



سازمان میراث فرهنگی، صنایع دستی و گردشگری



Japan International Cooperation Agency

# Islamic Republic of Iran Data Collection Survey on Tourism and Cultural Heritage

3<sup>rd</sup> December 2017

HOKKAIDO UNIVERSITY  
JTB CORPORATE SALES INC.  
INGÉROSEC CORPORATION  
RECS INTERNATIONAL INC.

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## Objectives of the Meeting

1. To confirm the current issues of tourism in the Priority Destination;
2. To discuss components of a future JICA technical assistance project.

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## Delimitation of the Priority Destination



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## Theme and Contents of the Priority Destination

### Theme: The Silk Road

Destination	Province	Main Tourism Resources
Tabriz and Surrounding Area	<ol style="list-style-type: none"> <li>1. Qazvin</li> <li>2. Zanjan</li> <li>3. Ardabil</li> <li>4. West Azerbaijan</li> <li>5. East Azerbaijan</li> </ol>	<ul style="list-style-type: none"> <li>• Qazvin</li> <li>• Soltanieh</li> <li>• Takht-e Soleyman</li> <li>• Kandovan</li> <li>• Urmia</li> <li>• Jorfa</li> <li>• Tabriz</li> <li>• Ardabil, etc.</li> </ul>

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## Assessment for the Tabriz and Surrounding Area

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> <li>• <b>Tabriz is the gateway of the Silk Road between Europe and Eastern Asia since pre-Islamic era until now.</b></li> <li>• <b>Tourist can enjoy tourism resources of different dynasties and cultures, including 5 UNESCO World Cultural Heritages, related to the Silk Road.</b></li> <li>• Unique landscape in Kandovan village is going to be registered as an UNESCO World Cultural Heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tourist sites are dispersed in wide area.</b></li> <li>• It takes more than 2 hours from the regional center of Tabriz to tourist sites located outside of the city such as Qazvin, Zanjan, Takht-e Soleyman and Armenian Churches.</li> </ul>
	Infrastructure	East Azerbaijan: <ul style="list-style-type: none"> <li>• 58 hotels and 8,500 beds</li> <li>• 780 qualified restaurants</li> </ul>	
	Products	<ul style="list-style-type: none"> <li>• Diversity of tourism products such as Ecotourism, Medical tourism</li> <li>• <b>Tabriz carpet is a world famous handicraft brand</b></li> </ul>	
	Human resources	<ul style="list-style-type: none"> <li>• 1 University and 3 institutions provide tourism courses.</li> <li>• ICHTO provides training for local craftsman.</li> <li>• ICHTO provides "On the Job Training" for Technical Management, Tour Leadership and Ecotourism.</li> </ul>	

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## Assessment for the Tabriz and Surrounding Area

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> <li>• <b>Frequent flights between different countries including Europe, Caucasus, Russia, Turkey, etc.</b></li> <li>• <b>Highway and Railway connected with neighboring countries</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Limited access to the tourist sites during the winter</b></li> <li>• <b>Rural road must be rehabilitated.</b></li> </ul>
	Demand	<ul style="list-style-type: none"> <li>• <b>High demand</b> (450,000 International tourists and 4,000,000 Domestic tourists, per year 2016)</li> <li>• The number of tourists is increased significantly by <b>23%</b> in recent 2 years.</li> </ul>	
	Promotion	<ul style="list-style-type: none"> <li>• Multi language Website including English, French, German, etc.</li> <li>• Practical information materials for tourists are developed towards "Tabriz 2018".</li> </ul>	
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> <li>• ICHTO provides trainings for Customer Relation Management (CRM) to the local community such as Kandovan Village.</li> </ul>	
	Private partnership	<ul style="list-style-type: none"> <li>• <b>Good relationship between private sector including Hotel, restaurant and Guide Association.</b></li> </ul>	
	Local Involvement	<ul style="list-style-type: none"> <li>• 635 local NGOs</li> <li>• Trainings for Customer Relation Management (CRM) are provided by ICHTO at Kandovan Village.</li> </ul>	

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## Assessment for the Tabriz and Surrounding Area

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact	<ul style="list-style-type: none"> <li>Tourism industry (4,500 people in the hotel industry, 1,500 in the travel agency industry and 780 restaurants) contributes the creation of jobs.</li> </ul>	
	Social Impact	<ul style="list-style-type: none"> <li>Trainings for Customer Relation Management (CRM) are provided by ICHTO at Kandovan Village to mitigate negative impact from the Tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Construction of contemporary houses is a threat to heritage conservation in Kandovan.</li> <li><b>Many of the residents in Kandovan have become souvenir shops and their traditional lifestyle and culture are being lost.</b></li> </ul>
Feasibility	Technical support	<ul style="list-style-type: none"> <li>Establish concrete Brand image of Tabriz as a symbolic destination of <i>the Silk Road</i> in the international tourism market through tourism promotion.</li> </ul>	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> <li>Unemployment Rate 10.8%</li> <li><b>Under the slogan of the "Tabriz 2018", tourism development is accelerating.</b></li> </ul>	

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## Project Components (Proposition)

1. Establish a DMO structure under Public-Private Partnership for initiating tourism development in the destination;
2. Prepare tourism development Master Plan for creating competitive "Brand" of the destination by the DMO;
3. Develop tourism products in the Destination;
4. Provide assistances for marketing to promote the "Brand" to the international tourism market;
5. Implement Pilot Projects, including a Community Based Tourism (CBT) project;
6. Provide awareness rising campaign to local communities;
7. Provide training courses.

