



**“The European Union’s DCI 2012 National Programme
for Kazakhstan”**

Kazakhstan Regional Development

Regional Tourism Development Tool Kit



Проект финансируется
Европейским Союзом



Galway Development Services International
Проект реализуется консорциумом
под руководством GDSI Limited

August 2016



Проект финансируется
Европейским Союзом



Galway Development Services International
Проект реализуется консорциумом
под руководством GDSI Limited

**“The European Union’s DCI 2012 National Programme
for Kazakhstan”**

Kazakhstan Regional Development

Regional Tourism Development Tool Kit





Disclaimer

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the GDSI consortium and can in no way be taken to reflect of the European Union.





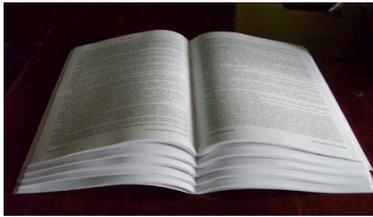
Regional Tourism Development Tool Kit

Table of Contents

Stages	Step	Tool	
Introduction to the Toolkit Key Messages			
Stage A: Understanding Regional Tourism Development	A1	A.1 Legal Basis and Strategic Documents for Tourism Development in Kazakhstan	
	A2	A.2 Tourism Development in the Regions	
	A3	A.3 Learning & Action Frameworks	
Stage B: Starting Tourism Development in the Region PHASE 1 SITUATION ANALYSIS & NEEDS ASSESSMENT	B1	B.1 STEP 1 Review and Analysis of the Tourist Resources in the Region 1.1. Natural Tourist Resources 1.2. Archaeological, Historic and Cultural Tourist Resources 1.3. Special Attractions	
		B2	B.2 STEP 2 Review and Analysis of the infrastructure (general and tourist) in the region 2.1. General Infrastructure 2.2. Tourist Infrastructure 2.3. Information Provision about the Tourism Product
			B3
	B4	B.4 STEP 4 Analysis of the Stakeholders in tourism 4.1. Identification of stakeholders 4.2. Preparation of a Strategy for Attracting of the chosen Partners 4.3. Roles in Tourism Development	
Stage C: Tourism Development in the Region PHASE 2: TOURISM PLANNING AND DEVELOPMENT, TOURISM PRODUCT DEVELOPMENT & TOURIST DESTINATION	C1	C.1 TOURISM PRODUCT 1.1. Tourism Product Elements – Attractions (natural, cultural, man-made), Amenities (accommodation, F&B, entertainment), Access and infrastructure; 1.2. Tourism Product Development (stages) and Product Life Cycle;	
		C2	C.2 TOURIST DESTINATION 2.1. Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System 2.2. Tourist Regions and Destination Management Organisation (DMO)
	C3		C.3 SUSTAINABLE TOURISM DEVELOPMENT
	C4	C.4 TOURISM MARKETING AND PROMOTION	
Stage D: Implementation and monitoring PHASE 3: IMPLEMENTATION, MONITORING & EVALUATION	D1	D.1 Implementation, Monitoring and Evaluation	
Examples of Regional Tourism Development	E1	E.1 Examples of Regional Tourism Development	



INTRODUCTION



This toolkit is a practical guide which is designed to assist different levels of akimats (oblast and rayon) and other stakeholders that are involved in tourism development. It can assist a wide range of decision makers, as well, including tourism managers and staff, tourist associations, organisations that promote tourism, relevant educational institutions and other groups engaged within the tourism sector.

It will assist the relevant bodies to evaluate the opportunities for development and promotion of tourism products and services and the application and establishment of tourist organizations and tourist information centers in the regions.

The toolkit is a step by step guide to the procedure for easy following.

Why do we want to develop tourism?

- **Expected benefits** from tourism development as a whole;
- **Existing opportunities**, connected not only with the local resources (attractions), but also with the market opportunities;
- Necessity to **diversify** the existing tourism offers and development of **new destinations** (tourist places) - alternative products and alternative destinations.

The role of tourism in development of the regions

Tourism is one of the most promising sectors of the global economy, the potential of which in Kazakhstan is not being developed properly. Tourism should be one of the key priorities of economic development of Kazakhstan, especially in the view of the current crisis. The country is rich in various natural, cultural and geographic locations. Regions of Kazakhstan have a high potential for tourism development, but it is constrained by several problems characteristic of most of the region: underdeveloped tourist and basic infrastructure, lack of staff, poorly organized marketing, lack of proper legal framework.

Tourism is a sector that falls easily and naturally within regional development. Experience from other countries suggests that – with the exception of international marketing and regulation – most other efforts to build up tourism provision are the work of regions. As such, it requires particular efforts at regional level to build the required institutional and organizational capacity.

In the world today, there is an active development of various types of alternative tourism: educational, environmental, health, romantic, adventure, business and corporate, culinary, agriculture, sports, aerospace, spiritual pilgrim, tourism for people with disabilities and children`s holiday vacation. The most promising areas of tourism: boating, mountain tourism. In the future, the most expensive is the so-called “space tourism”.

This Toolkit is based very closely on the experience – good and less good – of regional tourism development across the European Union. But it is also based on experience developed in the context of the EU Regional Development Project (2013-2017) undertaken in Kazakhstan.

- **Part 1** provides a short explanation of the policy, legal and institutional context for tourism development in Kazakhstan.
- **Part 2** sets out the steps of starting tourism development in the region – situation analysis and needs assessment.
- **Part 3** sets out a step by step approach to developing tourism products and tourist destinations.
- **Part 4** provides several short descriptions of real regional tourism development projects.



<https://yadi.sk/i/37-l8jw-tycEY> - Ms Sonya Enilova - Senior Expert on Tourism Development in the EU project “Kazakhstan Regional Development” introduces the scope of work in regional tourism development in Kazakhstan.

KEY MESSAGES

Tourism has significant potential as a driver for growth for the economy - There is growing recognition that innovative approaches must be adopted in order to maintain the economic health of many countries, communities and regions. While conditions vary from region to region, tourism has been seen as an important form of economic development. Experience from many countries shows that the tourism industry is a leader as compared with other sectors according in terms of its multiplier effect on the economy. Tourism development has an impact on sectors of the economy such as transport, communications, trade, construction, agriculture, consumer goods, and handcrafts. The development of tourism increases employment in construction related industries (construction materials, design and so forth). In our world tourism has increasingly become global. The tourism industry cannot be imagined without appropriate information support. The development of even the most basic tour requires a large amount of information: knowledge of schedules and fares for international or domestic transportation, maintenance, professionalism of hotel and other tourist services.

The development of tourism is accompanied by significant challenges - In the early XXI century tourism has become one of the leading directions of socio-economic, cultural and political activities of most countries and regions of the world. Tourism is closely intertwined with areas: culture, transport, security, hospitality... Tourism occupies a significant place in forging international relations between the 7 billion people of the planet: each year about 1 billion persons annually visit foreign countries for tourism purposes. According to the World Tourism Organization (WTO)'s , forecast „Tourism: 2020 Vision“, the number of international tourist arrivals will reach 1.6 billion. By 2020, given an average annual growth rate of global tourism of 4%. Currently tourism clients make increased demand for good service. This is especially true to the extent that tourists increasingly travel, experience differing service levels and demand the best.. The more tourists travel, the more comfort they want, the more they compare the level of service provided: often they are critical and make demanding claims.

Tourism has the potential to create new jobs - Tourism is becoming one of the key factors in generating employment, accelerating the development of road and hotel construction, stimulating the production of all types of vehicles, contributing to the preservation of national crafts and national culture of regions and countries. It is estimated that one job in the core tourism industry creates about one and a half additional or indirect jobs in the tourism related economy (trade, consumer services, communications, insurance, etc.).The number of jobs in tourism is growing 1.5 times faster than any other sector of the global economy. The tourism industry - a laborious process, so it is mainly engaged in unskilled workers. However, this does not mean that do not use highly skilled labor in the tourism sector. In this area, new jobs are distributed geographically wider than in other developing sectors of the economy.

The private sector, especially small firms, can, and must be mobilised to support tourism. The tourism sector involves a diverse range of actors. Specific mechanisms and tools to educate small and medium-sized tourism related enterprises are critical for development of tourism in the oblasts. The promotion and widespread use of recognised standards for tourism can help businesses improve their performance and efficiency, and assist in attracting additional investment and customers. Creative entrepreneurs must contribute to the development of destinations.

The public sector, especially at regional level, must encourage a process of cooperation to build a tourism industry that can attract and retain significant numbers of tourists. The public sector can set standards, regulate tourism operators, support risky but necessary investments, provide related public infrastructure, undertake international and national regional marketing and facilitate the development of cooperation among key regional tourism actors. The public sector in all successful countries plays a role of this nature, especially through regional and local government.



Tourism destination planning and development strategies are the first step towards the development of tourism. In developing tourism strategies, local governments, communities and businesses need to establish mechanisms for coordinating with ministries responsible for the environment, energy, labour, agriculture, transport, health, finance, security and other relevant areas. Clear requirements are needed in such areas as zoning, protected areas, environmental rules and regulations, labour rules, agricultural standards and health requirements particularly related to energy, emissions, water, waste and sanitation.

Stage A: Understanding Regional Tourism Development	A1	A.1 Legal Basis and Strategic Documents for Tourism Development in Kazakhstan
	A2	A.2 Tourism Development in the Regions
	A3	A.3 Learning & Action Frameworks

Stage A: Understanding Regional Tourism Development

Tool A.1: Legal Basis and Strategic Documents for Tourism Development in Kazakhstan

Introduction

Before you undertake the first steps in tourism development, you need to understand what it is about and why the Government of Kazakhstan promotes the sector.

Tourism development is still a relatively new sector in Kazakhstan. The potential of Kazakhstan in this sphere is great. The country is rich in various cultural, natural and geographic locations. Despite Kazakhstan's huge tourism potential, Kazakhstani tourism has not been developed adequately and remains underdeveloped. The share of tourism in national Gross Domestic Product (GDP) is a mere 0.3%. Among the constraints in the development of tourism in Kazakhstan are the following: the quality/price ratio is worse in comparison to that of foreign tourism competitors; there is a lack of demand for all-the-year round tourism services; there is a low level of competition on the market for tourism services and related sectors; institutional structures for governmental management of tourism are inadequate; legal regulation of tourism sector and services is inadequate; access of tourist sites is difficult; the quantity of suitably qualified staff in the tourism sector is insufficient.

Today tourism is one of the high-priority and perspective sectors for Kazakhstan and its regions. In almost all countries throughout Europe and the world the tourism sector is very largely supported, promoted by regional and local public authorities. Regulatory issues and international marketing are often the sole areas that directly engage national/central level public authorities. The remainder of the public role is large regional, not national.

Governmental support for tourism is a prerequisite for sustainable development of the industry. International experience shows that active policies to develop tourist infrastructure, attract private investors, develop the legal and regulatory framework and ensure favorable economic conditions for the activities of the tourism industry, will enable the tourism industry to play an important role in the socio-economic development of the country. In addition, international experience shows that a country that is actively developing tourism, directs considerable budgetary funds for the implementation of national projects and programs, and provides its citizens and visitors with quality tourist services.

The Legal Framework

In Kazakhstan the main state body responsible for tourism development is the Ministry of Investment and Development and, especially, the Department for Tourism Industry. There are several documents that outline the legal basis for tourism development in the country - **Law N 211 from 13th June 2011; Decree of the Government of Republic of Kazakhstan from 23rd September 2008 № 878 - Approval of the general requirements for training, retraining and advanced training of specialists in the field of tourism; Law of Kazakh Soviet Socialist Republic from 5th June**



1991 № 640-XII – Protection of customer’ rights (changed on 26.06.92); Decree of Minister of tourism and sport of Republic of Kazakhstan from 11th November № 01-08/200 - **Approval of the Rules of classification of tourist accommodation**; Decree of the Government of Republic of Kazakhstan from 24th December 2014 № 1378 - Approval of the Program for the development of the service sector in the Republic of Kazakhstan till 2020; Concept of a draft Law of Republic of Kazakhstan «Amendments and additions to some legislative acts of Kazakhstan on the issues of tourist activity» - 2015

The **100 concrete steps set out by President Nursultan Nazarbayev** (20 May 2015) proposes a number of institutional changes that will influence the conditions for tourism development. The most important are: attracting strategic (anchor) investors, who have successful experience in creating tourist clusters; empowering citizens to participate in the decision-making process through development of local governance. Giving more powers to the private sector and self-regulated organizations, especially when it comes to activities that are not typically performed by the state; strengthening the role of public councils under state agencies and Akims. They will discuss the implementation of strategic plans and regional development programs, as well as budgets, reports, achieving stated objectives, draft legal acts concerning rights and freedoms of citizens and draft program documents. Legally establishing these public councils will enhance transparency of state decisionmaking.

