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### Affiliate Members

#### (a) Report of the Chair of the Affiliate Members

##### I. Introduction

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1. The purpose of this report is to present an analysis of the current situation and the initiatives carried out by the Affiliate Members Programme since the date of the last report, which was presented to the 99th session of the UNWTO Executive Council in October 2014 in Samarkand, Uzbekistan, up to the date of the present report (28 May 2015).

2. The action plan is being carried out as planned, with the support of a growing number of Affiliate Members in the different initiatives under way utilizing various tools, such as prototypes, reports, joint projects with other programmes and technical seminars. These different initiatives contribute to the practical application of public-private collaboration by way of grouping together different members by area of interest, encouraging interaction and networking, as well as the exchange of knowledge and innovation processes.

##### II. Analysis

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###### A. Affiliate Members Programme: enhancing public-private partnerships

###### 1. Action plan of the Affiliate Members Programme

3. Since the last Executive Council, a series of actions based on the work areas detailed in the previous report have been carried out. These actions are the following:

(a) Presentation of the Punta del Este 365 Prototype

(i) Held during World Travel Market in London, UK, on 5 November 2014, the event highlighted progress on the “365” prototype, an initiative that will be carried out over the span of a year with the participation of the Affiliate Members to generate innovative products and services to mitigate this phenomenon in Punta del Este and to be applied elsewhere.



(ii) The presentation falls within the work area of seasonality, a major problem for most destinations in the world, which suffer significant fluctuations in the volume of visitors throughout the year. Destination managers, promoters, tourism businesses and others affected by this issue need to find innovative and creative ways to overcome these fluctuations, in order to reinforce the sustainable development of their destinations and to enable the tourism industry to operate in a more predictable and economically successful manner.

(b) Presentation of the Global Report on Adventure Tourism

(i) Presented at the ATTA Global Summit in Killarney, Ireland on 7 October, the UNWTO Global Report on Adventure Tourism, published jointly with the Adventure Travel Trade Association (ATTA), is the first of its kind by UNWTO on the topic of adventure tourism. The report provides insight into the close relationship between adventure tourism and responsible tourism.

(ii) At its core, the Report asserts that adventure tourism relies on a destination's combination of top-level natural and cultural assets that attract adventure tourists. While adventure tourism may require less capital investment for infrastructure, investment in elements that complement the natural, cultural, and adventure assets are necessary for adventure tourism to flourish. These elements require extensive stakeholder consultation and responsible policy development. The requirements for well-managed natural assets, as well as healthy, educated, and receptive rural populations, continue to be complex and important considerations for the creation of a thriving adventure tourism market. Ultimately, while governments can work to ensure that attitudes, policies, and practices are in place to create fertile ground for adventure tourism, the success of the sector relies on the creation of innovative, compelling products by the private sector too.

(iii) 7 Affiliate Members contributed to the Report in the form of case studies.

(c) Presentation of the Global Report on City Tourism for Global Benchmarking

(i) Presented at the 3rd Global Summit on City Tourism on 10 December 2014, this Report is a practical application that originates from the "CITIES" project and the Istanbul Declaration. Based on the conclusions from this first City Tourism Summit, the UNWTO Affiliate Members Programme revised its strategic objectives to implement a specific plan to contribute to urban tourism's progressive analysis.

(ii) The research presented looks into a selection of nine cities that cover a wide spectrum, from larger- to smaller-scale cities with a significant amount of tourism.

(iii) The Report analysed each of these nine cities, providing a revision of the publicly available indicators for each destination and a critical analysis of the potential room for improvement to foster reflection. This exercise is also useful for the cities to benchmark each other on the current state of their measurement structures.

(iv) The scorecard presented in the Report, though not an exhaustive list, represents a scalable tool, which along with contextual information provided, seeks to help DMOs benchmark themselves against other cities using the same indicators.

(v) 18 Affiliate Members contributed to the Report with case studies.

