

**FACILITATING THE SET UP OF NEGROS ISLAND
TOURISM, INC, A PRIVATE BUSINESS TOURISM
MARKETING AGENCY IN BACOLOD CITY,
PHILIPPINES**

A Project Implemented by SMEDSEP, a joint project of the Department of Trade & Industry(DTI) ,Technical Education & Skills Development Authority(TESDA) and

German Technical Cooperation (GTZ)

Project Team:

Markus Ehmann, Senior Adviser, BDS
Rita I. Pilarca, Adviser, BDS
Lorenzo Templonuevo, Program Officer

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LIST OF ABBREVIATIONS

DTI	- Department of Trade & Industry
GTH	- Gifts, Toys & Housewares
GTZ	- German Technical Cooperation
NAITAS	- National Association of Independent Travel Agencies
NITI	- Negros Island Tourism, Inc.
SMEDSEP	- Small & Medium Enterprise for Sustainable Employment Program
TESDA	- Technical Education & Skills Development Authority
TMA	- Tourism Marketing Agency

ABSTRACT

This paper aims to share GTZ's experiences in facilitating the set-up of a private tourism agency to enhance the tourism market in Negros Occidental, Philippines. It illustrates a potential model on how growth catalysts are able to effectively facilitate locally-owned multi-stakeholder processes built on a public-private partnership framework that quickly produces benefits for all. A business itself results from the facilitation process filling a gap for specialized services in the local market. A step-by-step approach is described from a catalyst's point of view in terms of supporting the development of the tourism sector.

BACKGROUND

Increasingly, government officials, private sector actors and development professionals recognize that they confront demanding challenges in a globalised economy that are more effectively met by building partnerships. In private sector development, GTZ's development partnerships with public and private sector players engage in building markets for business services intended to help local enterprises remain competitive in the market. The overall goal of the GTZ-Small and Medium Enterprise Development for Sustainable Employment (SMEDSEP) Program in the Philippines is to harness entrepreneurial potential and to encourage competition. SMEDSEP's strategy focuses on pilot sectors on service market development in priority provinces. After the tourism sector in Negros Occidental was chosen as the pilot sector, the program has developed a facilitation approach for multi-stakeholder consensus-building processes. Using a public-private partnership framework the approach results in the set up of a private tourism marketing agency.

This paper is intended for any catalyst for growth who wishes to replicate similar

experiences, be it development professionals, government officials concerned with economic development or tourism officers, representatives from private associations or business people. It is mainly based on workshop and mission reports, a sub-sector analysis of the tourism industry in Negros Occidental, as well as interviews with actors in the field of tourism. The experiences portrayed are still in an infantile stage as the tourism marketing agency has just formally registered at the time of documentation.

LOCAL CONTEXT: MAJOR POTENTIALS AND CHALLENGES

To give a short insight on the local tourism context faced at the start of the project, the main potentials identified will be briefly presented. Likewise, the core challenges encountered will be described.

The province of Negros Occidental is privileged to be gifted with strong natural and man-made tourism resources and a fairly competitive infrastructure in terms of quality and capacity. Bacolod, the province's capital city, has established itself as a convention centre of superior standard outside of the greater metropolitan area of Manila. Nearly any kind of meeting, conference or exhibition executed in the Philippines can be managed by its tourism facilities. Numerous meeting rooms, accommodation in all price-segments, entertainment and recreation facilities such as casino, spa, and golf courses are available.¹

Attractive white sand beaches, diving sites and marine sanctuaries are the asset of Negros Occidental. Thanks to the rich marine resources, private investors have built resorts along the coastline. Moreover, a varying landscape and a rich cultural heritage have led to the creation of tourism establishments all over the province. Within the last 10 years specifically, many

¹ See HILZ-WARD GOTTFRIED KORBINIAN May 2005, and BOQUIREN, MARIAN Feb. 2005.

small and medium-sized tourism-related businesses sprung up. A variety of tourism attractions could be tapped into which are currently marginally or not at all used. There is potential, for example, for cultural sightseeing, island discovery, eco-tourism, volcano trekking, sailing, surfing, nature discovery sports etc.

