



**United Nations
Conference
on Trade and
Development**

Distr.
GENERAL

TD/B/COM.3/EM.25/3
20 December 2005

Original: ENGLISH

TRADE AND DEVELOPMENT BOARD
Commission on Enterprise, Business Facilitation
and Development
Expert Meeting on ICT and Tourism for Development
Geneva, 30 November–2 December 2005

**REPORT OF THE EXPERT MEETING ON ICT
AND TOURISM FOR DEVELOPMENT**

Held at the Palais des Nations, Geneva, from
30 November to 2 December 2005

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Chapter I

CHAIRPERSON'S SUMMARY

Introduction

1. The Expert Meeting on ICT and Tourism for Development was held from 30 November to 2 December 2005, pursuant to a decision taken by the Commission on Enterprise, Business Facilitation and Development at its ninth session. The objectives of the meeting were to share the experience of experts from the tourism industry, Governments and regional institutions from both developed and developing countries, and discuss how to benefit most from the opportunities offered by ICTs in this sector. A basic discussion of the subject is provided in the background document prepared by the UNCTAD secretariat on "ICT and tourism for development" (TD/B/COM.3/EM.25/2) and in chapter 4 of UNCTAD's *Information and Economy Report 2005* (UNCTAD/SDTE/ECB/2005/1) on "Taking off: e-tourism opportunities for developing countries". The presentations and information about the panellists can be found on the Internet at www.unctad.org/ecommerce/.

2. The meeting provided a forum for exploring the role of ICTs in developing tourism that would support countries' development strategies in this sector. It examined current and future characteristics and the dynamics of the innovation process in the tourism industry, together with the related challenges, opportunities and implications for conducting e-business. Experts came from tourism and ICT ministries and other ministries and agencies involved in ICT and tourism issues, as well as from the tourism industry, from regional and international organizations and from civil society.

3. This summary focuses on the substantive discussions, which were structured according to the following thematic sessions during the meeting:

- (a) The role of ICTs in developing tourism;
- (b) The innovation process in the tourism industry;
- (c) Managing and promoting destinations online;
- (d) E-business challenges;
- (e) Concluding remarks.

The role of ICTs in developing tourism

4. The discussion started with a recognition that, in light of the contribution of tourism to the economies of many developing countries, ICTs and e-business can play a key role in helping destination management organizations and tourism suppliers in developing countries to promote their products and services worldwide. The motivation for developing e-tourism is twofold: access to the Internet is becoming available in more and more countries at lower cost, at higher speeds, and through a growing variety of devices (mobile phones, interactive TV, etc). In addition, recent trends in the use of ICTs in general and particularly for travel and tourism show that the more online experience consumers have, the more likely they are to look for tourism information and buy tourism products online. This trend is evident in the North American and European markets, where an increasing number of people are planning and buying their trips online. Experts have recognized that this major shift in the way

consumers plan their trips affects the way the travel trade is conducted. It was noted that the web and word of mouth are by far the most important forms of tourism promotion nowadays.

5. Tourism enterprises in developing countries, particularly SMEs, face challenges in taking full advantage of opportunities because of their slow adoption of ICTs. Some experts stressed the current low level of development and adoption of ICTs in developing countries and asked how ICTs could help them to improve their tourism development and the global visibility of tourism enterprises, particularly small tourism enterprises. Recurrent practical impediments to the development of e-tourism in developing countries include the low level of ICT access among tourism enterprises, particularly those in remote areas, the level of education and available human resources, and the rapid evolution of technology. However, experts agreed that the use of ICTs by destination management organizations and tourism enterprises is the best and lowest-cost avenue for reaching the greatest number of consumers, converting their interest into sales and ultimately competing on a global level in the tourism market. ICTs can help local tourism providers avoid third-party distributors, thereby redirecting value streams to destination countries and enabling the increase of foreign exchange earnings.