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## 1. Establish a DMO structure under Public-Private Partnership for initiating tourism development in the destination

- 1-1. Disseminate DMO concept to the representatives from the public and private sector;
- 1-2. Confirm necessary procedures and process for establish a DMO;
- 1-3. Establish a DMO including the public and private sector.

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## 2. Prepare tourism development Master Plan for creating competitive "Brand" of the destination by the DMO

- 2-1. Conduct baseline survey of potential tourism sites to identify potentials and issues;
- 2-2. Conduct public consultation in each potential tourism site identified;
- 2-3. Set a "Brand" name and geographical delimitation of the Destination;
- 2-4. Set a development goal and vision.

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### 3. Develop new tourism products in the Destination

- 3-1. Prepare an inventory of tourism resources;
- 3-2. Develop new tourism products according to the “Brand” identified;
- 3-3. Develop materials to promote the products such as Maps, Brochures, Social Media (SNS), etc.;
- 3-4. Monitor and evaluate new tourism products developed.

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### 4. Provide assistances for marketing to promote the “Brand” to the international tourism market

- 4-1. Conduct marketing survey to identify current needs for tourism products;
- 4-2. Develop marketing strategy and action plans according to the “Brand” identified;
- 4-3. Conduct (B to B) promotion such as international tourism fair, holding FAM and Media tour, etc.

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## 5. Implement Pilot Projects, including a Community Based Tourism (CBT) project

- 5-1. Select pilot sites according to the “Brand” identified;
- 5-2. Conduct different types of Pilot Projects at pilot sites, including a CTB project;
- 5-3. Monitor and evaluate different types of Pilot Projects.

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## Pilot Project (Tentative)

Type	Target Site (Sample)	Project Activity
1. <b>Eco-museum Project</b>	<ul style="list-style-type: none"> <li>• Qazvin</li> <li>• Maragheh</li> <li>• Ardabil, etc.</li> </ul>	<ol style="list-style-type: none"> <li>1. Create a Core-Museum, Satellites, Trail Routes;</li> <li>2. Provide awareness rising program to the local community;</li> <li>3. Provide trainings to local guides, etc.</li> </ol>
2. <b>Community Based Eco-Tourism (CBET) Project</b>	<ul style="list-style-type: none"> <li>• Kandovan</li> <li>• Takht-e Soleyman</li> <li>• Jorfa</li> <li>• Urmia, etc.</li> </ul>	<ol style="list-style-type: none"> <li>1. Create a Trail Routes;</li> <li>2. Provide awareness rising program to the local community;</li> <li>3. Provide trainings to “Bumgadi” (Ecotourism Accommodations), etc.</li> </ol>
3. <b>Urban Revitalization Project</b>	<ul style="list-style-type: none"> <li>• Qazvin</li> <li>• Tabriz, etc.</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare an urban design plan for revitalization of historical district;</li> <li>2. Prepare business and investment plan;</li> <li>3. Develop the plan under PPP.</li> </ol>

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## 6. Provide awareness rising campaign to local communities

- 6-1. Conduct public consultations to disseminate the DMO concept;
- 6-2. Provide trainings to personnel engaged in DMO (guide, hotel restaurant, etc.) to improve the quality of tourism services.

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## 7. Provide training courses

- 7-1. Organize training courses in Japan;
- 7-2. Organize training courses in the 3<sup>rd</sup> countries related to the "SILK Road".

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## 3<sup>rd</sup> Mission

January 2018

HOKKAIDO UNIVERSITY  
JTB CORPORATE SALES INC.  
INGÉROSEC CORPORATION  
RECS INTERNATIONAL INC.

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## JICA Study Team



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Mr. Minoru FUKUMURA



Dr. Hirofumi UEDA

*Heritage Tourism*



Mr. Akira OHARA

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# Objectives of the 3<sup>rd</sup> Mission

- To share the survey result (Draft Final Report) and collect ICHTO's opinions

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# Objectives and Output of the Survey

1. To confirm and analyse:
  - ✓ Current status of the tourism sector, tourism policies, administration and institutions
  - ✓ Current status of tourism resources of cultural heritage sites
  - ✓ Statistical data of the tourism industry
  - ✓ Current status of assistance by other donors
2. To analyse challenges and solution for tourism development in Iran
2. To identify future Technical Assistance (T/A) project in the tourism sector in Iran provided by JICA

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# Main Results of the Survey

1. Our Policy on Tourism Development
2. Challenges of Tourism Development in Iran
3. General solution for Tourism Development in Iran
4. Short-term Cooperation Plans in Priority Destination

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## Our Policy on Tourism Development

- a) To conduct national branding, set multiple themes that are appealing to the main overseas target groups to be induced in future, and construct and implement tourism development according to each theme (National tourism master plan).