The province is particularly well-known for its cultural events, particularly its festivals. It is said to host the most number of festivals in the Philippines showcasing various cultures in its towns and cities. The *Masskara* festival, known by international and local tourists alike as the most famous in the province, annually attracts a massive influx of visitors into Negros Occidental. Thus, Negros Occidental's tourism product – i.e. as a *leisure tourism* destination – is increasingly gaining momentum.²

One of the core problems for the tourism industry in Negros is the seasonality of tourist arrivals. Irregular and highly fluctuating room occupancy rates³ are faced by tourism establishments, topped with a current downward trend in average expenditure per visitor. At a time when tourists are merely trickling in the province, the industry is underexploited and faces the difficulty of operating profitably. In order to improve the current situation, Negros Occidental has to be made known as a year-round tourism destination thereby expanding the tourist seasons and reducing seasonality. The absence of tourism branding, destination

² See HILZ-WARD GOTTFRIED KORBINIAN May 2005, and BOQUIREN, MARIAN Feb. 2005.

³ Room Occupancy Rate is the number of room nights occupied, divided by the number of room nights available, multiplied by 100 per cent.

⁴ See Hilz-Ward, Gottfried, May 2005, and Boquiren, Marian at all, Feb. 2005.

⁵ As the GTZ staff has managed closely the interventions throughout the whole process, and provided when needed technical assistance, no specific number of days are indicated below.

⁶ See Consuelo, Misa E.; "Sub-Sector Validation Workshop, May 14 2004", May 2004, Cebu City.

⁷ See Boquiren, Marian at all. "Sub-sector Analysis of the Tourism Industry in Negros Occidental", Feb. 2005, Makati City.

⁸ See Claravall, Bienvenido G., "Tourism Marketing Workshop for the National Association of Independent Travel Agencies (NAITAS) in Bacolod City", Feb. 2005, Pasig City.

⁹ See Hilz-Ward, Gottfried, May 2005.

marketing and product marketing are the most pressing bottlenecks that needed to be tackled.

Apart from a fluctuating demand, when analyzing the local market for tourism-related services, a strong demand and supply of quality support services and training are sorely needed to improve the performance of tourism enterprises.

The tourism industry seems to be very fragmented, lacking joint efforts to pursue a marketing strategy. Many local endeavours aiming to stimulate tourism have not led to effective tourism marketing but to an inefficient use of funds. This discrepancy has caused various actors to withdraw from a coordinated way of doing marketing. To compound matters, Negros Island is administratively split into two provinces, Negros Oriental and Negros Occidental, further complicating the situation. Therefore, the challenge lies in creating industry synergies and a higher level of cooperation and networking between and among public and private stakeholders.

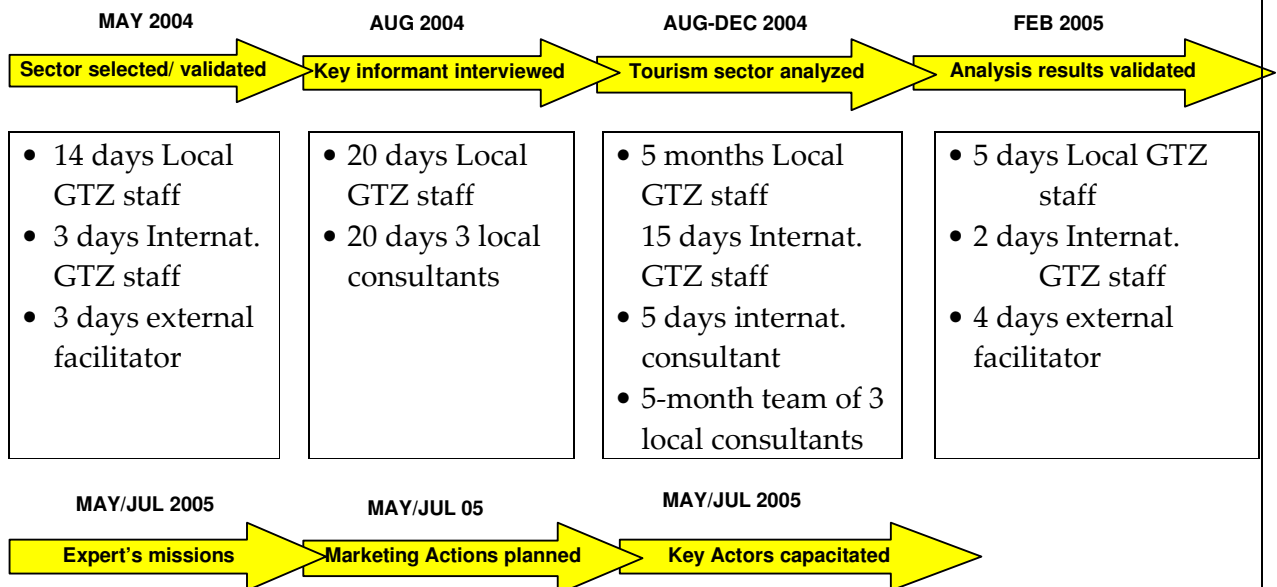
To conclude, an overall absence of trust and willingness to collaborate was prevailing in the Negros Occidental tourism industry. Increasingly, local stakeholders demonstrate the wish to join forces as they recognize the untapped potential and deficient marketing in the tourism sector.⁴

