UNWTO Affiliate Members

AM reports
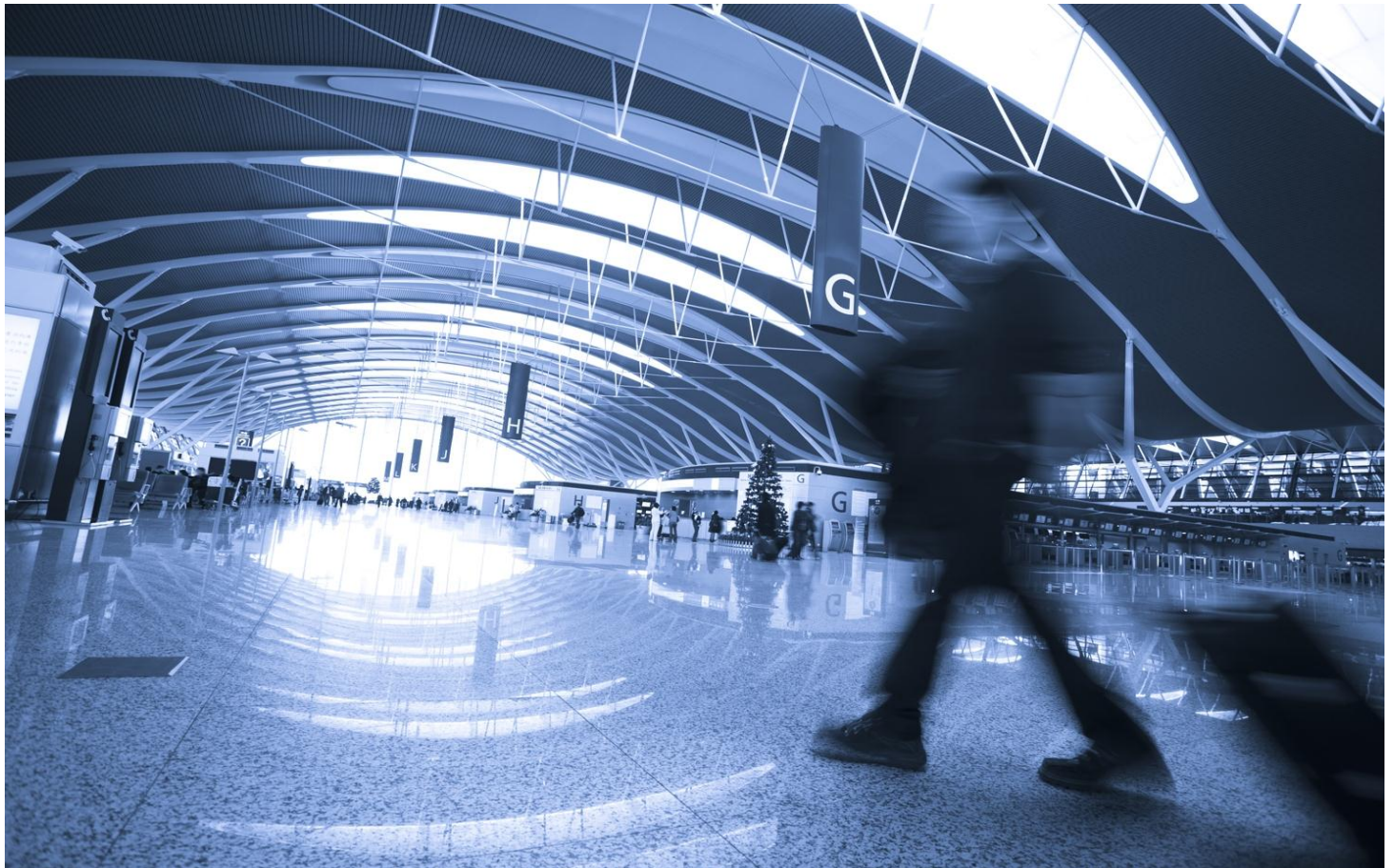
Volume 1, 2011
Technology in tourism

In conjunction with **ie** business school

Foreword

Taleb Rifai

UNWTO Secretary General

Over the past sixty years, the tourism sector has grown to become a pillar of the global economy, driven by political cooperation, social change and far - reaching advances in technology; both in communications and infrastructure.

