness for many travelers. However, a tourist's decision may also be based on other economic features such as currency exchange. Furthermore, lots of research about the tourism field has focused on understanding the influence of pricing on destination image formation considering individual's reference price (i.e. the price they hold from past experience in relation to a product). It has been noted that, "while positive price image may positively affect consumer evaluation, it may or may not affect purchases" (Bricker & Donohoe, 2015, p. 98).

As Destination Management Offices (DMOs) rarely get involved in pricing the services and facilities they represent, they should work closely with the private sector in order to ensure value for money in the destination.

Definition

Price competitiveness is, from the visitor's perspective, the positive association between price and perceived quality of services used by tourists, and the overall destination experience relative to comparable prices of other destinations with similar characteristics or product mix.

Prices are primarily affected by a specific product mix than on the destination by itself (e.g. sun and beach, nautical tourism product etc.).



**Working Definitions:
Factors related
to governance,
management and
the market dynamics**

San Isidro - Lima, Peru
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Sustainable tourism policy and regulations

Definition

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

Capacity for innovation in tourism

Definition

Innovation in Tourism is the introduction of a new or improved component which intends to bring tangible and intangible benefits to tourism stakeholders and the local community, improve the value of the tourism experience and the core competencies of the tourism sector and hence enhance tourism competitiveness and /or sustainability. Innovation in tourism

may cover potential areas, such as tourism destinations, tourism products, technology, processes, organizations and business models, skills, architecture, services, tools and/or practices for management, marketing, communication, operation, quality assurance and pricing.

Safety and security

Background

To feel safe and secure is one of the basic needs of human beings is. Therefore an unexpected negative event affecting these essentials could lead to a crisis for a tourism destination. Generally, in business context, the study of crisis management is getting more attention and designing and implementing an action plan to immediately respond to these crisis situations is fundamental.

This topic is especially important in the tourism sector since crises generated by a poor safety and security system and not well managed could significantly affect the destination image as well as its competitiveness. For this reason, an increasing number of tourism studies have focused on safety and security issues since 1970s. Tourism is a vulnerable sector. Events such as terrorist attacks, local wars, natural disasters, health scares or a raise in crime levels at a particular destination, can lead potential visitors to evaluate whether or not

they should change their travel destination or even cancel their entire travelling plans. Consequently, providing a safe and secure environment for visitors could determine the success or failure of a tourism destination. DMOs should commit to create the necessary policies and structures to ensure that the tourism sector is kept ready and responsive to any potential crisis.

Definition

Safety is the set of precautions put in place to prevent tourists and industry workers from being exposed to situations where they believe that they are in personal danger, due to crime, accidents and emergencies.

Security is the set of precautions put in place against hostile acts that seek to inflict a large scale of damage resulting in maximum economic disruption or measures taken to guard against espionage or sabotage, crime, attack or escape.





Tambopata National Reserve, Madre de Dios-Peru
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Public Private Partnership + vertical cooperation i.e. national-regional-local levels.

Background

As previously mentioned, the global principles of sustainable tourism highlight the need for co-operation by all key stakeholders within and outside government. This co-operation imply a synergistic relationship between organizations or individuals that share a similar goal in regards of the development and management of the particular destination. Public-private partnership (PPP) and vertical cooperation are two key concepts that emerge from the stakeholder theory.

Definition

Public-private partnerships (PPPs) are defined as the synergistic relationship that occurs between public (i.e. government) and private sector (i.e. business owners) to achieve a shared objective that is the development and management of a tourism destination. They are the result of linking the strengths of these sector.

Strategic planning

Background

The concept of strategic planning emerged in the management and marketing field. Defined by Pearce et al. (1987) as the “process of determining the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve organizational aims”.

The lack of planning in tourism destinations can lead to devastating consequences. The concern for tourism planning was first noted in the 1960’s in European countries. Since then, the concept has adopted a more strategic as well as comprehensive and integrated approach.

Definition

Process needed to achieve a desired, market position of a destination. The steps of strategic planning are: the development of a long-term

plan, its implementation, continuous monitoring and later adjustments, a ‘cycle’. Defining a vision, mission, major objectives, strategies, policies that rule the destination, its evaluation, and the allocation of resources to achieve objectives and to keep it updated. It should be the result of a comprehensive and integrated constant process where all stakeholders (e.g. planning authorities and professionals, tourism scholars, communities, non-governmental organizations, tourists) collaborate. Some of its greater benefits are: (1) it produces clear overall future directions for all stakeholders, (2) it draws greater attention and focus to tourism within the destination, (3) it sets a vision and goals for the destination to achieve within specific timeframes, (4) it helps identifying new opportunities for improving the destination, (5) a feeling of shared plan ownership can be developed if all stakeholders get involved and contribute in the planning process, and (6) it produces steps for implementation and measures for assessing the effectiveness of the plan.

Illustrative Cases Studies

Kuelap: Experience Beyond Your Imagination

Definition of the factor: Cultural Resources

Culture may be defined to be the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only the arts and letters, but also modes of life, fundamental rights of the human being, value systems, traditions and beliefs. Cultural resources are resources related to culture which may be defined as goods, objects and places which have been elaborated or transformed by human activity and knowledge which reflect the progressive development of a destination and its population.

Cultural resources have the potential to become major attractions for tourists who enjoy learning about the places they visit and experiencing a different way of living. Tangible cultural resources include those from ancient times (e.g., archaeological and historic sites) and those from more recent times (e.g. monuments and museums). Intangible cultural resources include traditional expressions (e.g., festivities, gastronomy, legends). As in the case of natural resources, cultural resources also need to be well-managed in order to accomplish long-term positive impacts from tourism development.

1. Brief Description of destination

Kuelap Archaeological Complex is located in the province of Luya, in the Amazonas Region.

This important archaeological site, was Cultural Heritage of Peru in 1998, and is inscribed on the tentative list of UNESCO to be named World Heritage Site. This site was the home where one of the country's most important pre-Inca cultures lived: the Chachapoyas Culture.

The Archaeological Complex of Kuelap has an area of 460 hectares and contains a group of archaeological sites, such as the imposing fortress of Kuelap, made up of 420 circular buildings, divided into two sectors: under and high village. The highlights of the fortress are the stone friezes, the wall and the circular dwellings.