In 2014 the Ministry of Industry and New Technologies of the RoK developed the “Concept of Tourism Industry Development 2020”. It has five (5) parts that outline: the analyses of the current situation of tourism industry in Kazakhstan; vision for development of tourism industry till 2020; objectives, tasks, stages and expected outputs from the development of tourism industry till 2020; main principles and general approach for tourism development in Republic of Kazakhstan and the list of normative legal acts through which the Concept assumes to be implemented. There are five major economic and social factors or requirements for developing tourism as one of the national priorities in the Republic of Kazakhstan: (i) the ability to provide in the field of tourism more than 230 thousand jobs, including people living in rural and remote areas and youth without departing from the traditional rural way of life; (ii) a culture of entrepreneurship among the general public, creating business opportunities for families, small and medium enterprises; (iii) the development of regions and rural areas of the Republic of Kazakhstan, including the development of engineering and transport infrastructure in remote areas, infrastructure of checkpoints across the state border of the Republic of Kazakhstan; (iv) cooperation and capacity building in other sectors, including agriculture, engineering, light and food industries, non-manufacturing sector; (v) promotion of positive and productive intercultural relations, contribute to the promotion of national and transnational understanding.



Key approaches to the development of domestic tourism in Kazakhstan are defined: in the Order of the President of Kazakhstan, N. Nazarbayev number 2279 from 16.05.14: • the introduction of a special tourist zones (FTZ); • the implementation of public investment in infrastructure for tourism in STZ; • the acquisition of real estate by foreigners without a residence permit; • the possibility of obtaining licenses for gambling establishments; • long-term debt financing for large investors in STZ; • unilateral simplification of visa and migration regime for China, the Middle East and India. - Implementation of these measures proposed in the areas of STZ.

The strategic **vision** for the development of the tourism industry in the Republic of Kazakhstan is to define Kazakhstan as a globally recognized tourist destination by 2020. The main **goals** of the development of the tourism industry in the Republic of Kazakhstan till 2020 are: creation of the necessary innovative, energy-efficient infrastructure; creation of new tourist “experience” and the development of internationally competitive products and services for local and foreign tourists; development of eco-tourism and environmental education, including in protected areas; creation of a professional management and regulation of the tourism industry; providing easy access to Kazakhstan within the country. The main **objectives** of the development of the tourism industry in the Republic of Kazakhstan till 2020 are: increase the contribution of the tourism industry in the economy of the state; stimulate economic growth and investment, given the significant growth potential of the tourism industry in the Republic of Kazakhstan; creation of jobs in the tourism industry and related sectors of the economy; development of business, including SMEs in related sectors of the economy, and human capacity in the country and regions, including rural areas.



The concept implies the establishment of five tourism clusters in the country: Astana city, Almaty city, and East Kazakhstan, South Kazakhstan and West Kazakhstan oblasts. Astana and Almaty represent business tourism centers, East Kazakhstan Oblast – eco-tourism center, South Kazakhstan – cultural tourism center, and West Kazakhstan – cultural and beach tourism center.



In the **Road Map for Tourism Development till 2020 – the main actions envisaged are: (1) Improvement of existing and creation of new tourism products** - development projects “ethnodereven” (ethno villages) and regional cultural and tourist clusters: incl. “The revival of the Great Silk Road”, “Caspian Gates” to propose the establishment of a tourist holiday destinations for family leisure. Recreation in Kazakhstan “Family Tour” to study the issue of preparation of the national souvenirs of the most important tourist destinations, taking into account their availability and quality mark proposals for the organization of an international cruise on the Caspian Sea with the Caspian states. Develop routes for the development of automobile tourism and identifying specific areas for campers’ (caravanning). Develop and implement a system of organization of sanatorium treatment and rehabilitation of the population of Kazakhstan, to study the issue of the inclusion of the stages of the Kazakh section Great Silk Road (GSR) in the catalogs of international tour operators; (2) Increasing investment attractiveness of Kazakhstan tourist product and improvement of the management model industry - to create an organization to manage the resorts DMO for the management of special tourist zones.

In the **Message of the President of the Republic of Kazakhstan N. Nazarbayev „Nurly Jol - the path to the future“ (November 11 2014)** is stated that the infrastructure for tourism is another priority and its main advantage is the ability to create more jobs. Here, the creation of one job costing 10 times less than in industry.



Stage A: Understanding Regional Tourism Development	A1	A.1 Legal Basis and Strategic Documents for Tourism Development in Kazakhstan
	A2	A.2 Tourism Development in the Regions
	A3	A.3 Learning & Action Frameworks

Stage A: Understanding Regional Tourism Development

Tool A.2: Tourism Development in the Regions in Kazakhstan

The understanding of regional tourism development in Kazakhstan



The Ministry of Industry and New Technologies recognises that the main effort to develop the sector will, in terms of the public sector's role, be played by regional and local bodies. In this sense tourism is a regional development sub-sector par excellence. Ecological and cultural tourism in Kazakhstan has a promising potential, but is insufficiently developed. Results of numerous researches on the Kazakhstani tourism potential prove that the country disposes of all necessary conditions for ecological tourism development. It is enhanced by the unique natural conditions and landscapes in the centre of Eurasia, natural and historical monuments, cultural and ethnic heritage

of peoples who lived on the territory of Kazakhstan in different historical periods. On the territory of the Republic of Kazakhstan there are 118 Natural Areas of Preferential Protection (NAPPs) aimed at the ecotourism development, inclusive 11 state national parks, where only regulated visits for tourism purposes are admitted.

According to strategic documents the country will follow the principles of "green economy". The example of agro-tourism, farmhouse accommodation is a powerful tool for protection of the environment, promoting the involvement of the local population. Since the prospects for the development of rural tourism are good in all regions of Kazakhstan, Rayon Akimats need to ensure the modernization of existing and, if necessary, the creation of new tourism infrastructure. For cross-border regions of Kazakhstan there are prospects for the development of tourism. It is advisable to deepen international cooperation, to create and develop joint tourist routes, including one/two day trips for citizens of neighboring countries, cultural festivals. One of the priorities for all regions is the development of social tourism, in order to give opportunities for recreation and tourism to meet the needs of tourist services in the country of certain categories of the population, including the elderly and people with disabilities. According to the current Concept for tourism development in Kazakhstan the most important tourist products are: «MICE-tourism» (organization of meetings, incentives, conferences and events which bring many visitors to the region), "Cultural tourism and touring", "Active and adventure holidays", "Holiday in the mountains and on the lakes," "Beach tourism" and "short recreation". Other tourism products that are not included in these groups, are - cultural tourism, a trip to the holy places, social, children and youth, farm tourism, the development of geoparks, as well as a number of products for special interests.

In order to ensure the development of all regions it is planned to create a tourist map of the cluster development of tourism of the Republic of Kazakhstan, which includes the main tourist resources, national tourism clusters, infrastructure development plans. Also, in order to attract investors for the development of tourist infrastructure in the regions, it is planned to consider the possibility of creating special tourist zones, as a form of special economic zones. For the implementation of the cluster of tourism development in Kazakhstan should take appropriate measures to promote tourism. At the same time it is proposed to enhance the interaction of local executive bodies of oblasts, cities and the authorized body in the sphere of tourism.



Regional tourism development should be closely linked to the national tourism strategies and programmes, as well as to the oblasts Programmes for Development of the Oblasts 2015 – 2020 (Программа развития территории).



<https://yadi.sk/i/3YuJrpystycGJ> - Deputy Akim of Mangystau oblast, Mr Rakhimbek Amirzhanov is sharing his views on the importance of tourism in Mangystau Oblast and the need for capacity building of human resources, the support of Damu Fund, and cooperation with the EU funded project `Kazakhstan Regional Development`.

Stage A: Understanding Regional Tourism Development	A1	A.1 Legal Basis and Strategic Documents for Tourism Development in Kazakhstan
	A2	A.2 Tourism Development in the Regions
	A3	A.3 Learning & Action Frameworks

Stage A: Understanding Regional Tourism Development

Tool A.3: Learning & Action Frameworks

Tourism development in the regions is undertaken for many reasons. But, in all cases, regions want to develop tourism due to economic and social benefits of local people. They want to diversify their economy, to create new jobs and to promote their regions.

Therefore, it is essential to be clear about what you want to do in order to develop tourism in your region. It is important to understand that you commit substantial human, technical and financial resources to do it. This tool will help you understand how to develop tourism in your regions/areas.

Often regions have great difficulty in imagining the possible benefits from tourism development and how particular activities in tourism development have to be done in order to lead to good results.



Stage B: Starting Tourism Development in the Region PHASE 1 SITUATION ANALYSIS & NEEDS ASSESSMENT	B1	B1 Review and Analysis of the Tourist Resources in the Region Natural Tourist Resources Archaeological, Historic and Cultural Tourist Resources Special Attractions
	B2	B2 Review and Analysis of the infrastructure (general and tourist) in the region 2.1. General Infrastructure 2.2. Tourist Infrastructure 2.3. Information Provision about the Tourism Product
	B3	B3 Review and Analysis of the Human Resources in Tourism and Tourism-related Services 3.1. Assess the Human Resources in tourism and Tourism-related Services 3.2. Tourist Services
	B4	B4 Analysis of the Stakeholders in tourism 4.1. Identification of stakeholders 4.2. Preparation of a Strategy for Attracting of the chosen Partners 4.3. Roles in Tourism Development

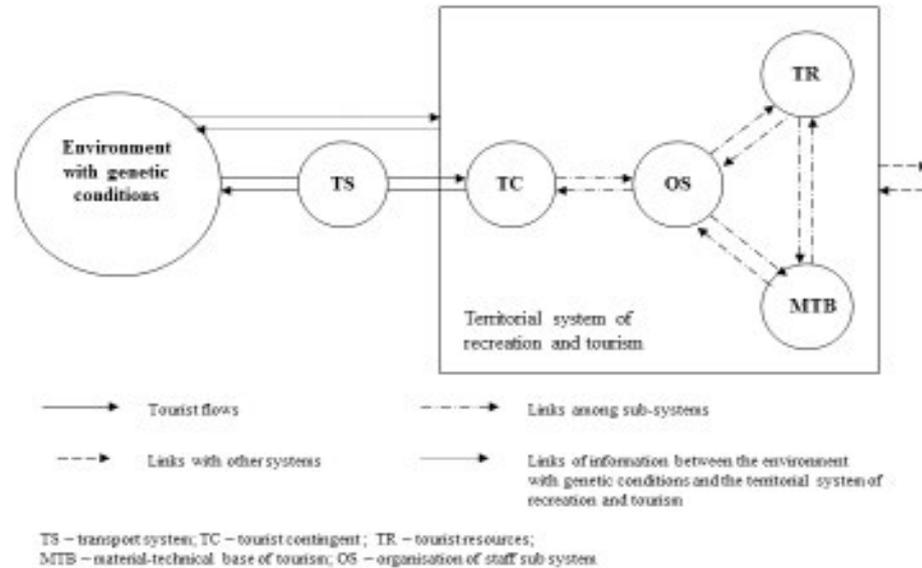
PHASE 1. SITUATION ANALYSIS AND NEEDS ASSESSMENT

These are the main tasks regions have to undertake in order to start tourism development in your region/area:

1. Perform an audit of tourist resources, infrastructure, human resources, services including an analysis of strategic positioning, visitor management, interpretation, accessibility, environment and sustainability
2. Conduct a market analysis and collect data on international and domestic arrivals, identification of key source markets, seasonality trends, level/scope of destination/brand awareness and quality assurance
3. Carry out an inventory of infrastructure and services in the tourist areas and along tourist routes to assess sites. Record the quality of roads, public transportation, accommodation, product, tourist services and border crossings
4. Investigate government policies and legal instruments to evaluate openness for investment, sustainability approaches, visa policies, long-term tourism plans and development strategies
5. Analyse stakeholder engagement to assess involvement of the private sector, local community, destination management organizations, NGOs and municipal associations
6. Identify information gaps and evaluate opportunities for marketing and promotion at all levels: site, destination, national and regional

The territorial system of recreation and tourism: The most important elements are TR (tourist resources), MTB (material – technical base of tourism) – tourist infrastructure, accommodation and catering establishments, OS (organization of staff) – people involved in providing services and TC (tourist contingent) – i.e. the visitors and tourists who come to the area. They arrive from the places where they live/work (environment with generic conditions) using TS (transport system), i.e. different sources of transport (flight, train, bus, car, bike, on foot, etc.).

Territorial system of recreation and tourism



During the phase of analysis you have to identify in which field you would like to develop your area/settlement/region – tourism or industry. Tourism is a priority in most of the areas due to the fact that it creates many jobs, taxes, etc. Very important is also the process of implementation of regional tourism development plan or programme in your area – how and with what to start. The best approach is to start from the bottom upward.