APPROACH

The set up of Negros Island Tourism Inc. is the result of a series of analyses, interviews and workshops with various stakeholders that aimed to find a jointly agreed way for improving tourism marketing. This transparent process of externally-facilitated discussions between business people and public sector officials has led to a functioning public-private partnership framework which paved the way for setting up a private Tourism Marketing Agency.

Process and Interventions

At the core of GTZ's interventions were the facilitation of participatory multi-stakeholder discussions, a joint action process and the provision of tourism expertise to local stakeholders. To provide an overview of the process and the sequence of steps taken, a flow chart that illustrates the major interventions over time is first presented below. This is supplemented by the human resources needed⁵. Second, the various interventions are outlined step-by-step, describing the tools and methods used.



- 30 days Internat. tourism expert (May & July mission)
- 60 days Local GTZ staff
- 20 days Internat. GTZ staff

- Internat. tourism expert (see May/July)
- Local GTZ staff (see May/July)

- Internat. tourism expert (see May/July)
- Local GTZ staff (see May/July)
- Internat. GTZ staff (see May/July)

NOV 2005
Set up of Marketing Agency

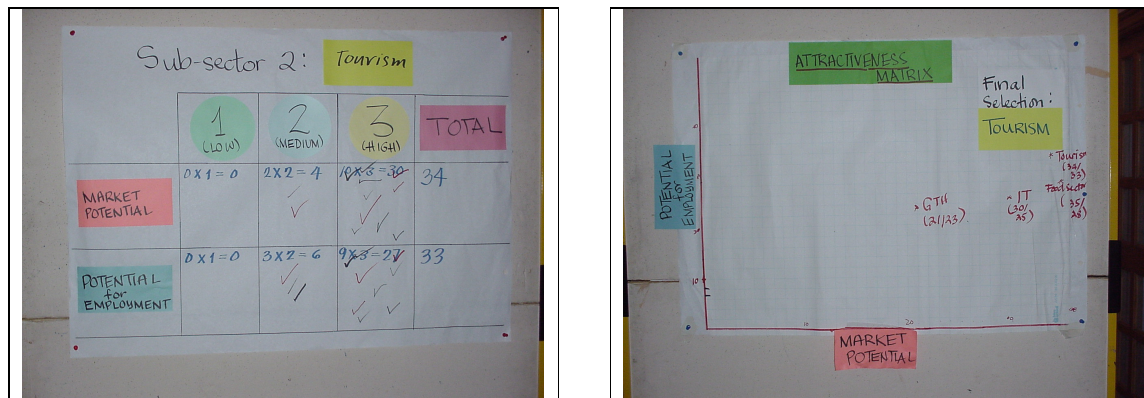
Sub-sector selected & validated⁶:

Upon the request of public actors in Negros Occidental, GTZ was initially asked to support the food processing sub-sector as the primary growth sector for SMEDSEP to focus on. As a preliminary intervention, GTZ invited various private and public actors to participate in a consultative meeting for the purpose of validating the selection of the pilot sub-sector; that is, to determine in which sub-sector GTZ should support SME development. First, the group agreed on two criteria for selecting the pilot sector: high market potential to generate sales and investment and high potential for creating new employment opportunities.

Second, an initial list of sectors was proposed by participants, satisfying the two criteria. Afterwards, the stakeholders were requested to select four from the listed sub-sectors. After two rounds, the results were as follows: food processing, tourism, information technology and GTH or Gifts, Toys and House ware.

Third, using the Attractiveness Matrix, the chosen sub-sectors were assessed against certain criteria. To determine the pilot sector, the four short listed sectors were rated to which extent they satisfy the two aforementioned criteria using a rating of high (3), medium (2) and low

(1). Plotted on the Attractiveness Matrix, the collective results put tourism in the first place, closely followed by food production/processing. The group unanimously decided in favour of tourism supported by the rationale that a flourishing tourism industry will also enhance demand in the food sector.



Source: Consuelo E. Misa, "Sub-sector validation workshop May, 14 2004", Cebu City 2004, p. 11 and p. 14.