This report - the first of a series produced by the UNWTO Affiliate Members Programme to explore specific areas of this fascinating sector - looks at some of the major issues related to technology, innovation and their impact on global tourism as a whole.

I would like to thank all those involved in contributing to and compiling this publication and I look forward to seeing further contributions from Affiliate Members around the world in upcoming editions of our *'AM Reports'*, as well as lively debate on platma.org, the professional network for Affiliate Members.

Technology in Tourism Contents

I. Perspectives and opinions

a. Understanding and managing innovation and technological change: a major opportunity for tourism organizations
Javier Blanco, Director of UNWTO Affiliate Members

Among the cyclical succession of symbolic terms that have become part of global tourism discourse, 'innovation' and 'technological change' have started to occupy a privileged place and it is highly likely that they are here to stay.

It is not surprising, since both are central to improving business and destination competitiveness and as such, to improving the tourist's experience.

The advances in connectivity and processing power that have been made in ICT in recent years are undeniable. It is also true that the expansion of broadband is one of the greatest challenges of the 21st century which, once it has been overcome, will bring an end to the 'plague of distance' which exists in many parts of the world. This will bring us closer to becoming the more equal and cohesive society that we dream of, in which access to the Internet really does become a citizen's right and which contributes to democratization and to widening the horizons of citizen participation.

At the same time the 'smart world' in which we live whose landscape –albeit in a permanent process of evolution is becoming friendlier, offering clearer, solutions which serve to reduce time and money and opening new paths towards the personalization of products and services.

The world in which we live - in spite of its many inequalities - offers an immense space to increase travel, since many barriers which used to prevent or slow global travel are gradually falling.

"We have no other choice but to understand and manage change"

Today, tourism activity is increasingly being shaped by price comparison and combination technology; new applications for mobiles that offer a wide range of opportunities are being developed; social networks are consolidating themselves within a more transparent market in which citizens are able to provide services together; changes in the concept of the value chain are producing new business models.

In short, change is becoming more obvious and constant, just like the opportunities that it is creating.

For tourism, the there are multiple challenges

⇒ To understand the main trends that are affecting supply and demand
⇒ To manage change in the external environment while evolving at the same rate.
⇒ Improve the capacity for tourism organizations to respond to demand through policies that better integrate diverse interests, taking into account the whole range of a destination's potential.

In the end, we have no other choice but to understand and manage change, and implement the innovation that comes as a result of cultural change. We must commit ourselves to ensuring that change helps to build a better, more accessible, more inclusive, more creative, more ambitious, tourism that is founded in a firm belief in ethics and social cohesion. As a result, tourism will long continue to be an activity of dreams and of social opportunities.

b. The Travel Cycle

Javier González-Soria y Moreno de la Santa, Managing Director of Google Travel Spain and member of the Global Travel Ads Advisory Committee.

These are exciting times for Travel and the pace of evolution is certainly head-spinning but full of opportunities, being a key success factor to understand "where we are headed" but I mean "we" in the collective sense...Consumers....travel marketers...and Google. And as in Google we are very focused on the user experience so we like to frame my reflections around what we see in consumer behavior. And the way we like to talk about the Travel consumer is by looking at the phases of the travel cycle, which is actually a flow where the sharing stage as one person's shared experience often inspires the next person's dreaming phase.

Phase 1: Dreaming.

The Web has now surpassed traditional word-of-mouth as the primary source of inspiration for travel. Travellers search online before they decide where or how they are going to travel. They are reading blogs and reviews and they are also watching online travel videos more and more, both leisure and business travellers. So potential travellers are clearly finding inspiration on the Web and the question we need to ask: Is my brand present at relevant inspiration points?

One way to tap into this opportunity is being present on relevant "upper funnel" or "early cycle" search terms that fit your brand. In addition to being present in Search, there is also a great opportunity to inspire potential travellers with Display ads in relevant content.

