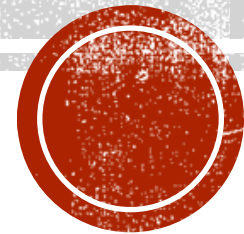


INTERNATIONAL CONSULTING PRACTICUM: LINKING TOURISM EDUCATION AND INTERNATIONAL DEVELOPMENT

Dr. Don Hawkins, George Washington University

Jose Melenez, UNWTO



GW INTERNATIONAL CONSULTING PRACTICUM-BACKGROUND

Experiential Education

Intensive Study Abroad

Real-life consulting assignment

Client in the hospitality and tourism industry

14 Countries since 2001



THE COURSE

Preparation Stage

- 6 Weeks course
- Fundamental of Consulting
- Desk Research
- Individual research projects
- Negotiations with Client
- Planning of mission

Fieldwork Stage

- 2 weeks course
- Inception Presentation
- Stakeholder interviews
- Sites assessments
- Surveys
- Final Presentation
- Final Report



THE CLIENT

Examples:

- Biodiversity Conservation and Economic Growth Project – Bulgaria
- Honduras Institute of Tourism - Honduras
- Ministry of Tourism – Morocco
- Eco Destination Durmitor, UNEP funded - Montenegro

Emerging
Destination

Multi-
stakeholder

Pay for
expenses of
consulting team



THE CONSULTANTS

16 GW Graduate Students (MTA & MBA)

Group local students (undergraduate)

Support from GW faculty & local faculty

Independence and responsibility in conducting the assignments

Teams according to project focus

Project Manager and team leaders



BENEFITS

Students

- Real-life experience
- Capacity building and exchange
- Professional Network
- Education best practices sharing

Destinations

- Practical recommendations
- International perspective
- Consulting team as a mediator for enhanced stakeholder engagement
- Projects for job-creation and socio-economic benefits through sustainable tourism

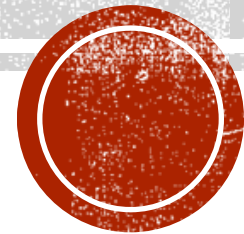




DISCOVER THE FLAVORS OF CUSCO

Cusco Regional Tourism Development Project

October 11, 2012



CLIENTS AND STATEMENT OF WORK



Turismo Cuida



CARTUC



Municipality of Cusco

OBJECTIVES:

Analyze the tourism potential of the San Pedro Market

Identify potential funding mechanisms

Analyze reputable international central markets and make recommendations

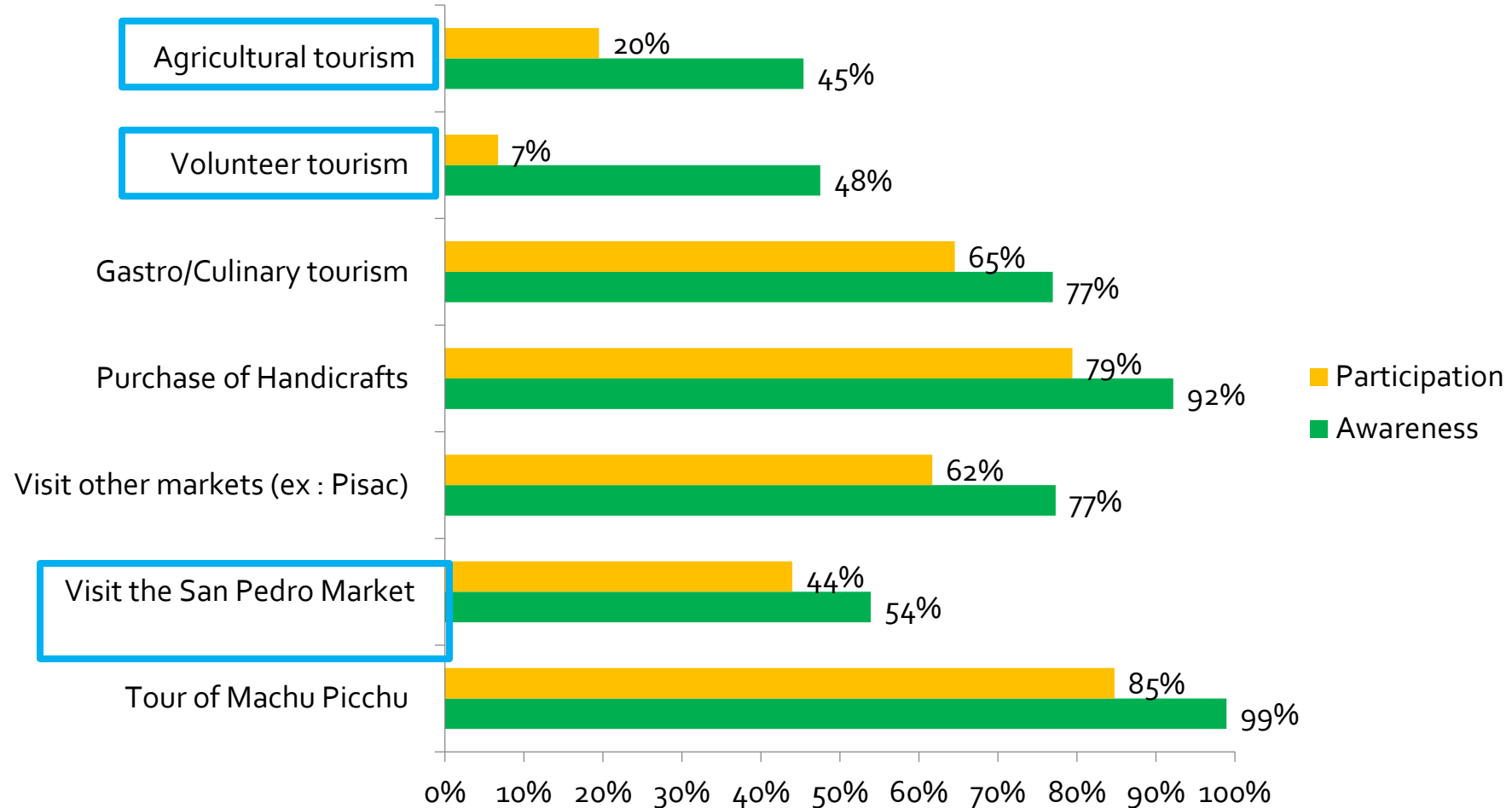
Assess Turismo Cuida's voluntourism event

Understand the Cusco visitor profile

Explore niche tourism opportunities and tourism circuits incorporating central markets.