6. In addition, experts recognized that technology is no longer the main impediment for developing countries, as it is becoming easier to acquire, especially with low-cost technical solutions such as FOSS now available and already in use by developing countries. One suggested way to overcome the lack of ICT adoption by tourism enterprises is to encourage the organization of local groups of tourism providers, such as hotels, which could then pool their resources at the regional, national, and local levels in order to use the same technology and know-how and thus reduce marketing and technology costs. Experts emphasized that smaller tourism providers are better off cooperating – as opposed to competing – to achieve a stronger position in the tourism market.

7. Panellists cited change management – adapting existing business processes and practices – as the main difficulty for destination management organizations (DMOs) and tourism enterprises. However, the eventual adoption of e-business practices will facilitate the evolution of traditional tourism systems and the integration of tourism enterprises into the digital economy. Considering the interdependence of interests among the wide range of actors involved, an e-business model for tourism destinations has to be put in place as the basis for the development of Internet-enabled destination communities. Experts stressed that setting up an e-business platform would take between three and five years and would require a high level of cooperation among destination communities and between destination and international business partners.

8. In this context, experts stressed the crucial role of DMOs, which should be to create awareness of the potential offered by ICTs, provide business advice and facilitate access to technology and training. They must provide an umbrella for the wide range of tourism suppliers (including accommodation, airlines, restaurants, attractions, etc) to facilitate their integration into global distribution systems and their outreach to consumers, both before they arrive at the destination and while they are in the country concerned. DMOs have a key role to play not only in marketing tourism products but also in ensuring the management of the destination itself. Any destination management system put in place should help in calculating the economic impact of tourism for a destination through performance evaluation mechanisms.

9. Speakers suggested that to accommodate the tourism needs and behaviour of the new tourists, DMOs and tourism providers must provide clear and accurate information online, as well as facilitating the booking process using available systems if they are not in a position to develop their own. To increase the visibility of SMEs online, DMOs should first ensure that information about must-see attractions and factors motivating visitors is available. Second, they should provide detailed information about the destination. A key point to bear in mind is that e-tourism websites serve a dual function: to provide information for visitors to aid in planning their trip; and to advertise and sell tourism products once the visitors are already at the destination. Maps and information about restaurants, entertainment and attractions in general should thus also be part of the DMOs' e-tourism portals. Every channel available, whether it is off- or online, should be used to market tourism information. It is important to provide information on destinations to consumers wherever they are and however they want it, and although delivery of destination information by SMS and/or WAP is worth considering, DMOs should focus their initial efforts on the Internet.

The innovation process in the tourism industry

10. The second session of the Expert Meeting discussed current and future characteristics and the dynamics of the innovation process in the tourism industry, including related challenges, opportunities and implications for conducting business. Experts provided examples of best practices from South Africa, India and Quebec for developing and implementing efficient destination management systems (DMSs) in both developing and developed countries.

11. Experts considered the relevance of DMSs for Governments and for regional, national and local tourism providers as a channel for reaching potential tourists directly. DMSs enable all stakeholders to interact, in particular consumers and tourism providers and distributors. They are also important tools for analysing markets and customer needs, and offering customized products, since they enable the dissemination of tourism-related content and the collection of consumer-related information at the same time.

12. The session identified reliable, relevant, accurate and timely content as a crucial element for the information-sensitive tourism industry and a key factor for the success of any DMS. The maintenance and improvement of a successful DMS are part of a permanent and ongoing process. Increasingly, the most challenging part of implementing a DMS lies not in the technology itself but in how it is applied and how its tools are used. The case studies showed that DMSs have undergone several versions since their launch in order to include new features such as personalized travel guides and consumer management systems. Experts acknowledged that for less developed countries with more limited resources, the implementation and regular upgrading of this type of system might take longer.

13. Experts also emphasized that the success of a DMS is strongly related to the establishment of public and private partnerships. The public sector should be a facilitator, playing a central role in encouraging the participation and inclusion of regional, national and local tourism enterprises within a common DMS. The private sector should drive the commercial activities, and, to facilitate the participation of tourism enterprises in a DMS, their inclusion should be free of charge. Experts also highlighted the role of the public sector in monitoring and certifying the quality of content and services provided, for example

through grading of tourism providers, such as hotels or restaurants. The involvement of Governments should be a guarantee of quality and reliability for tourists. As the example of www.bonjourquebec.com (Canada) indicated, partnerships between a Government and a private communications company can be beneficial for all stakeholders in terms of risk and cost sharing.