Phase 2: Researching.

Once consumers move beyond dreaming and start narrowing down their options, they get deep into the Researching stage where they spend quite a bit of time. Search is the number one planning tool for leisure and unmanaged business travel but another trend we are seeing is searching with increased specificity. Longer query strings with more detailed requests. And the intensity of research continues to increase, with increasingly more sites visited and more sessions before making a booking. As research is clearly a critical stage before booking, the question to ask is: Do we really understand our consumer's

path to purchase? One angle of this question is do we know what search terms our customers along the way and are we capitalizing on the opportunity to be in front of them? As important, are we ascribing the appropriate value to terms that provide assistance throughout the cycle?

Google, within AdWords, have created what calls Search Funnels, which brings to light the value of terms along the path to conversion allowing the advertiser to give more appropriate credit - and budget - to the "assist" terms. Frequently what we see is a shifting of attribution further up the funnel which allows advertisers to bid on both assist terms and final click terms more in line with their true value to the process allowing marketers to cast a wider, more cost efficient net.

The other major development in the research phase these days is with Mobile, whose usage by travellers has more than doubled and mobile travel queries are growing astoundingly. No doubt, the year of mobile has arrived. And with regard to how marketers are tapping into this rising trend, the question to ask is: Are we optimizing our campaigns for the mobile experience? One general piece of advice that is critical to being successful here is to set up unique campaigns for mobile separate from desktop oriented ones. The experience on the mobile device is significantly different than that of PC at this point in time and it does not suffice to just copy existing search campaigns to target mobile users.

Phase 3: Booking.

Online bookings continue to rise but we are also seeing impressive growth in mobile bookings for air

and hotel that it is even accelerating further in 2011. So the question becomes: Can your consumers easily find and book your brand via any device? In the mobile field apps are certainly one approach to this but we are seeing marketers capitalize on the opportunity via Search advertising as well. Google recently added the ability to add a phone number to mobile ads for those companies that have a call centre they found that calls generated via the Click to Call ads were much more likely to result in a booking than other lead channels. And adding the phone number also improved overall click through rates which strongly contributed to an increase in bookings over mobile devices.

Phase 4: Experiencing.

The most important take-away about the Experiencing phase is that people continue to search and book en route to and from their destination and while they are sitting by the pool. Travellers nowadays have a "portable concierge" that they take with them on their trips - whether it is a smart phone, a laptop or a tablet - and they are using these devices frequently throughout their travels - to look up and book excursion opportunities, make restaurant or car service reservations, etc.

So the question to ask yourself is: Do we make it easy for our customers to find concierge type information when they're traveling? And there's kind of two sides to this: Are you making it easy for your customers to get online with reliable access when they are traveling with your brand - in-flight, in-room, on the train, around your property, etc.?; Secondly, are you offering up useful information to guests and travellers that helps enhance their trip and they experience the brand?

Phase 5: Sharing

As I said before, the big thing about sharing is that it's not really "the end". Overwhelmingly, the trends show that one person's shared experience becomes another person's inspiration for dreaming and the cycle begins all over again. Most of travellers read reviews from other travellers and this number continues to grow every time we look at it. So the big question when it comes to sharing is: Are we part of the conversation?   Are we engaging with travellers about their experiences? (and going in with an open mind and thick skin about what we may learn!)

Lastly, I want to make a general comment about how travel marketers have addressed these phases to date. My observation is that there is intense, almost obsessive, focus on the Booking stage of the cycle. Generally speaking, the early stages of Dreaming/Researching and the Experiencing stages have been under-served and represent major opportunity to influence decisions and build loyalty.

c.   How technology is changing global tourism

Apichai Sakulsureeyadej, CEO and Founder, Tourism Technology Association

As technology is evolving faster than ever before, it has made most travellers around the world much more technology-savvy than in the past. The internet has revolutionized the tourism industry more than any other factor in the last few decades. Also, as more people are connected to each other, with access to the vast pool of information available online, an increasing number of travelers are seeking information via the internet prior to making any travel decisions. Hence, it has become important for the tourism industry to adapt and uplift its practices and skills of the workforce within in to meet changing customer behavior.