(d) 1st UNWTO Conference on Shopping Tourism

(i) The 1st UNWTO Conference on Shopping Tourism, organized together with FITUR Shopping, affirms, yet again, how public-private partnerships and the collaboration between the various stakeholders can advance our knowledge of the sector and define more effective strategies.

(ii) The Conference, held during the framework of Fitur, highlighted the importance of shopping as one of the major categories of tourists' expenditure, representing a significant source of income for local communities. It placed emphasis on its role in raising domestic income and creating new jobs, consequently improving a country's balance of payments, and the linkages to other parts of the global economy.

(iii) The event provided a platform for participants from all over the world, from the public and private sectors, to analyse trends in shopping tourism and exchange innovative and creative experiences.

(iv) As a result of this well-received conference, the UNWTO Affiliate Members Programme has received petitions to launch a Shopping Tourism Network.

(e) The 1st UNWTO World Forum on Food Tourism will take place in San Sebastian, Spain, from 27 to 28 April.

(f) The following additional reports are under way:

(i) UNWTO Global Report on Cultural Routes and Itineraries

(ii) UNWTO Regional Report on Tourism Products: Building Development in Africa

(iii) UNWTO Global Report on Transformative Tourism

(g) Initiatives for promoting innovation in tourism: Launch of the 11th edition of the UNWTO Awards

(i) In July 2014 the nomination period opened for the eleventh edition of the UNWTO Awards for Excellence and Innovation in Tourism, aimed at recognizing tourism initiatives that contribute to the advancement of tourism through knowledge and innovation.

(ii) The deadline for the submission of candidate initiatives expired on 31 October 2014 and the awards ceremony took place on 28 January 2015, at the FITUR International Tourism Fair for the second consecutive time.

(iii) These awards, which since their institution in 2003 have distinguished more than 70 tourism initiatives in both the public and private sectors of tourism, cover four categories of tourism initiatives:

- a. Innovation in Public Policy and Governance
- b. Innovation in Enterprises
- c. Innovation in Non-Governmental Organization, and

## d. Innovation in Research and Technology.

(iv) Awards are also given to individuals in two categories, Excellence in the Creation and Dissemination of Knowledge in Tourism and Lifetime Achievement.

(v) The 11th UNWTO awardees were given the opportunity to present their innovative projects and achievements at the UNWTO Awards Symposium one day prior to the ceremony. The Symposium also included a panel discussion with the current and previous UNWTO Awards Laureates as well as other prominent experts.

4. The advances in the area of Prototypes of the Affiliate Members Programme have been the following:

(a) Precious Time: The methodology document with the roadmap for replication in other locations has been drafted and sent to those destinations that have expressed interest in carrying out an initiative of this nature.

(b) 365: The launch document was drafted based on the conclusions from the 1st Conference on Innovative Approaches to Overcome Seasonality held in May 2014 in Punta del Este, Uruguay. It was submitted to Affiliate Member Destino Punta del Este in July 2014 for the development of Phase 2 of the prototype. The invitation to all Affiliate Members worldwide has also been sent, and its creative development is currently underway.

5. The advances in the area of the Networks of the Affiliate Members Programme have been the following:

(a) Gastronomy Network: The Gastronomy Network will follow the model of the Knowledge Network as a forum within the Affiliate Members Programme where participants will interact, share and access relevant information. Here, experts, destinations, academics and a wide variety of private-sector stakeholders can work together in shaping the future of the food tourism sector. Participants will benefit from an unparalleled platform to create, disseminate and implement resources in playing a prominent role in harnessing the enormous potential of gastronomy to mobilize a variety of sectors and resources.

(b) Shopping Tourism Network: The Shopping Tourism Network will follow the model of the Knowledge Network and the Gastronomy Network as a forum within the Affiliate Members Programme in which participants will be able to interact, share and access relevant information. In addition, they will benefit from a platform to generate, disseminate and apply specific knowledge tapping in on the huge potential of Shopping Tourism to boost and position urban and general tourist destinations.