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## Our Policy on Tourism Development

- b) For a), extract tourism resources and tourism destinations according to the set themes; set tourism zones (wide area destinations) that tie together these resources and destinations while considering spatial spread and administrative scope, and then build the mechanism for managing (including promotion) such tourism zones.

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## Our Policy on Tourism Development

- c) Build the mechanism for managing the hub cities and tourism resources and tourism destinations that comprise the tourism zones in b).

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# Our Policy on Tourism Development

- d) Through comprehensively developing the national brand (a), tourism zones based on the themes (b) and tourism destinations (c), and promoting the created products in the international tourism market, heighten the brand capacity and competitiveness of Iran overall and realize economic promotion and employment creation in regional areas.

# Challenges of Tourism Development in Iran

Cultural Heritage	1. Branding of Iranian Tourism (No clear themes or stories for developing new tourism routes beyond "Golden Route")
	2. Creation of Tourism Products and Marketing Strategy that Guarantee the Brand
	3. Setting of Tourism Destinations to Create Tourism Products toward the International Tourism Market
	4. Management of Tourism Resources and Destinations
	5. Area Development of Tourism Resources and Destinations (Living heritage)
Tourism Industry	6. Issues on the Tourism Industry in Iran (TIC, human resources, traffic congestion, dollar-based bank transfers, tourism Statistics etc.)
Others	7. Improvement of Institutional Framework for Tourism Development
	8. Formation of an Image as "Safe Tourism Destinations"

# General Solution for Tourism Development in Iran (Cultural Heritage)

Cultural Heritage	1.	Formulation of a Tourism Master Plan to establish Iranian Tourism Brand
	2.	Formulation of a Marketing Strategy toward the International Tourism Market
	3.	Establishment of a DMO Organizations in each Destination
	4.	Development of a Destination based on the Concepts of Eco-museum, Cultural Landscape and Community Based Tourism

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# General Solution for Tourism Development in Iran (Tourism Industry)

Tourism Industry	1.	Assistance for improvement of tourism service quality
	2.	Assistance for improvement of travel agency's service quality
	3.	Assistance for improvement of hotels' productivity
	4.	Assistance for attractions of foreign affiliated hotels
	5.	Assistance for establishment of tourism promotion and activation fund
	6.	Assistance for improvement of tourism statistics

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# Tabriz as Potential Destination

- Tabriz along the Silk Road has long been the gateway between Europe and Asia, and also has the world’s biggest bazaar, which has been registered as UNESCO World Cultural Heritage, where one can experience a diversity of cultures.
- Compared to the “Golden Triangle” that is supported by the government generously, Tabriz and environs is still under development concerning tourism sector.
- However, since there is a sincere desire for assistance from JICA to help overcome the issues that confront improvement of the local economy based on tourism arising from “Tabriz 2018”, it was deemed that support in this area could be highly effective.

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## Short-term Cooperation Plans

Item	Contents
Project Name	Master Plan Formulation Project for the Tourism Destination of Tabriz in Iran
Target Areas	Tabriz Destination of Tabriz (5 provinces) <ul style="list-style-type: none"> <li>• East Azerbaijan Province</li> <li>• West Azerbaijan Province</li> <li>• Ardabil Province</li> <li>• Zanjan Province</li> <li>• Qazvin Province</li> </ul>
Target Groups	Stakeholders concerned with tourism development in the target areas (ICHTO, local governments, private enterprises, local residents, etc.)
Implementation agency	Iran Cultural Heritage, Handicraft and Tourism Organization (ICHTO) Counterpart department: International Affairs Bureau

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# Short-term Cooperation Plans

Item	Contents
Main Development Issue	Although Tabriz and environs are regarded as a priority area for tourism development by the Government of Iran, the policy for medium and long term tourism development in the destination has not been established.
Overall Goal	Regional industries, mainly tourism industry, in the Tabriz destination are revitalized.
Project Purpose	A tourism development master plan necessary for strategic tourism development in the destination, including Tabriz and its surrounding areas, will be formulated.
Outputs	1. An implementation framework necessary for formulation and operation of a master plan in target area will be established.
	2. A draft master plan in the target area will be prepared by the implementation framework established in Output 1.
	3. Pilot projects are implemented based on the draft master plan prepared in Output 2, and the master plan will be finalized considering the results of the pilot projects.

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## Schedule for preparing Final Report

- Deadline to collect ICHTO's opinions to Draft Final Report:

30<sup>th</sup> January

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