Key areas for growth in the short-medium term

We predict two key areas for growth with regards to utilizing tourism technology in the tourism industry correctly. The first area is the marketing of the tourism destinations, products and services. Selling tourism products and services online has changed from being just "price-conscious" to being "an inspiration" to the viewer to travel. As the online user absorbs information from a variety of sources, it is usually the site or information source that can best stimulate the viewer to travel that will be remembered by the user. Digital Marketing, Search Engine Marketing, Mobile and Location Based Marketing, and a variety of other channels exist today for reaching the potential traveller. However, it is the appeal of the content, combined with the right pricing that will ultimately attract the user to your business. The second area is the infrastructure of the organization, which determines the readiness to respond to customer requirements. As more travelers are expect personalized products and services to meet their demands, it is important for tourism businesses to have tools that can store and monitor information in order to meet the individual

needs of their clients. The better you know your customer, the more likely you will retain them for a longer period of time. Customer relationship management and other fundamental information management systems are essential for businesses to scale-up.

Challenges to the expansion of technology take-up by tourism businesses

The biggest challenge imposed upon the tourism industry in adopting technology is the lack of accurate education of the 'right' technology that is suitable for their business. There is a very big gap between the tourism industry and the technology industry. Some organizations have been able to tap into this gap and have turned into Online Travel Agents (OTA). However, it is not every tourism business needs to become an OTA to successfully utilize technology. It is more important to understand each business's competitive edge and adopt the related technology in order to strengthen their competencies. Even though the growth of travellers using technology to source information is increasing at a rapid pace, the business operators and workforce within the industry do not have sufficient knowledge, tools, and/or strategy to utilize technology correctly. Other factors such as infrastructure and investment are not considered as big challenges any more, as the cost to acquire hardware and connectivity have dropped significantly over the years.

d. Tourism: What Lies Ahead?

Antonio Lopez de Ávila, Director Executive Master in Tourism Management, IE Business School

In the last ten years, the international tourism industry has undergone a profound transformation. The advent of the Internet and access of the majority of the population to new information technologies has generated a significant change in international tourist patterns that, coupled with the recent economic crisis, has resulted in the restatement of tourism models in which we have been working over the past 60 years.

Continuous changes and different ways of doing business have presented us with the urgent need to innovate. Indeed, continuous innovation has to become part of the fundamental DNA of the companies that will ultimately survive. Companies and destinations are continuously having to rethink their strategies, innovating in through processes, promotion, improving facilities and infrastructure and are ever aware of the need to take risks in order to gain ground on their competition.

And in this age of technology in which we live, the international tourism industry is rapidly adopting a third "T": "Travel, Tourism and Technology." This is rapidly becoming an era in which technology will serve the needs of travellers, companies and destinations. Thus, we must continue to work on incorporating new technologies in our day management of tourism businesses and destinations; it's clear that there's no turning back. Technologies that help us to improve the operations of our facilities and destinations, allow us to better understand and manage our clients (before, during and after their stay), also allow us to understand our competition better.

They can also help us to reduce costs (such as those aimed at energy saving), or to ensure positive experiences for tourists, such as 24-hour accesses to comprehensive and continually updated information on destinations or booking tools for hotels,restaurants,museums.

To make this a reality we must train ourselves and our staff at all levels to be prepared for what lies ahead, and most of all to differentiate ourselves from the competition. We must also break taboos and start sharing knowledge and experiences with professionals in our area without fear. The seminar organized by the Affiliate Members Secretariat of the World Tourism Organization, whose aim was to share and discuss experiences of implementing new technologies in various fields of international tourism, is an example of this new philosophy. It is important to generate a continuous and productive debate on technology, innovation and participation in the world of tourism across platforms, products and practical initiatives that prove to be effective in improving the tourist experience and competitiveness of organizations. The historic launch of platma, the platform for UNWTO Affiliate Members, which we have seen, is tangible evidence of this. Platma was born to be a key innovative element in the relationship between the Affiliate Members and the rest of the world as it is an interactive forum for global exchange of experience and opinion; essential in our time.