The Ministry of Foreign Trade and Tourism (MINCETUR) has identified Kuelap as one of the main destinations for the tourism development of the Peru's Northeastern

Tourist Circuit. Therefore, since 2003, MINCETUR, COPESCO National Plan, the Ministry of Culture, the Regional Government of Amazonas, cooperation agencies and private companies are joining efforts for the conservation and tourism development of the destination.

The first interventions through public investment projects were initiated in 2004 with the project: Tourism Development of Alto Utcubamba, which prioritized activities of the “Master Plan of Management and Conservation of Kuelap and its environment”.

The tourism activity is developed over the basis of conservation and enhancement of the cultural resource. In recent years public-private partnerships projects have been implemented, two of them: Improving accessibility to Kuelap Archaeological Complex; signposting and rest areas implementation in the tourism walking circuit of Tingo Viejo towards the Archaeological Complex of Kuelap; and Construction of tourist stop and signposting implementation of the archaeological site of Kuelap” which is outlined below.

2. Name of Institution

The Ministry of MINCETUR, through its executive body COPESCO National Plan: Project code SNIP 268002, execution modality by direct administration, through public-private partnership.

Telecabinas Kuélap S.A. consortium of the French company Pomagalski S.A.S. and the Peruvian Civil Engineers and General Contractors S.A.

General Directorate of Tourism Strategy of MINCETUR.

Decentralized Cultural Department of Amazonas: Special Project Kuelap.

3. Objectives

General

- Contribute to the protection of cultural tangible and intangible heritage of Kuelap Fortress, by enhancing and improving accessibility to the resource and adequate public services that allow sightseeing.

Specific

- Improve accessibility to the Archaeological Complex of Kuelap, by implementing the project: Kuelap Cable-Car Systems.
- Expand the tourism supply through the construction of the tourist stop in the Archaeological Complex of Kuelap.
- Improve tourist orientation through tourist signposting, infography and rest areas along the walking path, from the Tingo Viejo town to Kuelap Archaeological Complex.
- Improve the capacity of local people to join the value chain and rescue local cultural traditions linked to the environment of Kuelap.

4. Actions that are taking place in the present / current plans

- Enhancement of the archaeological sites of the Archaeological Complex of Kuelap.
- Conditioning of the road, signposting and developing rest areas in the trekking walking path from Tingo Viejo to Kuelap Archaeological Complex.
- Construction, operation and maintenance of the Cable-car System for a period 20 years, which generates a new access to the Archaeological Complex. It will allow easy and quick access (in 20 minutes). It will boost tourism in the Amazonas Region, consolidating Peru’s Northeastern Tourist Circuit.



Kuelap Fortress, Amazonas-Peru
© Renzo Tasso / PROMPERU

- Research and archaeological conservation of the tourism area.
- Placement of infography focused on providing information to tourists.
- Construction of tourist rest areas.
- Promotion and marketing of the tourism destination.
- Consolidation of public - private partnerships.

5. Achievements

- Develops a linkage mechanism, concerted and dynamic in which the public sector is involved on its three levels of government (national, regional and local), the private sector represented by both

national and regional associations, academia and other sectors, to achieve the development of a tourism product based on the enhancement of a cultural resource.

- A new mechanism of public and private financing is promoted. It allows for an alliance between the government and the private enterprise to create a new access and visit the cultural resource, making it more competitive at regional level.
- The involvement of the local population, under a scheme of a community-based organizations, is revaluing its culture, strengthening and enabling the exchange of tourism experiences based on the Archaeological Complex of Kuelap and traditional expressions that are shared with visitors.



Kuelap Fortress, Amazonas-Peru
© Fernando López / PROMPERU

- The execution of public investment projects that contribute to the enhancement of cultural resources for tourism is concrete, through a cross-sectoral alliance that enables improved accessibility and services on the archaeological site.
- First Cableway System in Peru
- Transfer time to get to Kuelap decreases significantly: from 1 hour 30 minutes to 20 minutes on a journey of 4 Km.
- More tourists to Kuelap: 83 thousand of projected visitors by the 10th year of the project execution.
- Total investment of US\$21 millions, under a Public-Private Partnership.

6. Stakeholders involved

- Ministry of Foreign Trade and Tourism (MINCETUR), COPESCO National Plan, Commission for the Promotion of Peru (PromPeru).
- Tourism Training Centre (CENFOTUR), through local capacity building and training in tourism services.
- Ministry of Culture, through the enhancement and archaeological research on the site.
- Regional Government of Amazonas: Regional Directorate of Commerce and Tourism (DIRCETUR).
- The Japan International Cooperation Agency - JICA, through financing for valorization, infrastructure and museum.
- The National Chamber of Tourism (CANATUR), through promotion and marketing.
- The National Chamber of Amazonas, through the promotion, marketing and operation.

7. Lessons learned. Major challenges and difficulties

- It is possible to maintain the continuity and the interest of community associations in developing community-based tourism ventures around the area, as they have been consolidated and sustainably use their tangible and intangible cultural resources.
- The political decision and the technical capacity to encourage the involvement at all levels of the decision-making process allows to expedite the formulation, execution and implementation of public investment projects through a successful public-private partnership and clear commitments.
- The stakeholders have learned to work and consolidate actions with all sectors and levels of government, creating a process that allows for an innovative solution to improve the tourism experience of a heritage cultural resource and an important tourism destination for the country.

Second case study for the factor Cultural Resources

Living Culture in the Forest and Tucume Pyramids: The Ecomuseum

1. Brief description of the destination

This case is developed in the destination called “Moche Route”; which includes the following geographical areas: La Libertad and Lambayeque, located in the north shores of Peru.

It is a cultural tourist destination where tourists can experience the ancient Pre-Hispanic traditions of The Moche or Mochica culture (100-750 BC), which remain to this day and are reflected on its archaeological complexes, its exquisite cuisine, living culture, pottery, jewelry, mysticism, its working people, the beauty of its beaches, landscapes and biological diversity of dry forests. All of this factor provide the Moche Route with own identity. These share the same territory, language, customs, funerary practices, technologies food, shelter, housing and cultural value of ecological diversity geographical areas through the millennia.