Awareness versus Participation



Source: GW-USIL Survey 2012





Mercado Central de



Vendor Perspectives on Infrastructure and Hygiene

- Upgrade floors & roof
- Access to potable water
- Equal provision of electricity
- A system for waste management and drainage
- Availability of equipment and space for each vendor



Project Recommendations

Cusco Region

- UNESCO City of Gastronomy
- Culinary Circuits
- Culinary Event
- Leverage the S.A.V.E. Market
- Giveback Program
- Official Visitor Guide & Map
- Directional Tourist Signage
- Passport Program

San Pedro Market

- Friends of San Pedro
- Capacity Building
- Sister Market Program
- Market Study Tour
- Online Presence
- Market Merchandise
- Events
- Interpretive Signage/Maps
- Information Booth
- Scavenger Hunt
- Tour Guide Training



UNESCO CITY OF GASTRONOMY



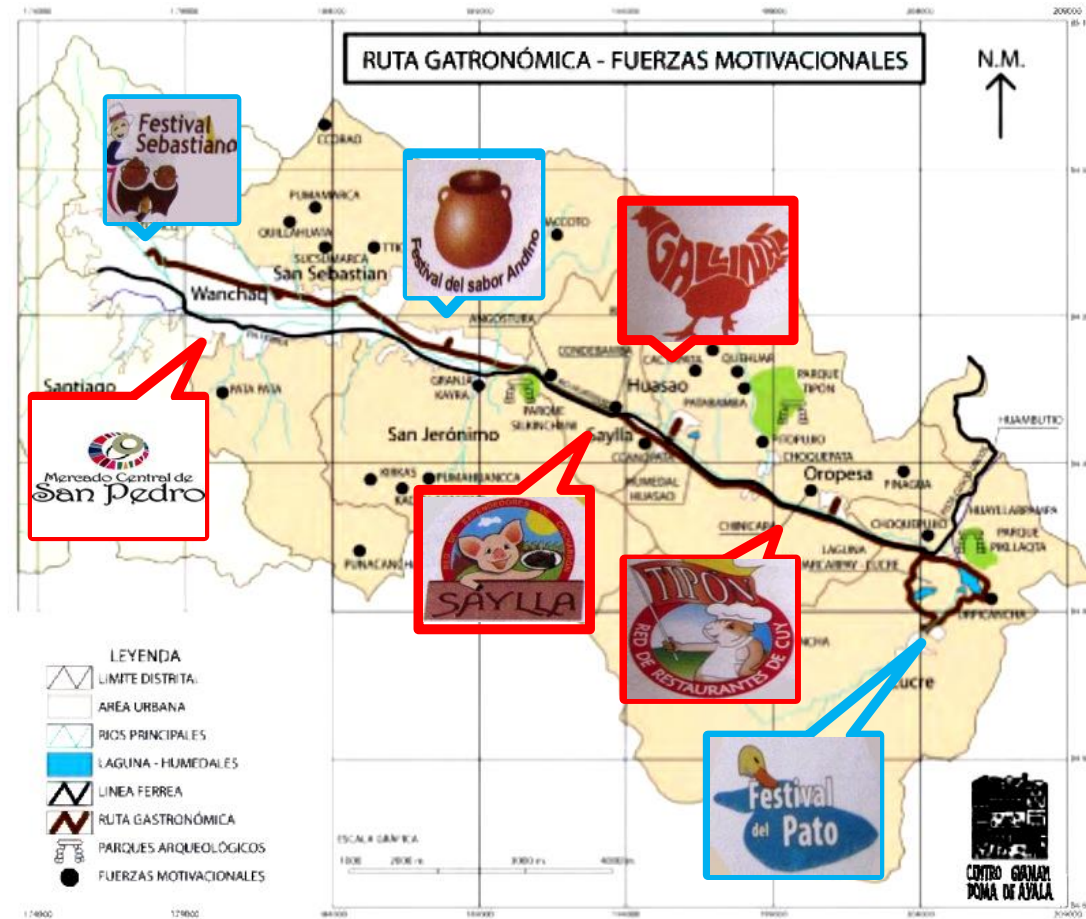
*A UNESCO City of Gastronomy has a "vibrant gastronomy community," uses local ingredients and "traditional culinary practices, holds festivals and other food related events, promotes nutrition and **embraces traditional food markets.***



Culinary Circuit

Valle del Sur

- Festival Sebastiano
- Festival del Sabor Andino
- Huasao
- Saylla
- Tipon
- Lucre
- Oropesa
- **San Pedro Market**



Friends of San Pedro

Committee of Stakeholders to lead recommendations

The Committee could be led by CARTUC

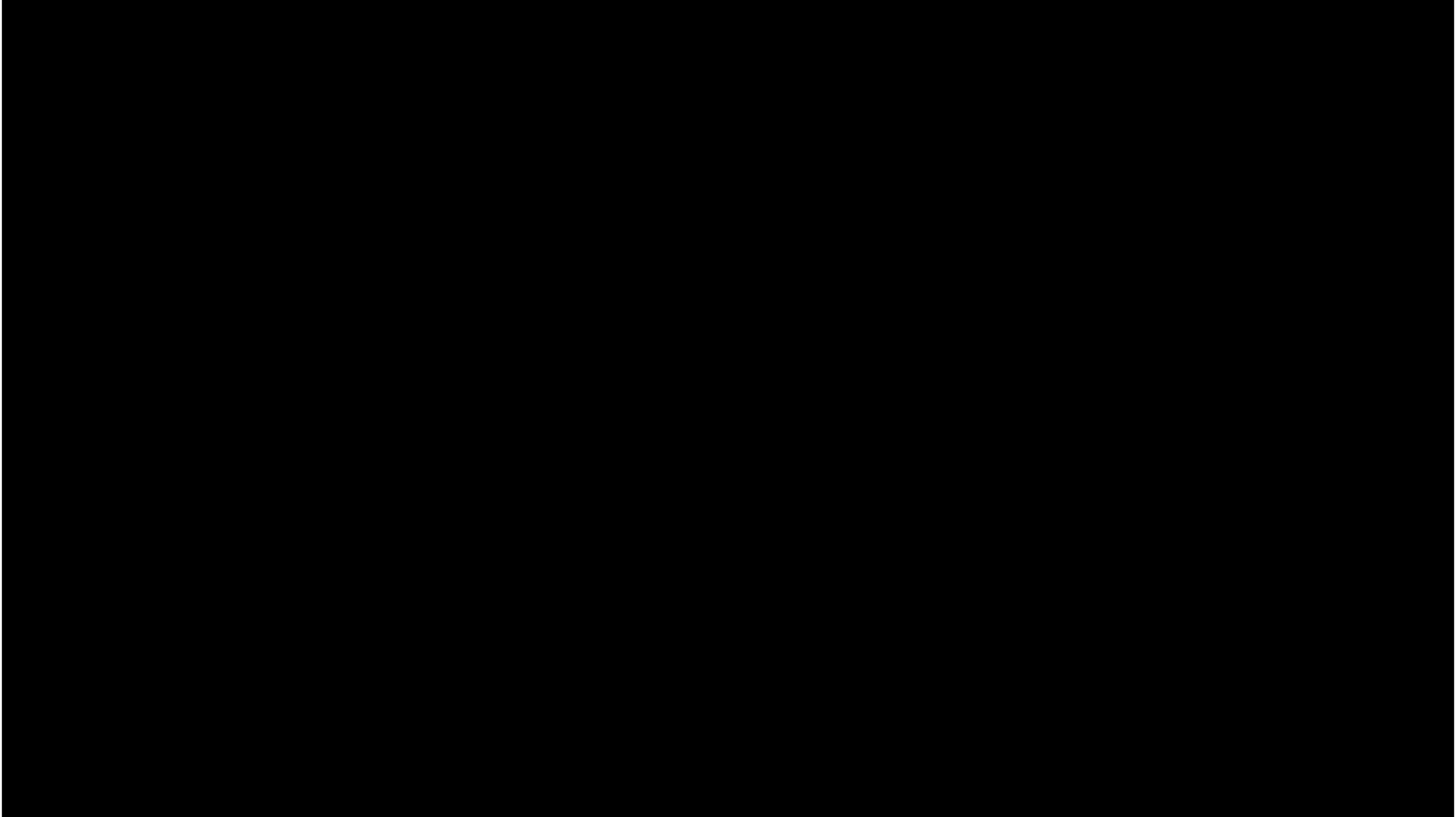
Get Stakeholders together

Identify a Project Manager

Develop Internships with USIL & CENFOTUR

Implement Recommendations





Improve Visitor Information for San Pedro Market

- Visible **information booth**
- Provide **maps** that **tell the story** of the market
- Put **interpretive signage** throughout the market to enhances the visitor experience

Benchmark:

Pike Place Market Information Booth

Rachel the Piggy Bank (over \$200,000 raised from spare change in 25 years!)



