



Overseas Development  
Institute

## Presentation 3



**International Trade Centre**  
UNCTAD / WTO

# Step 2: Mapping the Big Picture

# Step 2

| Phase                     | Step   | What to do?  | Why?   |
|---------------------------|--------|--|--|
| Phase 1:<br>Diagnosis     | Step 1 | Preparation  | To define the destination, target group of poor, and the project team                                |
|                           | Step 2 | Map the big picture: enterprises and other actors in the tourism sector, links between them, demand and supply data, and the pertinent context   | To organise a chaotic reality, understand the overall system   |
|                           | Step 3 | Map where the poor participate •   | To avoid erroneous assumptions about poor actors<br>To take account of the less visible suppliers    |
|                           | Step 4 | Conduct fieldwork interviews in each node of the chain, with tourists and service providers  | To provide data and insights for Steps 5 to 8  |
|                           | Step 5 | Track revenue flows and pro-poor income<br>Estimate how expenditure flows through the chain and how much accrues to the poor<br>Consider their returns and factors that enable or inhibit earnings | To follow the dollar through the chain down to the poor, and how assess how returns can be increased |
| Phase 2:<br>Opportunities | Step 6 | Identify <i>where</i> in the tourism value chain to seek change: which node or nodes?  | To use Steps 1 to 5 to select areas ripe for change<br>To focus Steps 6 to 8 down to specific areas  |
|                           | Step 7 | Analyse blockages, options, and partners in the nodes selected, to generate a long list of possible interventions  | To think laterally and rationally in generating the range of possible projects                       |
|                           | Step 8 | Prioritise projects on the basis of their impact and feasibility   | To generate a project shortlist, comprising projects most likely to deliver impact                   |
| Phase 3:<br>Planning      | Step 9 | Project planning   | How to package selected projects for funders   |

## The tourism economy (1)

- **Tourism demand**
  - Arrivals and source markets (the cake); understanding the market
  - Length of stay
  - Expenditure

## The tourism economy (2)

- **Tourism supply**
  - Number and type of enterprises in various nodes
  - Turnover and profitability
  - Occupancy in hotels (accommodation usually the biggest component of spending)
  - Constraints

## The tourism economy (3)

- **Tourism statistics**
  - Trends; supply & demand, especially in areas affecting the poor
  - There are lies, damned lies and tourism statistics...Interpretation
  - Concept of competitiveness – Porter's diamond; overall health of destination

## The tourism economy (4)

- The enabling environment
  - Governance: institutions and policies
  - Support services (BDS, credit, extension...)
  - Support organisations (NGOs, donors...)