Below is the step by step approach on starting the development of tourism in the region:

Stage B: Starting Tourism Development in the Region

Tool B.1: Review & Analysis of the Tourist Resources in the Region

In order to develop tourism in your region you should know which the tourist resources are, where they are located. You should assess their value and know whether and when there is access to them. Also you have to create the relevant infrastructure in order to have access to the sights as well as to provide accommodation, catering and other services that visitors need.

The review is necessary as the background for analysis of the tourist resources on a certain territory, which will define the potential for tourism development and types of tourism that could be developed. There are several main groups of tourist resources – natural, archaeological, historic and cultural tourist resources and special attractions. Below are examples of the different groups of tourist resources.

1.1. Natural Tourist Resources

- Beaches
- Seaside/lake/river resources – cliffs, bays, fish, etc.
- Mountains and landscape
- Forests
- Waterfalls
- Lakes
- Caves
- Flora and fauna – incl. birds
- Mineral springs



- Protected territories – parks, reserves
 - Others
- 1.2. **Archaeological, Historic and Cultural Tourist Resources**
- Archaeological excavations and findings
 - Historic settlements, part of settlements, separate buildings
 - Settlements with traditional architecture
 - Folklore and traditional medicine
 - Festivals and ceremonies
 - Traditional crafts and craftsmen areas
 - Traditional and contemporary economic activities
 - Traditional and contemporary arts – dance, music, theatre
 - Museums
 - Cultural institutes and centers
 - Research and educational centers
 - Villages and rural landscape
 - Others
- 1.3. **Special Attractions**
- Sport events and equipment
 - Entertainment and thematic parks
 - Zoo and botanic garden
 - Casino and other types of gambling

In order to promote the area as a tourist destination (area) you need to make analysis of **the climate** in different seasons: average annual & seasonal: temperature, precipitation, humidity, number of sunny days, prevailing winds, etc. A very important factor for regional tourism development is **the quality of environment** – air, water, clean nature, attractiveness of nature, maintenance of buildings and public areas, traffic jam, crowds, other.

More detailed research and analysis should be done as a part of the process of planning of tourism development.



<p>Stage B: Starting Tourism Development in the Region</p> <p>PHASE 1 SITUATION ANALYSIS & NEEDS ASSESSMENT</p>	B1	<p>B1 Review and Analysis of the Tourist Resources in the Region</p> <p>Natural Tourist Resources Archaeological, Historic and Cultural Tourist Resources Special Attractions</p>
	B2	<p>B2 Review and Analysis of the infrastructure (general and tourist) in the region</p> <p>2.1. General Infrastructure 2.2. Tourist Infrastructure 2.3. Information Provision about the Tourism Product</p>
	B3	<p>B3 Review and Analysis of the Human Resources in Tourism and Tourism-related Services</p> <p>3.1. Assess the Human Resources in tourism and Tourism-related Services 3.2. Tourist Services</p>
	B4	<p>B4 Analysis of the Stakeholders in tourism</p> <p>4.1. Identification of stakeholders 4.2. Preparation of a Strategy for Attracting of the chosen Partners 4.3. Roles in Tourism Development</p>

Stage B: Starting Tourism Development in the Region

Tool B.2: Review & Analysis of the Infrastructure in the Region

Infrastructure is composed of basic building and service institutions whose existence is crucial to the proper operating of economy and society. In order to develop tourism in the area you have to provide information about the general (roads, electricity, water supply, etc.) infrastructure and about the tourist infrastructure in the region.

According to the World Tourism Council, infrastructure is the single most important key to tourism growth and performance. Tourists use a tiny fraction of their overall visitor spending at the actual heritage site in most destinations; main tourism spending goes towards transport and travel, accommodation, food and drink, and retail and leisure. Understanding the tourism market is not normally the job of heritage managers, but to gain the most economic benefit from visitors they need to develop products, services, or partnerships that return a greater financial value. This extra revenue would, in turn, support site management and sustainability.

You should undertake tourism development with an awareness of the commercial realities of your area: how can you sustainably encourage increased spending from tourists to benefit your site and the local community. You also need to be aware that tourism often results in massive increases in the population of some communities, especially during the peak seasons, and this raises many issues about the sustainability of the destination as a whole.

2.1. General Infrastructure

Visitors have to be informed about the transport access to the region: by air, by water, by road, by railway, etc.

Transport inside the region is also important information in order to visit different sights. There should be also water supply, electricity supply, collecting and treatment of waste, post, telex communications, internet.

2.2. Tourist Infrastructure

Tourist infrastructure is a component of regional tourism product. It has several components which enable tourists staying and using attractions, like:

- Accommodation facilities – hotels, camping, guest houses, apartments, hostels, etc.



- Catering/gastronomy facilities - food and drinks – restaurants, cafes, bars, etc.
- Transport at the destination
- Service in the range of active leisure – ski runs, sailing schools, golf clubs, tourist trails, velo routes, hiking trails
- Retail networks
- Entertainment centers, sport centers, attractions
- Tourist Information Centers, Visitor Centers
- Equipment, rental companies
- Banks and change offices
- Medical services and centers
- Police and safety



<https://yadi.sk/i/WWZjTHsKtycHq> - Deputy Director of the Usturt Natural Reserve, Mr. Mendymbai Agiev talks about the need for the development of tourism, infrastructure and capacity building of people involved in tourism.

The following are considered tourism sites:

1. Shelters and accommodation premises like hotels, hostels, villa and tourism complexes;
2. Other shelters like hostels, rest stations, family hotels, apartments, rooms, villas, houses, bungalows and camping sites;
3. Entertainment spots and restaurants, fast food places, cafés, bars and sweet shops;
4. Places used for the provision of information, tour operator and tour agency activities;
5. Beaches near sea, rivers and lakes and beaches near artificial water bodies like dams and swimming pools;
6. Ski tracks for the practice of various winter sports among which alpine skiing, snowboarding and ski running;
7. Centres that offer additional tourism services like spa, sports and entertainment options;
8. Museums, preserves, monuments of culture and historic heritage as mentioned in culture monuments and museum regulations, as well as culture institutes as mentioned in culture preservation and development regulations;
9. National parks, nature parks, preserves, protected areas and nature landmarks as defined in protected territory laws;
10. Huts, instruction centers, tourism shelters and feeding places inside huts and mountain shelters.

The following possible **steps** and considerations are relevant **to developing tourism in your area:**

- Any infrastructure development will require a planning phase and appraisal stage prior to implementation. You have to consider if tourism growth is appropriate and manageable at your region, and how best this might undertaken. This will often require a long-term approach to managing the development of infrastructure.
- Given that some sites experience growth of visitor numbers at 20-40 % annually, managers of some destinations will have to make big decisions about growth or developing the infrastructure to deal with increased demand. You might need to involve people with expertise in water, waste, transport, and tourism trends and markets analysis,



so the different elements of the destination are effectively interlinked.

- Start by identifying what is needed to make the current tourism sector more sustainable, and consider what might also be needed for any projected or desired growth in visitor numbers. There is no point having unachievable goals, but if the current or future demand exceeds the capability of the current infrastructure, then something has to give. It may mean some form of control to manage numbers, or the need for new infrastructure.
- If people cannot get to your site or have no place to stay – no matter what you do to encourage them – they simply cannot visit. Many destinations have high room occupancy in peak seasons and cannot (without new hotels, etc.) accommodate more visitors. If there is no spare capacity, or if it is not sustainable to increase capacity, then your destination is left with two options:
 - Use other tourism products to attract visitors in the non-peak months, which would sustain tourism jobs for local people year-round;
 - Simply do not try to increase visitor numbers. Instead, develop and implement a strategy for changing the visitor profile to higher spending, more sympathetic and more sustainable visitors.
- Some sites with little or no hotel infrastructure have developed a system of ‘home stays’, which enable visitors to stay with local people. This also means that the host community secures a greater share of visitor spending.
- Making tourism more sustainable requires careful thought about the transport infrastructure in order to minimize carbon dioxide emissions and congestion. It also demands that accommodation minimizes its ecological footprint through good management practices and strategic thinking about water, renewable technologies, and food and waste management. You need to provide tourism businesses with clear guidelines about the need for appropriate systems to treat, re-use, or safely release waste water or solid wastes, as well as other forms of pollution (such as light and noise pollution). You can also encourage businesses to publicize their energy reductions and sustainability commitments. If analysis of your infrastructure does not look at tourism in its widest sense, then it will be flawed and poorly developed.
- Invest in a **master-planning process** that takes account of the constraints and responsibilities different institutions in the oblast. Many destinations will experience development that has a capital cost of many hundreds of millions of tenge. Given this scale of investment, it makes good sense from both a commercial and a conservation perspective to elaborate a masterplan that sets the parameters of growth. **This often requires specialist support** or at least a combined effort of specialist staff and planners who can work together to develop a plan that makes it clear to everyone:
 - Where things can and cannot happen;
 - What the requirements would be of any development;
 - Why these decisions have been made.
- It is essential that stakeholders believe the future of the destination can be shaped, influenced, and ultimately designed to be fit-for-purpose – this is how great destinations secure the outcomes they desire. It is about developing a progressive vision for tourism that protects, conserves, and respects important tourism sites and delivers outcomes that are desired by the host communities.
- Publish the masterplan so that tourism businesses, the community, and NGOs all know what kinds of development are appropriate in any given area of the destination. No tourism business enjoys being told its growth is potentially constrained by its location, but it is worse to invest large amounts of money in plans and ideas that are not likely to be approved because they may have a negative effect on the environment of the site.
- The location of tourism infrastructure – airports, railway stations, bus depots, hotels, B&Bs, restaurants, bars, cafes, museums, retail outlets, etc. – usually defines where visitors will spend their money, who will



benefit from it, who will not, and where the ecological footprint of the visitor is experienced. If the strategic goal is to offer improved economic opportunities for local people, then it is imperative some of the tourism infrastructure where money is spent is in locations that local people can own, manage, or work.

- Larger businesses are less likely to be locally owned, but they are often more efficient, productive, and return higher wages to the local community. Because of their scale, larger businesses can deliver services to a larger numbers of visitors at lower prices, but economic sustainability suffers as profits from the business are often not retained locally, regionally, or even nationally. On the other hand, local sustainable tourism initiatives are small and lack the scale and capacity to cater to the majority of visitors to a destination. Critically, small businesses may not be able to offer the year-round, skilled employment, salary, or career progression opportunities larger businesses can.
- The challenge for your site is to find the balance between the benefits of large scale businesses that can provide high quality employment and tourist services, and the smaller sustainable businesses, which are much more likely to be locally owned and managed. Support host communities to develop their businesses to have the necessary scale to maximize benefit.
- The ability to secure the maximum benefit from tourism in a destination is tied to the quality of product, particularly the accommodation your destination offers. If your site lacks enough quality accommodation, it could significantly affect the economic profile and impact of the tourists visiting your site. The more visitors to your destination that stay in good quality accommodation, the greater will be their spending. You need to understand if the quality of your accommodation stock is limiting the economic potential for particular types of visitor, and then work with businesses to improve quality if required. Some destinations have developed quality improvement programmes with support and incentives for businesses willing to invest their own money in raising standards.
- Being able to influence transport is crucial to creating a sustainable system at many tourist sites. It is important that destinations develop itineraries with transport providers that encourage more sustainable transport, but also influence where people stop to spend their money and where they have their environmental impact. Simple things like having a rest room break before entering a site can reduce the water usage and waste disposal issues within a site.

2.3 Information provision about the tourism product

Provision of information and creation of suitable supports to information provision has to be planned and developed in tourist destinations. There are different types of instruments for provision of information in the tourist areas. Some of the most important are:

- ✓ **Tourist sign** – is a traffic sign whose purpose is to direct visitors to tourist destinations e.g. historic buildings, tourist regions, caravan or camp sites, picnic areas, sporting facilities or museums. By international convention brown signs with white lettering and white pictograms are often used for this purpose.
- ✓ **Information billboard** – is a panel for the display of information, advertisement, maps, rules of behavior, etc. in public places such as along highways, seaside areas, parks, etc.

A **visitor center, visitor information center, tourist information center**, is a physical asset, located in a particular place, that provides tourist information to the visitors who tour the place or area locally. It may be:

- ✓ A **visitor center** at a specific attraction or place of interest, such as a landmark, national park, national forest, or state park, providing information (such as trail maps, and about camp sites, staff contact, restrooms, etc.) and in-depth educational exhibits and artifact displays (for example, about natural or cultural history). Often a film or other media display is used. If the site has permit requirements or guided tours, the visitor center is often the place where these are coordinated.



- ✓ A **tourist information center (TIC)**, providing visitors to a location with information on the area's attractions, lodgings, maps, and other items relevant to tourism. Often, these centers are operated at the airport or other port of entry, by the local government or chamber of commerce. Often a visitor center is called simply an **information center**.

