Master Arts Management
AA 15/16

TOURISM SITE DEVELOPMENT

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Thank you.

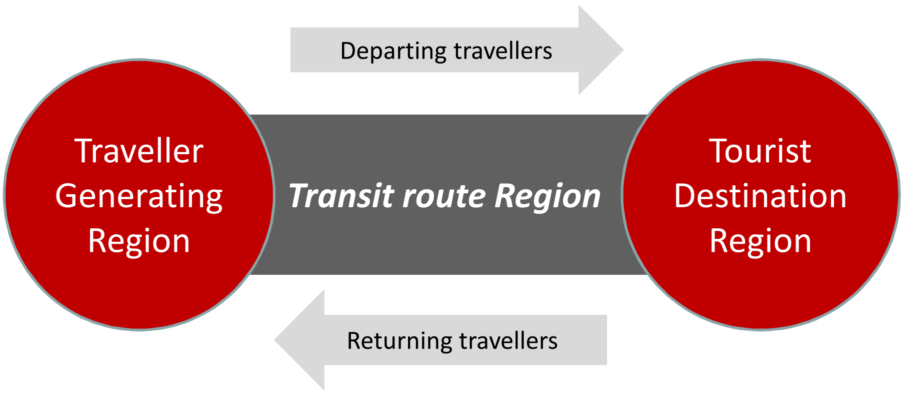
Agenda, 9th November 2016

9:15 – 10.00	**The tourism destination** **The tourism product**
10.00 – 10.45	**The Business Canvass**
11:00- 13:15	**Presentation of the group work** **The Mezyad Desert Park**
13:45 – 16:15	**Group work**

Tourism Site Development

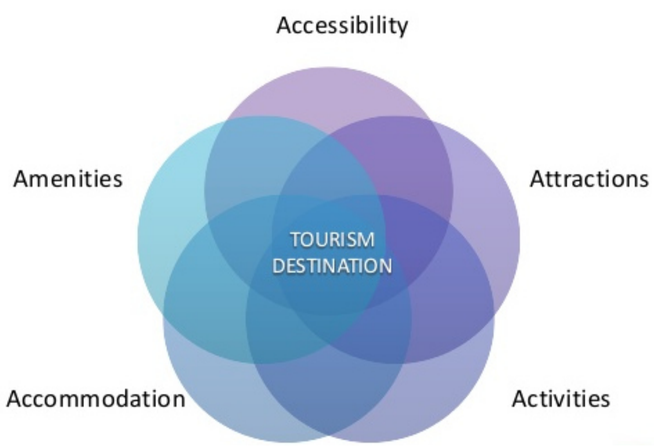
THE TOURISM DESTINATION

The tourism system



Source: Leiper (1990)

The supply components of the destination



Attractions

- They provide the **initial motivation** to visit
- They can be very **various and with fragmented ownership**
- They must be managed so that to **balance market and supply orientation**

Activities

- There is a growing demand of involment from tourist

Amenities

- A range of amenities, support facilities and services are required by tourists at the destination (**accommodation, food and beverage, retailing and other services**)
- They often have a **low level of concentration of ownership**
- This is both and advantage and a problem:
  - An advantage since expenditures quicly flows into the local economy
  - A problem since smal business are fragmented and lack a coherent lobby
  - They also may lack the investment capacity to upgrade and the management /marketing expertise

Access

- Clearly, development and mainteinance of efficient transports links to the generating markets are **essential for the success of the destination**
- Physical and market access are essential, but also the provision of **services** such as:
  - Car rental
  - Local transport
- **Innovative transportation** can include:
  - Scenic drives
  - Park and ride schemese
  - Shuttle buses for walkers
  - Cycle ways
  - Explorer buses