Key informants interviewed and tourism sector analyzed

In order to acquire a thorough understanding of the sector, information on tourism was gathered consulting stakeholders as key informants. This was the starting point for the sub-sector analysis of the tourism industry in Negros Occidental. The mostly qualitative sector analysis looked at the accommodation, resorts, food service, travel agencies and tour operators, and transport operators and focused specifically on: identifying final sales markets and market segments; identifying market channels and trends; identifying the primary actors, their roles and relationships and mapping it; creating a value chain that describes the above; Identifying constraints and opportunities for growth of the sector and identifying business services and suggesting interventions that can address the constraints.⁷

Building on existing tourism initiatives, the study suggested specific interventions. Among others, it proposes tourism promotion, product and market development as well as institutional development:

Table 1 : Specific interventions suggested

- ❖ Initiate the re-organization of an existing body composed of representatives of key players in the tourism sector and provide organizational development assistance;
- ❖ Development of a compelling brand and product portfolio, which meet the desire for a distinctive, authentic and unique Negros Occidental experience;
- ❖ Improvement of destination marketing of Negros Occidental;

Source: Boquiren, Marian, 2005, p. 4 ff

Analysis results validated and baseline study conducted⁸

During the conduct of interviews, a tourism core group was formed consisting of the most active business associations engaged in tourism in Negros Occidental. For example the Alliance of Travel Trade Associates and the National Association of Independent Travel Agencies (NAITAS) in Bacolod are part of this group. NAITAS requested assistance from GTZ to provide facilitation for a workshop.

This engagement is part of GTZ's organizational development efforts to support NAITAS in enhancing the capacity of its members in marketing and product planning. The workshop aimed to discuss the sector analysis results, generating a tourism marketing concept and

developing sample standard tour packages. A drafted Memorandum of Agreement (see Annex 1) was presented and after some discussion approved. This MOA reflects a working model of existing tour and travel consortia in the Philippines.

Following the sector analysis, a baseline study for monitoring progresses and measuring impacts of GTZ's interventions was carried out (see Annex 2).

Expert's missions: Marketing Action planned and Key actors capacitated⁹

To assist the Negros Tourism Core group in developing a Tourism Action Plan and enhancing the position of the Province as a tourism destination, an international tourism expert was hired. After a series of interviews meetings and visits during the first mission to Negros, the expert suggested the establishment of a Tourism Marketing Agency that provides destination and product marketing to tackle the core bottleneck for the industry (see recommended tasks in Annex 3).

The findings of the mission were presented and discussed with stakeholders at a workshop. The stakeholders then expressed the wish to set up an agency. With the backing of the public sector actors and with as much neutrality as possible, key stakeholders from tourism associations agreed to pursue cooperatively the start of the marketing agency. Five representatives from industry associations formed a preparatory committee – a task force that drafted a technical proposal to examine the feasibility of materializing an Agency. The following aspects were looked at: the legal form of the organization, organizational structure, financing scheme and a 1-2 year work program (incl. investment and operating costs) as well as the practical set-up.

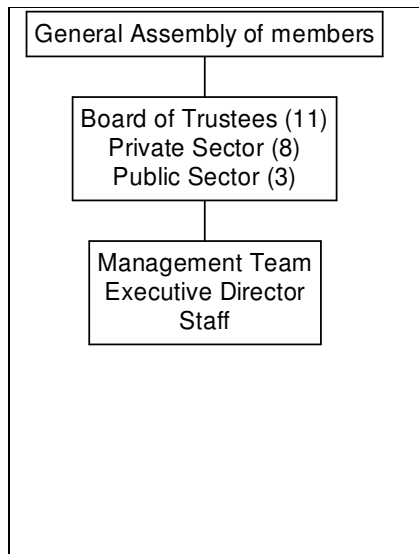
As part of the mission, the tourism expert responded to the request of resort owners and managers to conduct a 2-day workshop for the purpose of improving their marketing skills. Participants from all parts of the province attended and stayed strongly engaged throughout the event. Besides building up capacity, the activity helped to rally support for the TMA concept.

The follow-up mission that took place two months afterwards focused on finalizing the concept of the Tourism Marketing Agency (TMA) and on motivating all relevant actors to agree on it. After the approval of the proposed concept, the agency materialized driven by the small group of private local actors.

Set up of Agency

A non-stock, non-profit corporation with 5 incorporators – 4 from industry associations and one representative from the provincial government – was chosen to be the most suitable legal setting. The existing tourism associations and government institutions joined forces and form the public-private partnership framework of the Agency. This business form limits the liability of incorporators or board members – be it private or public sector actors - and above all allows the broadest funding from all possible sources. The corporation was named *Negros Island Tourism Inc.(NITI)* and has been entrusted by government offices and business people to do the tourism marketing for the tourism industry.