Example:

In the **United Kingdom**, there is a nationwide network of Tourist Information Centres (TICs) run by the British Tourist Authority (BTA), represented online by the VisitBritain website and public relations organisation. Other TICs are run by local authorities or through private organisations such as local shops in association with BTA. In England, VisitEngland promotes domestic tourism. In Wales, the Welsh Government supports TICs through Visit Wales. In Scotland, the Scottish Government supports VisitScotland, the official tourist organisation of Scotland, which also operates Tourist Information Centres across Scotland.

In **Poland** there are special offices and tables giving free information about tourist attractions. Offices are situated in interesting places in popular tourists' destinations and tables usually stay near monuments and important culture.



<https://yadi.sk/i/ELRNBSZtycJk> - Ms Nurshat Talkanbaeva, an employee of the Regional History Museum in Mangystau Oblast, tells about the workshops in which they got a lot of information and good practices about the development of tourism in the EU countries.



Stage B: Starting Tourism Development in the Region PHASE 1 SITUATION ANALYSIS & NEEDS ASSESSMENT	B1	B1 Review and Analysis of the Tourist Resources in the Region Natural Tourist Resources Archaeological, Historic and Cultural Tourist Resources Special Attractions
	B2	B2 Review and Analysis of the infrastructure (general and tourist) in the region 2.1. General Infrastructure 2.2. Tourist Infrastructure 2.3. Information Provision about the Tourism Product
	B3	B3 Review and Analysis of the Human Resources in Tourism and Tourism-related Services 3.1. Assess the Human Resources in tourism and Tourism-related Services 3.2. Tourist Services
	B4	B 4 Analysis of the Stakeholders in tourism 4.1. Identification of stakeholders 4.2. Preparation of a Strategy for Attracting of the chosen Partners 4.3. Roles in Tourism Development

Stage B: Starting Tourism Development in the Region

Tool B.3: Review & Analysis of the Human Resources and Tourist Services

1. Human Resources in Tourism



Tourism is labour intensive and interaction with local communities is an important aspect of the tourism experience. A well-trained tourism workforce and citizens who are equipped and aware of the benefits and responsibilities associated with tourism growth are indispensable elements of tourism destination delivery and need to be managed in accordance with the destination strategy.

The need for skills, knowledge and competence in tourism is felt more and more nowadays. With new tourism offers and services emerging in tourism, the need for well qualified staff becomes even more critical. Training and development of human resources in tourism plays an important role in developing the tourist area.

When tourism is a priority for the region, it is important to have the skilled and experienced tourism staff, expert in their field. This is one of the most important factors for the successful development of tourism in an area. When you plan the development of tourism in your area you have to consider the following issues:

- ✓ Qualification of staff employed in tourism sector now
- ✓ Availability of educational centers and programmes for tourism training
- ✓ Provision of qualified work force in future
- ✓ Other, related to employment in tourism



<https://yadi.sk/i/qIShk81ZtyckY> - Ms Karlygash Bayiiskakova, senior teacher on Management of the Caspian State University of Technology and Engineering talks about the importance of professional development.



2. *Tourist services*

Service is a complete set of measures carried out to meet the consumers' needs with a certain price.

Tourist service is a result of operation of travel businesses to meet the needs of the tourist in arrangement and implementation of tour or recreation (holiday) or its separate components.

Types of tourist services. The **main types** of services included in almost any tourist program are as follows: accommodation, catering and transportation services. **Additional types** of tourist services include excursions (guided) service, leisure and entertainment services, sports programs, resort services, etc.

Accommodation services

Accommodation is the most important element of tourism. Hotel industry is the core of hospitality system, respect for guest, celebrations of his/her reception and servicing.

Accommodation facilities and systems are the buildings of different types and sorts (from hut to super-giant hotel), tailored specifically for reception and overnight stop of temporary visitors with different service levels.

Currently hospitality industry represents the most powerful system in the region or tourist center and an important component of tourism economy. Hospitality industry consists of different means of collective and individual accommodation: hotels, motels, youth hostels and dormitories, apartments, camping, B&B accommodation, tourist shelters, etc.

Hotel industry as a type of business activity and includes the provision of services and arrangement of short-term stay at hotels, motels, camping and other accommodation facilities for a fee.

Catering services. Catering.

Food is a natural need of any human being. In tourist industry meals are considered also as the most important element of knowledge of the local culture. Catering business system is formed by a network of restaurants, cafes, bars, and other types of enterprises.

Catering services refer to the main types of services provided to tourists along with accommodation and transportation. Meals for tourists and travelers are included in the service program and are the essential component of the tourist product and catering system, respectively, is the most important component of recreational infrastructure in any tourist or resort center. Currently the „gastronomic tourism“ is developing rapidly, i.e. tourists come to the country in order to familiarize themselves with the cuisine, food traditions in the area. Creation of tourist industry supposes the development of catering system, which would meet the diverse demands of tourists and would be able to properly feed not only tourists, but also the inhabitants of the region. Catering tourist facilities include: restaurants, cafes, bars, kiosks, etc.

Depending on the service the enterprises are divided into enterprises served by waiters, self-service, mixed service enterprises. In terms of tourist diet mode these companies provide the services in the form of breakfast, full board, half board, special meals, meals for children, etc. In terms of meals assortment this service is divided into all-inclusive meals, meals by choice, meals by pre-order. The enterprises are also classified according to the number of seats and operation mode: 24 hour, limited in time.

Catering is arrangement of services most often outside the food and beverage outlets. The most typical examples of this service are arrangement of picnics, banquets, drinks receptions and similar events when professional managers are invited for their arranging and holding. Catering can be divided into many different categories: indoor catering, outdoor catering, individual catering, mobile catering.



Transportation services

Transportation services are one of the main types of services in tourism. They make the major share in the structure of the tour price. Depending on the travel duration and distance this share (in most cases) varies from 20 to 60%.

The major share in total structure of transportation services belongs to air transport. The biggest number of tourists, especially those travelling the long distances, use aviation services.

Road transport can be called a transport of universal use as it is used everywhere: from transfers and excursions, internal route transportations by buses to rental of small cars by tourists for personal use on vacation. Buses and cars are the transport of local and intraregional significance. Bus excursion tours with visiting several cities and places of interest are especially popular. For tourists it is convenient that they can travel along the route and within the city on their own transport.

Railroad. The advantage of railroad transport is also the lower tariffs and (in foreign countries) an extensive system of discounts, travel tickets, etc., which allow you to travel at considerably lower prices. However, neither the bus nor the railroad transport compete with aviation on long distances

Water, river and sea transport by themselves already evoke the image of tourism-cruise service and are used in tourism actively enough. Water travels have a number of advantages and disadvantages compared to the other modes of transport. The most important advantages are a high level of comfort, a large amount of one-time loading, opportunities for implementation of various types and purposes of tourism (cognitive, business tourism, educational, shopping tourism, etc.), full-fledged rest, full life support. The main disadvantages can be low speed of vehicle movement, high tariffs, limited mobility, and often susceptibility of people to „seasickness“ at sea cruises.

Provision of transport services and vehicles can be included in the tour composition or reserved by the travel organizer and provided to the tourists for a fee on the site. The tourist may also on his/her own buy such services at the place of stay. Vehicles can be a commodity, an object of lease, object and mean of attraction, as well as participate in generation of special travel products other than transportation. They can also serve as a place of accommodation, individual vehicle, entertainment or commercial purchase object.

Choice of vehicles in tourist travels is determined by ranking of their popularity, degree of transport system development, travel type, length of the route, well-being of the population, tariffs, national traditions, demographic structure, as well as other factors.

Each tour must be provided with transport of appropriate specialization and by certain set of services.

The following is distinguished in the system of transport provision in tourism:

- tourist transportations, included in the main complex of tourist services, included in the tour: delivery of tourists from places of their permanent residence to the place of destination (or place of the route beginning) and back;
- transfer — providing the vehicles to ensure meetings and seeing off tourists;
- transportation services for tour program activities: excursions, departure for program activities, visiting the surrounding area, moving along the route.

The target orientation of the tour, number of travelers, duration of transportation (when considering this factor they usually focus on meeting the requirements of tourists comfortable moving) play an important role upon choosing the vehicles.

Excursions

Excursion service is both an independent activity (for example in holiday homes, clubs, schools) and a part of complex of tourist services (in tourist companies). Currently excursions are classified as follows:



In terms of content excursions are divided into sightseeing (multi-faceted) and thematic.

The sightseeing excursions usually include a lot of themes. They use the historical and contemporary material. Such excursion is built on showing a variety of objects (historical and cultural monuments, buildings and facilities, natural objects, places of famous events, elements of the city improvement, industrial and agricultural enterprises, etc.).

In sightseeing excursions the events are presented in close-up. This gives you a general idea about the city, province, region, republic, and the country as a whole. Chronological frameworks of such excursions are lifetimes of the city from the first mentioning of it until today as well as development prospects.

Thematic excursion is a disclosure of one theme. If this is a historical excursion, it can be based on one or more events, united by one theme, and sometimes a longer period of time. If the excursion is devoted to architectural theme, the subject of study may be the most interesting works of architecture, located in the streets and squares of the city, and in the big city - architectural ensembles of the past centuries. Thematic excursions are divided into historical, industrial, nature (ecological), art, literary, architectural and town planning.

In terms of composition and number of participants the excursions are divided into individual excursions, excursions for local population, for tourists, adults and school children, etc.

In terms of location the excursions are as follows: city, suburban, industrial, museum, integrated (combining elements of several types).

In terms of movement excursions are as follows: walking and using the different modes of transport. The advantage of walking excursions is that by creating the required pace of movement they provide favorable conditions for the show and narrating.

Transport excursions (overwhelmingly bus excursions) consist of two parts: analysis of excursion objects (for example, historical and cultural monuments) at the stops and the story during the trip between the objects associated with characteristics of monuments and memorable places, passed by the group.

In terms of form the excursions can be different:

- mass excursion - participants travel along the route simultaneously on 10-20 buses, each one is provided with a guide. Such excursions may include massive theatrical performances, folklore feasts, etc.;
- walking tour that combines the elements of cognition with elements of relaxation, it is conducted in forest, in park, sea, river, etc.;
- excursion-lecture (story dominates over the show);
- excursion-concert is dedicated to musical theme with listening to music in the cabin of the bus;
- excursion-spectacle - this is a form of holding literary and artistic excursion, prepared on the basis of specific works of fiction, etc.
- excursion can be considered as a form of training work for different groups of tourists. This can be:
- excursion-consultation, that gives visual answers to the questions of sightseers, serves as one type of professional development;
- excursion-demonstration - this is the most visible form of acquaintance of the group with natural phenomena, production processes, etc.;
- excursion-lesson is a form of communicating knowledge in accordance with the curriculum of some educational institution;



- study tour (for a specific audience) is a form of training and improvement of professional skills of the excursion workers;

Creation of thematic routes

The tourist route must be well thought out, connected with the process of showing the objects during the excursion depending on the object seeing sequence adopted for this excursion. The route is intended to facilitate the most profound disclosure of the theme. There are three options for excursion route building: chronological; thematic; thematic and chronological.

Upon drawing up the route the following mandatory requirements must be taken into account:

- the objects must not be placed too close to each other, obscure one another, or contrast;
- the route in general must provide the necessary visual basis for the fullest disclosure of the excursion theme, at the same time to take into account the important requirement of excursion technique - inadmissibility of the repeated passages through the same section of the route – street, square, highway. It is necessary to envisage several options for the group movement.

Going (walking) through the route is the next stage of the excursion development.

After route compiling we should go through it and address the following tasks: familiarize again with the streets, squares, which the route passes, to clarify the places where the objects are located, places of the proposed stops of the bus or group, specify the time of movement from one object to another, time for showing the object and a story about it, choose the best points to show the objects and locations of the group. After this it is necessary to clarify the excursion route scheme, approve it with road traffic police and finally approve and reproduce.

Preparation of the excursion control text shall be carried out after the route approval. The text includes only the material that can be used by a guide in this excursion. The control text serves as a basis for all excursions, conducted under this theme. The control text does not necessarily reflect the excursion structure and is not built on the route sequence pursuant to location of the material set out by stops. The control text also contains the materials which in accordance with the requirements of the process card must make up the content of introduction and conclusion, as well as logical transitions between sub-themes of the excursion. The excursion is modulated on the basis of this text.

There are also other types of tourist services:

- ✓ Horse-riding services
- ✓ Provision of bikes for velo tourism
- ✓ Organisation of events
- ✓ Family holidays
- ✓ Pilgrimage tours
- ✓ Etc.