II. Making technology work for the tourism sector – a selection of case studies

a. Reaching out to visitors with social networks: *The case of Schönbrunn Palace, Austria*

A uniquely beautiful building that is steeped in history, Schönbrunn Palace has remained essentially unchanged over the past three centuries and does not offer new, sensational changes each year. So what induces more than 2,500,000 million people to visit Schönbrunn annually?

The results of our market research provide relatively clear answers to this question: visitors are keen to follow in the footsteps of history; attracted by an authentic site, they wish to view a place where history was made. Visitors are prepared to pay for this but at the same time expect a high level of service quality. The quality of the service we provide determines whether the high expectations our visitors have are met. However, these expectations start to develop before the actual visit takes place, and for this the following parameters are significant:

- information on packages, opening hours, admission prices
- historical information
- images and video clips of the palace
- information on how to get to the palace
- online reservation
- information about other on-site attractions

> *"For tourist attractions that are visited by people from a huge range of backgrounds and nationalities, social media applications represent huge potential for providing direct and immediate access to their visitors"*

Our visitors come from all over the world and belong to a wide range of nationalities. Using classic media, the extent to which we were able to reach and inform this widely heterogeneous target group was limited.

Social media applications have provided us with a swift and low-cost method of informing our visitors about the palace in advance, preparing them for their visit and informing them about the advantages of online reservation, which saves them long waits for admission. Using Facebook, Twitter and micro-blogging represent a significant factor in increasing the quality of our service provision before the visitor arrives on site.

However, social media also offer wholly new potential *after* the palace has been visited. Although the majority of visitors continue to relay their experiences conventionally, above all via oral communication, an increasingly important role is now being played by blogs, and SMS or networks such as Facebook and Twitter. The latter are complemented by user-generated content media such as TripAdvisor or Expedia. Attractions like Schönbrunn Palace are rated for attractiveness, quality of service and value-for-money ratio, and ranked accordingly. Evaluation by printed guides is increasingly being replaced by online reviews, which are assuming growing importance.

We believe that monitoring these reviews is vital in order to be able to react immediately where appropriate.

For tourist attractions that are visited by people from a huge range of backgrounds and nationalities, social media applications represent huge potential for providing direct and immediate access to these visitors, enabling us to make swift and efficient personal contact and thus to operate as a modern service provider.

For more information please visit: http://www.schoenbrunn.at

b. How to raise competitiveness through technology and innovation

CICtourGUNE is presenting the tourism industry with tools that can overcome the current challenges facing this sector. Through innovation, we address the phenomenon of tourism from a social and economic perspective. Ultimately, CICtourGUNE wishes to raise the competitive edge of the tourism sector in Spain and abroad.

CICtourGUNE features an intelligent platform that monitors, measures, analyzes and models the flows of visitors to the different destinations. The aim is to provide objective, empirical, real-time geo-referenced data that will allow us to understand the consumption patterns of destination visitors on the basis of variables such as socio-demographic profiles, weather, etc.

This tool takes into consideration factors such as transportation used by the visitors, if the visitors leave the city of arrival to visit other destinations, time spent in these visits, destinations visited, if these are first time visits, time spent in shopping areas, repeating visitors, etc. In summary, thanks to this tool, destination managers can take decisions based on objective data that can increase the competitive profile of these destinations.

For more information, please visit: www.tourgune.org

c. THOFU - Technology for the hotels of the future

GESFOR THOFU has implemented a plan that aims to establish a model for the hotel of the future. This hotel will be conceived in various ways from its construction through to the final interaction with its customers and, of course, the environment. The ultimate goal is to improve the overall efficiency of hotel management.

THOFU is structured into six sub-projects with the aim of perceiving the hotel of the future at different levels:

1. Conceptual motor

2. Construction

3. Interior

4. Interaction with the user

5. Safety & security

6. The hotel and the Internet

This project is firmly based on innovation and aims to provide a solution to the changes currently taking place in the tourism sector. Its philosophy stems from the need to respond to these changes through advanced and innovative technologies.