14. Furthermore, experts recognized the importance of creating a DMS brand. The definition of a unique selling proposition for a destination is a first step. As the example of India underlined, a nationally and internationally recognized brand name can attract the private sector to participate in the DMS. The DMS should be advertised using a well defined e-marketing strategy. As reflected in the case studies presented, a successful marketing strategy is based on the following main elements: (i) the constant dissemination of content advertisements on relevant travel sites and media in order to bring clients to the DMO website; (ii) the use of search engine optimization (i.e. the use of keywords and indices to drive improvements in the positioning of the site on search engines) and website promotion on an international level; (iii) the use of e-mail and monthly newsletters; and (iv) advertising campaigns on the Internet using different channels and formats, such as banners.

15. The best practices cited also pointed to new trends in DMSs: the need for a multi-channel approach, such as the implementation of call centre hotlines and the concomitant need for cross-channel integration; and the targeting of content to specific regions or countries, using pages in different languages, thereby offering a level of personalization to a potentially diverse audience of users. In relation to the targeting of specific groups, different travel behaviour of clients not only demands comprehensive research but also encourages the development of customized and niche packaging products. In this sense, customer relationship management is essential to an effective DMS. Embedded response and feedback mechanisms within websites are likewise very important.

16. In the discussion that followed, the notion that the customer is in control was a consistent theme that emerged. Consumers are increasingly important players through their use of user-generated search content (blogs, postings on travel sites such as TripAdvisor.com, etc). This constitutes both an opportunity and a challenge for tourism providers. Consideration of the full arc of the consumer travel lifecycle should also be a central part of any tourism/e-tourism strategy, comprising in-country travel and post-travel follow-up.

17. In terms of capacity building, experts noted that open-source solutions can reduce the cost of developing and upgrading a DMS but emphasized that they do require a certain level of in-house ICT skills. Panellists also underscored a trend towards investing more resources in marketing and human resources than in technology. Furthermore, experts emphasized that Governments also have a role to play in facilitating access to or adoption of ICT solutions by tourism enterprises. There was general agreement that the credibility of both the private and the public sector is a crucial precondition for the success of any DMS. While a DMS should include formal quality control systems enabling the control of content, products and services offered, some participants suggested that word-of-mouth and peer pressure are often more effective in that regard.

18. In discussing strategies to retain contact with consumers after they have visited a destination, experts stated that special attention should be given to data mining technologies that allow DMSs to build up consumer information databases and to analyse consumer behaviour comprehensively. Experts noted that it might be difficult to measure directly the return on investment for ICT-based advertising campaigns, or the extent to which a DMS can lead to an increase in bookings. Quantitative and qualitative surveys can help assess the impact of a DMS, but they are subject to resource constraints. Evaluation can be carried out by users or experts, or through web metrics or targeted “laboratory” analysis. In this regard, an evaluation scheme for tourism websites, which might be of use for benchmarking by developing countries, was launched at the General Assembly of the World Tourism Organization in November 2005. Certain functionalities embedded in a DMS, such as the ability to create itineraries online, can provide information on intended tourist travel. The online exchange of knowledge, between providers and between providers and consumers, can also feed into product development and improvement. In the case of South Africa, there is a full-time “assessor” for all types of tourism campaigns. His work has already indicated that although it is difficult to quantify, the return on investment of ICT-aided campaigns is certainly greater and more cost-effective than that of campaigns based solely on traditional media.

19. With regard to the use of the dot-travel domain names, the three countries involved in the presentations on best practices have registered such names, but only as one more name in a directory of domain names related to the destination. For example, South Africa owns more than 40 domain names, all of which redirect the visitor to the main website. In the case of India, further DMS development is likely to result in the dot-travel domain concentrating on commercial activities. When a DMS is well established, it is preferable to preserve the brand-name URL as the primary one, while the dot-travel name is likely to remain secondary.