Don't be fooled by the simple look of these small potatoes, morayas have a fascinating history. Considered to be the most important food of the Inca Empire, ancient cultures bred potatoes like these to be specifically frost tolerant and suited for the harsh weather of the Andes. These super potatoes were frozen at bone-chilling temperatures at night and then dried out under the hot Andean sun during the day. They were then taken by Incan armies on long trips to protect against famine. Morayas allowed the Inca culture to spread their reign far and wide by keeping the armies well fed.



STUDY TOURS



Mercado del Puerto, Uruguay



Mercado Municipal Paulistano, Brazil

Study Tour Benefits:

- Food safety and hygiene
- Marketing and promotion
- Visitor service skills
- Facility standards
- Mentorship opportunities

Budget to Mercado Paulistano in Brazil for 15 people for four days:

- Low season
- S/ 490 for FB/hotel/Miscellaneous
- S/ 1,000 for flights
- Approximate total= S/ 3,100 per person



CAMPECHE: CAMINANDO HACIA UN TURISMO SUSTENABLE Y COMPETITIVO

CAMPECHE
¡Quiero Estar Ahí!

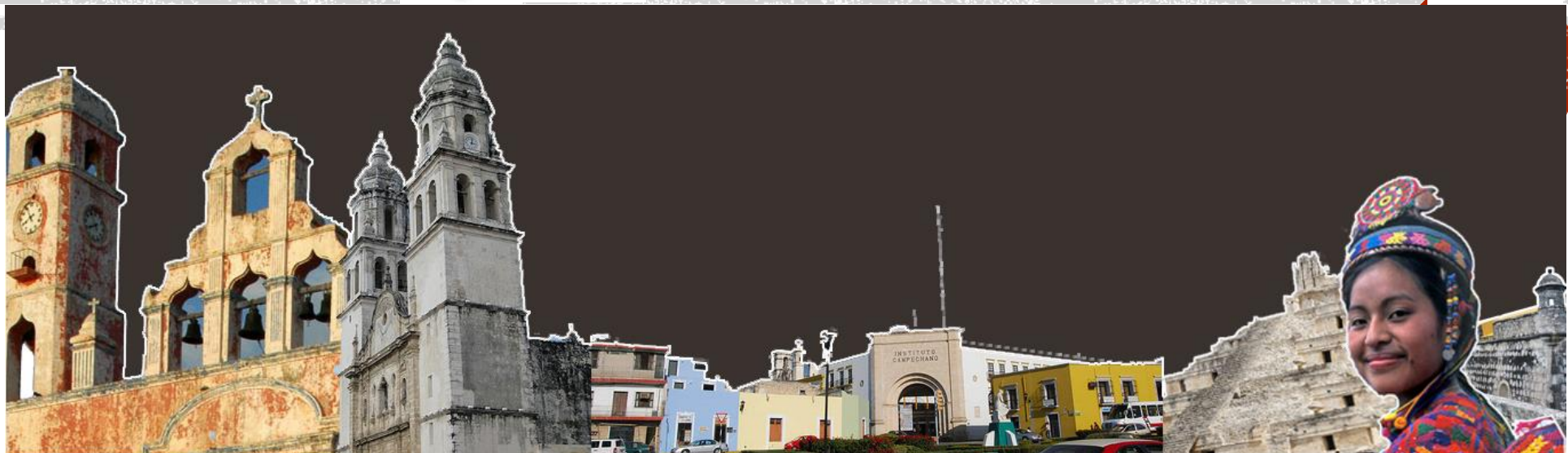
**CANACO
SERVYTUR
CAMPECHE**



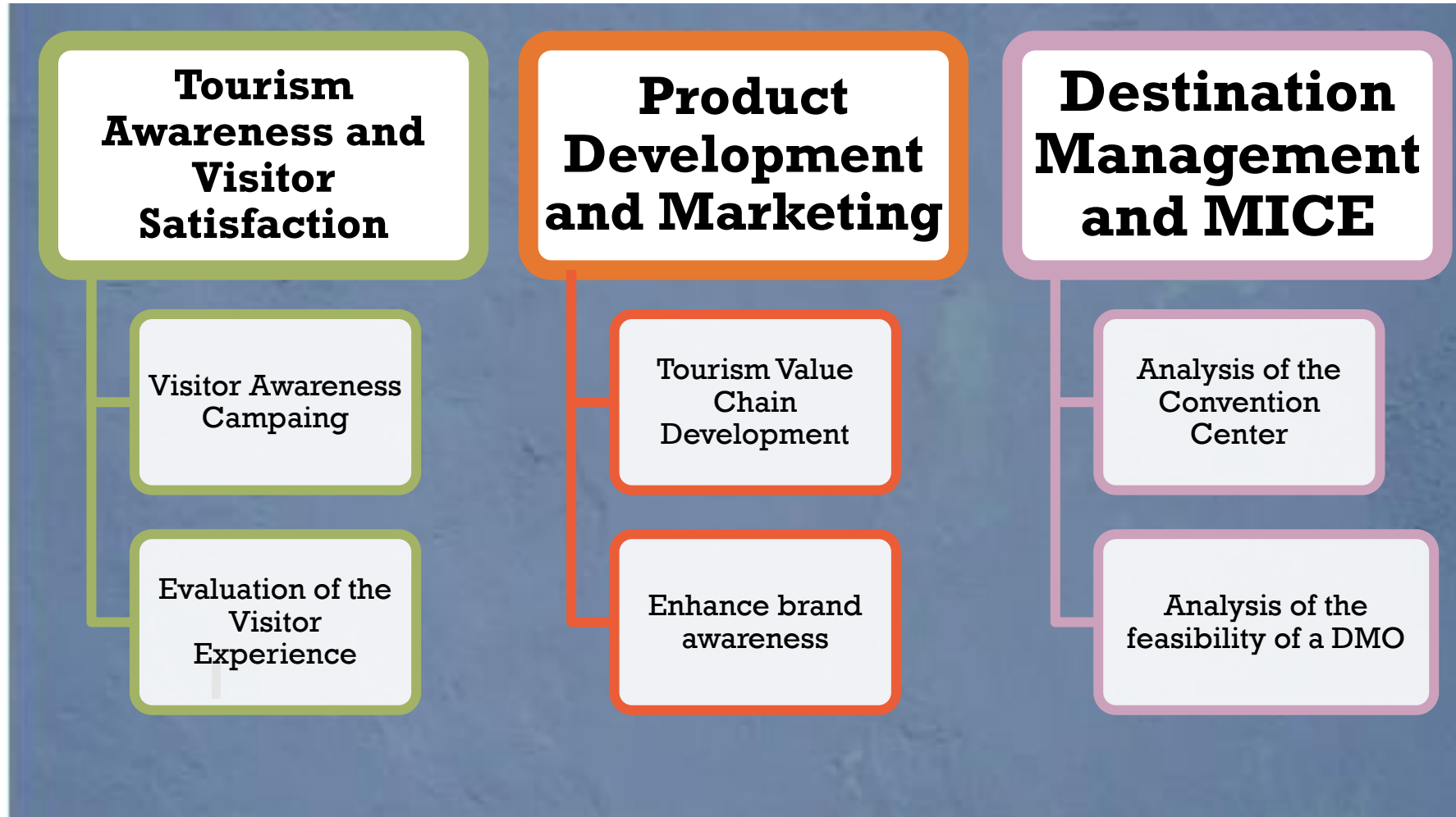
THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC



CUDR
CAMPECHE UNIDO PARA EL DESARROLLO INTEGRAL RESTAURANTERO A.C.