For more information please visit: www.thofu.es

d. 'Venice Connect', managing the city's tourism online

Venice is one of the world's major tourism destinations and the industry represents a considerable proportion of the city's income. However tourism is also the greatest threat to its sustainability because of its fragile natural environment.

In this context, 'Venice Connected' has been presented as a comprehensive management tool to monitor tourist flows in the city. It is a reliable and innovative online tool for both visitors and local businesses that keeps the prices of public services at low levels and reduces the negative effects of seasonal peaks.

The main achievements of "Venice Connected" have been to limit the negative effects of seasonality. The system is able to estimate the flow of tourists in advance to provide better services, and encourage a better analysis of trends and tourist flows in the city. Furthermore, the tool helps the administration to connect with tourists, mostly through social networks.

For more information please visit: www.comune.venzia.it

e. How to achieve success in destination management and marketing?
The case of City of Bath

There are many variables to consider in defining and implementing an online strategy for tourist destinations. In most cases, destinations do not take into account factors such as navigability, customer experience, functionality, accessibility, etc... To help them include these elements, New Mind has developed a model of to evaluate the web usability of tourist information pages in order to be able to identify the various objectives of the page in different scenarios and define the real needs of tourists through the users' requirements. New Mind presents the City of Bath as a success story in the implementation of an e-Tourism tool, a tool that has even helped to generate profits that can be re-invested into the city's destination promotion.

For more information please visit: www.newmind.co.uk

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f. Cloud Destination

Cloud technology enables businesses global restructuring in order to focus resources and efforts on improving the customer life cycle. Thus "Cloud Destination" is presented as a new business model for the tourism sector since cloud services can add significant added value. The main objective of the project is to create a global platform for tourism to generate information and provide cloud services to the industry value chain, to tourist destinations - both emerging and mature - and companies while generating knowledge about tourists and their behavior.

> *"The project integrates web destinations, observatories, distribution channels, web 2.0 tools, CRS and others, all with a common aim of making the different actors involved in tourism development inter-operable"*

The project involves taking a series of previously developed tools to generate a cloud, integrating web destinations, observatories, distribution channels, web 2.0 tools, CRS and others, all with a common aim of making the different actors involved in tourism development inter-operable.

For more information please visit: www.prodigyconsultores.com

g. Using Technology and Tourism to boost development in disadvantaged communities

Amadeus, a technology provider for the travel industry worldwide, has shown us a new way to interact with the tourism sector while contributing to social development. With this objective, and within its Corporate Responsibility Program "Travel Further", the company presents a comprehensive project for Social Responsibility which aims to *"promote sustainable development for disadvantaged segments through tourism and technology in the markets in which Amadeus is present.* "This project seeks to use surpluses generated by the company in activities that contribute towards development in the communities where it operates".


One of the highlights of this project is the technology transfer project to enable the professional distribution of small hotels with scarce resources and access to technology. These small guest houses or bed & breakfast establishments, often located in rural areas, typically have no access to the professional sales channels or standard processes of the travel industry. The Amadeus small hotels distribution project brings them a technology platform with which to manage and distribute their offer online in a professional way. It also gives them access to a network of Amadeus travel agencies worldwide to sell their offer, hence expand their commercial reach.

For more information please visit: www.amadeus.com

III. Publications

Online users today and tomorrow
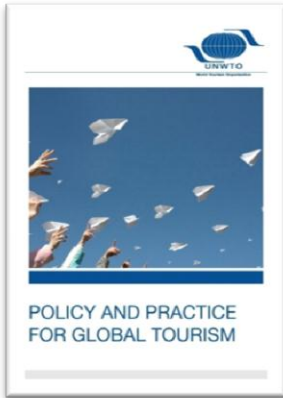
Highlights from *Policy and Practice for Global Tourism,* **the new guide to the major themes in world tourism today from the World Tourism Organization**

'(..) There are currently an estimated 1.8 billion internet users globally[1]. There has been substantial growth in all world regions, with regions like Africa and the Middle East both recording growth of over 1,600% in the last 9 years. Asia and the Pacific remain in the top position with over 760 million, representing over 40% of the total worldwide online population.