The archaeological complex of Tucume, also known as “The Valley of the Pyramids”, district of Tucume, Lambayeque region is located at 35 km from the city of Chiclayo, capital of this region. It is one of the most important pre-historic monuments of the Moche Route. It has a extension of 220 hectares comprised of houses twenty-six (26) Pre-Hispanic pyramids of considerable size and located in a well preserved dry forest. In this sense, Tucume is one of the largest and most impressive archaeological sites in Peru and South America.

The pyramids excavations began in 1989, and in 1993 the Museum of Tucume is inaugurated. This museum is shelter of the archaeological collections found since the beginning of the excavations until 1994. The construction can be distinguished from other museums in the region because it was built using local materials and traditional techniques. In the museum, local scientists are developing protection and conservation tasks of the archaeological and cultural heritage of Tucume.



The Archaeological Complex of Tucume, Lambayeque-Peru
© Luis Gamero / PROMPERU

This museum is one of the most visited cultural spaces in Lambayeque region and has consolidated as one of the main attractions and the principal reason of visiting the region for the international and domestic tourists, who enjoy learning about the Moche culture, its significance and way of life. Its attractiveness is based on the archaeological collection that includes ethnographic objects, mainly ceramics, textile and materials associated with traditional shaman's ceremonies, showing a thread of continuity between local people of the past and present, linked to gastronomy, textile, handicrafts, jewelry, mysticism and beliefs.

Due to the increase of visitors and tourists, in 2008, the museum did not have the right facilities to transmit a high quality cultural experience. In June 2009, the COPESCO National Plan, of the Ministry of Foreign Trade and Tourism; and the Executive Unit 005, Naylamp Lambayeque of the Ministry of Culture, signed an Agreement of Inter-institutional

Cooperation for the improvement of cultural services in the museum. This intervention promoted conservation and protection of tangible and intangible cultural resources, allowing sustainable tourism development thanks to an enhanced management, and proposed new site museum called "Eco-museum of Tucume".

The Ecomuseum involves the local community in order to enable them to preserve, interpret and value their heritage through educational activities (such as a ceramics workshop, an archeological center and a education classroom), that can be carried out in areas where children can learn about their cultural and natural heritage. In addition, there it includes a workshop of textile, laminate and jewelry for entrepreneurs of the area.

The Ecomuseum consolidates a unique scheme of management of cultural resources in Peru, based on the French concept of Henri Riviere, which aims to transform a traditional museum in a museum

without borders, transforming the old concept of "building - public collection" by the one of "territory - heritage and community." Different to a traditional museum, which is a building with a collection for visitors, the Ecomuseum incorporates theoretical-academic concepts and promotes sustainable tourism, conservation education, rural-urban settlement planning, agriculture, landscape and nature, being the peasant oral traditions one of the most important lines of interest.

In this strategy, the museum promotes and develops many different educational activities for conservation through training workshops for craftsmen, transport service providers, local guides, restaurants, schools and other organizations.

In World Travel Market 2015, one of the most important fairs of the global tourism sector, the Ecomuseum of Tucume received the award as the "Best World Tourism Project", awarded by the British Guild of Travel Writers (BGTW).

The different interventions and recognition gained highlight the conservation of cultural resources of tangible and intangible archaeological complex of Tucume, which have been made available for sustainable tourism use, contributing to the competitiveness of the Moche Route as tourism destination.

2. Name of the Institution

- Ministry of Foreign Trade and Tourism. COPESCO National Plan.
- Ministry of Culture. Executer Unit 005 Naylamp, Lambayeque.
- Destination Management Organizations in Moche Route – Lambayeque: The Regional Directorate of Foreign Trade and Tourism (DIRCETUR) and Hotels, Restaurants and Similar Establishments Association.

3. Objectives

General

- To achieve adequate conditions of the cultural services of the Museum of Tucume, as well as sustainably manage the tangible and intangible cultural resources of the archaeological complex of Tucume.

Specific

- To innovate in the sustainable use of tangible and intangible cultural resources of Tucume archaeological complex, rescuing ancestral knowledge and local living culture.
- To improve the conditions of the exhibition infrastructure, research, and the safety of the cultural resources through a public - private partnership.
- To strength the local cultural identity through the incorporation of the local community in conservation work and tourism development.
- To create interest and awareness in the community about the importance of the cultural and natural heritage conservation and the environmental consciousness through workshops and educational activities address for children and youth.
- To achieve that the local population of Tucume is well prepared, educated and has better living conditions through training of professionals and technicians specialized in conservation and research for conservation of archaeological places, thus being a source of employment.
- To improve the conservation equipment and museology to adequately intervene on tangible assets of Ecomuseum of Tucume.
- To position the heritage assets in the local community and its institutions.



4. Actions being carried out in the present/ current plans

- Actions for the protection, conservation and rescue of cultural tangible and intangible heritage.
- Physic and cartographic delimitation of the archaeological complex, inside and outside of each archaeological place, using the administration tool: Management Plan of the Archaeological Complex of Tucume and its Rural and Urban Environment.
- Provision of adequate infrastructure and information in the Ecomuseum and embellishment of the environment for visitors, operators, tourism businesses and local population.
- Strengthening the organizational and tourism management capacities of the the Museum staff and the local population
- Workshop of pottery, archeology and conservation with local children.
- Workshop textiles, laminate and jewelry, to train local entrepreneurs.
- Rescue and development of traditional craftsmanship skills.

5. Achievements

- Integrated conservation of the tangible and intangible heritage of Tucume.
- Recognition of an innovative strategy of cultural heritage management, honored as the “Best World Tourism Project” according to the British Guild of Travel Writers (BGTW), which has improved the competitiveness of the tourist attraction (2015). The effort of the Peruvian Government is highlighted to show the legacy of our country through investments in tourism and community development.

- It has a management model for sustainable tourism of the place, which is based on the conservation of the cultural resources. This is the first museum in Peru that provides an example of co-management and sustainable development in the cultural heritage management with local participation and it is consolidated through a public - private partnership.
- Professionals in the cultural and tourism management have been integrated with the local community, keeping technical teams consolidated, and gaining local recognition.
- It has an innovative building for the precinct, which in addition to showrooms, workshops and areas, has laboratories for the conservation of cultural resources, thus allowing appropriate interventions of archaeological pieces.
- In 2015, it was the second most visited museum in Lambayeque region's after the Tombs of Sipan Museum which has allowed for the increase of income from tourism to the local economy.