6. The International internship initiative of the Affiliate Members Programme has progressed as follows:

The pilot project to define a protocol for integrating educational and research institutions on the one hand, with public and private sector organizations on the other, through an international initiative of internships for students is at an advanced stage and has been joined by various Affiliate Members such as IATA, Amadeus, SKAL International, Value Retail and Innova Taxfree.

## **B. General structure of the Affiliate Members**

7. The structure in terms of the number of members, as well as their geographical and field-of-work distribution is set out in Annex I.

## **III. Actions to be taken by the Executive Council**

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8. The Executive Council is invited:

(a) To acknowledge the constructive role of the initiatives implemented in the Action Plan of the Affiliate Members Programme as well as the growing number of Affiliate Members that participate in them;

(b) To encourage the grouping together of the different Members by area of interest, while promoting interaction, the exchange of knowledge and innovation processes;

(c) To take note with satisfaction of the further dissemination and visibility of the UNWTO Awards for Excellence and Innovation as a way of recognizing the importance of the contribution of tourism to society; and

(d) To recognize the importance of the Prototype Methodology and related materials developed by the Secretariat, including its names and signs, acknowledging these as UNWTO property, to encourage its expansion and to approve its referral to the General Assembly for endorsement at its twenty-first session to be held in Medellín, Colombia.

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**Annex I. General situation of the Affiliate Members**

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- (a) The number of Affiliate Members is currently 427.
- (b) The total geographic distribution of the Affiliate Members per region is as follows:
  - (i) Africa: 24
  - (ii) Americas: 97
  - (iii) Asia-Pacific: 37
  - (iv) Europe: 241
  - (v) Middle East: 27
- (c) The total geographic distribution of the Affiliate Members per country is as follows:
  - (i) Angola 1
  - (ii) Argentina 9
  - (iii) Australia 8
  - (iv) Austria 5
  - (v) Azerbaijan 21
  - (vi) Bangladesh 1
  - (vii) Barbados 1
  - (viii) Belgium 4
  - (ix) Brazil 20
  - (x) Bulgaria 1
  - (xi) Cabo Verde 1
  - (xii) Cambodia 1
  - (xiii) Cameroon 2
  - (xiv) Canada 4
  - (xv) Chile 2
  - (xvi) China 5
  - (xvii) Colombia 9
  - (xviii) Costa Rica 2
  - (xix) Côte d'Ivoire 1
  - (xx) Croatia 7
  - (xxi) Cyprus 2
  - (xxii) Czech Republic 1
  - (xxiii) Denmark 1
  - (xxiv) Dominican Republic 1

- (xxv) Ecuador 2
- (xxvi) Egypt 6
- (xxvii) Ethiopia 1
- (xxviii) Finland 2
- (xxix) France 13
- (xxx) Gabon 1
- (xxxi) Germany 7
- (xxxii) Greece 4
- (xxxiii) Honduras 1
- (xxxiv) Hong Kong, China 2
- (xxxv) Hungary 3
- (xxxvi) India 4
- (xxxvii) Iran, Islamic Republic of 8
- (xxxviii) Israel 1
- (xxxix) Italy 17
- (xl) Jamaica 1
- (xli) Japan 3
- (xlii) Jordan 5
- (xliii) Kazakhstan 1
- (xliv) Kenya 4
- (xlv) Kuwait 1
- (xlvi) Latvia 1
- (xlvii) Lithuania 1
- (xlviii) Macao, China 1
- (xlix) Malaysia 1
- (l) Malta 1
- (li) Mexico 16
- (lii) Monaco 1
- (liii) Morocco 2
- (liv) Namibia 1
- (lv) Netherlands 5
- (lvi) Nigeria 2
- (lvii) Pakistan 1