Scope of Work



Visioning Workshop



- Strengths

- Natural and Cultural Diversity
- Security and tranquility



- Challenges

- Linkages between private and public sectors
- Lack of capacity and service quality



Visioning Workshop

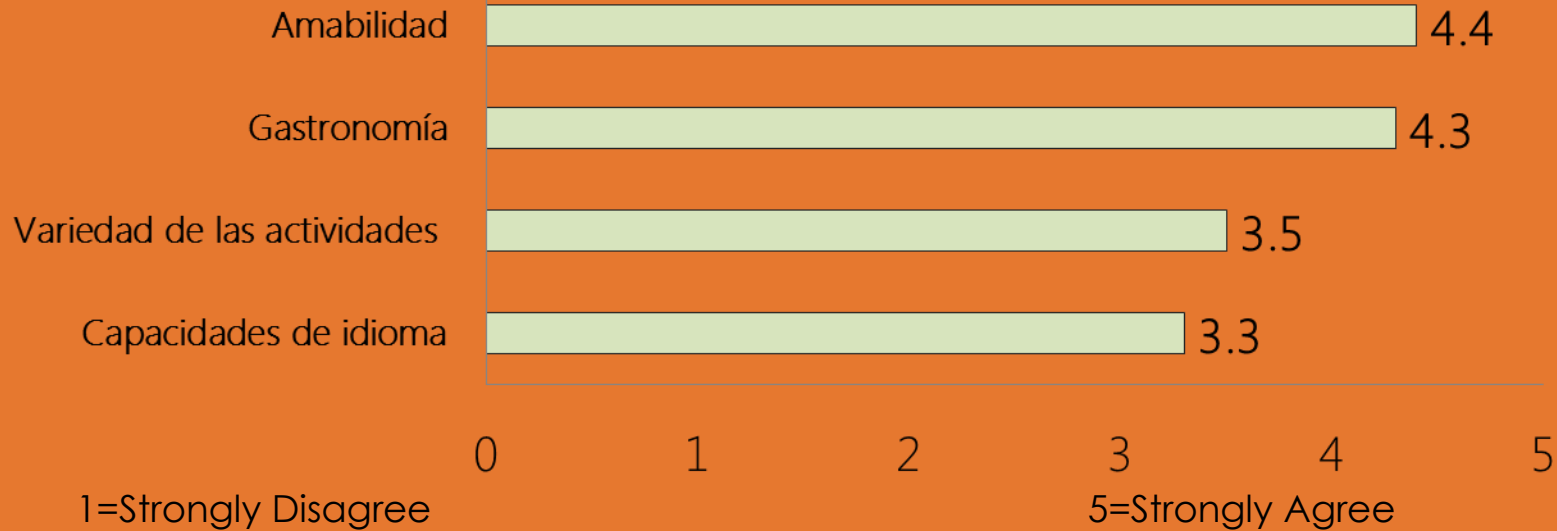


- **Ideal future for Campeche's Tourism**

- Tourism destination of global importance
- Relaxed, secure and friendly
- Protected cultural, historic and natural treasures
- Stakeholders working together in a coordinated fashion
- Sustainable and Competitive Destination



VISITOR SATISFACTION SURVEY



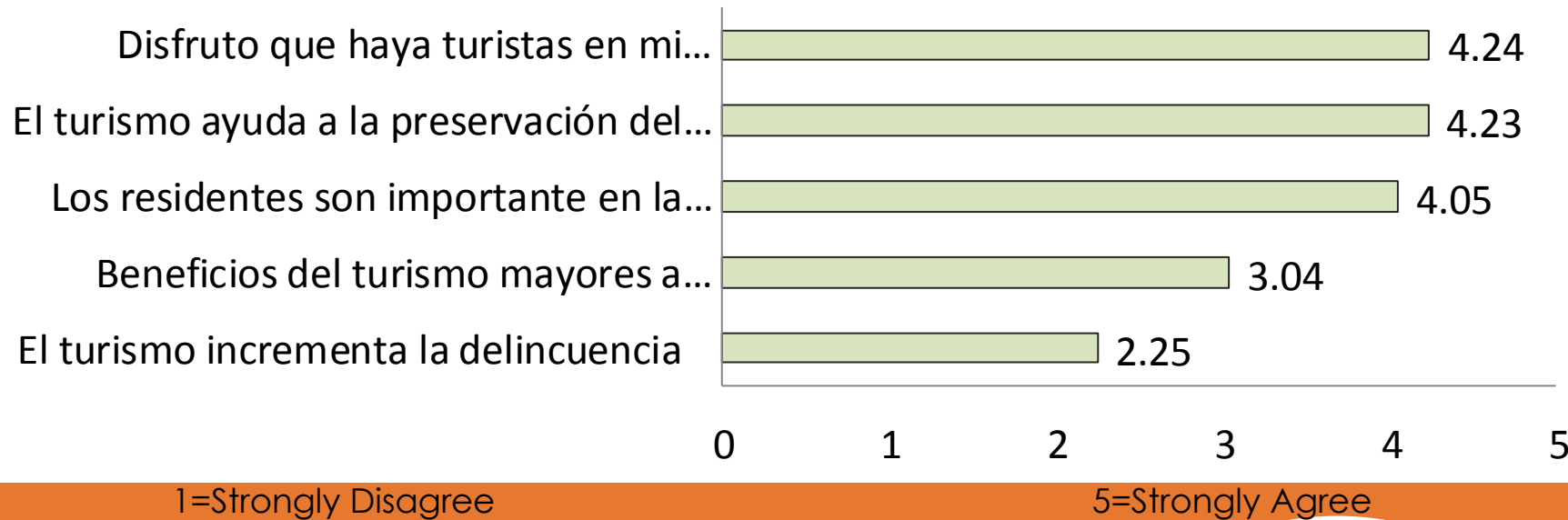
Sales Channels

- 35% did not use a reservation
- 33% use OTA's
- 2% use the official website

29%
say that the Mayan
experience was the
most memorable factor



RESIDENT'S SURVEY



Why Tourist visit Campeche

- 43% Colonial History
- 34% Local Culture

28% of the residents feel proud of showcasing their colonial heritage





<https://www.youtube.com/watch?v=xSj91oaDcMo>

¿QUÉ SIGNIFICA SER CAMPECHANO?

MARKETING

- **Branding and Messaging**
- **Selling Campeche**
- **Event Information**



Mayan Culture

Colonial History

Eco Adventures



CAMPECHE

es Patrimonio Mundial



CAMPECHE
.travel
SUENA DESPIERTO

MÉXICO
¡Se Siente!
visitmexico.com





Zona Arqueológica de Calakmul

CAMPECHE
¡Quiero Estar Ahí!

**En el corazón de la selva
Descubre el alma de los mayas**

Comienza a planear tu viaje en Campeche.travel





¿CUÁL ES SU EXPERIENCIA CAMPECHANA PREFERIDA?

VOTA AHORA y entre a un concurso para ganar un fin de semana inolvidable en Campeche

CAMPECHE
¡Quiero Estar Ahí!

¡Visita Campeche!

A 40.983 personas les gusta esta página · 4.478 personas están hablando sobre esto

Me gusta

Mensaje



Organización Gubernamental

Campeche tierra de cultura... Tierra de experiencias únicas.