Destination value chain

PRIMARY ACTIVITIES

Product development	Destination and product packaging	Promotion	Distribution and sales	In and outbound logistics	Destination operations and services	Aftercare
New airline alliances and destinations Development of environmental and cultural resources Upgrading and development of visitor facilities Exploiting new markets and market segments New routes, themes, hub/spokes and itineraries Quality (standards) management and assurance systems Improved service delivery and visitor management	Producing marketing materials Collectively packaging attractions of cities, areas and regions Negotiating commission and pricing contracts with suppliers Wholesale packaging	Consumer advertising, PR and promotions Trade exhibitions, workshops, sales visit Marketplace representation Familiarisation trips Media liaison/educationals	Enquiry and info mail service Distributing destination information Brochure display Tour operators alliances Retail (travel agency) sales E-business Reservations Payment and ticketing Insurance Seat pricing and scheduling	Visa and passport provision Airport facilities and services VAT reclaim Emigration services Check in and gate operation Baggage handling In-flight services	Airport transfers Taxi services Public transport Visitor centres Accommodation Catering Tours Attractions Car rentals Entertainment Health and beauty Sport and recreation	Database management Consumer and client tracking and feedback Industry feedback and follow-up

SUPPORT ACTIVITIES

Destination planning and infrastructure	Public transport systems, roads, airports, rail, ports, public toilets, etc.	Bulk infrastructure telecoms, water, electricity, recreation, etc.	Destination planning, design, layout and land-usage	Energy, water and resource management	Aesthetic, environmental and social quality enhancement	Safety and security management	Road signage, information networks and other navigation	Public/private partnerships, strategic alliances, mergers and acquisitions	Institutional coordination and business deregulation
Training and skills development	Community tourism awareness and acceptance	Skills training and education	Personnel management recruitment, motivation, incentives, etc.	Customer care, hospitality culture	Career pathing, staff development, staff stability	Labour relations and negotiations	Job creation and intensifying projects		
Technology and systems development	Computerised reservation systems	Market research and intelligence	Management systems and procedures	Security systems	Information systems and communication				
Related industries	Equipment and component supplies	Fuel, food and beverages	Contracted services	Professional services	Other services	Real estate/buildings			

VISITOR VALUE AND SATISFACTION

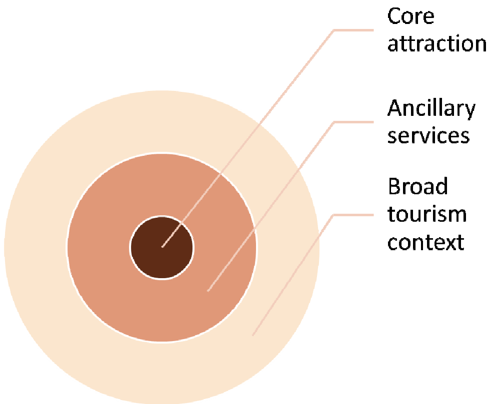
Tourism Site Development

THE TOURISM PRODUCT

The tourism product

It is **what is bought** by the visitors

It descends from their **motivations and expectations**



Tourism destination as a mosaic of tourism products

The three faces of the tourism product

Determinants of tourist experience

- It is not simply confined to consumption of tourism whilst at the destination
- Many tourism businesses are focused narrowly on their product supply and delivery and give little attention to other stages of the customer journey
- The public sector has a critical role in coordinating and developing tourism delivery to ensure a quality experience at the time of visiting the destination
- Developing a quality experience will encourage **repeat visits and positive word of mouth recommendations** to friends, relatives and Internet users, via social network

Tourism Site Development

SITE AND DESTINATION MANAGEMENT

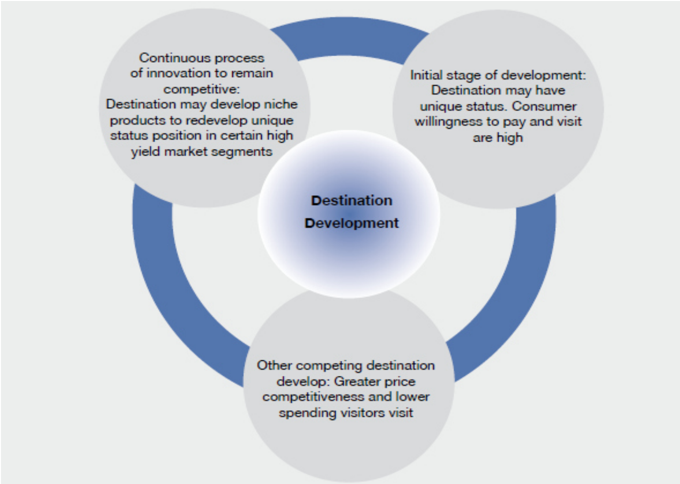
Commercial viability

- Simply developing a tourism product does not mean that visitors will come
- Following a good product development process helps ensure the business, product, or service can compete effectively and make a profit