Further growth to **2.2 billion internet users is expected by 2013**[2]:

→ **Asia will remain the biggest growth market** where 43% of the world's online population will reside by 2013, with 17% of the global online population in China alone

→ Growth in the United States of America, Western Europe and major industrialised nations in Asia-Pacific such as Australia, Japan and South Korea will slow to between 1% and 3%

→ **Europe's growth will be fuelled by emerging markets**. Russia and Turkey will grow by almost 8% annually

→ **China's online population (already the largest in the world) will rise by nearly 11% each year over the next half decade**. Other Asian countries with substantial online growth rates include India, Indonesia, Pakistan, and the Philippines. More mature markets such as Japan and South Korea will rise by less than 2% each year

→ **Brazil is currently the fourth largest market in the world** in terms of number of internet users, but despite a 7% annual growth rate over the next five years, it will drop to fifth position in 2010 when it is overtaken by India

→ **The countries of the Middle East and Africa currently represent just 8% of the global online population but over the next five years will see some of the highest growth rates**, around 13%. Egypt, Iran, and Nigeria are among the countries with the highest growth rates in the region

→ Online spending per capita is likely to remain highest in North America, Western Europe, and the developed markets of Asia throughout the next five years. The shifting online population and growing spending power among Asian consumers means that **Asian markets will represent a far greater percentage of the total in 2013 than they do today**. (…)'

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[1] Internet World Stats www.internetworldstats.com/stats.htm (24.6.10)
[2] All data supplied by Forrester Research (2009) 'Global online population to hit 2.2 billion by 2013' www.forrester.com/er/press/release/0,1769,00.html (24.6.10)

A summary of key steps in planning for e-marketing

'(...)

- ✓ **Know your target**: research the target market segments in terms of their preferred content, channels for information, and booking.

- ✓ **Determine the role of e-marketing within the overall marketing strategy** and the balance of activity and budget between online and offline marketing, broken down by target market segments and by stage of the 'customer journey'.

- ✓ **Understand the central role of multi-media CRM** and the need for it to be linked with offline marketing.

- ✓ **Keep up to speed with new technology** and what it can do for you in practical terms: subscribe to marketing technology newsletters, use a smartphone, be an active social networker, use your mobile to chat on Facebook.

- ✓ **Define the business's brand values** and work to establish and maintain these online.

- ✓ **Find partners in order to share local destination marketing** and to gain more distribution.

- ✓ **Get and use the excellent management information that's available**; online bookings reports; website analytics; email marketing reports; online research.

- ✓ **Identify the staff skills** needed to manage and operate e-marketing activities.

- ✓ **Take a medium to long-term perspective**, with a three-year business plan. (...)'

Further information can be found in: UNWTO *Handbook on E-Marketing for Tourism Destinations* **(2008)**, available to consult in the **UNWTO e-Library** and to purchase (hard copy) from the **UNWTO Infoshop**, priced 75 € (+P&P).

Special offer for UNWTO Members: 50% discount. Please contact *infoshop@unwto.org* for more information

New report: '*New ICTs are the key to competitiveness in the tourism sector*'

A special report from the 1st ICT Tourism and Innovation Congress (4-5 May 2011, Gran Canaria)

Bringing together major actors such as Google, Telefónica, Vodafone, Amadeus, SEGITTUR and UNWTO, the *first national ICT, Tourism and Innovation* Congress was held in early May 2011. Aimed at entrepreneurs, technical personnel, suppliers and professionals in ICTs and tourism, It explored recent trends in tourism, future perspectives and its evolution towards new technologies and innovation. Its contents were structured along four main thematic lines: tourism marketing and distribution; the role of innovation in tourism; infrastructure aimed at developing tourism; and the new business opportunities of Tourism 2.0.
Please click here to download a copy of the conclusions