40.983

Una muy buena opción para visitar el fin de semana, ubicado a 2

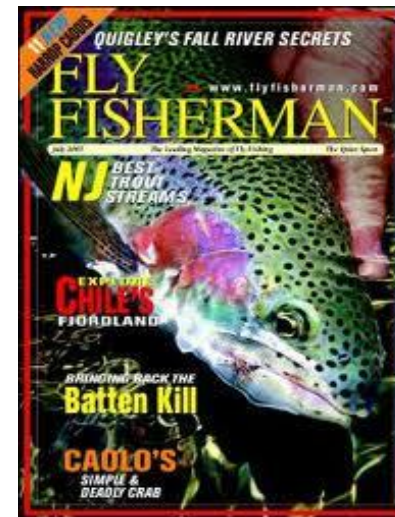
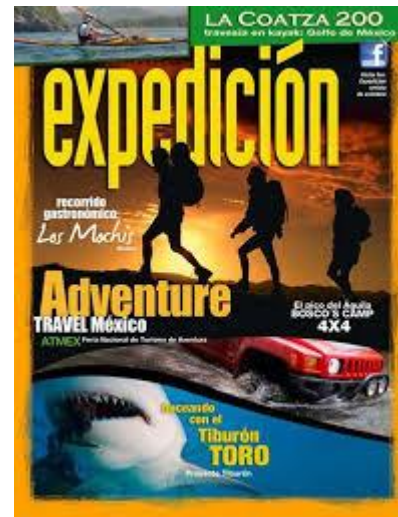


1 ▾

REACHING TRAVELERS THROUGH MEDIA



\$ 18.000 hasta \$ 111.000 pesos aprox for a one page advertisement



ACADEMIC PROGRAMS

- Study Exchange Program
 - Archaeological Institute of America
 - Rheinische Friedrich-Wilhelms-Universität Bonn





CAMPECHE
¡Quiero Estar Ahí!

JUNIO

					SAB	DOM
					1	2
					Expo Sueños Moldeados	Fomento Artístico - Orquesta Típica
3	4	5	6	7	8	9
Aniversario Luctuoso de Don Melchor Ocampo	Los Lujoes Céleste - Luis Gerardo Méndez	Charlas de Biblioteca "Las Aventuras del Capitán Juan Canul"	"Mujeres en apuro" y "El primer amor siempre es el último"	Festival de Danzon con la Orquesta	Festival de Teatro de Palizada	Mostré... Al Corazón de la Ciudad
10	11	12	13	14	15	16
Espectáculo de Sabor a Chocolate	"Viajes de Don Dimas" y "Don Armadillo"	"Ma" de la Cia. de la Cia de Teatro Mil Vida en el Arte	Dime lo que lees y te dire quien eres	Exposición fotográfica "Puestos de Sol en Campeche"	"Las mujeres son cosas de mujeres y los hombres también del Celta Colectivo Teatral"	Presentación de la obra "Kereche"
17	18	19	20	21	22	23
Exposición "Zapping" de Juan Pablo Seman	La hora romántica con el grupo "Los Románticos"	Patrimonio y Escuelas	Presentación de la obra "Monólogo de la vagina"	"Dos dramaturgos campechanos en su territorio" de Agustín Chuc López	Exposición Escultórica y Pictórica de la Colección del Programa Paga en Especia de la SHCE	Recorrido en Bicicleta por el Centro Histórico
24	25	26	27	28	29	30
IX Congreso Internacional de los Mayistas	Tradición y Folclore con el Gran Ballet Folclórico	Entre plástica y folclore... Cuernavaca de Campeche	Presentación de la obra "Ni princesas ni esclavas"	Exposición pictórica "Transubstanciación"	Exposición de grabados de "Vlasy"	Pasaporte del arte infantil



PRODUCT DEVELOPMENT

- **Lack of tourism product awareness and development**
- **Convention Center**



SUGGESTED TOURISM PRODUCTS

Sunset Art Classes



Malecon Bike Tour



Photography Tour

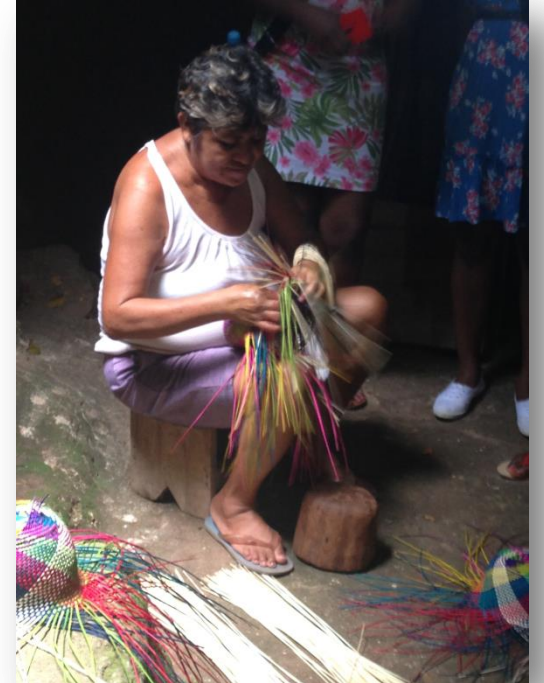


Ghost/Pirate Legend Tour



BUILDING CIRCUITS

- Identify complementary products
- Develop itineraries
- Create maps and tours
- Give it a name
- Promote!



REVITALIZING CENTRO DE CONVENCIONES CAMPECHE XXI

- **Dedicated Sales Team**
- **Personal Connections**
- **Revenue Streams**
- **Marketing Plan**



DEDICATED SALES TEAM

■ Responsibilities

- Create and implement marketing plan
- Proactively contact and book clients
- Liaison with SECTUR and municipality
- Following up with client satisfaction and lost opportunities



CULTURAL FOOD CARTS

- Brings a taste of Campeche
 - Contract with local food providers
 - Use mobile carts, stands or booths
- Economic benefits to convention center and local businesses



Initial investment of \$21,600 for the cart for potential revenues up to \$22,500 pesos yearly

IMPROVING SERVICE QUALITY

- **Training Motivation**
- **Training Accountability**
- **Language Training**



MANAGEMENT TRAINING

- **Learning points**
 - Build a career path
 - Set smart goals
 - Implement incentives
 - Employee recognition