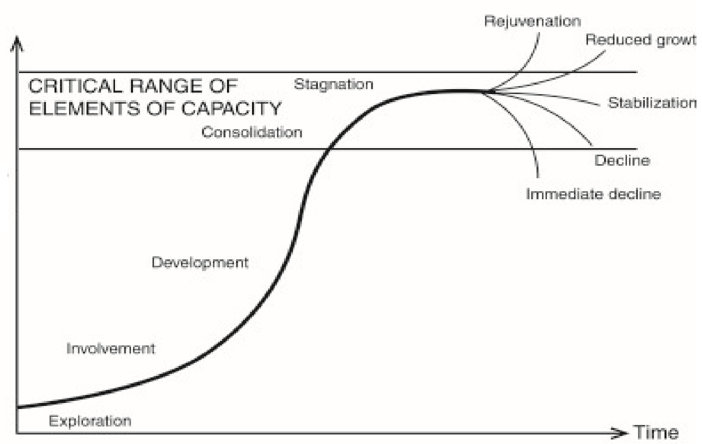
Development of tourism related products and experiences requires:

- Understanding existing supply and future demand for products
- Market research on visitor needs and satisfaction, product development gaps and opportunities
- Understanding the types of experiences that a visitor market seeks
- Assuring the value and feasibility of the tourism project

Site/Destination development cycle model



Site/destination life-cycle



Source: Butler (1980)

Phases 1-2

Exploration
- The new tourist product/s is introduced
- A small number of visitors start coming

Involvement
- Identifiable tourist season begins to emerge
- Visitor numbers start building
- Impacts start to become apparent

Phases 3-4

Development
- Public policy and investment is required
- If destination is to sustain continuing development

Consolidation
- Visitor numbers continue to increase
- Tourist services are provided by large national or international companies
- Local operators still play a role

Phase 5 and 6

Stagnation
- Critical point – decisions have to be made
- Visitor numbers peak
- Visitors attracted by familiarity and extensive facilities
- Promotion is needed
- Adaptation of products and markets

Decline or…. ?
- Visitor numbers fall
- Move down market
- More promotion to meet capacity
- Decline or rejuvenation?

Weakeness of the model

- It is a resort model
- Progress through the life cycle is not inevitable
- Places are not natural organisms – need not die

Case Study

MEZYAD DESERT PARK

IED Roma

The roles

Role Playing

- 3 - 4 groups
- Elaborate developing strategy for the Mezyad Desert Park
- Use the business canvass model+ other marketing tools
- Prepare Power Point presentation (for 12/13 December)

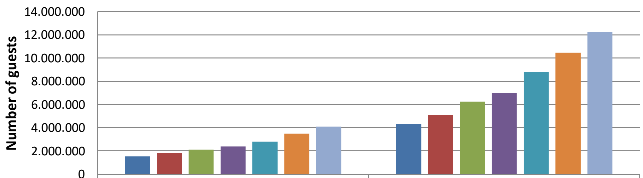
IED Roma

The area

The geographic area

The Country – Abu Dhabi Emirate (UAE)

- ✓ Strong increase of tourism arrivals
- ✓ **Guest arrivals in hotel establishment increased to 4.1 million in 2015** up from 1,54 in 2009
- ✓ **Average lenght of stay** is 3 days in 2015

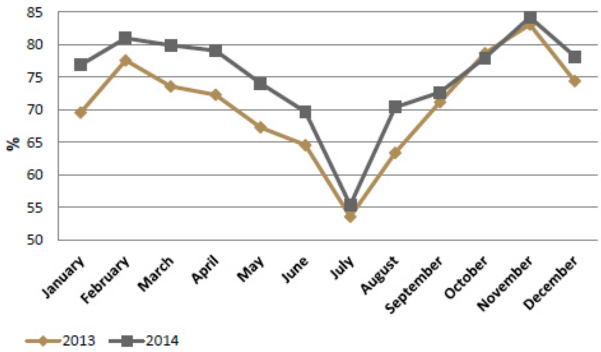


	Actual Guest Arrivals	Guest Nights
2009	1.540.348	4.318.504
2010	1.812.011	5.132.323
2011	2.111.611	6.269.682
2012	2.388.023	6.996.724
2013	2.806.283	8.789.215
2014	3.494.063	10.463.137
2015	4.105.846	12.243.096