6. Stakeholders involved

- District Council of Tucume.
- Community, management committees, Tucume Shamans Association, local educational institutions.
- Patronage of the Pyramids Valley of Lambayeque, tourism entrepreneurs.
- Centre for Technological Innovations Handicraft Tourism (CITE) Sipan - Lambayeque
- Organizations for International Cooperation, Peru-France Fund, World Monuments Fund.
- Backus Foundation, private financial company.



Tucume Museum - Lambayeque, Peru
© Fernando Criollo / PROMPERU

7. Lessons learned. Challenges and difficulties

- It validates that the concept of the Ecomuseum is an appropriate strategy to achieve an integrated management of the territory, heritage and community, generating interest in visitors and residents for visiting this area to have a tourism experience with high educational value.
- It is possible to obtain and ensure proper use of funding for conservation projects of Cultural Heritage with a model of co-management and public - private partnership.
- Work in tourism awareness and community capacity building for conservation of tangible and intangible cultural heritage has been the key point and has allowed to control and eliminate the illegal extraction of archaeological pieces in the black market (huaqueo), as well as to dissuade invasion of the territory of the archaeological complex and its buffer zone.
- It has established a model of integrated management of the cultural heritage for sustainable tourism, based on the conservation of cultural resources and local participation.

Quality of Tourism Services on the Moche Route

Definition of the factor: Quality

The Quality of a Tourism Destination is the result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities and services. It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment.

Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.

1. Brief description of the destination

This case study is based on the “Ruta Moche” destination, located on the northern coast of Peru, which mainly covers the regions of La Libertad and Lambayeque. It comprises attractions of cultural and natural importance, such as pre-Inca archaeological sites of Chan Chan Archaeological Complex, “Huaca Rajada - Sipan”, Sican and the Tucume Pyramids; and natural protected areas such as the Private Conservation Area of Chaparri, and the Pomac Forest Historical Sanctuary, among others. This destination also stands out for its cuisine with a variety of flavors and for the quality of its ingredients. Because of these characteristics, it is one of Peru’s destinations that motivates a large number of visitor arrivals.

In 2011, the World Tourism Organization the Ruta Moche with a UNWTO Ulysses Award for Innovation in Governance, highlighting that this corridor will become the second most important tourism destination of Peru.

The National Plan of Tourism Quality (CALTUR), is a key component of the National Strategic Plan for Tourism - PENTUR that collects its concepts and values, and is considered as the main tool to enhance Peru’s recognition as a high quality global destination.

The CALTUR to 2018, contributes to positioning the Peru as a tourism destination renowned for the overall quality of its tourism supply, which will result in enhancing



the quality of life of the host populations, a sustained and controlled increase of its tourism flows, a sustainable use of natural and cultural heritage of the country, a significant increase in foreign exchange earnings from tourism and profitability of tourism enterprises. It is an instrument that established that a quality tourism product combines attractions, services, and facilities, and will ultimately motivate tourists to take the decision to travel to Peru.

This plan proposes four areas of intervention: knowledgeable human resources, tourism service providers that implement best business practices of social responsibility and preserve the cultural and natural heritage; tourist sites that are handled with a criteria of sustainable public use, are implemented with adequate facilities and services and constitute attractive and competitive products; and main tourism destinations that provide security to the visitors and are handled with optimal management.

Since the beginning of the interventions of the CALTUR in 2010, the area that has achieved a higher level of implementation is that of the tourism service providers, mainly related to the implementation of best practices for quality management of tourism services in order to improve the competitiveness of destinations through the Best Practices System of Application (SABP). The efforts of the companies that comply with this system are annually rewarded by granting the Recognition for the Implementation of Best Management Practices on Tourism Services.

Due to the importance of the Moche Route as a tourism destination, CALTUR interventions began in 2010 through the implementation of the (SABP), predominantly focused on the lodging and restaurant providers. In 2015 it emphasized in travel and tourism agencies, with a great reception from the business owners. Today The Ruta Moche is the nationwide destination (without taking into account Lima) that has obtained the highest number of best practices in services awards; with an average increase of 41%, in the last five years.

The private sector has joined the Peruvian Government efforts, by showing interest in financing the implementation of CALTUR tools in the Moche Route. In that sense, the Credit Bank of Peru (BCP) sponsored the entire implementation between 2012 and 2013.

The case: "Quality Tourism Services in the Moche Route" addresses one component of the tourism destinations quality definition. The process has begun with the component of "services" as part of a large process that will include other aspects, mentioned before. This intervention contributes to position the Moche Route as a recognized destination for the high quality of its tourism supply.

2. Name of the Institution

The Ministry of Foreign Trade and Tourism - Quality National Plan for Tourism

Lambayeque Regional Office of Foreign Trade and Tourism

La Libertad Regional Office of Foreign Trade and Tourism

3. Objectives

General

To achieve the improvement of the tourism services quality in the hospitality and travel agency sector in the Moche Route.

Specific

- Achieve that tourism companies implement best practices for quality in tourism services and maintain them over the time.
- Provide technical support for tourism companies so that they can obtain recognition of best practices in service delivery.
- Strengthen the capacity of tourism service providers to be competitive, by implementing tools of the CALTUR.



- Develop a culture of quality among institutions, employers, authorities, promoting academic commitment and stakeholder participation.
- Help enhance the positioning of the tourism companies by granting the recognition in best practices into the tourism market and promoting its services.

4. Actions that are taking place in the present/ current plans

- Implementation the SABP tools and short courses to improve the tourism services.
- Monitoring and evaluation the tools implementation.
- Activities of recognition to the application of Best practices in the tourism services management.
- Inclusion of recognized service companies for their commitment to quality improvement in positioning strategies, such as advertising

through a special directory drawn up for this purpose.

- Construction of an outreach program and coordination with regional and local stakeholders, involving government agencies, employers and academic institutions.

5. Achievements

- Developing tools to promote improvement quality of tourism services in accommodations, restaurants and travel agencies, which have been developed with an objective and replicable criteria.
- A high number of companies annually obtain and renew the recognition in best practices application, which has allowed improving the quality of service providers and keep on continuous improvement process.
- Improve the enterprises competitiveness in the tourism market and provide a differentiation tool for those that implement best practices.