Chart 1: Institutional structure



The institutional structure agreed on is composed of the General Assembly, the Board of Trustees and the management team with several positions. The actors coming from the private sector clearly dominate the Board of Trustees and thereby the direction of the Agency. The exact relations between the three organs are regulated in the by-laws which determine the control and advisory functions within the Agency.

Source: Hilz Ward,
Gottfried, p. 6, Aug. 2005

In general, the Agency is developed within a public-private framework with large contributions from the public. Negros Island Tourism Inc. keeps the broadest possible funding base and relies on sponsoring, membership fees, and institutional donations from government and private sector as well as institutional fundraising events. Relying on different sources for funding is intentional so as to prevent one major donor from having too much influence on the Agency.

Contributions by Partners

There are three different partners who provided in-cash or in-kind contributions to make this process happen and/or provide funding for the agency. First, private actors, second, public sector and third, GTZ. The tourism task force invested in total around 4-5 man months in order to undertake fact finding efforts resulting in the conceptualisation and design of the

agency. Four private sponsors, Casino Philippino, Cebu Pacific, Cerres Liner, telecommunication company PLDT expressed their willingness to contribute each 3,000 € to the agency's financing. Around 6,800 € will be generated from membership fees. Institutional donations amounting up to 38,000 € were promised by Bacolod City, the Provincial Government and the Department of Tourism.

GTZ's overall contribution for its mentoring efforts and managing function as well as the provision of technical assistance by facilitating the consensus building process, undertaking the sub-sector analysis, and bringing in market-specific expertise add up to about 58,000 €. This also includes the salary of the Agency's marketing consultant until August 2006.

To sum up, the overall cost distribution between the 3 different actors are shown underneath:

Table 2: Overall cost distribution

Private sector contribution (not including 5 man months)	Public sector contribution	GTZ's contribution
19,000 €	38,000 €	58,000 €

Preliminary Contributions as of Nov 3 2005

Expected Benefits

The Tourism Marketing Agency (TMA), set up as a result of taking the aforementioned approach, has the high potential of overcoming the major bottlenecks hampering the tourism industry in Negros Occidental. Primarily, Negros Island Tourism Inc. pursues the creation of a unified brand to jointly market and promote the island's tourism destinations. This would generate more appeal for a large market and mobilize more customers, thereby, enhancing the market positioning of the province as a tourism destination. Indeed, with the establishment of an agency that has the mandate, resources and competence to pursue destination and product marketing, direct benefits are expected to occur such as:

- | |
|---|
| 1. Increased number of tourists visiting the province (holiday, conventions, sports and cultural events); |
| 2. Increased length of stay of tourists and tourism expenditure |
| 3. Improved image of Negros as a tourism destination; |
| 4. Negros is know as tourism destination in the Philippines and abroad; |

Source: HILZ-WARD, GOTTFRIED , p. 5, Aug. 2005.

The baseline study on Negros tourism based on available tourism data serves as a useful tool to monitor changes in the aforementioned four aspects and to use it for future benchmarking.

SUCCESS AND RISK FACTORS FOR INTERVENTIONS

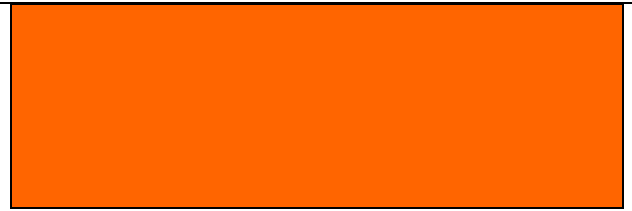
Although it seems too early at this stage of documentation to address success and risk factors, there have been decisive circumstances and fundamental elements perceived that contributed enormously to the process leading to the set up of the Tourism Marketing Agency. On the other hand, some factors could have hampered the project from materializing.