2009 2010 2011 2012 2013 2014 2015

Seasonality, Abu Dhabi 2013-2014

- Occupancy rate (and therefore revenues) show a **relevant seasonality**
- Demand falls particularly in July, whilst it is higher from October through April



Guest nights nationality, Abu Dhabi 2015

- About one-third (30.9%) are from UAE
- 8.1% are from India and 7.8% from UK, which precedes USA (5.7%), Germany (5.1%)

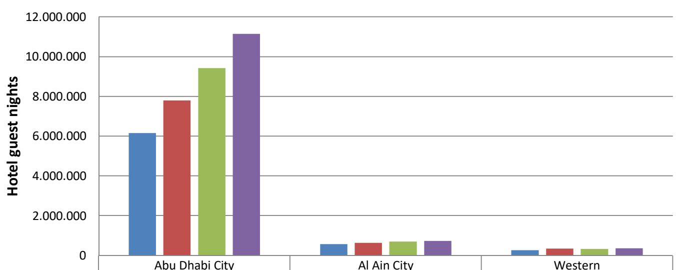
Nationality	Percentage
UAE	30,9%
India	8,1%
UK	7,8%
USA	5,7%
Germany	5,1%
Egypt	2,9%
Saudi Arabia	2,5%
Philippines	2,4%
China	2,2%
Italy	2,2%
Jordan	1,9%
France	1,7%

Hotel establishments supply in different Abu Dhabi locations. 2015

- Abu Dhabi city provides 88.5% of hotel establishments' rooms and 93.4% of those of hotel apartments

Location	Hotel establishments			Hotel apartments		
	Number	Rooms	%	Number	Rooms	%
Abu Dhabi City	86	20,418	88,5%	54	6,252	93,4%
Al Ain City	12	1,465	6,4%	5	445	6,6%
Western	11	1,180	5,1%	0	0	0,0%
Total	**109**	**23,063**	**100,0%**	**59**	**6,697**	**100,0%**

Guest Nights at Different Abu Dhabi locations. 2012-2015



	Abu Dhabi City	Al Ain City	Western
2012	6.153.000	571.000	272.000
2013	7.803.000	641.000	346.000
2014	9.430.554	697.243	335.340
2015	11.144.878	737.444	360.774

2012 2013 2014 2015

Visitors to cultural sites

- The index of the number of visitors to the cultural sites and events for each 1,000 inhabitants **decreased from 1,848 in 2006 to 1,577 in 2014**
- Such index includes public parks and zoo. **If only "cultural" attractions are considered attendance is also much lower**
- Al Ain Museum, Al Ain Palace Museum, Dalma Museum and Al Jahili Fort Museum as a whole accounted for 237,620 visits in 2014 (up from 109,672 in 2006 when Dalma Museum and Al Jahili Fort Museum were not available)
- The figure equals **5.7% of total visits to cultural sites and events**
- The index of the number of visitors to such attractions for each 1,000 inhabitants stood at 90 in 2014 (it was 77 in 2006)
- This means that **the increase of cultural supply has not been accompanied by a proportional increase of visitor demand**, which stands low compared to that to leisure-oriented sites

Visitors to leisure attractions

Item	2006	2013	2014	2015
Total	**2,628,486**	**3,058,612**	**4,179,728**	**2,606,494**
Zoo	619,042	999,174	966,530	890,774
Hili Fun city	235,132	238,046	240,024	-
Public Parks	1,664,640	1,624,630	2,735,554	1,469,054*
Al Ain Museum	53,110	49,281	54,702	50,834
Al Ain Palace Museum	56,562	120,906	146,039	151,611
Dalma Museum**	-	2,297	2,960	2,875
Al Jahili Fort Museum***	-	24,278	33,919	41,346

The UNESCO site

- A 4th millennium funerary landscape cluttered with tombs
- Mysterious dome-shaped tombs, known as Hafeet tombs
- Are the earliest tombs of the Bronze Age in the UAE and defined a period known as "the Hafeet period", which dates from 3200BC to 2700BC
- About 500 of these 5,000-year-old tombs lay scattered at the bottom of Jebel Hafeet mountain