Stage B: Starting Tourism Development in the Region PHASE 1 SITUATION ANALYSIS & NEEDS ASSESSMENT	B1	B1 Review and Analysis of the Tourist Resources in the Region 1.1.Natural Tourist Resources 1.2.Archaeological, Historic and Cultural Tourist Resources 1.3.Special Attractions
	B2	B2 Review and Analysis of the infrastructure (general and tourist) in the region 2.1. General Infrastructure 2.2. Tourist Infrastructure 2.3. Information Provision about the Tourism Product
	B3	B3 Review and Analysis of the Human Resources in Tourism and Tourism-related Services 3.1. Assess the Human Resources in tourism and Tourism-related Services 3.2. Tourist Services
	B4	B 4 Analysis of the Stakeholders in tourism 4.1. Identification of stakeholders 4.2. Preparation of a Strategy for Attracting of the chosen Partners 4.3. Roles in Tourism Development

Stage B: Starting Tourism Development in the Region

Tool B.4: Analysis of the Stakeholders in Tourism

The analysis of stakeholders is the next stage you have to undertake in the tourism development process. It consists of the following steps: (i) identify the main stakeholders in tourism development in your oblast; (ii) describe and group them; (iii) determine their role; (iv) prepare a strategy for attracting each of the stakeholders (group or organisation).

4.1. Identification of stakeholders

Stakeholders (persons) are those institutions, organisations, administrative bodies, communities and different legal and physical persons who have interest in tourism development in the oblast.

There are two main groups of stakeholders: (i) **Direct** – persons, groups and organisations which are influenced (or will be influenced) by tourism development in the oblast e.g. transport, trade, etc.; (ii) **Indirect** – is not directly affected by the problems and cannot influence the direction and speed of tourism development (to make, speed, support or oppose, choke, prevent)

When you make the analysis of stakeholders you should ask the following questions:

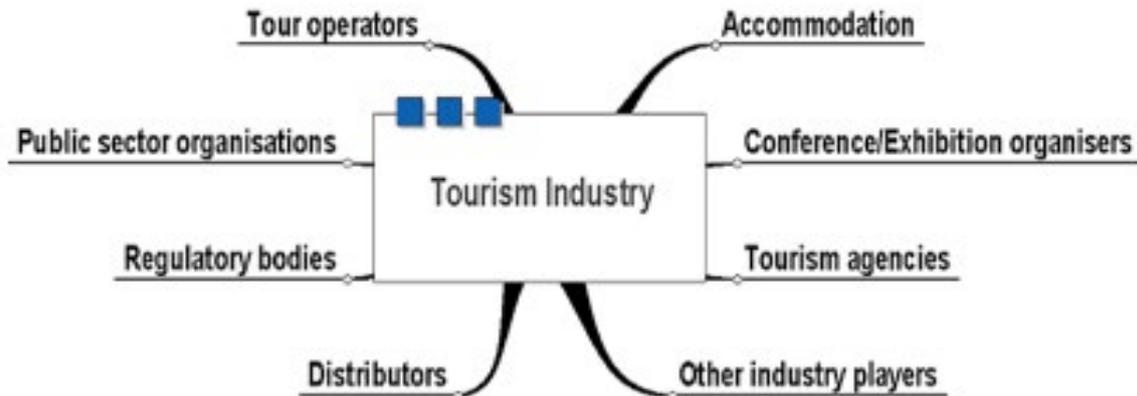
- Who has the most benefit/ interest in any measures of tourism development?
- Who has the power and / or influence to promote or fail any action on the development of tourism? (Indirect stakeholders influencing)
- What is the main role (function) of the respective interested?
- How it is affected by the problems and possible actions?
- What is the motivation for participation in solving the problem (what benefits will get)?
- What is its capacity to participate in solving the problem (competencies, resources, skills, experience)?
- What are its relations with other stakeholders (partnership, conflict)?
- How can it be attracted to the respective interested?



<https://yadi.sk/i/Cx6sblwFtycLx> - Ms Sonya Enilova - Senior Expert on Tourism Development in the EU project "Kazakhstan Regional Development" emphasizes the importance of involvement of stakeholders in regional tourism development.

Stakeholders in Tourism

"Stakeholders in Tourism Development"



Source: <http://www.destinationrecovery.com/destinationlifecycle.html>

4.2. Preparation of a Strategy for Attracting of the chosen Partners

You have to determine a strategy to attract the stakeholders: according to liability (administrative) or voluntary (conviction). If you rely on voluntary and informal participation it will be particularly important to show the benefits of participation. After that you have to identify the benefit that a group or organization can derive from their participation in the work and show that benefit with arguments.

In conflicts between potential partners you have to explain the reasons and if possible, to act as mediator.

What is partnership? - The nature of the working partnership is not only informing or consulting, but co-decision and joint action to implement these decisions. Partnerships are formal or informal agreements between different stakeholders for mutual work and collaboration to achieve a common goal.

The following **Check list for creation of a partnership** will help you in its establishment:

Key questions:

- ✓ Have you identified all important stakeholders? Haven't you missed anyone?
- ✓ Have you defined their roles in the process? Are the most important (key) stakeholders in the group? Do the roles reflect the level of interest and influence of these groups?
- ✓ Are the participants motivated to actively participate in changing the status quo and seek new development opportunities, new solutions and new approaches to the organization of work?
- ✓ Are they competent enough to the tasks that are intended to implement?

Below are listed some of the main **principles in working in a partnership**:



- ✓ Work must be done
- ✓ Use the opportunities of all partners
- ✓ Full participation / inclusion
- ✓ Representativeness
- ✓ Participation / commitment at a high level and good guiding
- ✓ Consensus or compromise (in decision making)
- ✓ Credible and open process
- ✓ Create relationships / connections
- ✓ Trust and mutual understanding
- ✓ Learning and sharing
- ✓ Shared vision and values
- ✓ Appropriate organization (structures and systems)
- ✓ Effective meetings / workshops
- ✓ Ensuring a level playing field / Overcoming barriers to participation
- ✓ Planning is crucial
- ✓ Definition of milestones and celebrate the interim successes
- ✓ Saying “No”

4.3. Roles in Tourism Development

Defining the Roles

In order to define the roles of the stakeholders in tourism you have to clarify the scope of action of each partner (in terms of organization) and the areas of joint action. After that you have to define the roles of key units and provided participants - Steering Group, working groups, coordinators, facilitators, etc. You have also to understand the overall role of each participant: to represent their organization in the partnership, the partnership in their own organization and determine the specific tasks to be performed by each participant.

Leading the Work in the Partnership

Why is it important - because there are a big number of participants representing different organisations? The main requirements/factors in order to have successful partnership is to establish the rules for the work and coordination between them and clearly to define the tasks and set deadlines for implementation (planning process).

There are different roles of stakeholders in tourism in the partnership:

The main roles of private sector in tourism development are idea generation, entrepreneurial role, specialized technical skills and financing.

The main roles of volunteer sector in tourism development are operating attractions, creating and running events and special meals, providing travel information services and financing the development of community-oriented



facilities.

The main roles of government in tourism development necessary in tourism planning and development in several areas, including: policy, regulations, obtaining finances, issuing/monitoring loans, resource management, super-structure and infrastructure, transportation, international treaties, recording and publishing information, human resource development, training, health care, sanitation, stimulator or catalyst for development, to be a developer, operator, social tourism provider and regulator of tourism developments.

Stage C: Tourism Development in the Region PHASE 2: TOURISM PLANNING AND DEVELOPMENT & TOURIST DESTINATION	C1	C1 TOURISM PRODUCT 1.1.Tourism planning and development 1.2.Tourism product development (stages) and product life cycle
	C2	C2 TOURIST DESTINATION 2.1.Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System 2.2.Tourist regions and Destination Management Organisation (DMO)
	C3	C3 SUSTAINABLE TOURISM DEVELOPMENT
	C4	C4 TOURISM MARKETING AND PROMOTION

PHASE 2: TOURISM PLANNING AND DEVELOPMENT & TOURISM PRODUCT DEVELOPMENT

Stage C: Tourism Development in the Region

Tool C.1: Tourism Planning and Development

Planning is a process of selection from among alternative courses of action. There are five basic reasons for tourism planning: (i) tourism development has both positive and negative impacts; (destination life cycle); (ii) more competitive situation; (iii) more complicated phenomenon; (iv) tourism has damaged natural and cultural resources; (v) community involved.

Tourism projects are developed in line with the recommendations and findings of Phase I: Analysis and Needs Assessment. This phase involves the following stages:

1. Develop strategy/programme for tourism development to provide a consistently quality visitor experience
2. Develop tourist products and establish official travel/tourist routes that improve connectivity and accessibility, encourage the development of specific tourism products and services in the region
3. Design a marketing, branding and promotions strategy to establish an attractive and professional brand for the destination and provide comprehensive information for visitors via online and communication means
4. Recommend a framework that defines the collaborative role of all Departments in Oblast and Rayon Akimats and in promoting tourism in the oblast, enhancing sustainability, engaging stakeholders and providing training plans and capacity building in local communities

The effective tourism planning is (i) necessary for harmony in development; (ii) helps ensure fair and sustainable policies are enacted; (iii) help ensure the location avoids decline by prolonging its maturity phase; (iv) requires public and private sector interaction.

Without proper tourism planning destinations encounter problems as: overdevelopment, pollution and sewage disposal problems.



Through tourism planning you have to analyse the present and the past of a tourism product (to design the future) in order to understand.

Edward Inskeep (author of *Tourism Planning: An Integrated and Sustainable Development Approach*, *National and Regional Tourism Planning: Methodologies and Case Studies*) recommends **national level of tourism planning** focus on:

- Tourism policy
- Major infrastructure considerations
- Tourism organizational structures, legislation, and investment policies
- Overall tourism marketing strategies and promotion programs
- Education and training programs
- Facility development and design standards
- Sociocultural, environmental, and economic considerations and impact analyses
- National-level implementation techniques
- Land use planning

Claire Gunn¹ says that the most important elements necessary for **regional tourism development** are:

- Natural resources
- Cultural resources
- Viable service communities
- Access
- Markets
- Attractive image for development
- Local acceptance of tourism
- Favorable government controls
- Available land for development
- Availability of entrepreneurs and managers
- Availability of labour
- Availability of finances

The Tourism Planning Framework below shows the steps you have to undertake in order to prepare and implement the tourism development plan in the oblast or rayon.

1 Author of *Tourism Planning: Basics, Concept, Cases*



«Tourism Planning Framework»

- **Step 1:** Formulate the goals and objectives of the tourism development plan.
- **Step 2:** Determine the current situation of attaining primary and secondary data. Develop a tourism inventory. This could be of attractions, accommodations, etc.
- **Step 3:** Analyze the existing situation and determine what needs to be done to meet the set goals and objectives.
- **Step 4:** Develop action plans for each element.
- **Step 5:** Formulate recommendations for each element based on the action plans.
- **Step 6:** Implement the plan and assign responsibilities to individuals/organizations to ensure successful and timely completion.
- **Step 7:** Monitor results and make adjustments as necessary.

There are different approaches to planning: community-focused approach - incorporates community opinions; sustainable approach - avoids environmental and cultural degradation; systems Approach - tourism as a complete and integrated system; governmental approach - governments involved with several aspects.

The goals for tourism planning (Gunn and Turgut) usually are to achieve enhanced visitor satisfaction, develop infrastructures and provide recreation facilities for visitors and residents, improve economy and business success, sustainable resource use and community and area integration.

The Tourism Destination Lifecycle shows that tourism destinations tend to experience five distinct stages of growth: exploration, involvement, development, consolidation and stagnation outlined below:

Exploration:

During this stage small numbers of visitors are attracted by natural or cultural attractions; visitor numbers are limited and few tourist facilities exist; visitors may come from nearby towns.

Involvement:

During this stage there is limited involvement by local residents who provide some facilities for visitors; recognisable tourist seasons and market areas begin to emerge; visitors may travel from within the state or region.

Development:

During this stage large numbers of tourists arrive and external organisations such as hotel chains and tour operators take more of a key role; tourists may travel from all parts of the nation or internationally.

Consolidation:

During this stage tourism becomes a major part of the local economy and of increasing political importance, with politics perhaps taking more of a central role. Rates of visitor growth may have levelled off and some facilities may be in need of upgrading.

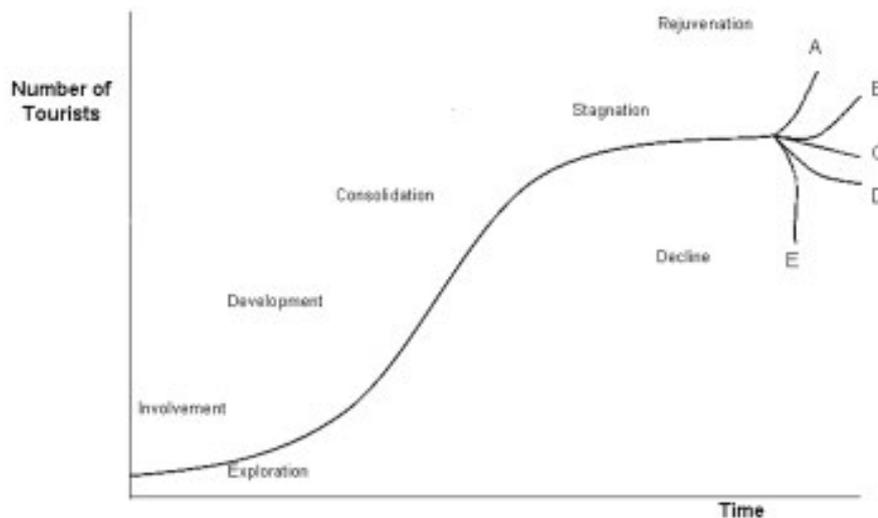
Stagnation:



During this stage the number of visitors has peaked; the destination may no longer be considered fashionable and there may be a high turnover of business properties.