20. Finally, the discussion addressed the relevance of national ICT policies for the implementation process of a destination management system. Experts observed that the tourism sector is often the first segment within the public sector to provide ICT-related services and therefore often contributes substantially to the adoption of a national ICT policy.

Managing and promoting destinations online

21. Concerning the various techniques for successful marketing and e-marketing of e-tourism activities, case studies were presented from Tunisia, the Caribbean Tourism Organisation, Honduras, Madagascar, Viet Nam and Benin.

22. Tourism products have a communication life cycle, and marketing organizations, including DMOs, need to review the marketing media that are suitable at each particular phase of the cycle. In particular, DMOs must play a role at the beginning of the cycle, during the activity or destination selection process, and during the actual visit, when DMOs can approach tourists with additional content and offers. This cycle is equally important for leisure and business and conference tourism and travel. DMOs also have a role to play in informing and assisting their own public of the changes, benefits and potential hazards increased tourism activity can involve at the local or wider regional level, and ICTs can help drive this process.

23. The basic drivers of change moving DMOs towards greater use of the Internet in the tourism sector are the interaction with and between new technologies, increasingly demanding consumers and progressively more technically adept commercial players. Within this context, DMOs need to define where they can add value and what their unique contribution to the tourism economy will be, particularly in relation to bringing new technologies to SMEs in the local tourism sector. Exchanges of positive experiences and/or developing best practice guidelines are beneficial in this regard.

24. Experts considered that, in order for a DMO to be successful, its membership needs to embrace all the participants in the tourism sector, including private and public entities. In addition, it needs to develop the capacity to reach out to other organizations in other regions, in particular those located in the countries of origin of its potential clients. These include travel agents, airlines and other service and marketing entities. While all stakeholders are encouraged to contribute content and assist in profiling the online tourism offer, some experts felt that the DMO is ultimately responsible and therefore needs to exercise a certain level of content and quality control.

25. Complex partnerships often need to be supported through several e-tourism and ICT platforms and applications. While most clients will focus only on the website that acts as a retail e-commerce portal or destination-marketing portal, other ICT infrastructures are needed and are equally important. One example is the growth of B2B platforms for local and regional tourism producers. Another is the development of management information systems (MISs) that can provide the quantitative data needed for evaluating policy and practice as well as for developing new products or re-profiling the existing offer. MISs are also needed to improve the emigration processing of visitors, as well as for defining a product and infrastructure inventory. As showcased by the Caribbean Tourism Organisation, the success of regional or local e-tourism is dependent on the integration of these three components from a technological perspective as well as in everyday practice, for example through improved efficiencies in issuing visas and conducting border formalities.

26. DMOs also need to make efforts to develop their outreach and establish a long-term relationship with the client base for a given destination and its activities. The overall website experience is important but it needs to be supported by a capacity to turn interest into a commercial sale, backed by a capacity to actually deliver the suggested range of products and experiences. DMOs have a variety of solutions for enabling booking and payment – from outsourcing the entire process to doing it themselves, from providing links to commercial portals and sites to partnering with intermediaries, financial companies and tourism producers. It is worth studying SMEs' level of interest in participating in DMO platforms, as this may have been overestimated in some cases, and thus should be examined on a local and case-by-case basis.

27. Regardless of the conclusions of local analysis, some experts highlighted the fact that an entirely new generation of consumers is coming of age that expects to find any and all tourism and travel products and services on offer online and may hesitate to consider other marketing channels. Thus the only question ultimately is how to do e-tourism, not whether or if. While there was a range of opinions and experiences as to possible approaches, some experts suggested that any e-tourism offer needs to be adapted to the language, sensibilities and expectations of the target consumer. From a technical point of view, experts specifically noted that technical and presentation inconsistencies, as well as sending consumers to related

websites outside the entry point to access requested functionalities, are not good practices. In particular, destinations are encouraged to review the wisdom of an integrated regional marketing approach. At the opposite end of the scale, local organizations and producers need to define the balance between giving insightful and detailed information on their culture, environment and peoples, and providing possibilities for positive comparison. This was frequently referred to as the share of “emotional” content, and the optimal balance needs to be researched and decided in the light of the nature of the consumers. Experts generally agreed that content is the underlying component for successful e-tourism.

