Dubai: a case study in strategic destination branding

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Retrieved from http://thepurplejournal. wordpress. com/2008/11/05/my-homes-in-the-uae/ Appendix 1 – Abu Dhabi Tourism Authority (ADTA) The ADTA is a statutory body responsible of the development and promotion of Abu Dhabi emirate's tourism industry and international positioning as a

world-class destination of distinction. Established in 2004 under the Government of Abu Dhabi's economic diversification strategy, the authority works closely with all the emirate's tourism industry stakeholders – both private and public sector – including aviation infrastructure and transport suppliers, airlines, destination management companies, accommodation providers and attraction operators as well as exhibition and conference organisers. Together they adopt a collaborative approach to promoting the emirate as an upmarket destination with an uncompromising determination towards sustaining and preserving its natural environment and treasured heritage and traditions.

While business tourism remains a vitally important market segment for Abu Dhabi, the authority is also engaged in a campaign to increase the relevance of leisure tourism to the overall industry mix. ADTA's activities include destination marketing; infrastructure and product development and regulation, training and classification. Furthermore, the authority has built up an expansive portfolio of world-class major events. " (ADTA, 2011a) Appendix 2 – ADTA Goals & Objectives " A strategy has been put in place to ensure the realisation of this objective, including the setting of international promotions and marketing offices in priority markets. Specifically ADTA has been tasked to develop and implement targeted marketing and promotional plans, develop joint promotions with international and regional partners, and to promote a strong and distinct brand and presence at major international trade and consumer fairs. Furthermore the Authority will be conducting workshops and road shows, and oversee the setup and administration of an extensive network of tourism information centres in strategic areas.

ADTA's activities and tasks include the regulation and monitoring of the tourism industry, upgrading of its service standards and performance through the efficient issuance of tourism licenses, setting up of classification standards and providing of training opportunities to the industry. The Authority likewise ensures that the regulations and standards set for licensing and classification are adhered to and complied with by carrying out a comprehensive system of industry inspections. ADTA's activities further include the development of the tourism infrastructure and products, and the generation of investment into the tourism industry through a comprehensive implementation of tourism strategies and plans, detailed research and analysis, and continual update and development of trends and strategies. This also requires close cooperation with the private sector in order to mobilise a broader national participation. ADTA is responsible for supervising the existing and future government tourism projects and services, including proposing and reviewing all projects, tourism facilities and governmental tourism services. Finally, ADTA has also been tasked to include the development of Meetings, Incentives, Conferences and Exhibitions (MICE) products and services, developing related leisure services and products, and the implementation of comprehensive events strategy within the emirate.

ADTA is responsible for drawing up a plan for exhibitions within the emirate and for overseeing their implementation in close coordination with the Abu Dhabi National Exhibitions Company (ADNEC). Indeed the government of Abu Dhabi has identified tourism as a key sector in the emirate's future development. The industry is seen as a means to: * Boost Abu Dhabi's' image abroad * Leverage Heritage, Natural and Business Assets * Preserve a

clean and safe Environment * Contribute to Economic Growth and Diversification * Involve the private sector in the development process Enable structural changes in Abu Dhabi * Enhance tourism infrastructure and services throughout the Emirate of Abu Dhabi" (ADTA, 2011b). Appendix 3 – Department of Tourism and Commerce Marketing [DTCM] " From a humble fishing village to a modern bustling metropolis in just over three decades! Dubai has burst on to the global scene as perhaps one of the most happening cities in the world with its ambitious projects and unique events. And, much of the credit of promoting Dubai as a tourism and commerce hub can be attributed to Dubai's Department of Tourism and Commerce Marketing.

The Department of Tourism and Commerce Marketing (DTCM) was established in January 1997, replacing the Dubai Commerce and Tourism Promotion Board (DCTPB) that was itself set up in 1989. DTCM's broad objectives are to increase the awareness of Dubai to global audiences and to attract tourists and inward investment into the emirate. It is empowered with the responsibility of organising the marketing of tourism and commerce for Dubai. Today, DTCM is the principal authority for the planning, supervision and development of the tourism sector in Dubai. In addition, it is charged with the responsibility of licensing and classification of hotels, hotel apartments, tour operators, travel agents and all other tourism services.