Depending on the response of destination managers to the onset of stagnation, various scenarios are then possible, including decline, stabilisation, or rejuvenation and re-invention. It is at the stage of consolidation and stagnation that managers need to intervene and take action to avoid decline.

Butler's Tourism Destination Lifecycle Model



Planning is a process of selection from among alternative courses of action. There are five basic reasons for tourism planning: (i) tourism development has both positive and negative impacts; (destination life cycle); (ii) more competitive situation; (iii) more complicated phenomenon; (iv) tourism has damaged natural and cultural resources; (v) community involved.

If the destination area is without tourism planning the following consequences may appear – physical, human, marketing or organizational.

Stage C: Tourism Development in the Region

Tool C.2: Tourism Product Development and Product Life Cycle

2.1. Tourism product development (stages)

1. Creation of the idea – the creation of ideas should be systematic and you have to answer the following questions:

- ✓ What type of product and which tourism market you are focused on?;
- ✓ What is the goal for development of new tourism products – whether this is for profit, dominating on the market, creation of employment or alternative income or other goals?;
- ✓ What is the direction of working – development of brand new tourism product, development of an existing product or the same product as those of the competitors in the area?.

The sources for generating of new ideas could be:



- ✓ Internal – own experts and staff, local citizens, etc.
 - ✓ the customers themselves – by analyzing questionnaires or focus group meetings with them;
 - ✓ competitors – by analyzing their product;
 - ✓ intermediaries and suppliers – the former because they have contact with the market and changing in demand, the latter can inform you about new ideas, technologies and materials;
 - ✓ other sources – commercial magazines, seminars, government agencies;
2. Development of the idea into a concept – the stages which it goes through are: idea for a product – idea for a possible product – concept for a possible product – developed version expressed to be offered to the customer.
3. Elaboration of marketing strategy – this consists of three (3) parts:
- A) describes the size, structure and behavior of the target market, the positioning of the planned product and the sales, market share, expected profit in the first few years;
- B) describes the planned price of the product, distribution strategy and marketing budget for the first year;
- B) describes the planned long-term sales and earnings, as well as the marketing mix over time.
4. Business - Analysis - involves the calculation of sales, expenses and profit.
5. Product development. The product must meet the following criteria:
- ✓ meet the qualities that were included in the concept of the product from a consumer perspective;
 - ✓ work safely and securely in normal use and conditions;
 - ✓ can be produced in the foreseeable production costs.
6. Testing the market - a stage in which the product and marketing program are presented in a real market situations.
7. Commercialization - production in newly built or existing production facilities and environment.

You have to make four (4) main decisions while developing a new tourism product:

WHEN? – to determine the time of release. Whether the time is right? If the product can still be improved you have to wait. If there is a downturn in the economy, you have to wait as well.

WHERE? (geographic strategy) – whether in one place, a rayon, several rayons, the national domestic market or international market. Only the most powerful companies go directly to the national market, smaller consistently offer products for one place or several places in the area.

FOR WHOM? (prospects of the target market) - to focus on the most perspective groups.

HOW? (Introductory marketing strategy) - need to develop an action plan to allocate marketing budget by elements of the marketing mix for each new market an individual marketing plan is made based on the theory of consumer behavior when accepting the product.



The following stages should be considered for accepting the product by visitors/customers:

Awareness - in which the user learns about the novelty and recognizes the need, but lacks enough information;

Start to be interested – the potential tourist is motivated to seek information about the novelty;

Estimate – the potential tourist is trying to assess whether it is worth to try the product;

Trial - an attempt, sometimes in small quantity or little time for personal assessment of the usefulness and benefit that tourists themselves can draw from the product;

Perception - then it is decided whether to proceed to a regular and actual use of the new product.

2.2. Tourism Product Life Cycle

All the things you need to do to keep the engine running are: exploitation, revitalizing, client/customer satisfaction, human resource management, etc.

Tourism Product Development activities take place before the operational phase and take place below the surface.

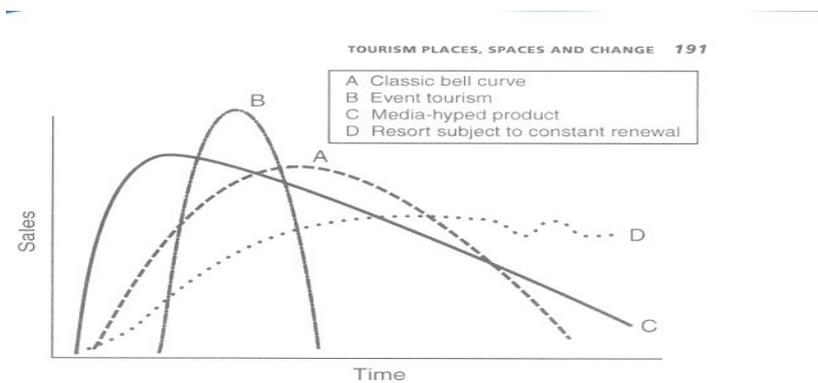


Figure 8.2 Tourism product cycles: contrasting examples

2.3. Tourism products and tourism product elements

Tourism products nowadays are huge with many varieties; there are mixtures of tourism products and product elements. The elements of the tourism product are attractions (natural, cultural (based on history, past) and man-made), amenities (accommodation, F&B, Entertainment), access & infrastructure, etc. One individual tourism product element can only be judged **in the context** of the other product elements.

2.4. Tourism product development (TPD) and product life cycle

All the things you need to do before you can start the development of tourism product are:

- Preparation
- Conceptual thinking
- Great ideas
- Product elements development
- Funding
- Planning
- Designing
- Building (permission)
- Feasibility studies
- Promotion
- Market research

Stage C: Tourism Development in the Region PHASE 2: TOURISM PLANNING AND DEVELOPMENT & TOURIST DESTINATION	C1	C1 TOURISM PRODUCT 1.1.Tourism planning and development; 1.2.Tourism product development (stages) and product life cycle;
	C2	C2 TOURIST DESTINATION 2.1.Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System 2.2.Tourist regions and Destination Management Organisation (DMO)
	C3	C3 SUSTAINABLE TOURISM DEVELOPMENT
	C4	C4 TOURISM MARKETING AND PROMOTION

Stage C: Tourism Development in the Region

Tool C.2: Tourist Destination

1.Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System

A tourist destination is a geographical area (city, region or village), that a particular guest (or segment of guests) chooses for its leisure objective. Therefore the destination is the competitive unit in the incoming tourism market. The destination has to be run as a strategic business unit. With a destination there is considerable complexity and many other elements/stakeholders play a role-context.

Analysis Preview includes: Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, and Planning System.

Regional Tourism Strategy



<http://kzregdev.kz/ru/content/gulzhan-bayzhaunova-rukovoditel-upravleniya-turizma-mangystauskoy-oblasti#.V5WqySN96T8> - Head of the Division for tourism development of Mangystau oblast Akimat, Ms Gulzhan Baizhaunova sharing her views on the importance of tourism in their regions, regional tourism strategy, to develop tourism in partnership with stakeholders

In order to develop the Tourism Strategy in each oblast our proposal is to use the partnership approach – i.e. to involve relevant stakeholders in the planning process.

The Stages for development of Regional Tourism Strategy are below:

1. Start the collecting and systemizing information about the tourist sites, accommodation, catering establishments and tourist companies (database) – on-going;
2. The analyses phase should be done in 3 - 6 month period
3. Development of the strategic part - 2 – 4 month's period
4. Discussion and public consultation - 2 – 4 months
5. Strategy finalized – 2 months



The process of preparation of the Tourism Development Strategy has the following steps:

1. **Background analysis of tourism** – (i) Government policies, goals, objectives, and programs; (ii) Existing destination mix elements and components; (iii) Existing tourism demand; (iv) Tourism strengths, weaknesses, problems, and issues;
2. **Detailed research and analysis** – (i) Resource analysis; (ii) Activity analysis; (iii) Market analysis; (iv) Competitive analysis;

The review is the background for analysis of the tourist resources on a certain territory, which will define the potential for tourism development and types of tourism which could be developed. More detailed research and analysis should be done as a part of the process of planning of tourism development.

3. **Stakeholder involvement and participation** – identify stakeholders in tourism, assess their roles, involve in the tourism planning process – e.g. Natural resource management, Cultural resource management, Education, etc.;
4. **Tourism market** – which is our market, what are the needs, how to attract, etc.;

A proposed structure of the Strategy for Tourism development is given below:

Strategy for tourism development

I. Analyses of tourist potential

1. Geographic location
2. Socio-economic and demographic characteristics
3. Infrastructure, environment
4. Transport access, mobile networks, internet
5. Education in tourism
6. Health
7. Analyses of tourist resources
 - 7.1. Natural tourist resources
 - 7.1.1. Relief
 - 7.1.2. Climate
 - 7.1.3. Waters
 - 7.1.4. Flora and fauna
 - 7.2. Anthropogenic tourist resources
 - 7.2.1. Cultural and historic heritage
 - 7.2.2. Archaeological sights
 - 7.2.3. Architectural reserves



- 7.2.4. Religious sites – holy places, mosques, churches, monasteries
- 7.2.5. Traditions, customs and crafts
- 7.2.6. Cultural and other events, festivals, celebrations
- 7.2.7. Art galleries, museums, historical places, art and craft centers
- 7.2.8. Theatres, cinemas, cultural houses
- 7.2.9. Entertainments
- 7.3. Material base for recreation and tourism, tourist infrastructure and services
 - 7.3.1. Tour operators and travel agencies
 - 7.3.2. Accommodation and catering – tourist places
 - 7.3.2.1. Places for accommodation – hotels, motels, apartment tourist complexes, holiday villages, tourist villages and villas, family hotels, hostels, pensions', recreational centers, guest houses, guest rooms, guest apartments, bungalows, camping, tourist huts, tourist training centers, camps, etc.
 - 7.3.2.2. Catering establishments and places for entertainment – restaurants, fast food, drinking places, cafes, bars, etc.;
 - 7.3.2.3. Balneo and Spa centers, medical centers, wellness centers, etc.
 - 7.3.3. Tourist information centers, visitor centers;
 - 7.3.4. Other types – horse riding (places and routes, aqua parks, water attractions and adventure parks; thematic parks; golf courses, bird watching places, etc.
 - 7.3.5. Hunting and fishing places and sites;
- 8. Tourist offer – types of tourism



II. SWOT Analyses



SWOT analyses (from English SWOT) — kind of situation analysis for assessing the current and future competitiveness of the product, the company and services in the market through an analysis of the internal and external environment of the organization.

SWOT-analyses — method of strategic planning which identifies factors of internal and external environment of the organization and dividing them into four categories:

Strengths (сильные стороны),

Weaknesses (слабые стороны)

Opportunities (возможности)

Threats (угрозы)

Strengths and Weaknesses are internal factors, Opportunities and Threats are external factors. SWOT-analyses is one of the most common methods of analysis in management and marketing. SWOT should give a clear picture of the situation and indicate in what directions we need to act, using strengths to maximize opportunities and minimize threats and weaknesses. SWOT-analysis allows determining the reasons for effective or ineffective work of the company in the market, is a compressed analysis of marketing information, on the basis of which a conclusion about what direction the organization should develop its business and ultimately determines the allocation of resources to segments. An effective SWOT analysis must start with two actions:

1. Analyze the market in which operates, or will operate company important attention to the study of consumers and to identify key characteristics of product (goods, services). From someone who your target audience is, what criteria of quality make your user to the product depends more than 70% of the findings of the SWOT analysis.
2. Swipe competitive analysis and identify key competitors. From someone who is your competitor will depend on the strengths and weaknesses of the product.

Table of the SWOT analysis helps to structure all the information received. The table consists of four squares, the squares sequentially lists the strengths, weaknesses, opportunities and threats. All the factors are entered in table cells in order of importance (from most important to least important). The importance factor is determined by its contribution to sales and profit of the company.

«Drafting Table SWOT Analysis»

Record all the items in the table SWOT analysis:

Strengths		Weaknesses	
1.		1.	
2.		2.	
3.		3.	
4.		4.	
Opportunities		Threats	
1.		1.	
2.		2.	
3.		3.	
4.		4.	