28. However, even the best content and world-class functionality and navigation need to be supported by offline marketing in print publications and at international events. Improving performance and search results in the major Internet search engines is also a prime task, including multiple registrations of similar or related domain names and URLs. Thanks to efforts in these areas, it is clear that destination names and their Internet domains are becoming brands and need to be managed as such. While simple, an effort to respond promptly to emails and various queries is fundamental for establishing a long-term client relationship and encouraging repeat visits, as well as developing a capacity for promoting the destination through simple, but effective, email-based promotion campaigns.

29. Looking at the e-tourism system in its entirety, some experts suggested that it needs to be managed as an enterprise in and of itself. In this sense it needs to promote its products (the destination's content) but not itself (the DMO). It needs to operate in real time, in constant interaction with its client base and with permanent updates and specific information. It also needs to relate to the general economic and ICT environment and appreciate the hard realities of accessible infrastructure and bandwidth, while also contributing to its strategic and practical development. E-tourism systems and their managers need to consider their interaction with other ICT-enabled sectors and, in particular, with e-government activities and developments. Finally, beyond local pride and the human and humanistic need to share cultural and human experiences, e-tourism systems need to show a positive return on investment, as their ultimate success depends on the ability of all stakeholders to find and appreciate their point of self-interest.

30. With regard to destination management systems, experts said that they should be integrated into broader national ICT strategies that should consider the enhancement of ICT use and capacities in the country, including at the enterprise level in general and at the local tourism stakeholder level in particular. In order for a DMS to have maximum coverage and have a maximum number of stakeholders benefiting from it, DMOs should create awareness of the potential of ICT applications at the local level. Increasing technical knowledge and recognizing potential tourist demand are also challenges for the effective deployment of ICT in tourism.

31. Although the commitment of Governments is essential for the successful application of ICT in tourism, international cooperation is also necessary in the case of many developing and least developed countries. On the issue of international cooperation, experts were presented with the UNCTAD E-Tourism Initiative, which proposes an ICT tool (an open-source e-tourism platform) and a method for DMS implementation, and which facilitates public/private partnerships. UNCTAD has also developed training courses on sustainable tourism and on ICT and tourism to assist developing countries in building their capacity in these areas.

32. International cooperation can also help support community-based initiatives from civil society, as in the case of the promotion of eco-tourism in Benin. These initiatives have a dual aim: to manage natural resources, which constitute a tourism asset, in a sustainable manner; and to improve the living standards of poor communities by generating related economic activity.

33. Experts noted that tourism has a horizontal impact on the economy: it brings in foreign exchange, provides employment and requires inputs from other economic sectors. In developing and least developed countries, it can represent a vital portion of the gross domestic product. In this sense, increasing revenue rather than volume should be the focus when attracting tourists. Low-value, mass-market tourism can have a detrimental effect on the environment and is usually coupled with vertical schemes that primarily benefit tour operators and leave little revenue for local economies. ICT, and in particular DMSs, can increase the participation and networking of all stakeholders, thereby helping to reduce “leakages” of tourism revenues.

34. In discussing the measures that can be taken to ensure that countries add value to their tourism sector, experts agreed that creating and positioning a higher-end brand, together with thematic packages, are essential. A DMS is an ideal tool to better inform and connect the prospective tourist not only to the products and services available at a destination, but also to other assets with tourism potential, such as arts, crafts, cuisine, culture, fauna, flora, history, natural wonders, traditions, etc. Governments can take an active role in raising the profile of such assets in order to help change the focus from mass tourism to higher-value tourism. Spain, for example, started to do this in the 1990s by hosting a World Expo and the Olympics and raising the artistic and architectural profile of cities such as Barcelona. A DMS can also offer “unique” tourism experiences, such as a stay with a nomad tribe in Kenya, by incorporating local SMEs. As a strategic tool, a DMS should ensure a sustainable balance between economic benefits and socio-cultural and environmental costs.