TRAINING EXAMS

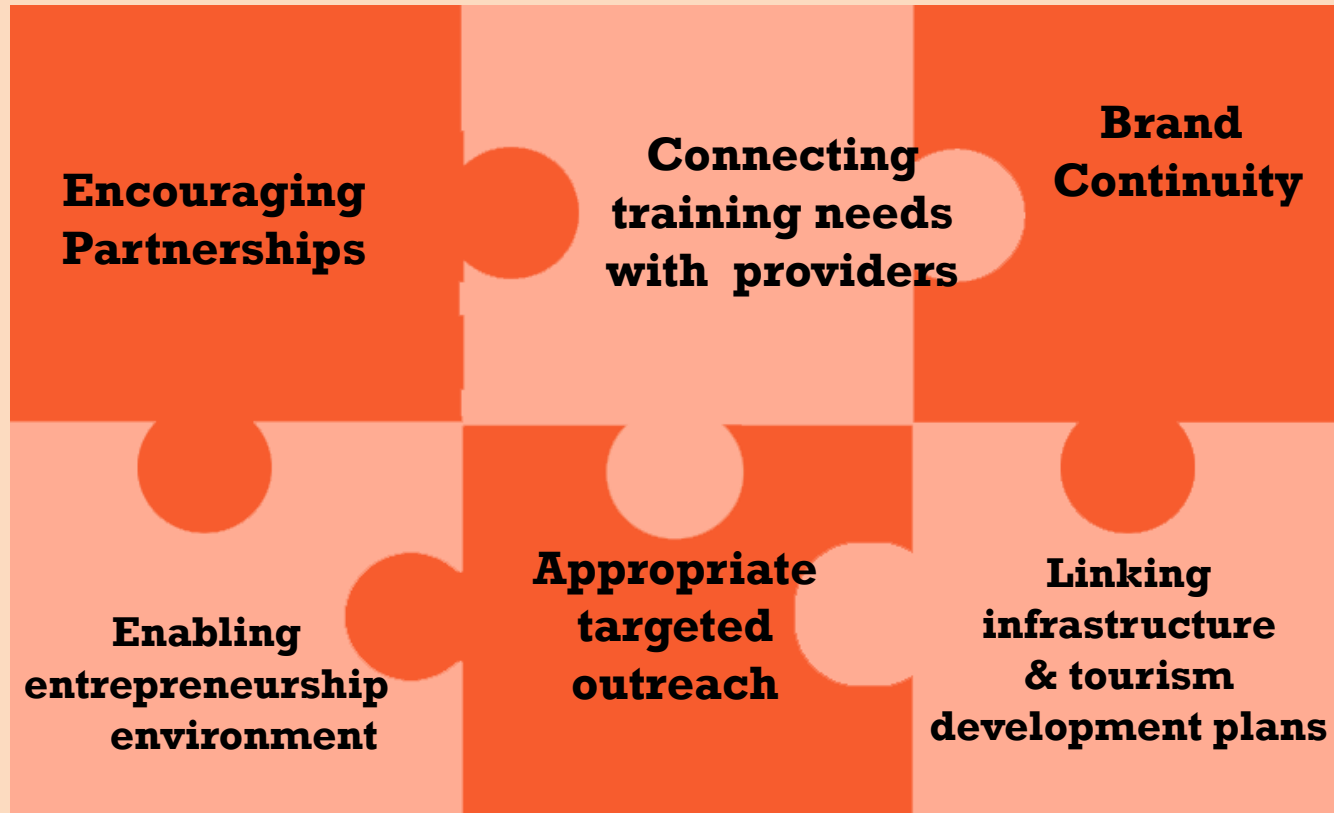


Trainer-
Developed

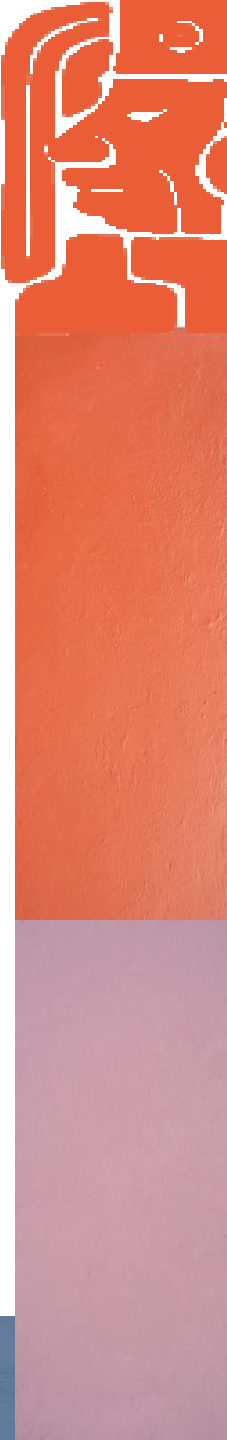
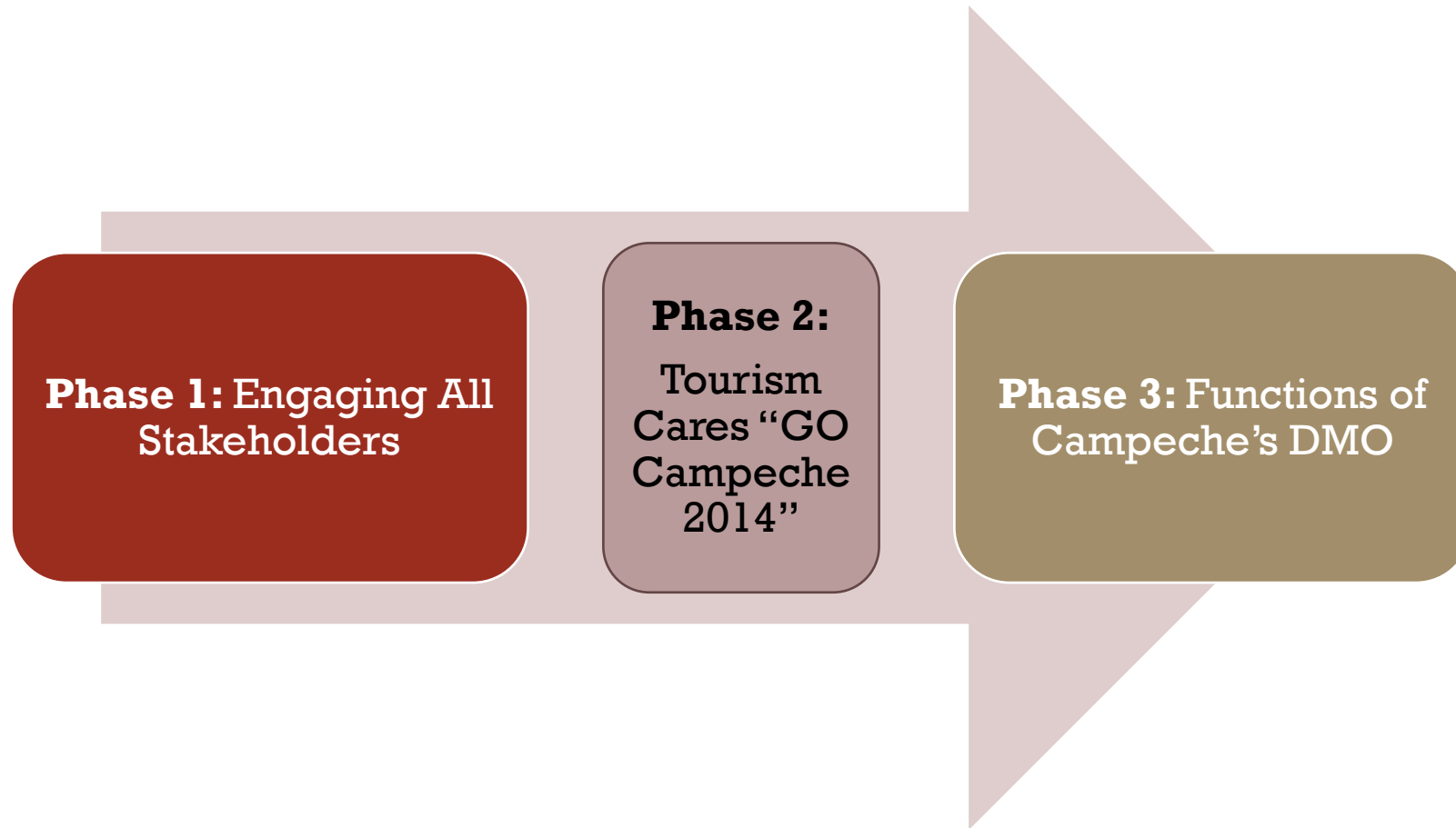
SECTUR-
Approved