Conclusions on the conducted SWOT analysis

Strengths analysis:

1. What competitive advantage should the company improve?
2. What strengths of the company are not so obvious for buyers and need communication that is more effective?

Opportunities analysis:

3. What is necessary to do in order to implement the opportunities as soon as possible?
4. How to use the strengths of the product in opportunities development?

Weaknesses analysis:

5. How to minimize the impact of weaknesses on the product?
6. Action plan for elimination of weaknesses or transformation of weaknesses into strengths
7. How to hide the weaknesses, which cannot be changed?

Threats analysis:

8. How can threats be neutralized?
9. Is it possible to transform the threats into business opportunities and into sales growth sources?
10. What should we do to protect ourselves against threats as soon as possible?

III. Strategic part – vision, priorities, measures, actions; monitoring of the strategy, indicators

Defining a tourism strategy means to pull in the same direction. The objective is to draw and professionally communicate an authentic image of one's own region in cooperation with the relevant service providers.

The Strategy for Tourism Development in the Region should have a vision for its development. Also it should have main priorities for product/s development, marketing and promotion, management of tourism in the destination, organizational structure, investment in attractions and Infrastructure Support, tourism industry development, workforce development.

One of the most important parts of the strategy is the priorities. Some possible priorities are listed below:

A. Priority: Developing policy, setting structure and legislation on tourism: 1. approval of policy and local and regional tourism plan, as an official document of the tourism development; 2. facilitate the development of a regional center or tourism agency to support capital development in tourism; 3. strengthening local legal framework for tourism so as to ensure proper application and to ensure high standards in relation to similar areas; 4. setting network points, centers and resorts across the area to provide guidance for the establishment of tourism programs (zoning);

B. Priority: Development and training human resources: 1. development of vocational education for the tourism sector to include a number of skills of staff to meet the criteria for employment; 2. education and training of staff for all tourism activities, particularly of the major museums and monuments that serve to improve the facilities offered by their guests, especially the hospitality facilities, interpretation and marketing;



C. Priority: Development programs through partnerships: 1. encouraging the involvement of local communities in tourism development and setting integrated development plans for tourism, including all elements of infrastructure to prevent uncoordinated development; 2. efficient organization of public and private sector and maintaining close coordination between public, private and governmental organizations, where they are involved; 3. developing partnerships for special areas (mountains, lakes, gorges and valleys, etc.) to provide facilities and attractions throughout the year;

D. Priority: Support for environment conservation and development and setting resources: 1. supporting the development of ecotourism in the mountains, national parks, reservations and rural areas; 2. environmental protection measures, standards for development (incorporated in the regulations for local development) and setting guidelines for tourist facilities;

E. Priority: Developing infrastructure and promoting investments on tourism: 1. development of regional transport system including road and rail infrastructure priority based on tourism requirements; 2. extending the system for collecting, analysis and dissemination of statistics and regular market surveys to assist in supporting investment and marketing decision-making; 3. introduction of mechanisms and subsidies to facilitate investment in tourism both from local investors and foreign investors; 4. identifying investment opportunities and take measures to allow expansion of the tourist season in the area; 5. increasing public funding (local government and community) to develop tourism attraction and infrastructure; 6. programming projects, and required actions; 7. efficient and systematic funding of individual tourism projects;

F. Priority: Develop diversify and promote tourist offer; Information services: 1. creating a coordinated network of tourist information centers in all the main tourist areas to expand the message of hospitality to guests, providing them with accurate information to assist in orientation, enjoyment and appreciation of their destination; 2. extending the marking system of local interest, regional and national sights according to EU standards and the introduction of thematic tourism routes; 3. setting tourist routes, touristic points and stops;

G. Priority: Destinations marketing, in terms of natural heritage, historical and cultural conservation: 1. achieving a regional database of products, facilities, events and services both for tourism industry and the public access; 2. creation of a tourism web portal of the area as a major instrument for promoting, informing and making appointments; 3. creating and promoting for tourism market a database of cultural events to help promote visual and auditory arts, particularly traditional festivals and folk events; 4. and efficient tourism marketing promotion for the whole region and private firms;

Actions conducted at strategic level, policy level and planning will be completed by tourist programs that may be interesting to international tourism markets. In this context it is necessary to establish a new structure of offer: vacation tourist centers, tourist centers with specific and towns that have accommodation structures. Important changes taking place in tourism will lead to long-term to a balanced development of the area communities and protecting concerning natural, economic and social environment. Finalities of regional tourism strategy for sustainable development can be summarized on a few directions: developing a formal document whose contents cover actions that are included in national or European strategies for development and promotion of tourism; to build arguments for local and national policy makers to implement action contained in the strategy or to take action regarding necessary legislative changes; to highlight the wealth resulting from natural and authentic cultural heritage; to develop a real tourism industry, fair and profitable with a low environmental impact; to increase the number of jobs and level of professionalism in the tourism industry; to promote public-private partnership interest and voluntary actions of civil society in developing and promoting regional tourism; to establish clear lines of action of tourism for the next at least 20 years; to represent the interests of a large group of citizens, associations and foundations, etc. directly or indirectly involved in tourism development in the area.

2. Tourist Regions and Destination Management Organisation (DMO)

Destination management is the co-ordinated management of all the elements that make up a destination. Destination management takes a strategic approach to link-up these sometimes very separate entities for the better management of the destination. Joined up management can help to avoid duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.



There are many different and varied roles and responsibilities in destination management and marketing. These are handled in different ways in different countries, but typically are split between national, provincial/ regional and local levels.

Normally the national level is responsible for the more strategic roles while the local level will have responsibility for the more operational elements.

The main activities of the destination management organisation are:

1/ Marketing - the key functions of marketing are: destination promotion, including branding and image, campaigns to drive business, particularly to SME, unbiased information services, operation / facilitation of bookings, CRM (Customer Relationship Management)

2/ Delivery on the ground - this includes: destination coordination and management for visitor “quality of experience”, especially the public realm, product “start-ups”, events development and management, attractions development and management.

3/ Creating a suitable environment: Policy, legislation, regulations, taxation – this includes: planning and infrastructure, human resources development, product development, technology and systems development, related industries and procurement

Stage C: Tourism Development in the Region PHASE 2: TOURISM PLANNING AND DEVELOPMENT & TOURIST DESTINATION	C1	C1 TOURISM PRODUCT 1.1.Tourism planning and development 1.2.Tourism product development (stages) and product life cycle
	C2	C2 TOURIST DESTINATION 2.1.Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System 2.2.Tourist regions and Destination Management Organisation (DMO)
	C3	C3 SUSTAINABLE TOURISM DEVELOPMENT
	C4	C4 TOURISM MARKETING AND PROMOTION

Stage C: Tourism Development in the Region

Tool C.3: Sustainable Tourism Development

United Nations first coined the term *sustainable development* in 1972 and used it to stress responsible actions in development projects. The key concepts for sustainable tourism development are meeting the needs of visitors and communities and protecting the tourism attractions as part of the national economic resources.

Tourism must improve the quality of life of the host population by conserving and protecting natural surroundings, developing community-based tourism which focuses on community involvement and good quality tourism which offers tourists “good value for money”.

Agenda for Sustainable Tourism Development (WTO 2005) introduces the following principles:

- ECONOMIC VIABILITY
- LOCAL PROSPERITY
- EMPLOYMENT QUALITY



- SOCIAL EQUITY
- VISITOR FULFILLMENT
- LAND CONTROL
- COMMUNITY WELLBEING
- CULTURAL RICHNESS
- PHYSICAL INTEGRITY
- BIOLOGICAL DIVERSITY
- RESOURCE EFFICIENCY
- ENVIRONMENTAL PURITY

Stage C: Tourism Development in the Region PHASE 2: TOURISM PLANNING AND DEVELOPMENT & TOURIST DESTINATION	C1	C1 TOURISM PRODUCT 1.1.Tourism planning and development 1.2.Tourism product development (stages) and product life cycle
	C2	C2 TOURIST DESTINATION 2.1.Analysis Preview - Tourism Product Analysis, Competition Analysis, Economical & Political Context, Cultural & Social Context, Legal Structure/Legislation, Planning System 2.2.Tourist regions and Destination Management Organisation (DMO)
	C3	C3 SUSTAINABLE TOURISM DEVELOPMENT
	C4	C4 TOURISM MARKETING AND PROMOTION

Stage C: Tourism Development in the Region

Tool C.4: Tourism Marketing and Promotion

In order to implement this stage you have to develop a detailed marketing and promotional plan for the tourism sector taking into account the quality and quantity of tourism products, the diversity of domestic, regional and international source markets, image and positioning, branding, quality and distribution of promotional materials (including e-marketing) and institutional mechanisms for marketing and promotion including public-private partnership. You have to assess the strategic positioning of the region/area as a tourism destination and identification of tourist patterns and priority source markets and segments.

The following steps have to be undertaken:

- Review and assess the current quality and standard of the country's tourism product, both existing and potential, in terms of its diversity (natural, cultural, recreational).
- Analyse past and present tourist patterns to the country and conduct several visitor surveys at key locations and assess the current domestic, regional and international image of the country as a tourism destination.
- Develop profiles of the short, medium and long term prospective source markets and segments within those markets that can be attracted to the country. Set arrivals and accommodation requirements targets by five year periods by type, category and segment from international and domestic source markets.



- Evaluate and assess the current marketing and promotional programmes in the country including promotional materials produced, their distribution channels, as well as electronic marketing techniques.
- Review the existing institutional framework for marketing the country as a tourism destination, and identify and recommend organizational changes required to ensure the effective implementation of the marketing strategy involving strong public-private partnership.
- Prepare a medium and long-term marketing strategy including recommendations for destination branding and identification of the financial and technical resources required to implement the strategy. The overall marketing strategy will include a detailed short-term marketing and promotional programme for the first five years, outlining activities, targets and cost estimates on a yearly basis.

As a result, you'll be able to do the strategic positioning of the region as a tourism destination and identify the tourist patterns and priority source markets and segments.

Stage D: Tourism Development in the Region PHASE 3: IMPLEMENTATION, MONITORING & EVALUATION	D1	D.1 Implementation, Monitoring and Evaluation
---	----	---

Stage D: Tourism Development in the Region

Tool D.1: Implementation, Monitoring and Evaluation

PHASE 3: IMPLEMENTATION, MONITORING & EVALUATION

1. Three stages of implementation: immediate/short-term actions (for quick wins), mid-term actions (reliant on funding) and long-term actions based on overall objectives
2. A monitoring system will be put in place to measure the progress of each project in terms of its Key Performance Indicators
3. Evaluation will be an ongoing part of the process, to analyse efficiency and make improvements



Examples of Regional Tourism Development

E1

E.1 Examples of Regional Tourism Development

Stage E: Examples of Regional Tourism Development

Tool E.1: Examples of Regional Tourism Development

Natural park Strandzha (Bourgas region, Bulgaria)



The Natural Park Strandzha is located in the border area of Bulgaria with Turkey. 90% of the population is elderly. Tourism is the main activity of the local population, which creates jobs and economic growth in the area. Local people have refurbished their houses and accommodate visitors in the park. They sing local songs, perform folk dances, prepare local food, and guide the tourists in the region. Each year in May local people organise the “Festival of Rhododendron”. The old people in the village of Brashlyan established an organisation – they made an exhibition of local crafts and clothes, refurbished the old school and church and provide tourism services – catering, guides, accommodation, demonstrations of folk dances and singing. The services are mainly provided by elderly people. The provision of services makes them active and creates employment and profits.

Objectives:

- To create employment in the remote area.
- To create possibilities for economic diversification in the Natural park Strandzha.
- To keep the population in the area.
- To preserve and promote the rich cultural and natural tourist resources in the area.

Results:

The activities performed by the organisation of elderly people in the Natural Park Strandzha have led to the following results:

- Increased employment.
- Increased sources of income.
- Increased number of visitors.
- New skills and services.
- Promoted natural and cultural resources.
- Decreased depopulation of the area.

For more information - Directorate of Strandzha Nature Park www.strandja.bg

Sports and wellbeing holidays for seniors (North Karelia, Finland)



The practice combines travelling abroad and healthy exercise and corresponds to the demand of consumers. The organisers have noticed that holidays that combine travelling and exercise are in great demand at the moment. They are also popular because they offer new experiences and are a way to maintain friendships and make new friends. The seven day holiday programme includes different kinds of sports, such as Nordic walking, water gymnastics, Pilates, sports games and gymnastic exercises and it is always tailored depending on the participants' interests. The holiday trips are suitable for everyone, which means that participants' fitness levels and age are taken into account in the offered programmes. In addition, there are evening activities and the possibility to participate in the excursions provided by the travel agency or individually.