E-business challenges

35. The last session focused on challenges and opportunities in the adoption and usage of e-business practices by tourism enterprises in developing countries. It addressed capacity building issues and identified areas where technical assistance and training are needed to assist tourism enterprises in building up efficient DMS.

36. Experts profiled the different purposes of a DMS. These include supporting research monitoring and evaluation by storing and processing data, for example on arrivals and departures. DMSs can also support policy and strategy formulation by providing collaborative areas where staff can work together in developing and getting approval, as well as disseminating information. In addition, DMSs serve as inventories of tourism products and services, allowing staff, the industry and the general public to view the information, making DMSs valuable marketing and communication tools. Finally, DMSs have the capacity to host e-commerce modules, allowing users to pay for products and services.

37. The main components of a DMS are as follows: (i) a database, which lies at the heart of the DMS and is the starting point for providing and managing all information; (ii) three different websites, including an intranet (for staff only), an extranet (to link to tourism stakeholders) and the public website on the Internet (the website for the public), which should

provide each group of potential customers with the right information; (iii) content and graphics; (iv) research statistics and information; and (v) an e-commerce module.

38. The development of a DMS should be based on the recognition that each destination has its own characteristics. For example, given the possibility that tourism systems in a given developing country market may be fragmented, it may be preferable to first develop a pilot DMS rather than a full-fledged one. Another important consideration is to develop the necessary conditions for the tourism sector to be cooperative rather than fragmented. Only then will it be possible to move into a comprehensive modular strategy with more sophisticated applications and services. Experts emphasized that the means to reach that objective, in particular with regard to human capital capacity, need to be addressed.

39. Comprehensive consumer research plays a major role in developing a successful tourism strategy and selling a DMS concept. Many experts recognized that the elaboration and use of research is currently weak, particularly with regard to consumer preferences, attitudes and trends. Some of the options currently available are to use existing research from organizations like UNCTAD or the World Tourism Organisation and to complement it with locally conducted surveys and research based on online consumer satisfaction questionnaires. ICTs facilitate not only information gathering but also information processing, for instance from immigration cards, which can provide DMOs with deeper knowledge of international tourism consumers.

40. Despite the proven benefits of moving DMSs online, only a handful of countries, mainly developed ones, have fully developed DMSs in place. Many countries are still in the process of implementing them or do not yet have an e-business strategy. According to a survey of almost 250 DMOs by the World Tourism Organisation (2004), less than 50 per cent of DMOs have an e-business strategy. In this regard, building human capacities is essential. Experts fully recognized the need to develop capacities in three broad areas: technological (web services, programming, semantic web), business skills (such as entrepreneurship) and tourism skills (including tourism marketing and cultural heritage management).

41. Experts emphasized the need to help SMEs work together and move online and, in particular, to help them compete with larger players in the industry. In this regard, the participants acknowledged the role that Governments can play in supporting smaller tourism providers. For example, the Government of Spain has supported the development of associations of rural houses. These associations support small tourism providers by jointly advertising their accommodation offer and thus enabling small providers to better market their tourism product.

Concluding remarks and the road ahead

42. There was general consensus that e-tourism policies and strategies will play an increasing role in integrating tourism enterprises, particularly SMEs, into global tourism markets. Given current human resources and infrastructural challenges in developing countries, assistance with the development of e-tourism initiatives is urgently needed, along with capacity building programmes.

43. In addition, experts proposed the development of a “virtual space” to share technical, marketing and strategic solutions, as well as best practices in managing destinations online.

As part of the proposed DMO workspace, each DMO would be invited to present case studies using a template (yet to be defined). Providing examples of what works and what does not work would offer an opportunity to learn from others' experiences and to innovate, bearing in mind that best practices are not necessarily replicable in all circumstances. This virtual space could also be a forum to discuss general issues faced by DMOs, including content management issues, training needs, etc. The forum could serve to exchange views on some of the pressing issues highlighted above, such as how to assist smaller tourism providers in getting online. It could offer useful information such as a list of vendors for technical solutions, a summary of existing research, chat forums and conference alerts – tools to help DMOs strengthen their capacities. A proposal to host such a “virtual space” was made by the expert from South Africa, who also stressed that input would be required from all the players to build it. Pending the creation of such a work space, experts were invited to inform the UNCTAD secretariat of further action they might wish to take in this regard. Partners would include the private sector and civil society organizations, together with regional and international organizations involved in tourism issues. This could provide an opportunity to continue the capacity building and networking experience of the Expert Meeting.