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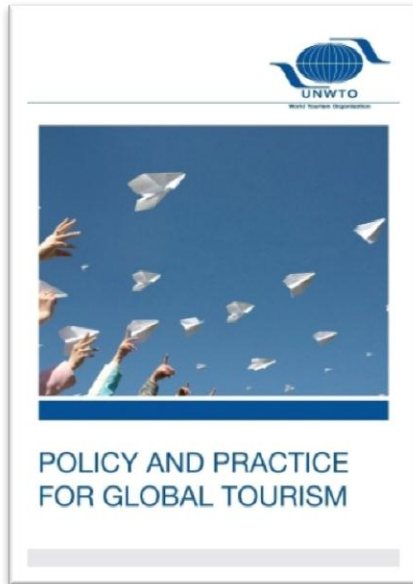
Policy and Practice for Global Tourism

This major new publication from UNWTO is a guide to the major themes in world tourism today. Through 11 chapters, it presents an overview of topics ranging from sustainable tourism to social networks or emerging markets to creating a successful destination brand. Examples of UNWTO's work in key areas are highlighted throughout the publication, and these are complimented by case studies and opinions from business leaders, destinations management organizations, academics and NGOs.

In this comprehensive publication, UNWTO is proud to include contributions from **over 30 Affiliate Members** from around the world, as well as input from experts from the UNWTO Secretariat.

Policy and Practice for Global Tourism is aimed at decision makers working in the public and private sectors alike, as well as those who are simply interested in learning more about this fast-moving and dynamic sector of the global economy.

The publication is available to consult in electronic format in the UNWTO e-Library www.e-unwto.org to which Affiliate Members can benefit from free access.

Policy and Practice for Global Tourism **is now on sale through the UNWTO Infoshop** www.unwto.org/infoshop at the price of 50 EUR. **UNWTO Members can benefit from a 50% discount** on all purchases through the Infoshop

To find out more about **becoming an Affiliate Member** of the World Tourism Organization click here.

platma

Community of UNWTO Affiliate Members
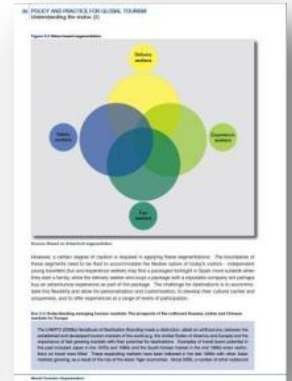
UNWTO Affiliate Members Programme presents **www.platma.org,** the professional online network for the Organization's Affiliate Members. The network was launched in January 2011 in collaboration with SEGITTUR and provides a space for the public and private sectors in global tourism to meet, share knowledge, experience and best practices using a range of multimedia tools.

What

→ **Connect**
→ **Create**
→ **Participate**
→ **Share**

How

→ **Affiliate**
→ **Browse**
→ **Discover**
→ **Benefit**

Why

→ **Communication**
→ **Networking**
→ **Knowledge**
→ **Added value**

Platma is now open! If you work in an affiliated organization, please email platma@unwto.org to register yourself and your colleagues. Each Affiliate Member organization is eligible for up to five individual user accounts. Guests can also be invited to participate for a certain period of time.

If you would like more information about platma or you wish to discover the benefits of affiliation to UNWTO, we will be happy to help you. Please contact:

UNWTO Affiliate Members - tel: +34 915678167 / 243 email: **platma@unwto.org**

In cooperation with:

SEGITTUR
Sociedad Estatal para la Gestión de la Innovación y las Tecnologías Turísticas, S.A.

www.segittur.es

The World Tourism Organization (UNWTO), a United Nations specialized agency, is the leading international organization with the decisive and central role in promoting the development of responsible, sustainable and universally accessible tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. Its membership includes 154 countries, 7 territories, 2 permanent observers and over 400 Affiliate Members.

UNWTO Affiliate Members bring together over 400 companies, educational & research institutions, destinations and NGOs whose activities are related to tourism and which contribute to the UNWTO their knowledge and expertise to promote the development of tourism that's responsible, sustainable and accessible for everyone. Over 80 countries are represented among the Affiliate Members, the world's premier forum for exchanging tourism knowledge.

Produced by the Affiliate Members Programme of the World Tourism Organization

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