Table 3: Success and risk factors for interventions

Success factors	Risk factors
<p>Necessary preconditions in the locality:</p> <ul style="list-style-type: none"> • Economic (sub-) sector with high growth potential is existent • Dynamic and committed local change agents are involved in the process • Clear request for assistance comes from local key actors • Clear go signal is sent from local actors for driving the process forward • Willingness to join forces among public and private actors and to overcome hurdles <p>Fundamental elements in the process:</p> <ul style="list-style-type: none"> • A transparent and traceable consensus-building process is applied • Local expectations are levelled off • External support responds to local request for assistance; according to the local dynamics in place a process-oriented way of working is 	<p>Situation in the locality:</p> <ul style="list-style-type: none"> • No champion in place willing to drive the process • Local hurdles such as political, attitudinal hurdles seem insurmountable • Absence of trust hampers joint efforts and the building of a common vision • Political issues determine the agenda of workshops and prevent open discussions • Interest groups do not join hands and think they are better off maintaining the status quo <div data-bbox="867 1482 1477 1843" style="background-color: orange; text-align: center; padding: 20px; margin-top: 20px;"> <p>STOP INTERVENTIONS</p> </div>

applied

- Expert/Facilitator stays neutral to keep the process intact and help in brokering compromises between stakeholders
- Public-Private Partnership results in direct benefits expected from the agency's operations
- Experts have excellent communication skills and enjoy high credibility by local actors



LOOKING AHEAD: A MODEL MECHANISM

As of yet the Tourism Marketing Agency is still in its infantile stage, without being fully operational and with many unfinished organisational details. Therefore, impact monitoring is required over the next two years to measure the results of the interventions and to see whether the agency is sustainable. But if proven successful and sustainable, the approach taken resulting in the set up of a private business sets a model for replication for provincial destinations or larger regions with a promising tourism sector.

The facilitation of process-oriented multi-stakeholder discussions leading to consensus and practicable public-private partnerships brings clear benefits with it that makes the model worthwhile to be replicated: first, it response to local requests and dynamics in place and thereby enhances local ownership; second, it effectively fills a decisive local market gap for business services that enhances the sector to grow without distorting the market; third, solely jointly is the public and the private sector able to overcome the major bottlenecks hampering the tourism industry; thus building a public-private partnership leads to concentrated efforts and taps into so far marginally used resources; forth, it requires low-budget interventions of donors.

The Agency that has the mandate, resources and competence to market and promote the island's tourism destinations holds the potential of achieving an increased influx of tourists, an increased length of stay and tourist expenditures and an improved image as a tourism destination. Thereby, all partners in this public-private partnership benefit from the approach.

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ANNEX 1

Memorandum of Agreement

by National Association of Independent Travel Agencies (NAITAS)

KNOW ALL MEN BY THESE PRESENTS:

This **Memorandum of Agreement** is entered into by and between the following business entities, duly registered with the Securities and Exchange Commission and/or Department of Trade & Industry and operating with valid business permits from their respective local government units, and duly represented by their respective authorized representatives whose signatures appear below.

Whereas, the aforementioned business establishments are engaged in and are integral components of the tourism industry and/or allied industries in Negros and its municipalities and chartered and component cities;

Whereas, the aforementioned business establishments desire to formalize their business collaboration in the areas or marketing and promotions for Negros and all its municipalities and chartered and component cities;

Whereas, the aforementioned business establishments desire to formalize their business collaboration in the areas of tour product development and tour product delivery in Negros and all its municipalities and chartered and component cities;

Now therefore, in consideration of the foregoing premises, all signatories agree to:

1. Work for the common welfare of the tourism industry in Negros and all its municipalities and charter and component cities;
2. Establish an organizational infrastructure to oversee the joint marketing and promotions of tour products in the respective areas of operations;

3. Conduct joint tour planning and development, including rate negotiation with the various industry suppliers and allied services;
4. Collaborate in the timely delivery of tour product components, including and not limited to day tours and tour packages in the respective areas of operations;
5. Insure quality and reliability in the delivery of tour products;
6. Provide mutual technical assistance and support, including information sharing;
7. Design an equitable profit-sharing scheme taking into consideration third party interventions that require commission-sharing and/or referral fees;
8. Avoid unethical industry practices, including but not limited to, pirating of staff, under-cutting in pricing and negative interaction;
9. Actively seek the participation and support of other industry players, national government agencies and local government units ;
10. Accept the authority of the lead entity and abide by the decisions of the structured organization.

This **Memorandum of Agreement** shall be valid for a period of three (3) years from the date of signing and shall be subject to renewal for another three (3) years by mutual consent of a majority of the signatories.

Signed this 5th day of February, 2005 in the City of Bacolod.