- Tourism providers appreciate the usefulness and quality support tools, such as manuals and training materials.
- Local stakeholders in the Moche Route distinguish the recognition program of the best practices application, which has encouraged new companies to join.
- The structure shown in each process stage, with a comprehensive vision, has allowed innovation in tourism and has made the program sustainable in the long term.
- Participation of the private sector in funding the program, including the most important bank in Peru that has financed 100% of the intervention for a period of two years. This recognition values the instruments and mechanisms of CALTUR in the Moche Route and the participation of local stakeholders and the national government.

6. Stakeholders

- Ministry of Foreign Trade and Tourism. Tourism National Quality Plan – CALTUR.
- Tourism Training Centre (CENFOTUR), Public Peruvian educational institute of tourism, who participated as executor of the CALTUR tools at the national level.
- Regional Directorate of Foreign Trade and Tourism of Lambayeque and the Regional Directorate of Foreign Trade and Tourism of La Libertad, providing support in program outreach, organizing broadcast events and facilitating databases for selection companies that participate in the programme.
- Hotels Association, Restaurants and related (AHORA) in Lambayeque and La Libertad.
- National Chamber of Tourism of Lambayeque and National Chamber of Tourism of La Libertad.

7. Lessons learned. Major challenges and difficulties

- MINCETUR's leadership focused on maintaining and growing this intervention since 2010.
- Despite of progress, it is required to intensify the process of continuous improvement so that providers that obtain the recognition for applying best practices, aspire to obtain the Tourism Quality Seal - Peru, the major quality distinctive granted by the Peruvian Government.
- It is important to use other mechanisms of promotion beyond the special directory of tourism providers that obtained recognition, allowing for a greater positioning in tourism companies.
- It is important to broaden the scope of the promotion of the best practice tools, so that providers receive greater benefits in order to increase the number of companies participating in the program.
- It is necessary to establish strategies to implement interventions in other CALTUR areas, with focus on achieving the overall quality of the destination.
- The high informality of enterprises in the regions, in many cases does not allow to expand the program coverage and give greater recognition for enterprises.

The Country Destination and its Implications on Brand Development

Definition of the factor: Brand

Destination branding has been a very popular topic among destination marketers and academic scholars since the 1990s. Nowadays, this topic is considered within the concepts of 'place branding' and even 'country branding' and these broader perspectives are helping to further deepen it understanding and applications.

The application of branding techniques to destinations tend to focus on the selection of key attributes. Thus, destination branding is a powerful part of the marketing mix and one of the major tools used to differentiate a country's or city's tourism offering from their competitor's.

Significant amounts of money are spent to promote a destination and much of this expenditure is invested on branding. However, the evaluation of its effectiveness can be very complex and costly.

1. Brief description of the destination

Peru is a sum of traditions, cultures and languages. Peru is like the Amazon River, which originates from the union of several rivers to achieve its immensity. Peru was born like that, in the Peruvian people flows indigenous, European, African and Eastern blood. This crossbreeding is their strength and pride.

Prehispanic cultures and the Incas managed to live in harmony with the rugged Peruvian geography. They dominated wisely a biodiverse sea and on the desert sands they built pyramids that challenge the time. In the Andes they constructed roads and bridges that are still used and built with their advanced engineering that allowed to build towns of stone. In the jungle they adapted to the nature and developed civilizations thanks to the protection of the Pachamama (the Mother Earth).



The Archaeological Complex of Caral
© Michael Tweedle / PROMPERU

Part of these ancient cultures live today in every town and are discovered in the traditions of the people. Visiting Peru is to travel through time and rediscover the ancient footsteps of the Incas, the Chancas, the Chachapoyas, the Moche and Wari; and their great architectural works, art, festivals, the roots of their social strength and the energy of their men.

To travel to Peru means discovering worlds with sights, sounds, colors and flavors of their own. Travel through time by ancient civilizations and share with Peruvians its cultural heritage. Look for information and enjoy countless destinations with unforgettable emotions. Those will be experiences and memories that you will always carry with you.

Caral, the first civilization in America; the pre-Hispanic cultures, the Inca Empire, the fusion between the Inca and the Hispanic world will wonder you.

Peru and its deserts, mountains, jungle and sea, they are unforgettable landscapes with flora, fauna and a variety of cultural manifestations.

Peru is recognized worldwide for its cuisine. The abundance of natural products, the fusion of techniques and cultures, forged, in centuries, a cuisine with mestizo identity. Regional cuisines maintain their identity, quality and variety of flavors. For the excellent quality and passion of Peruvian chefs, Lima has been named the Gastronomy Capital of Latin America.

Peru is a country of adventure, history and hospitality. Peru is a world of sensations.

In recent years, as a destination, Peru has received a number of awards. World Travel Awards (WTA) awarded as "South America's Leading Cultural Destination 2015" for the third consecutive year,

"South America's Leading Culinary Destination" (2014, 2015 and 2016); awards considered the Oscar of tourism. Meanwhile, Rough Guides, the most prestigious British traveler guide, selected Peru as one of the "Top destinations" for tourism in 2016 and was the only destination selected in South America.

One of the factors contributing to the achievement of these awards, is the work being done by the Exports and Tourism Promotion Board of Peru (PROMPERU), through its Department of Promotion and Country Image, in improving Peru's image at national and international level, subsequently in 2009 the Peru Brand was created, serving as a tool for promoting the country in three components: tourism, exports and attracting investment. After the development process that involved specialists from various business sectors, the Peru brand was launched in 2011.

The Peru Brand is globally ranked 49 in the Country Brand Index 2015; and ranks 5th in the Latin America Country Brand Report 2015/16. The Peru Brand improved its position compared to 2014 due to the strength in the dimensions of "Heritage and Culture", "Tourism" and "Made in". The Reputation Institute also ranked Peru 27th in the Index of the Most Reputable Countries.

These actions have allowed Peru to enhance its image, increase its reputation, raise investments and generate pride and identity among citizens. In Peru the concept of brand destination evolved from being identified as a "destination place" towards a brand with a comprehensive vision of the country, not only considering its tourism potential but other aspects that promote the positive image of Peru, to open markets that favor exports and investment.