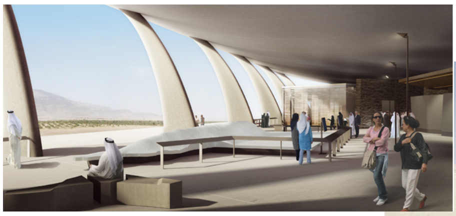
The project area

- The site is of approximate 4000 ha, located 20 km to the south of Al Ain
- Limited to the east by the Jebel Hafit Massif, to the west and north with highway and to the south with the international border of the Sultanate of Oman
- It is currently un-exploited, with camel farms

The Neolitic stones

The situation

- The client is the Abu Dhabi Tourism and Culture Authority (TCA)
- There was a previous study conducted by an American consulting company
- It was considered uncomplete as it focused mainly on archaeology, with tourist services limited to a new visitor centre at the entrance of the desert park



The key issues

- TCA asks for different scenarios of interventions (low, medium, high)
- It asks to strenghten tourist services and to look a wide range of tourists, not only strictly “cultural” in order to expand business opportunities

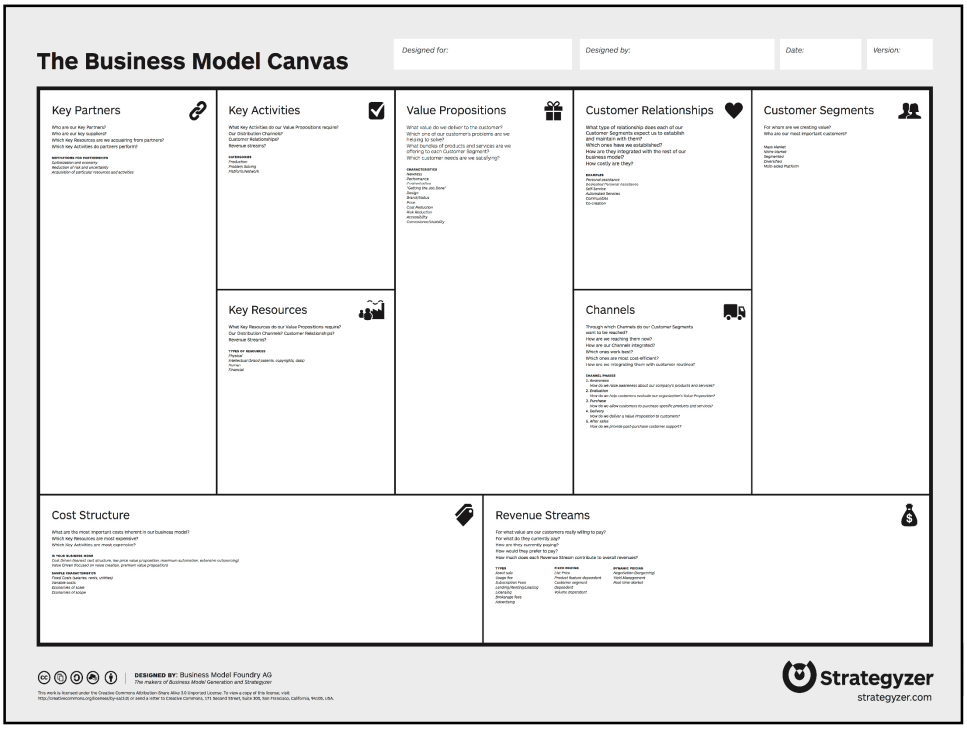
The objectives/deliverables

Stage	Deliverable
Stage 1: Gap assessment	Gap assessment report
Stage 2: Masterplan	Masterplan report and drawings – Site Management Plan – Interpretive Plan – **Business Plan** – Concept design options
Stage 3: Implementation Plan	Implementation Plan report

The Arab Fort

- Included in the project area
- Close to the international border of the Sultanate of Oman
- Possible location for tourist services

THE BUSINESS CANVASS



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Websites

- Cultural Sites of Al Ain (Hafit, Hili, Bidaa Bint Saud and Oases Areas): http://whc.unesco.org/en/list/1343/

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