DTCM's supervisory role covers archaeological and heritage sites and to ensure sustainable and responsible tourism for Dubai. It is also committed to conduct training programmes for personnel from the tourism industry to

ensure that Dubai's tourism industry continues its world-class development with world-class people involved at all levels. The potential of the tourism sector to stimulate economic and social development thereby transforming economies has been internationally acknowledged. Since its inception, DTCM has played a pivotal role in promoting Dubai and growing the economic contribution of tourism to the emirate. What is commonly thought of, as the ' tourism industry' is only the tip of the iceberg.

While it directly impacts accommodation, recreation, catering, entertainment and transportation, tourism also hugely impacts other industries such as printing ; publishing, manufacturing, resort development, services, food ; beverage just to quote a few. The significance of inbound tourism on the emirate of Dubai has been seen and felt not just in the region, but also globally. The World Tourism Organization puts the inflow of visitors to Dubai ahead of Hong Kong, France, Turkey, Belgian, China and Germany. And, in 2015 the total number of visitors to Dubai are expected to reach 15 million. Vision: To position Dubai as the leading tourism destination and commercial hub in the world.

Mission: DTCM's mission is to strengthen the Dubai economy via: * The development of sustainable tourism. * The provision of a unique visitor experience combining quality service and value for money. Innovative promotion of Dubai's commercial and tourism opportunities. * Further development of partnerships with our industry stakeholders. " (DTCM, 2011a)To position Dubai as the leading tourism destination and commercial

hub in the worldDTCM's mission is to strengthen the Dubai economy via The development of sustainable tourism.

The provision of a unique visitor experience combining quality service and value for money. Innovative promotion of Dubai's commercial and tourism opportunities. Further development of partnerships with our industry stakeholders. Appendix 4 – Dubai Department of Tourism and Commerce Marketing [DTCM] – Strategy 2015 " Travel and Tourism is a key strategic thrust area of the 2015 Plan and is one of the six vertical building blocks. It is a globally fast growing industry where Dubai has a strong position. However, the strategic plan clearly states that sustainable growth will not be possible unless the horizontal enablers are addressed in parallel.

Enablers such as human capital, productivity, innovation, cost of doing business, quality of life, economic policy, institutional framework and laws and regulations. DTCM plays a key role in developing and building each of these enablers related to the travel ; tourism industry. * Human capital: as part of its vision and mission and in line with Dubai's 2015 strategy, DTCM established Training Solutions a centre for excellence to develop world-class human resources at all levels of the travel and tourism industry in the emirates – from training programs for tour guides and concierges to certification for general managers and owner-operators, staff in F&B, housekeeping and even vendors to the industry. DTCM has exclusive programs to induct and train UAE nationals into the travel and tourism industry. * Institutional framework: DTCM is the principal authority for planning and supervising the development of the tourism sector.

It is responsible for the classification of hotels, hotel apartments and guesthouses in the emirate. This is to ensure international standards and high levels of customer satisfaction with regards to visitor's accommodation. Additionally, DTCM provides guidelines with regards to special needs tourism and green tourism among others * Laws and regulations: DTCM is responsible for administrative tasks related to the issuance of tourism licenses, follow-up with the licensing procedures comprising preliminary approvals, renewal, amendment and cancellation. It is also responsible for administrative tasks related to the issuance of permanent/temporary tourism activity permits, follow-ups and inspections of such authorized activities to ensure their compliance with the laws and regulations implemented in Dubai. Productivity: DTCM employs highly sophisticated technology and a range of e-services to manage its business and its response to customers and vendors.

* Innovation: DTCM has been constantly striving to innovate from its new Tourism Portal www. definitelydubai. com to introducing training courses for the industry in collaboration with professionals. It also conducts unique inward and outward missions to promote Dubai's tourism and commerce industry. (DTCM, 2011b). Appendix 4 – The Sharjah Commerce and Tourism Development Authority [SCTDA] " Sharjah Commerce and Tourism Development Authority (SCTDA) was established in 1996 by Emiri Decree No.