Objectives:

- To promote the wellbeing of seniors through sports and exercise.
- To improve social interaction: participants will get to know new people and form friendships.
- To offer new experiences for seniors.
- To create new service models for seniors.
- To offer wellbeing holidays that are tailored to seniors.

Results:

The number of senior participants has increased notably since the beginning of the practice and it is always fully booked. Through the practice Eastern Finland Sports Institute ISLO receives new customers and builds a positive image that supports the institute's activities.

For more information: Eastern Finland Sports Institute ISLO www.islo.fi



Ecotourism in the River Evros Delta and Dadia National Park (Region of East Macedonia and Thrace, Greece)



The two management bodies were created following the initiatives undertaken by local authorities and environmental organisations. Their aim is the protection, management and promotion of areas under protection and it is accomplished through actions such as scientific support and monitoring of wild birds and waters, environmental surveillance, the provision of information to visitors, as well as organising festivals, visits and environmental education programmes. In this context, the management bodies will soon merge

and offer integrated services to the public and potential visitors, transportation and tours in areas of high environmental value with trained personnel and safe means.

Objectives:

- Surveillance and protection of the flora and fauna.
- Provision of information and training.
- Implementation of ecotourism programmes.
- Ongoing specification of the management framework and its implementation.
- Monitoring the implementation of the legislative framework.
- Composition of environmental management studies.
- Participation in national, European and international programmes.

Results:

The merger provides enhanced possibilities for adequate resources and long term viability as well as improved management and ecotourism promotion activities.

For more information: Management body of Evros Delta www.evros-delta.gr

For more information: Dadia National Park www.dadia-np.gr

Fond of the Forest - Forest Wellbeing Tourism (North Karelia, Finland)



This project developed a range of wellbeing tourism products highlighting the special characteristics of Ilomantsi (municipality in North Karelia) to cater both for domestic and international special needs. The products are based on forests, the biosphere reserve and local Karelian culture. The range of tourism products comprises service modules which constitute a one-week tourism service package to cater for the needs of tourist groups in particular. The service modules in the package also serve as independent tourism products. The tourism services are produced by a service provider network involving entrepreneurs and other actors. Senior travellers are one of the target groups of wellbeing tourism development. They are interested in active nature tourism, silence, wellbeing and health services.

Objectives:

- Establish the service provider network.
- Conduct a customer survey on the appeal of Finnish forest-based wellbeing tourism products in the Japanese market.
- Develop forest-based wellbeing tourism products.
- Create a product development model that tourism companies will be able to utilise when launching new tourism products.

Results:

Among other results, the project developed several wellbeing tourism products that have been tested with different customer groups e.g. “Bear hunt feast”, “Trip to the forest for (grand)parents and (grand)children” and “Cultural nature tour in Puustila scenic farm”.

For more information: University of Eastern Finland Aducate - Centre for Training and Development

www.uef.fi/aducate

For more information: Karelia Expert Tourist Service Ltd. www.visitkarelia.fi



Carpathian Wildlife Foundation (Podkarpackie Region, Poland)



The main objective of the Carpathian Wildlife Foundation is increasing the number of European nature-orientated visitors in the Eastern Carpathians transboundary area between Poland, Slovakia and Ukraine as well as offering nature-based tours to visitors already staying in the region, mostly Polish ones. In part it is the territory of the UNESCO biosphere reservation area “Eastern Carpathians”. The Foundation provides services all year round, for both groups and individuals. International partners involved in the Rewilding Europe initiative like WWF Netherlands, the ARK Foundation, Conservation Capital, Wild Wonders of Europe and national WWF Poland.

Objectives:

- To develop nature tourism in the region.
- To promote the borderland between Poland, Slovakia and Ukraine as an attractive tourist destination esp. for nature lovers.

Results:

In the last 10 years of activity guided tours for almost 1,000 nature lovers have been organised, mostly for citizens of Western Europe, from university students to mature birdwatchers between the age of 35-60. Moreover, around 15 local nature guides have been trained and are involved in servicing the organised tours.

For more information: Carpathian Wildlife Foundation www.przyrodakarpat.pl

Places with the Soul - Partnership of Thematic Villages (Warmia-Mazury, Poland)



The Places with the Soul Partnership of Thematic Villages of Warmia-Masuria was initiated in 2010 by the Elbląg Association for the Support of Non-Governmental Initiatives. The mission of the Partnership is to develop a joint tourist offer based on the unique historical, cultural and natural values of the region. Currently the Partnership comprises ten thematic villages located within three communes of the Braniewo and Elbląg counties, including picturesque villages such as Kadyny and Jędrychowo. The main goal of the Partnership is to develop local communities by creating and implementing joint tourist offers based on the idea of thematic villages and localities.

The Partnership actively engages seniors in its work by relying on their experience and social potential. One of the villages – Jędrychowo is themed as Grandma's Village. It offers not only traditional cuisine, handicrafts and herbal products, but also engages tourists in activities inspired by traditions such as handicraft and toy making workshops or location-based games.

Objectives:

- Developing the Partnership by engaging thematic localities and villages located in the Warmian-Masurian Region.
- Developing and implementing joint tourist products.
- Promoting the thematic villages and the Partnership.
- Improving the idea and practical aspects of thematic villages.
- Developing social entrepreneurship in rural areas.

Results:

Since 2010 the Partnership has developed a wide cooperation network with non-governmental organisations and local communities working jointly for the development of their villages. The Partnership actively promotes the idea of a thematic village as an effective tool empowering local communities in rural areas and by providing alternative methods of socio-economic development.

For more information: Elbląg Association for the Support of Non-Governmental Initiatives www.miejscadzusza.pl



Karelia á la carte network – Karelian culinary tours (North Karelia, Finland)



Karelia à la carte is a nationally and internationally recognised, unique food tourism network of North Karelian restaurants, tourism companies, food enterprises and catering and conference service

companies. The network was established in 1991. The partner companies use local products and services and are committed to following the rules and values of the network and fulfilling its quality requirements. The network also organises culinary tours that include cultural activities, gastronomy and learning new things. During these excursions, travellers taste local delicacies, learn about local traditions, visit attractions and companies that are part of the network, bake Karelian pies etc. Tours can be customised according to the customer's wishes and can be built around different themes. The majority of the people taking part in these tours are seniors.

Objectives:

- To increase cooperation between and within the food, tourism and handicraft industries.
- To improve the operational environment and preconditions of small rural enterprises.
- To link food, tourism and handicraft enterprises with other enterprises in the region.
- To improve quality control, methods, products, services, business planning, marketing options and profitability of enterprises within the network.
- To create a Karelia á la carte brand which promotes national and international marketing of region's tourism, food and handicraft industries.

Results:

Among other results, the Karelian culinary tours have been commercialised and seven different products around the theme of food have been created. A recipe book of traditional food has been published and a booklet "At the Karelian Dinner Table" on the region's history and local recipes has been produced. Also Karelia á la carte business gifts have been produced. The network includes around 70 partners who market their services collectively.

For more information: ProAgraria North Karelia pohjois-karjala.proagraria.fi

Southern Balaton wine road (South Transdanubia, Hungary)



The South Balaton region has a long history in viticulture due to the good natural conditions. The composition of wine species is increasing, the utilisation of modern technology is more widespread, and it has a better position in the domestic market too. The South Balaton Wine Route offers additional services for tourists arriving to the Lake Balaton region, who are looking for quality evening programmes. The wineries serves different age groups; many of these visitors are seniors, who are not only interested in the lake itself, but also in the cultural-gastronomical traditions of the area. Wine is not only preferred by locals, but by tourists too; especially senior leisure travellers, who prefer a calm and beautiful environment instead of the crowded bars and pubs on the coast.

Management of the wine route works on a non-profit base in the form of an association, founded in 1999. The wine route covers the whole territory of the wine region.

Objectives:

- Developing wine tourism services.
- Enhancing tourism supply by alternative offers.
- Protecting the gastronomic and natural values of the region.

Results:

A wine road can provide a gastronomic and wine experience without requiring great physical effort, but for more active elderly people, this attraction can be linked to hiking, cycling or to eco-tourism.

For more information: Association of Wine Road in South Balaton Wine Region

<http://www.delbalatoniborut.hu/portal>



Micro-cluster collaboration model (Vidzeme Planning Region, Latvia)



The tourism advisory board of Valmiera and its surroundings was established in 2010 to act as a micro-cluster collaboration model to develop tourism. It consists of Valmiera City and three small neighbouring municipalities, which are linked functionally to provide tourism in the area. Tourism specialists, entrepreneurs, service providers in local municipalities as well as research and education institutions cooperate to promote a common destination. The establishment is aimed to be competitive both at a regional and national level, attracting more people and benefiting local economics by knowing target groups to work with, including seniors. The basic statement is to create a high-quality, attractive and recognisable brand of tourism destinations. Joining the network is open and free of charge, it is not tied to a specific territory anymore. The board meets regularly to discuss the further development of the local tourism as well as to share information and cooperate in implementing new projects.

Objectives:

- Establishment and reinforcement of common destination management and a marketing system with the deep involvement of entrepreneurs and other stakeholders.
- Creation of local and foreign markets as recognisable tourist destinations with a quality tourism offer.
- Sustainable tourism development - increasing the number of tourists and their length of stay, preserving natural and cultural values.

Results:

The common tourism strategy was created with the involvement of all stakeholders in the area. Seniors have been recognised as one of the target groups as they travel a lot. Prior research was done to summarise their needs and habits in order to use these data to develop tourism routes and offers interesting and suitable for senior tourists.

For more information: Valmiera municipality <http://visit.valmiera.lv>



Women's Cooperative of Kokkinogeia (Region of East Macedonia and Thrace, Greece)



The Cooperative was established in a rural area of the Regional Unit of Drama in 1997, by 21 women – first generation refugees from Pontos (Asia Minor). These women transferred and conserved the knowledge and skills of their ancestors' recipes from the East. When they first started, they only bought some pieces of equipment, but as they progressed they managed to buy more through European Community funding and house their own facilities. Gradually, they developed unique and diverse food products, which were distributed beyond the local market. Today, the Cooperative is a highly profitable activity that meets many imitators. Its establishment is next to the cave of Aggitis, providing a further attraction to senior tourists.

Objectives:

- Development of rural tourism.
- Promotion of quality products.
- Self-employment of women.
- Development of an extrovert social economy enterprise.

Results:

The Women's Cooperative produces foods with traditional recipes originating from the East and not produced by any other enterprise. Its operation provides working opportunities for women and diversifies the local economy both for food production and rural tourism.

For more information: Women Cooperative of Kokkinogeia www.kokkinogeia.gr



Reading list

- ✓ Tourism activities in Republic of Kazakhstan – Law N 211 from 13th June 2011;
- ✓ Decree of the Government of Republic of Kazakhstan from 23rd September 2008 № 878 - Approval of the general requirements for training, retraining and advanced training of specialists in the field of tourism;
- ✓ Law of Kazakh Soviet Socialist Republic from 5th June 1991 № 640-XII – Protection of customer’ rights (changed on 26.06.92);
- ✓ Decree of Minister of tourism and sport of Republic of Kazakhstan from 11th November № 01-08/200 - Approval of the Rules of classification of tourist accommodation;
- ✓ Decree of the Government of Republic of Kazakhstan from 24th December 2014 № 1378 - Approval of the Program for the development of the service sector in the Republic of Kazakhstan till 2020;
- ✓ Concept of a draft Law of Republic of Kazakhstan «Amendments and additions to some legislative acts of Kazakhstan on the issues of tourist activity» - 2015
- ✓ 100 concrete steps set out by President Nursultan Nazarbayev (20 May 2015)
- ✓ Concept for development of Tourism Industry in Republic of Kazakhstan till 2020
- ✓ Message of the President of the Republic of Kazakhstan - Leader of the Nation N. Nazarbayev to people of Kazakhstan „Nurly Jol - the path to the future“ (November 11 2014)
- ✓ Address of the President of Republic of Kazakhstan Nursultan Nazarbayev from 27th January 2012 “Social economic modernization – main vector for development of Kazakhstan”
- ✓ Road Map for Tourism Development till 2020
- ✓ <http://www2.unwto.org/en> - World Tourism Organization
- ✓ <http://www.e-unwto.org/doi/book/10.18111/9789284407279> - National and Regional Tourism Planning: Methodologies and Case Studies
- ✓ <http://www.wttc.org/> - World Tourism and Travel Council
- ✓ http://ec.europa.eu/growth/sectors/tourism/index_en.htm EC Tourism
- ✓ <http://www.etc-corporate.org/> - European Travel Commission
- ✓ <https://en.unesco.org/silkroad/unesco-silk-road-online-platform> - The UNESCO Silk Road Online Platform
- ✓ <http://silkroad.unwto.org/project/unwto-unesco-silk-road-heritage-corridors-tourism-strategy-project> - The UNESCO Silk Road Corridor Heritage Corridors Tourism Strategy Project