Bacolod Travel
Jorelyn Park

DLRS Travel
Shenna Mae Angeles

Technotours
Estrella Moran

Worldbound
Dina Serfino

Kimberworld
Rodney Lumintac

Décor Travel
Cynthia Flores

Viva Tours
Ma. Bella Villanueva

SN Travel
Roda Regalado

DLRS Travel
Jade Dionzon

JHF Travel
Jacquiline Juintus

Filipiniana Tours
Greg Flores

Bonista Resort
Johnny Carroll

Punta Bulata Resort
Freddie Zayco

Bacolod City Tourism Office
Imogen Kana-an

Provincial Tourism Office
Jenny Lind Cordero

DTI Negros Occidental
Vivian Gaston

TESDA Negros Occidental
Romelia Nuezca

ANNEX 2

Baseline Data: Bacolod - Tourism Industry Bacolod

by Myriam Fernando (Sep. 2005)

Quantitative data

Table 1: Indicators and methods of data collection for Bacolod – Tourism Sector

<u>Indicator</u>	<u>Use</u>	<u>Source</u>	<u>Contacts</u>	<u>Frequency</u>	<u>Computerised</u>
Number of establishments in the tourism industry	Identifies growth in the number of establishments in the tourism industry	Bacolod LGU ¹⁰	Perlette Caceres <i>Management Information Systems (MIS)</i>	Annual	Yes
		City Tourism Office	Imogene Kana-an <i>Bacolod City Tourism Officer</i>	Annual	No - fact sheets available on request
Number of rooms	Indicates the increase in number of establishments and also the expansion of existing establishments	City Tourism Office	Imogene S. Kana-an <i>Bacolod City Tourism Officer</i>	Annual	No - though an information fact sheet on tourist related statistics is released on a yearly basis.
Gross Sales ¹¹	Indicates the increase in	Bacolod LGU	Perlette Caceres	Annual	Yes

¹⁰ Though DTI also has data concerning SMEs, firstly the breakdown of sector type is not as detailed, and secondly, DTI is only responsible for business name registration, so many of the SMEs which register with DTI may not actually exist, as this is only updated every 5 years.

	competitiveness of SMEs	<i>MIS</i>			
Number of Tourists	Indicates success of BDS provisions and overall tourism	City Tourism Office	Imogene S. Kana-an <i>Bacolod City Tourism Officer</i>	Annual	No – though an information fact sheet on tourist related statistics is released on a yearly basis.

Table 2: Accommodation in Bacolod – 2004

<u>Type of Accommodation</u>	<u>Number of Establishments</u>	<u>Number of Rooms</u>
Hotels	18	1051
Tourist Inns	15	450
Pension Houses	10	192
Resorts	3	68
Total	46	1761

Source: City Tourism Office – Bacolod City

Table 3: Establishments in the Tourism Sector

<u>Establishment</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Travel agencies	46	38	50	45	50	42
Hotels						
- first class	2	2	2	2	3	3
- standard	5	5	9	5	7	6

¹¹ Though Gross Sales can be used as an indicator to measure the increase in SME competitiveness as it captures both the increase in the sales as well as the increase in number of SMEs, many SMEs will not disclose the true value of the Gross Sales due to tax purposes, hence this value is largely understated.

- economy	4	5	2	5	2	2
Tourist Inns	14	4	11	12	21	17
Pensions Houses	11	21	16	22	8	9
Resorts		11	10	10	13	11
Motels	6	6	10	7	7	4
Cinemas	4	-	5	-	5	4
Massage Clinics / Spa	5	4	3	9	11	15
Antique Shops	5		2	3	-	-
Gift shops/Handicraft	51	44	27	49	80	107
Disco, Bars, KTV	35	29	39	58	96	76
Restaurant	111	400	205	260	370	338
Fast-food	114	-	-	-	-	-
Tour Guides	1	-	2	-	1	1
Rent – a Car	5	2	2	6	3	5
Coffee Shops	13	84	36	42	21	23
Lodging houses	8	9	4	2	4	4
Golf Club	1	1	-	2	1	1
Department Stores	5	3	-	9	8	3
Ticketing / Airline Terminal	5	-	-	12	9	7
Bus Lines / Shipping Terminals	5	-	-	-	-	-
Shipping Lines	5	-	-	-	-	-
Total	461	668	435	560	720	678

Source: City Tourism Office - Bacolod City (Assessment Tax data sheet)

ANNEX 3

Operational Phase of the Negros Occidental Tourism Marketing Agency.