5, with the objective of promoting commercial and tourism activities in the Emirate of Sharjah. The Authority endeavours to develop these sectors through various events, activities and issuances, and promotes the emirate

at all local, regional and international levels. Consequently, the Authority carries out all the work and activities necessary to achieve their goals by way of planning and drawing up strategic plans to further development and to promote the tourism industry in all its forms; in addition to conducting related social and economic studies. It compiles the policies for participating in the local, regional and international exhibitions. The Authority also aims at marketing and promoting Sharjah to attract foreign investment.

SCTDA uses all available means and different media to raise public awareness locally, regionally and internationally of the unique features Sharjah offers as a special tourist destination. On the international front, the Authority seeks to participate in international and regional events and activities to promote the emirate and place it on top of the international map. Today, Sharjah has become a preferred destination for many tourists from around the world. Finally, in its strategy to promote the emirate as a unique tourist destination, the Authority focuses on the factors of distinction and exclusiveness. In coordination with other government departments and the concerned private sector, SCTDA exerts a considerable effort in order to achieve the development intended for the Emirate of Sharjah, which is ranked among the most prestigious and distinguished commercial and tourist destinations in the world. To achieve this goal SCTDA implements the following: * Planning, laying out strategies, managing general policy, supervising comprehensive and integrated tourism-related programs in the Emirate, in addition to providing all means available for commerce and tourism development through coordination with relevant authorities and departments Promoting the tourist and historical attractions in the Emirate in

coordination with concerned departments * The provision of leisure and entertainment activities for tourists * Promoting the Emirate of Sharjah as a distinct cultural, heritage and family tourist destination * Achievement of commercial development and improvement of the tourism industry with the aim of attracting foreign investments, increasing the tourist flow, increasing the number of hotel establishments and maintaining the high percentage of hotel room occupancy" (SCTDA, 2010).

Appendix 5 – Ras al Khaimah (RAK) Tourism Department Vision & Mission " Vision Statement: To position Ras Al Khaimah as an affable and authentic Arabic destination that offers a diverse and superior holiday experience. Mission: RAK Tourism aims to forge strong relationships with its key local and regional tourism industry stakeholders in order to support and promote tourism initiatives with the Emirate. This includes working with local DMC's, tour operators, hoteliers, RAK Airways and other tourism partners. The main areas of responsibility will include: * The Development of An International Promotional Communications Program to promote Ras Al Khaimah as a tourism destination and investment opportunity in each of our target markets * The Coordination of The Destination Trade Shows And Exhibitions Participation, * To Undertake Strategic Planning And Research for the Destination * To Develop Visitor Information Bureaus * To Develop Consumer And Travel Trade Marketing Material * To work with Other Key Government Departments to realize the vision of H. H. Sheikh Saud Bin Saqr Al Qasimi in developing RAK as a diverse economy that enjoys strong, sustainable growth through attracting tourism and real estate investments.

" (RAK Tourism, 2010) Appendix 6 – Ajman Culture and Media Department [ACMD] " Vision: " Ajman Culture and Media Department" is responsible for promoting the role of culture, media and tourism in the Emirate of Ajman locally, regionally and internationally. Mission: Ajman Culture and Media Department" is the government department responsible for promoting culture, media and tourism to the Ajman community; its citizens, residents and visitors. The Department is also responsible for deploying and controlling print, audio and visual media, as well as ensure the implementation of effective tourism development, and introduce a bright cultural and historical image of the Emirate federally, regionally and internationally through the preservation of social values. Institutional Values – Citizenship: Strengthening identity and patriotism. 2- Loyalty: For leadership and dedication in serving the UAE in general, and Ajman, in particular. 3- Creativity: A distinguished generation participating in the progress of the UAE in general, and Ajman, in particular.

4- Excellence: Locally, regionally and internationally. 5- Modernism: Awareness of social issues, social performance and behavior development. 6- Commitment: Comply with the principles of the state in general, and Ajman, in particular and maintain proper ethical behaviour. – Participation: Working as a team to highlight the role of Ajman on the culture, media and tourism levels. 8- Productivity: A distinguished cultural, media and tourist product compared with global products. Targets 1- Human resources development.

2- Offer distinguished initiatives. 3- Improve customer service. 4- Enhance partnerships and co-operations. 5- Improve performance and work

environment. 6- Administrative organization and development. Strategic

Goals 1 – Increase revenues 2 – Rationalizing expenses