3rd Party
Administered

BENEFITS OF COORDINATED DESTINATION MANAGEMENT



CREATING A DMO FOR CAMPECHE



NEXT STEPS

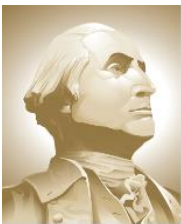
- **Continued Follow up**
- **Report Feedback and Discussion**
- **Follow up Visit**
 - **2 Internship Opportunities**
 - **SAVE Center**
 - **Tourism Cares**





Bilbao

Next



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC



Universidad de Deusto
Deustuko Unibertsitatea
Deusto



Bilbao
UDALA
AYUNTAMIENTO

Scope of Work

Provide detailed visitor and source market profiles

Evaluate destination based on visitor profiles

Provide recommendations

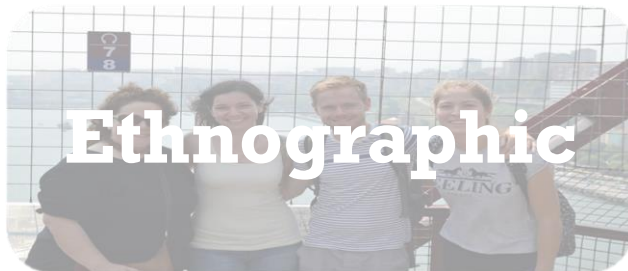
Scope of Work



- Sharing memories
- 92% of American tourists plan to travel with family in the next year



- Conservation and thrill seeking
- 26% of international travelers engaging in adventure travel worldwide



- Experience local culture
- Stay 3 days longer on average
- 78% of all leisure travelers

Recommendation

**Access to
Information**

**Product
Development**

Collaboration

**Marketing
and Branding**

Recommendation

Challenge	Website	Print materials	Language	Peer to peer media
Target	Potential and current visitors	Current visitors	Current visitors	Potential, current and past visitors
Benchmark	San Sebastián, Spain	New York City, USA	Apple Store	Singapore
Solution	Enhance content on website	Convert print to online media	Stickers	Encourage visitor reviews
Cost	Internal staff time	Reduced	2.50€ each	Internal staff time

Access to Information

Example

Missing

- Hours of operation
- Closest tram and bus stop



BIZKAIA

Guggenheim Museum Bilbao

Home > To see and do > Guggenheim Museum Bilbao

> GUGGENHEIM MUSEUM BILBAO

GUGGENHEIM BILBAO

Avenida Abandoibarra, 2 48009 Bilbao
94 435 90 00
Metro stop: Moyúa

Described as the best building of the second half of the twentieth century, the [Guggenheim Museum Bilbao](#) has completely transformed Bilbao, putting the city on the world map and changing its image. Opened in 1997, it was designed by American architect Frank Gehry, who, after visiting the city, was very clear about its location. "That's the place", he exclaimed after observing a view of Bilbao from Mount Artxanda. That place was the site of the former Compañía de Maderas timber company, on the left bank of the river. As the architect himself explained, the design is based "on the port that it was and the city it is", symbolizing a ship anchored on the banks of the Nervión. The titanium cladding means that you see, at any time of day, the colours that the light projects onto it.

This spectacular building adds to an area where the Nervión makes



Access to Information

Brochure Overload

- Numerous publications
- Incomplete information



'BILBOBIZ' STICKER PROGRAM



French menu

Recommendations



Recommendation

Access to
Information

Product
Development

Collaboration

Marketing and
Branding

Recommendation

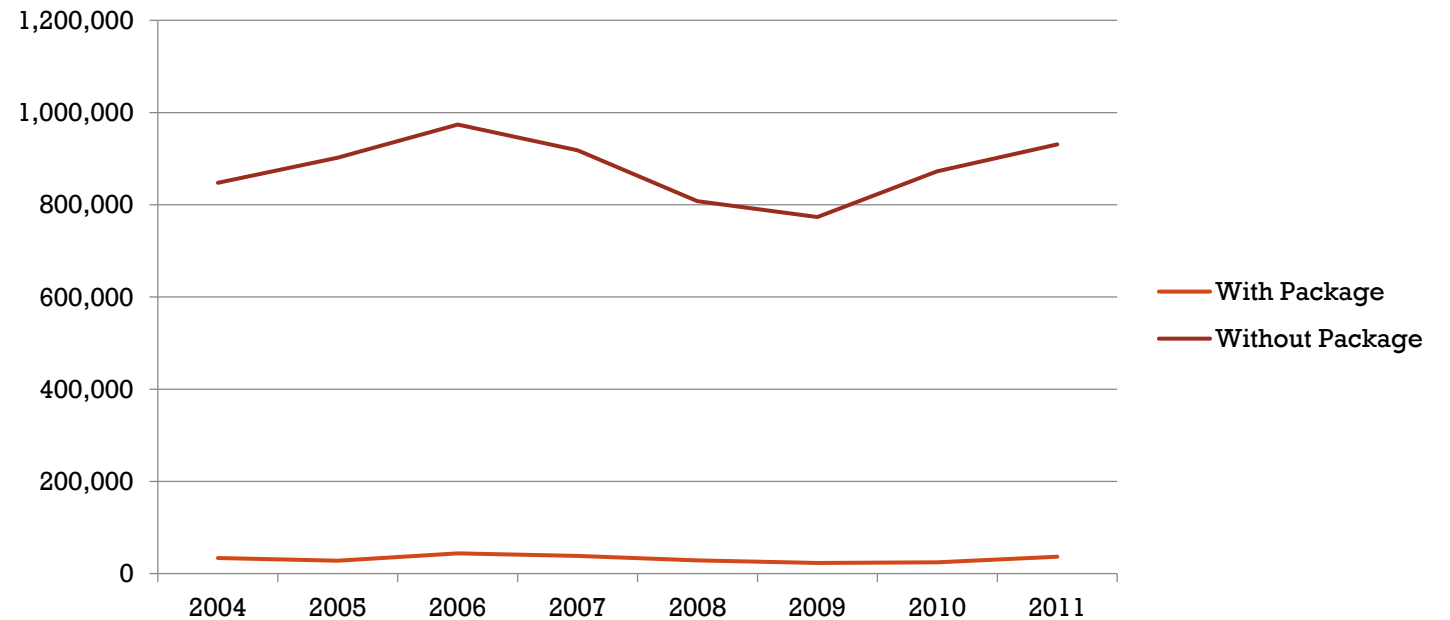
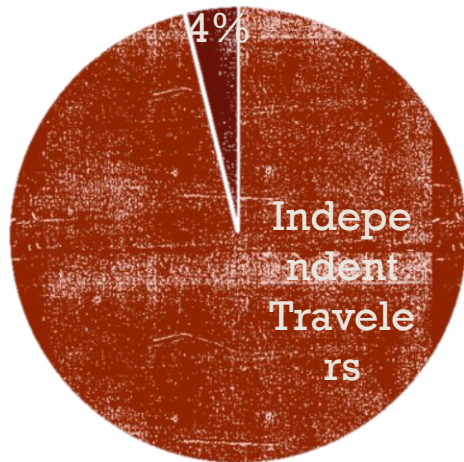
Challenge	Individual reservations	Individuals reservations	Onsite information	Business travelers	Events
Target	Independent traveler	Independent traveler	Current visitors	Business travelers	Potential and current visitors
Benchmark	MoFang	New York City, USA	U.S. National Park Service	Nashville, USA	Aste Nagusia BBK
Solution	Community board	Tailored itineraries	Interpretive signs	Information channels	New events
Cost	Internal staff time	Internal staff time	1,500€	Hotel staff time	Varied