Recommended tasks for 1st and 2nd year of operation

by Gottfried Korbinian Hilz-Ward (May 2005)

1		Branding
1a	Task	Creation of a strong common brand for the destination
	Purpose	Improves industry cohesion in destination Convincing and lasting client contact, reinforces product sales
	Sub-Tasks	Define and agree on Unique Selling Propositions Define future regional destinations within the Province (i.e. South Coast, Highland, Bacolod, North Coast) and identify their typical character Formulate and visualize branding slogan and logos Put results to discussion and achieve approval Test branding elements with some tourist groups
1b	Task	Implement a brand-based corporate identity
	Sub-Tasks	Develop a corporate identity for the Marketing Agency and other contact points/agents Disseminate CI to stakeholders for multiplier effects Test CI elements amongst stakeholders
2		Destination Marketing
2a	Task	Tourism Portal/Website
	Sub-Tasks	Draft information elements Creation of emotional experience Establishment of contact with suppliers and marketing agency

		Examine sales/distribution element; reservation tool News message board Reflect brand of destination Ensure proper functioning and visitor friendliness
2b	Task	Tour operator Manual
	Purpose	Provide compact information package to tour operators to assist their product packaging and sales
	Sub-Tasks	Design and produce folder which can take insert documents Prepare (low cost) set of general information for insert: Main attractions with entrance fees, transport modes with schedules and costs, travel times and distances, accommodation establishments with prices and contact details, transport and incoming operator contacts, selected tour proposals, main entertainment facilities with prices, main handicraft and shopping outlets personalised contact with Marketing Agency Prepare (low cost) set for frequently changing information for insert: calendar of cultural and sports events, calendar of conventions and meetings, new hotel/resort projects
2c	Task	Publication of Image Brochure
	Purpose	Hand-out material to potential clients to build positive attitude towards destination and guide to travel decision
	Sub-Tasks	Prepare brochure profile for intended target groups: language, size, print/photo ratio, information content, emotional experience, number of copies Build up photo archive for publications Design presentation of destination, sub-regions, recreation activities, leisure opportunities Professional brochure design, best photo and print quality General map with main sites Examine sponsoring by strategic partners

2d	Task	Publication of practical information guide
	Purpose	Travel Planner for individual tourists before and after their arrival on Negros
		Prepare brochure profile for intended target groups: language, size, print/photo ratio, information content, emotional experience, etc Draft text on all practical information for visitors: Main sites and attractions with opening hours and entrance fees, transport modes, distances, schedules and prices, shopping and handicraft, selected hotels/resorts (alternative all hotels/resorts or a separate accommodation guide can be published), travel agencies, special restaurants and delicacies; police/doctor/hospital contact details, Distance travel map and selected city maps Examine financing through commercial advertisements
2e	Task	Publication of event calendar
	Sub-Tasks	Establish early information system on event announcement Set up and maintain event data bank with event organiser contact details Publishing of event calendar (cultural and sport events) every 6 months Examine commercial financing through advertisement
3		Product Marketing
3a	Task	Competition analysis
	Purpose	Improvement of competitive position, learning from best practices
	Sub-Tasks	Identification and SWOT of main competing destinations for key products Analysis of comparative opportunities (both convention and leisure) Identification of best practises Data base on past conventions and respective clients Analysis of TO catalogues on comparable leisure

		packages and pricing
3b	Task	Marketing strategy related to prime products
	Sub-Tasks	Detailed identification of target groups for existing main products Proposal on target group approach and instruments Cooperation with product suppliers on joint marketing Timetable of proposed actions Introduction of success criteria and benchmarking
3c	Task	Establishment of target group data base
	Sub-Tasks	Data base of Tour-Operators (leisure travel and special interest, such as diving) in Philippines, Southeast Asia, Europe, US, Australia Data base of Associations and relevant corporate clients in the Visayas, Philippines and gradually neighbouring countries Data base of Professional Congress Organisers in the Philippines and SE Asia Data base of media and journalists who publish tourism features/articles
3d	Task	Publication of a Convention Planner
	Purpose	Support associations and corporate clients in the preparation of meetings and conventions
	Sub-Tasks	Establish a profile of the publication Collect relevant information on: meeting facilities (location, capacities, equipment, contact details, etc), accommodation (capacity, class, prices, contact details), catering firms, transport companies (transport modes, prices, contact,etc) entertainment facilities, pre- and post-meeting arrangements and organizers, travel agencies and PCO's Arrange a highly professional publication in outstanding quality
3e	Task	Implementation of selected marketing actions in addition to above

	Sub-Tasks	<p>Preparation of a Marketing Action Programme that is gradually put into practice (depending on the human and financial resources of the Marketing Agency in the first two years of operation;</p> <ul style="list-style-type: none">- Media PR campaign (fam trip for journalists, publication of travel articles)- Participation in trade forums and fairs (relatively expensive, selected fairs only)- Tour Operator networking campaign (proposal of model packages, announcement of new products, fam trip)
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