2. Name of the Institution

The Ministry of Foreign Trade and Tourism of Peru (MINCETUR); the Exports and Tourism Promotion Board of Peru (PROMPERU) and its Department of Promotion and Country Image.

3. Objectives

General

- Ensure that the country brand is recognized worldwide on the basis of Peruvian elements and values of their cultures to position Peru as a globally competitive country in the minds of key audiences.
- To position Peru as a captivating, multifaceted and specialist country that allows influencing the increase of visits to the country, a raise on investments and consumption of products abroad, distinguishing them from other countries and improving the country's competitiveness.

Specific

- Visualize and position the Peru Brand by developing communication campaigns and outreach programs.
- Increase knowledge rates and country brand recall nationwide by developing communication campaigns.
- Position Peru as a tourism destination appealing to the feelings and emotions of the foreign public.
- Capitalize the recognition of Peru as a cultural tourism destination expanding the image of Machu Picchu and the Incas to the many pre-Inca cultures and archaeological attractions developed in Peru.
- Strengthen international knowledge, familiarity and positive associations to Peru in key audiences that will contribute the growth of tourism, exports and the country's image.

- Strengthen national pride and identity through the creation of a graphic line and spots in documentary format to communicate elements of culture.
- Promote the visibility and consolidation of native products through the development of sectoral brands which in turn generate value to the consumer.
- Increase and strengthen strategic alliances with private companies by running the program licensees.
- Strengthen the Peru Brand awareness through the development of an ambassadors program, which consist of renowned public figures that are identified with the country through their work and are responsible to give further impetus to the growth of the tourism sector and represent the profound Peru, of all bloods and all the diversity.

4. Present actions / current plans

- Conducting communication campaigns at national and international levels.
- Conducting communication campaigns to promote Peru as a tourism destination, product exports and country image in general.
- Developing Below the line (BTL) campaigns and events promoting the image country.
- Building constant relationship with national and international media with an emphasis on digital media and journalists.
- Conducting press tours with media and journalists in priority sectors (textiles, food, entertainment, etc.).
- Creating and launching of sectoral brands such as Peru Fashion, 'Textiles Peru', Peru Gift Show, Peru + IN.

- Launching the Campaign Peru Brand into the country to reinforce identity and then project it to the world with pride, including “Peru, Nebraska” (2011), “Loreto, Italy” (2012) and “Representatives of what is ours” (2013-2014), “More Peruvian than ...” (2015), among others.
- Developing alliances, licenses and support for the use of the Peru Brand.
- Implementing licensees and ambassadors program.
- Managing of social networks and digital platforms of PROMPERU.
- Executing brand tactic actions in priority countries like the United States, France, Italy and China.

5. Achievements

- Creation of an identification link through communication campaigns for the domestic market that have strengthened the national pride and identity.
- Generating alliances with strategic partners by running a licenses program have allowed for support and value generation to Peruvian products.
- Strengthening the commitment of strategic partners has enabled to outreach abroad audiences with the Peru Brand.
- The association of the Peru Brand to: commitment to the country, contributing to the development and recognition of the efforts of Peruvians.
- The presence of the Peru Brand in important milestones such as: the Central Reserve Bank of Peru issued for circulation the currency of a

Peruvian Sol with the logo of the Peru Brand (2012); in the Scientific Research Humboldt Ship in his 2012 expedition to the Antarctica exhibited the Peru Brand staging as a proud brand ambassador for the country at the international level; the first satellites PUCP-Sat 1 and Pocket-PUCP developed entirely in Peru were launched in 2013 with the Peru Brand logo.

- Recognition of the Peru Brand worldwide as a result of successful communication campaigns and outreach programs that have allowed to place Peru in the 5th place in the Latin America Country Brand Report 2015/16; and recognition as the “South America’s Leading Cultural Destination 2015” for the third consecutive year and “South America’s Leading Culinary Destination” (2014, 2015 and 2016) awarded by World Travel Awards Americas.
- The recognition of Peru as the developing nation with the best reputation in the G8 countries by 2014 Country RepTrack.
- Attributes such as “Heritage and Culture” and “Made in” are the best valued association to the Peru Brand worldwide as for the Latin America Country Brand Report 2015/16.
- Peru Brand has contributed to increasing the number of international events organized in the country, making Peru is home to major events such as COP20 (2014), II UNWTO World Forum on Food Tourism (April 2016), III Forum Country Brand (July 2016), Pan American 2019, 9th APEC Tourism Ministerial Meeting, among others.
- The Peru Brand is considered as one of the three brands that best represents the country according to a survey conducted by IPSOS and the newspaper EL Comercio.



6. Stakeholders

- The Ministry of Foreign Trade and Tourism of Peru (MINCETUR); the Exports and Tourism Promotion Board of Peru (PROMPERU) via its Department of Promotion and Country Image.
- Tourist Offices of Regional Governments.
- Licensee companies and personalities as ambassadors who carry the Peru Brand at national and international level. Among them, private companies and public institutions, Ministries and Local Governments strengthening their image and improve confidence with the population using the mark.
- National Society of Industries (SIN), support, dissemination and accompaniment in events.
- Chamber of Commerce of Lima (CCL), support, dissemination and accompaniment in events.
- Ministry of Foreign Affairs of Peru (MOFA), working in embassies abroad.
- Peruvian Association of Exporters (ADEX) contributing to the positioning of the Peru Brand.

7. Lessons learned. Major challenges and difficulties

- It is a challenge to understand what is the meaning of a country brand, what it does, what its attributes are and what are the benefits it offers.
- Disseminate that the use of the country brand is regulated in the ‘Uses of the Country Brand Regulation’, in which the requirements, obligations and duties of brand users are listed; this prevents the Country Brand to be politicized or used without authorization and, therefore, avoid disturbances in perception.
- Communication with citizens should be strengthened to further ‘humanize’ the Peru Brand and generate greater identity. Although progress has been made this effort must be maintained steadily.
- Peru has evolved from a tourism destination brand to develop a country brand that involves more aspects: tourism, exports and investments; allowing the country to offer the world a complete experience.