Product Development

ENGAGING THE INDEPENDENT TRAVELER

Over 35, above average income, travel in small groups, as couples, or alone

2011 Visitors to Basque Country



Product Development

Day 1

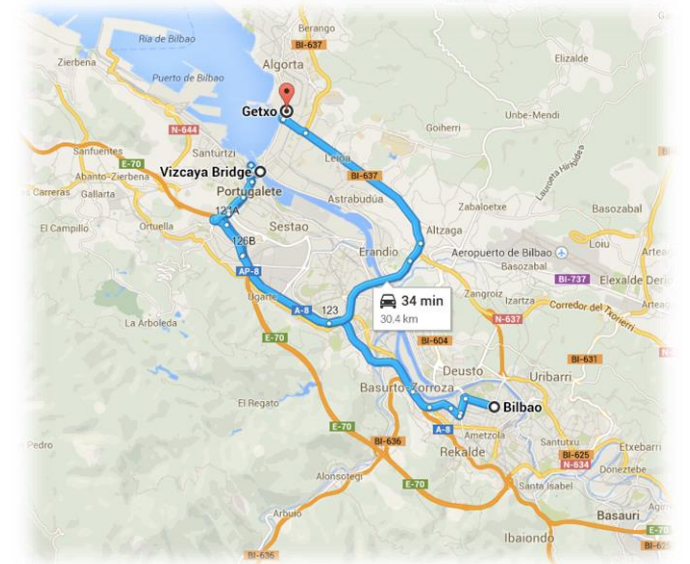
EXAMPLE: BILBAO AND PLENTZIA



4.5 hours – 30.4 km



Take a journey to the northeast and visit some of the beautiful charming villages north of the city. The first stop might be the Vizcaya Bridge, which is a UNESCO World Heritage Site. After climbing to the top of the bridge and seeing the spectacular views of the bay, head down for some coffee and a pintxo before heading along the boardwalk to Puerto Viejo, then make your way to the beach for a sunny afternoon.



Recommendations



Product Development

LEISURE TRAVEL: FESTIV

Benchmarks:

- Aste Nagusia
- BBK Live

Recommendation:

- Work with stakeholders to create new events
 - Pintxo Contest
 - Restaurant Week
 - Taste of Basque Country



Recommendation

Access to
Information

Product
Development

Collaboration

Marketing and
Branding

Collaboration

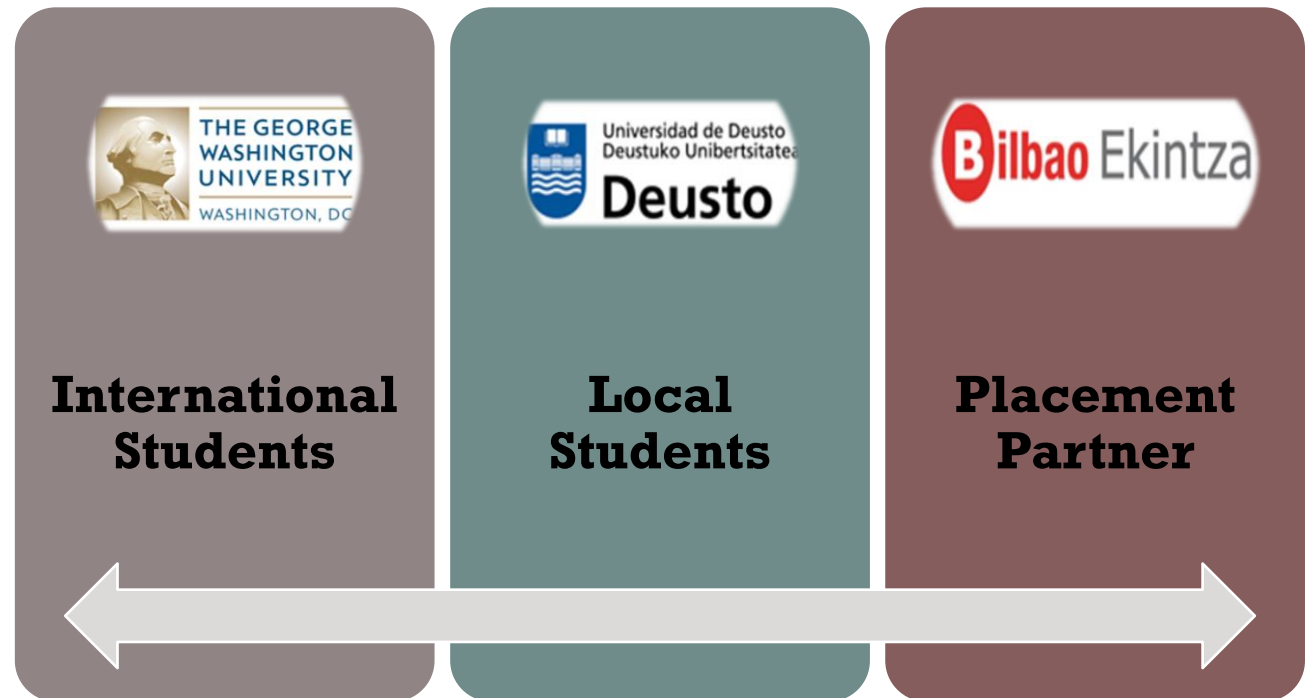
Challenge	Area knowledge of hotel staff	International internships
Target	Hotels	International university students
Benchmark	U.S Concierge Association	George Washington University Study abroad program
Solution	Train hotel staff	Creation of international internship programs
Cost	Hotel resources	Executive time and expenses

Collaboration

Recommendation

Creation of International Internship Programs

- Partnerships between universities and local tourism entities
- Understand mutual benefits



Recommendation

Access to
Information

Product
Development

Collaboration

Marketing and
Branding

Marketing and Branding

Challenges	Social Media	Awareness of Destination Offerings	Direct Marketing	Urban, Green, and Coast Branding
Target	Potential and current visitors	Potential and current visitors	Eco-adventure, ethnographic, and family visitors	Tour operators, potential and current visitors
Benchmark	Australia #ilovecapetown San Sebastián Barcelona	Bing	Red Bull	Travel Oregon
Solution	Immediate Online Strategy	Guerilla Marketing	Advertise to niche markets	Promotional video
Cost	Staff time	Staff time and supplies	350€-15,000€ and staff time	Video software and staff time

Marketing and Branding

Recommendation: Bilbao Facebook Campaign

What to do for 20€ or
less



Sunday morning in
Bilbao



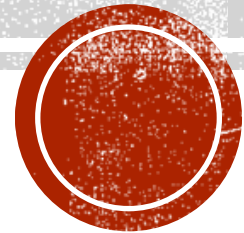
Fan photos



Marketing and Branding



¡Hola me
llamo
Baldo!



Bilbao Next



Information

- Improve website
- Reduce brochures
- Multilingual stickers
- Visitor reviews



Product Development

- Community board
- Independent itineraries
- Signage
- Grow event market



Marketing and Branding

- Web presence
- Niche magazines
- Guerilla marketing
- Bilbao Brand



Training and Partnerships

- Collaboration
- Internships
- Program development

UNWTO Knowledge Network Review

‘Competitive and sustainable tourism experiences in emerging destinations: The case study of Bilbao’

Objectives:

1. Analyze Bilbao’s innovative tourism destination development model, practical tools for its growth and evaluation of tourism experiences;
2. Outline recommendations for and local and regional integration of rural areas into city tourism management;
3. Engage young talents in tourism research by showcasing the work of GW-Deusto Consulting Team.



THANK YOU