Chapter II

ORGANIZATIONAL MATTERS

A. Convening of the Expert Meeting

44. The Expert Meeting on ICT and Tourism for Development was held at the Palais des Nations, Geneva, from 30 November to 2 December 2005.

B. Election of officers

(Agenda item 1)

45. At its opening meeting, the Expert Meeting elected the following officers to serve on its bureau:

Chairperson: Mr. Noah Elkin (United States of America)

Vice-Chairperson-cum-Rapporteur: Mr. Alex Sobers (Barbados)

C. Adoption of the agenda

(Agenda item 2)

46. At the same meeting, the Expert Meeting adopted the provisional agenda circulated in document TD/B/COM.3/EM.25/1. The agenda for the meeting was thus as follows:

1. Election of officers
2. Adoption of the agenda and organization of work
3. ICT and tourism for development
4. Adoption of the report of the meeting

D. Documentation

47. For its consideration of the substantive agenda item, the Expert Meeting had before it a note by the UNCTAD secretariat entitled "ICT and tourism for development" (TD/B/COM.3/EM.25/2).

E. Adoption of the report of the meeting

(Agenda item 4)

48. At its closing meeting, the Expert Meeting authorized the Rapporteur to prepare the final report of the meeting under the authority of the Chairperson.

Annex

ATTENDANCE*

1. Experts from the following States members of UNCTAD attended the Meeting:

Belarus	Malaysia
Benin	Mauritius
Brunei Darussalam	Philippines
China	Poland
Egypt	Slovenia
Ghana	Spain
Guinea	Thailand
Holy See	Togo
Honduras	Trinidad and Tobago
Indonesia	Tunisia
Iran (Islamic Republic of)	Ukraine
Italy	United States of America
Jordan	Yemen
Kenya	Zimbabwe

2. The following intergovernmental organization was represented at the Meeting:

Economic Community of West African States

3. The following related organization was represented at the Meeting:

International Trade Centre

4. The following non-governmental organizations were represented at the Meeting:

International Federation of Free Trade Unions
World Association of Small and Medium Enterprises

5. The following panellists attended the Meeting:

The role of ICTs in developing tourism

Mr. Roger Carter, World Tourism Organization, Madrid

M. Mimoun Hillali, Professor, Institut supérieur international du tourisme, Tangiers,
Morocco

* For the list of participants, see TD/B/COM.3/EM.25/INF.1.

The innovation process in the tourism industry

Mr. Allan Karaki, Chameleon International, South Africa

Mr. Julien Cormier, Head, Web Promotions Service, Ministry of Tourism of Quebec, Canada

Mrs. Leena Nandan, Director, Ministry of Tourism, New Delhi

Managing and promoting destinations online

Mr. Roger Carter, Managing Director, Tourism Enterprise and Management (TEAM), London, United Kingdom

M. André Abitbol, Technical Advisor, national du tourisme, Paris, France

Mr. Aley Sobers, Director of Research and Information Management, Caribbean Tourism Organisation

Mr. Uvil Padilla Barahona, Promotion and Events Officer, Secretariat of Tourism, Honduras

Mr. Haga Tsialonina Rasolofoniaina, Director of Information Systems, Ministry of Culture and Tourism, Madagascar

Mr. Tuan Anh Le, Director of Tourism Information Technology Center, National Administration of Tourism, Viet Nam

Mr. Koffi Gautier Amoussou, National Coordinator, Ecotourism Concern, Benin

E-business challenges

Mr. Claudio Petti, Researcher Fellow, E-Business Management School, Lecce, Italy

Mr. Allan Karaki, CEO, Chameleon International, South Africa

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