- (lviii) Palestine 2
- (lix) Peru 5
- (lx) Poland 2
- (lxi) Portugal 11
- (lxii) Republic of Korea 7
- (lxiii) Russian Federation 11
- (lxiv) Saudi Arabia 2
- (lxv) Serbia 2
- (lxvi) Slovakia 1
- (lxvii) Slovenia 1
- (lxviii) South Africa 6
- (lxix) Spain 77
- (lxx) Sudan 1
- (lxxi) Switzerland 9
- (lxxii) Thailand 2
- (lxxiii) The former Yugoslav Republic of Macedonia 2
- (lxxiv) Trinidad and Tobago 2
- (lxxv) Turkey 11
- (lxxvi) Uganda 1
- (lxxvii) Ukraine 3
- (lxxviii) United Kingdom 13
- (lxxix) United States of America 18
- (lxxx) Uruguay 2
- (lxxxi) Uzbekistan 1
- (lxxxii) Venezuela 3
- (lxxxiii) Zimbabwe 2

(d) The Affiliate Members represent the following areas:

- (i) University and Research Programs: 96
- (ii) Professional Associations: 45
- (iii) National, Regional, Local, City Promotion Boards: 53
- (iv) Tourism Business Management & Consultancy: 33
- (v) Destination Management Organizations: 21
- (vi) Hotels / Accommodation: 21
- (vii) Trade Fairs & Exhibition Management: 25

- (viii) Travel Agencies & Tour Operators: 44
  - (ix) Air, Rail & Road Transport: 12
  - (x) Research Social, Economic and Cultural Impacts of Tourism: 15
  - (xi) Mass Media: 5
  - (xii) Other activities: 57
- (e) 79 research and innovation institutions are part of the Knowledge Network.
- (f) At the last Executive Council of June 2014, 12 Affiliate Members joined the Organization. These new Members come from 10 countries and 4 regions.
- (g) At the date of this report, 64 new entities have applied for affiliate membership in UNWTO. From these, we estimate at this point that 24 will be ready to be submitted for admission during this session.
- The total breakdown following the Executive Council will be as follows:
- (i) Total number of members: 450
  - (ii) Geographical distribution: They will represent 13 countries; 3 from Africa, 2 from the Americas, 2 from Asia-Pacific 15 from Europe and 2 from the Middle East.

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**Annex II. UNWTO Prototype Methodology**

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**A. Presentation of the initiative:**

(i) UNWTO has developed a Prototype Methodology in order to establish a formal framework where the public and private sector work together to share knowledge and implement tourism projects that improve competitiveness in an ethical and sustainable environment. This professional framework is based on transparency, flexibility and rigor and sets the guidelines on the development of innovative projects for the benefit of tourism destinations, businesses and institutions. The Prototype Methodology designs a roadmap based on research and initial analysis, incorporating business models and structure, product development, territorial tourism intelligence, communication strategies, marketing and brand identity.

(ii) The Prototype Methodology is based on collaboration between UNWTO Affiliate Members and public institutions in order to support destinations to overcome challenges for the development of public and private initiatives, with the aim of promoting economic and social growth and job creation. For this purpose, a Working Committee is established amongst Members who wish to participate, exchanging views, opinions and relevant information to build the most adequate project.

(iii) The objective of the prototypes is to involve stakeholders, Members of the Organization, in working towards a common goal, testing new models of public-private partnership and developing methodological documents which provide recommendations that could also be applicable to other destinations. All Members work synergistically and transparently under the UNWTO umbrella on the application of an innovative concept across the board in any destination. This initiative covers aspects such as human capital training, management of tangible and intangible heritage, new collaboration procedures among stakeholders in the project, the importance of content and the technological component related to the product.

(iv) All projects derived from this Prototype methodology under the auspices of UNWTO require compliance with the Global Code of Ethics for Tourism, to maximize tourism's socio-economic contribution while minimizing its possible negative impacts.

(v) Thus far, two prototypes have been launched:

a. Precious Time, an exercise in creating premium tourism products for urban destinations, tested in Madrid, Spain; and

b. 365, a project designed to overcome seasonality, applied in Punta del Este, Uruguay.