Sustainable Tourism of the Town of Mali Lošinj

Definition of the factor: Sustainable tourism policy and regulations

Expressed simply, sustainable tourism can be defined as:

“Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of



Woman on the Mali Lošinj Island, Croatia
© The Tourism Board of the Town of Mali Lošinj

impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

1. Short description of the destination

The Town of Mali Lošinj is the administrative centre of the west part of the Kvarner region in western Croatia. The region has a population of 8,116 residents and is considered as the largest of all settlements on the Croatian islands. In terms of tourism, media and broader circles have recognized the town as a positive example of good practice in terms of destination development as a whole. For the past 130 years, Mali Lošinj has been successfully building its historical image as the island of vitality and as a health and sports destination. Successful and effective management of the Town and the Tourism Board, strongly contributes to the preservation of the destination's historical reputation through socially responsible business operations.

2. Organization/ Institution

- The Tourism Board of the Town of Mali Lošinj
- Institute for Tourism of Croatia
- The Town of Mali Lošinj

All of them play the main role in the sustainable tourism development project.

3. Objectives and Goals

The main purpose and goals of sustainable tourism are divided into 3 main categories. The categories contain precisely defined programs and goals in terms of:

- Protection of natural resources,
- Protection of socio-cultural identity and
- Economic sustainability.

All of the programs in these categories at the Town of Mali Lošinj are set to be implemented by 2020.

4. Present actions for the development of competitiveness around the factor

In the Protection of Natural Resources category:

- Registry of indicators of the quality of sea, air and climate according to scientific criteria;
- Conjoining the Work Initiatives of the Domestic and International Sea Preservation Initiatives – annual actions to clean the sea and the shoreline area (80%);
- Improving the Waste Management System (60%);
- Innovating the Water Saving System and the Waste Water Purification System (50%)

In the category of protecting socio – cultural resources category:

- Public Awareness Program and Counselling Investors Regarding the Authentic Cultural Heritage of the Lošinj Archipelago – Stone Wall Restoration Project (Kamen Bridge Project);
- Heritage preservation workshops (70%);
- Ensuring Accessibility of the Destination Contents to Persons With Special Needs - Beaches for Persons with Special Needs Project (50%).

In the economic sustainability category:

- Integration of the Local Economy and Tourism – Revitalisation of the Healing Tradition in the Lošinj Area Project – Health Package Offer and

Wellness Treatment Offer for Improving Health (50%);

- Strengthening the Capacity of the Mali Lošinj Tourism Association Program for the Destination Management Organization Function – Synergy at the Destination from the Lifelong Learning Program,
- Stimulating New Products and Innovation and Creativity (50%);
- Implementation of the System for Continual Monitoring of the Attitude of the Visitors and the Local Residents in Tourism (50%).

5. Achievements

- The European Commission has created a process for the European Tourism Indicator System (ETIS) for Sustainable Development at destination level managed on the local level. Its purpose is to monitor, manage and strengthen the sustainability of the tourism destination. The goal of ETIS is to establish clear standards that help stakeholders determine what sustainable tourism truly means in a measurable manner. A string of 27 main indicators and 40 optional indicators is a useful tool to monitor results, make better management decisions and develop appropriate destination politics.
- Mali Lošinj had become one of the first destinations in Croatia that participated in the pilot project ETIS. Lošinj, in addition to the compulsory indicators, has also started to measure non-compulsory indicators, and has included them in its founding document.
- 130 indicators were monitored thanks to the participation of the internal monitoring stakeholders (the Tourism Board of the Town of Mali Lošinj, the Town of Mali Lošinj, the County Port Authority – the Mali Lošinj Branch, Lošinj usluge d.o.o., HZZ- Mali Lošinj Branch, Ministry of Interior - Mali Lošinj, The Mali Lošinj Guide Association, Eco Daycare Curčak, Eco Mario

Martinolić Elementary School, Ambrož Haračić High School, Rijeka Port Authority – the Mali Lošinj Branch, Mali Lošinj Firefighting Unit, Cres Lošinj communal services, Vodovod i odvodnja Cres Lošinj d.o.o. The indicators have been adopted by Town's Council of the Town of Mali Lošinj,

- ETIS became the basic binding document including a comparison of each indicator to data from previous years in.
- The research has revealed that 56% of the most attractive locations on the island had access for persons with disabilities and 78% of the local businesses were involved in the programs for environmental protection and climate actions. 89% of the companies have switched to low-energy lighting, but only 14% of waste on the island is recycled.
- The results prove that the efforts invested in promoting the traditional assets is that 57% of the most important events are geared towards the traditional/local culture and assets of the Island of Lošinj.
- 47% of the population participates in the local strategy and plans to decrease noise and light pollution.
- As a part of the investigation conducted on a sample of 9 companies and 18 facilities (Jadranka d.d., Hostel Veli Lošinj, Lošinjaska plovidba i turizam d.o.o., Sanatorium Veli Lošinj, Eko hotel Manora, Mare Mare Suites, Pansion Ana Komfor, Hotel Teleurin, Camp Poljana), 60% have achieved water saving practices in sanitary areas.
- In 2016 Mali Lošinj won the award by the European Tourism Indicator System for Sustainable Development (ETIS) – the award for the breadth and depth of the knowledge gathered regarding sustainable tourism practices on the island, thanks to the project been able to collect the 130 ETIS indicators.



Diving, Mali Lošinj Island-Croatia
© The Tourism Board of the Town of Mali Lošinj

6. Stakeholders

- The European Commission through the European Tourism Indicator System (ETIS)
- Town's Council of the Town of Mali Lošinj
- Hotels and accommodation companies and facilities
- The County Port Authority – the Mali Lošinj Branch,
- Lošinj usluge d.o.o.,
- HZZ- Mali Lošinj Branch,
- Ministry of Interior - Mali Lošinj,
- The Mali Lošinj Guide Association,
- Eco Daycare Curčak, Eco Mario Martinolić Elementary School, Ambrog Haračić High School,
- Rijeka Port Authority – the Mali Lošinj Branch,
- Mali Lošinj Firefighting Unit,
- Cres Lošinj communal services

7. Lessons learned. Challenges and difficulties

When developing the sustainable tourism program, it was found that dividing the sustainability aspects into three categories (the protection of natural resources, protection of socio – cultural interests and economic sustainability) was viable.

The local businesses were involved in the programs for environmental protection, climate actions with high performance.

The Town is also faced with challenges that hinder development. Some of the main issues include limited accessibility to the Town of Mali Lošinj. On the other hand to achieve the long term sustainable economic process, the challenge is the Town's dependence on tourism and high seasonality of tourism operations.

Preferential Tourism Cusco - Machupicchu - Cusco Corridor

Definition of the factor: Safety and security

Protection is defined as the response or actions to incidents not caused by humans, such as: natural disasters, threats to public health, accidents or similar events.

Security includes conditions or characteristics that allow a destination to be free of actual or potential risks caused by humans. From the perspective of demand, tourism security is defined as the protection of life, health and physical, psychological and economic well-being of visitors, service providers and host communities. Incidents caused by humans that are related to the lack of security include: crime, terrorism, war and civil / political unrest.

1. Brief description of destination

This case is developed in Cusco, the most visited tourist destination of Peru, due to its wealth of tourist attractions in the city and surroundings. Cusco is an example of the fusion of Incan and Spanish architecture; for that reason, it has been recognized as a World Cultural Heritage Site. Cusco offers beautiful landscapes of the Sacred Valley, villages inhabited by descendants of the Incas, who keep alive their cultural identity; large snow-capped mountains and extraordinary scenarios for sports and adventure. On the other hand, Machu Picchu, which was declared one of the seven new wonders of the world, is one of the main tourist sites in the world. Cusco can be visited at any time of year, and offers quality tourism services. In 2015 Cusco was recognized as the “Best Place to Visit” and the “Most affordable Destination” in Central and South America by the renowned portal US News & World Report, which reach more than 214 million people. It also received the distinction as “Favorite destination of travelers visiting Latin America” in the annual survey made by Travel and Leisure; thus establishing itself as a benchmark within the travel and the most sophisticated traveler sector. For its part, Machu Picchu has ranked first in the list of the 25 most popular places of interest in the world according to the 2016 TripAdvisor’s Travellers’ Choice Awards.



In order to ensure a safe place and provide the best protection possible for tourists and local stakeholders who visit Cusco and transfer from the Velasco Astete airport to the City of Machu Picchu, the Ministry of Foreign Trade and Tourism (MINCETUR) opened in August 2015 a 230-kilometer Preferential Tourism Machupicchu-Cusco Corridor (see image), which has a Control and Communications Center of the Tourism Police, located in the district of Wanchaq, from where the patrol operations and actions for the safety of tourists are directed using cutting edge technology through a TETRA standard Digital Communication System that goes to the Valley of the Urubamba River, district of Ollantaytambo and to Machu Picchu. In addition, the free application

“Tourism Police Peru” for Cusco, which can be used in Smartphones and Tablets by domestic and foreign tourists and tour operators through a QR code and which serves to alert in case of emergencies occurring during their travel through this corridor, was developed.

2. Names of institutions directly involved

- Ministry of Foreign Trade and Tourism. Tourist Protection Network
- Ministry of Interior. Peruvian Police Force. Tourism Police

3. Objectives

General

- To provide the best safety and security conditions to tourists, tour operators and the host community, offering them a safe and secure place, where they may obtain an immediate response and assistance 24 hours a day.

Specific

- To strength the Cusco Regional Tourist Protection Network implementing projects and activities that promote prevention, control and surveillance, protection in tourist attractions, dissemination of information and guidance to tourists and tourism service providers.
- To improve logistics and operational capacity of the Tourism Police at the place of destination and the corridor by providing goods, specialized and high-tech equipment, motorized units, the Control and Communications Center and training.
- To use Information Communications Technology (ICT) with an available application that serves as a tool to request and receive assistance and a quick response in case of emergency.
- To bring together actions with the specialized units of the Peruvian Police Force (roads and high mountains) and key stakeholders for the protection and safety of tourists in response to events and emergencies reported.

4. Actions that are being carried out now

- Prevention activities: signaling, contingency plans for disaster risk, protocols, tourist information, media materials, use of application programs.

- Operational, logistical and capacity strengthening of the Tourism Police and its specialized agencies.
- Monitoring, police patrol, tourism crime investigation.
- Tourist protection and assistance in case of emergencies and crimes.
- Supervision, training, promotion of good practices in travel companies.
- Consolidation and coordination between MINCETUR and MININTER.
- Strengthening of the Cusco Regional Tourist Protection Network and the Contingency Plan Proposal of the Tourism Sector in Cusco.

5. Achievements

- Strengthening the leadership of MINCETUR in terms of protection and safety to tourists, improving the competitiveness of the sector.
- Consolidation of a cross-sectoral alliance between MINCETUR and MININTER to join efforts that, based on their skills, allow providing the best conditions for the safety and security of tourists in safe spaces.
- Bringing together all key stakeholders for protecting tourists through the Tourist Protection Network which has made possible the commitment of the stakeholders involved in tourism management at the place of destination and the strengthening of tourism services.
- Reduction of the number of offenses, crimes and accidents, which has contributed to improve the safety of visitors at the place of destination and as an additional or steering effect of the security of host communities.

6. Stakeholders involved

- Cusco Regional Government. The Regional Directorate of Foreign Trade and Tourism (DIRCETUR) leads the Cusco Regional Tourist Protection Network.
- Institutions that participate in Tourist Protection Network, INDECOPI, the Government Attorney General's Office, Ministry of Foreign Affairs, Ministry of the Interior, Ombudsman's Office, iPeru and the private sector organized in tourism associations.
- Provincial and district councils have participated in training and awareness activities.
- Centro de Formación en Turismo (CENFOTUR – Tourism Training Centre), Tourism Police training.

7. Lessons learned. Major challenges and difficulties

- Geographical barriers that limit access to communications, for which an investment for antennas installation was made throughout the corridor, from the airport in the City of Cusco to Machu Picchu.
- Identification of new technological tools, such as the use of drones, will allow attending rescues or emergencies much faster. On the other hand, the increasingly specialized equipment is necessary to ensure the tourist safety, enhancing the strengthening of the technical staff's capacity.
- Reinforce the use of tools for analyzing information that check real-time data through an interconnected system that issues reports.



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