The methodology resulting from both prototypical exercises, whose description is annexed, is original and is, therefore, intellectual / industrial property of UNWTO. This methodology is ready to be replicated in other locations and has already received numerous requests in this regard. There have also been requests to develop new prototypes on wine tourism and faith tourism, to be carried out in the same fashion.

(vi) The Prototype Methodology is designed to be self-sufficient, funded solely by interested parties, thereby not generating UNWTO any net costs. Furthermore, this line of work is designed to generate revenues for UNWTO, adhering to the recommendations of the Joint Inspection Unit Report (JIU/REP/2002/6), under the "United Nations System Revenue-producing Activities". Revenues will be

drawn from a prototype application fee, while the costs incurred by the Secretariat will be covered by a fee based on the general support provided by the Secretariat to each prototype.

(vii) In light of the positive interest shown by UNWTO Members on both Precious Time and 365 prototypes, the Secretariat has prepared the annexes herewith on the UNWTO Prototype Methodology and the descriptive document of both Prototypes.

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**Annex III. Madrid Precious Time descriptive document**

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**A. “Cities” Prototype: Madrid Precious Time**

(i) This prototype has implemented in Madrid since July 2013 arose as a result of the “Cities” project launched by the UNWTO in 2012 in collaboration with 21 cities worldwide. Through a system of consultation on key issues carried out through the tourism promotion bodies of different cities, an initial framework was obtained for working with the priority areas of common action, which resulted in the publication of a special report: AM Reports Vol. 6 on City Tourism.

(ii) This report was presented at the 1st UNWTO Global Summit on City Tourism held in Istanbul in November 2012, which covered key topics in order to launch the initial phase of the project, such as the strategic role of tourism in development of cities, the keys to success for its development and the concepts of reference for Smart Cities.

(iii) The report also included a joint statement called the “Istanbul Declaration”, named after the city where it was presented, which was signed by the 21 participating cities plus the city of Moscow calling for the implementation of specific actions to further elaborate on and give greater visibility to seven areas vital to the development of city tourism.

(iv) Based on the conclusions of the 1st Summit, the UNWTO Affiliate Members Programme included among its strategic objectives to address the seven areas of action mentioned in the Istanbul Declaration and, consequently, to implement a specific plan to contribute to its progressive analysis through interaction and the exchange of experiences among companies, destinations and universities worldwide.

(v) The specific area of specialty products in cities is one of the key points of the report. Indeed, point 6 of the Istanbul Declaration sets forth as an objective to *“implement innovative strategies to provide the city with new and more specialized products with high added value, addressing niche markets and upgrading the quality of the visitor experience.”*

(vi) Addressing this challenge through a case study conducted in collaboration with the Affiliate Members in the city of Madrid constitutes the purpose of the prototype “Madrid Premium”, wherein companies from different fields collaborate with public institutions under the umbrella of the UNWTO. All of them have been working synergistically towards the effective application of the “Premium” concept in the city of Madrid. It is worth noting that this initiative also covers other aspects highlighted by the Istanbul Declaration, such as human capital formation, communication, tangible and intangible heritage, new forms of collaboration between the actors involved in the project, the importance of content and the technological component linked to the product.

(vii) The fact that this project is backed by governments at the local, national and international levels, such as the city of Madrid, the Ministry of Tourism and the UNWTO, makes it an exceptional case study that is relevant for the city of Madrid, the different actors involved in the project and the tourism sector in general.

(viii) All of these were accompanied by a national and international communication plan in order to give visibility to the project, the city of Madrid and Affiliate Members participating in it.

(ix) The prototype was also presented internationally during the 2nd Global Summit on City Tourism in Moscow, in collaboration with the city’s Committee on Tourism on September 20.

## Annex IV. Punta del Este 365 descriptive document

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### A. Overview

(i) The Prototype Punta del Este 365 launched last May during the work sessions organized during the 1st UNWTO Affiliate Members Conference on innovative approaches to overcome seasonality: The Punta del Este Prototype held in Punta del Este, Uruguay, from 1 to 3 May. Currently, it is in its second phase of technical design, in which, among other objectives, potential participants are identified, both local and international. It is for this reason that we want to share the creative definition of the project and invite you to participate.

(ii) The Prototype which will be carried out in Punta del Este during the course of a year commencing from September 2014, is born as a result of the 2013-2014 Affiliate Members Programme of Work, which in paragraph 4 designates a specific action that aims to address successful ways to overcome seasonality, an extremely complex element for many destinations in the world. The research areas mentioned in that paragraph include nature tourism, cultural tourism, shopping tourism, language tourism and the meetings industry.

The objective of the prototype is to solve the challenge of overcoming seasonality, taking place in Punta del Este, Uruguay with the collaboration of the Affiliate Members. It is conducted with companies from various fields and public institutions under the umbrella of UNWTO, working synergistically and transparently to develop an innovative concept that can be applied in all areas in Punta del Este.

(iii) The backing of the government on a local, national and international level, such as Destination Punta del Este, the Municipality of Maldonado, the Ministry of Tourism of Uruguay and UNWTO, grants the project a unique, relevant and distinctive character which other destinations may try to reflect in their theme and objectives.

(iv) The purpose of the prototype is the creation of specialized products and services, highlighting their value, in order to attract visitors year-round. These products will be linked to the unique resources of the region, incorporating cultural, artistic, historical, heritage, gastronomy, wellness, sports and educational elements, in addition to their local products from rural areas and livestock. For this, the work has been developed under the guiding theme that provides personality to the project. In this case, it is the energy which is transferred and which gives distinctiveness to tourism in Punta del Este throughout the year.

The project fits a model of public-private partnership that will involve UNWTO Affiliate Members, relevant entities and actors linked to the destination and Uruguayan governmental agencies at a local, regional and national level.

### B. Guiding theme: Energy

(i) References to the special energy of Punta del Este have been a constant throughout the years in the Punta del Este vicinity. Some attribute this to the powerful energy vortexes present, which apparently, was a widely studied phenomenon by Russian scientists during the Soviet era. Other experts in astrological advice designate the particular location and astral configuration at the moment in which its modern history commenced to the energy physically present in the place.

(ii) In either case, the testimony of tourists and visitors about the beneficial effects experienced during their stays are a constant. The beauty of the environment is a fact, but the effect on wellbeing stemming from the place is the real differentiating factor relative to other destinations. This is what can

help position it as a holiday destination all year-round for tourist's profiles from various destinations that currently do not have Punta del Este on their radars.

(iii) Due to this, energy has been proposed as the guiding theme for this prototype, also suggesting that it should be the central creative element for each new product and service which is designed as a result of the implementation of this methodology.

(iv) In order to support the creative idea, given that the prototypes are to be innovative, i.e. to carry out something that has never been done, has commissioned a study of interpretation of the energy currents present in the astral configurations time of landing or "encounter between two cultures." This study shows some interesting facts, such as that the astral configuration during that historical moment and now is the same, and offers some food for thought and inspiration to carry out this prototype, which is exactly what was intended for this methodological process. The exercise also served to identify the elements present in the logo of the project. It has also given us clues to design innovative products and services that we need to transform a purely summer destination to a year-round destination, with the energy of the destinations most consistent and harmonious elements.

(v) In either case, the key is to launch a tourism product from a totally different perspective, so that the process itself begins to generate awareness and notoriety in high-potential emitting markets and between new visitor profiles. And for even more important reason: everybody has been everywhere and has experienced almost everything, travel abroad has been fully explored, what remains is the inner journey.

(vi) One of the goals of this prototype, nevertheless, is that Punta del Este takes the leading role on this trend, and that a tourist experience here is a combination of external and internal energy as a nexus, holistic sustainability.